

**Standard Contract**

**UCPUMW 25-1828**

**Campus Store Operations**

January 9, 2026

This contract, between A Book Company, LLC dba eCampus.com, hereinafter called the "Contractor", and the Commonwealth of Virginia, University of Mary Washington, called the "University" or "UMW", shall become effective July 1, 2026.

**WITNESSETH** that the Contractor and the University, in consideration of the mutual covenants, promises and agreements contained herein, agree as follows:

Whereas, the University desires to retain the Contractor, and the Contractor desires to be retained, to operate and manage the Campus Store Operations and its related programs beginning on the Effective Date so that the University shall have the benefit of the experience, skill, and ability of the Contractor in the operation of the Campus Store Operations to the mutual benefit of both the University and Contractor, all upon the terms and conditions set forth in this Contract.

Whereas, Contractor hereby represents and warrants to the University that it has the necessary power and authority to execute and deliver this Contract and to perform its obligations as detailed within. This Contract constitutes the legal, valid and binding agreement of Contractor, enforceable against Contractor in accordance with its terms (except insofar as such enforceability may be limited by applicable bankruptcy, insolvency, reorganization, moratorium, or similar laws affecting creditors' rights generally, or by principles governing the availability of equitable remedies). Contractor has obtained all applicable permits, rights and licenses required to perform its obligations under this Contract. Contractor is appropriately licensed under Virginia law to perform under this Contract and will perform no services for which a professional license is required by law and for which Contractor is not appropriately licensed. Contractor is financially solvent.

The execution and delivery of this Contract and the consummation of the transactions contemplated hereby will not:

1. conflict with or result in a violation of any provision of the charter or bylaws of Contractor, each as amended to date;
2. conflict with, result in a violation or breach of, constitute a default under, give rise to a right of termination or acceleration (with or without notice or the lapse of time or both) pursuant to, or result in being declared void or voidable, any term or provision of any note, bond, mortgage, indenture, lease, license, contract, or other instrument to which Contractor is a party or by which any of its properties or assets are or may be bound; or
3. violate any order, writ, injunction, decree, statute, rule, or regulation applicable to Contractor.

**PERIOD OF CONTRACT:** July 1, 2026 through June 30, 2031 with five (5), one-year renewal options.

**COMPENSATION AND METHOD OF PAYMENT:** Will be in accordance with Section IV Financial Structure.

**CONTRACT DOCUMENTS:** The contract shall consist of the following documents *in order of precedence*, all of which are incorporated herein by reference, and constitute the “contract documents”:

1. This signed Contract, and Attachments A-C, with the scope and terms and conditions as described herein;
2. The University of Mary Washington’s Request for Proposal RFP 25-1828, dated February 7, 2025 (Attachment D); Addendum No. 01, dated February 28, 2025 (Attachment E); and Addendum No. 02, dated March 6, 2025 (Attachment F);
3. UMW Hosted Technology Services Addendum (HTSA) (Attachment G);
4. VHEPC PAC Agreement (Attachment H);
5. The Contractor’s proposal dated March 13, 2025 (Attachment I);
6. The Contractor’s revised proposal dated October 10, 2025, addressing all subsequent questions, clarifications, and negotiations (Attachment J)
7. eCampus Pro Forma (Attachment K)

**PRECEDENCE OF CONTRACT DOCUMENTS:** In the event that there is a conflict between any of the terms and conditions of this Contract and any of the Incorporated Contract Documents, the terms of this Contract shall apply. In the event that there is any conflict between the Contractor’s Proposal and any of the Contractor’s negotiation responses and clarifications, or between one or more of the Contractor’s negotiation responses and clarification documents, the most recent document shall apply. If there is a conflict between the General Terms and Conditions and the Special Terms and Conditions, the Special Terms and Conditions shall take precedence.

**CONTRACT CLAIMS:** Any contractual claims shall be submitted in accordance with the contractual dispute procedures set forth in the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors.

- I. GOALS OF THE CONTRACT:** The Contractor shall provide, while using the mutually agreed upon latest affordable technology, management of Campus Store Operations. These services shall be provided by the Contractor and measured by the University Contract Administrator in accordance with the University’s established contract goals and requirements, detailed herein. The University’s goal is to customize services and products to precisely fit the needs of our diverse campus communities, ensuring that the UMW Campus Store becomes a cornerstone of student life and learning at the University, with operations supporting the University’s branding initiatives.
- A.** The University Bookstore and Retail Operations must provide exceptional service to all constituent communities consistent with the [Mission of the University of Mary Washington](#): to that end, the Contractor shall remain committed to the University’s contract goals by providing:
1. Enhanced Merchandise and Services: Supply a wide assortment of high-quality academic and retail products, including course materials (both physical and digital), supplies, literature, and fashionable “soft goods” featuring University branding, designed to cater to the unique preferences of each campus community.
    - a. Contractor shall provide value to customers through superior customer service and shall present unique marketing and public relation opportunities to enhance the image of the University.
  2. Affordability and Student Satisfaction: Commit to affordability in course materials and “soft goods” in order to enhance the overall student experience with the campus store, aiming for high satisfaction rates through cost-effective strategies, high quality products, and excellent service.
    - a. Contractor shall provide appropriate supply of high quality and competitively priced course materials available to students prior to the start of class via Contractor’s price match program, which guarantees University of Mary Washington students receive the lowest price possible for course materials.

3. Transparency and Academic Collaboration: Increase operational transparency, and streamline the process for faculty to integrate campus store resources into their curriculum, enhancing academic support and compliance.
4. Financial Contribution and Community Engagement: Provide tangible financial benefits back to the University through efficient operations and actively participate in the academic, cultural, and social fabric of the University, including supporting initiatives like course materials or other academic scholarships to foster an inclusive educational environment.
5. Sustainability: Operations will align with [UMW Sustainability mission](#), goals and initiatives.

**B.** To authenticate that the appropriate level of customer service is being provided to students, faculty and staff, Contractor shall provide annual surveys, to be reviewed with Contract Administrator.

**II. SCOPE OF SERVICES:** The Contractor shall operate an online course materials store and on-site campus store providing the following services as described herein;

**A. Customer Service**

1. The Campus Store must provide the University community with a full range of merchandise and services expected from a flagship academic bookstore.
  - a. The Contractor will operate the facility to meet the needs and demands of both the University and community. The Contractor shall operate the Campus Store on a 12-month basis, with holidays subject to the University's academic calendar, found at <https://academics.umw.edu/calendar/>. The University reserves the right, upon consultation with Contractor, to change the Operating Schedule. Contractor will make no change to the Operating Schedule without the prior written approval of the University Contract Administrator. Contractor understands and accepts that the Campus Store may need to be open and/or staff working during periods when the University is closed. Contractor shall communicate, at least one week prior, such occurrences to the UMW Police Department. Store closings or delays caused by emergencies, including those related to weather, shall be communicated by Contractor to the Contract Administrator as soon as possible.
    - i. *See Attachment A – Campus Store Operating Hours*
  - b. The Contractor shall maximize sales by actively participating in and supporting various special campus events. The Contractor shall participate in the following events, at minimum: Move-In, Welcome Week, New Student Orientation, Commencement, Grad Fair, Great Lives, Homecoming, Reunion, Open House, Sporting Events in coordination with UMW Athletics, Honors Move-In, coordinated with UMW Honors Department, and any other events that require expanded or extended hours and based upon mutual agreement. The specific events and their dates may vary and can be found on the University's website.
  - c. The Contractor shall employ knowledgeable, cross trained staff, available and able to respond to customers' varying inquiries and needs. A manager shall be on duty and present during all hours of operation.

- d. The Contractor shall have the responsibility for resolving the complaints of the University community and all customers. Unresolved complaints shall be referred for resolution to the Contract Administrator.
2. Contractor shall provide a convenient method for faculty, students and guests to purchase or rent Commencement Regalia in keeping with the University's prescribed commencement requirements and current contracted vendors.
  - a. The Contractor shall make every reasonable effort to supply items requested, regardless of timing of request.
  - b. Any change in regalia, announcements or rings must be coordinated through the UMW Contract Administrator and approved by the UMW Events and Office of the President.
  - c. *See Attachment B – University Exclusive and Preferred Contracts*
3. University and Departmental Interaction
  - a. The Course Materials Manager or his/her designee is expected to meet at minimum twice annually with Deans, Chairpersons and other faculty members.
  - b. It is understood that the University may establish a Bookstore Advisory Committee. If a Bookstore Advisory Committee is established, the Contractor's store management shall meet at a minimum twice annually with the Bookstore Advisory Committee and with university officials, including the UMW Contract Administrator, to review campus store operations. The Contractor's store management staff shall work cooperatively with the Bookstore Advisory Committee and with university officials in the development and improvement of the campus store programs, services, offerings and policies. The Contractor shall make every reasonable effort to comply with requests from the Bookstore Advisory Committee and UMW Contract Administrator for the improvement of the Campus Store's operations.
  - c. Where feasible, the Contractor shall assist the faculty in acquiring desk copies, samples and other related materials necessary for classroom instruction.
  - d. Contractor shall meet monthly with the UMW Contract Administrator with topics that may include but not limited to review of events, staffing, operating reports, average course material prices, marketing and promotional services, profit and loss, customer complaints and successes, invoice processing, revenue reports, potential improvements and other issues identified by UMW and/or the Contractor.
    - i. The University reserves the right to examine at any time any or all records maintained by the Contractor and relevant to the UMW Campus Store. This includes, but is not limited to, sales records, invoices, operating statements and balance sheets.
4. The Contractor shall:
  - a. Provide timely reports to faculty members of the status of their orders for books, supplies and other materials for their respective courses, including items discovered to be unavailable, delayed in delivery, new editions, etc.
  - b. Provide promotional suggestions to the university to increase university merchandising opportunities and visibility throughout the community.

- c. Offer a professional web-based experience to customers.
- d. Utilize University Exclusive and Preferred Contracts (*See Attachment B – University Exclusive and Preferred Contracts*).

**B. Merchandise Acquisition and Handling**

- 1. The Contractor shall make all arrangements for delivery, unloading, receiving and storing and merchandise. The Contractor shall assume all responsibility for receiving and/or handling these shipments.
  - a. The Contractor shall recycle all cardboard and other packing materials related to shipping and receiving in accordance with University procedures and sustainability practices (*refer to Section VII.64*).
- 2. Contractor shall maintain a trade section of relevant study materials, local history, and faculty authors.

**C. Textbook, Course Material and Merchandise Sales**

- 1. The Contractor shall ensure a timely acquisition and delivery of all required, recommended and optional texts in addition to other academic and/or curriculum requirements (lab requirements, etc.); materials will be available on the first day of class provided adoption information is received by the Contractor by the following dates; on or before October 1<sup>st</sup> for the spring semester, on or before March 1<sup>st</sup> for the summer semester(s) and on or before April 1<sup>st</sup> for the fall semester.
  - a. The Contractor shall maintain a sufficient variety and quantity of inventory to satisfy demand, meet, and expand sales goals.
  - b. The University will not be liable whatsoever to the Contractor for loss or damage sustained by the Contractor in the event estimates furnished differ from actual demand.
- 2. The Contractor shall offer for sale, high quality and cost-effective course materials and soft goods for the UMW community.
  - a. University's Residence Life policies regarding merchandise that is disallowed in the residence halls shall be taken into consideration when selecting general merchandise for resale. See link for [Items Prohibited in Residence Halls](#).
  - b. The Contractor shall conduct mobile sales operations at various student and athletic events, including but not limited to game-days, flash sales and use of pop-up vendors in accordance with the [University's Solicitation Policy \(E.2.9.6\)](#).
  - c. Contractor and its affiliates shall adhere to UMW Policy on [Tents, Stages, Amusement Devices, and other Temporary Structures](#).
- 3. Contractor shall work in partnership with the University Libraries, Office of Disability Resources (ODR), Division of Teaching and Learning Technologies (DTLT) and all other departments as needed to ensure access to required, recommended and optional course materials to all students.
  - a. The confidential booklist for each term must be supplied to the Libraries and ODR; for internal University use only.

- b. Special orders for students and ODR shall be facilitated quickly and affordably
4. During the Term of this Agreement, eCampus.com will be the exclusive provider of course materials for programs currently offered on the Fredericksburg campus. Exclusivity may not extend to future educational partnerships. The Contractor shall provide and/or offer used book inventories for resale, as well as other reduced cost alternatives to the fullest extent possible. Offerings will include but not be limited to new books, used books, rental books, e-books, inclusive access, access cards and bundles; course packs, custom publications, foreign titles and Print-on-demand (POD) titles as adopted by faculty for their courses.
- a. Contractor shall support delivery of Open Access/Open Educational Resources materials.
  - b. Special orders shall be available to accommodate needs of individual students and departments
5. The Contractor shall maintain faculty communications including but not limited to:
- a. Contractor shall provide a convenient and efficient technology-based method for faculty to place course material adoptions. Faculty will not add hyperlinks or information to publishers or alternative course material providers on their course page within the Online Bookstore. Should links to alternative sources be identified on a course page within the Online Bookstore, UMW will make best efforts to have them removed.
  - b. Associated marketing, training, and notifications regarding course material adoptions are the responsibility of the Contractor.
    - i. Adoption deadlines shall be communicated to faculty as needed throughout the adoption period.
    - ii. Problem titles shall be communicated to faculty as they become known.
    - iii. Viable cost savings adoption options shall be communicated to faculty and provided, as approved by faculty, to benefit students.
    - iv. Contractor shall annually consult with academic departments regarding adoption performance, available services, available course materials formats, and opportunities for savings for students.
6. Upon request, the Contractor shall sell Faculty created or developed course materials required for University courses.
- a. The Contractor shall be responsible for all costs associated with the duplication of these course materials and shall sell them to students at cost plus gross margin not to exceed 33%.
  - b. Contractor shall ensure that all course materials sold through the Campus Store comply with all copyright laws, if such a requirement exists. Adhering to copyright laws, securing necessary permissions and payment of those permissions shall be the sole responsibility of the Contractor. Contractor shall be solely responsible for addressing and resolving any copyright complaint arising from the sale of course materials.
  - c. Faculty Custom Materials: As part of the course materials adoption process, UMW's faculty and staff may adopt course materials that are custom-printed or custom-created (collectively referred to as "Faculty Custom Materials"). If Faculty Custom Materials are not readopted for a 12-month period,

adopting UMW department will bear the costs associated with faculty custom materials.

- i. To avoid excessive inventory or unnecessary costs, eCampus.com agrees to notify the adopting faculty in advance if a significant quantity of Faculty Custom Materials is required to fulfill the order (e.g., when the minimum order quantity substantially exceeds expected enrollment). In such cases, eCampus.com shall obtain explicit approval from the faculty member before placing the order.

7. General Merchandise/Non-Course Material Merchandise

- a. Contractor shall only purchase emblematic goods bearing the University name, marks, and logos from licensed vendors. Contractor acknowledges that its vendors shall have approval from the University through its Licensing Office before using the University marks on merchandise and the University will grant eCampus the right to sell approved University licensed products; however, the right is not exclusive and is subject to the payment by licensed vendors of established license fees. Contractor shall collaborate closely with the University of Mary Washington Licensing Office to establish a streamlined workflow that ensures all merchandise bearing the University name, marks, and logos are thoroughly approved before being placed on the sales floor or website for sale. Contractor will establish a clear and efficient approval process, in coordination with UMW Licensing Office, that includes submitting product designs and mock-ups to the Licensing Office for review and approval prior to production.
- b. Contractor will provide product design, development and assortment, order management and recommendations for specific school-requested apparel and merchandise.
- c. Merchandise strategy shall incorporate input from local campus leaders including store, campus and community leaders. Contractor merchandising team shall collaborate with UMW to curate an assortment that reflects student preferences and regional brand relevance.
- d. eCampus acknowledges that the University shall have the right to recommend merchandise to be sold in the UMW Campus Store and to request the removal of merchandise for sale in the UMW Campus Store which the University considers offensive, inappropriate, or an inadequate representation of the UMW brand.
- e. eCampus will dedicate a specific section on the UMW Online Spirit Store, making it easy for the University of Mary Washington community to browse and purchase athletic apparel.
- f. Contractor acknowledges that the sale of class rings, jewelry, announcements and academic regalia shall be subject to the terms and conditions of UMW's separate agreements.

8. The Contractor shall be solely responsible for the disposition of any and all damaged or surplus books and merchandise.

9. Free Shipping

eCampus offers students free shipping on their course materials, apparel, merchandise and supplies purchased from the University of Mary Washington's Online Bookstore and Spirit Shop. Students will receive the following:

- a. SHIP-TO-CAMPUS

FREE 2-Day Shipping to the UMW Campus Store on all orders shipped and sold by eCampus year-round, excluding marketplace and oversized items.

b. SHIP-TO-HOME

FREE Standard Shipping to the students' home on all orders over \$59 shipped and sold by eCampus year-round, excluding marketplace and oversized items.

10. Faculty, staff, and departments shall receive a 15% discount on course supplies, apparel and merchandise for the duration of the contract.

11. The Contractor shall honor University Exclusive and Preferred Contracts (*See Attachment B – University Exclusive and Preferred Contracts*).

**D. Textbook Buyback and Rental Returns**

1. Contractor shall offer a conveniently located textbook buyback at the end of each semester, including summer. Marketing, funding, and logistics for the buyback shall be the responsibility of the Contractor, and in accordance with campus policies

2. Contractor shall offer a daily textbook buyback online through the Campus Store's website.

3. Custom Buyback

a. Contractor shall offer custom buyback, making every effort to purchase back student books for which there is no national wholesale or retail demand.

**E. Payment Options**

1. Contractor shall afford to bookstore customers the greatest variety of payment options possible to include but not be limited to:

a. Credit and Debit Cards: Visa, MasterCard, American Express, Discover

b. PayPal/PayPal Credit

c. Bank Account

d. Campus Card – UMW EagleOne Card

e. Financial Aid

f. Third-party Billing (VA, Grants, Workforce, Scholarships, etc.)

g. Google Pay

h. Apple Pay

i. Venmo

2. Any costs associated with accepting each method of payment shall be the sole responsibility of the Contractor.

3. PCI compliance is the sole responsibility of the Contractor; the University shall not be in PCI scope under the Contractor's compliance plan.

## **F. Refund Policy for In-Store and On-Line Purchases**

### **1. Return Policy and Process**

Contractor offers 15 days from the first day of the semester to return an item for a full refund. Policies regarding refunds will be posted within the student's Online Campus Store account. If a student needs to return an item, they may do so by following eCampus' return instructions below.

#### **a. New and Used Course Material Returns**

- i. To return an item for a full refund, students will go to the UMW Online Campus Store and sign into "My Account" and click on "Manage Rental/Returns," then "Return an Item for a Refund" to see a full list of all items that are eligible for return. They choose the quantity next to each book they wish to return, review the return totals, and select "Print Label and Complete Return" to submit the information. Students can print out either the UPS or a USPS shipping label and a packing slip to include with their return shipment.

#### **b. Rental Course Material Returns**

- i. Students will select a rental return date when selecting the rental option for course materials. The rental return date will appear on their order confirmation and in the order details displayed in the "My Account" section of the Online Bookstore. Students can print off a postage-paid shipping label or return their course material rentals during onsite book buyback events.

#### **c. Digital Course Material Returns**

- i. Digital course material return privileges are based on individual publishers' return criteria.

#### **d. Marketplace Order Returns**

- i. For textbooks purchased through the eCampus Marketplace, the customer will contact the marketplace seller directly for return instructions.

#### **e. Apparel and Merchandise Returns**

- i. Apparel and merchandise can be returned within 30 days with the original receipt.

### **2. Return policies shall be posted in conspicuous places including but not limited to:**

- a. In-Store
- b. Campus Store's website
- c. Attachments to customer receipt(s)

## **G. Marketing**

1. When managing the Store or providing Services, Contractor shall display its name and protected marks in ways acceptable to the University, with approval not being unreasonably withheld.
2. By August 1 of each Contract Year, Contractor shall submit to the University Representative for his/her prior approval, the Store's advertising and marketing plan for the coming academic year. The plan shall describe and confirm that adequate marketing resources are being assigned to the Store. The University reserves the right to require withdrawal of any advertising or marketing item at any time. Contractor may not distribute any bulk advertising or marketing materials to the University community via any medium without prior consent from the UMW Contract Administrator.

3. All advertising, press releases, public announcements and public disclosures by either Party relating to this Contract that include the other Party's marks or language from which the connection of such marks may be inferred or implied, will be coordinated with and subject to the written approval by both Parties prior to release.
4. Subject to Section VII.68 (Use of Registered Marks, Logos and Seals), Contractor shall not, without the prior written approval of the University, indicate provision of sales or services to the University in any of its product literature or advertising, or state in any of its advertising or product literature that the University has purchased or used Contractor's products or services.
5. Contractor must obtain the University's written consent before providing third parties with the University's name as a reference.
6. The Contractor shall bear all costs associated with the design, development, printing and mailing/distribution of UMW-approved marketing materials (e.g., brochures, banners, signs etc.).
7. The Contractor shall provide a well-developed bookstore presence on the Internet. Key webpage components shall include the following, which shall be easy for customers to find:
  - a. Clearly defined store information:
    - i. Up to Date Hours
    - ii. Location
    - iii. Contact information (phone number and email address) for, at minimum: full-time non-student store personnel, customer service, course materials department
  - b. Easy to find course material adoption information.
  - c. Intuitive course materials ordering process for students and adoption process for faculty.
  - d. Price match guarantee based on dynamic pricing for new books, used books, and textbook rentals.
  - e. Clearly defined and easy to use gift and apparel site will remain current with campus events, seasons, and fashion and technology trends.
  - f. Ability to shop and purchase from one's mobile device.
8. Faculty, staff and student email addresses will not be provided for marketing purposes.

#### **H. Contractor Employees and Hiring**

1. The Contractor shall provide priority consideration, within its standard recruitment process, to current bookstore personnel for positions available under its operations.
  - a. At no cost to the University, Contractor shall staff the Campus Store with experienced and qualified managerial and customer service personnel. The Contractor's thoroughly trained and qualified staff shall be in sufficient quantity to meet the demands of the size of the University during all periods of the academic year.

- b. Employees shall be cross-trained, able to assist customers in all areas of the operation.
  - c. Personnel policies shall be consistent with all federal, state, and local laws and University directives. Evidence of stated qualifications shall be made available to the University upon request.
  - d. Contractor shall set its own wages and benefits for its Campus Store staff.
2. The Contractor's Campus Store Manager shall be approved by the University. Subsequent changes in assignments shall only be made after prior consultation with and approval from UMW's Contract Administrator. Individuals proposed by Contractor must have considerable experience in the management of bookstores serving a University Community. This person should also be a good communicator, a proven leader and must exhibit the ability to deal effectively with University students, faculty, staff and guests.
  3. To the fullest extent possible, University students, of good academic standing, shall be employed as part of the regular campus store-staffing schedule. Such employment should be educational as well as remunerative, with the Contractor encouraged to consider internships and other cooperative ventures with academic departments. All University student employees shall be employees of the Contractor, not the University, and all employees shall be clearly informed that they are not University employees.
    - a. Student Employees currently employed by the Bookstore should be interviewed and considered for continued student employment by the Contractor.
  4. The Contractor shall provide personnel resources to support operations before, if requested, as well as during, and after the transition, until a fully dedicated staff is in place.

#### **I. Compliance**

1. The Contractor shall be required to conform to all pertinent University regulations concerning parking, safety, security and access, publication standards, design standards, etc. Special exceptions may be acceptable upon written mutual consent of both parties. It is the Contractor's responsibility to remain current on all such regulations, policies and procedures.
2. Parking Permit information: All contractor staff shall be required to obtain and display a UMW parking decal.
  - a. Contractor shall be responsible for ensuring its employees adhere to campus parking regulations and pay any incidental fees: <https://adminfinance.umw.edu/parking/>
  - b. Currently there is no cost to Contractors for the parking decal. If, at a future time, UMW assesses a parking fee, Contractors shall be responsible for ensuring their employees adhere to updated campus parking regulations and pay any associated fees.
3. The Contractor shall comply with all applicable federal, state, and local laws and regulations relating to the operation of a retail bookstore including the collection and remittance of sales taxes.
4. Contractor shall ensure appropriate and applicable FERPA (Family Educational Rights and Privacy Act) requirements are maintained.

5. The University reserves the right of prior approval for any and all signs, posters or other bookstore advertisement placed on University premises. Contractor shall adhere to campus policies regarding advertising.

**J. Campus Store Facility Space, Maintenance and Utilities**

1. The University will allocate dedicated space for the campus store's merchandise retail operations. The current sales floor comprises approximately 6,800 square feet not including storage and office space. Contractor requires a reduced footprint of no more than 5,000 square feet. Contractor understands and agrees that the current retail footprint will be reduced to no more than 5,000 square feet during the term of this contract.
  - a. *See Attachment C for Current Location Square Footage*
2. The University will provide the following basic services to the same degree as is standard for other University departments and facilities:
  - a. Cleaning of the external areas where applicable
  - b. Electric (lights and outlets)
  - c. General Building maintenance
  - d. Heating and air conditioning
  - e. Maintenance of University fixtures (not retail fixtures)
  - f. Smoke/heat alarms
  - g. Snow removal
  - h. Trash removal from the University's designated point
  - i. Water and sewer
3. Contractor shall be responsible for the following, which must be compatible with and meet university specifications.
  - a. If the University provides voice and data lines on-site, then Contractor shall reimburse UMW monthly at the current rate, \$22.00 per line, paid to the University without invoice. (Rates are subject to change per utility charges.)
    - i. The number of lines that the Contractor requires for its operation shall be identified to the UMW Contract Administrator at contract deployment. The Contractor may choose at this time, or at a later time during the term of the contract including all optional renewal terms, to forego the University phone system (equipment and lines) and provide its own phone system and lines, which shall be managed by mutually agreed upon contract modification. Return of UMW equipment (phone units) shall be coordinated with the UMW Contract Administrator.
  - b. Computers
  - c. Copier and Supplies
  - d. Equipment, including but not limited to: Point-of-Sale terminal, and all associated hardware (i.e., credit card readers and scanners, inventory management software, etc.)
  - e. Furniture
  - f. Housekeeping Services

- g. Internet Connectivity and Hardware
  - h. Parcel Delivery and Freight
    - i. In the event that freight will require delivery to the UMW Central Storeroom and Warehouse, Contractor shall notify the UMW Central Storeroom and Warehouse Manager at least forty-eight (48) hours in advance of delivery.
  - i. Printer and Fax Machines
  - j. US Mail pertaining to the Campus Store's operation.
  - k. Security Personnel
    - a. Security cameras shall not be employed in contractor-utilized spaces
    - b. Contractor shall be responsible for securing the premises after operating hours.
    - c. At least one copy of each store's keys/entry control devices shall be provided to the UMW Police Department for use during emergencies.
4. The Contractor shall be responsible for the proper collection and removal/disposal of all trash, garbage, shipping containers, boxes, skids, etc., from the interior of the bookstore facility and deposited in the appropriate disposal container, e.g. trash/garbage in dumpsters, cardboard flattened and deposited in cardboard recycling containers, etc.
5. Contractor Sanitation Responsibilities:
- a. All flooring shall be cleaned at least annually by the Contractor. Floors shall maintain an attractive waxed finish where appropriate.
  - b. Walls, ceilings, windows, and vents, should be kept clean and free from dirt, dust and grease at all times. Display and entrance windows and doors shall be cleaned inside and out by the Contractor.
  - c. Contractor shall thoroughly clean all facilities at a minimum at the end of each semester (summer included) and when necessary, during University scheduled breaks. This includes, but is not limited to, walls, fixtures, furniture, hallways, stairs, receiving dock, offices, rugs, storage rooms and equipment.
  - d. The loading dock shall remain clean and free of debris at all times.

**K. Furnishings, Renovations and Maintenance**

- 1. University will make available for use the current office furniture for two offices, file cabinets, campus telephone equipment and wiring that are currently available for Campus Store use. The Contractor shall furnish new furniture and fixtures necessary for the proper execution of campus store operations. This shall include, but not be limited to, special merchandising and sales displays, etc. Fixtures that are the property of the Commonwealth of Virginia shall be disposed of only in coordination with the Contract Administrator and in accordance with the [Code of Virginia 2.2-1124](#) requirements.
- 2. The Contractor shall maintain the space, furniture and equipment in a clean, safe and functional condition to the satisfaction of the University and return space to the University upon contract completion, in the same or better condition as when received, normal wear excluded. The Contractor shall be responsible

for cleaning and minor repairs to include but not be limited to floors, doors, doorways, walls, ceilings, windows, all furniture, fixtures, and equipment, including carpeting.

3. The Contractor shall not proceed with any structural modification and/or alterations prior to written University approval. At the commencement of the contract, the Contractor and the University shall perform a joint inspection of the space, furniture and equipment. A written agreement must be reached concerning the condition of each item. At approximately thirty (30) days prior to completion of the contract, the Contractor and the University will perform a similar inspection to determine the Contractor's liability. The Contractor shall be responsible for any replacement and maintenance which was caused by its negligence; normal wear and tear excepted.
  - a. Any designs by the Contractor proposed for renovations/upgrades and/or construction to the existing and/or any future space and fixtures shall be accompanied by layout examples and must be approved by the University Facilities Management Department and the UMW Contract Administrator, including, but not limited to those renovations/upgrades in existing University buildings that require a building permit.
  - b. The Contractor shall be responsible for all expenses associated with alterations, maintenance and repair of its assets on/off site.
4. Contractor shall obtain and maintain at its sole expense, and in its name, all necessary licenses and permits required to perform the Services.
5. Contractor shall comply with the University approved architectural rendering(s) of the footprint(s).

#### **L. Reporting and Deliverables**

1. UMW Staff shall have access to FAST reporting tools, for which eCampus shall provide training and support.
2. Reports provided shall include, but not be limited to;
  - a. Annual Marketing Plan, due June 1 each year
  - b. All reports as described within eCampus' proposal (*See Attachment I; Pages 53-55*)
  - c. Monthly and by the 10<sup>th</sup> of the following month: Sales by category, YTD and year over year
  - d. Annual SOC 2 Report
  - e. Quarterly Business Review
  - f. Annual survey results
    - i. The Contractor shall provide the results of regular and continuous analysis of equipment, technologies, client meetings and satisfaction level feedback including any survey results, marketing opportunities, and any other data applicable to achieve UMW contract goals
  - g. Semester audits and resulting actionable items reports
  - h. Annual operating statement for the UMW Campus Store
3. If a change is anticipated to the Pro Forma (*See Attachment K: eCampus Pro Forma – October 2025*), Contractor shall provide UMW Contract Administrator a revised projected pro forma, which shall be submitted by February 1st with the final pro forma submitted by May 1st that precedes the next contract

year. Attachment K shall serve as the forecast of sales and expenses unless Contractor informs UMW Contract Administrator otherwise as detailed herein.

#### **M. Technology**

1. The Contractor agrees to the UMW Hosted Technology Services Addendum (*See Attachment G*).

### **III. DEPLOYMENT TIMELINE**

- A.** Deployment Timeline may fluctuate and shall be coordinated through mutual agreement of both parties.

#### **Upon Contract Execution**

- Hold onboarding meeting
- Hold breakout sessions – Faculty, IT, Financial Aid, Marketing and Retail

#### **10+ Weeks Prior**

- Begin IT system integrations
- Obtain Fall 2026 booklist from UMW Contract Administrator
- Establish advisory committee and plan first meeting with committee members
- Evaluate campus stores and determine individual campus store needs
- Evaluate campus store staffing and requirements
- Hold marketing and licensing planning meeting
- Determine store logo/artwork requirements
- Develop campus store refresh plans and approval

#### **8 Weeks Prior**

- Post open campus store positions
- Fall 2026 booklist review and approval
- Begin engagement with campus departments
- Build marketing campaigns to announce campus store and online bookstore grand opening
- Begin campus store refresh planning
- Begin Phone Installation and Internet Connections
- Coordinate press releases with campus contact
- Finalize Fall 2026 adoption list

#### **6 Weeks Prior**

- Create initial merchandising plan and review current licensed vendors
- Schedule inventory service
- System integrations tested and operational
- Set Up ACH Banking Arrangements
- Begin interviews for open campus store positions
- Follow-up meetings with key campus contacts

#### **4 Weeks Prior**

- Integrated storefront launch
- Online bookstore and Spirit Store prepared for student ordering
- Online bookstore and Spirit Store go-live shall be July 1, 2026
- Marketing campaigns – Course materials available, effective July 1, 2026
- Review upcoming campus events
- Confirm store materials and equipment deliveries
- Confirm store marketing materials deliveries

#### **2 Weeks Prior**

- Receive store materials, equipment and marketing deliveries

- Schedule new associate training and determine the initial staff schedule
- Follow-up meeting with campus contacts
- Transition week
- Merchandise store
- Execute marketing campaign

**Final**

- Grand opening of UMW Campus Store

**IV. FINANCIAL STRUCTURE** (See Attachment K: eCampus Pro Forma – October 2025)

**A. Financial Terms:** Contractor shall not request renegotiation of the financial arrangements at any time throughout the duration of the contract including all potential renewals unless it is deemed by the University to be in its best interest.

**B. Pricing Structures:**

1. The Contractor shall determine, establish and clearly mark, in a conspicuous location, the selling price of all items offered for sale.

a. Contractor shall offer a price match guarantee on textbooks. The guarantee shall be based on dynamic pricing and shall include new, used and rental textbooks. Price Match Guarantee will price match Amazon.com, B&N.com, Chegg, and local brick-and-mortar competitors. Upon validation of the price match policy, eCampus will refund the student the difference in price paid and the competitor price offered in the form of in-store credit to be used on the University of Mary Washington’s Online Campus Store.

i. Price Match Exclusions:

1. Peer-to-peer marketplace purchases
2. Publisher specific rental programs and items delivered electronically to the digital bookshelf
3. Amazon’s Warehouse Deals, fulfilled by Amazon, Lightning Deals, Deals of the Day, “Amazon Deals”, aggregator sites, digital materials, and publisher-direct prices
4. Out-of-stock items

Margin Ranges						
	Buy New	Buy Used	Rent New	Rent Used	Digital	Coursepack (Buy New)
eCampus	Retail price with average margin not to exceed 25%	Retail price with average margin not to exceed 25% to 65%  (dependent if purchased from wholesaler, marketplace, student or liquidator)	Retail price with average margin not to exceed 25% to 65%  (dependent if purchased from wholesaler, marketplace, student or liquidator)	Retail price with average margin not to exceed 25% to 65%  (dependent if purchased from wholesaler, marketplace, student or liquidator)	Retail price with average margin not to exceed 20%	Retail price with average margin not to exceed 33%

2. Spirit Store:

a. The price of each item offered for sale shall not exceed the manufacturer’s suggested retail price.

- b. The Contractor shall clearly mark all items as to their retail price. All prices shall be posted in a conspicuous place.
- c. Contractor shall adhere to UMW Licensing policy in accordance with Section VII.68, Use of Registered Marks, Logos and Seals.

**C. Financial Contributions and Payments to University** (See Attachment K: eCampus Pro Forma – October 2025)

1. Commissions

- a. Contractor shall pay UMW commission as follows:
  - i. 6% on Course Material Gross Product Sales. Defined as: (a) eCampus.com owned physical course materials, gross product sales less any customer returns, non-returned rentals, sales tax, collected shipping revenue, order cancellations, and (b) for marketplace, digital products, or Inclusive Access products, net revenue earned by the eCampus.com on such marketplace, digital products, or Inclusive Access products less any customer returns, non-returned rentals, any third party billing, sales tax, collected shipping revenue, and order cancellations.
  - ii. 10% on book buybacks.
  - iii. 10% on Apparel and Merchandise Gross Product Sales. Defined as all collected revenue from in-store and online sales of non-course material items at the Bookstore, excluding voids, refunds, sales tax, campus debit card fees, computer hardware sales, contractually discounted sales (including department and faculty/staff discounts), pass-through income, and sales with an initial gross margin below 20%. This definition ensures that the payment is based on net revenue reflective of standard commercial practices.
- b. Net Sales Reporting and Commission Terms: All net sales (gross sales minus taxes), including but not limited to cash, check, internal transfers, gift card redemption and debit/credit card, and financial aid shall be recorded as revenues on financial reports at retail values.
  - i. eCampus acknowledges the definition of Gross Product Sales and how it should be recorded and reported as defined above in Section C. 1.

Electronic payment submission will be provided upon contract award. Electronic payments must be accompanied by supporting documentation that defines the sales by category, sales period, total sales and calculation of funds earned. Commission Payments shall be accompanied by sales reports showing net sales for each course material and merchandise category, total sales, period in which sales were made, and commission calculation.

c. Payments to University:

All payments to the University shall be made without invoice, deposited by ACH, with supporting documentation clearly defining the period and purpose of the deposit, and by the assigned due dates. A copy of the statement and verification of deposit shall be delivered to the UMW Contract Administrator within two (2) business days of the deposit.

Commission payment dates shall be:

- i. Period 1: January through March will be paid no later than May 25<sup>th</sup>
- ii. Period 2: April through June will be paid no later than August 25<sup>th</sup>
- iii. Period 3: July through September will be paid no later than November 25<sup>th</sup>
- iv. Period 4: October through December will be paid no later than February 25<sup>th</sup>

2. Financial Incentives

- a. Contractor shall provide a capital investment of up to \$75,000 for improvements, fixtures, and the operation of the UMW Campus Store over the term of the agreement.

Financial Incentives									
	Year 1	Year 2	Year 3	Year 4	Year 5	Payment method	For use	Notes	
Signing Bonus	\$2,500					Check	UMW discretion	Payable within 30 days of start of first semester	
Partnership Incentive		\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	Check	UMW discretion	Contingency: net sales within 10% of prior year net sales	
Textbook Scholarships	\$4,000	notes	notes	notes	notes	Check	UMW discretion	\$2K Fall, \$2K Spring. Years 2-5: amount =0.5% prior year net course material sales	
	Year 1	Year 2	Year 3	Year 4	Year 5	Payment method	For use	Notes	
Marketing	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	N/A	eCampus	Marketing online bookstore operations	
Sponsorships	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	As mutually agreed	Mutual Agreement	Select annual fundraisers and promotional events	
Technology Investment	<\$10,000					N/A	eCampus technology	Platform enhancements for UMW Online Bookstore over the life of the agreement	
UMW Branded Kiosk	\$ 2,500	-	-	-	-	N/A	UMW discretion	Students can conveniently purchase their course materials, sell back books and return rentals. May be used new student orientations	

b.

3. Financial Reporting Requirements:

The Contractor’s fiscal reporting period shall align with the University's fiscal year, which begins July 1 and ends June 30. Monthly reporting shall cover data from the first to the last day of each calendar month.

- a. Monthly Financial Reporting: The Contractor shall e-mail a monthly financial operating statement report (Operating Statement) in spreadsheet format to the University by the 10th of each calendar month.

Any operating statements requiring adjustments because of a review audit shall be reflected on the next reporting month.

All financial and sales reports shall be submitted by the 10th day of the month following the reporting period. If the due date falls on a weekend or public holiday, the deadline extends to the next business day. Financial and sales reports submitted shall be final and not preliminary or estimated

Upon request, the Contractor must provide copies of all required sales and tax reports that detail sales, revenues, and taxes generated at the University. The Contractor is solely responsible for all tax obligations related to this contract.

At the end of each semester or term, or upon request of the UMW Contract Administrator, Contractor shall provide:

- i. Average pricing for each available course materials format
  - ii. A current term course materials list that includes the retail price for each title in each of its available formats.
  - iii. Upon request, the Contractor shall provide other metrics to the University.
- b. Audit Reporting: The University should be informed by the Contractor of the schedule of the Contractor’s audit of the records and operations at the University. The University will have the option to participate in the Contractor’s audits and shall receive a full audit report of findings regardless of the University participation.

All Firm financial reports and their content will be retained, used and treated in strict confidence by the University except as required by the Virginia Freedom of Information Act (FOIA).

Electronic reporting submission addresses will be determined upon contract award.

**D. Payments to Contractor:** During the term of the contract the Contractor shall ensure that a current taxpayer identification number and certification ([Form COV W-9](#)) is on file in the University's Accounts Payable Office. Failure to have a current W-9 on file may delay payment of any invoice(s) submitted. Invoices presented to the UMW Contract Administrator for approval, and subsequently to UMW Accounts Payable Office for payment, are deemed valid only if a current W-9 is on file.

1. **Departmental Charges:** On a monthly basis, the Contractor shall invoice UMW for departmental expenditures not paid with a UMW charge card. Invoices and any accompanying documentation shall be sent to UMW Contract Administrator within fifteen (15) business days of the closing of the related month. Documentation shall include but not be limited to date, department name, department account information (currently a FOAP), items purchased, and total purchase amount per department.
2. **Financial Aid:** Within three (3) days of closing the financial aid period, Contractor shall submit an invoice and required documentation to the UMW Contract Administrator. Documentation must also be submitted to UMW's Accounts Receivable Manager, Lee Hall, Rm. 226. Documentation must include but not be limited to Student Banner ID number, First Name, Last Name, Opening Balance, Expenditures, and Closing Balance. Receipts documenting Financial Aid purchases may be required by the University.
3. **Inclusive Access:** Within three (3) days of the last day to withdraw from a course, Contractor shall submit an invoice and required documentation to the UMW Contract Administrator. Documentation shall include but not be limited to, student name, Banner ID, title, ISBN, price, and total invoice amount.

**E. Inventory Purchase Terms**

Contractor shall purchase incumbent's inventory in accordance with the following terms. Incumbent may determine whether or not to sell or retain course materials on hand.

1. Contractor shall conduct an inventory with representative from both incumbent and Contractor representative to check and confirm the inventory counts.
  - a. All inventory valuations shall be at incumbent's latest invoice cost.
2. **New Textbooks**
  - a. All new course materials (including but not limited to: access cards, kits, workbooks, course packets, trade and paper books adopted for courses, etc.), in quantities not exceeding course requirements, formally adopted for the following term and on-hand or on order with verifiable PO at the time of inventory will be purchased by Contractor at incumbent's latest invoice cost.
  - b. All excess textbooks not accepted for return to vendors shall be purchased by Contractor at the current wholesale price.
  - c. When determining overstock for adopted textbooks,
    - i. Used and then New inventory shall be purchased at incumbent's last invoice cost up to the course enrollment needs.
3. **Used Textbooks**

- a. At the time of inventory, all used textbooks on hand that are formally adopted for the next term and on-hand or on a PO at the time of inventory will be purchased by Contractor at incumbent's last invoice cost.
  - b. Excess adopted used textbooks shall be purchased by Contractor at current wholesale price.
4. Trade and Paperback, Technical and Reference Books
- a. Trade and paperback books adopted for courses shall be purchased under the terms of New Course Materials inventory
  - b. Remaining trade, paper, technical and reference books in clean and salable condition and less than six months old shall be purchased by Contractor at incumbent's last invoice cost.
  - c. Books not in clean and salable condition or more than six months old, shall be set aside and purchased by Contractor at a mutually agreed upon price.
5. School Supplies and General Merchandise
- a. All of the merchandise in clean and salable condition, up to a six-month supply, shall be purchased by Contractor at incumbent's last invoice cost.
    - i. Including but not limited to soft goods, art supplies, office supplies, general supplies, greeting cards, gifts, convenience store merchandise and any items that the campus store currently stocks shall be purchased from incumbent regardless of date or quantity.
    - ii. For large quantities, the Contractor and incumbent shall evaluate the sell through along with the in-stock date to determine Contractor's purchase price.
  - b. Items not in clean and salable condition shall be set aside and purchased by Contractor at a mutually agreeable price.
6. Gift Cards
- a. Contractor shall honor any UMW Bookstore gift cards with a remaining balance and submit an invoice to the University monthly for reimbursement for the amounts used per month.

**F. Cooperative Contract Use:** *(See Section VII.17, "COOPERATIVE PROCUREMENT/ADDITIONAL USERS - USE OF AGREEMENT BY THIRD PARTIES")*

- 1. Collectively the accessing entities to which the contractor is providing Goods and Services will be known as "Accessing Entities" within this agreement.
- 2. Contractor shall provide Goods and Services to the University, and as requested, all other VASCUPP or Virginia Higher Education Procurement Consortium "VHEPC" member institutions, all other VASCUPP member affiliated entities.
- 3. Any Accessing Entities, other than the University that desire to utilize this Agreement will enter into a separate negotiation of final terms and selection of Goods and Services specific to their respective Entity.
- 4. Any Accessing Entities will be responsible for providing Contractor with Tax Exempt certification, as appropriate.

V. **CONTRACT ADMINISTRATION:** The Director of Business Services or designee, shall be identified by the University as the Contract Administrator and shall use all powers under the contract to enforce its faithfulness and performance in conjunction with the University's Procurement Services department.

VI. **GENERAL TERMS AND CONDITIONS:** Please refer to the link to follow regarding [Required General Terms and Conditions](#) of this Contract.

VII. **SPECIAL TERMS AND CONDITIONS:**

1. **ACCESSIBILITY:** All e-learning and information technology developed, purchased, upgraded or renewed by or for the use of University of Mary Washington shall comply with all applicable University policies, Federal and State laws and regulations including but not limited to Section 508 of the Rehabilitation Act (29 U.S.C. 794d), the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia, as amended, and all other regulations promulgated under Title II of The Americans with Disabilities Act which are applicable to all benefits, services, programs, and activities provided by or on behalf of the University. The Contractor shall also comply with the most current version of the Web Content Accessibility Guidelines (WCAG). The Vendor/Contractor further warrants that it is committed, and shall remain committed, to promoting and improving accessibility of all its products as specified in UMW's IT Accessibility Policy. <https://technology.umw.edu/technology-accessibility/>
  - A. If the Products and Services are not in conformance with all applicable federal and state disability laws, policies, and regulations as of the Contract Effective Date, as identified by the Vendor/Contractor, or through University testing or assessment, Vendor/Contractor shall use all reasonable efforts to update the Products and Services so as to be in conformance prior to Acceptance by the University.
  - B. In the event any issues arise regarding Vendor's/Contractor's compliance with applicable federal or state disability laws, policies and regulations, at any time, during any term of the contract, including all optional renewals, the University may send communications to Vendor/Contractor as specified in the Notices provision of the contract, requesting cure of such noncompliance. The Vendor/Contractor shall respond to these communications within two (2) business days from receipt to the University official identified in the Notices provision of the contract, with a plan, including a timeline for completion, which will bring the contractor back within compliance as required by the contract. This plan shall require University agreement.
2. **ADDITIONAL (FUTURE) GOODS & SERVICES:** The University reserves the right to request from the contractor to provide additional Goods and/or Services under similar and market-based pricing, terms, and conditions, and to make modifications or enhancements to existing services. Additional Goods and Services may include other products, components, accessories, subsystems or related services that are newly introduced during the term of the Agreement. Newly introduced additional Services will be provided to the University at favored nations pricing, terms, and conditions.
3. **ANNOUNCEMENT OF AWARD:** Upon the award or the announcement of the decision to award a contract resulting from a competitive solicitation process for any dollar value, or sole source procurement, the University will publicly post such notice on the DGS/DPS eVA VBO ([www.eva.virginia.gov](http://www.eva.virginia.gov)) for a minimum of ten (10) days.
4. **ANTITRUST:** By entering into a contract, the contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter

acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.

5. **ASBESTOS:** Whenever and wherever during the course of performing any work under this contract, if the Contractor discovers the presence of asbestos or suspects that asbestos is present, it shall stop the work immediately, secure the area, notify the UMW Contract Administrator, and await positive identification of the suspect material. During the downtime in such a case, the Contractor shall not disturb any surrounding surfaces but shall protect the area with suitable dust covers. In the event the Contractor is delayed due to the discovery of asbestos or suspected asbestos, then a mutually agreed extension of time to perform the work shall be allowed the Contractor but without additional compensation due to the time extension. The University is responsible for any remediation (reference Environmental Liability).
6. **AUDIT:** The contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The University, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period. Any such inspection or audit shall be at the University's sole expense unless such audit reveals that Contractor has, for any reason, materially misrepresented sales and/or operating expenses. In the event that an audit determines that the statements submitted by Contractor to the University are inaccurate or not in accordance with the terms of this Contract, Contractor agrees to pay the University all monies owed within twenty (20) calendar days plus interest from the date of delinquency at the rate of 1.5% per month. Receipt of such payment shall not preclude the University from pursuing any other right or remedy available under law. In addition, if the audit determines that Contractor has materially misrepresented sales or operating expenses, Contractor shall pay the entire cost of the audit. Any inspection or review by the University does not relieve Contractor of its responsibilities for performing its obligations under this Contract or of any liability arising from Contractor's failure to perform.
7. **BULK DELIVERIES:** To avoid single item deliveries, the University and Contractor shall work together to ensure bulk shipments are utilized to the maximum extent possible.
8. **CANCELLATION OF CONTRACT / TERMINATION:**
  - A. Termination by either Party without cause: This Contract may be terminated by either Party without cause by providing the other Party notice, per Notices Section of Terms and Conditions, by June 1 of any Contract Year for termination to be effective June 30<sup>th</sup> of the following year.
  - B. Termination by either Party for Cause\*:
    1. Substandard Performance: If either Party shall be in default in the performance of any material covenant, promise, term, or condition of this Contract, and (i) such default is not cured within thirty (30) calendar days after written notice of default is given by the Party not in default, or (ii) if such default is of a nature that it cannot be cured within thirty (30) calendar days, and the Party in default shall not have promptly commenced curing such default within such thirty (30) calendar day period or shall not thereafter proceed to cure such default with reasonable diligence in good faith without interruption except for causes beyond its control.
    2. Failure to Make Payments: If either Party shall be in default in the making of any payments required to be made hereunder to the Party not in default and such defaults not cured within thirty (30) calendar days after notice thereof is given by the Party not in default.
    3. Failure to comply with contract terms and conditions.

*\*Non-renewal of this Contract at the end of the Term shall not constitute termination for cause.*

- C. Termination by either party for Cause: In addition to the foregoing, each party shall have the right to terminate this Contract immediately if the other party:
1. Acts in a grossly negligent manner or commits intentionally dishonest acts.
  2. Initiates bankruptcy or liquidation, becomes bankrupt, makes a general assignment for the benefit of creditors, takes the benefit of any insolvency act, or has a receiver or trustee in bankruptcy appointed for all or a portion of the party's property.
  3. Fails to maintain top health, safety, and sanitation inspection ratings.
  4. Fails to maintain all licenses and permits required by applicable law or the Contract.
  5. Fails to pay any required taxes.
  6. Fails to comply with all applicable federal, state, and local laws and regulations.
  7. Causes the other party, in its reasonable discretion, to suffer material adverse publicity or material negative impact on its reputation.
- D. Conciliation of Performance issues: If the University believes that the Contractor's performance has been substandard, prior to issuing any notice of default, the University shall document Contractor's performance and submit such documentation for review and corrective action. Upon the request of the University, a meeting may be called between the Parties where instances of alleged substandard performance will be discussed and a plan for corrective action shall be developed and implemented. The University, in its reasonable discretion, shall approve in writing the plan for corrective action. The University may terminate the Contract immediately if: (i) University does not agree to the plan developed by Contractor; (ii) University, in its reasonable discretion, determines that implementation of the corrective plan by Contractor is substandard; or (iii) University, in its reasonable discretion, determines that Contractor has failed to implement the corrective plan in a timely manner.
- E. Rights Prior to Termination: Termination of the Contract shall not affect any right of either Party that accrued prior to such termination.
- F. Reimbursement for Depreciated book value of Contractor improvements: The following conditions shall apply should this Contract and any extension thereof be terminated prior to the full depreciation of Contractor -paid Improvements:
1. Termination for Cause by University: The University will not pay Contractor for the depreciated book value of Contractor's permanent or fixed Improvements.
  2. Termination for Cause by Contractor: The University will pay Contractor for the depreciated book value of Contractor's permanent or fixed Improvements.
  3. Termination without cause by University: The University will pay Contractor for the depreciated book value of Contractor's permanent or fixed Improvements.
  4. Termination without cause by Contractor: The University will not pay Contractor for the depreciated book value of Contractor's permanent or fixed Improvements.
- G. Continued Operation after Termination / Smooth Transition: If this Contract is terminated for any reason, Contractor agrees, at the University's option, to continue operation of the Store in accordance with the terms and conditions of the Contract until a replacement store management company or the University itself is able to commence operations, provided this interim period does not exceed six (6) months from the Termination Date. Upon termination of the Contract, Contractor agrees to assist with a smooth

transition of the Store's Services to the University or replacement Services provider. Contractor agrees to:

1. Assist the University in development of a termination and transition plan.
  2. Train replacement personnel to use any non-proprietary equipment, software, or process that is to be transferred.
  3. Catalog existing procedures and inventory.
  4. Document and explain to the UMW Contract Administrator any existing non-proprietary operating procedures, and job descriptions, and backup procedures to University employees or a replacement Services provider.
  5. To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
  6. To make all University owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
  7. That the University Contracting Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
- H. In the instance of a contract early termination, cancellation or non-renewal, UMW will require a new contractor to purchase inventory under the same terms as purchased by Contractor from incumbent.
- I. The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract. All phase-in/phase-out work fees must be approved by the UMW Contract Administrator in writing prior to commencement of said work.
- J. Immediately after the termination, Contractor shall remove from the selling floor of the Store all of its equipment and merchandise not purchased by the replacement Services provider and leave the Store in similar or better condition than it was found upon the Effective Date, normal wear and tear excepted. Within thirty (30) calendar days of the termination, Contractor shall remove all its equipment and merchandise not purchased by the replacement Services provider from the Store. If Contractor should fail to remove such property, the University may:
1. Consider such property abandoned and do with it as the University so chooses;
  2. Move such property into storage and charge the Contractor for the costs of such moving and storage; or
  3. Assign such property to the Store's replacement management company, which may use it for whatever purpose it chooses.
9. **CARVEOUTS FOR AFFILIATE OR PURCHASER OF ASSETS:** Except as provided in this Section, this Agreement may not be assigned or otherwise transferred, nor may any right or obligation hereunder be assigned or transferred, by either party without the express written consent of the other party. Notwithstanding the foregoing, either party may, without such consent, assign this Agreement and its rights and obligations hereunder to (a) its Affiliate, or (b) a purchaser of all or substantially all of the assets of such party; provided that, in the event an Affiliate or purchaser acquires the assigning party, the parties shall execute a mutually agreed novation agreement or other documentation reasonably required to evidence the transfer and to ensure that the assignee assumes all obligations of the assignor under this Agreement. Any purported assignment in violation of this section shall be void and of no effect. Any permitted assignee shall assume all

assigned obligations of its assignor under the Agreement.

10. **CHANGES TO THE CONTRACT:** Changes can be made to the contract by written mutual agreement to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
11. **COMPLETE CONTRACT:** This Contract (including the Attachments hereto, each of which is incorporated herein by reference) constitutes the entire agreement between the Parties with respect to the subject matter hereof and supersedes all prior and contemporaneous agreements and understandings, whether written or oral, between the Parties with respect to the subject matter hereof. There are no representations, understandings, or agreements relating to this Contract that are not fully expressed in this Contract.
12. **COMPLIANCE WITH LAWS:** Contractor and University shall comply with all laws, ordinances, rules, orders, and regulations of federal, state and municipal governments, and of any and all of their departments, divisions, bureaus, and subdivisions, applicable to their performance under this Agreement.
  - A. Contractor will conform to the applicable provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act, and §10 of the Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1.
  - B. Provisions in Contracts over \$10,000: Contractor understands and accepts the following provisions:
    - i. Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, or disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of Contractor. Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
    - ii. Any contractor, in all solicitations or advertisements for employees placed by or on behalf of Contractor, will state that such contractor is an equal opportunity employer.
    - iii. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting these requirements.
  - C. Subcontracts: Contractor will include the provisions of sections A and B above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.
  - D. Compliance with Law: Contractor shall comply with all applicable federal, state and local laws, rules and regulations in the performance of this Contract.
  - E. Also see Section C: Anti-Discrimination of the [UMW Mandatory General Terms and Conditions](#).
13. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The contractor assures that information and data obtained as to personal facts and circumstances related to faculty, staff, students or others will be collected and held confidential, during and following the term of this agreement, and will not be divulged without the individual's and the University's written consent and only in accordance with federal law or the Code of Virginia. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the University of

any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.

**14. CONTRACTOR AND EMPLOYEE REQUIREMENTS – BONDING AND INSURANCE:** Contractor Personnel may have access to sensitive Personally Identifiable Information (PII). The Contractor shall ensure that all contractor personnel given access to, or sent to work on properties of the University of Mary Washington are bonded and insured; copies of which must be provided to the University prior to the first day of work.

A. If the Contractor, under this contract, creates, obtains, transmits, uses, maintains, processes or disposes of the subset of University Data known as Personally Identifiable Information (PII), or financial or business data, the Contractor shall also perform the following background checks on all employees who have potential to access such data in accordance with the Fair Credit Reporting Act:

- i. Office of Foreign Assets Control List (OFAC) check
- ii. Bureau of Industry and Security List (BIS) check
- iii. Office of Defense Trade Controls Debarred Persons List (DDTC)

**15. CONTRACTOR EMPLOYEE REQUIREMENTS – BACKGROUND SCREENS:** The Contractor shall ensure that its employees have undergone background screening and possess all necessary qualifications to comply with the terms of this contract, including, but not limited to all terms related to data and intellectual property protection and physical protection and safety of students, faculty and staff. To this end, all contractor staff considered for full-time or part-time employment on any property owned, leased or otherwise acquired by UMW, shall undergo a background screening, the cost of which shall be incurred by the Contractor, after an offer has been extended, and prior to commencement of work on any UMW property. If Contractor employs the use of a staffing company to provide seasonal or temporary labor at any point during any term of the contract, including optional renewals, background screening shall be performed by the Subcontractor to the same extent as for any full-time or part-time Contractor staff.

A. The results of background checks shall be directed solely to the Contractor, including any criminal convictions. Consideration shall be given to the relationship to the job, how long ago the conviction occurred, the potential risk posed to employees, customers, campus and Contractor, and any other circumstances deemed relevant to the final determination of whether to employ or retain the employee. Conviction information shall be maintained as confidential to the Contractor. If a conviction is found to be relevant to the role and the decision is made not to proceed, the Adverse Action Process shall be commenced, in accordance with the Fair Credit Reporting Act.

B. Notwithstanding any other provision herein, and to ensure the safety of students, faculty, staff and facilities, UMW reserves the right to approve or disapprove any contract employee that will work on UMW property. Such request shall be in writing and state the reason. Such reason must be for good cause and may not be for an illegal reason. Disapproval by the University will solely apply to that individual's employment on UMW property and should have no bearing on the Contractor's employment of any individual outside of UMW properties.

C. UMW reserves the right to audit a Contractor's background check process at any time.

D. All Contractor employees shall have a duty to self-disclose any criminal conviction(s) occurring while assigned to the UMW campus. Such disclosure shall be made to the Contractor.

E. Screens shall include:

1. Enhanced Nationwide Criminal Search; which shall include Social Security Number search, address history, legal name and alias, including for job-related criminal history
2. DOJ Sex Offender Search and individual evaluation of results
3. County Criminal Search for all identified counties

**16. CONTROLLING VERSION:** The PDF version of the contract issued by University of Mary Washington Procurement Services is the mandatory controlling version of the document. Any modification and/or additions by the Contractor shall not modify the official version of the contract issued by UMW Procurement Services unless accepted in writing by the University.

**17. COOPERATIVE PROCUREMENT/ADDITIONAL USERS - USE OF AGREEMENT BY THIRD PARTIES:**

Under the authority of §6 of the Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (copy available at [https://vascupp.org/sites/vascupp/files/2022-08/Governing%20Rules with foreword final August%202022.pdf](https://vascupp.org/sites/vascupp/files/2022-08/Governing%20Rules%20with%20foreword%20final%20August%202022.pdf)), this Contract is being issued by the University on behalf of the Virginia Higher Education Procurement Consortium ("VHEPC"), whose membership consists of the Virginia Association of State College and University Purchasing Professionals ("VASCUPP") and the Virginia Community College Systems ("VCCS"). It is the intent of this Contract to allow for cooperative procurement. Accordingly, this may include any and all state, local governments, school districts, public body, public or private health or higher education institutions or the University's affiliated foundations in the United States may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase services in accordance with contract terms. The Contractor will notify the University in writing of any such entities accessing the contract. As a separate contractual relationship, the participating entity will place its own orders directly with the contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this contract or execution of a separate contract is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The Contractor will notify the University in writing of any such entities accessing this Contract. The Contractor will provide semi-annual usage reports for all entities accessing the Contract. The University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the Contract. It is understood and agreed that the University is not responsible for the acts or omissions of any entity, and will not be considered in default of the Contract no matter the circumstances. Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as needed.

The Contractor is strongly encouraged to offer additional discounts to all contract participants as the result of increasing aggregated spending among all entities accessing the contract.

- 18. DEBARMENT STATUS:** By participating in this procurement, the vendor certifies that they are not currently debarred by the Commonwealth of Virginia or any affiliated agency from submitting a response for the type of goods and/or services covered by this solicitation. Vendor further certifies that they are not debarred from filling any order or accepting any resulting order, or that they are an agent of any person or entity that is currently debarred by the Commonwealth of Virginia. If a vendor is created or used for the purpose of circumventing a debarment decision against another vendor, the non-debarred vendor will be debarred for the same time period as the debarred vendor.
- 19. DEFAULT:** In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.
- 20. DELIVERY AND STORAGE:** It shall be the responsibility of the contractor to make all arrangements for delivery, unloading, receiving and storing materials in the building during the term of the contract and all renewals. The owner will not assume any responsibility for receiving these shipments. Contractor shall check with the owner and make necessary arrangements for security and storage space in the building during the term of the contract and all renewals.
- 21. DELIVERY VEHICLE IDLING:** While waiting to advance toward the UMW loading dock to unload payloads, the driver should make every effort to minimize the idling time of the vehicle without risk of damage to temperature-controlled cargo.
- 22. DISCRIMINATION, DISPARATE TREATMENT or HOSTILE WORK ENVIRONMENT:** The University of Mary Washington, an agency of the Commonwealth of Virginia, strictly forbids harassment of any employee, applicant for employment, vendor, contractor or volunteer in the workplace, on the basis of any protected groups, classes or other categories to which they belong or are perceived to belong. These protected categories include race, ethnicity, national origin, age, pregnancy, disability, religion, veterans, gender, gender expression, or sexual orientation/identification. The Commonwealth will not tolerate any form of retaliation directed against an employee or third party who either complains about harassment or who participates in any investigation concerning harassment. <https://www.dhrm.virginia.gov/docs/default-source/hrpolicy/policyguides/soc-policy-1-60-attachment-a-offenses.pdf> Pursuant to the authority provided in Chapter 10 and 12, Title 2.2 of the Code of Virginia.
- 23. DRUG-FREE WORKPLACE:** During the performance of this contract, the contractor agrees to (i) provide a drug free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, “*drug-free workplace*” means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from

engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance during the performance of the contract.

**24. ECOLABELS AND STANDARDS:** The U.S. Environmental Protection Agency (EPA) has established recommended specifications, standards, and Ecolabels to assist with the identification and procurement of environmentally sustainable products and services. The Contractor is strongly encouraged to utilize these recommendations when purchasing materials, parts, and products in support of this Contract. The recommendations are found on the [EPA site](#). The various Ecolabels, as identified by the EPA, are provided below:



**25. ELECTRONIC DOCUMENTATION & COMMUNICATION:** When appropriate, the delivery of all documents in support of this Contract should be made by electronic means. Acceptable methods include the affixing of a file(s) to an email; uploading documents to SharePoint or other site as designated by the University; or transmitted via a thumb drive. Proprietary or personally identifiable information shall be encrypted. During meetings or presentations, the distribution of hard copy documents to the participants is prohibited.

**26. ELECTRONIC WASTE DISPOSAL:** Disposal of electronic waste incurred in support of this Contract should be through a certified E-Waste Recycler.

**27. EMERGENCY RESPONSE NOTIFICATION:** In the event of a local, state, or national emergency, the Contractor shall submit to the University its current updated emergency policies and/or procedures if any personnel are to be performing work on University grounds. In addition to any specific guidelines established by the University for any current or ongoing emergency, all guidelines established by the Commonwealth of Virginia, OSHA, the CDC and any other regulatory agency shall be followed. *It is the responsibility of the Contractor to remain updated regarding any current University emergency policies and procedures.*

**28. ENVIRONMENTAL LIABILITY:** Any costs or expenses associated with environmentally related violations of the law, the creation or maintenance of a nuisance, or release of hazardous substances, including, but not limited to, the cost of any clean-up activities, removals, remediation, responses, damages, fines, administrative or civil penalties or charges imposed on and caused by the Contractor, whether because of actions or suits by any government or regulatory agency or by any private party, as a result of the storage, accumulation or release of any hazardous substances, or any noncompliance with or failure to meet any federal, state, or local standards, requirements, law, statutes, regulations or the law of nuisance by Contractor (or by its agents, officers, employees, subcontractors, consultants, sub-consultants, or any other persons, corporations or legal entities

employed, utilized or retained by Contractor) in the performance of this Contract or related activities, shall be paid by the Contractor. The University represents and warrants that to the best of its knowledge, the University is not aware of any health or environmental problems that currently exist or are likely to develop in the current buildings housing the Campus Store. Should the Campus Store relocate to any other building(s) on campus, the University will evaluate and mitigate as necessary for the safety of occupants. The University shall be responsible for remedying promptly any health or environmental problem identified at the Campus Store (e.g., asbestos and mold), other than those caused by Contractor, and shall notify Contractor accordingly. This paragraph shall survive the termination, cancellation or expiration of this Contract.

29. **ENVIROMENTALLY FRIENDLY PACKAGING:** Items shipped in support of this Contract should consist of the minimal amount of packing material necessary to protect the item(s) during shipment. As appropriate, packaging materials should consist of biodegradable materials.
30. **EQUIPMENT ENVIRONMENT:** Environmental specifications for any equipment to be delivered under the resulting contract shall be furnished in writing along with the Offeror's proposal, should any such requirements be applicable. These specifications must be in sufficient detail to permit all installed equipment to function efficiently from an environmental perspective. *Unless otherwise stated in the solicitation, it will be the University's responsibility to prepare the site at its own expense to meet the environmental specifications provided.*
31. **E-VERIFY PROGRAM: EFFECTIVE 12/1/2013:** Pursuant to the *Code of Virginia, §2.2-4308.2.*, any employer with more than an average of fifty (50) employees for the previous twelve (12) months entering into a contract in excess of \$50,000 with any agency of the Commonwealth to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to such public contract. Any such employer who fails to comply with these provisions shall be debarred from contracting with any agency of the Commonwealth for a period up to one year. Such debarment shall cease upon the employer's registration and participation in the E-Verify program. If requested, the employer shall present a copy of their Maintain Company page from E-Verify to prove that they are enrolled in E-Verify.
32. **EXTRA CHARGES PROHIBITED:** The bid or proposal price shall be complete; and shall include all applicable freight and any other charges; extra charges invoked by the Contractor shall not be honored or paid. These charges, for example, shall include but not be limited to fees invoked by the Contractor for the use of a University charge card for payment of invoices, or any order-associated eVA fees.
33. **FAIR EMPLOYMENT CONTRACTING ACT:** In accordance with [§ 2.2-4200](#) and [§ 2.2-4201](#), during the performance of this contract the contractor agrees to remain in compliance with the Fair Employment Contracting Act.
34. **FIRE MARSHALL REQUIREMENT:** Absolutely no items are to be left/stored in hallways, stairways or blocking any egress.
35. **FISCAL YEAR PROCESSING:** The University of Mary Washington fiscal year is July 1<sup>st</sup> through June 30<sup>th</sup>. Payment cannot be made for multiple fiscal years in advance of services.

**36. FLAME RETARDANT CERTIFICATE:** Contractor shall submit a certification in writing to the Procurement Office that all materials used in fabricating draperies, curtains, and similar hanging textiles are inherently flame retardant or have been treated to meet NFPA Standard 701 (latest version), large or small scale test.

**37. FOREST STEWARDSHIP COUNCIL CERTIFIED (FSC) PAPER:** Contractor should utilize paper that is FSC certified when there is a requirement to provide hard copy documents. FSC certified paper will display the logo below:



**38. FRATERNIZATION:** Any behavior by any contractor employee that is determined to be inappropriate by the Contract Administrator may be cause for request for removal of the contractor's employee from University property, at minimum, and/or result in contract termination.

**39. INDEMNIFICATION:** Contractor agrees to indemnify, defend and hold harmless the University as an agency of the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the contractor/any services of any kind or nature furnished by the contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use the materials, goods, services, or equipment in the manner already and permanently described by the contractor on the materials, goods, services or equipment delivered.

**40. INDEPENDENT CONTRACTOR RELATIONSHIP:** In performing any and all of the services to be provided under this contract, the Contractor shall at all times and for all purposes be and remain an independent contractor. In no case and under no circumstances shall the Contractor or any of its employees, including but not limited to those of its employees actually performing any of the services, have authority to make any representations or commitments on behalf of the University or be considered the agent of the University for any purpose whatsoever. No persons engaged by the Contractor in connection with the provision of Services shall be considered employees of the University. As between the parties, the Contractor shall be responsible for hiring, supervising, training and instructing those individuals performing the services and shall pay any required state and federal taxes on behalf of such persons and provide them with any legally required employee benefits.

**41. INSPECTION:** All work and materials in each project shall be subject to final inspection by an authorized representative identified by the University. Any omission or failure on the part of such representative to disapprove or reject inferior work or defective work or materials shall not be construed to be an acceptance of any such work or material. If any defective work or materials are found during inspection, the Contractor shall remove or repair, at his own expense, such defective work or rejected material and shall correct and/or replace same without extra charge.

**42. INSPECTION OF JOB SITE:** My signature on this solicitation constitutes certification that I have inspected the job site and am aware of the conditions under which the work must be accomplished. Claims, as a result of failure to inspect the job site, will not be considered by the University.

- 43. INSTALLATION:** All items must be assembled and set in place, ready for University use. All crating and other debris must be removed by the contractor from the premises.
- 44. INSURANCE:** By signing and submitting a bid or proposal under this solicitation, the bidder or offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with §25 of the Rules Governing Procurement – Chapter 2, Exhibit J, Attachment 1, and 65.2-800 et seq. of the Code of Virginia. The bidder or offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

**MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED FOR MOST CONTRACTS:**

Workers' Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirements under the Code of Virginia during the course of the contract shall be in noncompliance with the contract.

Employer's Liability - \$100,000.

Commercial General Liability - \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.

Automobile Liability - \$1,000,000 combined single limit. Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third- party owner of such motor vehicle).

- 45. LABELING OF HAZARDOUS SUBSTANCES:** If the items or products used by the Contractor in the performance of this Contract are "Hazardous Substances" as defined by § 1261 of Title 15 of the United States Code (U.S.C.) or "Pesticides" as defined in § 136 of Title 7 of the United States Code, then the Contractor, certifies such items or products shall be properly labeled as required by the foregoing sections and that by delivering the items or products the Contractor does not violate any of the prohibitions of Title 15 U.S.C. § 1263 or Title 7 U.S.C. § 136.
- 46. LICENSES and PERMITS:** Contractor shall obtain and maintain at its sole expense, and in its name, all necessary licenses and permits required to perform the Services.
- 47. MAINTENANCE MANUALS:** The Contractor shall provide with each piece of equipment an operations and maintenance manual with wiring diagrams, parts list, and a copy of all warranties.
- 48. NON-ASSIGNMENT:** Neither Party shall assign or transfer its rights or obligations under this Contract without the prior written consent of the other Party.

**49. NON-EXCLUSIVITY:** Contractor’s exclusive rights do not include merchandise and services currently sold elsewhere within the University by departments or student organizations, or through other existing agreements or contracts, so long as these groups or agreements do not contract with an outside third party (e.g. Publisher, Amazon, Chegg, etc.). The University, in its sole discretion, now and in the future, shall retain the right to provide other retail operations on campus, operated directly or through other contractual arrangements. However, such other retail operations will not unreasonably compete with the primary merchandise categories typically found in university bookstores, either in-store or on-line.

A. State Contract Restrictions: The Commonwealth of Virginia requires use of certain state contract items by University departments. Contractor understands and accepts that University departments are not permitted to use state funds to purchase such items from the Store if they are found on state contracts.

**50. NOTICES:** Any official legal notice, demand, request, consent, approval or communication required by this Agreement to be provided in writing by either party, shall be addressed to the University or Contractor at their respective addresses entered below. These notices shall be sent via certified mail, return receipt requested, and shall be considered by the sender received within five (5) days of delivery to the U.S. Postal Service (for deliveries within the continental U.S.), or via the stamped evidence of delivery, whichever occurs first. Any unofficial notices or communications may be sent via electronic mail.

If to the University:  
University of Mary Washington  
Attn: Procurement Services  
1301 College Avenue  
Fredericksburg, VA 22401

If to the Contractor:  
A Book Company, LLC dba eCampus.com  
Attn: Daniel Ayers  
2373 Palumbo Drive  
Lexington, KY 40509

**51. OPERATING VEHICLES ON UMW CAMPUS:** Operating vehicles on sidewalks, plazas and areas heavily used by pedestrians is prohibited unless authorized by the University.

**52. OWNERSHIP OF MATERIALS:** Any furnished materials, including but not limited to reports, analyses, data, etc., shall remain the property of the University. All such items and materials shall be delivered to UMW in usable condition after completion of the work, and prior to submission of the final invoice for payment. Operating Manuals, procedures, or other documents written for carrying out contract services will remain property of the University once the contract is closed.

**53. PRIME CONTRACTOR RESPONSIBILITIES:** The Contractor shall be responsible for completely supervising and directing the work under this contract and all contractors that Contractor may utilize, using Contractor’s best skill and attention. Contractors that perform work under this contract shall be responsible to the Contractor. The Contractor agrees that it is as responsible for the acts and omissions of its Contractors as it is for the acts and omissions of its own employees, when each is acting in the course and scope of their agency or employment, as the case may be.

A. SUBCONTRACTS: No portion of the work shall be subcontracted by the Contractor without prior written consent of the University. In the event that the Contractor desires to subcontract some part of the work specified herein, (e.g. actual retail operations of bookstore, or management positions within the operation), the Contractor shall furnish the UMW Contract Administrator the names, qualifications and experience of their proposed subcontractors. All Contractor’s contractors shall be identified to the UMW Police Department while working on UMW campus(es).

- B. **SMALL BUSINESS CONTRACTING:** Except with respect to course materials, Contractor will make reasonable efforts to maximize DSBSD-certified small business participation through a competitive bid process while fulfilling Bookstore operational needs for the University.
- C. Contractor shall pay its outside vendors or subcontractors in a timely manner consistent with each vendor's payment terms.
- 54. PROCUREMENT MANUAL:** This solicitation and any resulting contract is subject to the provisions of the Commonwealth of Virginia Procurement Manual for Institutions of Higher Education and their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. The manual may be viewed at <http://vascupp.org>.
- 55. PROHIBITED ITEMS:** The University shall have the right, at any time, to require Contractor to remove promptly from the Store any item or items, including without limitation, merchandise, line of merchandise, signs, displays, or exhibits, which, in the University's sole discretion, are not permitted within the terms of this Contract or the Lease.
- 56. PROHIBITION OF HAZARDOUS MATERIALS:** The use of hazardous material is prohibited in support of this Contract. A hazardous material is defined by the Institute of Hazardous Materials Management as any item or agent (biological, chemical, radiological, and/or physical), which has the potential to cause harm to humans, animals, or the environment, either by itself or through interaction with other factors.
- 57. RENEWAL OF CONTRACT:** This contract may be renewed by the University upon written agreement of both parties for five (5) one-year successive terms, or as negotiated, under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration.
- 58. SAFETY:** The provisions of all rules and regulations regarding safety as adopted by the Safety Codes Board of the Commonwealth of Virginia issued by the Department of Labor and Industry under Title 40.1 of the Code of Virginia, or any updates, shall apply to all work under this contract. The Contractor shall provide a copy of his/her company safety plan and appropriate material safety data sheets to the University's Safety and Environmental Health Office upon request. Submitted material shall be maintained current during the term of the contract. At the discretion of the University, Contractor personnel may be required to attend a safety orientation briefing to be conducted by the University at a location selected by the University prior to performing work at the University.
- 59. SECTION HEADINGS:** Section headings are for the convenience of the parties; and in no way alter, modify, amend, limit, or restrict the contractual obligations of the parties.
- 60. SEVERABILITY:** If any term or provision of this Agreement is found by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.

- 61. SPECIAL EDUCATIONAL OR PROMOTIONAL DISCOUNTS:** The contractor shall extend any special educational or promotional sale prices or discounts immediately to the University during the term of the contract. Such notice shall also advise the duration of the specific sale or discount price.
- 62. STANDARDS OF CONDUCT IN THE WORKPLACE:** The University of Mary Washington, an agency of the Commonwealth of Virginia, strictly forbids harassment of any employee, applicant for employment, vendor, contractor or volunteer in the workplace, on the basis of an individual's race, sex, color, national origin, religion, sexual orientation, age, veteran status, political affiliation or disability. The Commonwealth will not tolerate any form of retaliation directed against an employee or third party who either complains about harassment or who participates in any investigation concerning harassment. [http://web1.dhrm.virginia.gov/itech/hrpolicy/pol1\\_80.html](http://web1.dhrm.virginia.gov/itech/hrpolicy/pol1_80.html). Pursuant to the authority provided in Chapter 10 and 12, Title 2.2 of the Code of Virginia.
- 63. SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of the University. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the procurement agency the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.
- 64. SUSTAINABILITY and UNIVERSITY RECYCLING POLICY:** It shall be the policy of the University of Mary Washington to support and encourage conservation and recycling efforts by vendors, students, faculty and staff, as stated by the University's Sustainability Mission.
- A. The University is dedicated to sustainability initiatives, protection, and preservation of the environment. Therefore, the Contractor should acquire products and services that are ecologically sensitive, help restore or enhance the environment, and/or have reduced negative effect on human health and the environment when compared with similar products or services.
- 65. TAXES:** Contractor shall be solely responsible for any and all tax obligations imposed upon it under federal, state or local law associated with this contract, including the collection and timely payment of all applicable taxes, as well as those that may be levied after the Effective Date. The parties understand that sales to the University would be expected to be exempt from state sales tax where the University is deemed to be the purchaser under state or local sales tax law. Contractor agrees that it shall not seek any reimbursement from the University of taxes imposed upon it under applicable law. Sales to the University are normally exempt from state sales tax. State sales and use tax certificates of exemption, Form ST -12, will be issued by the University upon request. Notwithstanding the provisions of Section IV above, to the extent permitted by applicable law, the University shall indemnify the Contractor for all sales taxes, interest and penalties to the extent that these are imposed on the Contractor on any transaction where (1) the Contractor does not collect sales tax at the request of the University and (2) any state taxing authority determines that the purchase by the University was not exempt from sales tax under applicable law.
- 66. THIRD PARTY BILLING:** UMW will provide a book voucher to students using a confirmed third- party source to pay for materials. Contractor shall invoice UMW for confirmed third party purchases monthly.
- 67. THEFT OR OTHER CRIMINAL BEHAVIOR:** Contractor shall not arrest or prosecute University students, faculty, or staff suspected of theft or other criminal activity without prior consultation with and approval from the University Representative and/or the University's Police department. Contractor is solely responsible for all

investigations related to thefts, damages, or losses that occur in the Store, as well as for reimbursement due customers for losses or damages they incur there.

- 68. TITLE IX:** Educational institutions that receive federal financial assistance are covered by Title IX of the Education Amendments of 1972. In compliance with Title IX, the University of Mary Washington prohibits discrimination in employment as well as in all programs and activities on the basis of sex. [The University of Mary Washington's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence](#) is available for review on the [Title IX web page](#).
- 69. USE OF RECHARGEABLE BATTERIES:** Battery based tools, equipment, or fixtures utilized in support of this Contract should be rechargeable.
- 70. USE OF REGISTERED MARKS, LOGOS and SEALS:** The names, trademarks, and logos of each party are the exclusive property of such party, and each party reserves all rights in and to its own marks. Each party shall use the marks of the other party only in connection with its performance under this Agreement, provided, however, Contractor may use University's name in any of its required public filings. The University shall grant to Contractor the right to sell University-licensed products and use the University's name, seals and logos; however, the right is not exclusive. Contractor understands and accepts that the University's trademarks are owned solely and exclusively by the University, and Contractor agrees to use such trademarks only in the form and manner and with the appropriate legends as prescribed by the University. All use of trademarks shall inure to the benefit of the University. (ref. <https://adminfinance.umw.edu/business-services/licensing/>)
- 71. WORK SITE DAMAGES AND PROTECTION OF PERSONS AND PROPERTY:** The Contractor agrees to take every precaution at all times for the protection of persons and property, including employees, students, and the public. Any damage, including damages to finished surfaces, resulting from the performance of this contract shall be repaired to the University's satisfaction at the Contractor's expense. Any damage to existing utilities, equipment or finished surfaces resulting from the performance of this contract shall be repaired to the University's satisfaction at the contractor's expense.
- A. Damages and Losses: Contractor shall be financially responsible for any loss or damage to property owned by the University or others that is in Contractor's possession or control, or is caused by Contractor or its employees or agents in the course and scope of their employment.
- 72. WORK SITE USE:** The Contractor expressly undertakes, either directly or through its subcontractors:
- A. To comply with the regulations governing the operation of premises and to perform its contract in such a manner as not to interrupt or interfere with the operation of any existing activity on the premises or at the location of work.
- B. To store all apparatus, materials, supplies and equipment in such orderly fashion at the site of the work as will not unduly interfere with the progress of the work or the University's use of the facilities.
- C. To place upon the work or any part thereof only such loads as are consistent with the safety of that portion of the work.
- D. To clean up frequently all refuse, rubbish, scrap materials, and debris caused by operations.

- E. To perform contract in such a manner as not to interrupt or interfere with the operation of any existing activity on the premises or with the work of any contractor.
- F. Vehicle parking shall be permitted in designated areas. Contractor shall obtain approval through the Contract Administrator for parking in other areas.

**METHOD OF PAYMENT/PAYMENT TERMS:** The contractor shall be paid using one of the following methods for all University initiated procurements:

1. University Charge Card: At the time of verified receipt of goods or services, if the Contractor accepts credit cards in payment, the University will authorize payment by UMW charge card, currently through the Bank of America Visa. Any “Check-out fees” imposed by the contractor must be disclosed prior to the purchase. No check-out fee or surcharge may be greater than 3% of the total sale, effective 4/15/2023. The University expects that these costs, as well as all contractor business expenses will be built into the contractor’s quoted price.
2. Virtual Payables through Bank of America: All payments under Virtual Payables will have a net 16 payment term.
3. Check or ACH: Payment will be made 30 days after satisfactory performance of the contract in all provisions thereof and upon receipt of a properly completed invoice, whichever is later; in accordance with Chapter 43, VPPA, Article 4, Code of Virginia.

To be considered eligible for payment, all physical invoices must be received at the address below and should reference the eVA purchase order and UMW contract numbers as applicable. All electronic invoices must be sent to [invoices@mail.umw.edu](mailto:invoices@mail.umw.edu). *The University will not be responsible for late payment or nonpayment of invoices not received directly by Accounts Payable at this email address or at the mailing address indicated (below).*

UNIVERSITY OF MARY WASHINGTON  
Attn: ACCOUNTS PAYABLE  
1301 COLLEGE AVENUE  
FREDERICKSBURG, VA 22401

**CONTRACT ATTACHMENTS:**

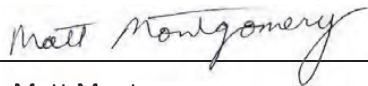
- A. Campus Store Operating Hours
- B. University Exclusive and Preferred Contracts
- C. Current Location Square Footage
- D. Original RFP Solicitation – RFP 25-1828: Campus Store Operations *dated 2.7.25*
- E. RFP Addendum 1 *dated 2.28.25*
- F. RFP Addendum 2 *dated 3.6.25*
- G. UMW Hosted Technology Services Addendum (HTSA)
- H. VHEPC PAC Agreement
- I. Vendor Proposal *dated 3.13.25*
- J. Vendor Revised Proposal (addressing all subsequent questions, clarifications, and negotiations) *dated 10.10.25*
- K. eCampus Pro Forma

***Signature Page Follows***

**Note: This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules §36* or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any basis prohibited by state law relating to discrimination in employment.**

In witness, whereof, the parties have caused this Contract to be duly executed intending to be bound thereby.

**A BOOK COMPANY, LLC DBA ECAMPUS.COM**

Signature:   
Printed Name: Matt Montgomery  
Title: President & CEO  
Date: 1/12/2026  
Phone: 859-806-1119  
Email: dayers@ecampus.com

**UNIVERSITY OF MARY WASHINGTON**

Signature: Melva A. H. Kishpaugh  
Printed Name: Melva A. H. Kishpaugh  
Title: Director, Procurement Services  
Date: January 14, 2026

Digitally signed by  
Melva A. H. Kishpaugh  
Date: 2026.01.14  
16:15:52 -05'00'

## Attachment A

### Campus Store Operating Hours\*

December 2025

- A. Operating Hours while Classes are in Session:
  - a. Monday – Thursday: 8:00 AM – 5:00 PM
  - b. Friday: 8:00 AM – 4:00 PM
  - c. Saturday: 10:00 AM – 4:00 PM
  - d. Sunday: Closed
  
- B. Events requiring extended hours of operation include, but are not limited to\*\*:
  - a. Orientations
  - b. Open Houses
  - c. Family Weekend
  - d. Move-In Day(s)
  - e. Welcome Week
  - f. Reunion Weekend
  - g. Homecoming
  - h. Grad Fair
  - i. Great Lives
  - j. Commencement
    - Saturday Undergraduate Ceremony: 7:00 AM – 2:00 PM
  - k. Rush
  - l. Sporting Events (will be coordinated with UMW Athletics)
  - m. Honors Move-In (will be coordinated with UMW Honors Department)

*\*eCampus will conduct a feasibility study on campus to determine the preferred hours of operation to meet the needs of the campus community. eCampus will continue with the current hours of operations on campus until the study is complete.*

*Additionally, eCampus is dedicated to testing extended hours of operation based on student feedback. We will monitor traffic, transactions, and total sales during these extended periods, collaborating with campus leadership to assess realistic outcomes. Resulting hours of operation shall be in mutual agreement between UMW, UMW Contract Administrator, and eCampus.*

*\*\*Events requiring expanded or extended hours will be based upon mutual agreement.*

## Attachment B

### University Exclusive and Preferred Contracts

October 2025

#### University Mandatory Sources, Exclusive or Mandatory Contracts and Preferred Contracts

- A. **Balfour**
  - a. Academic Regalia\*
  - b. Announcements
  - c. Rings
  - d. [Contract Details](#)
  
- B. **Chappell Graduation Images**
  - a. Official Commencement Photography
  - b. [Contract Details](#)
  
- C. **Pepsi**
  - a. Beverages
  - b. [Contract Details](#)
  
- D. **Swiss Post Solutions**
  - a. Campus copy center and mail
  - b. [Contract Details](#)
  
- E. **Sodexo**
  - a. Exclusive Food Services Contract
  - b. [Contract Details](#)
  
- F. **Caldwell & Gregory**
  - a. Laundry Services
  - b. [Contract Details](#)
  
- G. **The Supply Room Company (TSRC) and RGH Staples**
  - a. Mandatory office supply Contractors for UMW.
  - b. [Contract Details](#) for TSRC
  - c. [Contract Details](#) for RGH Staples

*\*Regalia is provided by vendor, Oak Hall. Although this is not an Exclusive Contract, any change in vendor or regalia offerings will require approval of the UMW Contracts Administrator, Office of Events and/or the President.*

**Attachment C**

**Current Location Square Footage**

October 2025

Location	Specific Area	Individual Square Footage	Total Square Footage
Fredericksburg	Sales Floor	6,816	
Fredericksburg	Storage Space	2,060	
Fredericksburg	Office/Other	839.70	
Fredericksburg	All		9,715.70

# University of Mary Washington

## Request for Proposal

RFP 25-1828

Campus Store Operations

February 7, 2025



<https://vascupp.org/>



<https://vhepc.org>

A VASCUPP™ and VHEPC Member Institution

Issued by Procurement Services

Fredericksburg, Virginia

**SEALED REQUEST FOR PROPOSAL (RFP)**

**ISSUE DATE:** February 7, 2025

**RFP NUMBER & TITLE:** RFP 25-1828; Campus Store Operations

**PROPOSAL DUE DATE & TIME:** **March 10, 2025 by 2:00 PM**  
**NOTE: Proposals received after the due date and time cannot be accepted.**

**PROPOSAL DELIVERY ADDRESS:** University of Mary Washington  
Procurement Services /Reference RFP 25-1828  
Eagle Village Executive Offices, Suite 480  
1125 Emancipation Hwy., Fredericksburg, VA 22401

**WORK LOCATION:**  All Campuses  Fredericksburg  Stafford  Dahlgren

**COMMODITY CODE(S):** **20454, 71512, 71583, 71588, 78570, 92471**

**PRE-PROPOSAL CONFERENCE:**  Optional  Mandatory  N/A **DATE & TIME:** February 18, 2025; 10:00 AM

**PRE-PROPOSAL LOCATION:** 1125 Emancipation Hwy., Fredericksburg, VA 22401 – Suite 480 Conference Room or Zoom (a link will be provided upon registration)

**CONTRACT OFFICER:** Lindsay Fare **PHONE:** 540-654-1057 **EMAIL:** lfare@umw.edu

**PERIOD OF CONTRACT:** Date of Award through June 30, 2031, with five (5) one-year renewal options or as negotiated.

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In compliance with this Sealed Request for Proposal (RFP) and to all the conditions imposed therein, and hereby incorporated by reference, the undersigned firm offers and agrees to furnish the goods/services in accordance with attached signed proposal or as mutually agreed upon by subsequent negotiation. The undersigned firm hereby certifies that all information provided in response to this RFP is true, correct and complete.

By signing this proposal, you are certifying that you are an authorized representative of the offering firm and that the firm's principals or legal counsel have reviewed the Request for Proposal General Terms and Conditions and any Special Terms and Conditions. Any exceptions to the General or Special Terms and Conditions must be clearly identified in your proposal. No exceptions can be taken to those General or Special Terms and Conditions that are mandated by law. If no exceptions are identified in your proposal, it is understood that the provisions will become a part of any final agreement.

---

**THIS FORM MUST BE COMPLETED AND RETURNED WITH PROPOSAL**

Name of Offering Firm: \_\_\_\_\_

Address of Offering Firm: \_\_\_\_\_

[DSBSD](#) Certification No.: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

eVA ID: \_\_\_\_\_ Tax ID: \_\_\_\_\_

Email: \_\_\_\_\_ Telephone: \_\_\_\_\_

Website: \_\_\_\_\_ Fax: \_\_\_\_\_

Submitted By (Print Name & Title): \_\_\_\_\_

**Signature (In Ink):** \_\_\_\_\_ **Date:** \_\_\_\_\_

## SEALED REQUEST FOR PROPOSALS (RFP)

- I. **QUESTIONS/INQUIRIES:** All inquiries for information should be directed via email to the Contract Officer listed above, referencing the RFP by title and number. No questions will be accepted after **2:00 PM on February 25, 2025**.
- II. **PRE-PROPOSAL CONFERENCE:** An **optional** pre-proposal conference will be held on **Tuesday, February 18, 2025 at 10:00 AM** in the **Suite 480 Conference Room, located at 1125 Emancipation Hwy., Fredericksburg, VA 22401**. A Zoom link will be provided to those who are unable to attend in person. Please email Lindsay Fare at [lfare@umw.edu](mailto:lfare@umw.edu) or call 540-654-1057 to RSVP. See Pre-Proposal Conference clause in the Special Terms and Conditions.
- No attendee will be permitted access to the conference after **10:00 AM**.
  - Bring a copy of the RFP with you to the conference.
  - Parking is available to visitors who plan to attend in person in designated locations which can be found on the UMW campus map here: <http://www.umw.edu/visitors/>  
*\*Please allow yourself extra time for parking as it can be difficult to find a space if the parking garage is not utilized.*
- III. **PROPOSAL RECEIPT REQUIREMENTS:** Sealed Proposals for furnishing the services described herein may be submitted electronically via eVA **OR** physically delivered to the Contract Officer on Page 1.
- A. **Electronic Online Response via eVA:**
- The Offeror may submit their proposal via the electronic online response function within the solicitation posting on the eVA Virginia Business Opportunities (VBO).  
*\*If you run into issues submitting your proposal electronically through eVA, please contact eVA Customer Care at 1-866-289-7367.*
- B. **Physically delivered to the Contract Officer:**
- Sealed Proposals must reach the Proposal Delivery Address shown on Page 1 and be appropriately date/time stamped by the Procurement Services Official Time Clock prior to the proposal due date/time in order to be considered. **It is the responsibility of the offeror to ensure that the proposal is received on time.**
  - The Offeror shall contact the Contract Officer listed on Page 1 to schedule a date/time to hand-deliver the proposal. This will need to be done if the offeror intends to physically drop off their proposal instead of submitting electronically or mailing it.
  - Proposals must be submitted in a **sealed** envelope or container that clearly identifies the contents as a response to this RFP. RFP 25-1828 should be referenced on the front of the package. One electronic copy of the proposal shall also be provided on a USB flash drive.
  - UMW Procurement Services Office is located in the Eagle Village Executive Offices, Suite 480, and can only be accessed by a single elevator which accommodates the entire building. There is no stair access without a keycard. It is imperative that you allow adequate time to make a delivery.
  - UMW requires the inclusion of a clearly marked redacted proposal if any portion of the Offeror's proposal contains proprietary information.

C. Eligibility of Award: To be eligible for contract award an Offeror must be self-registered in the Commonwealth of Virginia e-procurement system (eVA). If you are not registered, the link to the registration is provided as follows: <https://eva.virginia.gov/register-now.html>

D. The issuance of this solicitation does not guarantee an award of a contract.

**IV. ADDENDA:** Any changes resulting from the University's requirements will be issued in an addendum and will be posted on the eVA website: <http://www.eva.virginia.gov>. It is the sole responsibility of the Offeror to check for all changes to the RFP prior to submission.

A. If this RFP is amended by published addenda, then all terms and conditions which are not modified shall remain unchanged and effective.

B. Firms shall acknowledge receipt of any addendum to this RFP by signing and returning the addendum or by other written means of acknowledgement.

**V. INCLEMENT WEATHER/SUSPENDED SCHEDULE:** Proposal receipt deadline scheduled during a period of suspended state business operations, including school closing due to inclement weather, will be rescheduled for processing at the same time on the next regular business day. It is your responsibility to check UMW's website or call for closing information: [www.umw.edu](http://www.umw.edu) or (540) 654-2424.

**VI. PUBLIC RELEASE OF INFORMATION:** UMW utilizes a Public Contracts Portal (Cobblestone) <https://umw.cobblestonesystems.com/public/> for posting of procurement documents, including winning proposals. Further, if the resulting contract includes cooperative language, the VASCUPP public portal <https://vascupp.org/contracts> will be used to house relevant procurement documents, including winning offeror's proposal.

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***Note: This public body does not discriminate against faith-based organizations in accordance with §36 of the Governing Rules or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.***

## **I. PURPOSE:**

This Request for Proposal (RFP) is being issued by the University of Mary Washington ('UMW' or 'the University'), on behalf of the Virginia Higher Education Procurement Consortium (VHEPC). The intent and purpose of this RFP is to solicit sealed proposals from qualified sources to establish a multi-year contract through competitive negotiations with one or more qualified firms to provide Campus Store Operations as outlined herein to the Fredericksburg Campus of the University of Mary Washington, an agency of the Commonwealth of Virginia. It is intended for the resulting contract(s) to include cooperative language for the benefit of all public bodies and other entities referenced herein.

Founded in 2014, the VHEPC leverages collective buying power to create efficiency and value for its member institutions. Guided by strategic sourcing principles and grounded in data analytics, VHEPC drives development of cooperative contracts and provide a forum for schools to share learnings and best practices. By design, the VHEPC aims to facilitate opportunities for small-, minority-, woman-, and veteran-owned businesses in the procurement marketplace.

Membership includes 14 of Virginia's senior public higher education institutions, the Virginia Association of State College and University Purchasing Professionals (VASCUPP) Board of Directors, and the Virginia Community College System (VCCS), which represents 23 schools across the state. While VHEPC and VASCUPP are separate organizations, they have a collaborative relationship that generates procurement advantages for the schools they dually support. The Consortium is governed by a leadership council with representation from member doctoral institutions, four- and two-year institutions, and the community college system.

A technical advisory committee composed of procurement professionals from member schools serves to target opportunities for cooperative sourcing. And dedicated resources (employed by their host institution, the University of Virginia) work on behalf of their members to provide strategic and analytical direction and contract administration.

The value created through their aggregate spend is also value they share with the greater procurement community. Their publicly accessible contracts are available for use by any agency, public or private.

Additional VASCUPP and VHEPC member institutions are included in the solicitation process for future awareness and opportunities should any institution make a business decision to access this cooperative VHEPC contract at any time.

The initial contract shall be for five (5) years, with an option to renew for five (5) additional one-year periods. UMW reserves the right to negotiate an alternative term or renewal period at its discretion, subject to mutual written agreement by both parties.

## **II. ORGANIZATION OVERVIEW:**

Founded in 1908, the University of Mary Washington, is a premier, selective, coeducational, public liberal arts institution that offers rigorous academics in small classroom settings, innovative master teachers, a supportive campus community that values honor and integrity, and a civically, socially, and intellectually engaged community. Located within the Commonwealth of Virginia in Fredericksburg, UMW resides within an hour's drive of both the nation's Capital of Washington, D.C. and the State Capital of Richmond, offering students unique opportunities for internships, research excursions, and recreation. The University currently consists of three colleges for Arts and

Sciences, Business, and Education, and two additional campuses: one in Stafford, VA and the other in Dahlgren, VA. For more information about the University of Mary Washington: <http://www.umw.edu/about/>.

**III. BACKGROUND:**

The current University of Mary Washington Campus Store provides course materials, reference materials, general reading books, and other supplies needed and/or requested by students, faculty and support staff in pursuit of the University's educational mission. The Campus Store also promotes the image of the institution and fosters a sense of loyalty and school spirit through the sales of insignia merchandise and other memorabilia to the university community, alumni, and the public. The Campus Store is a service-oriented operation and is sensitive to the needs of the university community while operating in a fiscally sound manner.

Since 2019, the University of Mary Washington has contracted the services of Barnes & Noble College Booksellers, LLC for Bookstore and Retail Operations as a result of the prior solicitation. Information regarding the current contract may be found here:

[Cobblestone Public Contract Portal – UMW 18-797](#)

A. Campus Store Location: 1301 College Avenue, Lee Hall 3<sup>rd</sup> floor, Fredericksburg, VA 22401. Lee Hall also houses Academic Services, Financial Aid, and Admissions, EagleOne Card and Parking Services. Lee Hall is located on Campus Walk near the center of campus, and across from the Cedric Rucker University Center, an accessible location to students and the community, which houses dining, offices and student spaces.

B. Gross Sales: Sales for the period of July 1, 2023 through June 30, 2024 are as follows:

Merchandise Division	Gross Sales
Digital Books	\$ 491,073
New Textbooks	\$ 154,136
Textbook Rentals	\$ 134,196
Trade Books	\$ 14,648
Used Books	\$ 64,567
Total Book Merchandise	\$ 858,620
Convenience	\$ 23,833
Computer Products	\$ 27,063
Emblematic Clothing & Gift	\$ 355,427
Other	\$ 122,463
School Supplies	\$ 60,112
Total General Merchandise	\$ 588,898
Other Revenue	\$ 17,246
Total Gross Sales	\$ 1,464,764

C. Revenue for the previous four contract years are as follows:

Contract Year (FY20 – FY23)	Revenue	Fall FTE	
		UG	Grad
July 1, 2019 – June 30, 2020	\$ 1,629,552	3,703.47	192.50
July 1, 2020 – June 30, 2021	\$ 1,240,040	3,274.20	193.92
July 1, 2021 – June 30, 2022	\$ 1,363,747	3,112.27	170.75
July 1, 2022 – June 30, 2023	\$ 1,530,546	3,196.67	108.33

- D. The University utilizes Ellucian’s “Banner” product as its Enterprise Resource Planning system (ERP). The Contractor must be able and prepared to interface its systems with Banner to the extent necessary to provide the best service possible. Costs for such are the sole responsibility of the firm.
- E. The Campus Store is the repository for course material listings in keeping with the [Higher Education Opportunity Act](#).
- F. The EagleOne Card is issued to all members of the University Community and is the official identification card of University of Mary Washington. It is a key to access, meal plans, libraries, the Fitness Center, and the EagleOne debit account.
- G. Canvas is the Learning Management System used by the University of Mary Washington

The University will not guarantee any particular usage amount during any period of the resulting contract, nor will it be held responsible in any way if contract usage exceeds or does not meet this estimate.

**IV. CONTRACT PARTICIPATION – COOPERATIVE PURCHASING/USE OF AGREEMENT BY THIRD PARTIES:**

- A. Under the authority of §6 of the Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (copy available at [https://vascupp.org/sites/vascupp/files/2022-08/Governing%20Rules with foreword final August%202022.pdf](https://vascupp.org/sites/vascupp/files/2022-08/Governing%20Rules%20with%20foreword%20final%20August%202022.pdf)). This RFP is being issued by the University on behalf of the Virginia Higher Education Procurement Consortium (“VHEPC”), which includes all members from the Virginia Association of State College and University Purchasing Professionals (“VASCUPP”). Reference the VASCUPP Zone Map in Attachment E. It is the intent of this RFP and resulting contract to allow for cooperative procurement. Accordingly, this may include any and all state, local governments, school districts, public body, public or private health or higher education institutions or the University’s affiliated foundations in the United States may access any resulting contract if authorized by the Contractor.
- B. Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. The Contractor will notify the University in writing of any such entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.
- C. The Contractor will provide semi-annual usage reports for all entities accessing the Contract. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from the University.
- D. UMW shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that UMW is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no

matter the circumstances. Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as needed.

- E. Use of this contract does not preclude any participating entity from using other contracts or competitive processes if need be. The Contractor is strongly encouraged to offer additional discounts to all contract participants as the result of increasing aggregated spending among all entities accessing the contract. A plan for extending deeper discounts among all contract participants will be requested during negotiations.

#### V. SMALL, WOMAN-OWNED AND MINORITY-OWNED (SWAM) PARTICIPATION:

It is the policy of the Commonwealth of Virginia to contribute to establishment, preservation, and strengthening of small businesses and businesses owned by women and minorities, and to encourage their participation in State procurement activities. The Commonwealth encourages firms to provide for the participation of Small (includes Micro) and otherwise Diverse Businesses through partnerships, joint ventures, subcontracts, and other contractual opportunities. UMW has established a goal of 42% [SWaM](#) expenditures, which includes a 15% aspirational goal for expenditures with women and minority-owned businesses. The most competitive suppliers will have SWaM utilization plans that support UMW's supplier diversity commitment.

#### VI. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS:

##### A. **GENERAL PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS:**

1. Proposal Requirements - The University reserves the right to:
  - accept or reject any and all proposals, in whole or in part, received as a result of this RFP,
  - waive minor informalities,
  - issue a lowered evaluation of the proposal for failure to submit all information requested,
  - negotiate with any or all responsible vendors in any manner necessary to serve the best interests of the University, or accept the best proposal as submitted, without negotiation.

Any proposal submitted without a signature binding the Offeror to the proposal will be considered non-responsive and may be rejected. This Request for Proposal creates no obligation on the part of the University to award a contract or to compensate vendors for proposal preparation expenses.

2. Protection of Trade Secrets/Proprietary Information: The Virginia Freedom of Information Act "FOIA" requires release of any procurement documents that are not appropriately marked and protected through the Trade Secrets or Proprietary Information provisions outlined in the paragraphs below.

If the Offeror intends to protect any Trade Secrets or Proprietary Information, they must:

- invoke the protection of the Code of Virginia, § 2.2-4342F, **in writing**, stating the reasons why protection is necessary, and
- submit, at the same time as the original proposal submission, a separate redacted version of the proposal which contains identical content, but blacks out any protected information not appropriate for public release. ***If a redacted proposal is not received at the same time as the original proposal, no part of the document may later be protected by the Offeror and restricted from public review.***

**The designating of an entire proposal document, line item prices and/or total proposal prices as proprietary or as a trade secret is not acceptable.** If, after being given reasonable time, the Offeror refuses to withdraw the entire proposal designation as redacted, the proposal will be rejected.

3. Oral Presentations: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to the University. This will provide an opportunity for the Offeror to clarify or elaborate on the proposal. This is a fact-finding and explanation session only and does not include negotiation. *Oral presentations are an option of the university and may not be conducted. Therefore, proposals submitted in response to this RFP should not be submitted with the presumption that there will be opportunities to revise that proposal after submission.*
4. Number of Proposals Required:
  - a. If submitting an electronic response via eVA: One (1) original electronic version of the proposal is required and one (1) separate electronic version clearly marked redacted copy must be submitted if required by vendor.
  - b. If delivering in person OR mailing: One (1) printed original and one (1) electronic media version (Flash Drive) of each proposal is required. Please make sure the electronic version is not password protected without submitting the password or corrupted prior to submitting. One (1) separate printed original and one (1) separate electronic media version (Flash Drive) clearly marked redacted copy must be submitted if required by the vendor.
5. Proposal Formatting and Content: Proposals should be as detailed as possible so that the University of Mary Washington may properly evaluate the Offeror's capabilities to provide the required services. Proposals should be:
  - Prepared simply and economically, with the ability to be recycled
  - Held together by a simple staple, a binder clip, or a three-ring binder if necessary (semi-permanent or non-recyclable materials, such as plastic combs or spiral wire, are not preferred binding methods per the University's sustainability initiatives)
  - Dual-side printed where practical
  - Bound in a single volume where practical
  - Straightforward and concise
6. Limited Contact: To ensure timely and adequate consideration of your proposal, Offerors are to limit all contact, whether verbal or written, pertaining to this RFP to the UMW Procurement Office Contract Officer indicated on the face of this document for the duration of this Procurement process. Failure to do so may jeopardize further consideration of an Offeror's Proposal.

B. **SPECIFIC PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS:** Proposals should be as thorough and detailed as possible. Offerors are required to submit the following items within the proposal:

1. Overview:
  - a. State the Firm's legal entity name and headquarters address.
  - b. Provide Firm's W9 or at minimum tax identification number (TIN)
  - c. Provide the name, title, address, telephone number, and email of the individual who will act as the Firm's designated representative for purposes of this RFP.
2. Introduction:

Provide an introduction of the Firm and all major subcontractors who will be involved in the performance of the work. Include primary business experience, length of time in business, ownership, office locations, and specific location of the principal office from where UMW work will be performed and any other information of an introductory nature.

3. **Qualifications of the Firm:**  
Describe how your firm's overall experience demonstrates your ability to successfully complete the Statement of Needs. Provide a detailed list of services you have provided to clients over the past three years which are similar to those required by UMW.
4. **Qualification of the Staff:**  
Identify the staff members who will provide the services required by the proposal, including years and type of experience for each person. Experience should include number of years at current firm as well as all prior service.
5. **Work Plan:**  
The Work Plan must contain a comprehensive description of the goods and/or services including the following elements:
  - a. General – This section of the proposal must contain sufficient detail to convey the methodology or work plan contemplated for use. Firms must describe how the services listed in the Statement of Needs shall be performed.
  - b. Deliverables – Fully describe all of the deliverables to be submitted under the proposed contract.
  - c. Work Schedule/Timeline – Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Suggestions, if any, for streamlining the work schedule should be presented. Cost implications for streamlining the schedule should be presented, if applicable.
  - d. Outcomes and Performance Measurement – Describe the impacts/outcomes Firms intend to achieve, including how these outcomes would be monitored, measured and reported to the University.
  - e. Overall Risk – Define risks significant to the success of the work. Include how you propose to effectively monitor and manage these risks, including the reporting of risks to the University (i.e., how you will manage staff turnover or other issues that may negatively impact the work, their potential and how you would propose to mitigate them).
6. Complete and Return Attachment F: Small Business Subcontracting Plan.
7. Submit any exceptions the Offering firm takes to the Terms and Conditions as stated in this RFP.
8. Any other information the Offeror believes will help the University evaluate its proposal.

Please review the Proposal Submission Checklist attached to this RFP prior to submission.

## **VII. STATEMENT OF NEEDS:**

### **A. University Campus Store Overview:**

The University currently partners with Barnes & Noble College Booksellers, LLC (B&N) to manage course materials and general merchandise. The physical store is located near the center of the campus on the 3<sup>rd</sup> floor of Lee Hall. Current retail space is 7,360 SF. The current retail footprint may be reduced in order to optimize retail space and to co-locate complimentary services. If proposal includes a physical store, provide the optimal square footage the proposal requires.

**B. Program Objectives:**

This section describes the University's requested goods and/or services and outlines the areas to be addressed in proposers' submissions. The University invites proposals from highly qualified Firms to provide comprehensive management services for its retail operations. We are open to receiving proposals that cover both merchandise and course material services combined or proposals that focus solely on one of these areas, merchandise OR course materials. Proposals may include offerings online, on site, or a combination of both.

1. Flexibility in Proposals: Proposers may submit for managing both merchandise and course material services together, or they may choose to bid on only one of the services. The University will evaluate separate and combined bids on their merits and may award contracts for each service separately or as a combined service depending on which approach best meets the University community's needs and standards of quality and efficiency.

The primary aim is to partner with a Firm or Firms that can elevate the University's retail offerings while prioritizing customer satisfaction and student needs. Firms bidding on separate services are expected to demonstrate their willingness and capability to work cooperatively with other service providers, should different firms be selected for merchandise and course materials services.

Proposal response must be written in the same order as outlined below. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities. Emphasis should be placed on completeness and clarity of content. Failure to submit all information requested may result in the elimination of the Proposal from consideration. Proposals that are substantially incomplete or lack key information may be rejected by the University.

2. The Firm will be expected to meet the following refined objectives:
  - a. Enhanced Merchandise and Services: Supply a wide assortment of high-quality academic and retail products, including course materials (both physical and digital), supplies, literature, and fashionable "soft goods" featuring University branding, designed to cater to the unique preferences of each campus community.
  - b. Affordability and Student Satisfaction: Commit to affordability in course materials and "soft goods" in order to enhance the overall student experience with the campus store, aiming for high satisfaction rates through cost-effective strategies, high quality products, and excellent service.
  - c. Transparency and Academic Collaboration: Increase operational transparency, especially regarding sales, and streamline the process for faculty to integrate campus store resources into their curriculum, enhancing academic support and compliance.
  - d. Financial Contribution and Community Engagement: Provide tangible financial benefits back to the University through efficient operations and actively participate in the academic, cultural, and social fabric of the University, including supporting initiatives like course materials or other academic scholarships to foster an inclusive educational environment.
  - e. Sustainability: Operations will align with [UMW Sustainability mission](#), goals and initiatives.

The University's goal is to customize services and products to precisely fit the needs of our diverse campus

communities, ensuring that the campus store becomes a cornerstone of student life and learning at the University, with operations supporting the University's branding initiatives.

**C. General:**

1. Strategies

Describe how your organization plans to adapt to the changing landscape of campus store retail, focusing on innovation and responsiveness to market trends. Highlight strategies to engage both the university community and the broader market, ensuring your approach aligns with evolving consumer preferences.

2. Hours of Operation

- a. The Firm shall operate the campus store on a 12-month basis, with holidays subject to the University's academic calendar, found at <https://academics.umw.edu/calendar/>. The University reserves the right, upon consultation with the Firm, to establish or change the service hours, plans or other methods of operation of the campus store.
- b. Propose regular operating hours for the course materials and general merchandise store(s). Describe the Firm's policy for establishing and modifying operating hours.
- c. The Firm should enhance sales by actively participating in and supporting various special campus events. The Firm shall participate in the following events, at minimum: Move-In, Welcome Week, New Student Orientation, Commencement, Grad Fair, Great Lives, Homecoming, Reunion, Open House, Sporting Events in coordination with UMW Athletics, Honors Move-In, coordinated with UMW Honors Department, and any other events that require expanded or extended hours and based upon mutual agreement.
  - i. The specific events and their dates may vary and can be found on the University's website.

**D. Parking:**

1. The Firm shall provide, be responsible for and maintain any vehicles necessary for the performance of this contract. Parking arrangements, permits and fines are the responsibility of the Firm. Information about parking can be found at <https://adminfinance.umw.edu/parking/>

**E. Staffing:**

1. Managers

- a. Provide resumes for management candidates.
- b. The Director of Business Services or an appointee shall approve the Campus Store Manager appointed by the Firm.
- c. Any managerial changes shall require prior consultation with and approval from the University.
- d. The Firm can temporarily assign internal Managers in cases of medical or family emergencies or when searching for a new Manager, which must be communicated to the Director of Business Services or an appointee but doesn't require approval.
  - i. Temporary Managers can be assigned for a period of up to six months without requiring approval. Beyond six months, continuation of their assignment must be approved by the Director of Business Services or a designated appointee.
- e. The University reserves the right to request the reassignment of any managers, including temporary ones, for reasons determined by the University.

- f. Describe how management will foster positive relations with faculty, students, and departments.

## 2. General Staffing

- a. Outline strategies to ensure adequate staffing during peak periods, and methods to minimize checkout wait times.
- b. Provide an organization chart for each operation, indicating the minimum base crew staff, which represents the lowest staffing level.
- c. Detail incentive compensation guidelines for key personnel to motivate performance.
- d. Explain how the Firm recognizes and rewards employees for exemplary customer service.
- e. Specify the minimum qualifications required for key staff members.
- f. All employees of the Firm shall be the Firm's sole responsibility in terms of salary, benefits and taxes.
- g. All personnel shall be appropriately attired in approved uniform with a visible name tag and University issued ID (UMW EagleOne Card).
  - i. Describe the staff dress code requirements.
- h. All personnel shall carry their University issued ID Card (UMW EagleOne Card) at all times while on duty.
- i. UMW EagleOne Cards are non-transferable, meaning each employee shall have their own unique identification card.
- j. The Firm, or their employees, shall pay any fees associated with acquiring or replacing these identification cards. (As of January 2025, the fee is \$20.00 per card. This rate shall be subject to change.)
- k. The Firm shall notify the Contract Administrator by e-mail on the day of any employee beginning or removal from service for this Contract.
- l. The identification card (UMW EagleOne Card), UMW keys and parking decal of the departed employee shall be returned to the Contract Administrator no later than three (3) business days, or pursuant to the UMW Contract Administrator's written direction.
- m. Detail training offered to staff, including orientation and customer service.
- n. The Firm shall pay student employees at or above the Commonwealth of Virginia minimum wage.
- o. The University reserves the right to request the reassignment of any employee, including temporary ones, for reasons determined by the University.

## 3. Internships

The University seeks to expand opportunities for its students to have training or paid internships. University requests that the Firm cite and describe any training and/or internship programs that the Firm currently offers or plans to offer over the course of the resulting agreement.

### **F. Customer Service:**

1. Provide an in-depth overview of your customer service philosophy, including training programs for staff and any unique service propositions.
2. Explain the methods you will use to evaluate and ensure customer service excellence.

3. Detail how you plan to engage with campus stakeholders to understand and meet their needs, ensuring a feedback loop for continuous improvement.
4. Describe customer service capabilities and contact methods for students, faculty, and staff.
5. Include information on digital platforms for order management (in and out of store) and how these platforms enhance the customer experience. Discuss the ability for students to manage their orders online (upgrade, edit, cancel).

**G. Assessment:**

1. Detail your main approach to conducting customer surveys, including the methods, frequency, tools, and instruments you'll use to gauge customer preferences and satisfaction levels.
2. Firm shall commit to sharing survey results and other relevant performance metrics with UMW Business Services.
3. Describe your formal procedure for addressing complaints, emphasizing how you respond to negative feedback.
4. Outline the specific steps your firm will take to address and resolve any performance issues that may arise during the contract term.

**H. Course Materials:**

1. General
  - a. Elaborate on your comprehensive course material services, emphasizing new, used, and rental physical and digital offerings, and including but not limited to laboratory and art supplies.
2. Describe any other student and faculty academic materials and services you offer.
  - a. Discuss your approach to custom publishing and course packs.
  - b. Describe how you will support the University's compliance requirement with the Higher Education Opportunity Act (HEOA) of 2008 Section 133; specifically explain your role in tracking and reporting these requirements on behalf of the University.
  - c. How will you integrate registration of the semester with course materials purchases?
  - d. How do faculty register course materials adoptions for their classes?
    - i. Confirm that the list of adopted materials will be provided to UMW Simpson Library staff for each semester and summer term.
  - e. How many publishers do you distribute and manage electronic code delivery for: McGraw, Cengage, Pearson, Elsevier, Wiley, Others?
  - f. Describe your firm's sources and distribution methods for new, used and digital materials.
3. Pricing
  - a. Explain your strategies for reducing financial burdens associated with course materials costs, such as rental programs, used books, digital materials, and OER.

- i. Detail your comprehensive pricing strategy for new, used, rental, and digital course materials/course materials, ensuring a diverse range of affordable options for students.
- ii. Explain how your pricing model aligns with the University's mission to minimize the financial burden of course materials on students, highlighting any innovative approaches to cost reduction or pricing caps to ensure affordability.
- iii. Describe if your platform supports dynamic pricing and allows students to compare course materials prices across multiple vendors within a single interface, including information on the range of competitors' prices displayed. Confirm length of time within each semester and term that dynamic pricing is available for student use.
- iv. Clarify the scope and criteria of your price match policy (if applicable), detailing any restrictions or conditions that apply, ensuring transparency in how students can benefit.
- v. Discuss any available bundling packages that combine course materials at a reduced cost, outlining how these packages are developed and customized for specific courses or programs.
- vi. Share experiences of past collaborations with academic libraries or other institutions on initiatives aimed at reducing course materials costs, such as course materials reserve programs or the adoption of open educational resources (OER) and/or low-cost materials, including outcomes and impacts of these efforts. Confirm that OER and/or low-cost materials shall be available for adoption and visible to students when materials are adopted.

#### 4. Ordering, Buyback, Shipping, Delivery

- a. Outline your comprehensive buyback policy or program for purchasing used books from students, detailing the process, any associated costs, and pricing methodology for buyback materials to ensure transparency and fairness.
- b. Describe the available offline ordering options for students, ensuring accessibility for all, regardless of their internet access.
- c. Explain how your service adapts to meet the needs of both campus-based and remote students, highlighting any specific strategies to ensure equitable access to materials.
- d. Detail protocols for communicating with students, faculty, and staff instances of order delays, emphasizing timely and clear communication channels to manage expectations effectively.
- e. Describe the on-campus pickup options for online orders, providing convenience and flexibility for students to receive their materials.
- f. Provide a detailed account of your delivery process for online orders, including any associated costs.
- g. Explain your approach to delivering digital/electronic course materials, including integration with Canvas (UMW's LMS), to enhance the learning experience through seamless access to resources.
  - i. Confirm whether you offer Canvas integration, streamlining the process for students and faculty to access materials directly through the learning management system.

#### 5. Faculty Adoption

- a. Outline your procedure to guarantee that all course materials—whether required, recommended, or suggested—are accessible on time and in adequate quantities. Highlight how your system tracks and manages inventory to meet the course needs each semester.
- b. Detail the resources and support systems in place to assist faculty and staff in the adoption process. Describe how these tools facilitate informed decisions and streamline the selection of course materials.
- c. Clarify whether faculty have the capability to compare prices for course materials and other materials across various publishers and ISBNs through your service. If so, provide an explanation of how this feature is implemented and accessed.
- d. Describe the analytical tools and reporting features available through your online system. Include how these capabilities can assist in adoption decisions, track material usage, and analyze spending trends over time.
  - i. Confirm whether or not OER and/or low-cost materials are available for adoption. If so, describe the adoption process.
  - ii. Confirm whether UMW staff would have access to the adoption portal and the ability to run reports including but not limited to adoption lists by semester and term. Confirm whether or not available reports are in real time, making the most current information available to UMW staff with access, and whether or not historical information is also available.

6. Academic, Scholarly, and Trade Books

- a. Outline the methodologies you employ to market and promote publications authored by the University's faculty, alumni, and community authors. Highlight how you plan to leverage these connections to enhance visibility and engagement within and beyond the University community.
- b. Detail the criteria and process for selecting trade books that resonate with the interests and needs of the UMW Community. Describe how you ensure a diverse and relevant selection that appeals to the academic and cultural fabric of the university.
- c. How would you define special orders and how would you accommodate these requests?
- d. Describe any other academic, scholarly, and trade book services you offer.

**I. Technology:**

1. Technology Standards

The successful bidder acknowledges and agrees to the following standards regarding all software or technology solutions that interact with UMW Data:

- a. CIO Review & Approval: Any software or technology solution that uses, stores, or interacts with UMW data must undergo and pass a review by UMW's CIO before implementation. The bidder shall submit all necessary documentation, including impact assessments and data classification details, for the CIO's evaluation.
- b. Compliance: No technology solution shall be deployed without explicit written approval from UMW's CIO, ensuring adherence to UMW's security, accessibility, and operational standards.
- c. Documentation:
  - i. A current VPAT (Voluntary Product Accessibility Template) should be included with the RFP response to verify compliance with accessibility standards.

- ii. The Vendor's own SOC 2 Type II report by an independent third-party auditor to ensure service providers securely protect the data and interests of the institution, not the hosting provider, such as AWS or Azure, etc.
- 2. Innovation
  - a. Detail your dedication to the continuous investment in new technologies and the development of innovative products and services. Explain how you proactively anticipate and adapt to market changes to meet the evolving needs of the academic community.
- 3. Website/Online Presence
  - a. Describe the functionalities and user experience offered by the UMW Campus Store's website. Specify the following capabilities:
    - i. Customization: The ability to embed tailored messages and create personalized web pages for sports teams (Athletics), student organizations, and other campus groups and track sales specific to each personalized website.
    - ii. Inventory Management: Real-time advisement on stock availability to keep users informed.
    - iii. Order Processing: Display of estimated delivery times, comprehensive customer support details, and prompt order acknowledgments.
- 4. Point of Sale (POS) System Requirements

The Firm shall ensure that all Point of Sale (POS) systems meet UMW's security and operational requirements by adhering to the following conditions:

  - a. Payment Processing
    - i. The Firm must contract with a payment processing entity of its choosing to process customer payments. This process must comply with UMW's security standards.
    - ii. Required documents include the most recent AOC (Attestation of Compliance) and HTSA (High-Level Threat Security Assessment), both included in the RFP response.
  - b. Equipment & Network Responsibility
    - i. The Firm is responsible for providing all POS equipment necessary for sales and services, both online and in physical locations.
    - ii. The Firm must provide its own network connection for POS operations.
  - c. Security Compliance
    - i. The Firm must ensure that its payment processing entity and other business partners undergo regular data security assessments.
    - ii. An Attestation of Compliance must be provided to UMW annually or upon request by UMW's CIO.
  - d. Merchant Identification
    - i. The Firm must use its own merchant identification number(s) when processing payments at physical and online campus store locations.
  - e. Business Partner Standards
    - i. The Firm must ensure that all business partners use industry-standard and up-to-date security tools and technologies, such as anti-virus protections and intrusion detection methods. The Firm's business partners must meet or exceed the Firm's own standards for handling sensitive data.

5. Innovation and Adaptability

The Firm must demonstrate its commitment to innovation and continuous investment in new technologies by addressing the following:

a. Technology Investment

- i. The Firm should detail its dedication to the development of new products and services that meet the needs of UMW and the academic community. This includes anticipating and adapting to market changes and technological advances.

b. Innovation Strategy

- i. Provide an explanation of how the Firm proactively develops technology solutions to align with the evolving needs of the academic sector.

**J. Payment Options:**

List the payment options that your firm offers both in-store and online. Required tenders for a physical and/or an online store include but are not limited to credit card, Financial Aid, Departmental Charges, UMW EagleOne Card, and Gift cards.

1. Refunds

- a. Propose a refund policy for each business segment.

2. Promotional Offers: The Firm should promptly extend any special educational or promotional discounts to the University, including the duration of such offers.

**K. General Merchandise:**

1. The University is looking for a Firm that can offer a selection of “soft goods” such as, but not limited to office and art supplies, University emblematic apparel and memorabilia, and such other related goods. Provide examples of “soft goods” proposed for UMW’s general merchandise store.

2. The Firm shall only purchase emblematic goods bearing the University name, marks, and logos from licensed vendors. The Firm’s vendors shall have approval from the University through its Licensing Office before using the University marks on merchandise. The University will grant the Firm the right to sell approved University licensed products; however, the right is not exclusive and is subject to the payment by licensed vendors of established license fees.

- a. Describe how your Firm will work with UMW Licensing to establish and maintain a workflow to ensure all products bearing the University name, marks and logos have been approved prior to being placed on the sales floor or website for resale.

3. Outline your overarching philosophy regarding merchandising and explain how this philosophy influences the choice of merchandise, ensuring it meets the university community’s needs and expectations.

- a. Detail how your merchandising approach affects pricing, with a focus on making items affordable for the university community while maintaining quality.
- b. Include any market research efforts and how you work with the University to determine new purchases or phase out expired merchandise.
- c. Define what affordable would look like as it relates to both men’s and women's apparel and the percentage of affordable items you would propose having in the store/website.
- d. Describe any measures in place to balance quality with cost-effectiveness.

- e. How will you ensure that your merchandise prices are competitive in the local area?
    - i. The University desires a market basket comparison for pricing comparison on mutually agreed upon selected items with nearby competitors at least once a year.
4. What school spirit and emblematic merchandise do you typically offer?
  - a. Clarify the process for choosing merchandise to be offered, particularly school spirit and emblematic items.
  - b. Explain how brands are selected, ensuring they align with the university's values and appeal.
5. The University shall have the right to recommend merchandise to be sold in the Campus Store and to request the removal of merchandise for sale in the Campus Store which the University considers offensive, inappropriate, or an inadequate representation of the UMW brand.
6. Special and One-Time Event Merchandise Collaboration: The University is interested in introducing special, one-time merchandise for occasional events and seeks to understand your experience and approach in facilitating such collaborations.
  - a. Please describe your capacity and willingness to work with the University in creating unique, one-time merchandise for special events. Highlight how you accommodate these distinctive requests while ensuring timely delivery and quality. List all qualifying circumstances, such as order minimums.
  - b. Share examples of how you have successfully collaborated with other universities to design and deliver special or one-time event merchandise.
7. The University desires flexibility to utilize local vendors for production of UMW emblematic merchandise. The University also desires to collaborate with local retail outlets to promote University gear in the stores. Please describe your capacity and willingness to work with the University in partnering with local vendors.
8. Describe how your Firm would approach limited release merchandise, and provide examples of instances where your firm maintains such merchandise.
9. Describe other general products you will offer in each store.

**L. Athletic Merchandise:**

1. Describe your Firm's ability to sell quality UMW Athletic merchandise in the physical and/or online store/platform, ensuring all sports are represented at all times, and that Athletic merchandise accurately reflects the style, branding and logos used by the UMW Athletic Department. Describe the Firm's ability to coordinate with the University's Athletic and other departments to jointly market and sell soft goods, if requested by the University department(s).
2. Please describe the Firm's experience with Name, Image, and Likeness (NIL) regulations and initiatives. This should include specific examples of how they have supported university athletic departments in managing NIL compliance, opportunities, and challenges. The bidder should also outline their approach to assisting UMW's Athletic Department in optimizing NIL opportunities for student-athletes, ensuring compliance with NCAA regulations, and integrating NIL strategies into the broader athletic and academic programs.

3. Describe how your firm would collaborate with Athletics to execute team fundraising initiatives through online UMW Athletic apparel sales.

**M. Graduation Regalia:**

1. The sale of class rings, jewelry, announcements and academic regalia shall be subject to the terms and conditions of UMW's separate agreements. However, the campus store firm shall support the graduation activity as requested. In the case of a physical general merchandise store, this shall include the sale of graduation regalia by the campus store and may include allowing the sale of other graduation items in the campus store space and providing sales and storage space as requested. Responsibilities also include, but are not limited to organizing and facilitating Grad Fair events, and providing a seamless experience for graduates.

**N. Marketing, Advertising and Promotions:**

1. Detail the marketing, advertising, and promotional strategies you plan to implement to effectively reach and engage students, faculty, staff, and other university community members. Describe how these strategies will be tailored to the unique needs and interests of the university constituent. Note that UMW broadcast communications are not utilized for marketing purposes.
2. Provide an overview of the types of events your Firm typically organizes throughout the academic year. Highlight how these events contribute to the campus community and foster engagement with the campus store.
3. Discuss the methods you will use to enhance the campus store's visibility and ensure it becomes an integral part of campus life. Include plans for collaboration with various campus entities and participation in campus activities.
4. Detail how you plan to partner with University Athletics, Alumni Association, Student Government Association, Admissions, and other campus organizations to ensure the Campus Store has a presence at university events and effectively markets its merchandise.
5. Share specific strategies designed to attract students, families and alumni on your website and/or physical store locations. Emphasize how these strategies will enhance the shopping experience and meet the needs of the university community.
6. Pop Up Events: Firm should be prepared to have a presence at Pop Up Events identified by University to promote the University's mission and to support specified events.
  - a. Pop-up locations should also be included in the Firm's retail strategy for Admissions, Alumni and Athletic events.
7. Please describe your Firm's ability to provide students, families and visitors an online, on demand retail offering for UMW Athletics.

**O. Facilities and Equipment:**

1. The University envisions a physical Campus Store not only as a retail space but as a vibrant destination and central hub of activity for students, faculty, staff, prospective students and their families and the broader community. Proposers are encouraged to creatively consider the use and configuration of the available space to maximize its location, making it an inviting and dynamic area for all.
2. Renovation Plan and Budget: If proposing a physical store, include recommendations and cost for a refresh. Proposals should reflect a reduced retail space, providing room for complementary student services. Proposers should present a detailed plan and budget for renovating or updating the campus store throughout the contract duration. Include a timeline for renovations to ensure the campus store remains contemporary and well-maintained, avoiding any dated appearance.
3. The Firm shall be responsible for the proper collection and removal/disposal of all trash, garbage, shipping containers, boxes, skids, etc., from the interior of the campus store facility and deposited in the appropriate disposal container, e.g. trash/garbage in dumpsters, cardboard flattened and deposited in cardboard recycling containers, etc.
4. Floor Maintenance: The Firm shall be responsible for cleaning all flooring at least bi-annually, ensuring floors where applicable have an attractive waxed finish. Carpets must also be clean and in good repair.
5. Cleanliness of Surfaces: Walls, ceilings, windows, and vents shall be kept clean, free of dirt, dust, and grease. Display and entrance windows and doors shall be cleaned by the Firm.
6. Comprehensive Cleaning Schedule: The Firm shall perform thorough cleaning of all facilities at the end of each semester, including the summer, and during University scheduled breaks. This includes walls, fixtures, furniture, hallways, stairs, the receiving dock, offices, rugs, storage rooms, and equipment.
7. Loading Dock: The loading dock area shall be maintained clean and free from debris at all times.

**P. Financials:**

1. Financial Terms
  - a. Sales and Commission Payment Structure: Firm shall present a detailed Sales and Commission payment tier matrix applicable throughout the contract, including any renewals or extensions, to outline the basis for commission payments. Matrix must include, at minimum, sales category, sales volume per category and/or in total, % commission and total commission per category.
  - b. Payment Schedule: The agreed-upon Sales and Commission payment tier schedule shall serve as the standard methodology for calculating and executing timely commission payments to the university.
  - c. Reporting and Payment Deadlines: All financial and sales reports, alongside corresponding commission payments, shall be submitted by the 10th day of the month following the reporting period. In cases of late submission, the university reserves the right to impose a late fee up to \$100 per day. If the due date falls on a weekend or public holiday, the deadline extends to the next business day. Financial and sales reports submitted shall be final and not preliminary or estimated.

- d. Fiscal Year Definition: The University's fiscal year is defined from July 1 to June 30, with financial reporting conducted on a monthly basis. Any contract period beginning before the start of a full fiscal year shall be adjusted on a prorated basis.
- e. Fiscal Reporting Alignment: The Firm's fiscal reporting period shall align with the University's fiscal year. Monthly reporting shall cover data from the first to the last day of each calendar month.
- f. Tax Obligations: The Firm is solely responsible for all tax obligations related to this contract.
- g. Sales and Tax Reports: Upon request, the Firm must provide copies of all required sales and tax reports that detail sales, revenues, and taxes generated at the University.
- h. Operating Costs: The Firm shall pay all operating costs for providing the contracted goods/services, except for specific costs outlined by the University (University's Responsibilities) in the RFP or the negotiated contract.
  - i. The University's Responsibilities consist of:
    - a. Electricity
    - b. General building maintenance (HVAC, Mechanical, Ceiling tiles from leaks, etc.)
    - c. Heating and air conditioning
    - d. Smoke/heat alarms
    - e. Natural gas, steam
    - f. Water, sewer
    - g. Trash removal (from the University's designated point)
    - h. Fire safety inspections
    - i. Utility Services: The University commits to maintaining utilities to its best ability but shall not be liable for losses due to outages.

## 2. Sales, Reporting and Commission Terms

- a. Net Sales Reporting: All net sales (gross sales minus taxes), including but not limited to cash, check, internal transfers, gift card redemption and debit/credit card, and financial aid shall be recorded as revenues on financial reports at retail values.
- b. Commission Computation: Commissions shall be computed on net sales.
- c. Commission Payments: Commissions shall be paid to the University in the period they were earned and charged, and not upon collection date. The Firm shall not be reimbursed for commissions paid on uncollected amounts. Uncollectable amounts shall be the responsibility of the Firm.
- d. Commission Payments shall be accompanied by sales reports showing net sales for each category, total sales, period in which sales were made, and commission calculation.
- e. Monthly Financial Reporting: The Firm shall e-mail a monthly financial operating statement report (Operating Statement) in spreadsheet format to the University by the 10th of each calendar month. Proposal must include a sample Profit and Loss statement that would be provided to the Contract Administrator.
- f. Any operating statements requiring adjustments because of a review audit shall be reflected on the next reporting month.
- g. At the end of each semester or term, or upon request of the UMW Contract Administrator, Contractor shall provide:
  - i. Average pricing for each available course materials format

- ii. A current term course materials list that includes the retail price for each title in each of its available formats.
  - h. Contractor shall provide insights reports annually to the Contract Administrator.
  - i. Audit Reporting: The University should be informed by the Firm of the schedule of the Firm's audit of the records and operations at the University. The University will have the option to participate in the Firm's audits and shall receive a full audit report of findings regardless of the University participation.
  - j. Confidentiality and Compliance: All Firm financial reports and their content will be retained, used and treated in strict confidence by the University except as required by the Virginia Freedom of Information Act.
- 3. The Firm shall submit all reports and payments to:
  - a. Reports
    - i. Electronic reporting submission addresses will be determined upon contract award.
  - b. Payments
    - i. Electronic payment submission will be provided upon contract award. Electronic payments must be accompanied by supporting documentation that defines the sales by category, sales period, total sales and calculation of funds earned.

**Q. Renovation and Construction:**

- 1. Coordination with University Facilities: The Firm shall coordinate with the University's Facilities Management, through Business Services, for support related to electrical work, construction, lighting, plumbing, and the installation of furniture/fixtures, finishes, inspections, and signage for any proposed changes to the retail space.
- 2. Design and Construction Capabilities: State whether the Firm is capable of facilitating the design, renovation, and/or construction processes upon request and possess in-house resources to fulfill these needs throughout the contract term.
- 3. Regulatory Compliance: The Firm shall only utilize firms registered with the Department of Professional and Occupational Regulation ([www.dpor.virginia.gov/](http://www.dpor.virginia.gov/)).

**R. Contract Transition:**

The University currently has a contract in place for its campus store management. This contract with Barnes & Noble will expire on June 30, 2026. In the event of a new vendor being selected as the campus store vendor, it will be expected that the two parties work collaboratively on a possible early transition.

- 1. Provide a realistic implementation and transition plan. The schedule should include target dates for staffing, stocking, equipping, all specific roles and responsibilities required for the transition and merchandising the retail facilities, and a detailed project plan for necessary IT integrations. In addition, provide dates for key transition activities such as staff training, system installation, banking arrangements, service agreements, phone installations, etc.
- 2. In the event of a transition to a new campus store vendor, the successful bidder should make employment offers to the current campus store staff where applicable. The bidder should outline their strategy for

evaluating and integrating the current staff into their operations to maintain continuity and leverage the staff's experience and knowledge.

**S. Experience and Qualifications of Firm:**

1. Provide a list of four (4) comparable academic institutions or other facilities for which similar goods and services are currently being provided. Include names, addresses, e-mail and phone numbers of the appropriate contact person.
2. State the Firm's capability for enhancing the University's retail program, by identifying the goals and strategies implemented at one site of a similar size and nature to University of Mary Washington.
3. Provide a list of all clients lost within the last three years. Include a contact name and telephone number, the length of service at the account, the reason for the loss. Include clients lost as a result of merger or acquisition.
4. Provide the amount of annual sales the firm has with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: <https://vascupp.org/members>
5. Submit a copy of the company's most recent annual report, most recent filing of Securities and Exchange (SEC) reports (10Q and 10K) and any other written evidence of the company's financial stability. If SEC reports are not filed, include litigation record for prior, current and pending matters in addition to Financial Statements/Balance Sheets for the past two years of operation. Similar data is requested for subcontractors, if applicable.

**T. Other Related Goods/Services:**

1. Describe other related goods and/or services provided by your firm. Provide information to demonstrate how these goods and/or services could benefit the University and include the associated pricing for the term of the contract. Provide information to address how newly introduced products and services would be offered and included in the contract. Include information on your ability to provide most favored nations pricing.

**U. Sustainability:**

1. Operations will align with [UMW Sustainability mission](#), goals and initiatives.
2. Describe how you will establish waste reduction and diversion targets, focusing on single-use plastics and other disposables. Please provide information to demonstrate the overall environmental impact of your proposed approach. Include information on your recommendations to reduce the environmental impact and create efficiencies.

**V. Exclusive Beverage Agreement:**

The University maintains the right to have exclusive agreements. The Firm shall comply with all the agreement's terms and conditions. Currently, the University has an exclusive agreement with [Pepsi Bottling Group, LLC](#). for carbonated and non-carbonated soft drinks; fountain tea; bottled teas, coffees, juices, Isotonic beverages and bottled water. Firm Beverages will be the only beverages sold, distributed, sampled or otherwise made available on the Campus. The following beverages are exempt from exclusivity; (1) non-

bottled tap water/filtered water stations, hot chocolate, freshly brewed coffee and tea, fresh squeezed juices, and milk; (2) other beverage products used in a proprietary recipe by restaurants on campus (ingredient(s) from an alternative source will not be advertised). In no event will exempted beverages be advertised on campus.

**VIII. CONTRACT ADMINISTRATION:**

- A. The Director of Business Services or designee, shall be identified by the University as the Contract Administrator and shall use all powers under the contract to enforce its faithfulness and performance in conjunction with the University’s Procurement Services department.
- B. The Contract Administrator shall determine the amount, quantity, acceptability, fitness of all aspects of the goods/services and shall decide all other questions in connection with the goods/services. The Contract Administrator shall not have authority to approve changes in the goods/services which alter the concept or which call for an extension of the contract term. Any modifications made to the contract must be authorized by the University’s Procurement Services Department through a written two-party modification to the contract.

**IX. EVALUATION AND AWARD CRITERIA:**

Evaluation Criteria - Proposals shall be evaluated by the University of Mary Washington Evaluation Committee using the following criteria:

Criteria	Point Value
Methodology / Approach	20
Value: Customer Service, Cost to Students	20
Suitability of Offerings for intended purpose	15
Financial Proposal	15
Innovation / Technology / Accessibility	15
Qualifications / Experience	10
SWaM Status / Utilization	5
Total	100

**X. PROCUREMENT SCHEDULE:**

Below is a brief schedule for this solicitation, specifying the critical dates and milestones (subject to change).

Event/Milestone	Date/Date Range
Issue Date of RFP	2/7/2025
Optional Pre-Proposal Conference	2/18/2025
Questions Due	2/25/2025
Proposal Due Date	3/10/2025
Initial Scoring Meeting	3/24/2025 – 3/28/2025
Negotiations	4/7/2025 – 4/11/2025
Contract Negotiations	4/14/2025 – 4/18/2025
Final Scoring Meeting	4/21/2025 – 4/25/2025
Anticipated Contract Award	4/30/2025

## XI. GENERAL TERMS AND CONDITIONS:

Please refer to the link to follow regarding Required General Terms and Conditions of this Solicitation which are a mandatory part of the resulting contract: <https://adminfinance.umw.edu/procurement/umw-terms-conditions/>

## XII. SPECIAL TERMS AND CONDITIONS:

1. **ACCEPTANCE PERIOD:** Any proposal in response to this solicitation shall be valid for ninety (90) days. At the end of the ninety (90) days the proposal may be withdrawn at the written request of the Contractor. If the proposal is not withdrawn within 10 calendar days at the end of the stated Acceptance Period, the proposal shall remain in effect, as-is, until an award is made, or the solicitation is canceled. If the proposal specifies an alternative acceptance period than the one written here, the acceptance period shall be the longer of the two dates.
2. **ACCESSIBILITY:** All e-learning and information technology developed, purchased, upgraded or renewed by or for the use of University of Mary Washington shall comply with all applicable University policies, Federal and State laws and regulations including but not limited to Section 508 of the Rehabilitation Act (29 U.S.C. 794d), the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia, as amended, and all other regulations promulgated under Title II of The Americans with Disabilities Act which are applicable to all benefits, services, programs, and activities provided by or on behalf of the University. The Contractor shall also comply with the most current version of the Web Content Accessibility Guidelines (WCAG). The Vendor/Contractor further warrants that it is committed, and shall remain committed, to promoting and improving accessibility of all its products as specified in UMW's IT Accessibility Policy. <https://technology.umw.edu/technology-accessibility/>
  - A. If the Products and Services are not in conformance with all applicable federal and state disability laws, policies, and regulations as of the Contract Effective Date, as identified by the Vendor/Contractor, or through University testing or assessment, Vendor/Contractor shall use all reasonable efforts to update the Products and Services so as to be in conformance prior to Acceptance by the University.
  - B. In the event any issues arise regarding Vendor's/Contractor's compliance with applicable federal or state disability laws, policies and regulations, at any time, during any term of the contract, including all optional renewals, the University may send communications to Vendor/Contractor as specified in the Notices provision of the contract, requesting cure of such noncompliance. The Vendor/Contractor shall respond to these communications within two (2) business days from receipt to the University official identified in the Notices provision of the contract, with a plan, including a timeline for completion, which will bring the contractor back within compliance as required by the contract. This plan shall require University agreement.
3. **ADDITIONAL (FUTURE) GOODS & SERVICES:** The University reserves the right to request from the contractor to provide additional Goods and/or Services under similar and market-based pricing, terms, and conditions, and to make modifications or enhancements to existing services. Additional Goods and Services may include other products, components, accessories, subsystems or related services that are newly introduced during the term of the Agreement. Newly introduced additional Services will be provided to the University at favored nations pricing, terms, and conditions.
4. **ANNOUNCEMENT OF AWARD:** Upon the award or the announcement of the decision to award a contract resulting from a competitive solicitation process for any dollar value, or sole source procurement, the

University will publicly post such notice on the DGS/DPS eVA VBO ([www.eva.virginia.gov](http://www.eva.virginia.gov)) for a minimum of ten (10) days.

5. **ANTITRUST:** By entering into a contract, the contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.
6. **AWARD – RFP:** Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror(s) which, in its opinion, has offered the best overall combination of quality, price and various elements of required goods/services, as stated in the solicitation, which in total are optimal relative to the agency's need, and shall award the contract to that offeror(s). The University may cancel this Request for Proposal, reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous (Governing Rule §16). Should the University determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, or if in the sole opinion of the University it is in the University's best interest to award to only one offeror, a contract may be negotiated and awarded to that Offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated. The University, in its sole opinion, reserves the right, if determined to be in the best interest of the University, to make:
  - a separate award of each item,
  - an award of a group of items,
  - an award either in whole or in part,
  - a single award, or
  - a multiple award
7. **BEST and FINAL OFFER (BAFO):** At the conclusion of negotiations, the Offeror(s) may be asked to submit in writing, a Best and Final Offer (BAFO). After the BAFO is submitted, no further negotiations shall be conducted with the Offeror(s). The Offeror's proposal will be rescored to combine and include the information contained in the BAFO. The decision to award will be based on the final evaluation including the BAFO."
8. **BULK DELIVERIES:** To avoid single item deliveries, the University and Contactor shall work together to ensure bulk shipments are utilized to the maximum extent possible.
9. **CANCELLATION OF CONTRACT:** The University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon sixty (60) days' written notice to the Contractor. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform all outstanding orders issued prior to the effective date of cancellation. The Contractor shall be entitled to

receive full compensation for all University-accepted services performed and/or goods received prior to the effective date of contract termination. Contractor shall not be entitled to, and hereby waives claims for lost profits and all other damages and expenses.

10. **CHANGES TO THE CONTRACT:** Changes can be made to the contract by written mutual agreement to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
11. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The contractor assures that information and data obtained as to personal facts and circumstances related to faculty, staff, students or others will be collected and held confidential, during and following the term of this agreement, and will not be divulged without the individual's and the University's written consent and only in accordance with federal law or the Code of Virginia. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the University of any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.
12. **CONTINUITY OF SERVICES:**
  1. The Contractor recognizes that the services under this contract are vital to the University and must be continued without interruption and that, upon contract expiration, a successor, either the University or another contractor, may continue them. The Contractor agrees:
    - i. To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
    - ii. To make all University owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
    - iii. That the University Contracting Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
  2. The Contractor shall, upon written notice from the Contract Officer, furnish phase-in/phase-out services for up to ninety (90) days after this contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Contract Officer's approval.
  3. The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract. All phase-in/phase-out work fees must be approved by the Contract Officer in writing prior to commencement of said work.
13. **CONTRACTOR AND EMPLOYEE REQUIREMENTS – BONDING AND INSURANCE:** Contractor Personnel may have access to sensitive Personally Identifiable Information (PII). The Contractor shall ensure that all contractor personnel given access to, or sent to work on properties of the University of Mary Washington are bonded and insured; copies of which must be provided to the University prior to the first day of work.

- a. If the Contractor, under this contract, creates, obtains, transmits, uses, maintains, processes or disposes of the subset of University Data known as Personally Identifiable Information (PII), or financial or business data, the Contractor shall also perform the following background checks on all employees who have potential to access such data in accordance with the Fair Credit Reporting Act:
  - i. Office of Foreign Assets Control List (OFAC) check
  - ii. Bureau of Industry and Security List (BIS) check
  - iii. Office of Defense Trade Controls Debarred Persons List (DDTC)

14. **CONTRACTOR EMPLOYEE REQUIREMENTS – BACKGROUND SCREENS:** The Contractor shall ensure that its employees have undergone background screening and possess all necessary qualifications to comply with the terms of this contract, including, but not limited to all terms related to data and intellectual property protection and physical protection and safety of students, faculty and staff. To this end, all contractor staff considered for full-time or part-time employment on any property owned, leased or otherwise acquired by UMW, shall undergo a background screening, the cost of which shall be incurred by the Contractor, after an offer has been extended, and prior to commencement of work on any UMW property. If Contractor employs the use of a staffing company to provide seasonal or temporary labor at any point during any term of the contract, including optional renewals, background screening shall be performed by the Subcontractor to the same extent as for any full-time or part-time Contractor staff.

- a. The results of background checks shall be directed solely to the Contractor, including any criminal convictions. Consideration shall be given to the relationship to the job, how long ago the conviction occurred, the potential risk posed to employees, customers, campus and Contractor, and any other circumstances deemed relevant to the final determination of whether to employ or retain the employee. Conviction information shall be maintained as confidential to the Contractor. If a conviction is found to be relevant to the role and the decision is made not to proceed, the Adverse Action Process shall be commenced, in accordance with the Fair Credit Reporting Act.
- b. Notwithstanding any other provision herein, and to ensure the safety of students, faculty, staff and facilities, UMW reserves the right to approve or disapprove any contract employee that will work on UMW property. Such request shall be in writing and state the reason. Such reason must be for good cause and may not be for an illegal reason. Disapproval by the University will solely apply to that individual's employment on UMW property and should have no bearing on the Contractor's employment of any individual outside of UMW properties.
- c. UMW reserves the right to audit a Contractor's background check process at any time.
- d. All Contractor employees shall have a duty to self-disclose any criminal conviction(s) occurring while assigned to the UMW campus. Such disclosure shall be made to the Contractor.
- e. Screens shall include:
  - i. Enhanced Nationwide Criminal Search; which shall include Social Security Number search, address history, legal name and alias, including for job-related criminal history
  - ii. DOJ Sex Offender Search and individual evaluation of results
  - iii. County Criminal Search for all identified counties

15. **CONTROLLING VERSION:** The PDF version of the solicitation and any addenda issued by University of Mary Washington Procurement Services is the mandatory controlling version of the document. Any modification and/or additions to the solicitation by the Offeror shall not modify the official version of the solicitation issued by UMW Procurement Services unless accepted in writing by the University. Such modifications or

additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, UMW reserves the right to decide on a case-by-case basis, in its sole discretion, whether to reject such a proposal. If the modifications or additions are not identified until after the award of the contract, the controlling version of the solicitation document shall still be the official state form (PDF) issued by UMW Procurement Services.

16. **COOPERATIVE PROCUREMENT/ADDITIONAL USERS - USE OF AGREEMENT BY THIRD PARTIES:**

Under the authority of §6 of the Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (copy available at [https://vascupp.org/sites/vascupp/files/2022-08/Governing%20Rules with foreword final August%202022.pdf](https://vascupp.org/sites/vascupp/files/2022-08/Governing%20Rules%20with%20foreword%20final%20August%202022.pdf)). This RFP is being issued by the University on behalf of the Virginia Higher Education Procurement Consortium (“VHEPC”), which includes all members from the Virginia Association of State College and University Purchasing Professionals (“VASCUPP”). Reference the VASCUPP Zone Map in Attachment E. It is the intent of this RFP and resulting contract to allow for cooperative procurement. Accordingly, this may include any and all state, local governments, school districts, public body, public or private health or higher education institutions or the University’s affiliated foundations in the United States may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. The Contractor will notify the University in writing of any such entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The Contractor will provide semi-annual usage reports for all entities accessing the Contract. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from the University.

UMW shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that UMW is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances. Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as needed.

Use of this contract does not preclude any participating entity from using other contracts or competitive processes if need be. The Contractor is strongly encouraged to offer additional discounts to all contract participants as the result of increasing aggregated spending among all entities accessing the contract. A plan for extending deeper discounts among all contract participants will be requested during negotiations.

17. **DEBARMENT STATUS:** By participating in this procurement, the vendor certifies that they are not currently debarred by the Commonwealth of Virginia or any affiliated agency from submitting a response for the

type of goods and/or services covered by this solicitation. Vendor further certifies that they are not debarred from filling any order or accepting any resulting order, or that they are an agent of any person or entity that is currently debarred by the Commonwealth of Virginia. If a vendor is created or used for the purpose of circumventing a debarment decision against another vendor, the non-debarred vendor will be debarred for the same time period as the debarred vendor.

18. **DEFAULT:** In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.
19. **DELIVERY AND STORAGE:** It shall be the responsibility of the contractor to make all arrangements for delivery, unloading, receiving and storing materials in the building during installation. The owner will not assume any responsibility for receiving these shipments. Contractor shall check with the owner and make necessary arrangements for security and storage space in the building during installation.
20. **DELIVERY VEHICLE IDLING:** While waiting to advance toward the UMW loading dock to unload payloads, the driver should make every effort to minimize the idling time of the vehicle without risk of damage to temperature-controlled cargo.
21. **DISCRIMINATION, DISPARATE TREATMENT or HOSTILE WORK ENVIRONMENT:** The University of Mary Washington, an agency of the Commonwealth of Virginia, strictly forbids harassment of any employee, applicant for employment, vendor, contractor or volunteer in the workplace, on the basis of any protected groups, classes or other categories to which they belong or are perceived to belong. These protected categories include race, ethnicity, national origin, age, pregnancy, disability, religion, veterans, gender, gender expression, or sexual orientation/identification. The Commonwealth will not tolerate any form of retaliation directed against an employee or third party who either complains about harassment or who participates in any investigation concerning harassment. <https://www.dhrm.virginia.gov/docs/default-source/hrpolicy/policyguides/soc-policy-1-60-attachment-a-offenses.pdf> Pursuant to the authority provided in Chapter 10 and 12, Title 2.2 of the Code of Virginia.
22. **DRUG-FREE WORKPLACE:** During the performance of this contract, the contractor agrees to (i) provide a drug free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, “*drug-free workplace*” means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance during the performance of the contract.

23. **ECOLABELS AND STANDARDS:** The U.S. Environmental Protection Agency (EPA) has established recommended specifications, standards, and Ecolabels to assist with the identification and procurement of environmentally sustainable products and services. The Contractor is strongly encouraged to utilize these recommendations when purchasing materials, parts, and products in support of this Contract. The recommendations are found on the [EPA site](#). The various Ecolabels, as identified by the EPA, are provided below:



24. **ELECTRONIC DOCUMENTATION & COMMUNICATION:** When appropriate, the delivery of all documents in support of this Contract should be made by electronic means. Acceptable methods include the affixing of a file(s) to an email; uploading documents to SharePoint or other site as designated by the University; or transmitted via a thumb drive. Proprietary or personally identifiable information shall be encrypted. During meetings or presentations, the distribution of hard copy documents to the participants is prohibited.


25. **ELECTRONIC WASTE DISPOSAL:** Disposal of electronic waste incurred in support of this Contract should be through a certified E-Waste Recycler.

26. **EMERGENCY RESPONSE NOTIFICATION:** In the event of a local, state, or national emergency, the Contractor shall submit to the University its current updated emergency policies and/or procedures if any personnel are to be performing work on University grounds. In addition to any specific guidelines established by the University for any current or ongoing emergency, all guidelines established by the Commonwealth of Virginia, OSHA, the CDC and any other regulatory agency shall be followed. *It is the responsibility of the Contractor to remain updated regarding any current University emergency policies and procedures.*

27. **ENVIROMENTALLY FRIENDLY PACKAGING:** Items shipped in support of this Contract should consist of the minimal amount of packing material necessary to protect the item(s) during shipment. As appropriate, packaging materials should consist of biodegradable materials.

28. **EQUIPMENT ENVIRONMENT:** Environmental specifications for any equipment to be delivered under the resulting contract shall be furnished in writing along with the Offeror's proposal, should any such

requirements be applicable. These specifications must be in sufficient detail to permit all installed equipment to function efficiently from an environmental perspective. *Unless otherwise stated in the solicitation, it will be the University's responsibility to prepare the site at its own expense to meet the environmental specifications provided.*

29. **E-VERIFY PROGRAM: EFFECTIVE 12/1/2013:** Pursuant to the *Code of Virginia, §2.2-4308.2.*, any employer with more than an average of fifty (50) employees for the previous twelve (12) months entering into a contract in excess of \$50,000 with any agency of the Commonwealth to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to such public contract. Any such employer who fails to comply with these provisions shall be debarred from contracting with any agency of the Commonwealth for a period up to one year. Such debarment shall cease upon the employer's registration and participation in the E-Verify program. If requested, the employer shall present a copy of their Maintain Company page from E-Verify to prove that they are enrolled in E-Verify.
  
30. **EXTRA CHARGES PROHIBITED:** The bid or proposal price shall be complete; and shall include all applicable freight and any other charges; extra charges invoked by the Contractor shall not be honored or paid. These charges, for example, shall include but not be limited to fees invoked by the Contractor for the use of a University charge card for payment of invoices, or any order-associated eVA fees.
  
31. **FAIR EMPLOYMENT CONTRACTING ACT:** In accordance with [§ 2.2-4200](#) and [§ 2.2-4201](#), during the performance of this contract the contractor agrees to remain in compliance with the Fair Employment Contracting Act.
  
32. **FISCAL YEAR PROCESSING:** The University of Mary Washington fiscal year is July 1<sup>st</sup> through June 30<sup>th</sup>. Payment cannot be made for multiple fiscal years in advance of services.
  
33. **FOREST STEWARDSHIP COUNCIL CERTIFIED (FSC) PAPER:** Contractor should utilize paper that is FSC certified when there is a requirement to provide hard copy documents. FSC certified paper will display the logo below:  

  
34. **FRATERNIZATION:** Any behavior by any contractor employee that is determined to be inappropriate by the Contract Administrator may be cause for request for removal of the contractor's employee from University property, at minimum, and/or result in contract termination.
  
35. **IDENTIFICATION OF BID/PROPOSAL ENVELOPE:** The signed bid/proposal must be submitted in a separate sealed envelope or package. The envelope or package should be addressed as directed on Page 1 of the solicitation. If not hand-delivered, the bidder/offeror takes the risk that the envelope, even if marked as described below, may be inadvertently opened and the information compromised which may cause the

bid/proposal to be disqualified. Bids/Proposals may be hand-delivered to the address listed on Page 1 of the solicitation. No other correspondence or bids/proposals should be placed in the envelope.

Name of Offeror	Proposal Due Date & Time
UMW RFP Number	UMW RFP Title
Street #/Name or P.O. Box #	City, State and Zip Code

36. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and hold harmless the University as an agency of the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the contractor/any services of any kind or nature furnished by the contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use the materials, goods, services, or equipment in the manner already and permanently described by the contractor on the materials, goods, services or equipment delivered.
  
37. **INDEPENDENT CONTRACTOR RELATIONSHIP:** In performing any and all of the services to be provided under this contract, the Contractor shall at all times and for all purposes be and remain an independent contractor. In no case and under no circumstances shall the Contractor or any of its employees, including but not limited to those of its employees actually performing any of the services, have authority to make any representations or commitments on behalf of the University or be considered the agent of the University for any purpose whatsoever. No persons engaged by the Contractor in connection with the provision of Services shall be considered employees of the University. As between the parties, the Contractor shall be responsible for hiring, supervising, training and instructing those individuals performing the services and shall pay any required state and federal taxes on behalf of such persons and provide them with any legally required employee benefits.
  
38. **INSPECTION:** All work and materials in each project shall be subject to final inspection by an authorized representative identified by the University. Any omission or failure on the part of such representative to disapprove or reject inferior work or defective work or materials shall not be construed to be an acceptance of any such work or material. If any defective work or materials are found during inspection, the Contractor shall remove or repair, at his own expense, such defective work or rejected material and shall correct and/or replace same without extra charge.
  
39. **INSPECTION OF JOB SITE:** My signature on this solicitation constitutes certification that I have inspected the job site and am aware of the conditions under which the work must be accomplished. Claims, as a result of failure to inspect the job site, will not be considered by the University.
  
40. **INSTALLATION:** All items must be assembled and set in place, ready for University use. All crating and other debris must be removed by the contractor from the premises.
  
41. **INSURANCE:** By signing and submitting a bid or proposal under this solicitation, the bidder or offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract

is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with §25 of the Rules Governing Procurement – Chapter 2, Exhibit J, Attachment 1, and 65.2-800 et seq. of the Code of Virginia. The bidder or offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

**MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED FOR MOST CONTRACTS:**

Workers' Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirements under the Code of Virginia during the course of the contract shall be in noncompliance with the contract.

Employer's Liability - \$100,000.

Commercial General Liability - \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.

Automobile Liability - \$1,000,000 combined single limit. Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third-party owner of such motor vehicle).

**PROFESSION/SERVICE LIMITS**

Accounting	\$1,000,000 per occurrence, \$3,000,000 aggregate
Architecture	\$2,000,000 per occurrence, \$6,000,000 aggregate
Asbestos Design, Inspection or Abatement Contractors	\$1,000,000 per occurrence, \$3,000,000 aggregate
Health Care Practitioner (to include Dentists, Licensed Dental Hygienists, Optometrists, Registered or Licensed Practical Nurses, Physical Therapists, Physical Therapist Assistant Nurses, Pharmacists, Physicians, Podiatrists, Chiropracts, Clinical Psychologists, Clinical Social Workers, Professional Counselors, Hospitals, or Health Maintenance Organizations.)	\$2,150,000 per occurrence, \$4,250,000 aggregate  (Limits increase each July 1 through fiscal year 2031 per <i>Code of Virginia</i> § 8.01-581.15.)
Insurance/Risk Management	\$1,000,000 per occurrence, \$3,000,000 aggregate
Landscape/Architecture	\$1,000,000 per occurrence, \$1,000,000 aggregate
Legal	\$1,000,000 per occurrence, \$5,000,000 aggregate
Professional Engineer	\$2,000,000 per occurrence, \$6,000,000 aggregate
Surveying	\$1,000,000 per occurrence, \$1,000,000 aggregate

42. **LATE PROPOSALS:** To be considered for selection, proposals must be received at the address listed on Page 1 of the solicitation no later than the designated date and hour. The official time used in the RFP is that time on the automatic time stamp machine in the location listed on Page 1 of the solicitation. Proposals received at this location after the date and hour designated are automatically disqualified and will not be considered. It is the sole responsibility of the Offeror to ensure that its proposal reaches the designated receipt location no later than the assigned date and hour.
43. **NON-ASSIGNMENT:** Neither Party shall assign or transfer its rights or obligations under this Contract without the prior written consent of the other Party.
44. **NON-EXCLUSIVE CONTRACT:** Nothing herein is intended nor shall be construed as creating any exclusive arrangement with the Contractor. The contract shall not restrict UMW from acquiring similar, equal or like goods and/or services from other sources.
45. **NOTICES:** Any official legal notice, demand, request, consent, approval or communication required by this Agreement to be provided in writing by either party, shall be addressed to the University or Contractor at their respective addresses entered below. These notices shall be sent via certified mail, return receipt requested, and shall be considered by the sender received within five (5) days of delivery to the U.S. Postal Service (for deliveries within the continental U.S.), or via the stamped evidence of delivery, whichever occurs first. Any unofficial notices or communications may be sent via electronic mail.

If to the University: University of Mary Washington  
 Attn.: Procurement Services  
 1301 College Avenue  
 Fredericksburg, VA 22401

If to the Contractor: {CONTRACTOR NAME}  
 Attn:  
 ADDRESS LINE 1  
 ADDRESS LINE 2

46. **OPERATING VEHICLES ON UMW CAMPUS:** Operating vehicles on sidewalks, plazas and areas heavily used by pedestrians is prohibited unless authorized by the University.
47. **OPTIONAL REDUCED CARBON EMISSION DELIVERY PLAN (RFP):** In addition to standard shipping costs, the Offeror shall also propose an alternative delivery plan that promotes an environmentally friendly approach to reduce carbon emissions. This plan should detail, at a minimum: the type of transportation utilized, the use of local suppliers, applicable fuel types (electric, gas, diesel, etc.), total miles traveled; delivery time variance between the standard and reduced carbon plan; the amount of carbon emissions reduced; and the cost to UMW. The Contractor is encouraged to include other pertinent information to assist UMW with the determination of the best approach.
48. **OWNERSHIP OF MATERIALS:** Any furnished materials, including but not limited to reports, analyses, data, etc., shall remain the property of the University. All such items and materials shall be delivered to UMW in usable condition after completion of the work, and prior to submission of the final invoice for payment. Operating Manuals, procedures, or other documents written for carrying out contract services will remain property of the University once the contract is closed.

49. **PREPROPOSAL CONFERENCE – OPTIONAL:** An optional preproposal conference will be held at **10:00 AM** on **February 18, 2025** in the **Suite 480 Conference Room, located at 1125 Emancipation Hwy., Fredericksburg, VA 22401**. A Zoom link will also be provided for those that are unable to attend in person. The purpose of this conference is to allow potential offerors an opportunity to present questions and obtain clarification relative to any facet of this solicitation. While attendance at this conference will not be a prerequisite to submitting a proposal, offerors who intend to submit a proposal are encouraged to attend. Bring a copy of the solicitation with you. Any changes resulting from this conference will be issued in a written addendum to the solicitation.
50. **PRIME CONTRACTOR RESPONSIBILITIES:** The contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime contractor. The contractor agrees that he is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.
51. **PROCUREMENT MANUAL:** This solicitation and any resulting contract is subject to the provisions of the Commonwealth of Virginia Procurement Manual for Institutions of Higher Education and their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. The manual may be viewed at <http://vascupp.org>.
52. **PROHIBITION OF HAZARDOUS MATERIALS:** The use of hazardous material is prohibited in support of this Contract. A hazardous material is defined by the Institute of Hazardous Materials Management as any item or agent (biological, chemical, radiological, and/or physical), which has the potential to cause harm to humans, animals, or the environment, either by itself or through interaction with other factors.
53. **RECYCLED CONTENT OF FURNITURE AND FIXTURES:** Furniture and fixtures provided in support of this Contract should consist of a minimum of \_\_\_\_% of recycled materials. A written request for approval to provide furniture and fixtures that do not meet this requirement shall be submitted to the UMW Contract Administrator for approval prior to delivery.
54. **RENEWAL OF CONTRACT:** This contract may be renewed by the University upon written agreement of both parties for five (5) one-year successive terms, or as negotiated, under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the University's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.
1. If the University elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by more than the percentage increase/decrease of the Consumer Price Index for all Urban Consumers (CPI-U) section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
  2. If during any subsequent renewal periods, the University elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the Consumer Price Index for all Urban Consumers (CPI-U) section of the Consumer Price Index of

the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

55. **SAFETY:** The provisions of all rules and regulations regarding safety as adopted by the Safety Codes Board of the Commonwealth of Virginia issued by the Department of Labor and Industry under Title 40.1 of the Code of Virginia, or any updates, shall apply to all work under this contract. The Contractor shall provide a copy of his/her company safety plan and appropriate material safety data sheets to the University's Safety and Environmental Health Office upon request. Submitted material shall be maintained current during the term of the contract. At the discretion of the University, Contractor personnel may be required to attend a safety orientation briefing to be conducted by the University at a location selected by the University prior to performing work at the University.
56. **SECTION HEADINGS:** Section headings are for the convenience of the parties; and in no way alter, modify, amend, limit, or restrict the contractual obligations of the parties.
57. **SEVERABILITY:** If any term or provision of this Agreement is found by a court of competent jurisdiction to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such term or provision shall be deemed modified to the extent necessary in the court's opinion to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.
58. **SOLICITATION COMMUNICATIONS:** From the date of issue of this RFP by the University until an official award or intent to award is issued, or when the University rejects all proposals, all communications regarding information related to the solicitation must be through Procurement Services. Any contact with individuals outside of Procurement regarding information related to the solicitation may result in the rejection of any Offeror's proposal and/or cancellation of this RFP.
59. **SPECIAL EDUCATIONAL OR PROMOTIONAL DISCOUNTS:** The contractor shall extend any special educational or promotional sale prices or discounts immediately to the University during the term of the contract. Such notice shall also advise the duration of the specific sale or discount price.
60. **SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of the University. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the procurement agency the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.
61. **TITLE IX:** Educational institutions that receive federal financial assistance are covered by Title IX of the Education Amendments of 1972. In compliance with Title IX, the University of Mary Washington prohibits discrimination in employment as well as in all programs and activities on the basis of sex. [The University of Mary Washington's Policy on Sexual and Gender Based Harassment and Other Forms of Interpersonal Violence](#) is available for review on the [Title IX web page](#).

62. **UNDERSTANDING OF REQUIREMENTS:** Your signature on your bid/proposal submission certifies your understanding of the following:
1. It is the responsibility of each offeror to inquire about and clarify any requirements of this solicitation that is not understood. The University will not be bound by oral explanations as to the meaning of specifications or language contained in this solicitation.
  2. Therefore, all inquiries deemed to be substantive in nature regarding the specifications or other solicitation documents must be in writing and submitted to the responsible Contract Officer, whose name appears on the face of the solicitation, in the Procurement Services Office no later than five business days before the due date. Offerors must ensure that written inquiries reach the Contract Officer by the date stated in RFP. A copy of all queries and the respective response will be provided in the form of an addendum.
  3. Your signature on your proposal and submission thereof certifies that you fully understand the requirements of this solicitation and have familiarized yourself with all federal, state and local laws, ordinances, rules, and regulations that may affect the cost, progress, or performance of the work. Failure or omission of any Offeror to receive or examine any form, instrument, addendum or other documents, or to acquaint itself with conditions existing at the site, shall in no way relieve the vendor from any obligations with respect to its proposal submission or to the contract.
63. **USE OF RECHARGEABLE BATTERIES:** Battery based tools, equipment, or fixtures utilized in support of this Contract should be rechargeable.
64. **WORK SITE DAMAGES AND PROTECTION OF PERSONS AND PROPERTY:** The Contractor agrees to take every precaution at all times for the protection of persons and property, including employees, students, and the public. Any damage, including damages to existing utilities, equipment, or finished surfaces, resulting from the performance of this contract shall be repaired to the University's satisfaction at the Contractor's expense.

**SUPPLIER ONBOARDING and METHOD OF PAYMENT:** All awarded Contractors must be [registered with the University](#) to receive payment via University-issued check or ACH. The Contractor shall be paid using one of the following methods for all University initiated procurements:

1. University Charge Card: At the time of verified receipt of goods or services, and proper invoice, if the Contractor's eVA profile indicates acceptance of credit cards in payment, the University will authorize payment by University charge card, currently through the Bank of America Visa, under the following terms:
  - a. Any "Check-out fees" imposed by the contractor must be disclosed prior to the purchase.
  - b. No check-out fee or surcharge, that was appropriately disclosed in advance of the sale/purchase, shall be greater than 3% of the total sale., effective 4/15/2023. The University expects that these costs, as well as all contractor business expenses will be built into the contractor's quoted price.
2. Virtual Payables through Bank of America: All payments made under Virtual Payables will have a net 16 payment term. For more information about this payment option, contact UMW's Accounts Payable department at: [payables@umw.edu](mailto:payables@umw.edu) or view <http://www.bankofamerica.com/epayablesvendors>.
3. UMW Check or ACH: *Payment will be made per the terms of the contract, or 30 days after satisfactory performance of the contract in all provisions thereof and upon receipt of a properly completed invoice, whichever is later; in accordance with Chapter 43, VPPA, Article 4, Code of Virginia.*

NOTE: ACH must be set up in advance prior to submittal of any invoices.  
<https://www.doa.virginia.gov/reference.shtml#edi>

To be considered eligible for payment, all physical invoices must be received at the address below and should reference the eVA purchase order and UMW contract numbers as applicable. All electronic invoices must be sent to [invoices@mail.umw.edu](mailto:invoices@mail.umw.edu). *The University will not be responsible for late payment or nonpayment of invoices not received directly by Accounts Payable at this email address or at the mailing address indicated (below).*

UNIVERSITY OF MARY WASHINGTON  
Attn: ACCOUNTS PAYABLE  
1301 COLLEGE AVENUE  
FREDERICKSBURG, VA 22401

**Standard Contract**

**Contract #**  
**Contract Title**

This contract, between CONTRACTOR NAME, hereinafter called the “Contractor”, and the Commonwealth of Virginia, University of Mary Washington, called the “University” or “UMW”, shall become effective upon [full execution of this document by both parties], [or other date as specified].

**WITNESSETH** that the Contractor and the University, in consideration of the mutual covenants, promises and agreements contained herein, agree as follows:

**PERIOD OF CONTRACT:** Date of Final Execution through MONTH DAY, YEAR with # NUMBER-year/s renewal options.  
OR MONTH DAY, YEAR – MONTH DAY, YEAR with # NUMBER-year/s renewal options.

**CONTRACT DOCUMENTS:** The contract shall consist of the following documents *in order of precedence*, all of which are incorporated herein by reference, and constitute the “contract documents”:

1. This signed Contract;
2. The University’s Contractor’s Form Addendum dated \_\_\_\_; (if needed)
3. Any addenda and the original solicitation, RFP # XX-XXX, dated \_\_\_\_ to include:
  - a. The Statement of Needs
  - b. The General Terms and Conditions
  - c. The Special Terms and Conditions;
4. UMW Hosted Technology Services Addendum (HTSA) (as necessary)
5. The Contractor’s End User/License Agreement “Title of Agreement”; (if needed)
6. The Contractor’s proposal dated \_\_\_\_ including all attachments;

Any contractual claims shall be submitted in accordance with the contractual dispute procedures set forth in the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors.

**SCOPE OF SERVICES:** The Contractor shall provide the [contract goods/services] services described herein. (To be used when Scope of Services is too cumbersome to include in this contract document)

Or

**SCOPE OF SERVICES:** The Contractor agrees to provide the following services: (To be used when the Scope of Services can be included in this contract document)

**PRICING:**

**CONTRACT ADMINISTRATION:** The [contract administrator title], or designee, shall be identified by the University as the Contract Administrator and shall use all powers under the contract to enforce its faithfulness and performance in conjunction with the University’s Procurement Services department.

**GENERAL TERMS AND CONDITIONS:** Please refer to the link to follow regarding [Required General Terms and Conditions](#) of this Contract.

**SPECIAL TERMS AND CONDITIONS:**

**ADD (from RFP, Terms Library, as applicable)**

(may be edited as necessary to reflect specifically how contract payments will be made, if requested by contractor.)

**METHOD OF PAYMENT/PAYMENT TERMS:** The contractor shall be paid using one of the following methods for all University initiated procurements:

1. University Charge Card: At the time of verified receipt of goods or services, if the Contractor accepts credit cards in payment, the University will authorize payment by UMW charge card, currently through the Bank of America Visa. Any "Check-out fees" imposed by the contractor must be disclosed prior to the purchase. No check-out fee or surcharge may be greater than 3% of the total sale, effective 4/15/2023. The University expects that these costs, as well as all contractor business expenses will be built into the contractor's quoted price.
2. Virtual Payables through Bank of America: All payments under Virtual Payables will have a net 16 payment term.
3. Check or ACH: Payment will be made 30 days after satisfactory performance of the contract in all provisions thereof and upon receipt of a properly completed invoice, whichever is later; in accordance with Chapter 43, VPPA, Article 4, Code of Virginia.

To be considered eligible for payment, all physical invoices must be received at the address below and should reference the eVA purchase order and UMW contract numbers as applicable. All electronic invoices must be sent to [invoices@mail.umw.edu](mailto:invoices@mail.umw.edu). *The University will not be responsible for late payment or nonpayment of invoices not received directly by Accounts Payable at this email address or at the mailing address indicated (below).*

UNIVERSITY OF MARY WASHINGTON  
Attn: ACCOUNTS PAYABLE  
1301 COLLEGE AVENUE  
FREDERICKSBURG, VA 22401

**Note: This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules §36* or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any basis prohibited by state law relating to discrimination in employment.**

In witness, whereof, the parties have caused this Contract to be duly executed intending to be bound thereby.

**CONTRACTOR NAME**

**UNIVERSITY OF MARY WASHINGTON**

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

**AGREEMENT  
PUBLICLY ACCESSIBLE CONTRACT**

This Agreement executed this [Date] day of [Month, Year] by and between [VASCUPP MEMBER NAME], (“the University”) and [Supplier NAME] (“Supplier”).

**TERM**

The term of this Publicly Accessible Contract (“PAC”) shall remain in effect until the expiration or termination of the Primary Agreement.

**WITNESS**

WHEREAS, the University and Supplier have executed an agreement, [CONTRACT NUMBER], dated [CONTRACT DATE] (the “Primary Agreement”), and included in the Primary Agreement is a third party access / cooperative procurement clause. Now therefore, the University and Supplier agree to the specific terms that will allow third-party access to the Primary Agreement, and based on other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

- I. Supplier will:
  - A. Allow third parties to obtain goods and services from Supplier in accordance with the terms and pricing of the Primary Agreement (“Third-Party Access”).
  - B. Pay the Virginia Higher Education Procurement Consortium (“Consortium”) one percent (1%) of all revenue received by Supplier from non-Consortium entities through Third-Party Access (the “PAC Annual Fee”). The PAC Annual Fee will be paid in exchange for marketing services provided by the University and the Consortium described in Section II.
  - C. Fully support this marketing relationship by promoting the availability of the Third Party Access to non-Consortium entities; and
  - D. Provide quarterly reports detailing the amount of revenue received from non-Consortium entities through Third-Party Access.
  
- II. The University will ensure the Consortium:
  - A. Promotes the Primary Agreement and Third-Party Access on its website and through other channels (e.g., conferences) to non-Consortium members; and
  - B. Maintains a Supplier-approved version of the Supplier’s logo on the Consortium website.

III. Payment

- A. Supplier shall remit the PAC Annual Fee to the Consortium no later than August 31<sup>st</sup> of each year. The University and Consortium will share the payments equally and allocate payments to the appropriate accounts.

If the Primary Agreement expires or terminates before August 31<sup>st</sup>, Supplier shall remit the PAC Annual Fee no later than 45 calendar days from expiration or termination date of the Primary Agreement.

- B. Supplier shall remit the PAC Annual Fee by check in U.S. dollars. Checks will be made payable to the University of Virginia and sent to:

Procurement Office Manager  
Procurement and Supplier Diversity Services  
University of Virginia, Carruthers Hall  
PO Box 400202  
1001 N. Emmet Street  
Charlottesville, VA 22904

Note 'PAC payment' on check.

IV. Notices

Any notice required or permitted to be given under this Agreement will be in writing and will be deemed duly given: (1) if delivered personally, when received; (2) if sent by recognized overnight courier service, on the date of the receipt provided by such courier service; (3) if sent by registered mail, postage prepaid, return receipt requested, on the date shown on the signed receipt; or (4) if sent by electronic mail, on the next business day of the receiver. All such notices will be addressed to a party at such party's address as shown below.

If to the University:

[Lead School Procurement Director]  
[Lead School Procurement Address & Contact Info]

If to [Supplier]:

[Supplier Contact]  
[Supplier]  
[Address]  
Email: [Supplier Email]

**ACCEPTANCE**

**For [Lead Institution]**

**For [Supplier]**

\_\_\_\_\_  
[Lead Procurement Director]  
[Lead Job Title]

\_\_\_\_\_  
[Supplier Contact]  
[Supplier Contact Title]

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Agreement #:[Contract-Number]-PAC

SAMPLE

### Hosted Technology Services Addendum

SUPPLIER NAME: \_\_\_\_\_

SUPPLIER PRODUCT/SOLUTION: \_\_\_\_\_

This Addendum shall be included in any procurement deemed necessary requiring hosted technology services for the purpose of ensuring that the Commonwealth of Virginia and University of Mary Washington, technology standards are complied with for the duration of the agreement between the University and the Vendor.

#### Definitions:

- **Agreement:** The "Agreement" includes the contract, this addendum and any additional addenda and attachments to the contract, including the Contractor's Form.
- **University:** "University" or "the University" means University of Mary Washington, its trustees, officers and employees. The point of contact for the University is the contract administrator for this Agreement.
- **University Data:** "University Data" is defined as any data that the Vendor creates, obtains, accesses, transmits, maintains, uses, processes, stores or disposes of in performance of the Agreement. It includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites.
- **Personally Identifiable Information:** "Personally Identifiable Information" (PII) includes but is not limited to: Any information that directly relates to an individual and is reasonably likely to enable identification of that individual or information that is defined as PII and subject to protection by University of Mary Washington under federal or Commonwealth of Virginia law.
- **Security Breach:** "Security Breach" means a security-relevant event in which the security of a system or procedure involving University Data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- **Service(s):** "Service" or "Services" means any goods or services acquired by the University from the Vendor.

1. **Rights and License in and to University Data:** The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of the University, and Contractor has a limited, nonexclusive license to use these data as provided in this Agreement solely for the purpose of performing its obligations hereunder.
2. **Nonvisual Access To Technology:** All information technology which, pursuant to this Agreement, is purchased or upgraded by or for the use of any Commonwealth agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration. The requirements of this Paragraph along with the Non-Visual Access to Technology Clause shall be construed to achieve full compliance with the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia. Compliance may be determined by the degree to which the product meets the recommendations described in the VPAT (Voluntary Product Accessibility Template) and/or WCAG 2.0 Level AA guidelines.
3. **Data Privacy:**
  - a. Contractor will use University Data only for the purpose of fulfilling its duties under this Agreement and will not share such data with or disclose it to any third party without the prior written consent of the University, except as required by this Agreement or as otherwise required by law.

- b. University Data will not be stored outside the United States without prior written consent from the University.
- c. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill obligations under this Agreement. The Contractor will ensure that the Contractor's employees who perform work under this Agreement have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of this Agreement.
  - i. If the Contractor will have access to the records protected by the Family Educational Rights and Privacy Act (FERPA), Contractor acknowledges that for the purposes of this Agreement it will be designated as a "school official" with "legitimate educational interests" in such records, as those terms have been defined under FERPA and its implementing regulations, and Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use such records only for the purpose of fulfilling its duties under this Agreement for University's and its End Users' benefit, and will not share such data with or disclose it to any third party except as provided for in this Agreement, required by law, or authorized in writing by the University.

**4. Data Security:**

- a. Contractor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved.
- b. Contractor will store and process University Data in a secure site and will provide a SAS 70, SAS 70 Type II, SSAE 16, SOC 2 or SOC 3, or other security report deemed sufficient by the University, from a third party reviewer along with annual updated security reports.
- c. Contractor will use industry-standards and up-to-date security tools, technologies and practices such as network firewalls, anti-virus, vulnerability scans, system logging, intrusion detection, 24x7 system monitoring and third-party penetration testing in providing services under this Agreement.
- d. Without limiting the foregoing, Contractor warrants that all electronic University Data will be encrypted in transmission (including via web interface) and stored at AES 256 or stronger.

**5. Data Authenticity, Integrity and Availability:**

- a. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, "is preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration."
- b. Contractor will ensure backups are successfully completed at the agreed interval and that restoration capability is maintained for restoration to a point-in-time and/or to the most current backup available.
- c. Contractor will maintain an uptime of 99.99% or greater, or as negotiated and accepted by the University, as agreed to for the contracted services via the use of appropriate redundancy, continuity of operations and disaster recovery planning and implementations, excluding regularly scheduled maintenance time.

**6. Employee Qualifications:**

- a. Contractor shall ensure that its employees have undergone appropriate background screening and possess all needed qualifications to comply with the terms of this agreement including but not limited to all terms relating to data and intellectual property protection.

**7. Security Breach:**

- a. Response. Immediately (within one day) upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify the University, fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from the University.
  - b. Liability. In addition to any other remedies available to the University under law or equity, when applicable to the type services being provided, Contractor will pay for or reimburse the University in full for all costs incurred by the University in investigation and remediation of such Security Breach, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach. Contractor agrees to indemnify, hold harmless and defend the University from and against any and all claims, damages, or other harm related to such Security Breach.
8. **Requests for Data, Response to Legal Orders or Demands for Data:**
- a. Except as otherwise expressly prohibited by law, Contractor will:
    - i. immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data;
    - ii. consult with the University regarding its response;
    - iii. cooperate with the University's requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and
    - iv. Upon the University's request, provide the University with a copy of its response.
  - b. Contractor will make itself and any employees, contractors, or agents assisting in the performance of its obligations under the Agreement, available to the University at no cost to the University based upon claimed violation of any laws relating to security and/or privacy of the data that arises out of this agreement. This shall include any data preservation or eDiscovery required by the University.
  - c. The University may request and obtain access to University Data and related logs at any time for any reason and at no extra cost.
9. **Data Transfer Upon Termination or Expiration:**
- a. Contractor's obligations to protect University Data shall survive termination of this Agreement until all University Data has been returned or Securely Destroyed, meaning taking actions that render data written on media unrecoverable by both ordinary and extraordinary means.
  - b. Upon termination or expiration of this Agreement, Contractor will ensure that all University Data are securely transferred, returned or destroyed as directed by the University in its sole discretion within 30 days of termination of this Agreement. Transfer/migration to the University or a third party designated by the University shall occur without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities, methods, and data formats that are accessible and compatible with the relevant systems of the University or its transferee, and to the extent technologically feasible, that the University will have reasonable access to University Data during the transition.
  - c. In the event that the University requests destruction of its data, Contractor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which Contractor might have transferred University data. Contractor agrees to provide documentation of data destruction to the University and to complete any required Commonwealth of Virginia documentation regarding the destruction of University Data.

- d. Contractor will notify the University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing the University access to Contractor's facilities to remove and destroy University-owned assets and data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. The Vendor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to the University. Contractor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

10. **Audits:**

- a. The University reserves the right in its sole discretion to perform audits of Contractor at no additional cost to the University to ensure compliance with the terms of this Agreement. Contractor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which Contractor must create, obtain, transmit, use, maintain, process, or dispose of University Data.
- b. If Contractor must under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data, Contractor will at its expense conduct or have conducted at least annually a(n):
  - i. American Institute of CPAs Service Organization Controls (SOC) Type II audit, or other security audit with audit objectives deemed sufficient by the University, which attests Contractor's security policies, procedures and controls;
  - ii. vulnerability scan, performed by a scanner approved by the University, of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement; and
  - iii. formal penetration test, performed by a process and qualified personnel approved by the University, of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement.
- c. Additionally, Contractor will provide the University upon request the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under this Agreement.

11. **Compliance:**

- a. Contractor will comply with all applicable laws and industry standards in performing services under this Agreement. Any Contractor personnel visiting the University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. The University will provide copies of such policies to Contractor upon request.
- b. Contractor warrants that the service it will provide to the University is fully compliant with and will enable the University to be compliant with relevant requirements of all laws, regulation, and guidance applicable to the University and/or Contractor, including but not limited to: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA).

12. **No End User Agreements:** Any agreements or understandings, whether electronic, click through, verbal or in writing, between Contractor and University employees or other end users under this Agreement that conflict with the terms of this Agreement, including but not limited to this Addendum, shall not be valid or binding on the University or any such end users.

***To the extent allowed by Virginia law, the University of Mary Washington will keep any information provided in a security audit report confidential to protect the integrity of the Vendor.***

This Addendum and any other related and attached documents constitute the entire agreement between the parties and may not be waived or modified except by written agreement between the parties.

This Agency does not discriminate against faith-based organizations.

IN WITNESS WHEREOF, the parties have caused this contract to be duly executed, intending thereby to be legally bound.

**CONTRACTOR**

**UNIVERSITY OF MARY WASHINGTON**

SIGNATURE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_

PRINTED NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

DATE: \_\_\_\_\_

SAMPLE



Zone Map



## Virginia Association of State College & University Purchasing Professionals (VASCUPP)

### List of member institutions by zones

<b><u>Zone 1</u></b> George Mason University (Fairfax)	<b><u>Zone 2</u></b> James Madison University (Harrisonburg)	<b><u>Zone 3</u></b> University of Virginia (Charlottesville)
<b><u>Zone 4</u></b> University of Mary Washington (Fredericksburg)	<b><u>Zone 5</u></b> Christopher Newport University (Newport News) College of William and Mary (Williamsburg) Norfolk State University (Norfolk) Old Dominion University (Norfolk)	<b><u>Zone 6</u></b> Virginia Commonwealth University (Richmond) Virginia State University (Petersburg)
<b><u>Zone 7</u></b> Longwood University (Farmville)	<b><u>Zone 8</u></b> Virginia Military Institute (Lexington) Virginia Tech (Blacksburg) Radford University (Radford)	<b><u>Zone 9</u></b> University of Virginia - Wise (Wise)

**SMALL BUSINESS SUBCONTRACTING PLAN**  
**MUST BE COMPLETED AND RETURNED WITH PROPOSAL PACKAGE**

All small businesses must be certified by the Commonwealth of Virginia, Department of Small Business and Supplier Diversity (DSBSD) by the due date of the solicitation to participate in the SWaM program. Certification applications are available through DSBSD online at <http://sbsd.virginia.gov>.

**DEFINITIONS:**

**"Micro Business"** means a business that is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees and no more than \$3 million in average annual revenue over the three-year period prior to their certification.

**"Small business"** means a business independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. One or more of the individual owners shall control both the management and daily business operations of the small business. *Note: DSBSD-certified women- and minority-owned businesses shall also be considered small businesses when they have received DSBSD small business certification. (Code of Virginia, § 2.2-4310)*

**"Woman-owned business"** means a business that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more women.  
(Code of Virginia, § 2.2-4310)

**"Minority-owned business"** means a business that is at least 51% owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals.  
(Code of Virginia, § 2.2-4310)

**Bidder Name:** \_\_\_\_\_

**Preparer Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**INSTRUCTIONS:**

- A. If you are certified by the Department of Small Business and Supplier Diversity (DSBSD) as a small business, complete only Section A of this form. This shall not exclude DSBSD-certified women-owned and minority-owned businesses when they have received DSBSD small business certification.
- B. If you are not a DSBSD-certified small business, complete Section B of this form. For the bid to be considered and the bidder to be declared responsive, the bidder shall identify the portions of the contract that will be subcontracted to DSBSD-certified small business in Section B.

**Section A**

If you are certified by the Department of Small Business and Supplier Diversity (DSBSD), are you certified as a:

**Check All That Apply:**  Micro Business  Small Business  Woman-Owned Business  Minority-Owned Business

DSBSD Certification No.: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

**Section B**

Populate the table below to show your plans for utilization of DSBSD-certified small businesses in the performance of this contract. This shall not exclude DSBSD-certified women-owned and minority-owned businesses that have received the DSBSD small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

**Plans for Utilization of DSBSD-Certified Small Businesses for this Procurement**

Small Business Name, Address & DSBSD Cert No.	Indicate if also: Micro (O), Women (W), or Minority (M) Certified	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract (%)	Planned Contract Dollars During Initial Period of the Contract (\$)
<b>Total Planned Subcontracting Spend (\$)</b>					

## RFP 25-1828 Proposal Submission Checklist

It is important that the Offeror carefully read through the RFP and provide all required documentation. The proposal **MUST** be submitted and received on time to qualify for a chance at evaluation. Use this checklist as a guideline to ensure the proposal is complete before submission.

### IMPORTANT DATES & REMINDERS

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- Optional Pre-Proposal Conference Date: **February 18, 2025** – Conference will be held at **10:00 AM** in the **Suite 480 Conference Room, located at 1125 Emancipation Hwy., Fredericksburg, VA 22401**. A Zoom link will be provided to those who are unable to attend in person. Please email Lindsay Fare at [lfare@umw.edu](mailto:lfare@umw.edu) or call 540-654-1057 to RSVP. See Pre-Proposal Conference clause in the Special Terms and Conditions.
- No Questions Accepted after **2:00 PM on February 25, 2025**. All Questions must be directed toward the Procurement Officer for this solicitation. Please email all questions to Lindsay Fare at [lfare@umw.edu](mailto:lfare@umw.edu) or call 540-654-1057.
- Proposal Due Date: **March 10, 2025** - Proposals submitted after **2:00 PM** as indicated by the official Procurement clock will NOT be accepted.
- All proposals must be submitted in a **SEALED** envelope identifying the firm's name and the solicitation number at a minimum. If sending the proposal by mail, the address to send the proposal to is located on the RFP Cover Page.
- **Read the ENTIRE RFP including terms and conditions and attachments carefully before submitting a proposal.**

### REQUIRED DOCUMENT SUBMISSION

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Acknowledgement:

**The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or as a trade secret is not acceptable.** If, after being given reasonable time, the Offeror refuses to withdraw an entire classification designation, the proposal will be rejected.

Documents to Submit:

- Completed and signed RFP
- Any/All signed addenda
- Electronic Copy of Proposal (Original and Redacted) regardless if submitting through eVA VBO or delivering in person
- Description of the Offering firm's history and expertise that demonstrate its ability to successfully complete the Statement of Needs
- Completed Attachment F: Small Business Subcontracting Plan
- A prepared Sales and Commission payment tier matrix
- Any exceptions taken to the University's Terms and Conditions
- Current Certificate of Liability Insurance

**ADDENDUM**  
February 28, 2025

**ADDENDUM NO. 1 TO ALL OFFERORS:**

Reference – Request for Proposals: RFP 25-1828: Campus Store Operations  
Date Issued: February 7, 2025  
For Delivery to: University of Mary Washington, Commonwealth of Virginia  
Proposal Due Date: Monday, March 10, 2025 at 2:00 PM EST

This addendum consists of seven (7) pages.

Questions from Offerors:

- 1. Q: It states in RFP 25-1828 that it is being issued by the University of Mary Washington (UMW) on behalf of the Virginia Higher Education Procurement Consortium (VHEPC). How does a VHEPC cooperative contract and PAC Agreement work?**

A: The intent of this RFP solicitation issued by UMW on behalf of VHEPC is to provide a master contract vehicle containing VHEPC cooperative language, as well as to provide required services for UMW. VHEPC makes most of their cooperative contracts available for any agency to use. They allow any organization that a vendor approves, whether it be public and private colleges, K-12 school systems, health institutions, cities, and municipalities, to access their contracts. The Consortium currently represents 37 schools within the state of Virginia. Non-Consortium entities may be nationwide. Using a VHEPC contract eliminates the need for other entities, as well as vendors, to spend time and money in issuing and responding to additional RFPs. If a vendor approves a non-member entity's use of their VHEPC contract, the agency would simply need to execute a bridge agreement to the vendor's VHEPC contract (incorporating any business specifics and necessary additional terms and conditions). The Vendor will then pay the VHEPC one percent (1%) of all revenue received from non-Consortium entities through Third-Party Access (the "PAC Annual Fee"). The PAC Annual Fee is paid in exchange for marketing services provided by the University and the Consortium. Further details are described in Attachment B – PAC Agreement Sample, Section II.

- 2. Q: Please provide a list of the college owned FF&E (*furniture, fixtures & equipment*) that will remain in the store if the College transitions to a new bookstore provider.**

A: Most but not all FF&E in the store are owned by the University. A complete list is not available.

- 3. Q: What is the existing total inventory value? Is it the expectation of the University that the selected operator purchases all of it?**

A: The total inventory value as of 02/25/2025 is \$427,924.00. Selected operator would be required to purchase inventory in accordance with the terms of contract [UMW 18-797 – Bookstore and Retail Operations](#), IV., E. and VI., D., 8.

- 4. Q: Where is the nearest accessible dock?**

A: The nearest accessible dock is at the back of Lee Hall, ground floor. Please see Attachment H – Fredericksburg Campus Map for the location of Lee Hall (#26).

**5. Q: Attachment D – UMW Campus Store Floor Plan has some details in the legend regarding Demo, To Remain, Relocate etc. Have these changes already been made?**

A: No.

**Q: If not, can you speak more about that?**

A: The changes described on the attachment are not related to this RFP.

**Q: Are there any plans to move or alter the current bookstore location?**

A: There are no plans to relocate the current bookstore, but the footprint may be reduced within the existing space.

**6. Q: Is it the desire of the institution for the chosen vendor to retain the bookstore's current full-time employees?**

A: Current bookstore staff is well regarded at UMW.

**Q: If so, please provide a listing of the current full-time employees and each of their attributable annual salaries.**

A: Staff salary information is not available to UMW.

**7. Q: Please provide a booklist in excel or. csv for the current semester, and as many as three years back, by semester. That list would show:**

- ISBN
- Course
- Credit hours of each course
- Actual enrollment by course (capacity and estimated enrollment are not helpful for our calculations, just for context)
- Units sold by course
- Gross sales by course, if available

A. Please see Attachment I – Adoption Report for this information.

**8. Q: What percentage of courses use a textbook?**

A: 42% of courses not labeled independent study utilize a textbook.

**9. Q: What percentage of courses use courseware (i.e., My Pearson Lab, Cengage Now, Wiley Plus, etc.)?**

A: 12% of courses not labeled independent study use courseware.

**10. Q: What percentage of courses use OER materials?**

A: 6% courses not labeled independent study use OER materials.

**11. Q: What goals does your institution have in place for the use of OER over the next five years?**

A: Guidance for OER Materials can be found at the link below.

- [OpenUMW](#)

**12. Q: Are you currently running Inclusive Access (IA) programs?**

A: Yes

**Q: If yes, how many courses/sections are using IA materials?**

- Spring 2025: 68 courses, 112 sections
- Fall 2024: 67 courses, 119 sections

**Q: If yes, what is the annual sales volume of IA?**

- FY24 IA sales = \$495,336.

**Q: If yes, are the sales numbers already included in the digital line item above? Yes.**

**Q: If yes, what digital provider is supporting IA courses (Verba/VitalSource, Willo, RedShelf, Publisher direct, etc.)?**

A: The digital providers supporting Inclusive Access courses are Yuzu/VitalSource and publisher content.

**Q: If yes, do any IA courses go directly through the publisher?**

A: No.

**Q: If yes, is the bookstore currently the exclusive conveyor of Inclusive Access (IA)?**

A: Bookstore is the sole purveyor of Inclusive Access.

**13. Q: Please provide your brand guidelines.**

A: Brand guidelines can be found in the three attachments below. Attachments are listed within the eVA VBO for RFP 25-1828.

- Attachment J – UMW Athletics Brand Guide 2022
- Attachment K – UMW Toolkit 2021 (Lo-Res)
- Attachment L – UMW Toolkit Supplement 2022

**14. Q: Is your merchandise licensed?**

A: Yes. Please refer to RFP 25-1828, VII., K., 2.

**Q: If yes, do you work with a third-party licensing agency?**

A: No. UMW is self-licensed. Please reference RFP 25-1828, VII., K., 2.

**15. Q: Are there any limitations on convenience offerings for food or beverage?**

A: Yes

**Q: Please elaborate on other agreements.**

A: Agreements can be found at the links below. Please also see RFP 25-1828, VII., V.

- Sodexo: [UCPUMW 23-1457 – Dining Service Operations](#)
- Pepsi: [COOP 24-1755 – Pepsi Pouring Rights](#)

**16. Q: Does the store support in-venue sales at athletic events?**

A: It is desirable that the store support in-venue sales at athletic events.

- Which sports? N/A
- What is the approximate revenue from in-venue sales? N/A

**17. Q. Do all athletic merchandise sales go through the campus store? If not, who handles those sales?**

A: Please reference UMW Contract Number COOP 22-1356 provided in the link below. BSN Sports provides short term pop-up stores as fundraisers for teams.

- BSN Sports: [COOP 22-1356 – Athletic Sports Apparel](#)

**18. Q: What is the bookstore's role in selling/distributing graduation caps and gowns?**

A: Please refer to RFP 25-1828, VII., C., 2. and VII., M.

**19. Q: How many collegiate level athletic teams does the institution have?**

A: Information can be found using the link below. Once on the site, be sure to click on the three lines in the top left corner. From there, click "Sports" from the dropdown for the list of sports.

- [University of Mary Washington Eagles](#)

**20. Q: What are the current challenges with your existing bookstore operations that you would like to see addressed?**

A: Please refer to RFP 25-1828, VII., B., 2. and K. through L., 1. and 3.

**21. Q: Are there any programs run by the incumbent bookstore provider that you would like to see continue that are outside of the normal operations of the college bookstore?**

A: The Bookstore supports campus events outside of store operating hours and such support is required to continue. These include but are not limited to book sales at the Great Lives Series. Please also reference RFP 25-1828, VII.,C., c.

**22. Q: Who is on the RFP Committee and what are their roles at the institution?**

A: We are not able to disclose the names or roles of the RFP Committee.

**23. Q: Please describe how students utilize their financial aid in the campus store and if there are any restrictions.**

A: Financial Aid can be used in-store and online. Restrictions may vary by type of aid.

**24. Q: If this discussion includes an Equitable Access Program (EA), please provide the total Credit Hours enrolled for the previous three semesters.**

A: The University does not have an Equitable Access Program.

**25. Q: How many students currently live in on-campus housing?**

A: As of 02/24/2025, there are 1,939 students currently living on campus.

**26. Q: Can you provide the CAD file for store space?**

A: We are not able to provide a CAD file of the floor plan, but please refer to RFP 25-1828: Attachment D for a pdf version of the space.

**27. Q: Is there an unamortized/undepreciated balance from prior store renovations or from any one-time contractual contributions? If yes, will a subsequent vendor be expected to cover this cost and how much will that amount be at the end of the agreement or as of June 30, 2025?**

A: There is no unamortized/undepreciated balance that a vendor is expected to cover.

**28. Q: How many courses, sections and titles are in the Inclusive Access (course by course) program?**

A: Please see Attachment I – Adoption Report to view the courses and sections using Inclusive Access for Spring 2025.

**29. Q: Is the current Inclusive Access only digital materials or are there print materials in the current offering? What is the percentage of digital v. print?**

A: Inclusive Access materials may be accompanied by a low-cost physical book. Otherwise, Inclusive Access is only digital.

**30. Q: Please provide total Credit Hours enrolled for Summer 2024, Fall 2024, and Spring 2025.**

A: Total students and credit hours enrolled:

- Summer 2024: 1,042 students enrolled in 5,257 credit hours
- Fall 2024: 3,855 students enrolled in 50,003 credit hours
- Spring 2025: 3,503 students enrolled in 45,890 credit hours

**31. Q: Can you provide Sales breakdown by Category Year to Date for FY 25? Please provide an explanation of any sales listed as “other”.**

Sales Period: May 2024 - Jan. 2025, week 4:	
	FY25
	YTD Jan 2025
<b>Total Course Materials</b>	<b>832,828</b>
<b>Physical Textbook Sales</b>	<b>249,827</b>
66 New Textbooks	187,290
67 Used Textbooks	62,537
<b>Physical Textbook Rentals</b>	<b>145,283</b>
36 Publisher Rentals	7,886
46 New Textbook Rentals	55,368
47 Used Textbook Rentals	82,029
<b>Digital Course Materials</b>	<b>437,717</b>
62 Printed Access Cards	15,590
64 Digital Courseware	349,146
65 eTextbooks	72,981
<b>Total General Merchandise</b>	<b>400,077</b>
<b>Logo Products</b>	<b>260,111</b>
80 School Spirit Clothing	224,342
94 Backpacks	809
96 School Spirit, Gifts, Accessories	34,960
<b>NonLogo Products</b>	<b>139,966</b>
68 Trade Books	7,614
<b>Supply Products</b>	<b>77,941</b>
70 School Supplies	33,131
71 Electronics NonCommissionable	4,915
72 Computer Peripherals	14,253
98 Course Required Supplies	25,642
<b>Food Products</b>	<b>18,822</b>
89 Cafe	375
91 Convenience	18,447
<b>Miscellaneous Products</b>	<b>9,739</b>
81 NonEmblematic Trend Area	8,753
92 Dorm Furnishings-Regional Buys	870
93 Greeting Cards	116
<b>Grad Products</b>	<b>25,850</b>
90 Graduation Products	9,841
97 Prints, Frames, Museum Shop	16,009
<b>Total Sales</b>	<b>1,232,905</b>

**32. Q: Does the current provider support in venue sales for any athletic events? If yes, what is the approximate annual sales?**

A: No.

**33. Q: What are the top three challenges that Mary Washington faces with current course materials operations that the institution hopes to resolve with a new provider?**

A: Please reference RFP 25-1828 for course materials requirements.

**34. Q: What is the highest priority item in the RFP?**

A: Please note that all elements outlined in this RFP are of equal importance. We expect comprehensive attention to all aspects of the proposal, and responses should address each requirement with the same level of urgency and focus.

**35. Q: If a general merchandise provider and a course material provider strategically align to serve Mary Washington, would the institution prefer one or two contracts.**

A: In the case of a course material provider firm subcontracting with a general merchandise provider, then one contract. In the case that one firm is awarded course materials and another is awarded general merchandise as a result of this RFP, then two contracts.

**36. Q: Is Financial Aid allocated to students for textbooks and course materials and used as a tender type in the current bookstore?**

A: Yes. Financial Aid is utilized as a tender in the physical store and on the online store.

**Q: If so, can you describe the process for how Financial Aid is distributed and then used for course materials/textbooks?**

A: The current POS system interfaces with UMW's ERP, Ellucian Banner when students use their Financial Aid for materials/textbooks.

**37. Q: What percentage of Mary Washington students receive Financial Aid?**

A: Further clarification is needed from vendor. Answer will be posted under Addendum 2.

**38. Q: What percentage of overall sales in the bookstore came from Financial Aid?**

A: Further clarification is needed from vendor. Answer will be posted under Addendum 2.

**39. Q: Are there any sales reflected in the historical sales numbers that were a result of a one-time grant or other funding that will not occur in the future?**

A: In FY24, vendor provided scholarships accounted for \$1,519.45 in sales.

**40. Q: What percentage of the courses utilize free OER content?**

A: 6% of courses not labeled independent study utilize OER content.

**41. Q: Does UMW have any direct agreements in place with publishers or other third-party course material providers?**

A: No

**42. Q: Is UMW open to self-operating a spirit store (apparel, merchandise, sundry items, etc.) with an online bookstore vendor providing all student-purchased materials shipped directly to the campus bookstore for student pickup?**

A: UMW is open to considering a self-operated spirit store. Please confirm whether in such a case, the course materials provider would provide necessary course supplies (lab coats, goggles, art kits, etc.).

**43. Q: Does UMW have any Inclusive Access course material adoptions? If so, how many courses have inclusive access adoptions?**

A: Yes.

- Fall 2024: 67 courses, 119 sections
- Spring 2025: 68 courses, 112 sections

**44. Q: Would UMW be interested in implementing an Equitable Access solution, an in-tuition solution where all course materials are automatically delivered to all students with the costs included as part of the cost of attendance?**

A: UMW would not be interested in implementing an Equitable Access solution at this time.

**END OF ADDENDUM NO. 1**

Lindsay Fare  
Senior Contract Officer  
Procurement Services  
University of Mary Washington  
Phone: 540-654-1057

RFP 25-1828 Addendum No. 1 (and all addenda) should be acknowledged and included in the RFP submittal package.

NAME OF OFFERING FIRM: A Book Company, LLC, dba eCampus.com

NAME OF OFFEROR REPRESENTATIVE: Audrey Vogt

OFFEROR SIGNATURE: *Audrey Vogt*

DATE: 3/11/2025



**ADDENDUM**  
March 6, 2025

**ADDENDUM NO. 2 TO ALL OFFERORS:**

Reference – Request for Proposals: RFP 25-1828: Campus Store Operations  
Date Issued: February 7, 2025  
For Delivery to: University of Mary Washington, Commonwealth of Virginia  
Proposal Due Date: Thursday, March 13, 2025 at 2:00 PM EST

This addendum consists of one (1) page.

UPDATED Proposal Due Date:  
Virginia’s eProcurement System, eVA has been experiencing severe down time due to maintenance since 5:00 PM Friday, February 28, 2025. Although certain functionalities have been restored, the inability for electronic submissions through the eVA VBO is still present. With that said, the Proposal Due Date has now changed from Monday, March 10, 2025 at 2:00 PM EST to Thursday, March 13, 2025 at 2:00 PM EST. This should allow plenty of time for the eVA VBO to regain full functionality.

Questions from Offerors that required further clarification after Addendum No. 1 was issued:

- 1. **Q: What percentage of Mary Washington students receive Financial Aid?**  
A: 91% of all students that attend the University of Mary Washington receive some form of Financial Aid.
- 2. **Q: What percentage of overall sales in the bookstore came from Financial Aid?**  
A: In FY24, the gross sales for the bookstore were \$1,464,764. \$16,938.79 of those sales came from Financial Aid, which equates to 1.16%.

**END OF ADDENDUM NO. 2**

Lindsay Fare  
Senior Contract Officer  
Procurement Services  
University of Mary Washington  
Phone: 540-654-1057

RFP 25-1828 Addendum No. 2 (and all addenda) should be acknowledged and included in the RFP submittal package.

NAME OF OFFERING FIRM: A Book Company, LLC, dba eCampus.com

NAME OF OFFEROR REPRESENTATIVE: Audrey Vogt

OFFEROR SIGNATURE: *Audrey Vogt*

DATE: 3/11/2025

### Hosted Technology Services Addendum

SUPPLIER NAME: A Book Company, LLC dba eCampus.com

SUPPLIER PRODUCT/SOLUTION: UCPUMW 25-1828: Campus Store Operations Contract

This Addendum shall be included in any procurement deemed necessary requiring hosted technology services for the purpose of ensuring that the Commonwealth of Virginia and University of Mary Washington, technology standards are complied with for the duration of the agreement between the University and the Vendor.

#### Definitions:

- **Agreement:** The “Agreement” includes the contract, this addendum and any additional addenda and attachments to the contract, including the Contractor’s Form.
- **University:** “University” or “the University” means University of Mary Washington, its trustees, officers and employees. The point of contact for the University is the contract administrator for this Agreement.
- **University Data:** “University Data” is defined as any data that the Vendor creates, obtains, accesses, transmits, maintains, uses, processes, stores or disposes of in performance of the Agreement. It includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites.
- **Personally Identifiable Information:** “Personally Identifiable Information” (PII) includes but is not limited to: Any information that directly relates to an individual and is reasonably likely to enable identification of that individual or information that is defined as PII and subject to protection by University of Mary Washington under federal or Commonwealth of Virginia law.
- **Security Breach:** “Security Breach” means a security-relevant event in which the security of a system or procedure involving University Data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- **Service(s):** “Service” or “Services” means any goods or services acquired by the University from the Vendor.

1. **Rights and License in and to University Data:** The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of the University, and Contractor has a limited, nonexclusive license to use these data as provided in this Agreement solely for the purpose of performing its obligations hereunder.
2. **Nonvisual Access To Technology:** All information technology which, pursuant to this Agreement, is purchased or upgraded by or for the use of any Commonwealth agency or institution or political subdivision of the Commonwealth (the “Technology”) shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration. The requirements of this Paragraph along with the Non-Visual Access to Technology Clause shall be construed to achieve full compliance with the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia. Compliance may be determined by the degree to which the product meets the recommendations described in the VPAT (Voluntary Product Accessibility Template) and/or WCAG 2.0 Level AA guidelines.
3. **Data Privacy:**
  - a. Contractor will use University Data only for the purpose of fulfilling its duties under this Agreement and will not share such data with or disclose it to any third party without the prior written consent of the University, except as required by this Agreement or as otherwise required by law.

- b. University Data will not be stored outside the United States without prior written consent from the University.
- c. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill obligations under this Agreement. The Contractor will ensure that the Contractor's employees who perform work under this Agreement have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of this Agreement.
  - i. If the Contractor will have access to the records protected by the Family Educational Rights and Privacy Act (FERPA), Contractor acknowledges that for the purposes of this Agreement it will be designated as a "school official" with "legitimate educational interests" in such records, as those terms have been defined under FERPA and its implementing regulations, and Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use such records only for the purpose of fulfilling its duties under this Agreement for University's and its End Users' benefit, and will not share such data with or disclose it to any third party except as provided for in this Agreement, required by law, or authorized in writing by the University.

**4. Data Security:**

- a. Contractor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved.
- b. Contractor will store and process University Data in a secure site and will provide a SAS 70, SAS 70 Type II, SSAE 16, SOC 2 or SOC 3, or other security report deemed sufficient by the University, from a third party reviewer along with annual updated security reports.
- c. Contractor will use industry-standards and up-to-date security tools, technologies and practices such as network firewalls, anti-virus, vulnerability scans, system logging, intrusion detection, 24x7 system monitoring and third-party penetration testing in providing services under this Agreement.
- d. Without limiting the foregoing, Contractor warrants that all electronic University Data will be encrypted in transmission (including via web interface) and stored at AES 256 or stronger.

**5. Data Authenticity, Integrity and Availability:**

- a. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, "is preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration."
- b. Contractor will ensure backups are successfully completed at the agreed interval and that restoration capability is maintained for restoration to a point-in-time and/or to the most current backup available.
- c. Contractor will maintain an uptime of 99.99% or greater, or as negotiated and accepted by the University, as agreed to for the contracted services via the use of appropriate redundancy, continuity of operations and disaster recovery planning and implementations, excluding regularly scheduled maintenance time.

**6. Employee Qualifications:**

- a. Contractor shall ensure that its employees have undergone appropriate background screening and possess all needed qualifications to comply with the terms of this agreement including but not limited to all terms relating to data and intellectual property protection.

**7. Security Breach:**

- a. Response. Immediately (within one day) upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify the University, fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from the University.
  - b. Liability. In addition to any other remedies available to the University under law or equity, when applicable to the type services being provided, Contractor will pay for or reimburse the University in full for all costs incurred by the University in investigation and remediation of such Security Breach, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach. Contractor agrees to indemnify, hold harmless and defend the University from and against any and all claims, damages, or other harm related to such Security Breach.
8. **Requests for Data, Response to Legal Orders or Demands for Data:**
- a. Except as otherwise expressly prohibited by law, Contractor will:
    - i. immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data;
    - ii. consult with the University regarding its response;
    - iii. cooperate with the University's requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and
    - iv. Upon the University's request, provide the University with a copy of its response.
  - b. Contractor will make itself and any employees, contractors, or agents assisting in the performance of its obligations under the Agreement, available to the University at no cost to the University based upon claimed violation of any laws relating to security and/or privacy of the data that arises out of this agreement. This shall include any data preservation or eDiscovery required by the University.
  - c. The University may request and obtain access to University Data and related logs at any time for any reason and at no extra cost.
9. **Data Transfer Upon Termination or Expiration:**
- a. Contractor's obligations to protect University Data shall survive termination of this Agreement until all University Data has been returned or Securely Destroyed, meaning taking actions that render data written on media unrecoverable by both ordinary and extraordinary means.
  - b. Upon termination or expiration of this Agreement, Contractor will ensure that all University Data are securely transferred, returned or destroyed as directed by the University in its sole discretion within 30 days of termination of this Agreement. Transfer/migration to the University or a third party designated by the University shall occur without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities, methods, and data formats that are accessible and compatible with the relevant systems of the University or its transferee, and to the extent technologically feasible, that the University will have reasonable access to University Data during the transition.
  - c. In the event that the University requests destruction of its data, Contractor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which Contractor might have transferred University data. Contractor agrees to provide documentation of data destruction to the University and to complete any required Commonwealth of Virginia documentation regarding the destruction of University Data.

- d. Contractor will notify the University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing the University access to Contractor's facilities to remove and destroy University-owned assets and data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. The Vendor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to the University. Contractor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

10. **Audits:**

- a. The University reserves the right in its sole discretion to perform audits of Contractor at no additional cost to the University to ensure compliance with the terms of this Agreement. Contractor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which Contractor must create, obtain, transmit, use, maintain, process, or dispose of University Data.
- b. If Contractor must under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data, Contractor will at its expense conduct or have conducted at least annually a(n):
  - i. American Institute of CPAs Service Organization Controls (SOC) Type II audit, or other security audit with audit objectives deemed sufficient by the University, which attests Contractor's security policies, procedures and controls;
  - ii. vulnerability scan, performed by a scanner approved by the University, of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement; and
  - iii. formal penetration test, performed by a process and qualified personnel approved by the University, of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under this Agreement.
- c. Additionally, Contractor will provide the University upon request the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under this Agreement.

11. **Compliance:**

- a. Contractor will comply with all applicable laws and industry standards in performing services under this Agreement. Any Contractor personnel visiting the University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. The University will provide copies of such policies to Contractor upon request.
- b. Contractor warrants that the service it will provide to the University is fully compliant with and will enable the University to be compliant with relevant requirements of all laws, regulation, and guidance applicable to the University and/or Contractor, including but not limited to: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA).

12. **No End User Agreements:** Any agreements or understandings, whether electronic, click through, verbal or in writing, between Contractor and University employees or other end users under this Agreement that conflict with the terms of this Agreement, including but not limited to this Addendum, shall not be valid or binding on the University or any such end users.

***To the extent allowed by Virginia law, the University of Mary Washington will keep any information provided in a security audit report confidential to protect the integrity of the Vendor.***

This Addendum and any other related and attached documents constitute the entire agreement between the parties and may not be waived or modified except by written agreement between the parties.

This Agency does not discriminate against faith-based organizations.

IN WITNESS WHEREOF, the parties have caused this contract to be duly executed, intending thereby to be legally bound.

**A BOOK COMPANY, LLC DBA ECAMPUS.COM**

**UNIVERSITY OF MARY WASHINGTON**

SIGNATURE: Matt Montgomery

SIGNATURE: Melva A. H. Kishpaugh

PRINTED NAME: Matt Montgomery

PRINTED NAME: Melva A. H. Kishpaugh

TITLE: President & CEO

TITLE: Director, Procurement Services

DATE: 1/14/2026

DATE: January 14, 2026

**AGREEMENT  
PUBLICLY ACCESSIBLE CONTRACT**

This Agreement executed this 9<sup>th</sup> day of January, 2026 by and between the University of Mary Washington (“the University”) and A Book Company, LLC dba eCampus.com (“Supplier”).

**TERM**

The term of this Publicly Accessible Contract (“PAC”) shall remain in effect until the expiration or termination of the Primary Agreement.

**WITNESS**

WHEREAS, the University and Supplier have executed an agreement, UCPUMW 25-1828, dated January 9, 2026 (the “Primary Agreement”), and included in the Primary Agreement is a third-party access / cooperative procurement clause. Now therefore, the University and Supplier agree to the specific terms that will allow third-party access to the Primary Agreement, and based on other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

- I. Supplier will:
  - A. Allow third parties to obtain goods and services from Supplier in accordance with the terms and pricing of the Primary Agreement (“Third-Party Access”).
  - B. Pay the Virginia Higher Education Procurement Consortium (“Consortium”) one percent (1%) of all revenue received by Supplier from non-Consortium entities through Third-Party Access (the “PAC Annual Fee”). The PAC Annual Fee will be paid in exchange for marketing services provided by the University and the Consortium described in Section II.
  - C. Fully support this marketing relationship by promoting the availability of the Third-Party Access to non-Consortium entities; and
  - D. Provide quarterly reports detailing the amount of revenue received from non-Consortium entities through Third-Party Access.
  
- II. The University will ensure the Consortium:
  - A. Promotes the Primary Agreement and Third-Party Access on its website and through other channels (e.g., conferences) to non-Consortium members; and
  - B. Maintains a Supplier-approved version of the Supplier’s logo on the Consortium website.
  
- III. Payment

- A. Supplier shall remit the PAC Annual Fee to the Consortium no later than August 31<sup>st</sup> of each year. The University and Consortium will share the payments equally and allocate payments to the appropriate accounts.

If the Primary Agreement expires or terminates before August 31st, Supplier shall remit the PAC Annual Fee no later than 45 calendar days from expiration or termination date of the Primary Agreement.

- B. Supplier shall remit the PAC Annual Fee by check in U.S. dollars. Checks will be made payable to the University of Virginia and sent to:

Procurement Office Manager  
Procurement and Supplier Diversity Services  
University of Virginia, Carruthers Hall  
PO Box 400202  
1001 N. Emmet Street  
Charlottesville, VA 22904

Note 'PAC payment' on check.

#### IV. Notices

Any notice required or permitted to be given under this Agreement will be in writing and will be deemed duly given: (1) if delivered personally, when received; (2) if sent by recognized overnight courier service, on the date of the receipt provided by such courier service; (3) if sent by registered mail, postage prepaid, return receipt requested, on the date shown on the signed receipt; or (4) if sent by electronic mail, on the next business day of the receiver. All such notices will be addressed to a party at such party's address as shown below.

If to the University:

University of Mary Washington  
Melva Kishpaugh, Director of Procurement Services  
[procure@umw.edu](mailto:procure@umw.edu)  
540-654-1084  
1301 College Avenue  
Fredericksburg, VA 22401

If to Supplier:

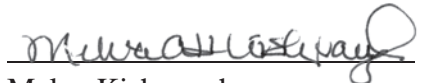
A Book Company, LLC dba eCampus.com  
Daniel Ayers, Vice President of Strategic Partnerships

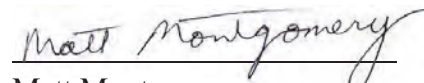
[dayers@ecampus.com](mailto:dayers@ecampus.com)  
859-806-1119  
2373 Palumbo Drive  
Lexington, KY 40509

**ACCEPTANCE**

**University of Mary Washington**

**A Book Company, LLC dba eCampus.com**

  
Melva Kishpaugh  
Director of Procurement Services

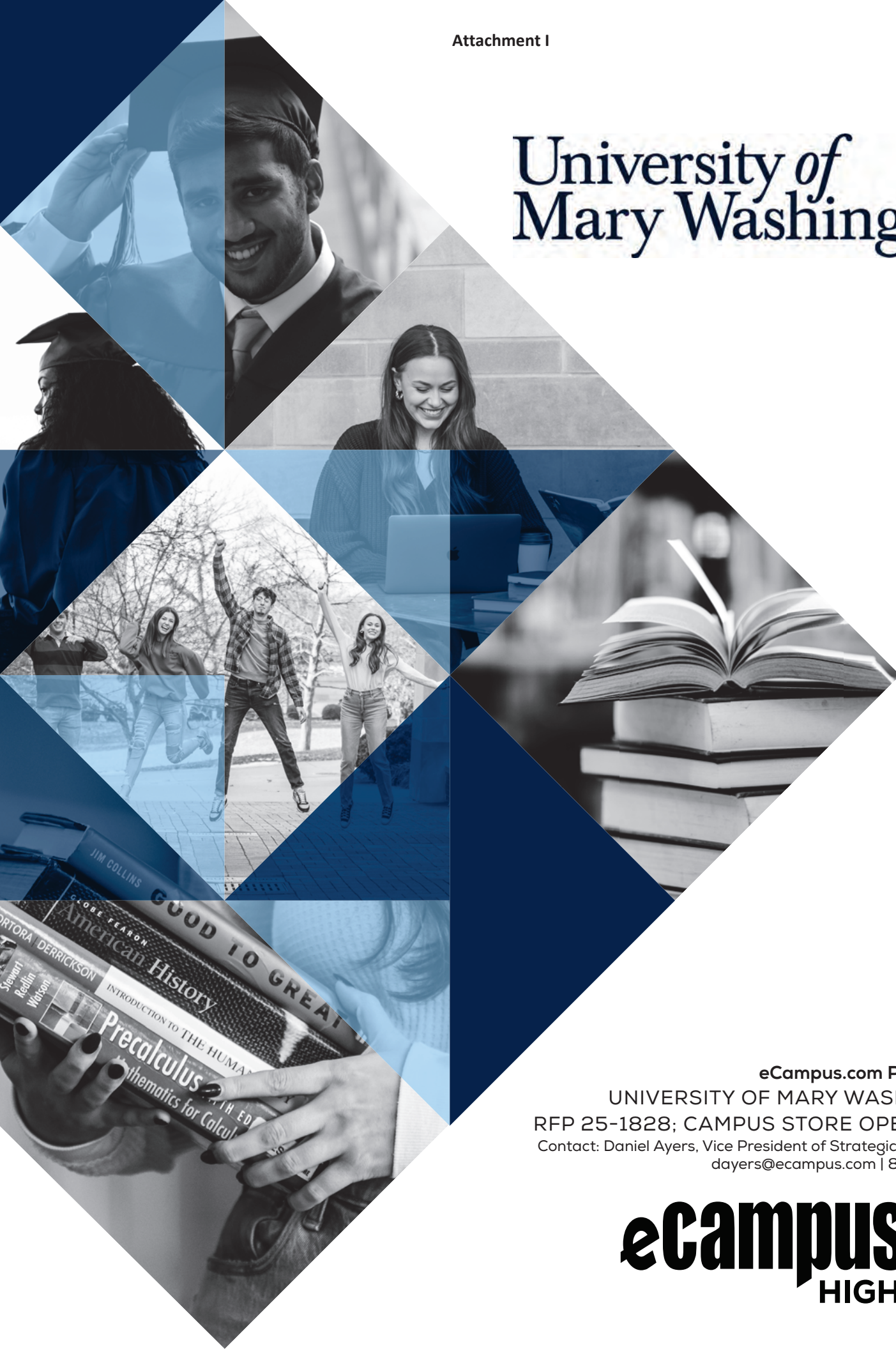
  
Matt Montgomery  
President & CEO

January 14, 2026  
Date

1/14/2026  
Date

Agreement #: UCPUMW 25-1828-PAC

# University of Mary Washington



eCampus.com Proposal for  
UNIVERSITY OF MARY WASHINGTON  
RFP 25-1828; CAMPUS STORE OPERATIONS  
Contact: Daniel Ayers, Vice President of Strategic Partnerships  
dayers@ecampus.com | 859-806-1119

**ecampus.com**  
HIGHER ED

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March 13, 2025

University of Mary Washington  
Ms. Lindsay Fare  
1125 Emancipation Hwy  
Suite 480  
Fredericksburg, VA 22401

Ms. Fare,

Thank you for the opportunity to respond to University of Mary Washington Request for Proposal for Campus Store Operations. eCampus is pleased to provide a full-service course material and retail solution customized to the University of Mary Washington.

Our eCampus solution expands from the traditional bookstore operation and offers an innovative solution to provide affordable print and digital course materials via a full-service online bookstore and a contemporary on-campus retail store. eCampus will provide trendy emblematic apparel and merchandise with convenient online order pick-up in the newly refreshed UMW Campus Store.

If the University of Mary Washington chooses to partner with an alternative vendor or self-operate retail operations, eCampus is well-equipped to provide online course material services.

eCampus looks forward to further discussions and would also like to extend an open invitation to you and your staff to tour our state-of-the-art eCampus Distribution Center. Touring our distribution center will help the University of Mary Washington better understand our capabilities of fully servicing your course material and retail needs.

Should you need additional information or have questions about any aspect of our proposal, please call me at 859-806-1119, or you may email me at [dayers@ecampus.com](mailto:dayers@ecampus.com). Once again, thank you for considering eCampus.

Sincerely,

A handwritten signature in black ink that reads "Daniel Ayers". The signature is fluid and cursive, with the first name "Daniel" and last name "Ayers" clearly legible.

Daniel Ayers  
Vice President of Strategic Partnerships

## B. SPECIFIC PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS:

---

### 1. Overview:

- a. State the Firm's legal entity name and headquarters address.
  - b. Provide Firm's W9 or at minimum tax identification number (TIN)
  - c. Provide the name, title, address, telephone number, and email of the individual who will act as the Firm's designated representative for purposes of this RFP.
- 

A Book Company, LLC, dba eCampus.com

2373 Palumbo Drive,  
Lexington, KY 40509

Please see Exhibit 1 to view eCampus's W-9.

Audrey Vogt  
Client Development Manager  
2373 Palumbo Drive,  
Lexington, KY 40509  
(563) 690 – 8331  
[avogt@campus.com](mailto:avogt@campus.com)

---

2. Introduction: Provide an introduction of the Firm and all major subcontractors who will be involved in the performance of the work. Include primary business experience, length of time in business, ownership, office locations, and specific location of the principal office from where UMW work will be performed and any other information of an introductory nature.

---

## ABOUT ECAMPUS

### HISTORY

Established in 1999 and headquartered in Lexington, Kentucky, eCampus is one of America's largest course material providers. Featured annually by Internet Retailer as one of the top 500 retailers in the country, eCampus consistently exceeds industry standards through its mission to provide the easiest, fastest, and most affordable way for college and university students to buy, rent, and sell textbooks and digital content.

---

Our private company was founded as an LLC by a core group of executives and investors, including Dave Thomas from Wendy's, who recognized the need for a reliable online source for students to purchase affordable course materials. From the beginning, our driving force has been meeting the needs of the customers we serve, which has aided in our continual growth and profitability year after year.

eCampus revolutionized student's textbook purchasing process to provide a convenient alternative to the brick-and-mortar bookstore. Committed to this mission, we pursue publisher relationships and innovative business practices that exceed student expectations for affordable textbooks and course content.

Over the course of our 25+ year history, we have continued to prove our customer-centered business model that puts our partners first. This has allowed eCampus to become the premier single-source supplier for new, used, rental and digital textbooks, general reading books, apparel, merchandise and supplies. We deliver the tools for success to millions nationwide, serving over 3 million students annually.

---

3. [Qualifications of the Firm](#): Describe how your firm's overall experience demonstrates your ability to successfully complete the Statement of Needs. Provide a detailed list of services you have provided to clients over the past three years which are similar to those required by UMW.

---

## **EXPERIENCE**

Our first bookstore management relationship began in 2002. Since then, we have continued to add private and public institutions of all sizes to our list of clients, currently serving over 375 bookstore partners. Our partners range from small colleges to large public community colleges and state universities.

Please see the timeline on the next page which details key highlights throughout our company history.



### ONLINE COURSE MATERIALS

eCampus was one of the first online course material vendors entering the .com era.

**1999**



### INVENTED ONLINE BOOKSTORES

eCampus pioneered the hybrid online bookstore model, launching the first customized online bookstore of its kind.

**2002**



### PHYSICAL RETAIL LOCATIONS

eCampus began managing and operating brick and mortar campus retail solutions with branded apparel and merchandise.

**2005**



### EQUITABLE ACCESS

eCampus began its first equitable access partnership, one of the first in the industry. Today, eCampus services over 200K students across 89 equitable access campuses.

**2006**



### RENTAL PROGRAM

eCampus began an in-house textbook rental program, now offering over 1 million titles, making us the #1 textbook rental provider.

**2009**



### DYNAMIC PRICING

eCampus was the first to offer dynamic pricing versus fixed pricing, solidifying our commitment to the most competitive pricing model.

**2011**



### PARTNER GROWTH

eCampus experienced accelerated and continuous growth, currently operating over 375 online bookstore and campus retail partnerships.

**2019**



### 25TH ANNIVERSARY

eCampus celebrates 25 years of pioneering online textbook sales and providing customized hybrid bookstore solutions to institutions nationwide.

**2024**

## QUALIFICATIONS

eCampus is highly qualified in managing course material and retail services for colleges and universities. With extensive experience in the collegiate bookstore industry, eCampus offers exceptional service and high-quality products at the lowest possible cost to students.

---

4. **Qualification of the Staff:** Identify the staff members who will provide the services required by the proposal, including years and type of experience for each person. Experience should include number of years at current firm as well as all prior service.

---

Please see below and on the next page for the eCampus Campus Store and Online Bookstore Staffing Plans that detail the eCampus staff who will provide the services required in the proposal. Resumes of staff detailing their experience will be provided once an account management team is assigned to the University of Mary Washington.

## **CAMPUS STORE STAFFING PLAN**

### **SENIOR DIRECTOR OF CAMPUS STORE OPERATIONS**

The Senior Director of Campus Store Operations oversees all campus store operations and ensures each school partner receives the level of service and support they deserve. The Director of Campus Store Operations is responsible for developing management teams that are well-versed in all physical areas of the bookstore operation.

### **REGIONAL MANAGERS**

The Regional Managers oversee and coordinate all retail activities in their assigned region. They are responsible for leading and managing daily operations to achieve business goals and maximize profitability within the campus stores they manage. The Regional Managers are also responsible for ensuring the campus stores adhere to the highest levels of service and operational performance and providing guidance to the Store Managers of the campus stores they manage.

### **STORE MANAGER**

The Store Manager is essential to the success of the University of Mary Washington campus store. The Manager oversees all campus store personnel, the day-to-day operation of the campus store they manage and are responsible for developing teams well-versed in all course material and store operations.

### **TEAM LEADS: OPERATIONS, MERCHANDISING & COURSE MATERIALS**

Team Leads support the Store Manager and are responsible for the day-to-day functions of the store, including staff and pop-up scheduling, receiving products, and fulfillment of online apparel orders. Additionally, the Team Leads oversee the merchandising of the sales floor by following all merchandising standards. They can also be seen as a resource to both faculty and students, assisting with adoptions, online ordering and their in-store shopping experience.

Team leads bring a contagious energy to the sales floor, generating a welcoming atmosphere and ensuring a customer experience that encourages repeat business. Closely connected with the marketing department, they effectively communicate upcoming events and ensure timely marketing releases on social media to attract customers consistently.

## STUDENT STAFF

Student staff are trained in providing exceptional customer service, assisting customers with course material pickup, answering questions, and conducting transactions.

## SEASONAL & POP-UP STAFF

Part-time staff are responsible for customer service, answering questions and conducting transactions at pop-up events.

## ONLINE BOOKSTORE STAFFING PLAN

eCampus will manage the University of Mary Washington Online Bookstore by providing an account management team dedicated to serving and supporting the faculty, staff, and administration of University of Mary Washington. Included below and on the next page is the corporate structure staffing plan for University of Mary Washington's Online Bookstore Account Management Team. These roles include:

### CHIEF STRATEGY OFFICER

The Chief Strategy Officer oversees all online bookstore operations, ensuring each school partner receives a high level of service and support. The Chief Strategy Officer is responsible for developing management teams well-versed in all areas of the bookstore operations.

### SENIOR DIRECTOR

The Senior Director oversees the day-to-day operations, has extensive knowledge of our online bookstore and provides a layer of support and management for our Associate Directors. The Senior Director trains and oversees Associate Directors and their respective teams.

### ASSOCIATE DIRECTORS

The Associate Directors serve as the main point of contact for University of Mary Washington, overseeing the daily relationship between the University and eCampus. The Associate Director ensures open communication and the success of the partnership.

- › Develops the onboarding meeting agenda and project plan
- › Works closely with administration, staff, and faculty on storefront maintenance, marketing and communication strategies, financial aid, and all reports needed by the University

- › Facilitates performance review meetings with administration and staff

## ACCOUNT MANAGERS

The Account Managers serve to support the Senior Director in overseeing the daily relationship between the University and eCampus.

- › Facilitates the onboarding meeting and implements the project plan
- › Provides support to the Associate Directors

## ASSISTANT ACCOUNT MANAGERS

The Assistant Account Managers handle all aspects of the adoption lists.

- › Works with administration and faculty to set adoption list due dates, cleanses the adoption list upon receipt, handles problem titles and adoption list changes, and oversees stocking and maintenance of course materials for the online bookstore
- › Works closely with publishers to obtain requested teacher editions and desk copies

## ADDITIONAL SUPPORT

In addition to the core group of dedicated account experts, University of Mary Washington will also benefit from a superior marketing and IT team that will ensure an end-to-end successful partnership.

---

5. **Work Plan:** The Work Plan must contain a comprehensive description of the goods and/or services including the following elements:

- General – This section of the proposal must contain sufficient detail to convey the methodology or work plan contemplated for use. Firms must describe how the services listed in the Statement of Needs shall be performed.
- Deliverables – Fully describe all of the deliverables to be submitted under the proposed contract.
- Work Schedule/Timeline – Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Suggestions, if any, for streamlining the work schedule should be presented. Cost implications for streamlining the schedule should be presented, if applicable.

---

All products and services detailed within our response to this request for proposal are considered as deliverables under the proposed contract to the University of Mary Washington. Additionally, eCampus will provide a high-level overview of all deliverables within our agreement if selected as the University of Mary Washington's new vendor.

Please see page 94 to view eCampus's Implementation Plan detailing a work schedule when the elements of the work will be completed and when deliverables will be provided.

---

d. Outcomes and Performance Measurement – Describe the impacts/outcomes Firms intend to achieve, including how these outcomes would be monitored, measured and reported to the University.

---

eCampus aims to deliver a seamless transition to our role as the new Campus Store and Online Bookstore vendor, ensuring a positive experience for all stakeholders. Our focus is on achieving extensive market reach of the University of Mary Washington students while increasing the University's course material and retail market share.

eCampus will utilize the University of Mary Washington's current sales as a baseline for determining eCampus's performance and growth metrics. Additional outcomes are measured using customer feedback, as seen on page 26 and monthly reporting and reporting analytics, as seen on page 53.

---

e. Overall Risk – Define risks significant to the success of the work. Include how you propose to effectively monitor and manage these risks, including the reporting of risks to the University (i.e., how you will manage staff turnover or other issues that may negatively impact the work, their potential and how you would propose to mitigate them).

---

The success of the new University of Mary Washington Online Bookstore relies heavily on receiving timely course material adoptions from faculty. Delays in submitting these adoptions can leave students unprepared for their classes, impacting their overall academic experience. To address this, eCampus will provide personalized support to faculty members who may be resistant to the change or encounter difficulties with the adoption process. Through one-on-one assistance, we will address their questions and concerns, emphasizing how timely course material adoptions directly benefit their students and enhance their classroom success.

Running a college retail campus store involves risks such as inventory management issues and seasonal demand fluctuations. To mitigate these risks, eCampus effectively manages inventory, forecasts demand and offers competitive pricing and exclusive products.

Other risks include changing student preferences, which can significantly impact the success of a college retail campus store. To manage this risk, eCampus stays ahead of these changing preferences through regular student surveys, social media engagement, and monitoring of broader retail trends. The eCampus-operated store can adjust its product offerings by analyzing customer feedback, such as adding more sustainable merchandise or offering exclusive, limited-edition items.

---

6. Complete and Return Attachment F: Small Business Subcontracting Plan.

---

Please see eCampus's completed Attachment F: Small Business Subcontracting Plan.

---

7. Submit any exceptions the Offering firm takes to the Terms and Conditions as stated in this RFP.

---

eCampus does not have any exceptions to the Terms and Conditions as stated in the RFP.

---

8. Any other information the Offeror believes will help the University evaluate its proposal.

---

eCampus has no additional information to that has not already been provided in our proposal.

## C. GENERAL:

### 1. STRATEGIES

---

Describe how your organization plans to adapt to the changing landscape of campus store retail, focusing on innovation and responsiveness to market trends. Highlight strategies to engage both the university community and the broader market, ensuring your approach aligns with evolving consumer preferences.

---

eCampus is committed to staying on the cutting edge of college and university bookstore retail trends and marketing strategies. With active participation in national conferences and organizations such as NACAS, NACUBO, SACUBO, we synergize with like-minded industry leaders to uncover innovative ways to engage with our primary customers. With over 375 current bookstore partners, eCampus regularly seeks feedback from students, faculty, staff, administration, and alumni through surveys and conversations to evaluate our current practices with an eye on continuous improvement. Our in-house marketing and design team stays up to date on industry research and trends reports, utilizes valuable customer behaviors through analytics within our communication platforms, and actively reviews relevant online publications for emerging trends.

As our industry continues to trend toward digital solutions, eCampus rapidly expanded its technology infrastructure to support all digital titles while simultaneously streamlining the procurement and delivery process for all stakeholders. Our commitment to an intuitive and user-friendly digital delivery platform has made us a leader in our market, resulting in a quick expansion of successful inclusive access and equitable access programs for our partners. In addition, our industry is increasingly relying on analytics tools to drive course material decisions. As a result, eCampus developed powerful predictive analytics tools inside our adoption platform to help faculty and administration evaluate student preparedness through our proprietary student readiness dashboard.

## 2. HOURS OF OPERATION

---

a. The Firm shall operate the campus store on a 12-month basis, with holidays subject to the University's academic calendar, found at <https://academics.umw.edu/calendar/>. The University reserves the right, upon consultation with the Firm, to establish or change the service hours, plans or other methods of operation of the campus store.

---

eCampus agrees to operate the UMW Campus Store on a 12-month basis, with holidays subject to the University's academic calendar. eCampus acknowledges that the University reserves the right, upon consultation with the Firm, to establish or change the service hours, plans or other methods of operation of the campus store.

---

b. Propose regular operating hours for the course materials and general merchandise store(s). Describe the Firm's policy for establishing and modifying operating hours.

---

## ONLINE BOOKSTORE ACCESS

The University of Mary Washington Online Bookstore and Spirit Shop will be open 24/7/365. Our online bookstore is available across all web browsers and our mobile and tablet experience mimics our desktop experience. From mobile devices, tablets, and smartphones, students will have 100% functionality to search courses, shop for textbooks, and check account status, etc. With our responsive design, students will automatically be directed to the optimal viewing experience based on their device. Intuitive navigation will ensure a buying experience that is easy and streamlined, no matter the technology used.



## CAMPUS STORE HOURS OF OPERATION

eCampus will conduct a feasibility study on campus to determine the preferred hours of operation to meet the needs of the campus community. eCampus will continue with the current hours of operations on campus until the study is complete.

Additionally, eCampus is dedicated to testing extended hours of operation based on student feedback. We will monitor traffic, transactions, and total sales during these extended periods, collaborating with campus leadership to assess realistic outcomes.

---

c. The Firm should enhance sales by actively participating in and supporting various special campus events. The Firm shall participate in the following events, at minimum: Move-In, Welcome Week, New Student Orientation, Commencement, Grad Fair, Great Lives, Homecoming, Reunion, Open House, Sporting Events in coordination with UMW Athletics, Honors Move-In, coordinated with UMW Honors Department, and any other events that require expanded or extended hours and based upon mutual agreement.

i. The specific events and their dates may vary and can be found on the University's website.

---

eCampus will be involved in the academic, cultural and social environment of University of Mary Washington to promote on-campus events and enhance sales via marketing and sponsorships through the UMW Campus Store, Online Bookstore and Spirit Shop. eCampus will sponsor various campus events, such as Move-In, Welcome Week, New Student Orientation, Commencement, Grad Fair, Great Lives, Homecoming, Reunion, Open House, Sporting Events in coordination with UMW Athletics, Honors Move-In, coordinated with UMW Honors Department, and any other events that require expanded or extended hours and based upon mutual agreement.

## D. PARKING:

---

1. The Firm shall provide, be responsible for and maintain any vehicles necessary for the performance of this contract. Parking arrangements, permits and fines are the responsibility of the Firm. Information about parking can be found at <https://adminfinance.umw.edu/parking/>

---

eCampus agrees to provide, be responsible for and maintain any vehicles necessary for the performance of this contract and that parking arrangements, permits and fines are the responsibility of eCampus.

## E. STAFFING:

### 1. MANAGERS

---

a. Provide resumes for management candidates.

---

Resumes will be provided for management candidates once the hiring process has been initiated for the UMW Campus Store.

b. The Director of Business Services or an appointee shall approve the Campus Store Manager appointed by the Firm.

---

eCampus acknowledges that the Director of Business Services or an appointee shall approve the Campus Store Manager.

c. Any managerial changes shall require prior consultation with and approval from the University.

---

eCampus acknowledges that any managerial changes shall require prior consultation with and approval from the University.

---

d. The Firm can temporarily assign internal Managers in cases of medical or family emergencies or when searching for a new Manager, which must be communicated to the Director of Business Services or an appointee but doesn't require approval.

i. Temporary Managers can be assigned for a period of up to six months without requiring approval. Beyond six months, continuation of their assignment must be approved by the Director of Business Services or a designated appointee.

---

eCampus acknowledges that it can temporarily assign internal Managers in cases of medical or family emergencies or when searching for a new Manager. eCampus acknowledges that this must be communicated to the Director of Business Services or an appointee but doesn't require approval. eCampus acknowledges that temporary managers can be assigned for a period of up to six months without requiring approval and anything beyond six months, continuation of their assignment must be approved by the Director of Business Services or a designated appointee.

---

e. The University reserves the right to request the reassignment of any managers, including temporary ones, for reasons determined by the University.

---

eCampus acknowledges that the University reserves the right to request the reassignment of any managers, including temporary ones, for reasons determined by the University.

---

f. Describe how management will foster positive relations with faculty, students, and departments.

---

## FACULTY RELATIONS

eCampus will provide a faculty liaison to establish positive relations and maintain communication with the University of Mary Washington faculty regarding the acquisition of required textbooks and course materials. The faculty liaison will also assist with faculty questions regarding adoptions and ensure deadlines are maintained to execute inventory-related processes effectively. The method of communication will include emails, phone calls and Zoom meetings.

## UMW COMMUNITY RELATIONS

eCampus is committed to implementing and maintaining positive and effective relations and communications with the University of Mary Washington community. eCampus will collaborate with the University of Mary Washington marketing team to establish events throughout the academic year to market and sponsor. Sponsorships provide a unique way to introduce and expand eCampus's brand awareness on campus as well as increase market share. When transitioning to a new online bookstore provider, marketing is imperative in communicating with an institution and its community.

### *2. GENERAL STAFFING*

---

a. Outline strategies to ensure adequate staffing during peak periods, and methods to minimize checkout wait times.

---

Ensuring adequate staffing during peak periods involves analyzing historical sales and foot traffic data to predict busy times, allowing for proactive scheduling of UMW Campus Store staff. Cross-training employees in various roles provides flexibility, and a flexible scheduling system helps address unexpected surges by calling in part-time or on-call staff when needed. Clear communication channels also ensure quick responses to staffing issues.

Setting up express order pick-up locations within the UMW Campus Store can reduce lines and minimize checkout wait times by allowing customers to retrieve pre-ordered items quickly. Optimizing the store layout for better traffic flow ensures smoother navigation and reduces congestion. Additionally, opening extra cash registers during peak hours helps speed up the checkout process, while mobile POS systems enable employees to assist customers throughout the store, further improving efficiency. These strategies collectively enhance the customer experience by minimizing delays and streamlining operations.

b. Provide an organization chart for each operation, indicating the minimum base crew staff, which represents the lowest staffing level.

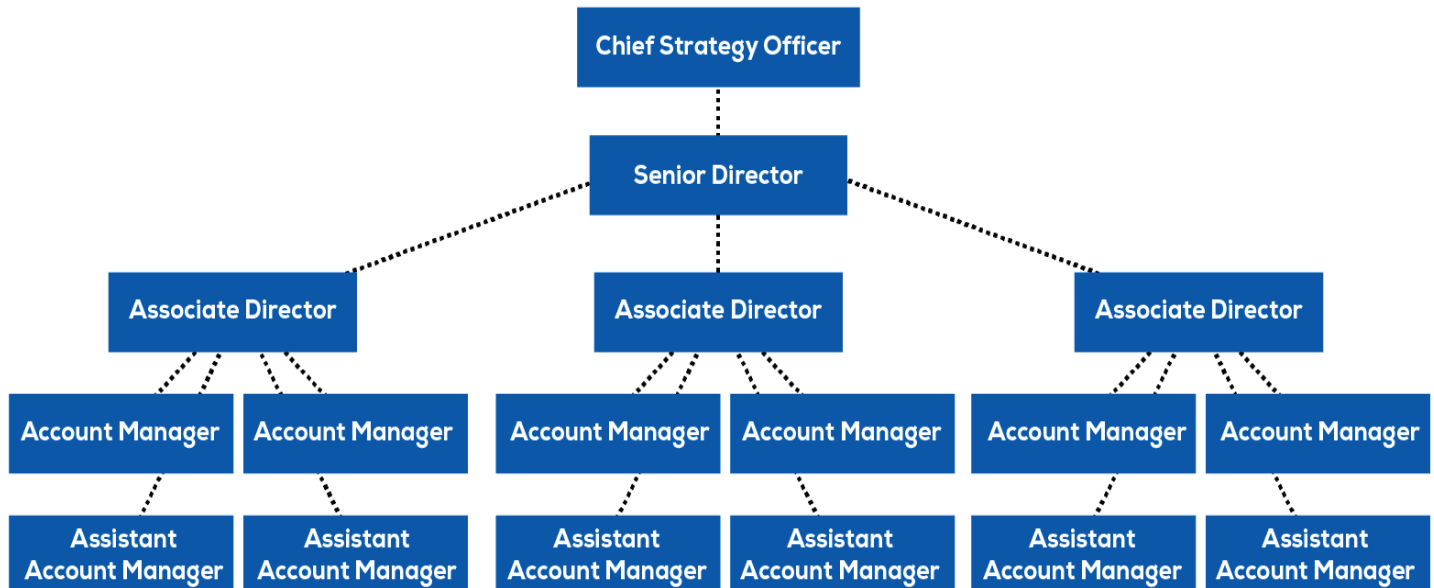
## CAMPUS STORE ORGANIZATION CHART

Please see below for an organizational chart of the campus store staffing structure.



## ONLINE BOOKSTORE ORGANIZATION CHART

Please see below for eCampus's Account Management Team organization chart and reporting structure.



---

c. Detail incentive compensation guidelines for key personnel to motivate performance.

---

eCampus offers a competitive compensation program, including a potential incentive structure and competitive salary ranges.

---

d. Explain how the Firm recognizes and rewards employees for exemplary customer service.

---

One of the most common methods eCampus recognizes and rewards employees for exemplary customer service is an "Employee of the Month" recognition, where outstanding employees are rewarded for their exemplary work over the past month. This is typically coupled with a monetary reward such as gift cards, certificates, or small bonuses to make the acknowledgment further motivate the employee to continue their excellent work.

Additionally, eCampus offers its employees professional development opportunities that serve as a long-term reward, offering employees access to training programs or pathways for career advancement.

---

e. Specify the minimum qualifications required for key staff members.

---

## CAMPUS STORE HIRING POLICIES

Our Campus Store hiring policies are summarized below; however, full policy language is provided within eCampus's Employee handbook.

- › Potential employees must complete a job application to be considered for employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in immediate termination of employment.
- › eCampus is committed to providing equal employment opportunities to otherwise qualified individuals with disabilities, which may include providing reasonable accommodations where appropriate, in accordance with the Americans with Disabilities Act and all other applicable federal, state, and local laws.

## CAMPUS STORE EMPLOYEE QUALIFICATIONS:

- › Bachelor's degree preferred
- › Retail experience preferred
- › Ability to work in a fast-paced environment
- › Ability to work well within a team
- › Ability to work a schedule based upon the business needs – including holidays, nights, and weekends
- › Strong verbal and communication skills
- › Previous campus store or specialty retail experience preferred

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f. All employees of the Firm shall be the Firm's sole responsibility in terms of salary, benefits and taxes.

---

eCampus acknowledges that all eCampus employees shall be eCampus's sole responsibility in terms of salary, benefits and taxes.

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g. All personnel shall be appropriately attired in approved uniform with a visible name tag and University issued ID (UMW EagleOne Card).

i. Describe the staff dress code requirements.

---

eCampus acknowledges that all personnel shall be appropriately attired in approved uniform with a visible name tag and University-issued ID (UMW EagleOne Card). Campus store employees are generally required to adhere to a dress code that aligns with the store's

professional environment and branding. Employees are asked to wear uniforms or branded apparel, such as t-shirts, polos, or button-down shirts featuring the store's logo. In addition to employees wearing their UMW EagleOne Card, this ensures that staff members are easily identifiable and helps maintain a uniform and professional appearance. Clothing such as collared shirts, blouses, khakis, jeans, or slacks are typically acceptable, provided it is clean, well-maintained, and appropriate for interacting with customers. Footwear requirements generally include comfortable, closed-toed shoes to ensure safety and support during long hours of standing. While accessories may be allowed, some stores impose restrictions on large jewelry, hats, or excessive piercings, aiming to maintain a polished look. Additionally, employees are expected to maintain proper grooming standards, including neat hair and minimal makeup, to project a professional image that aligns with the store's brand.

---

h. All personnel shall carry their University issued ID Card (UMW EagleOne Card) at all times while on duty.

---

eCampus acknowledges that all personnel shall carry their University issued ID Card (UMW EagleOne Card) at all times while on duty.

---

i. UMW EagleOne Cards are non-transferable, meaning each employee shall have their own unique identification card.

---

eCampus acknowledges that UMW EagleOne Cards are non-transferable, meaning each employee shall have their own unique identification card.

---

j. The Firm, or their employees, shall pay any fees associated with acquiring or replacing these identification cards. (As of January 2025, the fee is \$20.00 per card. This rate shall be subject to change.)

---

eCampus acknowledges that it shall pay any fees associated with acquiring or replacing these identification cards.

---

k. The Firm shall notify the Contract Administrator by e-mail on the day of any employee beginning or removal from service for this Contract.

---

eCampus agrees to notify the Contract Administrator by e-mail on the day of any employee beginning or removal from service for this Contract.

---

l. The identification card (UMW EagleOne Card), UMW keys and parking decal of the departed employee shall be returned to the Contract Administrator no later than three (3) business days, or pursuant to the UMW Contract Administrator's written direction.

---

eCampus acknowledges that the identification card (UMW EagleOne Card), UMW keys and parking decal of the departed employee shall be returned to the Contract Administrator no later than three (3) business days, or pursuant to the UMW Contract Administrator's written direction.

---

m. Detail training offered to staff, including orientation and customer service.

---

## CAMPUS STORE STAFF TRAINING

eCampus's customer service training program for campus store staff is designed to equip employees with the skills, knowledge and mindset necessary to provide exceptional service to our customers. By investing in their training and development, we ensure that our team is well-equipped to meet the diverse needs of our customers effectively.

## ONBOARDING TRAINING

When new employees join our team, they undergo comprehensive onboarding training that introduces them to the eCampus's mission, values, and customer service expectations within the campus store. This training covers basic policies and procedures, as well as an overview of our products and services.

## PRODUCT KNOWLEDGE TRAINING

In-depth product knowledge is essential for providing effective assistance to customers. Therefore, all staff members receive thorough training on the products we offer, including branded apparel and merchandise, school supplies, and any other items in our inventory. This

training includes information on product features, benefits, and usage tips, enabling staff members to make informed recommendations to customers.

## PROBLEM-SOLVING TECHNIQUES

Dealing with customer issues and resolving problems efficiently is a crucial aspect of customer service. Our training program includes exercises and role-playing scenarios to help staff members develop effective problem-solving techniques. They learn how to identify and address customer concerns promptly while maintaining a positive attitude and finding satisfactory resolutions.

## TECHNOLOGY TRAINING

Staff members receive training on using our point-of-sale systems, online ordering platforms, and other digital tools to ensure that they can effectively assist customers across various channels. This training also covers troubleshooting common technical issues that customers may encounter.

## CONTINUOUS LEARNING AND FEEDBACK

Customer service is an ongoing process, and we encourage continuous learning and improvement among our staff members. Individual development goals are an important part of our overall performance evaluation process. Additionally, we gather feedback from both customers and employees to identify areas for improvement and implement changes as needed.

---

n. The Firm shall pay student employees at or above the Commonwealth of Virginia minimum wage.

---

eCampus agrees to pay student employees at or above the Commonwealth of Virginia minimum wage.

---

o. The University reserves the right to request the reassignment of any employee, including temporary ones, for reasons determined by the University.

---

eCampus acknowledges that the University reserves the right to request the reassignment of any employee, including temporary ones, for reasons determined by the University.

### 3. INTERNSHIPS

---

The University seeks to expand opportunities for its students to have training or paid internships. University requests that the Firm cite and describe any training and/or internship programs that the Firm currently offers or plans to offer over the course of the resulting agreement.

---

## STUDENT AMBASSADOR PROGRAM

eCampus's Student Ambassador Program is an opportunity for students who are passionate about connecting, influencing and achieving to get involved, earn some cash and gain valuable experience for their future success.

### WHO IS AN ECAMPUS AMBASSADOR?

eCampus Student Ambassadors are part of a select group of campus-based advocates who help their classmates and campus communities thrive by ensuring they are prepared for success by having the right course materials at the right price.

As an Ambassador, students gain valuable experience with an industry leader, collaborating with eCampus to drive brand awareness and influence purchasing decisions that will ultimately drive success for all stakeholders. Student Ambassadors also build a resume while building meaningful connections that can open doors for future opportunities.

## F. CUSTOMER SERVICE:

---

1. Provide an in-depth overview of your customer service philosophy, including training programs for staff and any unique service propositions.

---

## CUSTOMER SERVICE STRATEGY

eCampus employs a comprehensive customer service strategy to enhance all aspects of the customer experience, including quality performance and efficient and effective operation. Through continuous improvement, including staff training and adaptation to feedback, we ensure our service remains exceptional. Reviewing customer feedback and industry trends allows us to refine and enhance our offerings. Additionally, we provide excellent and efficient support through multiple channels, knowledgeable staff, and extensive self-service FAQ resources to ensure customers receive the assistance they need.

## CAMPUS STORE CUSTOMER SERVICE

Our approach to providing excellent customer service at the UMW Campus Store revolves around the principles below.

### FRIENDLY & KNOWLEDGEABLE STAFF

Our eCampus staff members are carefully selected and trained to provide friendly, knowledgeable assistance to customers. They undergo comprehensive training on products offered in-store, effective communication, and problem-solving techniques.

### PERSONALIZED ASSISTANCE

Every customer is unique, with individual needs and preferences. Our staff members take the time to listen to each customer's requirements and provide personalized recommendations accordingly. Whether the customer is looking for postage stamps, game day apparel or a gift for their parent, we aim to offer tailored suggestions to meet their needs.

### EFFICIENT SERVICE

eCampus prioritizes efficiency in our campus store operations to ensure customers have a seamless shopping experience. From streamlined checkout processes to fast and accurate order fulfillment, we strive to minimize wait times and maximize convenience for our customers.

### QUALITY PRODUCTS

eCampus is committed to offering high-quality products that meet the needs and expectations of our customers. We curate apparel, merchandise and supplies from brands to ensure that customers can trust the quality of their purchases.

### RESPONSIVE CUSTOMER SUPPORT

Our eCampus customer support team is readily available to provide prompt and helpful assistance, ensuring that customers feel supported and valued.

### COMMUNITY ENGAGEMENT

eCampus actively engages with the University of Mary Washington community to foster a sense of belonging and connection. Through events, promotions, and partnerships with student organizations, we strive to create a welcoming environment where students, faculty, and staff feel appreciated and supported.

## ONLINE BOOKSTORE CUSTOMER SERVICE

The University of Mary Washington will have an experienced customer service team available to answer any student questions and assist with customer online orders. Our customer service

representatives undergo extensive training and are provided a detailed training manual where they are tested on its contents. They are required to review recorded and live phone calls and must demonstrate live situations before being given the opportunity to begin taking calls. Our customer service team's phone calls, live chats, and emails are reviewed and monitored for quality assurance and customer satisfaction.

Our Call Management System provides detailed reports on the number of calls received per day, the average answer time, etc. to ensure the best customer service. Reports are reviewed daily by management to confirm our customers are receiving an exceptional experience.

When students contact customer service, they can be assured the person they are speaking with will be knowledgeable about their account and the institution they attend.

## ONLINE CUSTOMER SUPPORT

Customer service will be available to students via live chat, email and telephone support in both English and Spanish. Also, customer service contact information will be displayed on the Online Bookstore and printed on all marketing materials.

We're dedicated to a customer-centered business model and offer multiple support channels to meet student needs.



### LIVE CHAT

Students can receive assistance throughout the ordering process by clicking on the "Live Chat" button in their Online Bookstore to speak with a customer service representative. Customer service representatives will be available to answer any questions and assist with student orders.



### EMAIL COMMUNICATION

All email communications dispersed among students will include the customer service email address.



### TELEPHONE SUPPORT

Students can call and speak directly to a live eCampus customer service representative. eCampus answers most calls in less than a minute. If the caller is on hold for more than 60 seconds, we offer the option for an automatic callback if the student prefers not to wait. Their place in the queue is saved and the call is returned in the order it was received.



## HELP DESK

When students are logged into their eCampus account, they can access the “Help Desk” by clicking “Help” on the Online Bookstore menu. Here, they will find information regarding how to place an order, rent textbooks, sell books, access eBooks, order from our Marketplace, etc. The Help Desk contains useful information collected by our customer service department based on frequently asked questions.

---

2. Explain the methods you will use to evaluate and ensure customer service excellence.

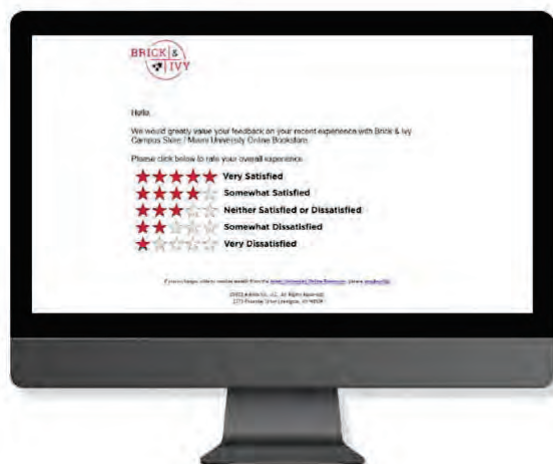
---

## CUSTOMER FEEDBACK

eCampus obtains feedback from students to evaluate their online bookstore and campus store shopping experience. Online and in-store customers are randomly selected and sent emails or asked at checkout to participate in a survey regarding their shopping experience after placing an order via the online bookstore or in-store shopping. We use these surveys to obtain valuable feedback from students about the ease of ordering, customer service, and what we can do to improve our website and customer experience. While the survey is optional, we typically offer an in-store credit incentive for completing the survey. eCampus will collaborate with the University of Mary Washington to develop survey content that uncovers key feedback to help inform future decisions and continuously improve our customer experience.





As customer feedback is obtained, feedback is reviewed and evaluated. An action plan is developed if operational enhancements are in order. eCampus will ensure that all stakeholders receive updates regarding any improvements or enhancements as a result of the surveys.

Please see below and on the next page for survey results from students at one of our partner institutions.



### Post-Order Survey Sent 1/25/22–2/11/22

#### Metrics:

-  4,383 sends
-  100% Delivery Rate
-  67.1% Open Rate
-  4.0% Click Rate



**SMS survey upon completion of package pickup in Brick & Ivy Campus Store**



**5,399 SMS Messages**  
1/21 - 2/4



**1 to 5 Star Rating**  
**99% Gave a 4 or 5 Star Rating**



---

3. Detail how you plan to engage with campus stakeholders to understand and meet their needs, ensuring a feedback loop for continuous improvement.

---

## **FACULTY AND STAFF FEEDBACK**

eCampus conducts audits at the end of each semester. During the semester audit, the University of Mary Washington and eCampus representatives will review previous feedback and action plan results and obtain new faculty and staff feedback to develop any action items needed for continual improvement. Faculty and staff are also encouraged to provide feedback anytime during the partnership by contacting the University of Mary Washington dedicated account management team.

---

4. Describe customer service capabilities and contact methods for students, faculty, and staff.

---

Please see page 23 to view eCampus's Customer Service capabilities and contact methods.

---

5. Include information on digital platforms for order management (in and out of store) and how these platforms enhance the customer experience. Discuss the ability for students to manage their orders online (upgrade, edit, cancel).

---

## ONLINE BOOKSTORE

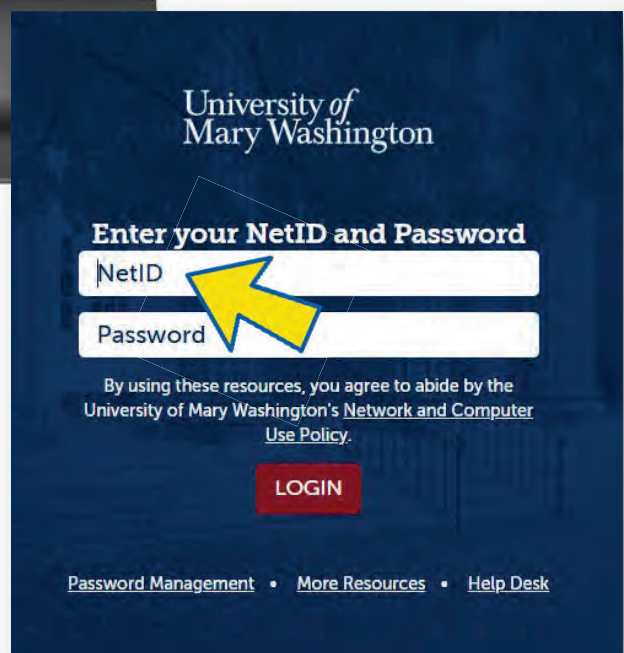
eCampus will provide an innovative, full-service Online Bookstore for University of Mary Washington students to seamlessly purchase or rent all required course materials, supplies, apparel and merchandise in one convenient location. Our eCommerce solution offers a secure website with multiple shipping and payment options. The University of Mary Washington Online Bookstore will be equipped with customized integrated features to simplify the student's job of acquiring course materials. eCampus will create a direct link to the Online Bookstore located on the University of Mary Washington website where students may shop by course for their required materials and then proceed through the checkout process.

We will also provide students the ability to directly access all their course materials by simply clicking a link next to the course they are registering for within Banner. Additionally, eCampus offers Registration Integration within Banner for a more streamlined, modern approach to purchasing their course materials. With this model, we will automate the textbook ordering process for students by linking all the courses in which the student has registered. When students register for courses, they can instantly purchase or rent all the required or optional course materials immediately following course registration with a click of a button. Students can log in to their course registration page within Banner at any time during the semester to access their course materials link which will take them directly to a list of their required materials.

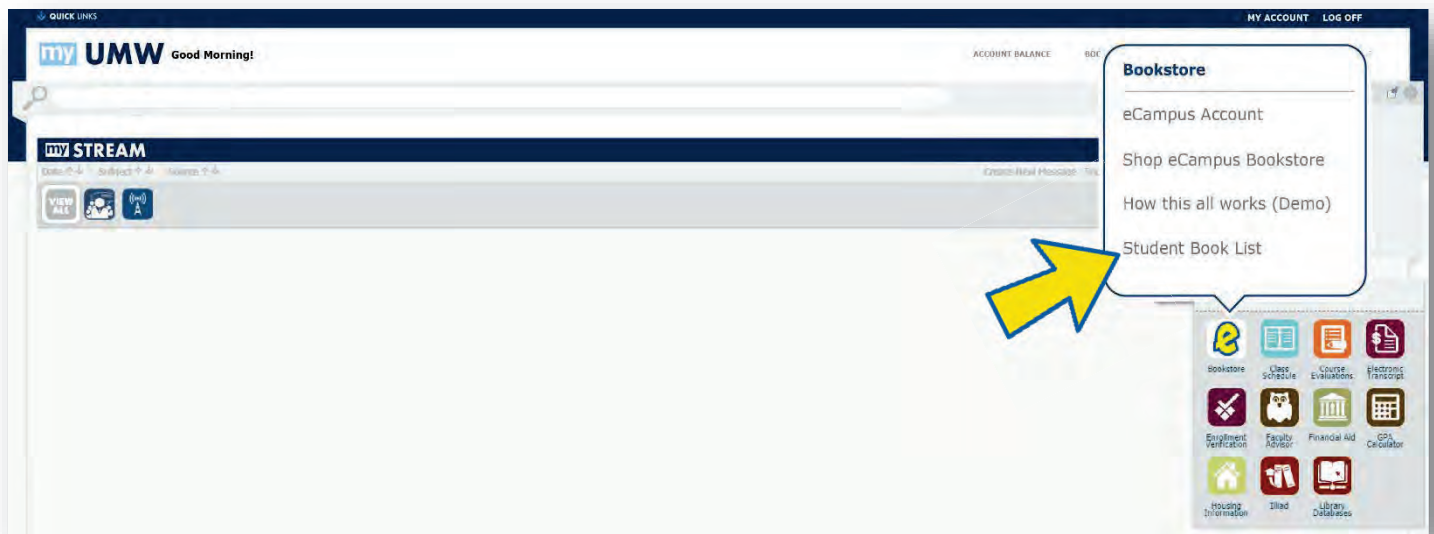
We have provided a step-by-step process on the following pages, displaying our Shop-by-Schedule (Registration Integration) and our Shop-By-Course models.

# SHOP-BY-SCHEDULE

Step 1: Students log in to the University of Mary Washington's student portal.




Step 2: Following registration, students will be able to click on the available link "Student Book List" to view a list of the required/optional materials for their specific courses.



Step 3: Students review their required materials and choose their format to purchase/rent.


**CHEM 104 402 46495 Spring 2021**

**REQUIRED**


 **ORGANIC CHEMISTRY**  
**GENERAL CHEMISTRY: THE ESSENTIAL CONCEPTS**  
CHANG, RAYMOND; GOLDSBY, KENNETH

ISBN13: 9780073402758  
EDITION: 7TH  
FORMAT: HARDCOVER  
PUBLISHER: McGraw-Hill Education  
COPYRIGHT: 1/7/2013


This item qualifies for Free Shipping!  
 We Buy This Book Back!  
 Complimentary 7-Day eTextbook Access


**RENT BOOK**   
In Stock

Semester Due back 5/28/2021 **\$16.99**  
 Quarter Due back 3/26/2021 **\$16.14**

**BUY USED**   
In Stock **\$116.28**


**BUY NEW**  
In Stock **\$153.43**

**RENT DIGITAL EBOOK**   
 Online: 180 Days Downloadable: 180 Days **\$47.50**  
 Online: 365 Days Downloadable: 365 Days **\$62.50**  
 Online: 365 Days Downloadable: Lifetime Access **\$72.50**

**MARKETPLACE OPTIONS**   
Prices starting at \$36.38

---

**REQUIRED**

 **SAFETY GOGGLES ASSORTED COLOR (SINGLE ITEM FOR #: 646704A)**  
CAROLINA BIOLOGICAL SUPPLY CO.

ISBN13: 9788888896922  
EDITION: SUPPLIES  
FORMAT: SUPPLIES  
PUBLISHER: CAROLINA BIOLOGICAL SUPPLY COMPANY,  
COPYRIGHT: 1/1/2012

This item qualifies for Free Shipping!


**BUY NEW**  
In Stock **\$10.93**

**\* THIS ITEM MUST BE PURCHASED NEW**

---

**MATH 105 201 45806 Spring 2021**

**REQUIRED**

 **ACCESS CODE ONLY**

**ALGEBRA: FORM AND FUNCTION, SECOND EDITION WILEYPLUS NEXT GEN STUDENT PACKAGE 1 SEMESTER**  
MCCALLUM

ISBN13: 9781119765752  
EDITION: 2ND  
FORMAT: ACCESS CODE  
PUBLISHER: Wiley  
COPYRIGHT: 1/1/2020

This item qualifies for Free Shipping!

**BUY NEW**  
Will be added to Digital Bookshelf within 1-2 hours. **\$82.62**

**\* THIS ITEM MUST BE PURCHASED NEW**

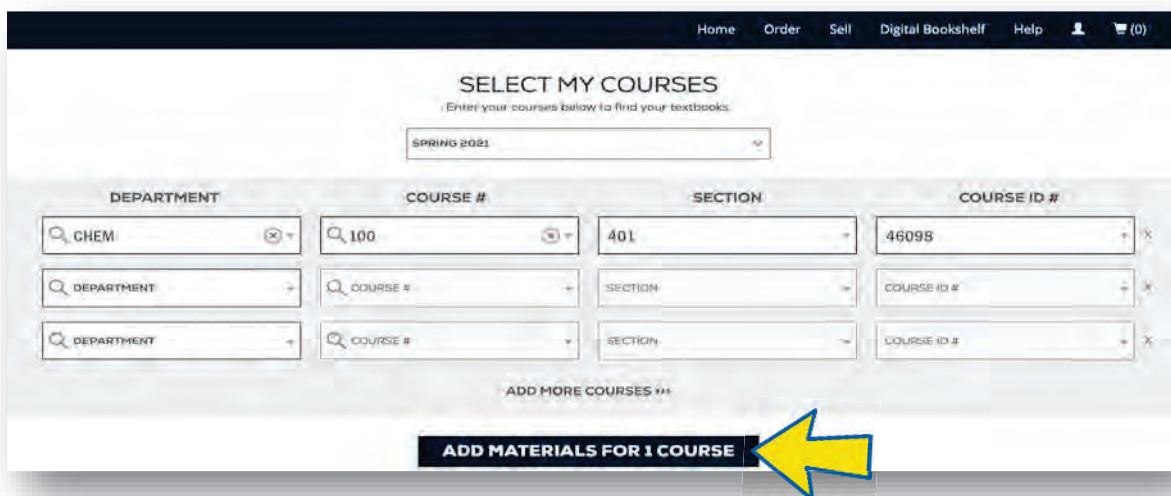
Following the student's selection of courses, they will proceed to steps 4-5 on pages 33-34.

## SHOP-BY-COURSE MODEL

Step 1: Students visit UMW.eCampus.com to shop on the University of Mary Washington's branded online bookstore.



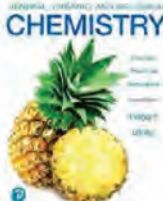
Step 2: Students shop by campus and/or semester and choose their specific course and/or section. Shopping design setup is customized based on the University of Mary Washington's needs.



Step 3: Students choose the format they would like to purchase/rent.

**CHEM 100 401 46098 Spring 2021**

**Required**



**General, Organic, and Biological Chemistry**  
by Frost, Laura D.; Deal, S. Todd

Edition: 4th  
ISBN13: 9780134988696  
ISBN10: 0134988698  
Format: Paperback  
Pub. Date: 2019-01-04  
Publisher(s): Pearson

[Write a Review](#)

[Other versions by this Author](#)

Complimentary 7-Day eTextbook Access - [Read more](#)  
eCampus.com Device Compatibility Matrix

**RENT BOOK**  In Stock

Format	Due back	Current Price
<input checked="" type="radio"/> Semester	Due back 5/28/2021	\$25.35
<input type="radio"/> Quarter	Due back 3/26/2021	\$24.08
<input type="checkbox"/> BUY USED	In Stock	\$104.28
<input type="checkbox"/> BUY NEW	In Stock	\$236.01
<input type="checkbox"/> RENT DIGITAL EBOOK		
<input type="radio"/> Online: 120 Days	Downloadable: 120 Days	\$73.03
<input checked="" type="radio"/> Online: 180 Days	Downloadable: 180 Days	\$82.99
<input type="radio"/> Online: 365 Days	Downloadable: 365 Days	\$145.99
<input type="radio"/> Online: 365 Days	Downloadable: Lifetime Access	\$208.99

**We guarantee to buy this book back for at least \$52.00**

[Buy from our Marketplace starting at \\$52.25](#)

Step 4: Students proceed through checkout and input their shipping address or ship to the UMW Campus Store.

Home Order Digital Bookshelf Sell Books Apparel Help Sign Out Barry Kern (1) Search

### SECURE CHECKOUT

**1. Shipping Address**

Shipping Previous Address  
-- Select to Use Previous Address --

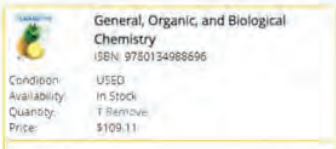
**Ship to Campus Store**  
*\* required fields*

Full Name \*  
Address Line 1 \*  
Address Line 2  
City \*  
State/Province \* -- Select a State --  
Zip/Postal Code \*  
Country \* United States of America  
Phone Number \*

[Continue](#)

**2. Shipping Method**  
**3. Payment Method**  
**4. Review**

**CART**



Condition: USED  
Availability: In Stock  
Quantity: 1 Remove  
Price: \$109.11

Items in Cart:	1
Subtotal:	\$109.11
Sales Tax:	\$7.64
Shipping:	FREE!
In-Store Credit:	(-\$116.75)
<b>Total:</b>	<b>\$0.00</b>

Step 5: Students choose their payment method.

**SECURE CHECKOUT**

- Shipping Address Edit
- Shipping Method Edit
- Payment Method

Select available credit(s) to apply to your order:

	Available	Applied
<input checked="" type="checkbox"/> In-Store Credit	\$200.00	116.75

Pay with Credit Card

Learn More

Continue

You will still have a chance to review your order.

**4. Review**

**CART**

**General, Organic, and Biological Chemistry**  
ISBN: 9780134988696

Condition: USED  
Availability: In Stock  
Quantity: 1 Remove  
Price: \$109.11

Items in Cart:	1
Subtotal:	\$109.11
Sales Tax:	\$7.64
Shipping:	FREE!
In-Store Credit:	(-\$116.75)
<b>Total:</b>	<b>\$0.00</b>

Have A Promo Code?  
  
Apply

Step 6: Students receive order and shipment confirmation emails and texts.



**Thanks For Your Order!**

**Online Bookstore** 6:00 PM (0 minutes ago)

**Hello,**  
We are now processing your order (Order #).  
You may check updated order status by logging into your [Online Bookstore Account](#).

**Details of your order:**  
Order Number: 5678543  
Order Date: 12/30/2021

**Shipping Address:**  
Daniel Ayers  
3498 Sunshine Court  
Orlando, FL 45963

Item	Qty	Price
<b>General, Organic, and Biological Chemistry</b> by Frost, Laura D.; Deal, S. Todd Edition: 4th ISBN13: 9780134988696 Format: Paperback Pub. Date: 01/04/2019	1	\$104.38

Subtotal:	\$104.38
Sales Tax:	\$0.00
Shipping:	\$0.00
Discount:	\$0.00
Financial Aid:	\$104.38
<b>TOTAL:</b>	<b>\$0.00</b>

\*Charged on your bank statement for this order will list **Book Company** as the merchant.

**Customer Service - How Can We Help?**

Please log in to your [Online Bookstore Account](#) for information about your orders, credits, returns, rentals, account preferences and more - 24/7. Our Help Desk is also on the Online Bookstore website.

You may also contact our Online Bookstore Customer Service department by email at [bookstore@campus.com](mailto:bookstore@campus.com) or by phone at 1-877-284-6744, Monday-Friday, 9:00am-5:00pm EST.

## G. ASSESSMENT:

---

1. Detail your main approach to conducting customer surveys, including the methods, frequency, tools, and instruments you'll use to gauge customer preferences and satisfaction levels.

---

Please see page 23 to view eCampus's Customer Service Feedback initiative.

---

2. Firm shall commit to sharing survey results and other relevant performance metrics with UMW Business Services.

---

eCampus agrees to share survey results and other relevant performance metrics with UMW Business Services.

---

3. Describe your formal procedure for addressing complaints, emphasizing how you respond to negative feedback.

---

eCampus's formal procedure for addressing complaints begins with promptly acknowledging the issue. When a complaint is received through one of our customer support channels, eCampus confirms receipt as soon as possible and provides a clear timeline for resolution. eCampus's customer service representative reviews the specifics of the complaint, such as missing, incorrect or damaged materials, and gathers relevant information from the customer. Reviewing all available information ensures that eCampus fully understands the issue before proposing a solution. Depending on the situation, the resolution may involve replacing materials, offering refunds or providing alternative resources to meet the customer's needs. Throughout the process, we maintain transparent communication to keep the customer informed and demonstrate our commitment to resolving the issue quickly.

In response to negative feedback, we take a proactive and constructive approach. eCampus analyzes feedback to identify recurring issues and implements corrective actions to prevent future occurrences. Each instance of negative feedback is treated as an opportunity to improve our services and materials. We reach out to the dissatisfied customer to express our appreciation for their input and outline the steps we've taken to address their concerns. By

showing genuine concern and a willingness to improve, we aim to restore customer trust and strengthen the overall experience for all University of Mary Washington customers.

---

4. Outline the specific steps your firm will take to address and resolve any performance issues that may arise during the contract term.

---

To address and resolve any performance issues during the contract term, eCampus follows a structured approach to ensure swift and effective resolution. First, we monitor real-time performance metrics and address immediate issues as they arise, providing clear communication to stakeholders. We conduct semester audits to gather comprehensive feedback from students, faculty, and staff, identifying pain points or inefficiencies in the operations at the University of Mary Washington. This feedback is analyzed to develop a targeted action plan that includes both short-term fixes and strategies for long-term improvements. The plan is reviewed collaboratively with key University of Mary Washington stakeholders, ensuring alignment with institutional goals. Once approved, the action plan is implemented with regular progress updates shared to demonstrate accountability and transparency. Continuous monitoring and follow-up ensure that solutions remain effective and sustainable throughout the contract term.

## **H. COURSE MATERIALS:**

### ***1. GENERAL***

---

a. Elaborate on your comprehensive course material services, emphasizing new, used, and rental physical and digital offerings, and including but not limited to laboratory and art supplies.

---

## **TEXTBOOK FORMAT AVAILABILITY**

eCampus commits to having all required textbooks in stock and available to the course enrollment prior to students ordering from the University of Mary Washington Online Bookstore.

## **NEW TEXTBOOKS**

eCampus purchases new inventory through our direct relationships with all major higher education textbook publishers, as well as relationships with over 1,500+ secondary and tertiary publishers nationwide.

## USED TEXTBOOKS

eCampus has one of the largest selections of used textbooks and has many different wholesalers and distributors who supply eCampus with used books. One of our best sources of used books is our nationwide online buyback program through which we buy books every day of the year.

## RENTAL TEXTBOOKS

eCampus has operated an in-house textbook rental program since 2010. Our vast in-house rental inventory offers the highest percentage of available rentals of any provider in our industry. Since we own the inventory, we can offer industry-best pricing. Managing our own rental program ensures students can take advantage of rented textbooks that are in stock and ready for shipment. On average, 95% of eCampus's partners' adopted textbooks are available to rent if it is a rentable title.

## DIGITAL TEXTBOOKS & COURSEWARE

eCampus offers an eTextbook platform, providing students access to the largest selection of digital content. With regards to digital course materials, we offer all the following:

- › Digital Textbooks
- › Online Courseware
- › Digital Access Cards & Codes
- › Printed Access Cards
- › Inclusive Access Courses
- › Open Educational Resources (OER)

## ECAMPUS MARKETPLACE

In addition to new, used, rental and digital course materials, we offer students a fifth option to compare and purchase textbooks from our eCampus Marketplace. We have a very robust Marketplace that has built a successful reputation with sellers for over 18 years. Our eCampus Marketplace has over 90,000 current marketplace sellers listing over 20 million textbooks. We feature 50 of the top internet book distributors who provide our eCampus Marketplace daily bulk file feeds. Our Marketplace allows third-party sellers to price textbooks competitively. Students can save from 5% to 95% when purchasing from the eCampus Marketplace.

eCampus is also integrated with Amazon to allow all sellers on Amazon to be displayed on our eCampus Marketplace. Because eCampus does not outsource our marketplace, students can use their financial aid on marketplace purchases all in one single transaction on the Online Bookstore.

## GENERAL READING

eCampus offers over 12 million titles of general reading materials that are current, relative and supportive of the curriculum and interests of University of Mary Washington.

## SUPPLIES, BUNDLES & KITS FOR COURSES

eCampus is a one-stop shop for anything required for a course, textbook or non-textbook-related items. We partner with suppliers to have in stock any required supplies requested by faculty outside of traditional textbooks. This list includes safety equipment, medical supplies, uniforms, nursing bundles, goggles, calculators, kits, art supplies, etc. We ask faculty to submit requests for required course supplies along with the initial adoption list to obtain required supplies prior to the semester start date.

### *2. DESCRIBE ANY OTHER STUDENT AND FACULTY ACADEMIC MATERIALS AND SERVICES YOU OFFER.*

---

a. Discuss your approach to custom publishing and course packs.

---

## CUSTOM COURSE PACKS

eCampus will handle custom-created materials and course packs for faculty. University of Mary Washington faculty will provide eCampus with all materials they would like included in their custom-created material. The University of Mary Washington's account management team will obtain copyright clearance with content providers to create high-quality print and digital copies.

All custom course packs will be available for purchase via the Online Bookstore. If provided as a digital copy, students will be able to download the digital materials through our eCampus eReader.

---

b. Describe how you will support the University's compliance requirement with the Higher Education Opportunity Act (HEOA) of 2008 Section 133; specifically explain your role in tracking and reporting these requirements on behalf of the University.

---

## HEOA COMPLIANCE

eCampus is HEOA compliant and follows HEOA textbook provisions to ensure students have full transparency to adopted textbook information. Additionally, our online adoption tool ensures an

accurate and timely collection of textbook details, including ISBNs, pricing, and availability, which are integrated with Banner to meet disclosure requirements. This ensures that the University of Mary Washington consistently meets its obligations under HEOA while enhancing the accessibility and affordability of course materials for students.

---

c. How will you integrate registration of the semester with course materials purchases?

---

Please refer to page 28 to view how eCampus integrates student registration with our Shop-By-Schedule model via the University of Mary Washington Online Bookstore.

---

d. How do faculty register course materials adoptions for their classes?

i. Confirm that the list of adopted materials will be provided to UMW Simpson Library staff for each semester and summer term.

---

## TEXTBOOK ADOPTION TOOL

eCampus provides faculty and staff with our exclusive Faculty Administration Support Tool (FAST), where faculty can research an extensive textbook repository,



including OER materials, and view detailed information about each textbook. Faculty and administration will have full search capabilities via our robust database to search for course materials by title, author, price, format, publisher, discipline and more. Faculty can also view previous course adoption selections and order history.

FAST features include visual dashboards, robust reporting features with expanded drill-down functionality, and analytics and visualizations to inform adoption decisions. Our exclusive FAST platform will make researching and adopting course materials easy and simple. FAST also allows the University of Mary Washington to control adoption list submittal, course pack creation, financial aid management, storefront display design, custom reporting capabilities and more.

On the next page are videos of FAST dashboards that streamline information access. Instructors have tools to research titles, request desk copies, investigate accessibility, identify custom materials, and select desired purchasing options all from a single, intuitive page.

## DASHBOARD

Please [click here](#) or scan the QR code to the right to see an overview of our FAST Dashboard, which will provide faculty and administration a bird's eye view into the adoption status at your institution.



## FACULTY ADOPTIONS

Please [click here](#) or scan the QR code to the right to see an overview of how an individual professor or administrator would find and submit course material adoptions within FAST. Once the textbook adoption list is finalized, eCampus will share the list of adopted materials with the UMW Simpson Library staff for each semester and summer term.



## STUDENT ORDER SEARCH

Please [click here](#) or scan the QR code to the right to see an overview of our student search functionality within FAST, which will provide a quick walkthrough of how FAST Campus Administrators can look up student order information to review order dates, order contents, and shipment tracking information.



## EARLY ALERT MONITORING SYSTEM

Faculty have the ability to utilize our FAST Early Alert Monitoring System (EAMS) dashboard to provide important insights and student analytics. Analytic breakdowns within a course can detail students at risk of not having course materials, as well as student purchasing patterns, behaviors and more.

---

e. How many publishers do you distribute and manage electronic code delivery for: McGraw, Cengage, Pearson, Elsevier, Wiley, Others?

---

eCampus has direct relationships with all major higher education textbook publishers, such as Pearson, McGraw-Hill, Elsevier, Cengage and Wiley as well as relationships with over 1,500+ secondary and tertiary publishers nationwide.

---

f. Describe your firm's sources and distribution methods for new, used and digital materials.

---

Please see page 36 to view eCampus's Textbook Format Availability to view eCampus's sources and distribution methods for new, used and digital materials.

### **3. PRICING**

*a. Explain your strategies for reducing financial burdens associated with course materials costs, such as rental programs, used books, digital materials, and OER.*

---

i. Detail your comprehensive pricing strategy for new, used, rental, and digital course materials/course materials, ensuring a diverse range of affordable options for students.

---

## **COMPETITIVE TEXTBOOK PRICING**

Based on the course material commission rate selected by University of Mary Washington, eCampus can provide students with competitive internet dynamic textbook pricing to reduce the cost and increase the affordability of textbooks and course materials to students. Through this model, eCampus monitors the internet using sophisticated scraping bots to identify competitors' prices for required textbooks. Based on that data, we adjust our pricing ensuring your students have access to competitive prices.

Our competitive internet textbook pricing fluctuates based on the supply and demand of the textbooks. Students typically will pay less for new, used and rental, but will receive the most significant cost reductions on used and rental textbooks. University of Mary Washington can recapture textbook sales that have been lost to internet retailers by offering students competitive textbook pricing.

---

ii. Explain how your pricing model aligns with the University's mission to minimize the financial burden of course materials on students, highlighting any innovative approaches to cost reduction or pricing caps to ensure affordability.

---

## PRICE MATCH GUARANTEE

eCampus offers a price match guarantee on textbooks to University of Mary Washington students. While many vendors offer a price match guarantee, our eCampus Price Match Guarantee is unique in two ways. First, it is based on dynamic pricing, not fixed or standard pricing. Second, we price match on more than just new and used textbooks, we also price match on rental textbooks.



eCampus's Price Match Guarantee will price match Amazon.com, B&N.com, Chegg, and local brick-and-mortar competitors. Upon validation of the price match policy, eCampus will refund the student the difference in price paid and the competitor price offered in the form of in-store credit to be used on the University of Mary Washington's Online Bookstore.

---

iii. Describe if your platform supports dynamic pricing and allows students to compare course materials prices across multiple vendors within a single interface, including information on the range of competitors' prices displayed. Confirm length of time within each semester and term that dynamic pricing is available for student use.

---

Please see page 41 to view eCampus's competitive dynamic textbook pricing for students. Dynamic pricing is available for student use during the life of the contract based on the course materials commission selected by University of Mary Washington.

Please see page 37 to view eCampus's Marketplace, where students can compare textbook prices across multiple vendors with a single interface.

---

iv. Clarify the scope and criteria of your price match policy (if applicable), detailing any restrictions or conditions that apply, ensuring transparency in how students can benefit.

---

Please see page 42 to view eCampus's Price Match Guarantee.

## PRICE MATCH EXCLUSIONS

eCampus will price match a new, used or rental textbook within 7 days of purchase from the University of Mary Washington Online Bookstore. The price match must be submitted against eligible websites. Claims can only be submitted for in-stock textbook purchases.

- › Price match program excludes peer-to-peer marketplace purchases.
- › Price match program excludes publisher specific rental programs and items delivered electronically to the digital bookshelf.
- › Price match program excludes Amazon's Warehouse Deals, fulfilled by Amazon, Lightning Deals, Deals of the Day, "Amazon Deals", aggregator sites, digital materials, and publisher-direct prices.
- › Price Match program excludes out-of-stock items.

---

v. Discuss any available bundling packages that combine course materials at a reduced cost, outlining how these packages are developed and customized for specific courses or programs.

---

We offer flexible bundling packages that combine course materials at a reduced cost to meet the unique needs of specific courses or programs. These bundles typically include textbooks, digital resources, lab manuals, and supplementary materials curated in collaboration with faculty to align with the course syllabus.

---

vi. Share experiences of past collaborations with academic libraries or other institutions on initiatives aimed at reducing course materials costs, such as course materials reserve programs or the adoption of open educational resources (OER) and/or low-cost materials, including outcomes and impacts of these efforts. Confirm that OER and/or low-cost materials shall be available for adoption and visible to students when materials are adopted.

---

## TEXTBOOK RESERVATION PROGRAM

eCampus offers a textbook reservation program where University of Mary Washington students can reserve their books ahead of time with a credit card. This is a convenient way for students to have their materials waiting for them when they arrive on campus. Furthermore, students can select their format preference of new, used, rental, or digital to maximize their course material savings.

## OPEN EDUCATION RESOURCES (OER)

eCampus supports faculty use of open educational resources. eCampus provides access to an extensive list of OER resources and OER courseware through our adoption tool, including some of the most popular repositories like OER Commons, OpenStax, and more. eCampus can also integrate any of the University of Mary Washington's OER library subscription services into our adoption tool, if applicable.

Additionally, within our Faculty Administration Support Tool (FAST), faculty can have their adopted OER resources available for download alongside their course for students to access. We also offer print options with OpenStax.

### *4. ORDERING, BUYBACK, SHIPPING, DELIVERY*

---

a. Outline your comprehensive buyback policy or program for purchasing used books from students, detailing the process, any associated costs, and pricing methodology for buyback materials to ensure transparency and fairness.

---

## BOOK BUYBACK PROGRAM

Book buybacks will be conducted at the end of each semester for University of Mary Washington students. eCampus will pay premium pricing up to 50% of the selling price on readopted textbooks being used the next term and national guide value on any textbook that is not readopted and has a guide value. To ensure University of Mary Washington students are prepared to take advantage of this buyback opportunity, we begin marketing the buyback events several weeks prior with traditional and social media marketing.

### ONSITE BOOK BUYBACKS

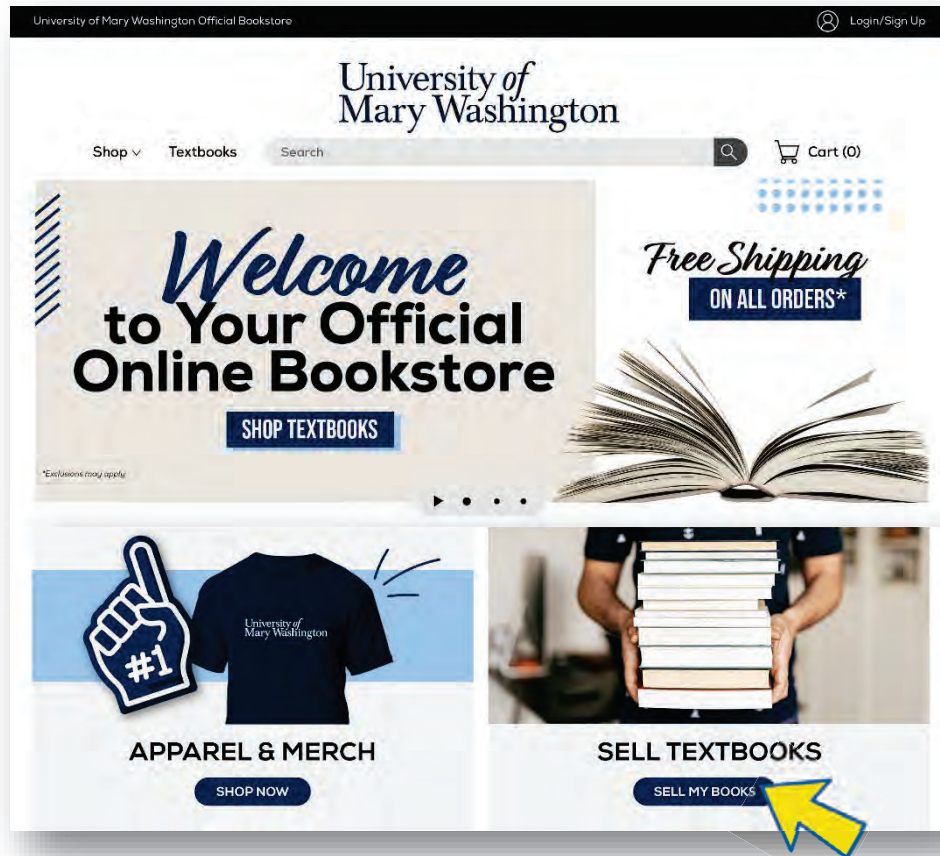
eCampus will conduct onsite buybacks within the UMW Campus Store using our book buyback and rental return software. We will pay cash and accept rental returns during the onsite book buybacks.

### ONLINE BOOK BUYBACKS

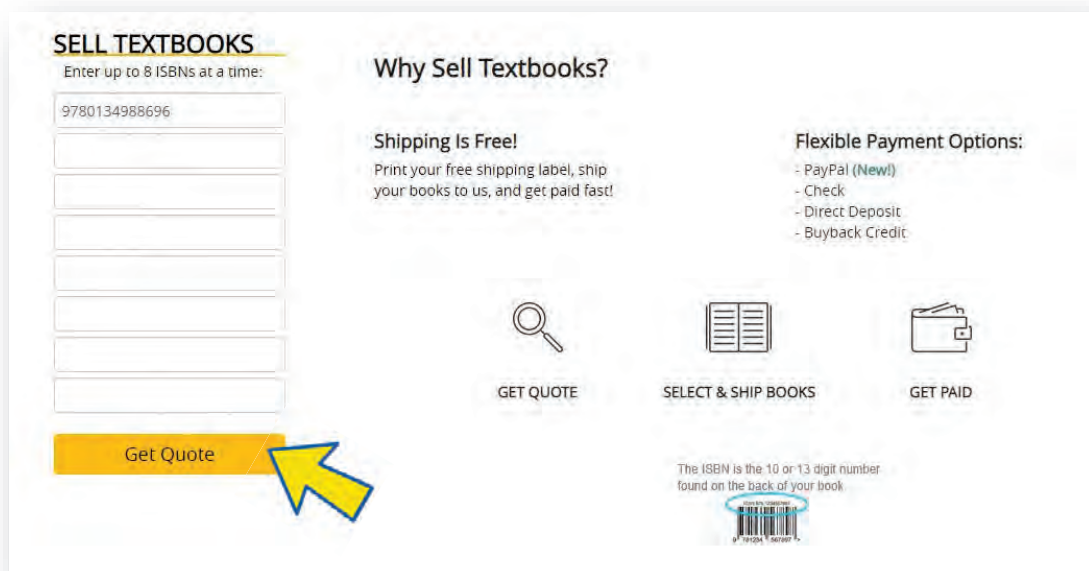
eCampus offers online book buybacks year-round. When students sell back their books online, students click on the "Sell My Books" icon on the Online Bookstore homepage. Students enter their textbook information for an instant quote. Students may choose to receive their payment as a direct deposit or check. Students may also choose in-store credit and receive an additional incentive over the original buyback price. Once students confirm the textbooks they wish to sell,

they will be able to print either a free USPS or UPS shipping label. The following screenshots on the next couple of pages outline our online buyback process:

Click on "Sell Textbooks" on the Online Bookstore



Enter an ISBN and Get a Quote



## Review Price and Sell Your Book

**SELL TEXTBOOKS**  
Enter up to 8 ISBNs below:

**Your Quote**  
You qualify for a Buyback Credit Bonus!

**General, Organic, and Biological Chemistry**  
Author(s): Frost, Laura D.; Deal, S. Todd  
Edition: 4th  
ISBN: 9780134988696

**Buyback Credit: \$80.72**  
Check / Direct Deposit: \$76.88  
PayPal: \$76.88

**Sell This Book**

Sell This Book

**Sell This Book**

Get Quote

## GUARANTEED BOOK BUYBACKS

eCampus also provides a guaranteed book buyback price for students displayed on selected titles at the time of checkout. eCampus's book buyback policies are as follows:

- › At the beginning of each semester, eCampus will establish a guaranteed book buyback price for selected titles. The price will be no less than 50% of the used selling price and will be displayed at the time of purchase.
- › The guaranteed book buyback price will be offered from one week prior until two weeks after the end of the semester to those students who purchased through the Online Bookstore.

---

b. Describe the available offline ordering options for students, ensuring accessibility for all, regardless of their internet access.

---

## OFFLINE ORDERING OPTIONS

### UMW BRANDED IPAD KIOSK

eCampus will provide University of Mary Washington with a branded iPad kiosk to be placed within the UMW Campus Store. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.

## CUSTOMER SERVICE

University of Mary Washington students can call eCampus's customer service representatives to place course material orders over the phone.

---

c. Explain how your service adapts to meet the needs of both campus-based and remote students, highlighting any specific strategies to ensure equitable access to materials.

---

## **DISTANCE LEARNING**

As an online bookstore, we are web-based and hosted online so our solution is available to anyone, anywhere, at any time via computer or mobile device. We work with many partners who offer e-learning and distance-learning classes.

---

d. Detail protocols for communicating with students, faculty, and staff instances of order delays, emphasizing timely and clear communication channels to manage expectations effectively.

---

Students receive tracking updates via email after an order is placed via the online bookstore. If an order is delayed, students can often obtain complimentary 7-Day eTextbook access from most publishers to view their material while they wait for their physical course materials to arrive.

---

e. Describe the on-campus pickup options for online orders, providing convenience and flexibility for students to receive their materials.

---

## **COURSE MATERIALS SERVICE CENTER**

eCampus will operate a course material service center within the UMW Campus Store. Students can conveniently pick up their online orders year-round and return their rentals or sell back their print course materials at the end of each semester. eCampus will utilize our exclusive Ship2Store Software to streamline the delivery and pickup process for students' online bookstore orders within the UMW Campus Store.

When the UMW Campus Store receives students' orders, eCampus staff will scan packages with our Ship2Store Software and assign to a designated shelf space.



Once the package is scanned, students will be notified by an instant text or email that their order is ready for pick up. Students will show the eCampus staff their barcode, which will detail exactly where the students' order is on the shelf. eCampus staff retrieves the students' order and the student then signs for their package.



---

f. Provide a detailed account of your delivery process for online orders, including any associated costs.

---

## SHIPPING

eCampus offers students free shipping on their course materials, apparel, merchandise and supplies purchased from the University of Mary Washington's Online Bookstore and Spirit Shop. Students will receive the following:

### SHIP-TO-CAMPUS

- › **FREE 2-Day Shipping** to the UMW Campus Store on all orders shipped and sold by eCampus **year-round**, excluding marketplace and oversized items.

### SHIP-TO-HOME

- › **FREE Standard Shipping** to the students' home on all orders over \$59 shipped and sold by eCampus **year-round**, excluding marketplace and oversized items.

---

g. Explain your approach to delivering digital/electronic course materials, including integration with Canvas (UMW's LMS), to enhance the learning experience through seamless access to resources.

i. Confirm whether you offer Canvas integration, streamlining the process for students and faculty to access materials directly through the learning management system.

---

eCampus leverages technology to deliver innovative digital course materials and courseware to increase affordability for University of Mary Washington students. When a student purchases a digital textbook or courseware, they can instantly access the eTextbook through the eCampus eReader within their eCampus Online Bookstore account. Digital course materials, learning tools and resources can be accessed through the eCampus eReader on all mobile devices and operating systems, including smartphones, tablets, computers, iOS, Android, etc. There are no limits to the number of devices used when viewing the eTextbook online. Additionally, eCampus can integrate its eReader within Banner to simplify students' accessibility to their digital course materials.

eCampus also leverages today's leading Learning Tools Interoperability (LTI) to deliver Inclusive Access materials and digital courseware directly to Canvas.

## 5. FACULTY ADOPTION

---

a. Outline your procedure to guarantee that all course materials—whether required, recommended, or suggested—are accessible on time and in adequate quantities. Highlight how your system tracks and manages inventory to meet the course needs each semester.

---

### TEXTBOOK ADOPTION PROCESS

eCampus has a seamless and customizable solution for collecting course material and supply adoptions from faculty. Our process ensures inventory will be available and in stock to the course enrollment of all required course materials in new, used, rental and digital. Our process requires three simple steps:

#### STEP 1 - OBTAINING COURSE ADOPTIONS

eCampus obtains adoption information from the University of Mary Washington and uploads the data to our Faculty Administration Support Tool.

Faculty will be provided login credentials or can use their single sign-on to log into eCampus's FAST to submit and manage adoptions online. Our interactive adoption tool allows faculty to review their adoption history, view current adoption pricing, create custom materials, adopt OER and more. Faculty can search for textbooks by subject and view detailed information, such as the table of contents. Faculty can save textbooks as favorites for later review or easily click to adopt the title, which will move the textbook to the adoption list.

Department heads can log in to approve their instructors' adoptions at any time during the adoption process and view an adoption dashboard with adoption compliance progress reports. System-generated email notifications are sent to faculty and department chairs as reminders and confirmations during the adoption submittal process.

#### STEP 2 - ENSURE AVAILABILITY

Upon receipt of the University of Mary Washington's textbook adoption list, eCampus will cleanse the list to find any titles that are unavailable to the course enrollment. The assigned eCampus Account Manager will provide an exception report on any issues with the adopted textbooks, including course materials that are out-of-print, out-of-stock, on backorder, and course materials that have been substituted for a new edition. Faculty and administration will have the option of selecting a substitute course material from alternative edition ISBNs provided by the Account Manager or remaining with the original request until it becomes available from the publisher.

## STEP 3 - STOCK INVENTORY

To physically acquire course material inventory, we will obtain new and digital textbooks from publishers and source used and rental textbooks from our in-house inventory, distributors, wholesalers and through our year-round online buyback as soon as the adoption list is finalized.

---

b. Detail the resources and support systems in place to assist faculty and staff in the adoption process. Describe how these tools facilitate informed decisions and streamline the selection of course materials.

---

## FACULTY LIAISON

eCampus will provide a faculty liaison to establish and maintain communication with University of Mary Washington faculty regarding the acquisition of required textbooks and course materials. The faculty liaison will also assist with faculty questions regarding adoptions and ensure deadlines are maintained to execute inventory-related processes effectively. The method of communication will include emails, phone calls and Zoom meetings.

## ADOPTION TOOL TRAINING

The University of Mary Washington faculty and staff will train on our Faculty Administration Support Tool (FAST) with the eCampus Account Management Team to maximize the full potential of selecting course material adoptions. Faculty training sessions will be conducted via Zoom meetings. eCampus will also provide how-to documentation for faculty and staff to have on hand if there are any questions during the adoption list submittal process.

---

c. Clarify whether faculty have the capability to compare prices for course materials and other materials across various publishers and ISBNs through your service. If so, provide an explanation of how this feature is implemented and accessed.

---

## DATABASE SEARCH

When faculty are researching a specific discipline within the eCampus Faculty Administration Adoption Tool catalog, they will be able to research course materials by publisher, format, price, author, editions and OER materials before selecting an ISBN for adoption. Please see an example screenshot on the next page researching a chemistry discipline.

FAST Books@campus  
 Home School Search **Catalog** Upload Online Bookstore Help

Search

X CHEMISTRY

TYPE  
b

PRICE RANGE  
 Less than \$5  
 \$5 to \$10  
 \$10 to \$25  
 \$25 to \$50  
 \$50 to \$100  
 \$100 and up

Title	Price (New)	Author	Ratings	ISBN	eBook	Format
<a href="#">Organic Chemistry</a>	\$375.99	McMurry, John	N/A	9781305080485	✓	Hardcover
<a href="#">Organic Chemistry w/ Study Guide and Solutions...</a>	\$246.93	Karty, Joel; Mach, Taylor ; Mach, Marie M.	N/A	9781324031765	✓	Hardcover w/ Access Card
<a href="#">Chemistry A Molecular Approach</a>	\$313.31	Tro, Nivaldo J.	N/A	9780134874371	✓	Hardcover
<a href="#">Chemistry</a>	\$161.33	Antony C. Wilbraham; Dennis D. Staley; Michael S. ...	N/A	9781323205907	✗	Hardcover
<a href="#">Chemistry (Sixth Edition) with Ebook Smartwork5...</a>	\$153.00	Gilbert, Thomas R.; Kirss, Rein V.; Bretz, Stacey ...	N/A	9780393697315	✓	Paperback w/ Access Code

Once faculty submit their adoptions, they will see the current pricing options available in all formats. Faculty also have the option to research lower-cost alternatives for that discipline. Please see the screenshot below where faculty can explore cost-saving options.

Percent of Enrollment: 50 VitalSource eBook

Units Sold: 3 Offer eBook Access Code Show item on site: SHOW

[Pubmod](#)  
[Bulk Buy Tool](#) [Request Desk Copy](#)

<b>LIST PRICE</b>	\$243.00
<b>NEW</b>	\$236.93
<b>USED</b>	\$122.47
<b>RENTAL</b>	
SEMESTER RENTAL	\$11.75
<b>DIGITAL</b>	
ONLINE: 60 DAYS (DOWNLOADABLE: 60 DAYS)	\$75.00
ONLINE: 90 DAYS (DOWNLOADABLE: 90 DAYS)	\$102.00
ONLINE: 130 DAYS (DOWNLOADABLE: 130 DAYS)	\$129.00
ONLINE: 180 DAYS (DOWNLOADABLE: 180 DAYS)	\$150.00
ONLINE: 365 DAYS (DOWNLOADABLE: 365 DAYS)	\$158.40
<b>MARKETPLACE AS LOW AS</b>	\$21.23

\* Current pricing displayed is as of 2/28/2019 and is subject to change.

[Explore Cost Saving Options](#)

---

d. Describe the analytical tools and reporting features available through your online system. Include how these capabilities can assist in adoption decisions, track material usage, and analyze spending trends over time.

i. Confirm whether or not OER and/or low-cost materials are available for adoption. If so, describe the adoption process.

ii. Confirm whether UMW staff would have access to the adoption portal and the ability to run reports including but not limited to adoption lists by semester and term. Confirm whether or not available reports are in real time, making the most current information available to UMW staff with access, and whether or not historical information is also available.

---

eCampus confirms OER and/or low-cost materials will be available for adoption. Please see page 50 to view eCampus's Textbook Adoption Process.

eCampus confirms UMW staff will have access to the adoption portal and can run reports including but not limited to adoption lists by semester and term. UMW staff will also be able to access available reports in real-time. Additionally, historical information is also available for viewing. Please see below to view eCampus's Reporting functionality within FAST.

## ADOPTION REPORTING

eCampus uses our Faculty Administration Support Tool for viewing metrics, sales and inventory within the online bookstore. Within FAST, University of Mary Washington staff and administrators will have access to view adoption and student dashboards as well as various reporting functionalities. Faculty, administration, and staff can view and download reports in real time. Reports can also be automated and run on a scheduled basis determined by the University.

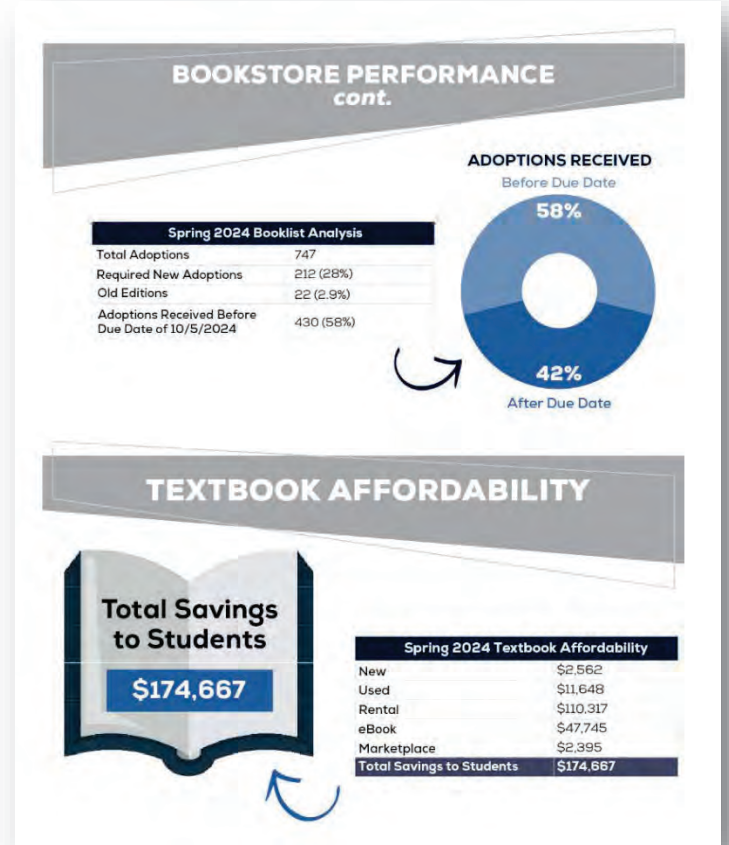
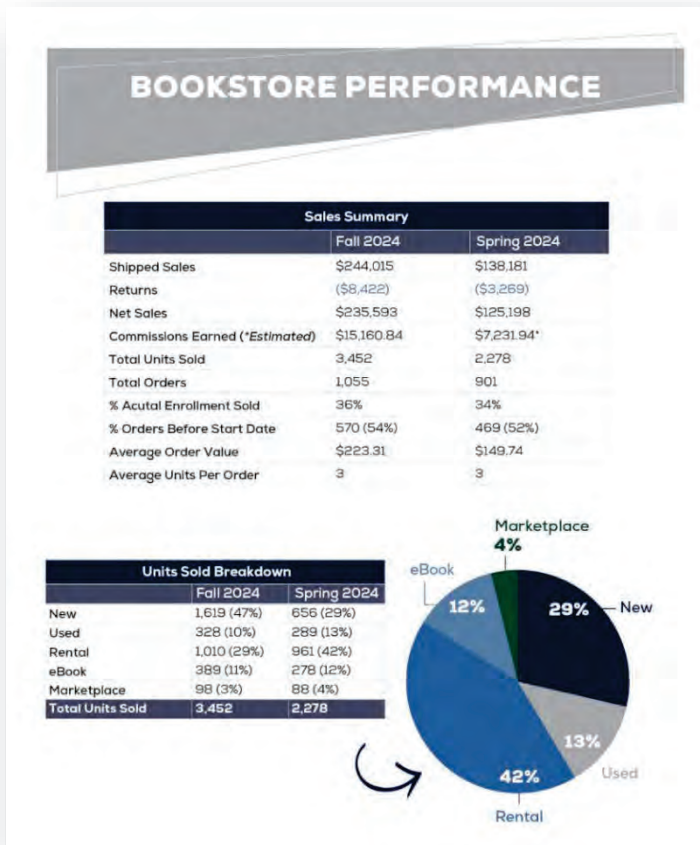
FAST is an intuitive tool that is easy to use and requires minimal training. The dedicated account management team provides various forms of training support including user guides and in-person and Zoom training opportunities to ensure the University of Mary Washington is well-equipped to take advantage of this reporting tool.

Please [click here](#) or scan the QR code on the right to see an overview of our reporting functionality within FAST, which will provide a quick walkthrough of how the FAST Course Material Analytics tool powered by Microsoft PowerBI provides adaptive analytics around sales, adoption, and course material performance data.



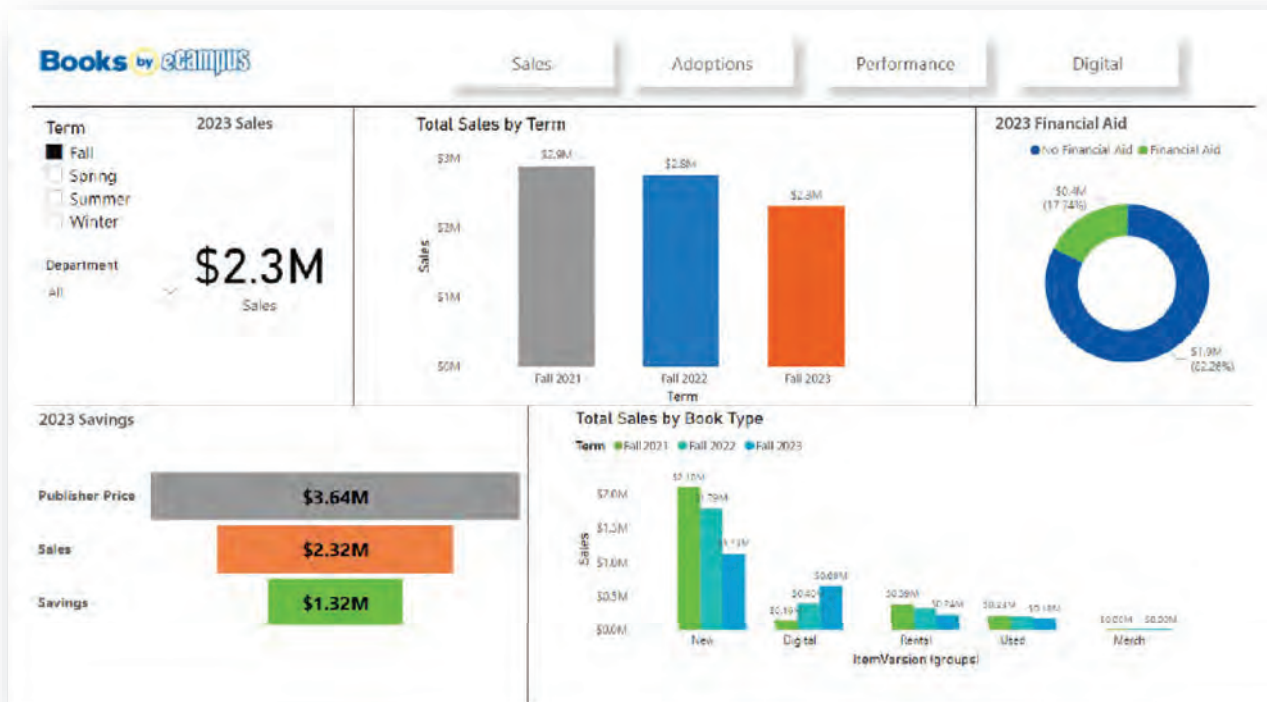
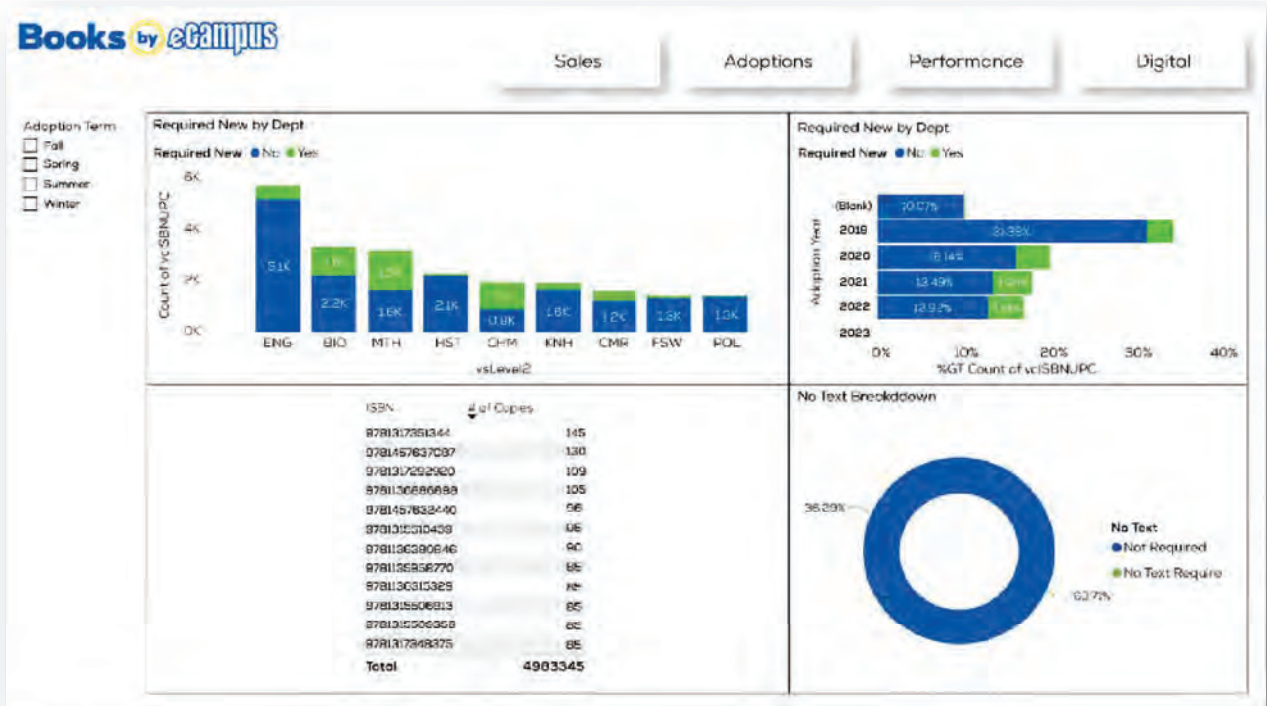
# MONTHLY REPORTING

eCampus will work with the University of Mary Washington to create customized reports with monthly revenue detailed by format with a comparison of the previous semester's sales. In addition to monthly reporting, eCampus provides a comprehensive semester review that encompasses a variety of data sets to offer historical comparisons, purchasing trends, and provides the University complete transparency into overall bookstore performance. Please see below for sample reports detailing course adoptions overview, textbook affordability, sales summary and units sold breakdown.



# ANALYTICS AND VISUALIZATIONS

With our Analytics and Visualizations, faculty and administrators can track trends in real-time, such as OER adoptions, courseware usage, required new adoptions, average cost per student, average cost per unit sales by type, and more. Please see below for analytic reports.



## *6. ACADEMIC, SCHOLARLY, AND TRADE BOOKS*

---

a. Outline the methodologies you employ to market and promote publications authored by the University's faculty, alumni, and community authors. Highlight how you plan to leverage these connections to enhance visibility and engagement within and beyond the University community.

---

For publications written by faculty, alumni and local authors, eCampus can order the specific books, market and promote the book signing in the UMW Campus Store. These events can be marketed through the University of Mary Washington Online Bookstore storefront or onsite at the UMW Campus Store. We will also work with the University to identify additional marketing channels to effectively promote such events.

---

b. Detail the criteria and process for selecting trade books that resonate with the interests and needs of the UMW Community. Describe how you ensure a diverse and relevant selection that appeals to the academic and cultural fabric of the university.

---

eCampus has direct relationships with all major trade book publishers to offer over 12 million titles of current trade, academic, and technical literature in support of required material for the academic disciplines of University of Mary Washington.

---

c. How would you define special orders and how would you accommodate these requests?

---

eCampus defines special orders as any course material or supply requested outside the textbook adoption timeline. Faculty, staff and departments can place special order requests directly through their dedicated account management team.

---

---

d. Describe any other academic, scholarly, and trade book services you offer.

---

## **INCLUSIVE AND EQUITABLE ACCESS**

eCampus provides an Inclusive or Equitable Access solution that further reduces the cost of materials. Inclusive Access course materials are automatically charged to the student account. Equitable Access course materials are embedded into tuition or charged a course material fee. Inclusive Access and Equitable Access programs not only support student success but help to increase retention and graduation success rates.

### **INCLUSIVE ACCESS**

Within our Online Bookstore solution, eCampus provides faculty the ability to adopt industry-leading Inclusive Access digital course materials and codeless courseware to be delivered directly inside Canvas upon course registration via LTI (Learning Technology Interoperability) tools. Instructors can leverage our extensive catalog of Inclusive Access titles, with additional Inclusive Access titles added weekly. Our eCampus Inclusive Access team can negotiate on the University's behalf to often leverage Inclusive Access course materials pricing lower than the standard industry Inclusive Access published pricing.


### **INCLUSIVE ACCESS MANAGEMENT**

eCampus manages the courses, content and opt-out process to ensure the accuracy of participating students. After the drop/add period, eCampus will bill the institution for the students' Inclusive Access course materials.

### **OPT-IN/OPT-OUT PROCESS**

Students are automatically opted-in to the Inclusive Access adopted digital courseware. If a student prefers to opt-out from the Inclusive Access course material prior to the drop/add date, the process is both simple and transparent. eCampus clearly outlines the Inclusive Access course material costs and allows students to opt-out of the Inclusive Access course material directly on the online bookstore or inside of Canvas. If a student were to opt-out, the traditional a la carte purchasing options, including new, used, rental, digital, and the eCampus marketplace would be presented.

Please see the screenshot on the next page for an example of an Inclusive Access course listing with transparent IA pricing and opt-out instructions via the Online Bookstore.

This course is participating in the college's **INCLUSIVE ACCESS PROGRAM**. Digital materials will be provided in CANVAS and a course material fee of \$45 will be automatically applied to your student account. If you would like to OPT-OUT of this program and purchase materials on your own, please click [HERE](#) 

If you would like a supplemental print copy of the digital material, please feel free to purchase or rent the material below.

#### **Inclusive Access**

This course features an Inclusive Access format where course materials are delivered digitally on day one

## **EQUITABLE ACCESS**

Equitable access is an innovative course materials acquisition and delivery model offered campus-wide that provides every student in all participating courses with their required course materials delivered before the start of the semester.

### **HOW IS EQUITABLE ACCESS DIFFERENT?**

The traditional course materials acquisition process requires students to be active participants as they try to figure out what materials they need, where to find them and if they have the resources to acquire the materials. With an equitable access course material solution, students are not burdened with these responsibilities. Students can register for their courses knowing that they will have access to all their required course materials without having to spend their time shopping for materials.

### **ECAMPUS EQUITABLE ACCESS SOLUTION**

eCampus has been a leading provider of equitable access solutions since 2006, offering affordable, in-tuition course materials with our solution eCampus **ALL Access**. With ALL Access, faculty have complete academic freedom in their course material selections and can select either print or digital course materials for their courses. ALL Access digital course materials will be delivered to Canvas and print course materials will be individually boxed per student and shipped for free directly to the UMW Campus Store or to the students' preferred off-campus address one week prior to the start of the semester.

**ALL ACCESS INCREASES ACCESS TO COURSE MATERIALS FOR ALL STUDENTS AND REDUCES THE OVERALL COST OF COURSE MATERIALS *WHEN COMPARED TO THE TRADITIONAL COURSE MATERIALS ACQUISITION MODEL.***

Students would have the option to opt out of the equitable access solution by the drop-add date. If a student were to opt-out, they would then be directed to the University of Mary Washington branded Online Bookstore to purchase their required materials in their preferred format. The University of Mary Washington will receive commissions on course materials purchased via the online bookstore.

eCampus provides competitive flat-rate pricing per credit hour for equitable access, ensuring all students receive necessary course materials, whether in print or digital format, through our program. The University of Mary Washington could implement equitable access pricing at **\$22.00 per credit hour** with adjustments based on a detailed analysis of the current and historical adoption lists and total credit hour data.

## TRANSITIONING TO ALL ACCESS

The University of Mary Washington can transition to our ALL Access solution at any time during the partnership. eCampus specializes in transforming traditional course materials models into our streamlined, cost-effective ALL Access solution. Our comprehensive approach ensures a seamless transition, minimizing disruption while maximizing benefits for the institution and its students.

Transitioning to ALL Access is a significant step toward modernizing and revolutionizing course material acquisition and delivery for the University of Mary Washington students. With eCampus, the University of Mary Washington can be assured of a seamless, efficient, and cost-effective transition that enhances the educational experience for its students.

## I. TECHNOLOGY:

### 1. TECHNOLOGY STANDARDS

---

a. **CIO Review & Approval:** Any software or technology solution that uses, stores, or interacts with UMW data must undergo and pass a review by UMW's CIO before implementation. The bidder shall submit all necessary documentation, including impact assessments and data classification details, for the CIO's evaluation.

---

eCampus acknowledges and agrees that any software or technology solution that uses, stores, or interacts with UMW data must undergo and pass a review by UMW's CIO before implementation. eCampus acknowledges that it shall submit all necessary documentation, including impact assessments and data classification details, for the CIO's evaluation.

---

b. **Compliance:** No technology solution shall be deployed without explicit written approval from UMW's CIO, ensuring adherence to UMW's security, accessibility, and operational standards.

---

eCampus acknowledges and agrees that no technology solution shall be deployed without explicit written approval from UMW's CIO, ensuring adherence to UMW's security, accessibility, and operational standards.

---

c. **Documentation:**

i. A current VPAT (Voluntary Product Accessibility Template) should be included with the RFP response to verify compliance with accessibility standards.

ii. The Vendor's own SOC 2 Type II report by an independent third-party auditor to ensure service providers securely protect the data and interests of the institution, not the hosting provider, such as AWS or Azure, etc.

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Please see Exhibit 2 to view eCampus's VPAT.

Please see Exhibit 3 to view eCampus's SOC 2 Type I report.

## *2. INNOVATION*

---

a. Detail your dedication to the continuous investment in new technologies and the development of innovative products and services. Explain how you proactively anticipate and adapt to market changes to meet the evolving needs of the academic community.

---

eCampus is committed to continuously investing in new technologies and developing innovative products and services to support the evolving needs of the academic communities we serve. We leverage cutting-edge technologies, such as advanced inventory management systems, e-books, and mobile access, to enhance both in-store and online experiences. Our approach includes regularly engaging with faculty, students, and staff to identify emerging needs and adapting our offerings to align with trends in education and retail.

We monitor market developments and work closely with academic publishers and technology providers to ensure access to the latest content and solutions. Our flexibility in adapting to market changes allows us to introduce new services and modify existing ones based on real-

time feedback, ensuring we meet the dynamic requirements of the academic community efficiently.

### 3. WEBSITE/ONLINE PRESENCE

a. Describe the functionalities and user experience offered by the UMW Campus Store's website.

i. **Customization:** The ability to embed tailored messages and create personalized web pages for sports teams (Athletics), student organizations, and other campus groups and track sales specific to each personalized website.

## COURSE ADOPTION DETAILS

When faculty submit course adoptions using the adoption tool, they can embed customized messages that students see when viewing the required material for the course.

Please see the screenshot below for an overview of our course adoption details dashboard.

The screenshot displays the 'COURSE ADOPTION DETAILS' dashboard for 'Campbell Essential Biology'. The interface includes several sections:

- Options:** Radio buttons for 'Textbooks are not required for this course', 'Textbooks to be determined', 'OER and/or library content required for this course', 'Inclusive Access content required for this course', 'Disable fading of Choice options on course list page', and 'Hide Option # Headers'. Buttons for 'View Adoption History' and 'Copy All' are also present.
- Book Information:** A book cover for 'Campbell Essential Biology' by Simon, Eric J.; Dickey, Jean L.; Reece, Jane B. (ISBN: 9780134765037, 7th Edition, Paperback, Pub. Date: 2/1/2018, Publisher: Pearson) is shown with a 'Request Adoption Change' button.
- Importance:** A dropdown menu for 'Choice' and a 'Request Desk Copy' button with a 'Log' link.
- Purchasing Options:** A row of buttons labeled 'NURME'.
- Percent of Enrollment:** A slider set to 40%.
- eBook Type:** A dropdown menu set to 'VitalSource eBook'.
- SKU:** A dropdown menu set to 'All SKUs'.
- Book Comments:** A text area with a rich text editor toolbar, highlighted by a yellow arrow.
- Pricing Table:**

Item	Price
LIST PRICE	\$196.06
NEW	\$186.72
USED	\$134.39
RENTAL	
QUARTER RENTAL	\$37.25
SHORT TERM RENTAL	\$35.29
DIGITAL	
ONLINE: 180 DAYS (DOWNLOADABLE: 180 DAYS)	\$49.49
ONLINE: 1825 DAYS (DOWNLOADABLE: LIFETIME ACCESS)	\$82.49
MARKETPLACE AS LOW AS	\$60.00

\*Current pricing displayed is as of 8/12/2022 and is subject to change.
- ISBN Stocking Note:** A text area with a 'SHOW' button and a 'Show item on site' link.

## PERSONALIZED WEBPAGES

eCampus can create personalized webpages for sports teams, student organizations and other campus groups and track specific sales by creating separate tabs on the Online Spirit Shop. For each tab, eCampus would focus on curating apparel and merchandise tailored to those respective groups. Marketing efforts would include targeted campaigns through social media, email newsletters, and partnerships with sports teams, student organizations and other campus groups to drive traffic and highlight special releases.

Please click on the link below to view one of eCampus's partner's online bookstores, which has an eCommerce site separated for the general university community, alumni, and athletics.

<https://miamioh.ecampus.com/>

---

ii. **Inventory Management:** Real-time advisement on stock availability to keep users informed.

---

eCampus provides real-time advisement on stock availability via the online bookstore to keep customers informed.

**CHEM 100 401 46098 Spring 2021**

**Required**

**General, Organic, and Biological Chemistry**  
by Frost, Laura D.; Deal, S, Todd

Edition: 4th  
ISBN13: 9780134988696  
ISBN10: 0134988698  
Format: Paperback  
Pub. Date: 2019-01-04  
Publisher(s): Pearson

[Write a Review](#)

[Other versions by this Author](#)

Complimentary 7-Day eTextbook Access - [Read more](#)  
eCampus.com Device Compatibility Matrix

**RENT BOOK**  In Stock

- Semester Due back 5/28/2021 **\$25.35**
- Quarter Due back 3/26/2021 **\$24.08**

**BUY USED**  In Stock **\$104.28**

**BUY NEW**  In Stock **\$236.01**

**RENT DIGITAL EBOOK**  **\$73.03** - **\$208.99**

- Online: 120 Days Downloadable: 120 Days **\$73.03**
- Online: 180 Days Downloadable: 180 Days **\$82.99**
- Online: 365 Days Downloadable: 365 Days **\$145.99**
- Online: 365 Days Downloadable: Lifetime Access **\$208.99**

**We guarantee to buy this book back for at least \$52.00**

Buy from our Marketplace starting at \$52.25

## ORDER PROCESSING & FULFILLMENT

eCampus stocks and houses our own physical inventory in our state-of-the-art distribution center. Everything is handled in-house, from receiving to inventory management and fulfillment of orders, positioning eCampus as an all-encompassing online bookstore solution. Please find a high-level overview of our inventory receiving and distribution process below.



## RELIABLE INFRASTRUCTURE

When the University of Mary Washington's course material and physical inventory is received at the distribution center, the Warehouse Management System (WMS) will route that item to the Cubiscan System to obtain the packages' weight and dimensional measurements. Once the item is inducted into the WMS, it is routed back to receiving for put-away.

Items are received into the WMS and the WMS directs them to the proper put-away zone. For pallet quantities, the items will be assigned racks for future replenishment to bin locations. For case quantities, the WMS will either direct the case to fill a bin location or route it via conveyor to rack locations for replenishment. All other items for put-away will be routed via conveyor to the proper put-away zone.

After the items are in the proper zone, a member of the Put-Away Team will begin the process of slotting the items. The team member will remove the item from the tote and scan the ISBN using an RF (radio frequency) Unit that will direct them to the proper bin location.

Once at the proper location, the barcode for that location will be scanned and the item will be inducted into the WMS and made available for sale, as seen on the next page.



WMS will print a picking document along with a shipping label when an order has been placed for the item(s). The WMS will print the picking labels according to the best Pick Path sequence. The team member will utilize an RF Unit that will direct them to the proper pick location. The barcode at the pick location will be scanned and the item will be placed in the carton with the packing slip packed inside. At that time, the item is scanned against the order, and the order goes into a "Pick" confirm status in the WMS. After all books are picked, cartons are placed onto the conveyor system and routed to packing.

Once the item(s) arrives in packing, the packing slip will be placed on top of the carton. The carton is then conveyed to our Sealed Air eCube Machines for packaging. Our unique, sustainable packing process ships smaller packages which allows for a more efficient distribution of student orders on campus.

The carton is then scanned and placed on a scale for manifesting purposes and placed in "Dock" confirmed status. Following the dock confirmation scan, an email will be sent to the customer with tracking information. The order will be placed in the appropriate shipping gaylord or conveyed straight to the UPS, USPS, or LTL trailer for shipping. The WMS would then scan, sort and weigh each order for UPS, USPS, or LTL manifesting purposes.

Once the student's order is complete, an order confirmation email and text will be sent to the student allowing them to review the order. All in-stock orders placed by 3:00 PM will be shipped the same day.

## ORDER PROCESSING METRICS

eCampus has a 99.9% order and shipping accuracy level. Data is collected daily and reviewed each morning by our distribution management team to ensure compliance to our set standards.

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iii. **Order Processing:** Display of estimated delivery times, comprehensive customer support details, and prompt order acknowledgments.

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Please see page 28 to view eCampus's Online Bookstore ordering platform.

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## ***4. POINT OF SALE (POS) SYSTEM REQUIREMENTS***

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### **a. Payment Processing**

- i. The Firm must contract with a payment processing entity of its choosing to process customer payments. This process must comply with UMW's security standards.
- ii. Required documents include the most recent AOC (Attestation of Compliance) and HTSA (High-Level Threat Security Assessment), both included in the RFP response.

---

eCampus utilizes Square as our in-store operations POS system. Square is a cloud-based POS system that allows us to track sales trends, inventory levels, and labor percentages for all our retail locations remotely. Our POS system can accept payment in cash, check, all major credit cards, Apple Pay, billing accounts, financial aid, and student accounts. Square is very versatile and allows eCampus to create custom reports so that we can provide our schools with any and all desired reporting metrics.

Please see Exhibit 4 for eCampus's AOC.

Please see Exhibit 5 to view eCampus's PenTest.

---

### **b. Equipment & Network Responsibility**

- i. The Firm is responsible for providing all POS equipment necessary for sales and services, both online and in physical locations.
- ii. The Firm must provide its own network connection for POS operations.

---

eCampus acknowledges that it is responsible for providing all POS equipment necessary for sales and services, both online and in physical locations and must provide its own network connection for POS operations.

---

### c. Security Compliance

- i. The Firm must ensure that its payment processing entity and other business partners undergo regular data security assessments.
- ii. An Attestation of Compliance must be provided to UMW annually or upon request by UMW's CIO.

---

eCampus agrees that it must ensure that its payment processing entity and other business partners undergo regular data security assessments.

eCampus acknowledges that an Attestation of Compliance must be provided to UMW annually or upon request by UMW's CIO.

## PCI COMPLIANCE

eCampus is PCI Compliant. All customer data is collected over an SSL Secured 128-bit encrypted site verified by Verisign.

All payment authorizing information is stored on the third-party system, Chase Paymentech. Eliminating payment data from our network is the best way to help ensure that our customer's sensitive payment information is safe. Chase Paymentech Tokenization replaces sensitive payment data with a unique identifier or token that cannot be mathematically reversed. The actual payment data is securely stored in Chase data centers.

---

### d. Merchant Identification

- i. The Firm must use its own merchant identification number(s) when processing payments at physical and online campus store locations.

---

eCampus agrees to use its own merchant identification number(s) when processing payments at physical and online campus store locations.

---

#### e. Business Partner Standards

i. The Firm must ensure that all business partners use industry-standard and up-to-date security tools and technologies, such as anti-virus protections and intrusion detection methods. The Firm's business partners must meet or exceed the Firm's own standards for handling sensitive data.

---

eCampus implements quality control measures, eliminates security vulnerabilities, and creates audit trails to eliminate potential data integrity risks and protect information and information resources.

Additionally, eCampus utilizes multiple services, such as Akamai security solutions and Threat Matrix to provide protection against fraud, theft, robot attacks and malice.

## WEBSITE SECURITY

To detect information security breaches eCampus contracts with TrustedSite, which performs the PCI/SANS Internet Security Test on our website daily. TrustedSite's security auditing technology allows the TrustedSite Certified Secure mark to appear only when a website's current security status meets the highest published government standards. eCampus deploys a multi-layer security solution that protects from multiple endpoints, along with state-of-the-art firewalls and intrusion detection systems. eCampus also utilizes security services through AT&T Security in addition to running intrusion detection software locally.

eCampus will be alerted by TrustedSite if our security test fails and we have experienced a breach. This has never happened for eCampus; however, if it does, we alert customers immediately by email and also send out notifications via mail.



## 5. INNOVATION AND ADAPTABILITY

---

### a. Technology Investment

i. The Firm should detail its dedication to the development of new products and services that meet the needs of UMW and the academic community. This includes anticipating and adapting to market changes and technological advances.

### b. Innovation Strategy

i. Provide an explanation of how the Firm proactively develops technology solutions to align with the evolving needs of the academic sector.

---

Please see page 11 to view eCampus's dedication to the continuous investment in new technologies and the development of innovative products and services.

## J. PAYMENT OPTIONS:

---

List the payment options that your firm offers both in-store and online. Required tenders for a physical and/or an online store include but are not limited to credit card, Financial Aid, Departmental Charges, UMW EagleOne Card, and Gift cards.

---

## PAYMENT OPTIONS

eCampus provides the University of Mary Washington with convenient and flexible payment options, including:

- › Credit and Debit Cards: Visa, MasterCard, American Express, Discover
- › PayPal/PayPal Credit
- › Bank Account
- › Campus Card – UMW EagleOne Card
- › Financial Aid
- › Third-party Billing (VA, grants, workforce, scholarships, etc.)
- › Google Pay
- › Apple Pay
- › Venmo



## ECAMPUS CREDIT MODULE

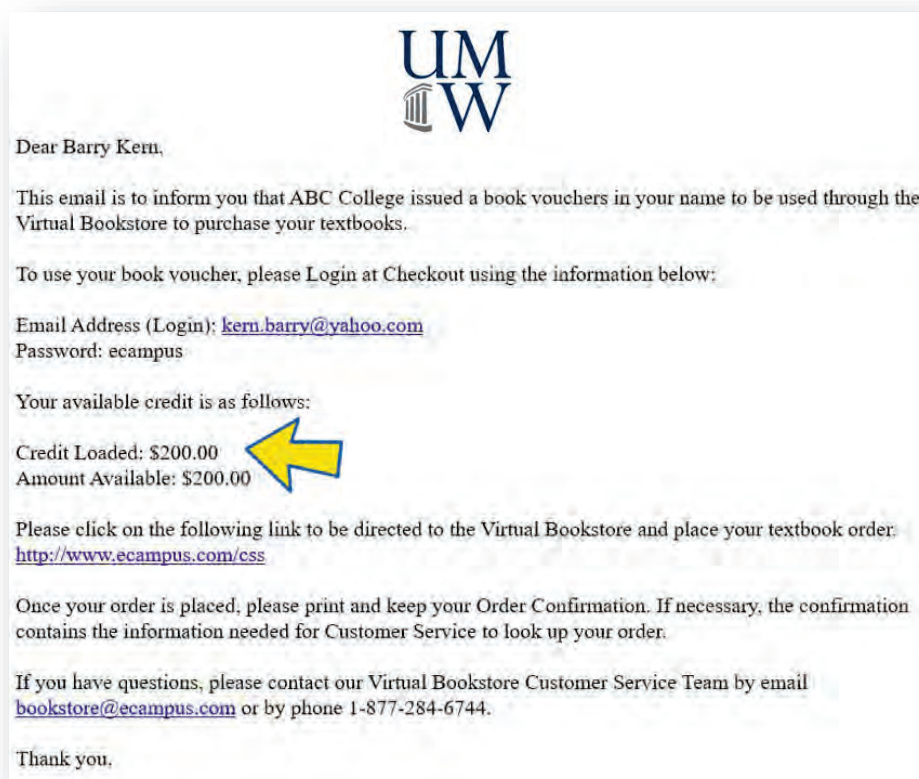
With our eCampus credit module, credit can be loaded in many forms including financial aid, Pell Grant overages, student scholarships, athletic scholarships, charges to student accounts and third-party billing.

University of Mary Washington students can use their credit vouchers on the Online Bookstore for all five textbook purchasing options and any non-textbook course-related items.

## FINANCIAL AID

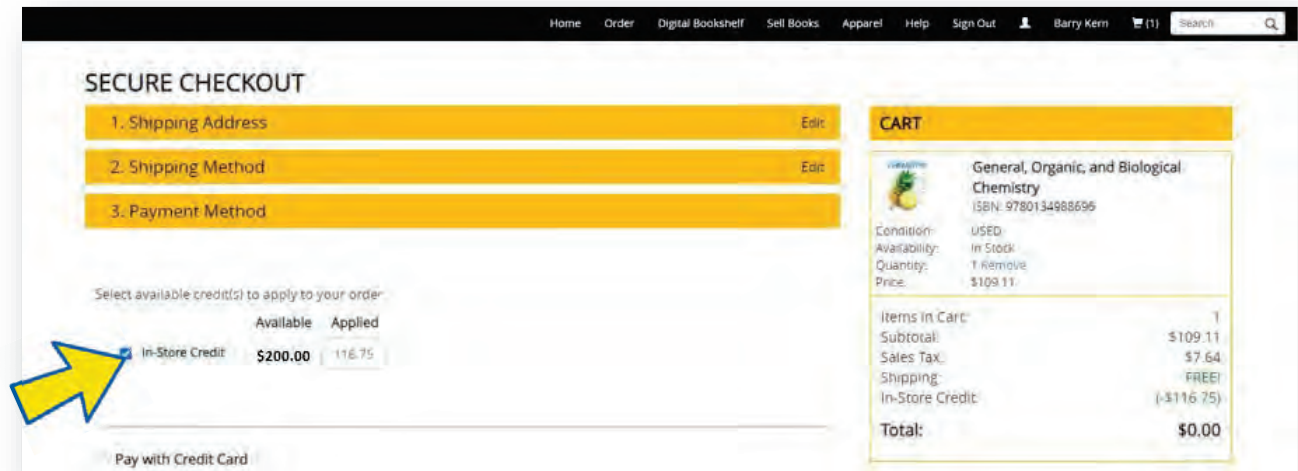
Through our credit module, the University of Mary Washington can load financial aid and send file feeds via our eCampus SFTP file server or through our eCampus API for automatic transfers of student and financial aid data and real-time reconciliation of funds used, allowing seamless access to a student's financial aid balance on the University of Mary Washington's Online Bookstore.

The University of Mary Washington's financial aid department can also manage student financial aid through the eCampus Faculty Administration Support Tool. Through FAST, the administration can add students' financial aid individually or in bulk, set expiration dates, adjust funds, and review a student's financial aid history. Once a student's funds are loaded into the system, an email or text will automatically be sent to the student, as seen below. This email will give students instructions on accessing their credit vouchers on the Online Bookstore.



Upon login to their Online Bookstore account, students will be able to order their books and select in-store credit on the purchase screen. This box will show the student the amount of credit available at the time of purchase. Each time the student places an order, eCampus automatically subtracts the amount from their available funds and keeps track of each transaction in real-time. Financial aid or in-store credit used will be billed with 30-day payment terms.

Please see the screenshot below of the payment screen on the Online Bookstore where students can access their financial aid and in-store credit.



## THIRD-PARTY BILLING

eCampus provides third-party direct billing with agencies such as the Veterans Administration, Veteran Readiness and Employment, and workforce programs for loading vouchers and streamlining the billing process for the University of Mary Washington.

---

### 1. Refunds

a. Propose a refund policy for each business segment.

---

## RETURN POLICY & PROCESS

Our goal is complete customer satisfaction. Therefore, eCampus offers students generous return privileges. eCampus offers 15 days from the first day of the semester to return an item for a full refund. Policies regarding refunds are posted within the student's Online Bookstore account. If students need to return an item, they may do so by following our return instructions on the next page:

## NEW & USED COURSE MATERIAL RETURNS

To return an item for a full refund, students go to the University of Mary Washington Online Bookstore and sign into "My Account" and click on "Manage Rentals/Returns," then "Return an Item for a Refund" to see a full list of all items that are eligible for return. They choose the quantity next to each book they wish to return, review the return totals, and select "Print Label & Complete Return" to submit the information. They can print out either a UPS or a USPS shipping label and a packing slip to include with their return shipment.

## RENTAL COURSE MATERIAL RETURNS

Students will select a rental return date when selecting the rental option for course materials. The rental return date will appear on their order confirmation and in the order details displayed in the "My Account" section of the Online Bookstore. Students can print off a postage-paid shipping label or return their course material rentals during onsite book buyback events.

## DIGITAL COURSE MATERIAL RETURNS

Digital course material return privileges are based on individual publishers' return criteria.

## MARKETPLACE ORDER RETURNS

For textbooks purchased through the eCampus Marketplace, the student would contact the marketplace seller directly for return instructions.

## APPAREL & MERCHANDISE RETURNS

Apparel and merchandise can be returned within 30 days with the original receipt.

---

2. **Promotional Offers:** The Firm should promptly extend any special educational or promotional discounts to the University, including the duration of such offers.

---

## DISCOUNTS

Faculty, staff and departments will receive a 15% discount on course supplies, apparel and merchandise for the duration of the agreement.

## K. GENERAL MERCHANDISE:

---

1. The University is looking for a Firm that can offer a selection of “soft goods” such as, but not limited to office and art supplies, University emblematic apparel and memorabilia, and such other related goods. Provide examples of “soft goods” proposed for UMW’s general merchandise store.

---

## ECAMPUS APPAREL & MERCHANDISE

The eCampus Merchandise Team will provide product design, development and assortment, order management and recommendations for specific school-requested apparel and merchandise. Our team will work with our broad network of vendors to offer a wide range of product lines found in collegiate bookstores and campus shops. Product lines may include but are not limited to clothing, drinkware, pennants, magnets, license plate frames, diploma frames, youth and kids, hats, decals, and school supplies. eCampus will also provide signage to promote and support the UMW Campus Store and Online Spirit Store.

Please see below for a sample list of eCampus apparel vendors:

### APPAREL VENDORS

- › Champion
- › Under Armour
- › Adidas
- › Nike
- › Columbia
- › Ouray Sportswear
- › MV Sports
- › League
- › Legacy
- › Blue 84
- › Camp David
- › Campus Crew
- › J America (Top of the World)
- › Cutter & Buck

Please find a sample list of merchandise vendors below:

### GIFT/GENERAL MERCHANDISE VENDORS

- › Collegiate Pacific
- › Douglas Stewart
- › Jardine Gifts and Merchandise
- › Kitty Keller Designs
- › Mascot Factory
- › MCM Brands
- › Neil Enterprises
- › Quality Logo Products
- › RFSJ
- › Roaring Springs
- › Spirit Products
- › WinCraft

eCampus partners with HP, Dell, Lenovo, and Chromebooks to sell any technology requested by the faculty or administration.

eCampus is also an exclusive “Apple Authorized Reseller.” eCampus joins a select group of eCommerce sites, such as Best Buy and Walmart, to offer Official and Authorized Apple products through its online bookstore storefronts. eCampus will provide University of Mary Washington students exclusive pricing on Apple products.

## CONVENIENCE PRODUCTS

eCampus and the University of Mary Washington will work together to assess campus store requirements for snack food items. This collaboration aims to enhance the availability and variety of snack food items, catering to the diverse needs of students and faculty. By identifying these needs, eCampus aims to improve the overall campus experience, ensuring students and faculty can access snack food items.

---

2. The Firm shall only purchase emblematic goods bearing the University name, marks, and logos from licensed vendors. The Firm’s vendors shall have approval from the University through its Licensing Office before using the University marks on merchandise. The University will grant the Firm the right to sell approved University licensed products; however, the right is not exclusive and is subject to the payment by licensed vendors of established license fees.

a. Describe how your Firm will work with UMW Licensing to establish and maintain a workflow to ensure all products bearing the University name, marks and logos have been approved prior to being placed on the sales floor or website for resale.

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eCampus agrees to only purchase emblematic goods bearing the University name, marks, and logos from licensed vendors. eCampus acknowledges that its vendors shall have approval from the University through its Licensing Office before using the University marks on merchandise and the University will grant eCampus the right to sell approved University licensed products; however, the right is not exclusive and is subject to the payment by licensed vendors of established license fees.

eCampus will collaborate closely with the University of Mary Washington Licensing Office to establish a streamlined workflow that ensures all merchandise bearing the University name, marks, and logos are thoroughly approved before being placed on the sales floor or website for

sale. eCampus will establish a clear and efficient approval process that includes submitting product designs and mock-ups to the Licensing Office for review and approval prior to production. Our eCampus Merchandising Team will maintain open lines of communication with the Licensing Office to address any questions or concerns promptly and to ensure all requirements are met.

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3. Outline your overarching philosophy regarding merchandising and explain how this philosophy influences the choice of merchandise, ensuring it meets the university community's needs and expectations.

---

## MERCHANDISING STRATEGY

Our merchandising strategy focuses on providing a variety of trending apparel and merchandise the University of Mary Washington community desires. eCampus's standard policies and procedures for offering new categories of merchandise for sale begin with gathering input from students, faculty, and staff. Once new categories of apparel and merchandise have been identified and procured, a marketing plan is implemented to promote the new apparel and merchandise through the online bookstore and campus-wide marketing campaigns. Performance metrics are established to track the success of the new category and make adjustments as needed to optimize sales and customer satisfaction.

eCampus takes a highly proactive approach to highlighting the unique qualities of the institutions we represent. Our strategies include digital marketing, social media engagement on platforms like Facebook and Instagram and direct email communication. eCampus is heavily involved in the communities we serve, building strong connections with students, parents, faculty, alumni, and anyone who shares a passion for the institution. We respond swiftly and strategically to key events that impact campus life, including those related to student organizations, academics, and more.

To keep up with new technology trends, eCampus continuously updates our platform with features such as mobile-friendly interfaces, new digital payment options, and personalized marketing strategies. These advancements enhance the customer experience and position eCampus campus stores as modern retail hubs that adapt to the dynamic needs of students, faculty, administration and alumni.

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3 (a). Detail how your merchandising approach affects pricing, with a focus on making items affordable for the university community while maintaining quality.

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eCampus partners with vendors that allow us to offer apparel and gifts in a wide range of price points. Prices are set based on a standard bookstore industry markup and are very comparable to other college and university bookstores.

We consistently offer apparel starting at \$14.99 for t-shirts, \$24.99 for crewneck sweatshirts, and \$49.99 hooded sweatshirts. In addition, we look for buying opportunities to allow for lower price points.

---

3 (b). Include any market research efforts and how you work with the University to determine new purchases or phase out expired merchandise.

---

eCampus looks at current trends, the latest merchandise and unique products for each campus partner. Once new categories of apparel and merchandise have been identified and procured, a marketing plan is implemented to promote the new apparel and merchandise through the online bookstore and campus-wide marketing campaigns. Performance metrics are established to track the success of the new category and make adjustments as needed to optimize sales and customer satisfaction.

Using the University of Mary Washington's demographics and past sales history, the eCampus merchandise team will create an annual budget and order products for the upcoming fall semester in March. Items that have a proven track record will be placed on auto-replenishment. New lines will be introduced each fall semester, and underperforming lines will be discounted to accommodate new merchandise.

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3 (c). Define what affordable would look like as it relates to both men's and women's apparel and the percentage of affordable items you would propose having in the store/website.

---

eCampus partners with trusted vendors to offer a wide range of apparel and gifts across "good," "better," and "best" price points, catering to different budgets. Our pricing follows standard bookstore industry markups, ensuring that our products are competitively priced and comparable to other college and university bookstores. This allows eCampus to provide a mix of

affordable options, quality mid-tier items, and premium merchandise, giving customers a variety of choices that meet their needs and preferences without compromising on value.

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3 (d). Describe any measures in place to balance quality with cost-effectiveness.

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All products must meet specific quality standards, ensuring they reflect the University's reputation and values. Additionally, merchandise decisions must align with the overall pricing strategy to maintain competitive yet consistent pricing across the industry. Products must also adhere to eCampus's established brand guidelines, ensuring that any new items, especially locally sourced ones, fit within the broader identity of the University of Mary Washington brand.

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3 (e). How will you ensure that your merchandise prices are competitive in the local area?

i. The University desires a market basket comparison for pricing comparison on mutually agreed upon selected items with nearby competitors at least once a year.

---

To ensure that eCampus merchandise pricing is competitive in the local area, we will conduct regular market research to analyze pricing trends at local competitors, including other eCampus-operated stores and other vendor-operated campus stores. This will allow us to stay informed about the area's pricing strategies and adjust our prices accordingly. We will also monitor regional and industry-wide pricing data to ensure our pricing aligns with market standards while maintaining the value of the University's brand.

Additionally, eCampus will implement dynamic pricing strategies where applicable, allowing us to adjust prices based on demand, inventory levels, and seasonal factors. eCampus will also explore opportunities for partnerships with local suppliers and vendors to obtain competitive pricing on merchandise. Through frequent price audits and ongoing communication with local partners, eCampus will ensure our prices remain competitive while offering high-quality products to the academic community.

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#### 4. What school spirit and emblematic merchandise do you typically offer?

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Please see page 72 to view the types of school spirit and emblematic merchandise eCampus will offer in the UMW Campus Store and Online Spirit Shop.

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##### 4 (a). Clarify the process for choosing merchandise to be offered, particularly school spirit and emblematic items.

---

eCampus's merchandising teams are equipped with a suite of tools, resources, and support systems to aid in merchandise selection and decision-making for school spirit and emblematic items. These include robust sales analytics platforms that provide insights into customer preferences and purchasing trends, enabling merchandising teams to stock items that align with campus needs. They also have access to centralized vendor partnerships, ensuring a diverse and high-quality product selection, along with the flexibility to source local or niche items. Additionally, regional and corporate support teams offer guidance through market trend reports and collaborative planning sessions, empowering merchandise teams to make informed decisions tailored to their unique campus communities.

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##### 4 (b). Explain how brands are selected, ensuring they align with the university's values and appeal.

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Please see page 74 to view eCampus's Merchandising Strategy to see how eCampus selects brands to offer in-store that align with the University's values and appeal.

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#### 5. The University shall have the right to recommend merchandise to be sold in the Campus Store and to request the removal of merchandise for sale in the Campus Store which the University considers offensive, inappropriate, or an inadequate representation of the UMW brand.

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eCampus acknowledges that the University shall have the right to recommend merchandise to be sold in the UMW Campus Store and to request the removal of merchandise for sale in the

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UMW Campus Store which the University considers offensive, inappropriate, or an inadequate representation of the UMW brand.

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6. **Special and One-Time Event Merchandise Collaboration:** The University is interested in introducing special, one-time merchandise for occasional events and seeks to understand your experience and approach in facilitating such collaborations.

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## APPAREL & MERCHANDISE POP-UP SHOPS

eCampus can organize pop-up shops at mutually agreed-upon events offering students the opportunity to browse and purchase special, limited-edition apparel and merchandise throughout the academic year. Each pop-up shop will feature a curated selection of fashionable items and essential merchandise tailored to meet the preferences and needs of University of Mary Washington students. Our goal with the pop-up shops is to enhance the campus experience by providing convenient access to quality products directly on-site, fostering a sense of community and engagement among students.

These pop-up shops will be strategically promoted through various channels, including print media, digital platforms, and social media, to maximize visibility and ensure students are aware of upcoming events.



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6 (a). Please describe your capacity and willingness to work with the University in creating unique, one-time merchandise for special events. Highlight how you accommodate these distinctive requests while ensuring timely delivery and quality. List all qualifying circumstances, such as order minimums.

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Please see the above question on how eCampus will accommodate one-time merchandise requests.

eCampus will work with the University in creating unique, one-time merchandise for special events. The Merchandising team for the University of Mary Washington will meet regularly with

University stakeholders to address any requests that arise in order to ensure the timely delivery of all merchandise for the event in question.

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6 (b). Share examples of how you have successfully collaborated with other universities to design and deliver special or one-time event merchandise.

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eCampus has successfully partnered with many of our partners to design and deliver special or one-time event merchandise on numerous occasions. One popular instance is when eCampus partners with Universities to design limited-edition merchandise for a significant event, such as a homecoming football game, athletic playoff event, graduation, etc. The collaboration comes together quickly and involves meetings between the University's marketing team and the Campus Store to understand the event's theme, colors, and desired messaging. The eCampus Merchandising team would then create custom t-shirts, hats, hoodies, or other merchandise that reflects the event's importance. These products could be sold both online and on campus during the event to give students, alumni, and fans a way to commemorate the event.

---

7. The University desires flexibility to utilize local vendors for production of UMW emblematic merchandise. The University also desires to collaborate with local retail outlets to promote University gear in the stores. Please describe your capacity and willingness to work with the University in partnering with local vendors.

---

eCampus can work with the University in partnering with local vendors to offer merchandise in the UMW Campus Store or Online Spirit Shop. Introducing new or locally sourced products starts with the University of Mary Washington eCampus merchandising team identifying potential items based on customer feedback and campus trends. The Merchandising team will propose these products to the Senior Director of Campus Store Strategy for approval, ensuring alignment with quality, pricing, and brand standards.

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8. Describe how your Firm would approach limited release merchandise, and provide examples of instances where your firm maintains such merchandise.

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eCampus would approach limited-release merchandise with a targeted marketing strategy to maximize engagement and excitement. For example, when designing exclusive items for an

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event like a championship win or graduation event, eCampus would create a dedicated marketing campaign using email newsletters, social media, and the University's communication channels to build anticipation. Countdown timers and teasers for the release could be shared across digital platforms, encouraging customers to act quickly before the items sell out. Special promotions, such as early access for alumni or students, could further incentivize purchases.

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9. Describe other general products you will offer in each store.

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Please see page 74 to view eCampus's Merchandising Strategy.

## **L. ATHLETIC MERCHANDISE:**

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1. Describe your Firm's ability to sell quality UMW Athletic merchandise in the physical and/or online store/platform, ensuring all sports are represented at all times, and that Athletic merchandise accurately reflects the style, branding and logos used by the UMW Athletic Department. Describe the Firm's ability to coordinate with the University's Athletic and other departments to jointly market and sell soft goods, if requested by the University department(s).

---

eCampus will establish a close partnership with the University of Mary Washington Athletics Department to ensure timely availability and stock of new and high-demand clothing merchandise. This collaboration will involve real-time communication channels that enable eCampus to receive immediate updates on key events, such as game outcomes and upcoming tournaments. By staying informed about these developments, eCampus can anticipate demand spikes and coordinate with suppliers to secure and expedite the production of relevant merchandise, such as championship gear or player-specific apparel.

In addition to proactive planning, eCampus will implement a responsive inventory management system that allows for quick restocking based on real-time sales data and community interest. By analyzing purchasing trends and feedback, eCampus can adjust inventory levels to meet demand without overstocking. eCampus will also ensure that merchandise is promoted effectively across all platforms, with special emphasis on new arrivals and high-demand items, ensuring that the University of Mary Washington community has access as soon as it becomes available.

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2. Please describe the Firm's experience with Name, Image, and Likeness (NIL) regulations and initiatives. This should include specific examples of how they have supported university athletic departments in managing NIL compliance, opportunities, and challenges. The bidder should also outline their approach to assisting UMW's Athletic Department in optimizing NIL opportunities for student-athletes, ensuring compliance with NCAA regulations, and integrating NIL strategies into the broader athletic and academic programs.

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eCampus's strategy around Name, Image, and Likeness (NIL) focuses on empowering student-athletes to maximize their personal brand potential while aligning with the University of Mary Washington's values and compliance requirements with the NCAA. We aim to create a collaborative ecosystem that supports student-athletes through personalized merchandise, marketing opportunities, and educational resources. By leveraging NIL, we can work with athletes to develop co-branded merchandise that highlights their individual appeal, such as jerseys and exclusive apparel lines.

In previous collaborations, we have partnered with student-athletes to create successful NIL campaigns, such as limited-edition merchandise featuring their logos or slogans and leveraging their presence on social media to amplify campaigns. We've also collaborated with athletes to host meet-and-greets and autograph-signing events within the campus stores, enhancing their connection with fans and the University.

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3. Describe how your firm would collaborate with Athletics to execute team fundraising initiatives through online UMW Athletic apparel sales.

---

eCampus will collaborate closely with the University of Mary Washington Athletic department to execute team fundraising initiatives through online sales of UMW Athletic apparel by working with the Athletic department to identify specific fundraising goals and select appropriate merchandise, such as team-branded clothing, accessories, and special edition items, that align with the needs of the initiative.

eCampus will dedicate a specific section on the UMW Online Spirit Store, making it easy for the University of Mary Washington community to browse and purchase athletic apparel. To maximize visibility and engagement, we would collaborate with the Athletic department to promote the fundraising campaign through email and event marketing and social media.

## **M. GRADUATION REGALIA:**

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1. The sale of class rings, jewelry, announcements and academic regalia shall be subject to the terms and conditions of UMW's separate agreements. However, the campus store firm shall support the graduation activity as requested. In the case of a physical general merchandise store, this shall include the sale of graduation regalia by the campus store and may include allowing the sale of other graduation items in the campus store space and providing sales and storage space as requested. Responsibilities also include, but are not limited to organizing and facilitating Grad Fair events, and providing a seamless experience for graduates.

---

eCampus acknowledges that the sale of class rings, jewelry, announcements and academic regalia shall be subject to the terms and conditions of UMW's separate agreements. Please see below for eCampus's Graduation Regalia offerings for the UMW Campus Store, if requested.

### **GRADUATION REGALIA**

eCampus is partnered with Jostens, Balfour, Oak Hall, and Herff Jones, the leading graduation regalia companies in the industry, to supply our partners with graduation regalia and accessories, including rings and announcements. eCampus can also coordinate with regalia suppliers to set up a day to visit campus for students to view products and determine gown and ring sizing.

## **N. MARKETING, ADVERTISING AND PROMOTIONS:**

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1. Detail the marketing, advertising, and promotional strategies you plan to implement to effectively reach and engage students, faculty, staff, and other university community members. Describe how these strategies will be tailored to the unique needs and interests of the university constituent. Note that UMW broadcast communications are not utilized for marketing purposes.

---

### **CAMPUS STORE MARKETING APPROACH**

The UMW Campus Store will be a destination retail experience for the entire campus community. During the transition to eCampus, we will combine traditional and digital marketing and advertising methods, including social media, email, signage, print, and mailers. Social media would include both organic and paid advertising, including Google Ads.

In addition to traditional promotional events, our creative marketing team is dedicated to delivering opportunities to generate sales outside of standard campus events. One example is a Groundhog Day event where the type of sale depends on whether the groundhog sees its shadow. If it sees its shadow, winter essentials are 20% off for those six more weeks of winter. If the groundhog does not see its shadow, t-shirts are 20% off to help welcome an early spring.

## SALES & PROMOTIONS:

eCampus is committed to creating a fun and engaging retail experience that starts with well-developed and executed marketing. Driving sales through engaging promotions will be a key tactic in our overall marketing strategy for the UMW Campus Store. We seek unique opportunities to align our sales and promotions with campus events to foster connections with all community stakeholders. We believe elevating the University brand while bringing value to students is the right combination to position the UMW Campus Store as the premier retail destination. The University of Mary Washington will serve as the foundation for our marketing efforts, and those efforts will extend to the online storefront.

Below is a sampling of the types of sales and promotions we may execute at the University of Mary Washington:

- › Flash sales
- › Unique sales: Door Buster; Buy More, Save More
- › Holidays: Black Friday, Christmas, Cyber Monday, etc.
- › School holidays: Fall Break, Thanksgiving, Spring Break, etc.
- › Specific brand sales
- › Entire store sales
- › Collection sales
- › Promotions aligned with campus events – orientation, homecoming, etc.
- › Back-to-school events
- › Athletic events



## ONLINE BOOKSTORE MARKETING APPROACH

eCampus is committed to effectively marketing the online bookstore through multiple channels to drive student traffic to the University of Mary Washington Online Bookstore. eCampus's omni-channel marketing ensures that all prospective students receive relevant, reliable, and timely communication continually representative of the diverse and changing needs of the University community. The following marketing plan outlines proven strategies for transitioning new partners to an eCampus Online Bookstore. The breadth of assets and channels would be developed as we meet with the University of Mary Washington's marketing department to share ideas, gather necessary data, and truly understand the dynamics of the University community to craft the most effective messaging while sharing the benefits of purchasing from the University of Mary Washington Online Bookstore versus alternative marketplace sellers.

## MARKETING STRATEGY

eCampus promotes a blend of traditional and digital marketing and advertising methods to serve the University of Mary Washington community effectively. Below is a sampling of marketing materials we will activate to boost revenue for the University of Mary Washington Online Bookstore.

### Traditional Media:

- › Print signage
- › Posters, flyers & yard signs
- › Postcards
- › Stickers
- › Window and elevator cling

### Digital Media:

- › Targeted email campaigns
- › Regular in-feed social posts: Instagram, Facebook & Twitter
- › Regular social stories and reels: Instagram and Facebook
- › Google Ads
- › Campus newsletters
- › LMS announcement

University of Mary Washington | ONLINE BOOKSTORE

Free shipping\*

# IT'S TIME

How will you save on textbooks?

New Used Digital

Marketplace Rental

Order Now

Right BOOKS. Right PRICE.

It starts with your Online Bookstore.

\*Exclusions may apply. Questions? [www.ecampus.com/help](http://www.ecampus.com/help)

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## STUDENT MARKETING

eCampus will market the new University of Mary Washington Online Bookstore to students to protect the market share and to effectively communicate the benefits of the online bookstore to all students.

eCampus understands students' buying habits and how marketing can influence their purchases. Our efforts will help drive sales and ensure awareness for all stakeholders. We will closely communicate with University of Mary Washington to generate a marketing plan that reflects their specific demographics, needs, and requirements and to ensure clear, consistent, and timely marketing through multiple channels.

### Dedicated Marketing Channels:

- › Direct student emails & email campaigns
- › Social media & print marketing
- › Marketing campaigns & campaign signage
- › Sponsorships
- › Community and campus outreach
- › Athletic & student group involvement
- › New student orientations

Each of our partners is unique, and we tailor our marketing to meet the individual needs of every institution. You will find sample print and electronic communications within this marketing section which we develop for distribution to students. Other designs include instructions for ordering, how to return textbooks, how to sell books back, details on customer service, reminders on ordering, etc.

## GRAND OPENING MARKETING

In coordination with the launch of University of Mary Washington's Online Bookstore, various marketing materials will be provided for on-campus and digital distribution. Marketing deliverables include grand opening flyers, digital signage, and emails announcing the features and benefits of ordering through the Online Bookstore. In addition, eCampus welcomes the opportunity to engage with student organizations to promote the new Online Bookstore. Collaboration with student feedback through event participation, additional signage, and supporting a student ambassador program on campus provides additional avenues to promote a seamless transition to your new solution.

To aid students in finding the correct resources, eCampus will generate additional marketing that can be placed in high digital traffic locations such as Canvas

University of Mary Washington | ONLINE BOOKSTORE

*Shop*  
**YOUR NEW OFFICIAL  
ONLINE BOOKSTORE**

**ORDER COURSE MATERIALS**

**Free shipping\***

**How it Works**

- 15-day returns
- Buy new, used, rental, digital, and Marketplace
- Save up to 80%
- We price match books (Find a lower price? We'll match it.)
- Customer support available via phone, email, or chat

**ORDER COURSE MATERIALS**

\*Exclusions may apply  
Questions? [umw.ecampus.com/help](http://umw.ecampus.com/help)

Powered by  
**ecampus.com**

or the school website. By establishing good communication between the eCampus and University of Mary Washington marketing teams, online bookstore offerings will receive maximum exposure to drive success.

## BUYBACK MARKETING

At the end of each semester, eCampus will develop a collection of marketing to announce the buyback events. eCampus will provide assets for the purposes of marketing these buybacks and could include signage for use on tabletops, banner-ups, sandwich boards, flyers, posters, digital signage, social media messaging, and more.

To launch eCampus marketing campaigns to students, we will use University-provided student email addresses to market via email. We can offer an SMS incentive during buybacks to students at buyback locations to sign up for marketing emails or text messages from the Online Bookstore.

## BUILDING FACULTY RELATIONSHIPS

eCampus's account management team will develop strong relationships with University faculty, staff and administration via excellent communication, quick responses, and dedicated assistance regarding course material adoptions. Starting in the initial stages of the relationship, we will communicate with the University faculty, staff and administration on the benefits of the adoption tool, including cleansing their book list, providing non-textbook related products, publishing faculty written books and obtaining their desk copy requests from publishers.

## MARKETING TO FACULTY

Faculty marketing is primarily focused on highlighting the benefits of students purchasing through the Online Bookstore and how to submit adoptions. Specific tactics include a series of emails containing valuable how-to's, access to videos, and step-by-step presentation files that will accompany any onsite

University of Mary Washington | ONLINE BOOKSTORE

**Sell Books & Return Rentals Online**

**Selling books?**  
Earn more when you select buyback credit  
[Get Quote](#)

**Returning rentals?**  
Log in to get started  
[Return Now](#)

**FREE SHIPPING**  
on all online buybacks and rental returns

Questions? [umw@ecampus.com/help](mailto:umw@ecampus.com/help) | Powered by **ecampus.com**

University of Mary Washington | ONLINE BOOKSTORE

**Fall 2025 Adoptions Due**  
APRIL 30

On-time adoptions ensure day-one success.  
We're here to make the process easy!

**Virtual TRAINING SESSIONS**

Join a live virtual training session to see your new online adoption tool from eCampus.

**MARCH 25**  
@ 3pm  
Access Code: 938826  
[CLICK TO JOIN](#)

**MARCH 27**  
@ 10am  
Access Code: 764177  
[CLICK TO JOIN](#)

**CAN'T MAKE IT?**  
Here's a resource to help you get started!  
[How to Submit Adoptions >>](#)

Questions? [umw@ecampus.com](mailto:umw@ecampus.com) | Powered by **ecampus.com**

or virtual training sessions centered around the adoption process and how to leverage our faculty adoption tool.

Following the launch of the online storefront, all University faculty, staff and administration will receive an email announcing that the Online Bookstore is live for students to view textbook information and place course material orders.

---

2. Provide an overview of the types of events your Firm typically organizes throughout the academic year. Highlight how these events contribute to the campus community and foster engagement with the campus store.

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## MARKETING CALENDAR

Please see the next page for a sample marketing calendar showcasing different types of sales and events created for the University of Mary Washington and the UMW Campus Store.

# Sample Marketing Calendar

## January

- Welcome Back to Campus
- Time to Order Course Materials

## February

- It's Not Too Late to Order Course Materials

## March

- eBook Campaign for Quick Delivery
- Faculty Engagement
- Faculty: Submit Adoptions

## April

- Buyback Preparations
- Faculty: Submit Adoptions

## May

- Textbook Buyback & Rental Return
- Time to Order Course Materials (Summer)

## June

- Time to Order Course Materials (Summer)
- New Student Orientation

## July

- New Student Orientation
- Order Course Materials Early

## August

- Time to Order Course Materials (Fall)
- Online Order Pickup
- Welcome Back to Campus
- Welcome Week

## September

- It's Not Too Late to Order Course Materials

## October

- eBook Campaign for Quick Delivery
- Faculty Engagement
- Faculty: Submit Adoptions

## November

- Buyback Preparations
- Faculty: Submit Adoptions

## December

- Textbook Buyback & Rental Return
- Online Rental Return
- Order Course Materials Early (Winter/Spring)

---

3. Discuss the methods you will use to enhance the campus store's visibility and ensure it becomes an integral part of campus life. Include plans for collaboration with various campus entities and participation in campus activities.

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Please see page 82 to view eCampus's Campus Store and Online Bookstore marketing approach to view our methods and scope for marketing the UMW Campus Store and University of Mary Washington Online Bookstore.

---

4. Detail how you plan to partner with University Athletics, Alumni Association, Student Government Association, Admissions, and other campus organizations to ensure the Campus Store has a presence at university events and effectively markets its merchandise.

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eCampus will partner with the University Athletics, Alumni Association, Student Government Association, Admissions, and other campus organizations to effectively markets its merchandise by offering apparel and merchandise pop-up events at requested University functions. Please see page 78 to view eCampus's Apparel & Merchandise Pop-Up Shop.

---

5. Share specific strategies designed to attract students, families and alumni on your website and/or physical store locations. Emphasize how these strategies will enhance the shopping experience and meet the needs of the university community.

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Please see page 82 to view eCampus's Campus Store and Online Bookstore marketing approach to view how eCampus will attract students to the UMW Campus Store and University of Mary Washington Online Bookstore.

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6. Pop Up Events: Firm should be prepared to have a presence at Pop Up Events identified by University to promote the University's mission and to support specified events.

a. Pop-up locations should also be included in the Firm's retail strategy for Admissions, Alumni and Athletic events.

---

Please see page 78 to view eCampus's Apparel and Merchandise Pop-Up Events strategy which will help promote the University's mission and to support specified events.

---

7. Please describe your Firm's ability to provide students, families and visitors an online, on demand retail offering for UMW Athletics.

---

## ONLINE SPIRIT SHOP

eCampus will provide an online spirit shop for University of Mary Washington students, faculty, administration and alumni to purchase apparel, merchandise and athletic apparel online. Our eCommerce solution offers a secure website with multiple shipping and payment options. eCampus will create a direct link to the Online Spirit Shop on the University of Mary Washington Online Bookstore, where customers can shop by category for apparel, merchandise, supplies and more before proceeding through the checkout process.

eCampus will purchase inventory and maintain the online storefront via the online bookstore with all inventory and orders being housed and fulfilled through our distribution center. The University of Mary Washington will receive an 10% commission on all online apparel and merchandise purchased via the online spirit shop.

Please see on the next page for an example of the University of Mary Washington Online Spirit Shop.

# University of Mary Washington

Shop ▾ Textbooks Search



Cart (0)

*Welcome*  
**to Your Official Online Bookstore**

**Free Shipping**  
**ON ALL ORDERS\***

**SHOP TEXTBOOKS**

\*Exclusions may apply.

## Best Sellers



**UMW  
T-Shirt**  
\$20.00



**UMW  
Polo**  
\$38.00



**UMW  
Sweatshirt**  
\$39.95



**UMW  
Quarter Zip**  
\$45.95

## O. FACILITIES AND EQUIPMENT:

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1. The University envisions a physical Campus Store not only as a retail space but as a vibrant destination and central hub of activity for students, faculty, staff, prospective students and their families and the broader community. Proposers are encouraged to creatively consider the use and configuration of the available space to maximize its location, making it an inviting and dynamic area for all.

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### ECAMPUS OPERATED CAMPUS STORES

eCampus transforms higher education campus stores to create a vibrant, dynamic and unique experience that enriches campus life, enables community connections and supports the academic and social goals of each institution's students, faculty, alumni and staff.

Please see below and on the next page for images from eCampus-operated campus stores showcasing on-trend apparel and merchandise selections that attract students, faculty, staff and visitors.





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2. **Renovation Plan and Budget:** If proposing a physical store, include recommendations and cost for a refresh. Proposals should reflect a reduced retail space, providing room for complementary student services. Proposers should present a detailed plan and budget for renovating or updating the campus store throughout the contract duration. Include a timeline for renovations to ensure the campus store remains contemporary and well-maintained, avoiding any dated appearance.

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## CAPITAL INVESTMENT

eCampus will provide a capital investment up to **\$75,000** for improvements, fixtures, and the operation of the reduced retail space in the UMW Campus Store over the term of the agreement.

## UMW CAMPUS STORE IMPLEMENTATION PLAN AND PROCESS

eCampus employs industry best practices to successfully implement our full-service hybrid bookstore solution for a smooth transition with uninterrupted bookstore operation for all students and staff. This begins with clear and consistent communication at all levels that engage key personnel on both sides of the partnership. Transparent dialogue and the essential implementation elements outlined below and on the next page will provide a strong foundation for success.

### COMMITMENT TO COMMUNICATION

Communication will be consistent and frequent through multiple channels as the University of Mary Washington transitions to an eCampus solution.

### CLEARLY DEFINED TEAM

Each school partner has a dedicated team that works with the administration, faculty, and students.

### INTEGRATIONS

All Banner and Canvas integrations will be fully tested and operational.

### RELIABLE INFRASTRUCTURE

Our IT systems are hosted in highly redundant Tier 2 data centers. Each level of our architecture including network, database, and web services are constructed using industry best practices.

## 24/7 ONLINE OPERATIONS

eCampus has maintained a 99.9% uptime. Throughout our history, we have experienced minimal disruptions, allowing us to provide our school partners with the best online bookstore experience available.

## IMPLEMENTATION PLAN AND TIMELINE

Over the past 25+ years, we have developed an implementation plan that includes on-campus meetings, marketing campaigns, post-launch audits and more. Please see below and on the next page for a sample high-level timeline customized to a July 1, 2026 commencement.

### UPON CONTRACT EXECUTION

- › Hold onboarding meeting
- › Hold breakout sessions – Faculty, IT, Financial Aid, Marketing & Retail

### 10+ WEEKS PRIOR

- › Begin IT system integrations
- › Faculty submit Fall 2025 booklist
- › Establish advisory committee and plan first meeting with committee members
- › Evaluate campus stores and determine individual campus store needs
- › Evaluate campus store staffing and requirements
- › Hold marketing and licensing planning meeting
- › Determine store logo/artwork requirements
- › Develop campus store refresh plans and approval

### 8 WEEKS PRIOR

- › Post open campus store positions
- › Fall 2025 booklist review & approval
- › Begin engagement with campus departments
- › Build marketing campaigns to announce campus store & online bookstore grand opening
- › Begin campus store refresh
- › Begin Phone Installation and Internet Connections
- › Coordinate press releases with campus contact
- › Finalize Fall 2025 adoption list

### 6 WEEKS PRIOR

- › Create initial merchandising plan & review current licensed vendors
- › Schedule inventory service
- › System integrations tested and operational
- › Set Up ACH Banking Arrangements
- › Begin interviews for open campus store positions
- › Follow-up meetings with key campus contacts

## 4 WEEKS PRIOR

- › Integrated storefront launch
- › Online bookstore and Spirit Store live for student ordering
- › Marketing campaigns – Course materials now available
- › Review upcoming campus events
- › Confirm store materials and equipment deliveries
- › Confirm store marketing materials deliveries

## 2 WEEKS PRIOR

- › Receive store materials, equipment and marketing deliveries
- › Schedule new associate training and determine the initial staff schedule
- › Follow-up meeting with campus contacts
- › Transition week
- › Merchandise store
- › Execute marketing campaign

## 1 WEEK PRIOR

- › Grand opening of the UMW Campus Store

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3. The Firm shall be responsible for the proper collection and removal/disposal of all trash, garbage, shipping containers, boxes, skids, etc., from the interior of the campus store facility and deposited in the appropriate disposal container, e.g. trash/garbage in dumpsters, cardboard flattened and deposited in cardboard recycling containers, etc.

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eCampus acknowledges that it shall be responsible for the proper collection and removal/disposal of all trash, garbage, shipping containers, boxes, skids, etc., from the interior of the UMW Campus Store facility and deposited in the appropriate disposal container, e.g. trash/garbage in dumpsters, cardboard flattened and deposited in cardboard recycling containers, etc.

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4. **Floor Maintenance:** The Firm shall be responsible for cleaning all flooring at least bi-annually, ensuring floors where applicable have an attractive waxed finish. Carpets must also be clean and in good repair.

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eCampus acknowledges that it shall be responsible for cleaning all flooring at least bi-annually, ensuring floors where applicable have an attractive waxed finish and carpets must also be clean and in good repair.

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5. **Cleanliness of Surfaces:** Walls, ceilings, windows, and vents shall be kept clean, free of dirt, dust, and grease. Display and entrance windows and doors shall be cleaned by the Firm.

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eCampus acknowledges that walls, ceilings, windows, and vents shall be kept clean, free of dirt, dust, and grease and display and entrance windows and doors shall be cleaned by eCampus.

---

6. **Comprehensive Cleaning Schedule:** The Firm shall perform thorough cleaning of all facilities at the end of each semester, including the summer, and during University scheduled breaks. This includes walls, fixtures, furniture, hallways, stairs, the receiving dock, offices, rugs, storage rooms, and equipment.

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eCampus acknowledges that it shall perform thorough cleaning of all facilities at the end of each semester, including the summer, and during University scheduled breaks which includes walls, fixtures, furniture, hallways, stairs, the receiving dock, offices, rugs, storage rooms, and equipment.

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7. **Loading Dock:** The loading dock area shall be maintained clean and free from debris at all times.

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eCampus acknowledges that the loading dock area shall be maintained clean and free from debris at all times.

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## P. FINANCIALS:

### 1. FINANCIAL TERMS

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a. Sales and Commission Payment Structure: Firm shall present a detailed Sales and Commission payment tier matrix applicable throughout the contract, including any renewals or extensions, to outline the basis for commission payments. Matrix must include, at minimum, sales category, sales volume per category and/or in total, % commission and total commission per category.

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## OPTION 1: FULL SERVICE CAMPUS BOOKSTORE

### COMMISSIONS

#### COURSE MATERIAL SALES

- › **0-10%** - Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on gross product sales selected directly correlates with the cost of course materials for students. If the University of Mary Washington elects a lower commission rate, students receive more affordable course materials. If the University elects a higher commission rate, the University of Mary Washington will receive a higher financial return. When deciding on a commission percentage, it is important to understand the institution's goals for student affordability as well as financial return. Our internet dynamic pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University. If the University of Mary Washington selects the full 10% commission, the pricing on the course materials will never be above eCampus's suggested list price.

#### BOOK BUYBACKS

- › **10%** - Onsite & Online Book Buybacks

#### APPAREL & MERCHANDISE SALES

- › **10%** - All Apparel & Merchandise Sales

### FINANCIAL INCENTIVES

#### SIGNING BONUS

eCampus will provide a **\$2,500** signing bonus paid within 30 days of the first-semester start date.

## PARTNERSHIP INCENTIVE

eCampus will provide a **\$10,000** partnership incentive paid in \$2,500 annual installments in contract years 2-5. The partnership incentive is contingent on net sales staying within 10% of the prior year's net sales.

## TEXTBOOK SCHOLARSHIPS

eCampus will provide **\$4,000** in textbook scholarships as in-store credit the first contract year, to be paid in equal \$2,000 installments for the Fall and Spring semesters. For future contract years, student scholarships awarded will be .5% of the prior year's course material net sales. The scholarships can be awarded to students at the discretion of the University.

## MARKETING

eCampus will invest **\$12,500** for marketing over the course of 5 years, with \$2,500 invested annually. Funds are to be used to market the UMW Campus Store and University of Mary Washington Online Bookstore operations.

## SPONSORSHIPS

eCampus will provide **\$12,500** for sponsorships over the course of 5 years, with \$2,500 provided annually. Funds are to be used for select annual fundraisers and promotional events.

## CAPITAL INVESTMENT

eCampus will provide a capital investment of up to **\$75,000** for improvements, fixtures, and the operation of the UMW Campus Store over the term of the agreement.

eCampus will provide the University of Mary Washington with a branded iPad kiosk valued at **\$2,500** to be placed within the UMW Campus Store. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to \$10,000 for the University of Mary Washington Online Bookstore and Spirit Store platform enhancements over the term of the agreement.



## OPTION 2: ONLINE BOOKSTORE

### COMMISSIONS

#### COURSE MATERIAL SALES

- › **0-10%** - Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on gross product sales selected directly correlates with the cost of course materials for students. If the University of Mary Washington elects a lower commission rate, students receive more affordable course materials. If the University elects a higher commission rate, the University of Mary Washington will receive a higher financial return. When deciding on a commission percentage, it is important to understand the institution's goals for student affordability as well as financial return. Our internet dynamic pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University. If Students receive more affordable course materials if the University of Mary Washington elects a lower commission rate the University of Mary Washington selects the full 10% commission, the pricing on the course materials will never be above eCampus's suggested list price.

#### BOOK BUYBACKS

- › **10%** - Online Book Buybacks operated by eCampus
- › **20%** - Onsite Book Buybacks self-operated by the University of Mary Washington or an alternative third-party vendor

### FINANCIAL INCENTIVES

#### SIGNING BONUS

eCampus will provide a **\$1,000** signing bonus paid within 30 days of the first-semester start date.

#### PARTNERSHIP INCENTIVE

eCampus will provide a **\$4,000** partnership incentive paid in \$1,000 annual installments in contract years 2-5. The partnership incentive is contingent on net sales staying within 10% of the prior year's net sales.

#### TEXTBOOK SCHOLARSHIPS

eCampus will provide **\$4,000** in textbook scholarships as in-store credit the first contract year, to be paid in equal \$2,000 installments for the Fall and Spring semesters. For future contract years, student scholarships awarded will be .5% of the prior year's course material net sales. The scholarships can be awarded to students at the discretion of the University.

## MARKETING

eCampus will invest **\$12,500** for marketing over the course of 5 years, with \$2,500 invested annually. Funds are to be used to market the University of Mary Washington Online Bookstore operations.

## SPONSORSHIPS

eCampus will provide **\$12,500** for sponsorships over the course of 5 years, with \$2,500 provided annually. Funds are to be used for select annual fundraisers and promotional events.

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to **\$10,000** for the University of Mary Washington Online Bookstore platform enhancements over the term of the agreement.

## KIOSK INVESTMENT

eCampus will provide the University of Mary Washington with a branded iPad kiosk valued at **\$2,500** to be placed within a designated campus location. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.

## ADDITIONAL FINANCIAL INCENTIVES

- › **\$1.00 per package distributed incentive** for all online bookstore orders distributed from a University of Mary Washington designated campus location
- › **\$1.00 per rental returned incentive** for rentals returned to a University of Mary Washington designated campus location at the end of each semester



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b. **Payment Schedule:** The agreed-upon Sales and Commission payment tier schedule shall serve as the standard methodology for calculating and executing timely commission payments to the university.

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eCampus requests that commissions be paid on a quarterly payment schedule. Please see below for the proposed commissions' schedule.

- › Period 1: January through March will be paid no later than May 25th
  - › Period 2: April through June will be paid no later than August 25th
  - › Period 3: July through September will be paid no later than November 25<sup>th</sup>
  - › Period 4: October through December will be paid no later than February 25<sup>th</sup>
- 

c. **Reporting and Payment Deadlines:** All financial and sales reports, alongside corresponding commission payments, shall be submitted by the 10th day of the month following the reporting period. In cases of late submission, the university reserves the right to impose a late fee up to \$100 per day. If the due date falls on a weekend or public holiday, the deadline extends to the next business day. Financial and sales reports submitted shall be final and not preliminary or estimated.

---

eCampus requests that commissions be paid on a quarterly payment schedule.

eCampus will provide monthly financial and sales reports. Please see page 54 to view eCampus's Monthly Reporting in more detail.

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d. **Fiscal Year Definition:** The University's fiscal year is defined from July 1 to June 30, with financial reporting conducted on a monthly basis. Any contract period beginning before the start of a full fiscal year shall be adjusted on a prorated basis.

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eCampus acknowledges the University of Mary Washington's fiscal year definition.

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e. **Fiscal Reporting Alignment:** The Firm's fiscal reporting period shall align with the University's fiscal year. Monthly reporting shall cover data from the first to the last day of each calendar month.

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eCampus acknowledges that the fiscal reporting period shall align with the University's fiscal year and monthly reporting shall cover data from the first to the last day of each calendar month.

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f. **Tax Obligations:** The Firm is solely responsible for all tax obligations related to this contract.

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eCampus acknowledges that we are solely responsible for all tax obligations related to this contract.

---

g. **Sales and Tax Reports:** Upon request, the Firm must provide copies of all required sales and tax reports that detail sales, revenues, and taxes generated at the University.

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eCampus agrees to provide upon request all required sales and tax reports that detail sales, revenues, and taxes generated at the University of Mary Washington.

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h. **Operating Costs:** The Firm shall pay all operating costs for providing the contracted goods/services, except for specific costs outlined by the University (University's Responsibilities) in the RFP or the negotiated contract.

i. The University's Responsibilities consist of:

a. Electricity

b. General building maintenance (HVAC, Mechanical, Ceiling tiles from leaks, etc.)

c. Heating and air conditioning

d. Smoke/heat alarms

e. Natural gas, steam

f. Water, sewer

g. Trash removal (from the University's designated point)

h. Fire safety inspections

i. Utility Services: The University commits to maintaining utilities to its best ability but shall not be liable for losses due to outages.

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eCampus agrees to pay all operating costs for providing the contracted goods/services, except for specific costs outlined by the University (University's Responsibilities) in the RFP or the negotiated contract.

## *2. SALES, REPORTING AND COMMISSION TERMS*

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a. **Net Sales Reporting:** All net sales (gross sales minus taxes), including but not limited to cash, check, internal transfers, gift card redemption and debit/credit card, and financial aid shall be recorded as revenues on financial reports at retail values.

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eCampus acknowledges the University's definition of Net Sales and how it should be recorded and reported.

---

b. **Commission Computation:** Commissions shall be computed on net sales.

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eCampus acknowledges that commissions shall be computed on net sales.

---

c. **Commission Payments:** Commissions shall be paid to the University in the period they were earned and charged, and not upon collection date. The Firm shall not be reimbursed for commissions paid on uncollected amounts. Uncollectable amounts shall be the responsibility of the Firm.

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eCampus requests that commissions are paid on a quarterly payment schedule.

---

d. Commission Payments shall be accompanied by sales reports showing net sales for each category, total sales, period in which sales were made, and commission calculation.

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eCampus acknowledges that commission payments shall be accompanied by sales reports showing net sales for each category, total sales, period in which sales were made, and commission calculation.

---

e. **Monthly Financial Reporting:** The Firm shall e-mail a monthly financial operating statement report (Operating Statement) in spreadsheet format to the University by the 10th of each calendar month. Proposal must include a sample Profit and Loss statement that would be provided to the Contract Administrator.

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eCampus acknowledges to e-mail a monthly financial operating statement report (Operating Statement) in spreadsheet format to the University of Mary Washington.

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Please see on the next page for the financial projections over the next five years. Projections are based on the previous sales history and sales formats provided for the fiscal year 2024 and are subject to change based on actual eCampus Campus Store and Online Bookstore sales.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
New textbook sales	161,124	169,180	177,639	186,521	195,847
Used textbook sales	58,591	61,520	64,596	67,826	71,217
Book rental	131,829	138,420	145,341	152,608	160,239
Digital product sales	498,020	522,921	549,067	576,520	605,346
Retail	615,201	645,961	678,259	712,172	747,780
<i>Total revenue</i>	1,464,765	1,538,002	1,614,902	1,695,647	1,780,429
<b>Cost of Goods</b>					
New textbook sales	120,843	126,885	133,229	139,891	146,885
Used textbook sales	32,225	33,836	35,528	37,304	39,169
Book rental	52,732	55,368	58,136	61,043	64,096
Digital product sales	398,416	418,337	439,254	461,216	484,277
Retail	369,121	387,577	406,955	427,303	448,668
<i>Total Cost of Goods</i>	973,337	1,022,003	1,073,102	1,126,757	1,183,095
<b>Gross Margin</b>	491,428	515,999	541,800	568,890	597,334
<b>Operating Expenses</b>					
Commissions	97,611	102,493	107,617	112,998	118,648
Signing bonus	2,500	2,500	2,500	2,500	2,500
Student scholarships	4,000	4,000	4,000	4,000	4,000
Sponsorships/Promo Events	2,500	2,500	2,500	2,500	2,500
Fulfillment costs	23,989	24,228	24,689	25,174	25,683
Freight expense	29,885	30,302	31,317	32,382	33,502
Credit card fees	40,619	42,450	44,373	46,391	48,511
Direct salaries	125,000	125,000	125,000	125,000	125,000
CAPEX depreciation	15,500	15,500	15,500	15,500	15,500
<i>Total Operating Expenses</i>	341,604	348,973	357,496	366,445	375,844
<b>Contribution Margin</b>	149,824	167,026	184,304	202,445	221,490

f. Any operating statements requiring adjustments because of a review audit shall be reflected on the next reporting month.

eCampus acknowledges that any operating statements requiring adjustments because of a review audit shall be reflected on the next reporting month.

---

g. At the end of each semester or term, or upon request of the UMW Contract Administrator, Contractor shall provide:

i. Average pricing for each available course materials format

ii. A current term course materials list that includes the retail price for each title in each of its available formats.

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eCampus agrees to provide at the end of each semester or term, or upon request of the UMW Contract Administrator the average pricing for each available course materials format and/or a current term course materials list that includes the retail price for each title in each of its available formats.

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h. Contractor shall provide insights reports annually to the Contract Administrator.

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eCampus agrees to provide insights reports annually to the Contract Administrator.

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i. **Audit Reporting:** The University should be informed by the Firm of the schedule of the Firm's audit of the records and operations at the University. The University will have the option to participate in the Firm's audits and shall receive a full audit report of findings regardless of the University participation.

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eCampus acknowledges that it will notify the University of Mary Washington of the schedule for upcoming audits of the records and operations at the University of Mary Washington.

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j. **Confidentiality and Compliance:** All Firm financial reports and their content will be retained, used and treated in strict confidence by the University except as required by the Virginia Freedom of Information Act.

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eCampus acknowledges that eCampus's financial reports and their content will be retained, used and treated in strict confidence by the University except as required by the Virginia Freedom of Information Act.

### ***3. THE FIRM SHALL SUBMIT ALL REPORTS AND PAYMENTS TO:***

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#### **a. Reports**

i. Electronic reporting submission addresses will be determined upon contract award.

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eCampus acknowledges that electronic reporting submission addresses will be determined upon contract award.

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#### **b. Payments**

i. Electronic payment submission will be provided upon contract award. Electronic payments must be accompanied by supporting documentation that defines the sales by category, sales period, total sales and calculation of funds earned.

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eCampus acknowledges that electronic payment submission will be provided upon contract award and electronic payments must be accompanied by supporting documentation that defines the sales by category, sales period, total sales and calculation of funds earned.

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## **Q. RENOVATION AND CONSTRUCTION:**

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1. **Coordination with University Facilities:** The Firm shall coordinate with the University's Facilities Management, through Business Services, for support related to electrical work, construction, lighting, plumbing, and the installation of furniture/fixtures, finishes, inspections, and signage for any proposed changes to the retail space.

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eCampus agrees to coordinate with the University's Facilities Management, through Business Services, for support related to electrical work, construction, lighting, plumbing, and the installation of furniture/fixtures, finishes, inspections, and signage for any proposed changes to the UMW Campus Store space.

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2. **Design and Construction Capabilities:** State whether the Firm is capable of facilitating the design, renovation, and/or construction processes upon request and possess in-house resources to fulfill these needs throughout the contract term.

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Yes, eCampus is capable of facilitating the design, renovation, and/or construction processes upon request and possesses in-house resources to fulfill these needs throughout the contract term.

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3. **Regulatory Compliance:** The Firm shall only utilize firms registered with the Department of Professional and Occupational Regulation ([www.dpor.virginia.gov/](http://www.dpor.virginia.gov/)).

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eCampus agrees to only utilize firms registered with the Department of Professional and Occupational Regulation.

## R. CONTRACT TRANSITION:

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1. **Provide a realistic implementation and transition plan.** The schedule should include target dates for staffing, stocking, equipping, all specific roles and responsibilities required for the transition and merchandising the retail facilities, and a detailed project plan for necessary IT integrations. In addition, provide dates for key transition activities such as staff training, system installation, banking arrangements, service agreements, phone installations, etc.

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Please see page 94 to view eCampus's Implementation Plan for the University of Mary Washington, detailing target dates for staffing, stocking, equipping, all specific roles and responsibilities required for the transition and merchandising the retail facilities in addition to key transition activities such as staff training, system installation, banking arrangements, service agreements, phone installations, etc.

Please see below and on the next page for eCampus's project plan for necessary IT integrations.

## TECHNICAL INTEGRATIONS

eCampus offers multiple technical integrations to streamline processes for students, faculty and administration at the University of Mary Washington.

Below are the most common system integrations:

- › **Adoption Tool** – eCampus provides integrations to pass course and faculty information to our eCampus Adoption Tool.
- › **Registration Integration** – eCampus integrates with Banner and Canvas to link course identifiers with course registrations.
- › **Credit Module** – The University of Mary Washington can load credit via our eCampus SFTP server or through eCampus’s or Banner’s Ellucian Ethos API to automatically load and reconcile student credit or financial aid.
- › **Single-Sign-On** – eCampus supports all single sign-on solutions, including SAML, CAS and LDAP, which can be completed for both the student interface (online bookstore) and faculty interface (our Faculty Administration Support Tool).
- › **Campus Card** – eCampus can integrate with the UMW EagleOne Card to allow funds to be utilized in real-time via the Campus Store and Online Bookstore.
- › **LTI Integrations** – eCampus provides LTI integrations for direct digital courseware delivery in Canvas for Inclusive Access courses.

If the University of Mary Washington has an Ellucian Ethos integration in place, the need to create individual secure file transfers for course, student, financial aid, and schedule data is negated. With a few simple data points to connect eCampus and the University of Mary Washington's instance of Ethos, eCampus can pull all the necessary information daily, making the transition to a new bookstore provider an easy lift for the University of Mary Washington's IT and development team.

## DATA TRANSFER METHODS

eCampus provides three primary methods for transferring data listed below and on the next page.

1. The University of Mary Washington can extract files from Banner and manually import them through FAST.



2. The University of Mary Washington can extract files from Banner and send them on an automated schedule to be automatically batch-processed by eCampus into FAST.



3. Our eCampus or Banner's Ellucian Ethos API can pass data in real-time.



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2. In the event of a transition to a new campus store vendor, the successful bidder should make employment offers to the current campus store staff where applicable. The bidder should outline their strategy for evaluating and integrating the current staff into their operations to maintain continuity and leverage the staff's experience and knowledge.

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## HIRING CAMPUS STORE PERSONNEL

Filling positions for the campus store, whether on an interim or permanent basis, involves a structured process to ensure that qualified candidates are selected. Please see below and on the next page for the steps that eCampus takes to filling campus store positions.

### INTERNAL RECRUITMENT

If feasible and appropriate, eCampus will consider internal candidates who are already employed within our corporate offices. Internal promotion can boost morale and retain talented employees. To ensure fairness and transparency, internal candidates may need to undergo an application and interview process similar to external candidates.

### EXTERNAL RECRUITMENT

If there are no suitable internal candidates or if the position requires specific expertise or experience not available internally, eCampus will conduct external recruitment. External recruitment efforts may include posting job advertisements on relevant job boards, professional networks, social media, and university career portals. eCampus may also proactively reach out to potential candidates through networking and industry contacts.

## APPLICATION AND SCREENING

Once applications are received, they are screened by the eCampus Director of Campus Stores to identify candidates who meet the minimum qualifications for the position. Screening may involve reviewing resumes, cover letters, and other application materials to assess candidates' relevant experience, skills, and qualifications.

## INTERVIEW PROCESS

Qualified candidates are invited to participate in one or more rounds of interviews. The interview panel may include stakeholders from eCampus and the University of Mary Washington. Interviews may be conducted in person, over the phone, or via video conferencing, depending on the circumstances and preferences of the candidates and interviewers.

## SELECTION AND OFFER

After the interview process is complete, the hiring panel deliberates to select the most qualified candidate for the position. An offer of employment is then extended to the selected candidate, typically contingent upon the successful completion of background checks, reference checks, and any other pre-employment requirements. Once the offer is accepted, arrangements are made for the new manager to join the campus store team, including onboarding and orientation activities.

## S. EXPERIENCE AND QUALIFICATIONS OF FIRM:

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1. Provide a list of four (4) comparable academic institutions or other facilities for which similar goods and services are currently being provided. Include names, addresses, e-mail and phone numbers of the appropriate contact person.

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Please see Exhibit 6 to view eCampus's complete confidential client list.

Please see below and on the next page for four confidential eCampus partner references.

### **Miami University**

Kathy Crowley

Director of Marketing for Campus Services

Oxford, OH

Office: (513) 529-6918

Email: [crowlekm@miamioh.edu](mailto:crowlekm@miamioh.edu)

*Similarities: Uses Banner for SIS, Uses Canvas for LMS, and Public, 4-Year*

## Middlebury College

Liz McGurk

Textbook Coordinator

Middlebury, VT

Office: (802) 443-2158

Email: [emcgurk@middlebury.edu](mailto:emcgurk@middlebury.edu)

*Similarities: Uses Banner for SIS and Uses Canvas for LMS*

## Oakland University

Chris Reed

Director of the Oakland Center

Rochester, MI

Office: (248) 370-3245

Email: [creed@oakland.edu](mailto:creed@oakland.edu)

*Similarities: Previous Barnes and Noble Client, Uses Banner for SIS, and Public, 4-Year*

## Marietta College

Linda Z. Roesch

Instructional Technologist

Marietta, OH

Office: (740) 376-4815

Email: [lr002@marietta.edu](mailto:lr002@marietta.edu)

*Similarities: Previous Barnes and Noble Client, Uses Ellucian for SIS, and Uses Canvas for LMS*

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2. State the Firm's capability for enhancing the University's retail program, by identifying the goals and strategies implemented at one site of a similar size and nature to University of Mary Washington.

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eCampus is a highly qualified leader in managing both course material and retail services for colleges and universities. With extensive expertise in the collegiate bookstore industry, eCampus is committed to providing students with exceptional service and high-quality products at the most competitive prices. Our comprehensive approach combines innovative solutions, personalized service, and cost-effective strategies to enhance the student experience.

For the University of Mary Washington, eCampus proposes a customized solution that includes a strategic marketing plan designed to boost awareness and engagement, as well as a curated merchandising plan specifically crafted to meet the diverse retail needs of the UMW community.

eCampus will ensure that all offerings align with the university’s brand and student preferences while optimizing inventory and pricing strategies for maximum value. To further illustrate our capability, please refer to page 112 for confidential references from institutions of similar size and nature to the University of Mary Washington, showcasing our proven track record of success in similar environments.

3. Provide a list of all clients lost within the last three years. Include a contact name and telephone number, the length of service at the account, the reason for the loss. Include clients lost as a result of merger or acquisition.

### DISCONTINUED CLIENT LIST

Please see below for a list of college and university accounts and the reason they were canceled or not renewed over the past three years.

Due to confidentiality agreements, we cannot provide length of service and contact information for clients who have discontinued service.

Institution	Reason
Bethany Lutheran College	Agreement Expiration
Centenary College of Louisiana	Agreement Expiration
Clarks Summit University	Closure
Iowa Wesleyan University	Closure
Lincoln University of Pennsylvania	Agreement Expiration
New York Medical College	Agreement Expiration
PennWest Clarion	Agreement Expiration
Peru State College	Agreement Expiration
Pittsburgh Technical College	Closure
Union University	Agreement Expiration
University of Wisconsin - Milwaukee	Agreement Expiration
Westmore County Community College	Agreement Expiration

4. Provide the amount of annual sales the firm has with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: <https://vascupp.org/members>

eCampus is not currently partnered with any VASCUPP member institution.

---

5. Submit a copy of the company's most recent annual report, most recent filing of Securities and Exchange (SEC) reports (10Q and 10K) and any other written evidence of the company's financial stability. If SEC reports are not filed, include litigation record for prior, current and pending matters in addition to Financial Statements/Balance Sheets for the past two years of operation. Similar data is requested for subcontractors, if applicable.

---

Please see Exhibit 7 for eCampus's audited financial report.

## T. OTHER RELATED GOODS/SERVICES:

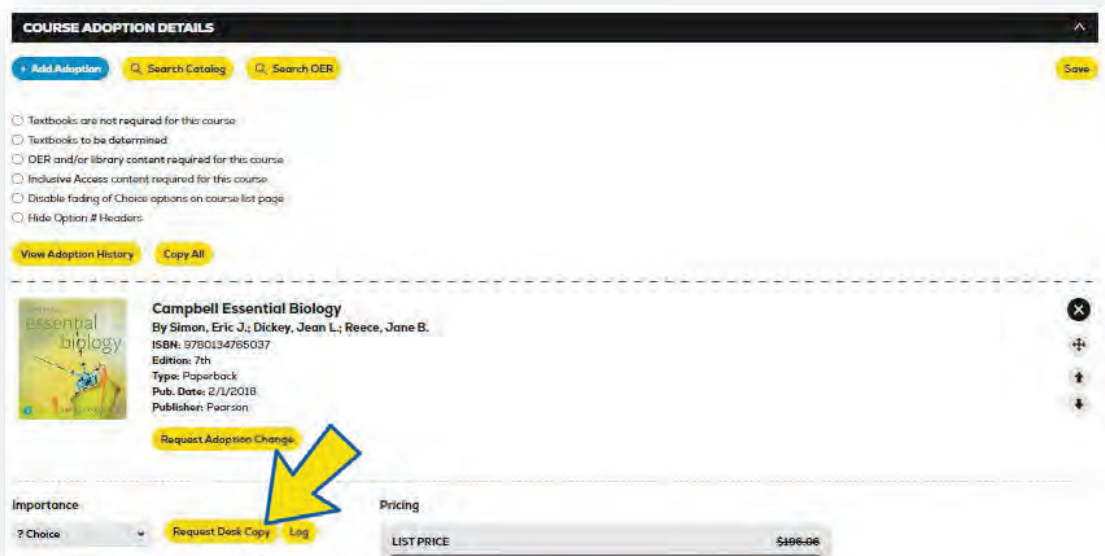
---

1. Describe other related goods and/or services provided by your firm. Provide information to demonstrate how these goods and/or services could benefit the University and include the associated pricing for the term of the contract. Provide information to address how newly introduced products and services would be offered and included in the contract. Include information on your ability to provide most favored nations pricing.

---

## DESK COPIES

eCampus's Account Management Team will facilitate obtaining desk copies for faculty. We will send all required sales reports to the publishers and have desk copies shipped directly to the faculty. Desk copies can be requested within FAST, as seen in the screenshot below. eCampus does not charge for this service and any costs associated with desk copies are at the publisher's discretion.



## U. SUSTAINABILITY:

---

1. Operations will align with UMW Sustainability mission, goals and initiatives.
  2. Describe how you will establish waste reduction and diversion targets, focusing on single-use plastics and other disposables. Please provide information to demonstrate the overall environmental impact of your proposed approach. Include information on your recommendations to reduce the environmental impact and create efficiencies.
- 

eCampus agrees to align its operations at the University of Mary Washington with UMW's Sustainability mission, goals and initiatives. Please see below for eCampus's current sustainability initiatives to reduce the overall environmental impact of the eCampus solution.

eCampus supports carbon-neutral course materials and provides students access to the largest selection of digital course materials and digital courseware. eCampus is committed to reducing our impact on the environment, creating a more sustainable future and providing carbon neutral products and services. Each digital course material purchased from eCampus's online bookstore reduces a student's carbon emissions by 45 times when compared to a print course material.

eCampus utilizes only sustainable recycled packaging materials and a unique packing process to ship smaller packages, allowing for reduced shipping costs and more efficient distribution of student orders within the University of Mary Washington.

Please see the video on the next page showcasing our Sealed Air eCube packaging machine building the carton around the textbooks versus sending large boxes with package fillers to the campuses.



## V. EXCLUSIVE BEVERAGE AGREEMENT:

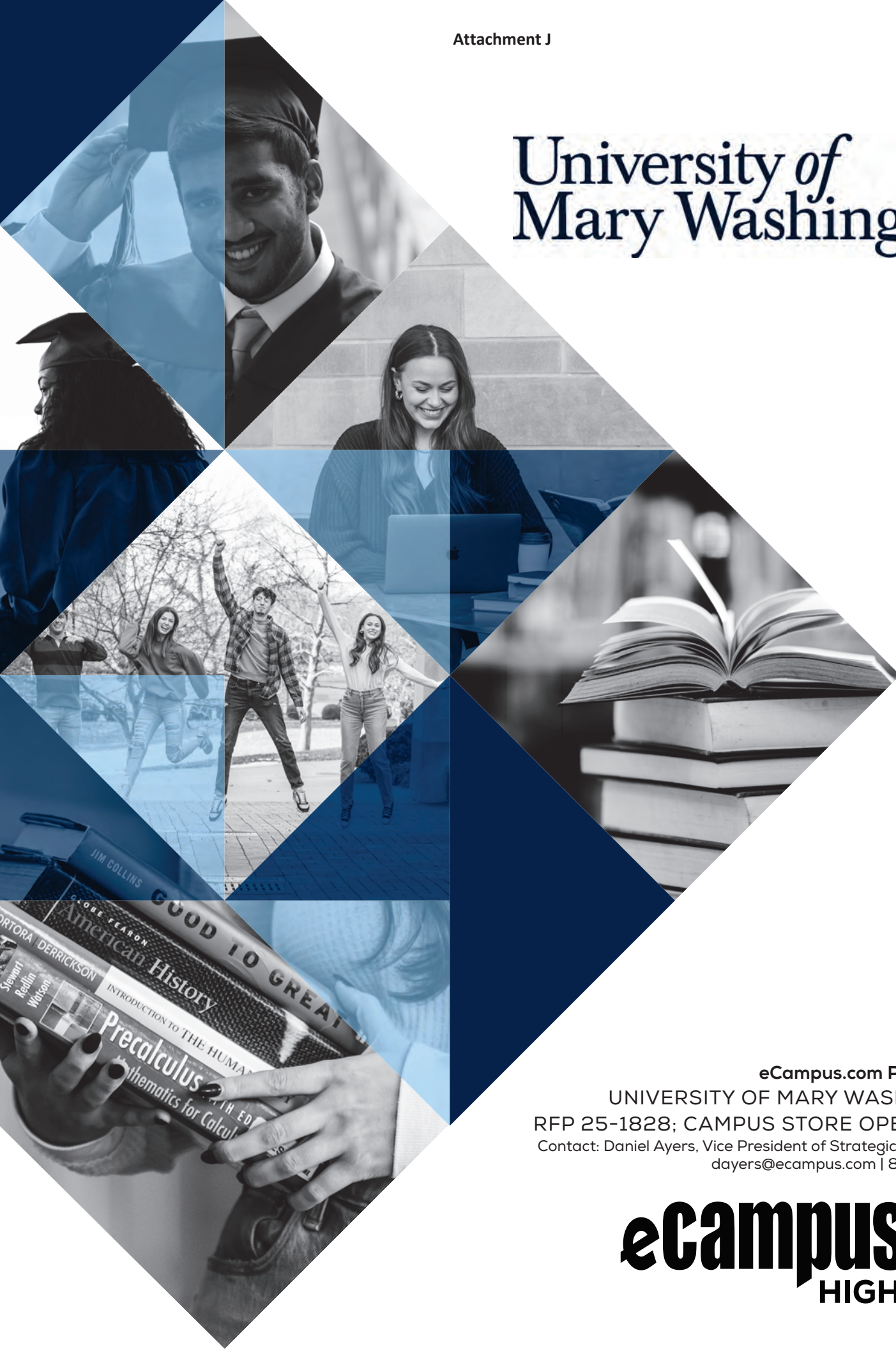
---

The University maintains the right to have exclusive agreements. The Firm shall comply with all the agreement's terms and conditions. Currently, the University has an exclusive agreement with Pepsi Bottling Group, LLC. for carbonated and non-carbonated soft drinks; fountain tea; bottled teas, coffees, juices, Isotonic beverages and bottled water. Firm Beverages will be the only beverages sold, distributed, sampled or otherwise made available on the Campus. The following beverages are exempt from exclusivity; (1) non-bottled tap water/filtered water stations, hot chocolate, freshly brewed coffee and tea, fresh squeezed juices, and milk; (2) other beverage products used in a proprietary recipe by restaurants on campus (ingredient(s) from an alternative source will not be advertised). In no event will exempted beverages be advertised on campus.

---

eCampus agrees to comply with the University's right to have exclusive agreements and will comply with all the agreements' terms and conditions, including, but not limited to, the exclusive agreement with Pepsi Bottling Group, LLC.

# University of Mary Washington



eCampus.com Proposal for  
UNIVERSITY OF MARY WASHINGTON  
RFP 25-1828; CAMPUS STORE OPERATIONS  
Contact: Daniel Ayers, Vice President of Strategic Partnerships  
dayers@ecampus.com | 859-806-1119

**ecampus.com**  
HIGHER ED

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March 13, 2025

University of Mary Washington  
Ms. Lindsay Fare  
1125 Emancipation Hwy  
Suite 480  
Fredericksburg, VA 22401

Ms. Fare,

Thank you for the opportunity to respond to University of Mary Washington Request for Proposal for Campus Store Operations. eCampus is pleased to provide a full-service course material and retail solution customized to the University of Mary Washington.

Our eCampus solution expands from the traditional bookstore operation and offers an innovative solution to provide affordable print and digital course materials via a full-service online bookstore and a contemporary on-campus retail store. eCampus will provide trendy emblematic apparel and merchandise with convenient online order pick-up in the newly refreshed UMW Campus Store.

If the University of Mary Washington chooses to partner with an alternative vendor or self-operate retail operations, eCampus is well-equipped to provide online course material services.

eCampus looks forward to further discussions and would also like to extend an open invitation to you and your staff to tour our state-of-the-art eCampus Distribution Center. Touring our distribution center will help the University of Mary Washington better understand our capabilities of fully servicing your course material and retail needs.

Should you need additional information or have questions about any aspect of our proposal, please call me at 859-806-1119, or you may email me at [dayers@ecampus.com](mailto:dayers@ecampus.com). Once again, thank you for considering eCampus.

Sincerely,

A handwritten signature in black ink that reads "Daniel Ayers". The signature is fluid and cursive, with the first name "Daniel" and last name "Ayers" clearly legible.

Daniel Ayers  
Vice President of Strategic Partnerships

## B. SPECIFIC PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS:

---

### 1. Overview:

- a. State the Firm's legal entity name and headquarters address.
  - b. Provide Firm's W9 or at minimum tax identification number (TIN)
  - c. Provide the name, title, address, telephone number, and email of the individual who will act as the Firm's designated representative for purposes of this RFP.
- 

A Book Company, LLC, dba eCampus.com

2373 Palumbo Drive,  
Lexington, KY 40509

Please see Exhibit 1 to view eCampus's W-9.

Audrey Vogt  
Client Development Manager  
2373 Palumbo Drive,  
Lexington, KY 40509  
(563) 690 – 8331  
[avogt@campus.com](mailto:avogt@campus.com)

---

2. Introduction: Provide an introduction of the Firm and all major subcontractors who will be involved in the performance of the work. Include primary business experience, length of time in business, ownership, office locations, and specific location of the principal office from where UMW work will be performed and any other information of an introductory nature.

---

## ABOUT ECAMPUS

### HISTORY

Established in 1999 and headquartered in Lexington, Kentucky, eCampus is one of America's largest course material providers. Featured annually by Internet Retailer as one of the top 500 retailers in the country, eCampus consistently exceeds industry standards through its mission to provide the easiest, fastest, and most affordable way for college and university students to buy, rent, and sell textbooks and digital content.

---

Our private company was founded as an LLC by a core group of executives and investors, including Dave Thomas from Wendy's, who recognized the need for a reliable online source for students to purchase affordable course materials. From the beginning, our driving force has been meeting the needs of the customers we serve, which has aided in our continual growth and profitability year after year.

eCampus revolutionized student's textbook purchasing process to provide a convenient alternative to the brick-and-mortar bookstore. Committed to this mission, we pursue publisher relationships and innovative business practices that exceed student expectations for affordable textbooks and course content.

Over the course of our 25+ year history, we have continued to prove our customer-centered business model that puts our partners first. This has allowed eCampus to become the premier single-source supplier for new, used, rental and digital textbooks, general reading books, apparel, merchandise and supplies. We deliver the tools for success to millions nationwide, serving over 3 million students annually.

---

3. [Qualifications of the Firm](#): Describe how your firm's overall experience demonstrates your ability to successfully complete the Statement of Needs. Provide a detailed list of services you have provided to clients over the past three years which are similar to those required by UMW.

---

## **EXPERIENCE**

Our first bookstore management relationship began in 2002. Since then, we have continued to add private and public institutions of all sizes to our list of clients, currently serving over 375 bookstore partners. Our partners range from small colleges to large public community colleges and state universities.

Please see the timeline on the next page which details key highlights throughout our company history.



### ONLINE COURSE MATERIALS

eCampus was one of the first online course material vendors entering the .com era.

1999



### INVENTED ONLINE BOOKSTORES

eCampus pioneered the hybrid online bookstore model, launching the first customized online bookstore of its kind.

2002



### PHYSICAL RETAIL LOCATIONS

eCampus began managing and operating brick and mortar campus retail solutions with branded apparel and merchandise.

2005



### EQUITABLE ACCESS

eCampus began its first equitable access partnership, one of the first in the industry. Today, eCampus services over 200K students across 89 equitable access campuses.

2006



### RENTAL PROGRAM

eCampus began an in-house textbook rental program, now offering over 1 million titles, making us the #1 textbook rental provider.

2009



### DYNAMIC PRICING

eCampus was the first to offer dynamic pricing versus fixed pricing, solidifying our commitment to the most competitive pricing model.

2011



### PARTNER GROWTH

eCampus experienced accelerated and continuous growth, currently operating over 375 online bookstore and campus retail partnerships.

2019



### 25TH ANNIVERSARY

eCampus celebrates 25 years of pioneering online textbook sales and providing customized hybrid bookstore solutions to institutions nationwide.

2024

## QUALIFICATIONS

eCampus is highly qualified in managing course material and retail services for colleges and universities. With extensive experience in the collegiate bookstore industry, eCampus offers exceptional service and high-quality products at the lowest possible cost to students.

---

4. **Qualification of the Staff:** Identify the staff members who will provide the services required by the proposal, including years and type of experience for each person. Experience should include number of years at current firm as well as all prior service.

---

Please see below and on the next page for the eCampus Campus Store and Online Bookstore Staffing Plans that detail the eCampus staff who will provide the services required in the proposal. Resumes of staff detailing their experience will be provided once an account management team is assigned to the University of Mary Washington.

## **CAMPUS STORE STAFFING PLAN**

### **SENIOR DIRECTOR OF CAMPUS STORE OPERATIONS**

The Senior Director of Campus Store Operations oversees all campus store operations and ensures each school partner receives the level of service and support they deserve. The Director of Campus Store Operations is responsible for developing management teams that are well-versed in all physical areas of the bookstore operation.

### **REGIONAL MANAGERS**

The Regional Managers oversee and coordinate all retail activities in their assigned region. They are responsible for leading and managing daily operations to achieve business goals and maximize profitability within the campus stores they manage. The Regional Managers are also responsible for ensuring the campus stores adhere to the highest levels of service and operational performance and providing guidance to the Store Managers of the campus stores they manage.

### **STORE MANAGER**

The Store Manager is essential to the success of the University of Mary Washington campus store. The Manager oversees all campus store personnel, the day-to-day operation of the campus store they manage and are responsible for developing teams well-versed in all course material and store operations.

### **TEAM LEADS: OPERATIONS, MERCHANDISING & COURSE MATERIALS**

Team Leads support the Store Manager and are responsible for the day-to-day functions of the store, including staff and pop-up scheduling, receiving products, and fulfillment of online apparel orders. Additionally, the Team Leads oversee the merchandising of the sales floor by following all merchandising standards. They can also be seen as a resource to both faculty and students, assisting with adoptions, online ordering and their in-store shopping experience.

Team leads bring a contagious energy to the sales floor, generating a welcoming atmosphere and ensuring a customer experience that encourages repeat business. Closely connected with the marketing department, they effectively communicate upcoming events and ensure timely marketing releases on social media to attract customers consistently.

## STUDENT STAFF

Student staff are trained in providing exceptional customer service, assisting customers with course material pickup, answering questions, and conducting transactions.

## SEASONAL & POP-UP STAFF

Part-time staff are responsible for customer service, answering questions and conducting transactions at pop-up events.

## ONLINE BOOKSTORE STAFFING PLAN

eCampus will manage the University of Mary Washington Online Bookstore by providing an account management team dedicated to serving and supporting the faculty, staff, and administration of University of Mary Washington. Included below and on the next page is the corporate structure staffing plan for University of Mary Washington's Online Bookstore Account Management Team. These roles include:

### CHIEF STRATEGY OFFICER

The Chief Strategy Officer oversees all online bookstore operations, ensuring each school partner receives a high level of service and support. The Chief Strategy Officer is responsible for developing management teams well-versed in all areas of the bookstore operations.

### SENIOR DIRECTOR

The Senior Director oversees the day-to-day operations, has extensive knowledge of our online bookstore and provides a layer of support and management for our Associate Directors. The Senior Director trains and oversees Associate Directors and their respective teams.

### ASSOCIATE DIRECTORS

The Associate Directors serve as the main point of contact for University of Mary Washington, overseeing the daily relationship between the University and eCampus. The Associate Director ensures open communication and the success of the partnership.

- › Develops the onboarding meeting agenda and project plan
- › Works closely with administration, staff, and faculty on storefront maintenance, marketing and communication strategies, financial aid, and all reports needed by the University
- › Facilitates performance review meetings with administration and staff

## ACCOUNT MANAGERS

The Account Managers serve to support the Senior Director in overseeing the daily relationship between the University and eCampus.

- › Facilitates the onboarding meeting and implements the project plan
- › Provides support to the Associate Directors

## ASSISTANT ACCOUNT MANAGERS

The Assistant Account Managers handle all aspects of the adoption lists.

- › Works with administration and faculty to set adoption list due dates, cleanses the adoption list upon receipt, handles problem titles and adoption list changes, and oversees stocking and maintenance of course materials for the online bookstore
- › Works closely with publishers to obtain requested teacher editions and desk copies

## ADDITIONAL SUPPORT

In addition to the core group of dedicated account experts, University of Mary Washington will also benefit from a superior marketing and IT team that will ensure an end-to-end successful partnership.

---

5. **Work Plan:** The Work Plan must contain a comprehensive description of the goods and/or services including the following elements:

- General – This section of the proposal must contain sufficient detail to convey the methodology or work plan contemplated for use. Firms must describe how the services listed in the Statement of Needs shall be performed.
- Deliverables – Fully describe all of the deliverables to be submitted under the proposed contract.
- Work Schedule/Timeline – Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Suggestions, if any, for streamlining the work schedule should be presented. Cost implications for streamlining the schedule should be presented, if applicable.

---

All products and services detailed within our response to this request for proposal are considered as deliverables under the proposed contract to the University of Mary Washington. Additionally, eCampus will provide a high-level overview of all deliverables within our agreement if selected as the University of Mary Washington's new vendor.

Please see page 106 to view eCampus's Implementation Plan detailing a work schedule when the elements of the work will be completed and when deliverables will be provided.

---

d. Outcomes and Performance Measurement – Describe the impacts/outcomes Firms intend to achieve, including how these outcomes would be monitored, measured and reported to the University.

---

eCampus aims to deliver a seamless transition to our role as the new Campus Store and Online Bookstore vendor, ensuring a positive experience for all stakeholders. Our focus is on achieving extensive market reach of the University of Mary Washington students while increasing the University's course material and retail market share.

eCampus will utilize the University of Mary Washington's current sales as a baseline for determining eCampus's performance and growth metrics. Additional outcomes are measured using customer feedback, as seen on page 26 and monthly reporting and reporting analytics, as seen on page 58.

---

e. Overall Risk – Define risks significant to the success of the work. Include how you propose to effectively monitor and manage these risks, including the reporting of risks to the University (i.e., how you will manage staff turnover or other issues that may negatively impact the work, their potential and how you would propose to mitigate them).

---

The success of the new University of Mary Washington Online Bookstore relies heavily on receiving timely course material adoptions from faculty. Delays in submitting these adoptions can leave students unprepared for their classes, impacting their overall academic experience. To address this, eCampus will provide personalized support to faculty members who may be resistant to the change or encounter difficulties with the adoption process. Through one-on-one assistance, we will address their questions and concerns, emphasizing how timely course material adoptions directly benefit their students and enhance their classroom success.

Running a college retail campus store involves risks such as inventory management issues and seasonal demand fluctuations. To mitigate these risks, eCampus effectively manages inventory, forecasts demand and offers competitive pricing and exclusive products.

Other risks include changing student preferences, which can significantly impact the success of a college retail campus store. To manage this risk, eCampus stays ahead of these changing preferences through regular student surveys, social media engagement, and monitoring of broader retail trends. The eCampus-operated store can adjust its product offerings by analyzing customer feedback, such as adding more sustainable merchandise or offering exclusive, limited-edition items.

---

6. Complete and Return Attachment F: Small Business Subcontracting Plan.

---

Please see eCampus's completed Attachment F: Small Business Subcontracting Plan.

---

7. Submit any exceptions the Offering firm takes to the Terms and Conditions as stated in this RFP.

---

eCampus does not have any exceptions to the Terms and Conditions as stated in the RFP.

---

8. Any other information the Offeror believes will help the University evaluate its proposal.

---

eCampus has no additional information to that has not already been provided in our proposal.

---

## **C. GENERAL:**

### ***1. STRATEGIES***

---

Describe how your organization plans to adapt to the changing landscape of campus store retail, focusing on innovation and responsiveness to market trends. Highlight strategies to engage both the university community and the broader market, ensuring your approach aligns with evolving consumer preferences.

---

eCampus is committed to staying on the cutting edge of college and university bookstore retail trends and marketing strategies. With active participation in national conferences and organizations such as NACAS, NACUBO, SACUBO, we synergize with like-minded industry leaders to uncover innovative ways to engage with our primary customers. With over 375 current bookstore partners, eCampus regularly seeks feedback from students, faculty, staff, administration, and alumni through surveys and conversations to evaluate our current practices with an eye on continuous improvement. Our in-house marketing and design team stays up to date on industry research and trends reports, utilizes valuable customer behaviors through analytics within our communication platforms, and actively reviews relevant online publications for emerging trends.

---

As our industry continues to trend toward digital solutions, eCampus rapidly expanded its technology infrastructure to support all digital titles while simultaneously streamlining the procurement and delivery process for all stakeholders. Our commitment to an intuitive and user-friendly digital delivery platform has made us a leader in our market, resulting in a quick expansion of successful inclusive access and equitable access programs for our partners. In addition, our industry is increasingly relying on analytics tools to drive course material decisions. As a result, eCampus developed powerful predictive analytics tools inside our adoption platform to help faculty and administration evaluate student preparedness through our proprietary student readiness dashboard.

## *2. HOURS OF OPERATION*

---

a. The Firm shall operate the campus store on a 12-month basis, with holidays subject to the University's academic calendar, found at <https://academics.umw.edu/calendar/>. The University reserves the right, upon consultation with the Firm, to establish or change the service hours, plans or other methods of operation of the campus store.

---

eCampus agrees to operate the UMW Campus Store on a 12-month basis, with holidays subject to the University's academic calendar. eCampus acknowledges that the University reserves the right, upon consultation with the Firm, to establish or change the service hours, plans or other methods of operation of the campus store.

---

b. Propose regular operating hours for the course materials and general merchandise store(s). Describe the Firm's policy for establishing and modifying operating hours.

---

## **ONLINE BOOKSTORE ACCESS**

The University of Mary Washington Online Bookstore and Spirit Shop will be open 24/7/365. Our online bookstore is available across all web browsers and our mobile and tablet experience mimics our desktop experience. From mobile devices, tablets, and smartphones, students will have 100% functionality to search courses, shop for textbooks, and check account status, etc. With our responsive design, students will automatically be directed to the optimal viewing experience based on their device. Intuitive navigation will ensure a buying experience that is easy and streamlined, no matter the technology used.



## CAMPUS STORE HOURS OF OPERATION

eCampus will conduct a feasibility study on campus to determine the preferred hours of operation to meet the needs of the campus community. eCampus will continue with the current hours of operations on campus until the study is complete.

Additionally, eCampus is dedicated to testing extended hours of operation based on student feedback. We will monitor traffic, transactions, and total sales during these extended periods, collaborating with campus leadership to assess realistic outcomes.

---

c. The Firm should enhance sales by actively participating in and supporting various special campus events. The Firm shall participate in the following events, at minimum: Move-In, Welcome Week, New Student Orientation, Commencement, Grad Fair, Great Lives, Homecoming, Reunion, Open House, Sporting Events in coordination with UMW Athletics, Honors Move-In, coordinated with UMW Honors Department, and any other events that require expanded or extended hours and based upon mutual agreement.

i. The specific events and their dates may vary and can be found on the University's website.

---

eCampus will be involved in the academic, cultural and social environment of University of Mary Washington to promote on-campus events and enhance sales via marketing and sponsorships through the UMW Campus Store, Online Bookstore and Spirit Shop. eCampus will sponsor various campus events, such as Move-In, Welcome Week, New Student Orientation, Commencement, Grad Fair, Great Lives, Homecoming, Reunion, Open House, Sporting Events in

coordination with UMW Athletics, Honors Move-In, coordinated with UMW Honors Department, and any other events that require expanded or extended hours and based upon mutual agreement.

---

6. Confirm eCampus will perform all stages of remote book sales for Great Lives series including inventory, staffing, and mobile POS.

*\*Added from Follow-Up Questions addressed 9.16.25*

---

eCampus is happy to commit to providing a remote book sales program, including inventory, staffing, and mobile POS.

## **D. PARKING:**

---

1. The Firm shall provide, be responsible for and maintain any vehicles necessary for the performance of this contract. Parking arrangements, permits and fines are the responsibility of the Firm. Information about parking can be found at <https://adminfinance.umw.edu/parking/>

---

eCampus agrees to provide, be responsible for and maintain any vehicles necessary for the performance of this contract and that parking arrangements, permits and fines are the responsibility of eCampus.

## **E. STAFFING:**

### ***1. MANAGERS***

---

a. Provide resumes for management candidates.

---

Resumes will be provided for management candidates once the hiring process has been initiated for the UMW Campus Store.

---

b. The Director of Business Services or an appointee shall approve the Campus Store Manager appointed by the Firm.

---

eCampus acknowledges that the Director of Business Services or an appointee shall approve the Campus Store Manager.

---

c. Any managerial changes shall require prior consultation with and approval from the University.

---

eCampus acknowledges that any managerial changes shall require prior consultation with and approval from the University.

---

d. The Firm can temporarily assign internal Managers in cases of medical or family emergencies or when searching for a new Manager, which must be communicated to the Director of Business Services or an appointee but doesn't require approval.

i. Temporary Managers can be assigned for a period of up to six months without requiring approval. Beyond six months, continuation of their assignment must be approved by the Director of Business Services or a designated appointee.

---

eCampus acknowledges that it can temporarily assign internal Managers in cases of medical or family emergencies or when searching for a new Manager. eCampus acknowledges that this must be communicated to the Director of Business Services or an appointee but doesn't require approval. eCampus acknowledges that temporary managers can be assigned for a period of up to six months without requiring approval and anything beyond six months, continuation of their assignment must be approved by the Director of Business Services or a designated appointee.

---

e. The University reserves the right to request the reassignment of any managers, including temporary ones, for reasons determined by the University.

---

eCampus acknowledges that the University reserves the right to request the reassignment of any managers, including temporary ones, for reasons determined by the University.

---

1. If eCampus is selected as our Campus Store Operator, will our current Bookstore Manager and Assistant Manager be given first right of refusal?

*\*Added from Follow-Up Questions addressed on 9.16.25*

---

Yes, with the University's approval, eCampus will provide current staff with the opportunity to transition as eCampus employees. We will work closely with UMW to ensure that the individual selected is the right fit for the campus community. If the current staff meets UMW's expectations, we would be pleased to continue their employment within the store.

---

f. Describe how management will foster positive relations with faculty, students, and departments.

---

## FACULTY RELATIONS

eCampus will provide a faculty liaison to establish positive relations and maintain communication with the University of Mary Washington faculty regarding the acquisition of required textbooks and course materials. The faculty liaison will also assist with faculty questions regarding adoptions and ensure deadlines are maintained to execute inventory-related processes effectively. The method of communication will include emails, phone calls and Zoom meetings.

## UMW COMMUNITY RELATIONS

eCampus is committed to implementing and maintaining positive and effective relations and communications with the University of Mary Washington community. eCampus will collaborate with the University of Mary Washington marketing team to establish events throughout the academic year to market and sponsor. Sponsorships provide a unique way to introduce and expand eCampus's brand awareness on campus as well as increase market share. When transitioning to a new online bookstore provider, marketing is imperative in communicating with an institution and its community.

---

3. What sponsorships does eCampus propose as part of a transition plan? (referencing page 16)

*\*Added from Follow-Up Questions addressed on 9.16.25*

---

eCampus typically collaborates with the University to determine the best usage of sponsorship dollars. Examples of usage at other partners include golf tournaments, events/galas, and other campus-wide events.

---

## **2. GENERAL STAFFING**

---

a. Outline strategies to ensure adequate staffing during peak periods, and methods to minimize checkout wait times.

---

Ensuring adequate staffing during peak periods involves analyzing historical sales and foot traffic data to predict busy times, allowing for proactive scheduling of UMW Campus Store staff. Cross-training employees in various roles provides flexibility, and a flexible scheduling system helps address unexpected surges by calling in part-time or on-call staff when needed. Clear communication channels also ensure quick responses to staffing issues.

Setting up express order pick-up locations within the UMW Campus Store can reduce lines and minimize checkout wait times by allowing customers to retrieve pre-ordered items quickly. Optimizing the store layout for better traffic flow ensures smoother navigation and reduces congestion. Additionally, opening extra cash registers during peak hours helps speed up the checkout process, while mobile POS systems enable employees to assist customers throughout the store, further improving efficiency. These strategies collectively enhance the customer experience by minimizing delays and streamlining operations.

b. Provide an organization chart for each operation, indicating the minimum base crew staff, which represents the lowest staffing level.

## CAMPUS STORE ORGANIZATION CHART

Please see below for an organizational chart of the campus store staffing structure.



## ONLINE BOOKSTORE ORGANIZATION CHART

Please see below for eCampus's Account Management Team organization chart and reporting structure.



---

c. Detail incentive compensation guidelines for key personnel to motivate performance.

---

eCampus offers a competitive compensation program, including a potential incentive structure and competitive salary ranges.

---

d. Explain how the Firm recognizes and rewards employees for exemplary customer service.

---

One of the most common methods eCampus recognizes and rewards employees for exemplary customer service is an "Employee of the Month" recognition, where outstanding employees are rewarded for their exemplary work over the past month. This is typically coupled with a monetary reward such as gift cards, certificates, or small bonuses to make the acknowledgment further motivate the employee to continue their excellent work.

Additionally, eCampus offers its employees professional development opportunities that serve as a long-term reward, offering employees access to training programs or pathways for career advancement.

---

e. Specify the minimum qualifications required for key staff members.

---

## CAMPUS STORE HIRING POLICIES

Our Campus Store hiring policies are summarized below; however, full policy language is provided within eCampus's Employee handbook.

- › Potential employees must complete a job application to be considered for employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in immediate termination of employment.
- › eCampus is committed to providing equal employment opportunities to otherwise qualified individuals with disabilities, which may include providing reasonable accommodations where appropriate, in accordance with the Americans with Disabilities Act and all other applicable federal, state, and local laws.

### CAMPUS STORE EMPLOYEE QUALIFICATIONS:

- › Bachelor's degree preferred
- › Retail experience preferred
- › Ability to work in a fast-paced environment
- › Ability to work well within a team
- › Ability to work a schedule based upon the business needs – including holidays, nights, and weekends
- › Strong verbal and communication skills
- › Previous campus store or specialty retail experience preferred

---

f. All employees of the Firm shall be the Firm's sole responsibility in terms of salary, benefits and taxes.

---

eCampus acknowledges that all eCampus employees shall be eCampus's sole responsibility in terms of salary, benefits and taxes.

---

g. All personnel shall be appropriately attired in approved uniform with a visible name tag and University issued ID (UMW EagleOne Card).

i. Describe the staff dress code requirements.

---

eCampus acknowledges that all personnel shall be appropriately attired in approved uniform with a visible name tag and University-issued ID (UMW EagleOne Card). Campus store employees are generally required to adhere to a dress code that aligns with the store's

professional environment and branding. Employees are asked to wear uniforms or branded apparel, such as t-shirts, polos, or button-down shirts featuring the store's logo. In addition to employees wearing their UMW EagleOne Card, this ensures that staff members are easily identifiable and helps maintain a uniform and professional appearance. Clothing such as collared shirts, blouses, khakis, jeans, or slacks are typically acceptable, provided it is clean, well-maintained, and appropriate for interacting with customers. Footwear requirements generally include comfortable, closed-toed shoes to ensure safety and support during long hours of standing. While accessories may be allowed, some stores impose restrictions on large jewelry, hats, or excessive piercings, aiming to maintain a polished look. Additionally, employees are expected to maintain proper grooming standards, including neat hair and minimal makeup, to project a professional image that aligns with the store's brand.

---

4. For employee apparel, it is preferred that store staff wear UMW branded collared shirts (not t-shirts) and khakis or slacks. Name tags and/or visible UMW ID will also be required. Will eCampus commit to this professional dress code?

*\*Added from Follow-Up Questions addressed on 9.16.25*

---

Yes, eCampus can commit to this professional dress code.

---

h. All personnel shall carry their University issued ID Card (UMW EagleOne Card) at all times while on duty.

---

eCampus acknowledges that all personnel shall carry their University issued ID Card (UMW EagleOne Card) at all times while on duty.

---

i. UMW EagleOne Cards are non-transferable, meaning each employee shall have their own unique identification card.

---

eCampus acknowledges that UMW EagleOne Cards are non-transferable, meaning each employee shall have their own unique identification card.

---

j. The Firm, or their employees, shall pay any fees associated with acquiring or replacing these identification cards. (As of January 2025, the fee is \$20.00 per card. This rate shall be subject to change.)

---

eCampus acknowledges that it shall pay any fees associated with acquiring or replacing these identification cards.

---

k. The Firm shall notify the Contract Administrator by e-mail on the day of any employee beginning or removal from service for this Contract.

---

eCampus agrees to notify the Contract Administrator by e-mail on the day of any employee beginning or removal from service for this Contract.

---

l. The identification card (UMW EagleOne Card), UMW keys and parking decal of the departed employee shall be returned to the Contract Administrator no later than three (3) business days, or pursuant to the UMW Contract Administrator's written direction.

---

eCampus acknowledges that the identification card (UMW EagleOne Card), UMW keys and parking decal of the departed employee shall be returned to the Contract Administrator no later than three (3) business days, or pursuant to the UMW Contract Administrator's written direction.

---

m. Detail training offered to staff, including orientation and customer service.

---

## CAMPUS STORE STAFF TRAINING

eCampus's customer service training program for campus store staff is designed to equip employees with the skills, knowledge and mindset necessary to provide exceptional service to our customers. By investing in their training and development, we ensure that our team is well-equipped to meet the diverse needs of our customers effectively.

## ONBOARDING TRAINING

When new employees join our team, they undergo comprehensive onboarding training that introduces them to the eCampus's mission, values, and customer service expectations within the campus store. This training covers basic policies and procedures, as well as an overview of our products and services.

## PRODUCT KNOWLEDGE TRAINING

In-depth product knowledge is essential for providing effective assistance to customers. Therefore, all staff members receive thorough training on the products we offer, including branded apparel and merchandise, school supplies, and any other items in our inventory. This training includes information on product features, benefits, and usage tips, enabling staff members to make informed recommendations to customers.

## PROBLEM-SOLVING TECHNIQUES

Dealing with customer issues and resolving problems efficiently is a crucial aspect of customer service. Our training program includes exercises and role-playing scenarios to help staff members develop effective problem-solving techniques. They learn how to identify and address customer concerns promptly while maintaining a positive attitude and finding satisfactory resolutions.

## TECHNOLOGY TRAINING

Staff members receive training on using our point-of-sale systems, online ordering platforms, and other digital tools to ensure that they can effectively assist customers across various channels. This training also covers troubleshooting common technical issues that customers may encounter.

## CONTINUOUS LEARNING AND FEEDBACK

Customer service is an ongoing process, and we encourage continuous learning and improvement among our staff members. Individual development goals are an important part of our overall performance evaluation process. Additionally, we gather feedback from both customers and employees to identify areas for improvement and implement changes as needed.

---

n. The Firm shall pay student employees at or above the Commonwealth of Virginia minimum wage.

---

eCampus agrees to pay student employees at or above the Commonwealth of Virginia minimum wage.

---

o. The University reserves the right to request the reassignment of any employee, including temporary ones, for reasons determined by the University.

---

eCampus acknowledges that the University reserves the right to request the reassignment of any employee, including temporary ones, for reasons determined by the University.

### ***3. INTERNSHIPS***

---

The University seeks to expand opportunities for its students to have training or paid internships. University requests that the Firm cite and describe any training and/or internship programs that the Firm currently offers or plans to offer over the course of the resulting agreement.

---

## **STUDENT AMBASSADOR PROGRAM**

eCampus's Student Ambassador Program is an opportunity for students who are passionate about connecting, influencing and achieving to get involved, earn some cash and gain valuable experience for their future success.

### **WHO IS AN ECAMPUS AMBASSADOR?**

eCampus Student Ambassadors are part of a select group of campus-based advocates who help their classmates and campus communities thrive by ensuring they are prepared for success by having the right course materials at the right price.

As an Ambassador, students gain valuable experience with an industry leader, collaborating with eCampus to drive brand awareness and influence purchasing decisions that will ultimately drive success for all stakeholders. Student Ambassadors also build a resume while building meaningful connections that can open doors for future opportunities.

## F. CUSTOMER SERVICE:

---

1. Provide an in-depth overview of your customer service philosophy, including training programs for staff and any unique service propositions.

---

### CUSTOMER SERVICE STRATEGY

eCampus employs a comprehensive customer service strategy to enhance all aspects of the customer experience, including quality performance and efficient and effective operation. Through continuous improvement, including staff training and adaptation to feedback, we ensure our service remains exceptional. Reviewing customer feedback and industry trends allows us to refine and enhance our offerings. Additionally, we provide excellent and efficient support through multiple channels, knowledgeable staff, and extensive self-service FAQ resources to ensure customers receive the assistance they need.

### CAMPUS STORE CUSTOMER SERVICE

Our approach to providing excellent customer service at the UMW Campus Store revolves around the principles below and the next page.

#### FRIENDLY & KNOWLEDGEABLE STAFF

Our eCampus staff members are carefully selected and trained to provide friendly, knowledgeable assistance to customers. They undergo comprehensive training on products offered in-store, effective communication, and problem-solving techniques.

#### PERSONALIZED ASSISTANCE

Every customer is unique, with individual needs and preferences. Our staff members take the time to listen to each customer's requirements and provide personalized recommendations accordingly. Whether the customer is looking for postage stamps, game day apparel or a gift for their parent, we aim to offer tailored suggestions to meet their needs.

#### EFFICIENT SERVICE

eCampus prioritizes efficiency in our campus store operations to ensure customers have a seamless shopping experience. From streamlined checkout processes to fast and accurate order fulfillment, we strive to minimize wait times and maximize convenience for our customers.

#### QUALITY PRODUCTS

eCampus is committed to offering high-quality products that meet the needs and expectations of our customers. We curate apparel, merchandise and supplies from brands to ensure that customers can trust the quality of their purchases.

## RESPONSIVE CUSTOMER SUPPORT

Our eCampus customer support team is readily available to provide prompt and helpful assistance, ensuring that customers feel supported and valued.

## COMMUNITY ENGAGEMENT

eCampus actively engages with the University of Mary Washington community to foster a sense of belonging and connection. Through events, promotions, and partnerships with student organizations, we strive to create a welcoming environment where students, faculty, and staff feel appreciated and supported.

## ONLINE BOOKSTORE CUSTOMER SERVICE

The University of Mary Washington will have an experienced customer service team available to answer any student questions and assist with customer online orders. Our customer service representatives undergo extensive training and are provided a detailed training manual where they are tested on its contents. They are required to review recorded and live phone calls and must demonstrate live situations before being given the opportunity to begin taking calls. Our customer service team's phone calls, live chats, and emails are reviewed and monitored for quality assurance and customer satisfaction.

Our Call Management System provides detailed reports on the number of calls received per day, the average answer time, etc. to ensure the best customer service. Reports are reviewed daily by management to confirm our customers are receiving an exceptional experience.

When students contact customer service, they can be assured the person they are speaking with will be knowledgeable about their account and the institution they attend.

## ONLINE CUSTOMER SUPPORT

Customer service will be available to students via live chat, email and telephone support in both English and Spanish. Also, customer service contact information will be displayed on the Online Bookstore and printed on all marketing materials.

We're dedicated to a customer-centered business model and offer multiple support channels to meet student needs.

### LIVE CHAT

Students can receive assistance throughout the ordering process by clicking on the "Live Chat" button in their Online Bookstore to speak with a customer service representative. Customer service representatives will be available to answer any questions and assist with student orders.



## EMAIL COMMUNICATION

All email communications dispersed among students will include the customer service email address.



## TELEPHONE SUPPORT

Students can call and speak directly to a live eCampus customer service representative. eCampus answers most calls in less than a minute. If the caller is on hold for more than 60 seconds, we offer the option for an automatic callback if the student prefers not to wait. Their place in the queue is saved and the call is returned in the order it was received.



## HELP DESK

When students are logged into their eCampus account, they can access the “Help Desk” by clicking “Help” on the Online Bookstore menu. Here, they will find information regarding how to place an order, rent textbooks, sell books, access eBooks, order from our Marketplace, etc. The Help Desk contains useful information collected by our customer service department based on frequently asked questions.

---

2. Explain the methods you will use to evaluate and ensure customer service excellence.

---

## CUSTOMER FEEDBACK

eCampus obtains feedback from students to evaluate their online bookstore and campus store shopping experience. Online and in-store customers are randomly selected and sent emails or asked at checkout to participate in a survey regarding their shopping experience after placing an order via the online bookstore or in-store shopping. We use these surveys to obtain valuable feedback from students about the ease of ordering, customer service, and what we can do to improve our website and customer experience. While the survey is optional, we typically offer an in-store credit incentive for completing the survey. eCampus will collaborate with the University of Mary Washington to develop survey content that uncovers key feedback to help inform future decisions and continuously improve our customer experience.





As customer feedback is obtained, feedback is reviewed and evaluated. An action plan is developed if operational enhancements are in order. eCampus will ensure that all stakeholders receive updates regarding any improvements or enhancements as a result of the surveys.

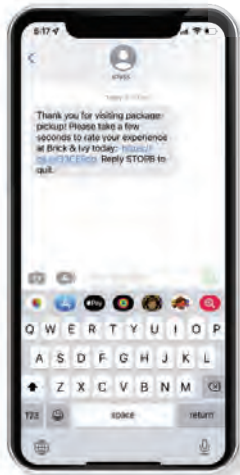
Please see below for survey results from students at one of our partner institutions.



### Post-Order Survey Sent 1/25/22–2/11/22

#### Metrics:

-  4,383 sends
-  100% Delivery Rate
-  67.1% Open Rate
-  4.0% Click Rate



### SMS survey upon completion of package pickup in Brick & Ivy Campus Store



5,399 SMS Messages  
1/21 - 2/4



1 to 5 Star Rating  
99% Gave a 4 or 5 Star Rating



## 10. Page 27: What was the survey completion rate?

*\*Added from Follow-Up Questions addressed on 5.2.25*

The survey results on Page 27 were based on 89 participants who completed the survey.

3. Detail how you plan to engage with campus stakeholders to understand and meet their needs, ensuring a feedback loop for continuous improvement.

## FACULTY AND STAFF FEEDBACK

eCampus conducts audits at the end of each semester. During the semester audit, the University of Mary Washington and eCampus representatives will review previous feedback and action plan results and obtain new faculty and staff feedback to develop any action items

needed for continual improvement. Faculty and staff are also encouraged to provide feedback anytime during the partnership by contacting the University of Mary Washington dedicated account management team.

---

4. Describe customer service capabilities and contact methods for students, faculty, and staff.

---

Please see page 24 to view eCampus's Customer Service capabilities and contact methods.

---

5. Include information on digital platforms for order management (in and out of store) and how these platforms enhance the customer experience. Discuss the ability for students to manage their orders online (upgrade, edit, cancel).

---

## ONLINE BOOKSTORE

eCampus will provide an innovative, full-service Online Bookstore for University of Mary Washington students to seamlessly purchase or rent all required course materials, supplies, apparel and merchandise in one convenient location. Our eCommerce solution offers a secure website with multiple shipping and payment options. The University of Mary Washington Online Bookstore will be equipped with customized integrated features to simplify the student's job of acquiring course materials. eCampus will create a direct link to the Online Bookstore located on the University of Mary Washington website where students may shop by course for their required materials and then proceed through the checkout process.

We will also provide students the ability to directly access all their course materials by simply clicking a link next to the course they are registering for within Banner. Additionally, eCampus offers Registration Integration within Banner for a more streamlined, modern approach to purchasing their course materials. With this model, we will automate the textbook ordering process for students by linking all the courses in which the student has registered. When students register for courses, they can instantly purchase or rent all the required or optional course materials immediately following course registration with a click of a button. Students can log in to their course registration page within Banner at any time during the semester to access their course materials link which will take them directly to a list of their required materials.

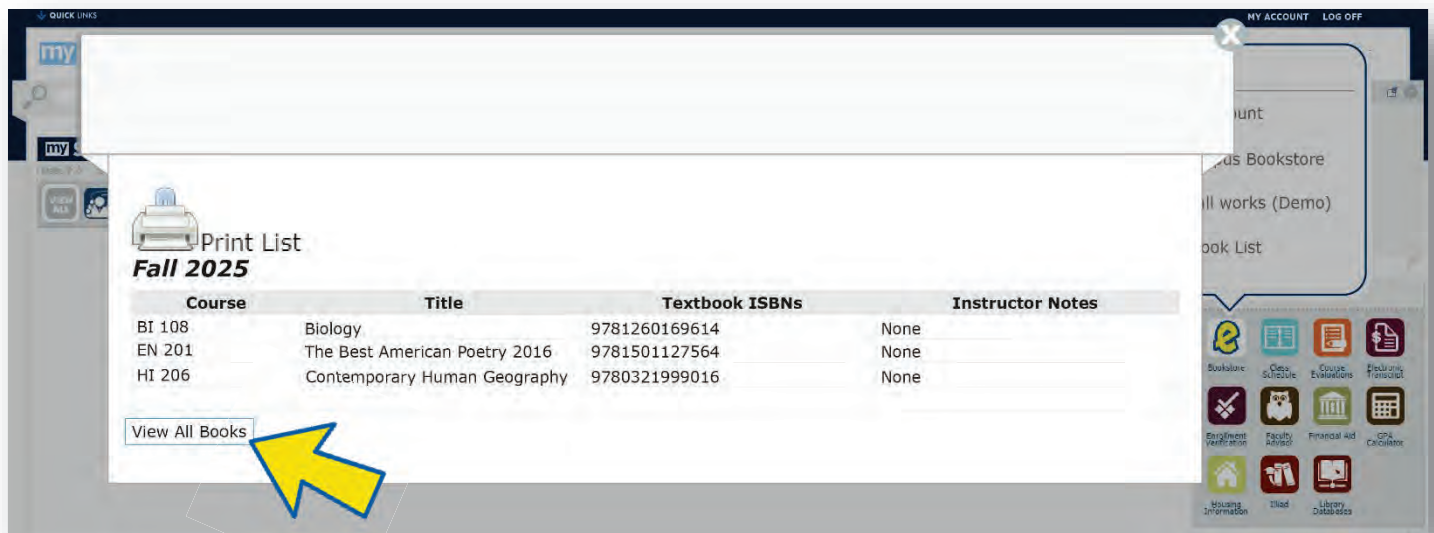
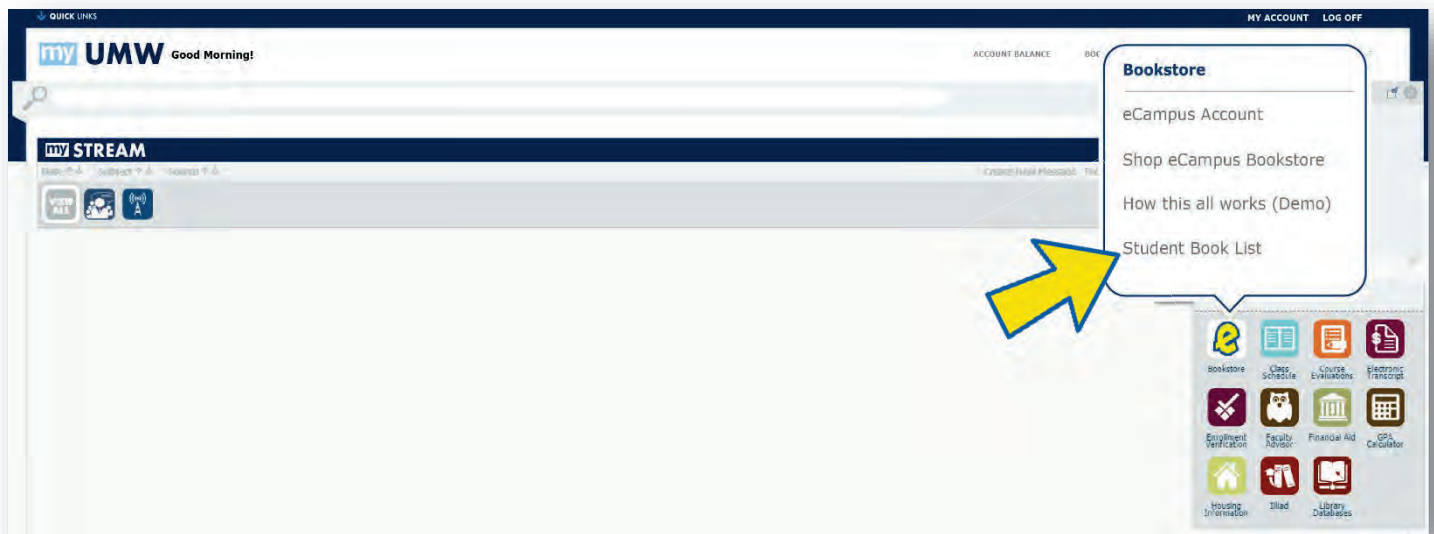
We have provided a step-by-step process on the following pages, displaying our Shop-by-Schedule (Registration Integration) and our Shop-By-Course models.

# SHOP-BY-SCHEDULE

Step 1: Students log in to the University of Mary Washington's student portal.

The image shows a computer monitor displaying the University of Mary Washington Official Bookstore website. The page features a navigation bar with 'Shop' and 'Textbooks' menus, a search bar, and a cart icon showing 'Cart (0)'. A large banner reads 'Welcome to Your Official Online Bookstore' with a 'SHOP TEXTBOOKS' button. To the right, a 'Free Shipping ON ALL ORDERS\*' offer is displayed above an image of an open book. Below the banner, there are two buttons: 'SHOP BY SCHEDULE' and 'SHOP BY COURSES', both with right-pointing arrows. A yellow arrow points to the 'SHOP BY SCHEDULE' button. Below the monitor, a dark blue login modal is shown. It contains the University of Mary Washington logo, the text 'Enter your NetID and Password', and two input fields for 'NetID' and 'Password'. A yellow arrow points to the 'NetID' field. Below the fields is a red 'LOGIN' button. At the bottom of the modal are links for 'Password Management', 'More Resources', and 'Help Desk'.


Step 2: Following registration, students will be able to click on the available link "Student Book List" to view a list of the required/optional materials for their specific courses.



Step 3: Students review their required materials and choose their format to purchase/rent.

**CHEM 104 402 46495 Spring 2021**

**REQUIRED**




**GENERAL CHEMISTRY: THE ESSENTIAL CONCEPTS**  
CHANG, RAYMOND; GOLDSBY, KENNETH

ISBN13: 9780073402758  
EDITION: 7TH  
FORMAT: HARDCOVER  
PUBLISHER: McGraw-Hill Education  
COPYRIGHT: 1/7/2013

This item qualifies for Free Shipping!  
 We Buy This Book Back!  
 Complimentary 7-Day eTextbook Access

<input checked="" type="checkbox"/> <b>RENT BOOK</b>	<input type="checkbox"/>	<b>CURRENT PRICE</b>
In Stock		
<input checked="" type="radio"/> Semester Due back 5/28/2021		<b>\$16.99</b>
<input type="radio"/> Quarter Due back 3/26/2021		<b>\$16.14</b>
<input type="checkbox"/> <b>BUY USED</b>	<input type="checkbox"/>	<b>\$116.28</b>
In Stock		
<input type="checkbox"/> <b>BUY NEW</b>	<input type="checkbox"/>	<b>\$153.43</b>
In Stock		
<input type="checkbox"/> <b>RENT DIGITAL EBOOK</b>	<input type="checkbox"/>	<b>CURRENT PRICE</b>
<input checked="" type="radio"/> Online: 180 Days Downloadable: 180 Days		<b>\$47.50</b>
<input type="radio"/> Online: 365 Days Downloadable: 365 Days		<b>\$62.50</b>
<input type="radio"/> Online: 365 Days Downloadable: Lifetime Access		<b>\$72.50</b>
<input checked="" type="checkbox"/> <b>MARKETPLACE OPTIONS</b>	<input type="checkbox"/>	<b>CURRENT PRICE</b>
Prices starting at \$36.38		

**REQUIRED**



**SAFETY GOGGLES ASSORTED COLOR (SINGLE ITEM FOR #: 646704A)**  
CAROLINA BIOLOGICAL SUPPLY CO.

ISBN13: 9788888896922  
EDITION: SUPPLIES  
FORMAT: SUPPLIES  
PUBLISHER: CAROLINA BIOLOGICAL SUPPLY COMPANY.  
COPYRIGHT: 1/1/2012


This item qualifies for Free Shipping!

<input type="checkbox"/> <b>BUY NEW</b>	<input type="checkbox"/>	<b>CURRENT PRICE</b>
In Stock		<b>\$10.93</b>
<b>* THIS ITEM MUST BE PURCHASED NEW</b>		

**MATH 105 201 45806 Spring 2021**

**INTRO COLLEGE ALGEBRA -**

**REQUIRED**



**ALGEBRA: FORM AND FUNCTION, SECOND EDITION WILEYPLUS NEXT GEN STUDENT PACKAGE 1 SEMESTER**  
MCCALLUM

ISBN13: 9781119765752  
EDITION: 2ND  
FORMAT: ACCESS CODE  
PUBLISHER: Wiley  
COPYRIGHT: 1/1/2020

This item qualifies for Free Shipping!

<input type="checkbox"/> <b>BUY NEW</b>	<input type="checkbox"/>	<b>CURRENT PRICE</b>
Will be added to Digital Bookshelf within 1-2 hours.		<b>\$82.62</b>
<b>* THIS ITEM MUST BE PURCHASED NEW</b>		

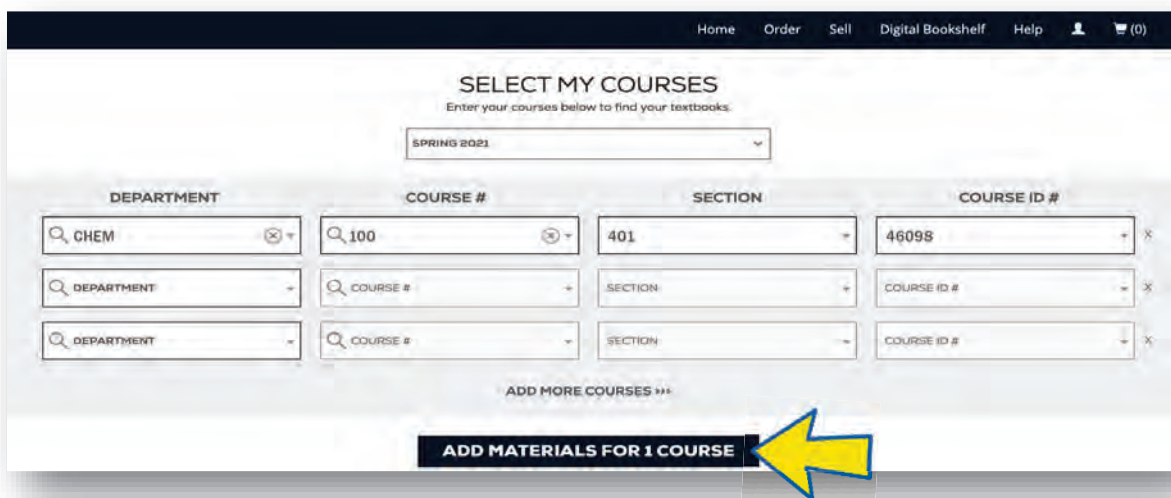
Following the student's selection of courses, they will proceed to steps 4-5 on pages 33-34.

## SHOP-BY-COURSE MODEL

Step 1: Students visit UMW.eCampus.com to shop on the University of Mary Washington's branded online bookstore.



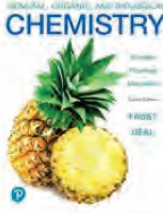
Step 2: Students shop by campus and/or semester and choose their specific course and/or section. Shopping design setup is customized based on the University of Mary Washington's needs.



Step 3: Students choose the format they would like to purchase/rent.

**CHEM 100 401 46098 Spring 2021**

**Required**




**General, Organic, and Biological Chemistry**  
by Frost, Laura D.; Deal, S. Todd

Edition: 4th  
ISBN13: 9780134988696  
ISBN10: 0134988698  
Format: Paperback  
Pub. Date: 2019-01-04  
Publisher(s): Pearson

[Write a Review](#)


[Other versions by this Author](#)

Complimentary 7-Day eTextbook Access - [Read more](#)  
eCampus.com Device Compatibility Matrix


**RENT BOOK**  CURRENT PRICE

Semester Due back 5/28/2021 **\$25.35**

Quarter Due back 3/26/2021 **\$24.08**

**BUY USED**  **\$104.28**  
In Stock

**BUY NEW** **\$236.01**  
In Stock

**RENT DIGITAL EBOOK**  CURRENT PRICE

Online: 120 Days Downloadable: 120 Days **\$73.03**

Online: 180 Days Downloadable: 180 Days **\$82.99**

Online: 365 Days Downloadable: 365 Days **\$145.99**

Online: 365 Days Downloadable: Lifetime Access **\$208.99**

Buy from our Marketplace starting at \$52.25

**We guarantee to buy this book back for at least \$52.00**

Step 4: Students proceed through checkout and input their shipping address or ship to the UMW Campus Store.

Home Order Digital Bookshelf Sell Books Apparel Help Sign Out Barry Kern (1) Search

### SECURE CHECKOUT

**1. Shipping Address**


Shipping Previous Address  
-- Select to Use Previous Address --

**Ship to Campus Store**  
*\* required fields*

Full Name \*  
Address Line 1 \*  
Address Line 2  
City \*  
State/Province \* --Select a State--  
Zip/Postal Code \*  
Country \* United States of America  
Phone Number \*

**2. Shipping Method**  
**3. Payment Method**  
**4. Review**

**CART**



**General, Organic, and Biological Chemistry**  
ISBN: 9780134988696

Condition: USED  
Availability: In Stock  
Quantity: 1 Remove  
Price: \$109.11

Items in Cart: 1  
Subtotal: \$109.11  
Sales Tax: \$7.64  
Shipping: FREE!  
In-Store Credit: (-\$116.75)  
**Total: \$0.00**

**Continue**

Step 5: Students choose their payment method.

SECURE CHECKOUT

1. Shipping Address [Edit](#)
2. Shipping Method [Edit](#)
3. Payment Method

Select available credit(s) to apply to your order:

	Available	Applied
<input checked="" type="checkbox"/> In-Store Credit	\$200.00	116.75

Pay with Credit Card

- [Learn More](#)
- 

[Continue](#)

You will still have a chance to review your order.

4. Review

**CART**

**General, Organic, and Biological Chemistry**  
ISBN: 9780134988696

Condition: USED  
Availability: In Stock  
Quantity: 1 [Remove](#)  
Price: \$109.11

Items in Cart:	1
Subtotal:	\$109.11
Sales Tax:	\$7.64
Shipping:	FREE!
In-Store Credit:	(-\$116.75)
<b>Total:</b>	<b>\$0.00</b>

Have A Promo Code?  
  
[Apply](#)

Step 6: Students receive order and shipment confirmation emails and texts.



Thanks For Your Order!

Online Bookstore [View Profile](#) [Contact Us](#)

6:00 PM (0 minutes ago)

Hello,

We are now processing your order (Order #).  
You may check updated order status by logging into your [Online Bookstore Account](#).

**Details of your order:**  
Order Number: 5678543  
Order Date: 12/30/2021

**Shipping Address:**  
Daniel Ayers  
3498 Sunshine Court  
Orlando, FL 45963

Item	Qty	Price
<b>General, Organic, and Biological Chemistry</b> by Frost, Laura D., Deal, S. Todd Edition: 4th ISBN13: 9780134988696 Format: Paperback Pub. Date: 01/04/2019	1	\$104.38

Subtotal:	\$104.38
Sales Tax:	\$0.00
Shipping:	\$0.00
Discount:	\$0.00
Financial Aid:	\$104.38
<b>TOTAL:</b>	<b>\$0.00</b>

Charged on your bank statement for this order will list **A Book Company** as the merchant.

**Customer Service - How Can We Help?**

Please log in to your [Online Bookstore Account](#) for information about your orders, credits, returns, rentals, account preferences and more - 24/7. Our Help Desk is also on the Online Bookstore website.

You may also contact our Online Bookstore Customer Service department by email at [bookstore@campus.com](mailto:bookstore@campus.com) or by phone at 1-877-284-6744, Monday-Friday, 9:00am-5:00pm EST.

© 2021 Online Bookstore. All rights reserved. Terms of Service: [View Terms of Service](#)

## G. ASSESSMENT:

---

1. Detail your main approach to conducting customer surveys, including the methods, frequency, tools, and instruments you'll use to gauge customer preferences and satisfaction levels.

---

Please see page 26 to view eCampus's Customer Service Feedback initiative.

---

2. Firm shall commit to sharing survey results and other relevant performance metrics with UMW Business Services.

---

eCampus agrees to share survey results and other relevant performance metrics with UMW Business Services.

---

3. Describe your formal procedure for addressing complaints, emphasizing how you respond to negative feedback.

---

eCampus's formal procedure for addressing complaints begins with promptly acknowledging the issue. When a complaint is received through one of our customer support channels, eCampus confirms receipt as soon as possible and provides a clear timeline for resolution. eCampus's customer service representative reviews the specifics of the complaint, such as missing, incorrect or damaged materials, and gathers relevant information from the customer. Reviewing all available information ensures that eCampus fully understands the issue before proposing a solution. Depending on the situation, the resolution may involve replacing materials, offering refunds or providing alternative resources to meet the customer's needs. Throughout the process, we maintain transparent communication to keep the customer informed and demonstrate our commitment to resolving the issue quickly.

In response to negative feedback, we take a proactive and constructive approach. eCampus analyzes feedback to identify recurring issues and implements corrective actions to prevent future occurrences. Each instance of negative feedback is treated as an opportunity to improve our services and materials. We reach out to the dissatisfied customer to express our appreciation for their input and outline the steps we've taken to address their concerns. By showing genuine concern and a willingness to improve, we aim to restore customer trust and strengthen the overall experience for all University of Mary Washington customers.

---

---

4. Outline the specific steps your firm will take to address and resolve any performance issues that may arise during the contract term.

---

To address and resolve any performance issues during the contract term, eCampus follows a structured approach to ensure swift and effective resolution. First, we monitor real-time performance metrics and address immediate issues as they arise, providing clear communication to stakeholders. We conduct semester audits to gather comprehensive feedback from students, faculty, and staff, identifying pain points or inefficiencies in the operations at the University of Mary Washington. This feedback is analyzed to develop a targeted action plan that includes both short-term fixes and strategies for long-term improvements. The plan is reviewed collaboratively with key University of Mary Washington stakeholders, ensuring alignment with institutional goals. Once approved, the action plan is implemented with regular progress updates shared to demonstrate accountability and transparency. Continuous monitoring and follow-up ensure that solutions remain effective and sustainable throughout the contract term.

## **H. COURSE MATERIALS:**

### ***1. GENERAL***

---

a. Elaborate on your comprehensive course material services, emphasizing new, used, and rental physical and digital offerings, and including but not limited to laboratory and art supplies.

---

## **TEXTBOOK FORMAT AVAILABILITY**

eCampus commits to having all required textbooks in stock and available to the course enrollment prior to students ordering from the University of Mary Washington Online Bookstore.

### **NEW TEXTBOOKS**

eCampus purchases new inventory through our direct relationships with all major higher education textbook publishers, as well as relationships with over 1,500+ secondary and tertiary publishers nationwide.

### **USED TEXTBOOKS**

eCampus has one of the largest selections of used textbooks and has many different wholesalers and distributors who supply eCampus with used books. One of our best sources of

used books is our nationwide online buyback program through which we buy books every day of the year.

## RENTAL TEXTBOOKS

eCampus has operated an in-house textbook rental program since 2010. Our vast in-house rental inventory offers the highest percentage of available rentals of any provider in our industry. Since we own the inventory, we can offer industry-best pricing. Managing our own rental program ensures students can take advantage of rented textbooks that are in stock and ready for shipment. On average, 95% of eCampus's partners' adopted textbooks are available to rent if it is a rentable title.

## DIGITAL TEXTBOOKS & COURSEWARE

eCampus offers an eTextbook platform, providing students access to the largest selection of digital content. With regards to digital course materials, we offer all the following:

- › Digital Textbooks
- › Online Courseware
- › Digital Access Cards & Codes
- › Printed Access Cards
- › Inclusive Access Courses
- › Open Educational Resources (OER)

## ECAMPUS MARKETPLACE

In addition to new, used, rental and digital course materials, we offer students a fifth option to compare and purchase textbooks from our eCampus Marketplace. We have a very robust Marketplace that has built a successful reputation with sellers for over 18 years. Our eCampus Marketplace has over 90,000 current marketplace sellers listing over 20 million textbooks. We feature 50 of the top internet book distributors who provide our eCampus Marketplace daily bulk file feeds. Our Marketplace allows third-party sellers to price textbooks competitively. Students can save from 5% to 95% when purchasing from the eCampus Marketplace.

eCampus is also integrated with Amazon to allow all sellers on Amazon to be displayed on our eCampus Marketplace. Because eCampus does not outsource our marketplace, students can use their financial aid on marketplace purchases all in one single transaction on the Online Bookstore.

## GENERAL READING

eCampus offers over 12 million titles of general reading materials that are current, relative and supportive of the curriculum and interests of University of Mary Washington.

## SUPPLIES, BUNDLES & KITS FOR COURSES

eCampus is a one-stop shop for anything required for a course, textbook or non-textbook-related items. We partner with suppliers to have in stock any required supplies requested by faculty outside of traditional textbooks. This list includes safety equipment, medical supplies, uniforms, nursing bundles, goggles, calculators, kits, art supplies, etc. We ask faculty to submit requests for required course supplies along with the initial adoption list to obtain required supplies prior to the semester start date.

---

1. Regarding course supplies: would faculty be able to specify, and the firm be able to deliver, their preferred brands of, for example and not limited to, goggles, lab coats and laboratory notebooks?

*\*Added from Follow-Up Questions addressed on 5.2.25*

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Yes, faculty may adopt specific items—including brand and item number—and eCampus will list and sell only those selected materials for the designated courses.

---

What are the features of the eTextbook platform? Are there tools like highlighting, notetaking, etc. inside the platform? Anything else?

*\*Added from Follow-Up Questions addressed on 5.21.25*

---

eCampus's eTextbook Platform is powered by VitalSource Technologies. The platform includes features including:

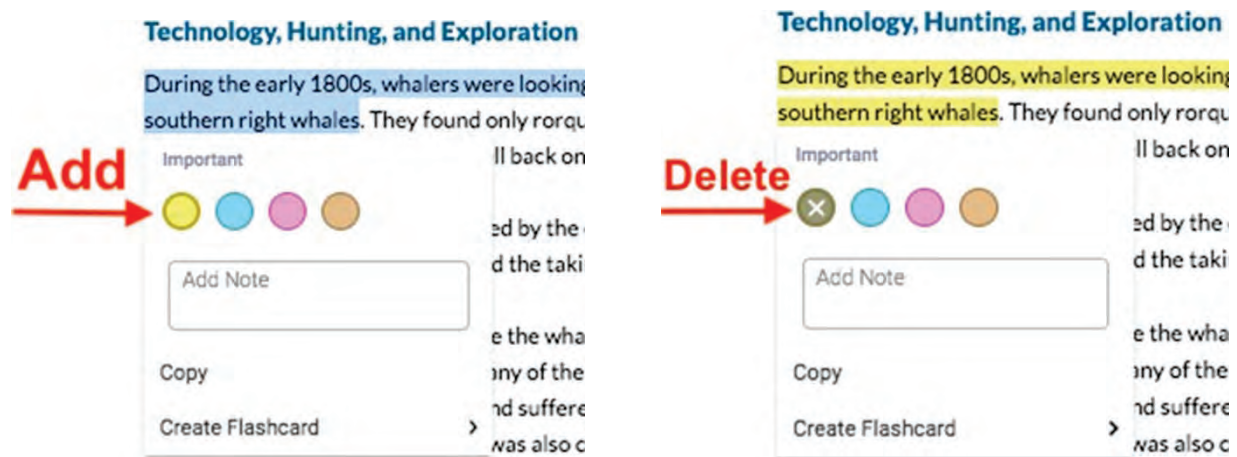
- › Display Options
- › Table of Contents view
- › Manipulation of Text Size
- › Manipulation of Font Type
- › View Mode
- › Margin
- › Printing
- › Study Tools
- › Bookmarking
- › Highlighting
- › Highlight Sharing
- › Notetaking
- › Flashcards
- › Citation
- › Read Aloud
- › Navigation
- › Search by word or phrase
- › Multiple page navigation options

## BOOKSHELF NOTES AND HIGHLIGHTS

Students can make notes and highlights inside their eTextbook with VitalSource Bookshelf. When signed into the same Bookshelf account, Notes and Highlights made in Bookshelf will sync across any device logged into that account. Students can also share Notes and Highlights and follow friends and teacher's Notes and Highlights.

### MAKING HIGHLIGHTS

Select the desired text and click the color highlighter you wish to use. To delete, click or tap on the Highlight to be removed and select the same highlighter.



### MAKING NOTES

Notes must be associated with highlights. To create a Note, select the text and start typing directly into the "Add Note" field. Bookshelf will autosave notes as they are typed. Students can view notes by clicking on the highlight.

### SHARING NOTES AND HIGHLIGHTS

Students can share Notes and Highlights with friends and classmates. Students can also follow friends and classmates to view their Notes and Highlights. To share or see another user's Notes and Highlights in a specific book, both Bookshelf users must have the same book in their libraries. Shared notes and highlights will appear in the Bookshelf Notebook as underlined text. Bookshelf users can view shared notes by hovering over the underlined text.

## COACHME

In addition to these features, the eTextbook Platform features CoachMe. CoachMe is an interactive learning tool integrated into digital textbooks offered by eCampus. It provides personalized, adaptive practice based on students' performance and learning needs. CoachMe uses embedded questions within eTextbooks to assess understanding in real time and offers immediate feedback to reinforce concepts. It helps students identify strengths and areas for

improvement, promoting active engagement with course materials. Instructors can also track student progress through analytics, enabling targeted support. Designed to enhance comprehension and retention, CoachMe transforms passive reading into an interactive, data-informed learning experience, supporting better academic outcomes across a variety of disciplines.



## *2. DESCRIBE ANY OTHER STUDENT AND FACULTY ACADEMIC MATERIALS AND SERVICES YOU OFFER.*

---

a. Discuss your approach to custom publishing and course packs.

---

### **CUSTOM COURSE PACKS**

eCampus will handle custom-created materials and course packs for faculty. University of Mary Washington faculty will provide eCampus with all materials they would like included in their custom-created material. The University of Mary Washington's account management team will obtain copyright clearance with content providers to create high-quality print and digital copies.

All custom course packs will be available for purchase via the Online Bookstore. If provided as a digital copy, students will be able to download the digital materials through our eCampus eReader.

---

b. Describe how you will support the University's compliance requirement with the Higher Education Opportunity Act (HEOA) of 2008 Section 133; specifically explain your role in tracking and reporting these requirements on behalf of the University.

---

### **HEOA COMPLIANCE**

eCampus is HEOA compliant and follows HEOA textbook provisions to ensure students have full transparency to adopted textbook information. Additionally, our online adoption tool ensures an accurate and timely collection of textbook details, including ISBNs, pricing, and availability, which are integrated with Banner to meet disclosure requirements. This ensures that the University of

Mary Washington consistently meets its obligations under HEOA while enhancing the accessibility and affordability of course materials for students.

---

c. How will you integrate registration of the semester with course materials purchases?

---

Please refer to page 28 to view how eCampus integrates student registration with our Shop-By-Schedule model via the University of Mary Washington Online Bookstore.

---

d. How do faculty register course materials adoptions for their classes?

i. Confirm that the list of adopted materials will be provided to UMW Simpson Library staff for each semester and summer term.

---

## TEXTBOOK ADOPTION TOOL

eCampus provides faculty and staff with our exclusive Faculty Administration Support Tool (FAST), where faculty can research an extensive textbook repository, including OER materials, and view detailed information about each textbook.

Faculty and administration will have full search capabilities via our robust database to search for course materials by title, author, price, format, publisher, discipline and more. Faculty can also view previous course adoption selections and order history.



FAST features include visual dashboards, robust reporting features with expanded drill-down functionality, and analytics and visualizations to inform adoption decisions. Our exclusive FAST platform will make researching and adopting course materials easy and simple. FAST also allows the University of Mary Washington to control adoption list submittal, course pack creation, financial aid management, storefront display design, custom reporting capabilities and more.

On the next page are videos of FAST dashboards that streamline information access.

Instructors have tools to research titles, request desk copies, investigate accessibility, identify custom materials, and select desired purchasing options all from a single, intuitive page.

## DASHBOARD

Please [click here](#) or scan the QR code to the right to see an overview of our FAST Dashboard, which will provide faculty and administration a bird's eye view into the adoption status at your institution.



## FACULTY ADOPTIONS

Please [click here](#) or scan the QR code to the right to see an overview of how an individual professor or administrator would find and submit course material adoptions within FAST. Once the textbook adoption list is finalized, eCampus will share the list of adopted materials with the UMW Simpson Library staff for each semester and summer term.



## STUDENT ORDER SEARCH

Please [click here](#) or scan the QR code to the right to see an overview of our student search functionality within FAST, which will provide a quick walkthrough of how FAST Campus Administrators can look up student order information to review order dates, order contents, and shipment tracking information.



## EARLY ALERT MONITORING SYSTEM

Faculty have the ability to utilize our FAST Early Alert Monitoring System (EAMS) dashboard to provide important insights and student analytics. Analytic breakdowns within a course can detail students at risk of not having course materials, as well as student purchasing patterns, behaviors and more.

---

e. How many publishers do you distribute and manage electronic code delivery for: McGraw, Cengage, Pearson, Elsevier, Wiley, Others?

---

eCampus has direct relationships with all major higher education textbook publishers, such as Pearson, McGraw-Hill, Elsevier, Cengage and Wiley as well as relationships with over 1,500+ secondary and tertiary publishers nationwide.

---

f. Describe your firm's sources and distribution methods for new, used and digital materials.

---

Please see page 36 to view eCampus's Textbook Format Availability to view eCampus's sources and distribution methods for new, used and digital materials.

### **3. PRICING**

*a. Explain your strategies for reducing financial burdens associated with course materials costs, such as rental programs, used books, digital materials, and OER.*

---

i. Detail your comprehensive pricing strategy for new, used, rental, and digital course materials/course materials, ensuring a diverse range of affordable options for students.

---

## **COMPETITIVE TEXTBOOK PRICING**

Based on the course material commission rate selected by University of Mary Washington, eCampus can provide students with competitive internet dynamic textbook pricing to reduce the cost and increase the affordability of textbooks and course materials to students. Through this model, eCampus monitors the internet using sophisticated scraping bots to identify competitors' prices for required textbooks. Based on that data, we adjust our pricing ensuring your students have access to competitive prices.

Our competitive internet textbook pricing fluctuates based on the supply and demand of the textbooks. Students typically will pay less for new, used and rental, but will receive the most significant cost reductions on used and rental textbooks. University of Mary Washington can recapture textbook sales that have been lost to internet retailers by offering students competitive textbook pricing.

---

ii. Explain how your pricing model aligns with the University's mission to minimize the financial burden of course materials on students, highlighting any innovative approaches to cost reduction or pricing caps to ensure affordability.

---

## PRICE MATCH GUARANTEE

eCampus offers a price match guarantee on textbooks to University of Mary Washington students. While many vendors offer a price match guarantee, our eCampus Price Match Guarantee is unique in two ways. First, it is based on dynamic pricing, not fixed or standard pricing. Second, we price match on more than just new and used textbooks, we also price match on rental textbooks.



eCampus's Price Match Guarantee will price match Amazon.com, B&N.com, Chegg, and local brick-and-mortar competitors. Upon validation of the price match policy, eCampus will refund the student the difference in price paid and the competitor price offered in the form of in-store credit to be used on the University of Mary Washington's Online Bookstore.

---

iii. Describe if your platform supports dynamic pricing and allows students to compare course materials prices across multiple vendors within a single interface, including information on the range of competitors' prices displayed. Confirm length of time within each semester and term that dynamic pricing is available for student use.

---

Please see page 43 to view eCampus's competitive dynamic textbook pricing for students. Dynamic pricing is available for student use during the life of the contract based on the course materials commission selected by University of Mary Washington.

Please see page 37 to view eCampus's Marketplace, where students can compare textbook prices across multiple vendors with a single interface.

---

iv. Clarify the scope and criteria of your price match policy (if applicable), detailing any restrictions or conditions that apply, ensuring transparency in how students can benefit.

---

Please see page 44 to view eCampus's Price Match Guarantee.

## PRICE MATCH EXCLUSIONS

eCampus will price match a new, used or rental textbook within 7 days of purchase from the University of Mary Washington Online Bookstore. The price match must be submitted against eligible websites. Claims can only be submitted for in-stock textbook purchases.

- › Price match program excludes peer-to-peer marketplace purchases.
- › Price match program excludes publisher specific rental programs and items delivered electronically to the digital bookshelf.
- › Price match program excludes Amazon's Warehouse Deals, fulfilled by Amazon, Lightning Deals, Deals of the Day, "Amazon Deals", aggregator sites, digital materials, and publisher-direct prices.
- › Price Match program excludes out-of-stock items.

---

v. Discuss any available bundling packages that combine course materials at a reduced cost, outlining how these packages are developed and customized for specific courses or programs.

---

We offer flexible bundling packages that combine course materials at a reduced cost to meet the unique needs of specific courses or programs. These bundles typically include textbooks, digital resources, lab manuals, and supplementary materials curated in collaboration with faculty to align with the course syllabus.

---

vi. Share experiences of past collaborations with academic libraries or other institutions on initiatives aimed at reducing course materials costs, such as course materials reserve programs or the adoption of open educational resources (OER) and/or low-cost materials, including outcomes and impacts of these efforts. Confirm that OER and/or low-cost materials shall be available for adoption and visible to students when materials are adopted.

---

## TEXTBOOK RESERVATION PROGRAM

eCampus offers a textbook reservation program where University of Mary Washington students can reserve their books ahead of time with a credit card. This is a convenient way for students to have their materials waiting for them when they arrive on campus. Furthermore, students can select their format preference of new, used, rental, or digital to maximize their course material savings.

## OPEN EDUCATION RESOURCES (OER)

eCampus supports faculty use of open educational resources. eCampus provides access to an extensive list of OER resources and OER courseware through our adoption tool, including some of the most popular repositories like OER Commons, OpenStax, and more. eCampus can also integrate any of the University of Mary Washington's OER library subscription services into our adoption tool, if applicable.

Additionally, within our Faculty Administration Support Tool (FAST), faculty can have their adopted OER resources available for download alongside their course for students to access. We also offer print options with OpenStax.

### *4. ORDERING, BUYBACK, SHIPPING, DELIVERY*

---

a. Outline your comprehensive buyback policy or program for purchasing used books from students, detailing the process, any associated costs, and pricing methodology for buyback materials to ensure transparency and fairness.

---

## BOOK BUYBACK PROGRAM

Book buybacks will be conducted at the end of each semester for University of Mary Washington students. eCampus will pay premium pricing up to 50% of the selling price on readopted textbooks being used the next term and national guide value on any textbook that is not readopted and has a guide value. To ensure University of Mary Washington students are prepared to take advantage of this buyback opportunity, we begin marketing the buyback events several weeks prior with traditional and social media marketing.

### ONSITE BOOK BUYBACKS

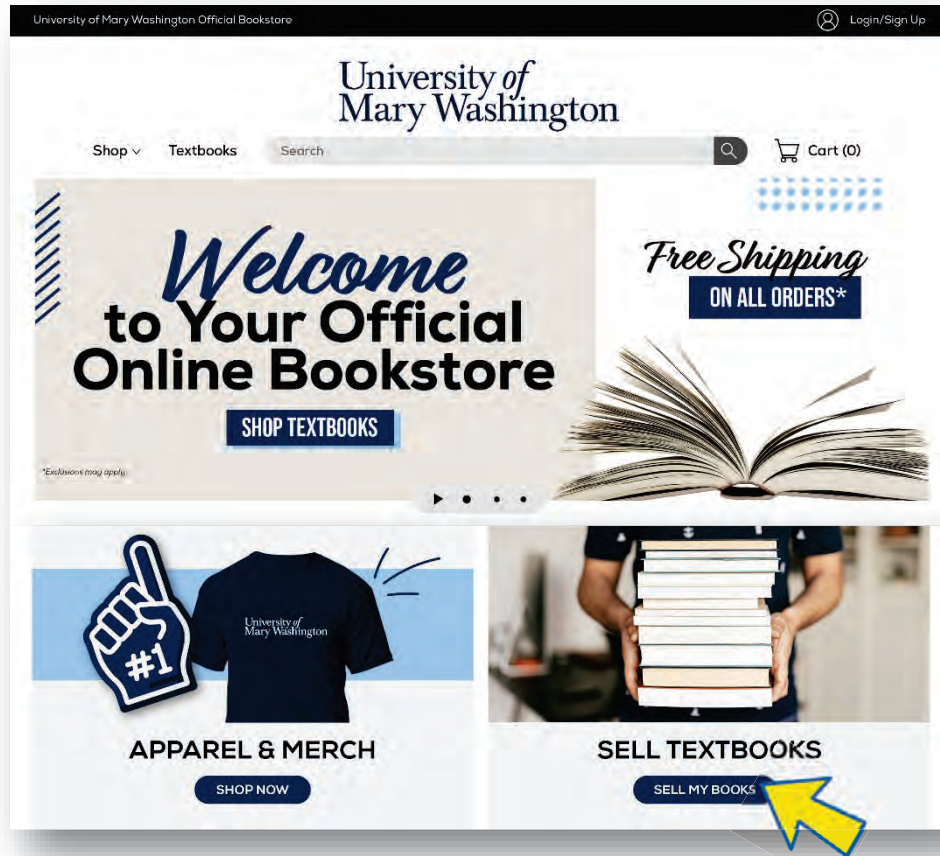
eCampus will conduct onsite buybacks within the UMW Campus Store using our book buyback and rental return software. We will pay cash and accept rental returns during the onsite book buybacks.

### ONLINE BOOK BUYBACKS

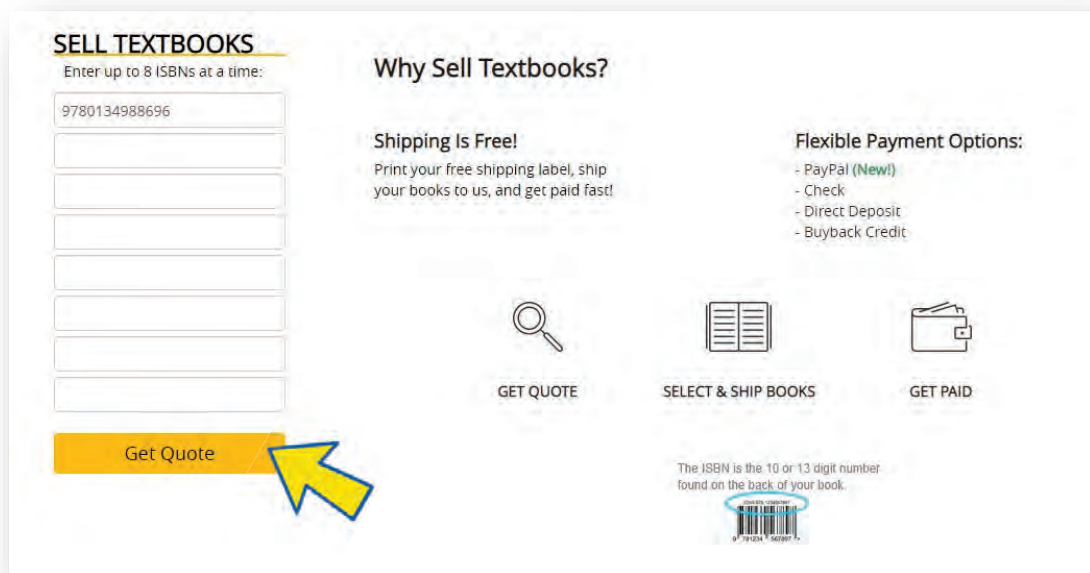
eCampus offers online book buybacks year-round. When students sell back their books online, students click on the "Sell My Books" icon on the Online Bookstore homepage. Students enter their textbook information for an instant quote. Students may choose to receive their payment as a direct deposit or check. Students may also choose in-store credit and receive an additional incentive over the original buyback price. Once students confirm the textbooks they wish to sell, they will be able to print either a free USPS or UPS shipping label.

The following screenshots on the next couple of pages outline our online buyback process:

Click on "Sell Textbooks" on the Online Bookstore



Enter an ISBN and Get a Quote



## Review Price and Sell Your Book

The screenshot shows a web interface for selling textbooks. On the left, under the heading 'SELL TEXTBOOKS', there is a form with eight input fields for ISBNs and a 'Get Quote' button. On the right, under 'Your Quote', a message states 'You qualify for a Buyback Credit Bonus!'. Below this, a book titled 'General, Organic, and Biological Chemistry' by Frost, Laura D.; Deal, S. Todd is listed. The book details include 'Edition: 4th' and 'ISBN: 9780134988696'. The buyback credit is shown as '\$80.72'. Payment options are listed: 'Check / Direct Deposit: \$76.88' and 'PayPal: \$76.88'. There are three 'Sell This Book' buttons: one at the top right, one with a checked checkbox below the book details, and one at the bottom right which is highlighted with a yellow arrow.

## GUARANTEED BOOK BUYBACKS

eCampus also provides a guaranteed book buyback price for students displayed on selected titles at the time of checkout. eCampus's book buyback policies are as follows:

- › At the beginning of each semester, eCampus will establish a guaranteed book buyback price for selected titles. The price will be no less than 50% of the used selling price and will be displayed at the time of purchase.
- › The guaranteed book buyback price will be offered from one week prior until two weeks after the end of the semester to those students who purchased through the Online Bookstore.

---

b. Describe the available offline ordering options for students, ensuring accessibility for all, regardless of their internet access.

---

## OFFLINE ORDERING OPTIONS

### UMW BRANDED IPAD KIOSK

eCampus will provide University of Mary Washington with a branded iPad kiosk to be placed within the UMW Campus Store. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.

## CUSTOMER SERVICE

University of Mary Washington students can call eCampus's customer service representatives to place course material orders over the phone.

---

c. Explain how your service adapts to meet the needs of both campus-based and remote students, highlighting any specific strategies to ensure equitable access to materials.

---

## DISTANCE LEARNING

As an online bookstore, we are web-based and hosted online so our solution is available to anyone, anywhere, at any time via computer or mobile device. We work with many partners who offer e-learning and distance-learning classes.

---

d. Detail protocols for communicating with students, faculty, and staff instances of order delays, emphasizing timely and clear communication channels to manage expectations effectively.

---

Students receive tracking updates via email after an order is placed via the online bookstore. If an order is delayed, students can often obtain complimentary 7-Day eTextbook access from most publishers to view their material while they wait for their physical course materials to arrive.

---

e. Describe the on-campus pickup options for online orders, providing convenience and flexibility for students to receive their materials.

---

## COURSE MATERIALS SERVICE CENTER

eCampus will operate a course material service center within the UMW Campus Store. Students can conveniently pick up their online orders year-round and return their rentals or sell back their print course materials at the end of each semester. eCampus will utilize our exclusive Ship2Store Software to streamline the delivery and pickup process for students' online bookstore orders within the UMW Campus Store.

When the UMW Campus Store receives students' orders, eCampus staff will scan packages with our Ship2Store Software and assign to a designated shelf space.



Once the package is scanned, students will be notified by an instant text or email that their order is ready for pick up. Students will show the eCampus staff their barcode, which will detail exactly where the students' order is on the shelf. eCampus staff retrieves the students' order and the student then signs for their package.



---

f. Provide a detailed account of your delivery process for online orders, including any associated costs.

---

## SHIPPING

eCampus offers students free shipping on their course materials, apparel, merchandise and supplies purchased from the University of Mary Washington's Online Bookstore and Spirit Shop. Students will receive the following:

### SHIP-TO-CAMPUS

- › **FREE 2-Day Shipping** to the UMW Campus Store on all orders shipped and sold by eCampus **year-round**, excluding marketplace and oversized items.

### SHIP-TO-HOME

- › **FREE Standard Shipping** to the students' home on all orders over \$59 shipped and sold by eCampus **year-round**, excluding marketplace and oversized items.

---

g. Explain your approach to delivering digital/electronic course materials, including integration with Canvas (UMW's LMS), to enhance the learning experience through seamless access to resources.

i. Confirm whether you offer Canvas integration, streamlining the process for students and faculty to access materials directly through the learning management system.

---

eCampus leverages technology to deliver innovative digital course materials and courseware to increase affordability for University of Mary Washington students. When a student purchases a digital textbook or courseware, they can instantly access the eTextbook through the eCampus eReader within their eCampus Online Bookstore account. Digital course materials, learning tools and resources can be accessed through the eCampus eReader on all mobile devices and operating systems, including smartphones, tablets, computers, iOS, Android, etc. There are no limits to the number of devices used when viewing the eTextbook online. Additionally, eCampus can integrate its eReader within Banner to simplify students' accessibility to their digital course materials.

eCampus also leverages today's leading Learning Tools Interoperability (LTI) to deliver Inclusive Access materials and digital courseware directly to Canvas.

---

12. Page 50 describes the eReader integrating with Banner. Is this correct, or does it integrate with Canvas?

*\*Added from Follow-Up Questions addressed 5.2.25*

---

The eCampus eReader supports single sign-on (SSO) integration with both Banner and Canvas, enabling seamless access to digital course materials for students and faculty from any launch point.

---

## 5. FACULTY ADOPTION

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a. Outline your procedure to guarantee that all course materials—whether required, recommended, or suggested—are accessible on time and in adequate quantities. Highlight how your system tracks and manages inventory to meet the course needs each semester.

---

## TEXTBOOK ADOPTION PROCESS

eCampus has a seamless and customizable solution for collecting course material and supply adoptions from faculty. Our process ensures inventory will be available and in stock to the course enrollment of all required course materials in new, used, rental and digital. Our process requires three simple steps:

### STEP 1 - OBTAINING COURSE ADOPTIONS

eCampus obtains adoption information from the University of Mary Washington and uploads the data to our Faculty Administration Support Tool.

Faculty will be provided login credentials or can use their single sign-on to log into eCampus's FAST to submit and manage adoptions online. Our interactive adoption tool allows faculty to review their adoption history, view current adoption pricing, create custom materials, adopt OER and more. Faculty can search for textbooks by subject and view detailed information, such as the table of contents. Faculty can save textbooks as favorites for later review or easily click to adopt the title, which will move the textbook to the adoption list.

Department heads can log in to approve their instructors' adoptions at any time during the adoption process and view an adoption dashboard with adoption compliance progress reports. System-generated email notifications are sent to faculty and department chairs as reminders and confirmations during the adoption submittal process.

## STEP 2 - ENSURE AVAILABILITY

Upon receipt of the University of Mary Washington's textbook adoption list, eCampus will cleanse the list to find any titles that are unavailable to the course enrollment. The assigned eCampus Account Manager will provide an exception report on any issues with the adopted textbooks, including course materials that are out-of-print, out-of-stock, on backorder, and course materials that have been substituted for a new edition. Faculty and administration will have the option of selecting a substitute course material from alternative edition ISBNs provided by the Account Manager or remaining with the original request until it becomes available from the publisher.

## STEP 3 - STOCK INVENTORY

To physically acquire course material inventory, we will obtain new and digital textbooks from publishers and source used and rental textbooks from our in-house inventory, distributors, wholesalers and through our year-round online buyback as soon as the adoption list is finalized.

---

### 8. Who handles communications with faculty about delayed or problem titles?

*\*Added from Follow-Up Questions addressed on 5.2.25*

---

UMW's dedicated eCampus account manager, commonly referred to as the textbook manager, serves as the primary point of contact for faculty regarding delayed or problematic titles. This role provides the same level of support typically offered by an on-campus bookstore manager, with our account management team operating remotely from our corporate headquarters in Lexington, KY.

---

b. Detail the resources and support systems in place to assist faculty and staff in the adoption process. Describe how these tools facilitate informed decisions and streamline the selection of course materials.

---

## FACULTY LIAISON

eCampus will provide a faculty liaison to establish and maintain communication with University of Mary Washington faculty regarding the acquisition of required textbooks and course materials. The faculty liaison will also assist with faculty questions regarding adoptions and ensure deadlines are maintained to execute inventory-related processes effectively. The method of communication will include emails, phone calls and Zoom meetings.

## ADOPTION TOOL TRAINING

The University of Mary Washington faculty and staff will train on our Faculty Administration Support Tool (FAST) with the eCampus Account Management Team to maximize the full potential of selecting course material adoptions. Faculty training sessions will be conducted via Zoom meetings. eCampus will also provide how-to documentation for faculty and staff to have on hand if there are any questions during the adoption list submittal process.

---

9. Confirm whether or not UMW staff (other than faculty) has any role in the textbook cycle, including adoptions and communications.

*\*Added from Follow-Up Questions addressed on 5.2.25*

---

The eCampus team will oversee the entire adoption process and all related communications. While it is best practice to have a designated campus contact to assist if challenges arise, this role is minimal and does not entail significant responsibility for the University.

---

2.a. Specifically address within the plan to communicate with faculty the adoption process and timeline. Please also address custom course pack production.

*\*Added from Follow-Up Questions addressed on 9.16.25*

---

eCampus recognizes that obtaining on-time adoptions through effective faculty communication is the cornerstone of a successful transition and first semester. At the onset of the partnership, the eCampus account management team for UMW will promptly initiate email communication with faculty to schedule virtual training sessions to introduce eCampus, provide real-time discovery of the FAST online adoption platform, and answer any questions faculty may have. Faculty will then receive a series of emails identifying their courses, directing them to the faculty adoption portal, and clearly communicating the adoption process and associated adoption due dates. Adoption due dates are also clearly marked inside the adoption portal.

Please see below and on the next page for sample email communications and a step-by-step video for how to submit adoptions. Training will also include instructions on how to submit custom course packs, which eCampus can manage end-to-end production.

[Sample Virtual Training Email](#)

[Sample Submit Adoptions Email](#)

[Sample Adoption Reminder Email](#)

[Sample Faculty FAQ Document](#)

[How to Submit Adoptions YouTube link](#)

---

2.b. UMW requests that eCampus hold a minimum of 2 Q&A sessions, which may be on-site or via zoom.

*\*Added from Follow-Up Questions addressed on 9.16.25*

---

eCampus agrees to a minimum of 2 Q&A sessions and can add more as needed.

---

c. Clarify whether faculty have the capability to compare prices for course materials and other materials across various publishers and ISBNs through your service. If so, provide an explanation of how this feature is implemented and accessed.

---

## **DATABASE SEARCH**

When faculty are researching a specific discipline within the eCampus Faculty Administration Adoption Tool catalog, they will be able to research course materials by publisher, format, price, author, editions and OER materials before selecting an ISBN for adoption.

Please see an example screenshot on the next page researching a chemistry discipline.

FAST Books@campus.computers@umw.edu

Home School Search **Catalog** Upload Online Bookstore Help

Search

X CHEMISTRY

TYPE

PRICE RANGE

Less than \$5

\$5 to \$10

\$10 to \$25

\$25 to \$50

\$50 to \$100

\$100 and up

Title	Price (New)	Author	Ratings	ISBN	eBook	Format
<a href="#">Organic Chemistry</a>	\$375.99	McMurry, John	N/A	9781305080485	✓	Hardcover
<a href="#">Organic Chemistry w/ Study Guide and Solutions...</a>	\$246.93	Karty, Joel; Mach, Taylor ; Mach, Marie M.	N/A	9781324031765	✓	Hardcover w/ Access Card
<a href="#">Chemistry A Molecular Approach</a>	\$313.31	Tro, Nivaldo J.	N/A	9780134874371	✓	Hardcover
<a href="#">Chemistry</a>	\$161.33	Antony C. Wilbraham; Dennis D. Staley; Michael S. ...	N/A	9781323205907	✗	Hardcover
<a href="#">Chemistry (Sixth Edition) with Ebook Smartwork5...</a>	\$153.00	Gilbert, Thomas R.; Kirss, Rein V.; Bretz, Stacey ...	N/A	9780393697315	✓	Paperback w/ Access Code

Once faculty submit their adoptions, they will see the current pricing options available in all formats. Faculty also have the option to research lower-cost alternatives for that discipline. Please see the screenshot below where faculty can explore cost-saving options.

Percent of Enrollment: 50  VitalSource eBook

Units Sold: 3  Offer eBook Access Code

Show item on site:  SHOW

[Publish](#) [Bulk Buy Tool](#) [Request Desk Copy](#)

<b>LIST PRICE</b>	\$243.00
<b>NEW</b>	\$236.93
<b>USED</b>	\$122.47
<b>RENTAL</b>	
SEMESTER RENTAL	\$11.75
<b>DIGITAL</b>	
ONLINE: 60 DAYS (DOWNLOADABLE: 60 DAYS)	\$75.00
ONLINE: 90 DAYS (DOWNLOADABLE: 90 DAYS)	\$102.00
ONLINE: 130 DAYS (DOWNLOADABLE: 130 DAYS)	\$129.00
ONLINE: 180 DAYS (DOWNLOADABLE: 180 DAYS)	\$150.00
ONLINE: 365 DAYS (DOWNLOADABLE: 365 DAYS)	\$158.40
<b>MARKETPLACE AS LOW AS</b>	\$21.23

\* Current pricing displayed is as of 2/28/2019 and is subject to change.

[Explore Cost Saving Options](#)

---

d. Describe the analytical tools and reporting features available through your online system. Include how these capabilities can assist in adoption decisions, track material usage, and analyze spending trends over time.

i. Confirm whether or not OER and/or low-cost materials are available for adoption. If so, describe the adoption process.

ii. Confirm whether UMW staff would have access to the adoption portal and the ability to run reports including but not limited to adoption lists by semester and term. Confirm whether or not available reports are in real time, making the most current information available to UMW staff with access, and whether or not historical information is also available.

---

eCampus confirms OER and/or low-cost materials will be available for adoption. Please see page 52 to view eCampus's Textbook Adoption Process.

eCampus confirms UMW staff will have access to the adoption portal and can run reports including but not limited to adoption lists by semester and term. UMW staff will also be able to access available reports in real-time. Additionally, historical information is also available for viewing. Please see below to view eCampus's Reporting functionality within FAST.

## ADOPTION REPORTING

eCampus uses our Faculty Administration Support Tool for viewing metrics, sales and inventory within the online bookstore. Within FAST, University of Mary Washington staff and administrators will have access to view adoption and student dashboards as well as various reporting functionalities. Faculty, administration, and staff can view and download reports in real time. Reports can also be automated and run on a scheduled basis determined by the University.

FAST is an intuitive tool that is easy to use and requires minimal training. The dedicated account management team provides various forms of training support including user guides and in-person and Zoom training opportunities to ensure the University of Mary Washington is well-equipped to take advantage of this reporting tool.

Please [click here](#) or scan the QR code on the right to see an overview of our reporting functionality within FAST, which will provide a quick walkthrough of how the FAST Course Material Analytics tool powered by Microsoft PowerBI provides adaptive analytics around sales, adoption, and course material performance data.



# MONTHLY REPORTING

eCampus will work with the University of Mary Washington to create customized reports with monthly revenue detailed by format with a comparison of the previous semester's sales. In addition to monthly reporting, eCampus provides a comprehensive semester review that encompasses a variety of data sets to offer historical comparisons, purchasing trends, and provides the University complete transparency into overall bookstore performance. Please see below for sample reports detailing course adoptions overview, textbook affordability, sales summary and units sold breakdown.

## BOOKSTORE PERFORMANCE

Sales Summary		
	Fall 2024	Spring 2024
Shipped Sales	\$244,015	\$138,181
Returns	(\$8,422)	(\$3,269)
Net Sales	\$235,593	\$125,198
Commissions Earned (*Estimated)	\$15,160.84	\$7,231.94*
Total Units Sold	3,452	2,278
Total Orders	1,055	901
% Actual Enrollment Sold	36%	34%
% Orders Before Start Date	570 (54%)	469 (52%)
Average Order Value	\$223.31	\$149.74
Average Units Per Order	3	3

Units Sold Breakdown		
	Fall 2024	Spring 2024
New	1,619 (47%)	656 (29%)
Used	328 (10%)	289 (13%)
Rental	1,010 (29%)	961 (42%)
eBook	389 (11%)	278 (12%)
Marketplace	98 (3%)	88 (4%)
<b>Total Units Sold</b>	<b>3,452</b>	<b>2,278</b>

## BOOKSTORE PERFORMANCE *cont.*

Spring 2024 Booklist Analysis	
Total Adoptions	747
Required New Adoptions	212 (28%)
Old Editions	22 (2.9%)
Adoptions Received Before Due Date of 10/5/2024	430 (58%)

**ADOPTIONS RECEIVED**

Before Due Date

After Due Date

## TEXTBOOK AFFORDABILITY

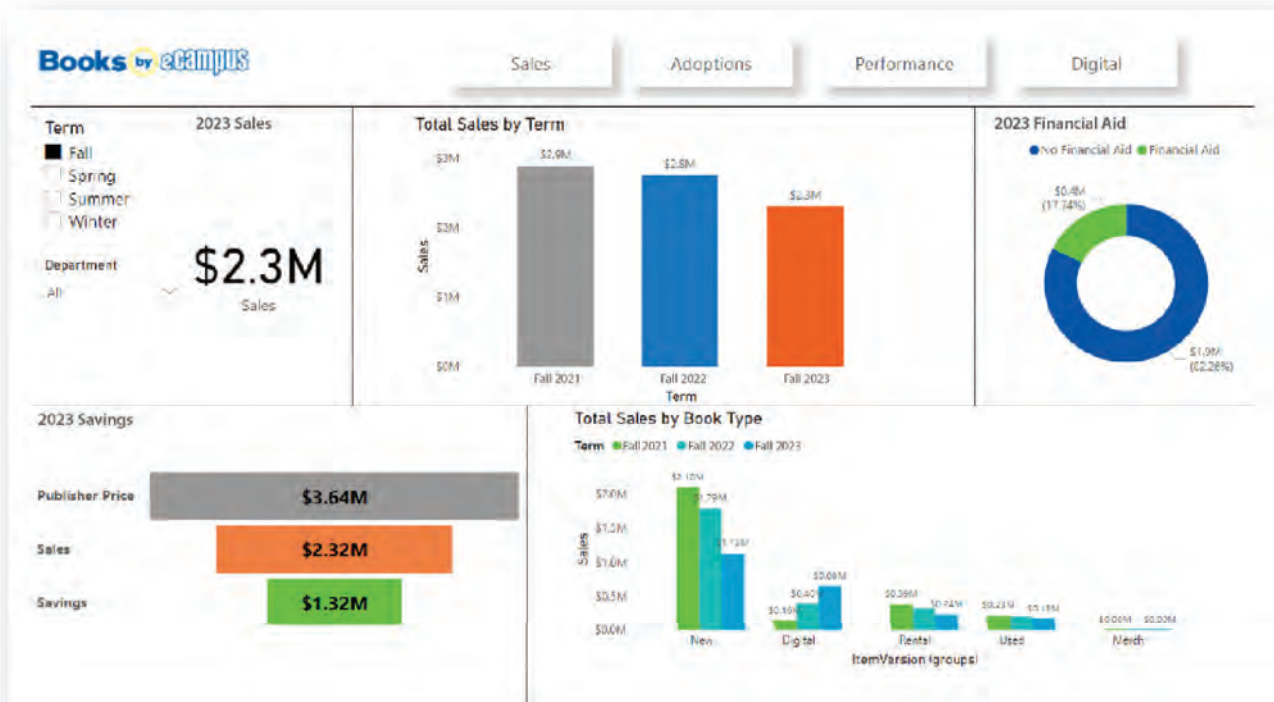
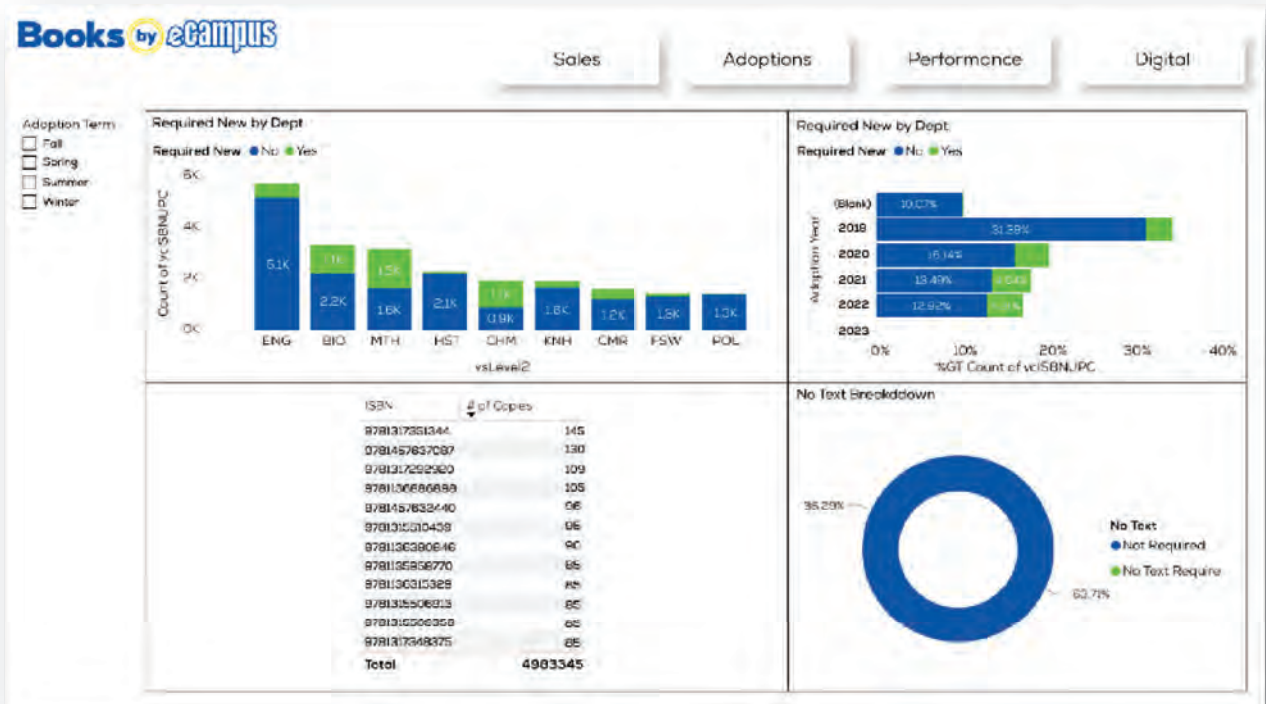
**Total Savings to Students**

**\$174,667**

Spring 2024 Textbook Affordability	
New	\$2,562
Used	\$11,648
Rental	\$110,317
eBook	\$47,745
Marketplace	\$2,395
<b>Total Savings to Students</b>	<b>\$174,667</b>

# ANALYTICS AND VISUALIZATIONS

With our Analytics and Visualizations, faculty and administrators can track trends in real-time, such as OER adoptions, courseware usage, required new adoptions, average cost per student, average cost per unit sales by type, and more. Please see below for analytic reports.



---

5. Page 56 bottom half of chart: What does 4903345 represent? Does “not required” translate to “optional”?

*\*Added from Follow-Up Questions addressed on 5.2.25*

---

The FAST Data Visualization images represent a sample dataset. In this example, 4903345 represents the total number of titles purchased. This dataset contains significantly more data than a typical school, which is why the number is so large.

Yes, not required does translate to optional. This would indicate a professor has adopted an item for a course that is recommended, not required.

## ***6. ACADEMIC, SCHOLARLY, AND TRADE BOOKS***

---

a. Outline the methodologies you employ to market and promote publications authored by the University's faculty, alumni, and community authors. Highlight how you plan to leverage these connections to enhance visibility and engagement within and beyond the University community.

---

For publications written by faculty, alumni and local authors, eCampus can order the specific books, market and promote the book signing in the UMW Campus Store. These events can be marketed through the University of Mary Washington Online Bookstore storefront or onsite at the UMW Campus Store. We will also work with the University to identify additional marketing channels to effectively promote such events.

---

b. Detail the criteria and process for selecting trade books that resonate with the interests and needs of the UMW Community. Describe how you ensure a diverse and relevant selection that appeals to the academic and cultural fabric of the university.

---

eCampus has direct relationships with all major trade book publishers to offer over 12 million titles of current trade, academic, and technical literature in support of required material for the academic disciplines of University of Mary Washington.

---

Pg. 57: What is the process for Trade Book identification?

*\*Added from Follow-Up Questions addressed on 5.21.25*

---

eCampus classifies Trade Books as books that have a general readership.

Trade Books can be provided through our online bookstore platform for purchase alongside adopted course materials.

---

c. How would you define special orders and how would you accommodate these requests?

---

eCampus defines special orders as any course material or supply requested outside the textbook adoption timeline. Faculty, staff and departments can place special order requests directly through their dedicated account management team.

---

d. Describe any other academic, scholarly, and trade book services you offer.

---

## **INCLUSIVE AND EQUITABLE ACCESS**

eCampus provides an Inclusive or Equitable Access solution that further reduces the cost of materials. Inclusive Access course materials are automatically charged to the student account. Equitable Access course materials are embedded into tuition or charged a course material fee. Inclusive Access and Equitable Access programs not only support student success but help to increase retention and graduation success rates.

### **INCLUSIVE ACCESS**

Within our Online Bookstore solution, eCampus provides faculty the ability to adopt industry-leading Inclusive Access digital course materials and codeless courseware to be delivered directly inside Canvas upon course registration via LTI (Learning Technology Interoperability) tools. Instructors can leverage our extensive catalog of Inclusive Access titles, with additional Inclusive Access titles added weekly. Our eCampus Inclusive Access team can negotiate on the University's behalf to often leverage Inclusive Access course materials pricing lower than the standard industry Inclusive Access published pricing.

## INCLUSIVE ACCESS MANAGEMENT

eCampus manages the courses, content and opt-out process to ensure the accuracy of participating students. After the drop/add period, eCampus will bill the institution for the students' Inclusive Access course materials.

## OPT-IN/OPT-OUT PROCESS

Students are automatically opted-in to the Inclusive Access adopted digital courseware. If a student prefers to opt-out from the Inclusive Access course material prior to the drop/add date, the process is both simple and transparent. eCampus clearly outlines the Inclusive Access course material costs and allows students to opt-out of the Inclusive Access course material directly on the online bookstore or inside of Canvas. If a student were to opt-out, the traditional a la carte purchasing options, including new, used, rental, digital, and the eCampus marketplace would be presented.

Please see the screenshot on the next page for an example of an Inclusive Access course listing with transparent IA pricing and opt-out instructions via the Online Bookstore.

BIO 104 ONLN2 HUMAN BODY IN HEALTH & DISEASE - SHAUNA LAMAGNA

This course is participating in the college's **INCLUSIVE ACCESS PROGRAM**. Digital materials will be provided in CANVAS and a course material fee of \$45 will be automatically applied to your student account. If you would like to OPT-OUT of this program and purchase materials on your own, please click [HERE](#).



If you would like a supplemental print copy of the digital material, please feel free to purchase or rent the material below.

### Inclusive Access

This course features an Inclusive Access format where course materials are delivered digitally on day one

## EQUITABLE ACCESS

Equitable access is an innovative course materials acquisition and delivery model offered campus-wide that provides every student in all participating courses with their required course materials delivered before the start of the semester.

## HOW IS EQUITABLE ACCESS DIFFERENT?

The traditional course materials acquisition process requires students to be active participants as they try to figure out what materials they need, where to find them and if they have the resources to acquire the materials. With an equitable access course material solution, students are not burdened with these responsibilities. Students can register for their courses knowing

that they will have access to all their required course materials without having to spend their time shopping for materials.

## ECAMPUS EQUITABLE ACCESS SOLUTION

eCampus has been a leading provider of equitable access solutions since 2006, offering affordable, in-tuition course materials with our solution eCampus **ALL Access**. With ALL Access, faculty have complete academic freedom in their course material selections and can select either print or digital course materials for their courses. ALL Access digital course materials will be delivered to Canvas and print course materials will be individually boxed per student and shipped for free directly to the UMW Campus Store or to the students' preferred off-campus address one week prior to the start of the semester.

### ALL ACCESS INCREASES ACCESS TO COURSE MATERIALS FOR ALL STUDENTS AND REDUCES THE OVERALL COST OF COURSE MATERIALS *WHEN COMPARED TO THE TRADITIONAL COURSE MATERIALS ACQUISITION MODEL.*

Students would have the option to opt out of the equitable access solution by the drop-add date. If a student were to opt-out, they would then be directed to the University of Mary Washington branded Online Bookstore to purchase their required materials in their preferred format. The University of Mary Washington will receive commissions on course materials purchased via the online bookstore.

eCampus provides competitive flat-rate pricing per credit hour for equitable access, ensuring all students receive necessary course materials, whether in print or digital format, through our program. The University of Mary Washington could implement equitable access pricing at **\$22.00 per credit hour** with adjustments based on a detailed analysis of the current and historical adoption lists and total credit hour data.

## TRANSITIONING TO ALL ACCESS

The University of Mary Washington can transition to our ALL Access solution at any time during the partnership. eCampus specializes in transforming traditional course materials models into our streamlined, cost-effective ALL Access solution. Our comprehensive approach ensures a seamless transition, minimizing disruption while maximizing benefits for the institution and its students.

Transitioning to ALL Access is a significant step toward modernizing and revolutionizing course material acquisition and delivery for the University of Mary Washington students. With

eCampus, the University of Mary Washington can be assured of a seamless, efficient, and cost-effective transition that enhances the educational experience for its students.

---

## 6. REFERENCING INCLUSIVE ACCESS (IA):

**6.1** Is the student account charged at the point in time that the student registers for the class, and credited upon opt-out and when dropping the class?

*\*Added from Follow-Up Questions addressed on 5.2.25*

---

The timing of charges for Inclusive Access (IA) courses depends on when the institution assesses these fees, which typically occurs at course registration. If a student opts out of the IA program, the fee is refunded immediately after the opt-out period ends. This timeline allows students the flexibility to opt out and back in, if desired. The schedule may be modified at the request of UMW.

---

**6.2** Please describe the automated billing process, including the flow of information to and from UMW's systems. Can a daily delta file be sent?

*\*Added from Follow-Up Questions addressed on 5.2.25*

---

Yes, daily delta files can be sent.

For Inclusive Access programs, eCampus:

- › Receives SIS data identifying students and their courses
  - › Aggregates SIS data against adoptions
  - › Reports participating adoption and enrollment data to VitalSource (our platform partner)
  - › Receives reporting back with pricing, opt-outs, adds, drops
  - › Creates flat files on our SFTP for your school to download and process
- 

**6.3** Describe how the billing and crediting process can be customized to meet different Universities.

*\*Added from Follow-Up Questions addressed on 5.2.25*

---

The structure of these files is customizable to accommodate each institution's specific requirements. They are generated for daily pickup at noon, with content varying by institution.

---

File formats differ—some schools require CSV, others TXT—and most mandate unique identifiers for term codes and charge types.

## I. TECHNOLOGY:

### 1. TECHNOLOGY STANDARDS

---

a. **CIO Review & Approval:** Any software or technology solution that uses, stores, or interacts with UMW data must undergo and pass a review by UMW's CIO before implementation. The bidder shall submit all necessary documentation, including impact assessments and data classification details, for the CIO's evaluation.

---

eCampus acknowledges and agrees that any software or technology solution that uses, stores, or interacts with UMW data must undergo and pass a review by UMW's CIO before implementation. eCampus acknowledges that it shall submit all necessary documentation, including impact assessments and data classification details, for the CIO's evaluation.

---

b. **Compliance:** No technology solution shall be deployed without explicit written approval from UMW's CIO, ensuring adherence to UMW's security, accessibility, and operational standards.

---

eCampus acknowledges and agrees that no technology solution shall be deployed without explicit written approval from UMW's CIO, ensuring adherence to UMW's security, accessibility, and operational standards.

---

c. **Documentation:**

i. A current VPAT (Voluntary Product Accessibility Template) should be included with the RFP response to verify compliance with accessibility standards.

ii. The Vendor's own SOC 2 Type II report by an independent third-party auditor to ensure service providers securely protect the data and interests of the institution, not the hosting provider, such as AWS or Azure, etc.

---

Please see Exhibit 2 to view eCampus's VPAT.

Please see Exhibit 3 to view eCampus's SOC 2 Type I report.

## 2. INNOVATION

---

a. Detail your dedication to the continuous investment in new technologies and the development of innovative products and services. Explain how you proactively anticipate and adapt to market changes to meet the evolving needs of the academic community.

---

eCampus is committed to continuously investing in new technologies and developing innovative products and services to support the evolving needs of the academic communities we serve. We leverage cutting-edge technologies, such as advanced inventory management systems, e-books, and mobile access, to enhance both in-store and online experiences. Our approach includes regularly engaging with faculty, students, and staff to identify emerging needs and adapting our offerings to align with trends in education and retail.

We monitor market developments and work closely with academic publishers and technology providers to ensure access to the latest content and solutions. Our flexibility in adapting to market changes allows us to introduce new services and modify existing ones based on real-time feedback, ensuring we meet the dynamic requirements of the academic community efficiently.

## 3. WEBSITE/ONLINE PRESENCE

a. Describe the functionalities and user experience offered by the UMW Campus Store's website.

---

i. Customization: The ability to embed tailored messages and create personalized web pages for sports teams (Athletics), student organizations, and other campus groups and track sales specific to each personalized website.

---

## COURSE ADOPTION DETAILS

When faculty submit course adoptions using the adoption tool, they can embed customized messages that students see when viewing the required material for the course.

Please see the screenshot on the next page for an overview of our course adoption details dashboard.



ii. Inventory Management: Real-time advisement on stock availability to keep users informed.

eCampus provides real-time advisement in stock availability via the online bookstore to keep customers informed, as seen in the example below.

**CHEM 100 401 46098 Spring 2021**

**Required**

**CHEMISTRY**

**General, Organic, and Biological Chemistry**  
by Frost, Laura D.; Deal, S. Todd

Edition: 4th  
ISBN13: 9780134988696  
ISBN10: 0134988698  
Format: Paperback  
Pub. Date: 2019-01-04  
Publisher(s): Pearson

Write a Review

Other versions by this Author

Complimentary 7-Day eTextbook Access - [Read more](#)  
eCampus.com Device Compatibility Matrix

	CURRENT PRICE
<input type="checkbox"/> RENT BOOK In Stock	
<input checked="" type="radio"/> Semester Due back 5/28/2021	\$25.35
<input type="radio"/> Quarter Due back 3/26/2021	\$24.08
<input type="checkbox"/> BUY USED In Stock	\$104.28
<input type="checkbox"/> BUY NEW In Stock	\$236.01
<input type="checkbox"/> RENT DIGITAL EBOOK	
<input type="radio"/> Online: 120 Days Downloadable: 120 Days	\$73.03
<input checked="" type="radio"/> Online: 180 Days Downloadable: 180 Days	\$82.99
<input type="radio"/> Online: 365 Days Downloadable: 365 Days	\$145.99
<input type="radio"/> Online: 365 Days Downloadable: Lifetime Access	\$208.99

We guarantee to buy this book back for at least \$52.00

Buy from our Marketplace starting at \$52.25

## ORDER PROCESSING & FULFILLMENT

eCampus stocks and houses our own physical inventory in our state-of-the-art distribution center. Everything is handled in-house, from receiving to inventory management and fulfillment of orders, positioning eCampus as an all-encompassing online bookstore solution. Please find a high-level overview of our inventory receiving and distribution process below.



## RELIABLE INFRASTRUCTURE

When the University of Mary Washington's course material and physical inventory is received at the distribution center, the Warehouse Management System (WMS) will route that item to the Cubiscan System to obtain the packages' weight and dimensional measurements. Once the item is inducted into the WMS, it is routed back to receiving for put-away.

Items are received into the WMS and the WMS directs them to the proper put-away zone. For pallet quantities, the items will be assigned racks for future replenishment to bin locations. For case quantities, the WMS will either direct the case to fill a bin location or route it via conveyor to rack locations for replenishment. All other items for put-away will be routed via conveyor to the proper put-away zone.

After the items are in the proper zone, a member of the Put-Away Team will begin the process of slotting the items. The team member will remove the item from the tote and scan the ISBN using an RF (radio frequency) Unit that will direct them to the proper bin location.

Once at the proper location, the barcode for that location will be scanned and the item will be inducted into the WMS and made available for sale, as seen below.



WMS will print a picking document along with a shipping label when an order has been placed for the item(s). The WMS will print the picking labels according to the best Pick Path sequence. The team member will utilize an RF Unit that will direct them to the proper pick location. The barcode at the pick location will be scanned and the item will be placed in the carton with the packing slip packed inside. At that time, the item is scanned against the order, and the order goes into a "Pick" confirm status in the WMS. After all books are picked, cartons are placed onto the conveyor system and routed to packing.

Once the item(s) arrives in packing, the packing slip will be placed on top of the carton. The carton is then conveyed to our Sealed Air eCube Machines for packaging. Our unique, sustainable packing process ships smaller packages which allows for a more efficient distribution of student orders on campus.

The carton is then scanned and placed on a scale for manifesting purposes and placed in "Dock" confirmed status. Following the dock confirmation scan, an email will be sent to the customer with tracking information. The order will be placed in the appropriate shipping gaylord or conveyed straight to the UPS, USPS, or LTL trailer for shipping. The WMS would then scan, sort and weigh each order for UPS, USPS, or LTL manifesting purposes.

Once the student's order is complete, an order confirmation email and text will be sent to the student allowing them to review the order. All in-stock orders placed by 3:00 PM will be shipped the same day.

## ORDER PROCESSING METRICS

eCampus has a 99.9% order and shipping accuracy level. Data is collected daily and reviewed each morning by our distribution management team to ensure compliance to our set standards.

---

iii. [Order Processing](#): Display of estimated delivery times, comprehensive customer support details, and prompt order acknowledgments.

---

Please see page 28 to view eCampus's Online Bookstore ordering platform.

## 4. POINT OF SALE (POS) SYSTEM REQUIREMENTS

---

### a. [Payment Processing](#)

i. The Firm must contract with a payment processing entity of its choosing to process customer payments. This process must comply with UMW's security standards.

ii. Required documents include the most recent AOC (Attestation of Compliance) and HTSA (High-Level Threat Security Assessment), both included in the RFP response.

---

eCampus utilizes Square as our in-store operations POS system. Square is a cloud-based POS system that allows us to track sales trends, inventory levels, and labor percentages for all our retail locations remotely. Our POS system can accept payment in cash, check, all major credit cards, Apple Pay, billing accounts, financial aid, and student accounts. Square is very versatile

and allows eCampus to create custom reports so that we can provide our schools with any and all desired reporting metrics.

Please see Exhibit 4 for eCampus's AOC.

Please see Exhibit 5 to view eCampus's PenTest.

---

#### b. Equipment & Network Responsibility

- i. The Firm is responsible for providing all POS equipment necessary for sales and services, both online and in physical locations.
- ii. The Firm must provide its own network connection for POS operations.

---

eCampus acknowledges that it is responsible for providing all POS equipment necessary for sales and services, both online and in physical locations and must provide its own network connection for POS operations.

---

#### c. Security Compliance

- i. The Firm must ensure that its payment processing entity and other business partners undergo regular data security assessments.
- ii. An Attestation of Compliance must be provided to UMW annually or upon request by UMW's CIO.

---

eCampus agrees that it must ensure that its payment processing entity and other business partners undergo regular data security assessments.

eCampus acknowledges that an Attestation of Compliance must be provided to UMW annually or upon request by UMW's CIO.

## PCI COMPLIANCE

eCampus is PCI Compliant. All customer data is collected over an SSL Secured 128-bit encrypted site verified by Verisign.

All payment authorizing information is stored on the third-party system, Chase Paymentech. Eliminating payment data from our network is the best way to help ensure that our customer's sensitive payment information is safe. Chase Paymentech Tokenization replaces sensitive

payment data with a unique identifier or token that cannot be mathematically reversed. The actual payment data is securely stored in Chase data centers.

---

#### d. Merchant Identification

i. The Firm must use its own merchant identification number(s) when processing payments at physical and online campus store locations.

---

eCampus agrees to use its own merchant identification number(s) when processing payments at physical and online campus store locations.

---

#### e. Business Partner Standards

i. The Firm must ensure that all business partners use industry-standard and up-to-date security tools and technologies, such as anti-virus protections and intrusion detection methods. The Firm's business partners must meet or exceed the Firm's own standards for handling sensitive data.

---

eCampus implements quality control measures, eliminates security vulnerabilities, and creates audit trails to eliminate potential data integrity risks and protect information and information resources.

Additionally, eCampus utilizes multiple services, such as Akamai security solutions and Threat Matrix to provide protection against fraud, theft, robot attacks and malice.

## WEBSITE SECURITY

To detect information security breaches eCampus contracts with TrustedSite, which performs the PCI/SANS Internet Security Test on our website daily. TrustedSite's security auditing technology allows the TrustedSite Certified Secure mark to appear only when a website's current security status meets the highest published government standards. eCampus deploys a multi-layer security solution that protects from multiple endpoints, along with state-of-the-art firewalls and intrusion detection systems. eCampus also utilizes security services through AT&T Security in addition to running intrusion detection software locally.

eCampus will be alerted by TrustedSite if our security test fails and we have experienced a breach. This has never happened for



eCampus; however, if it does, we alert customers immediately by email and also send out notifications via mail.

## 5. INNOVATION AND ADAPTABILITY

---

### a. Technology Investment

i. The Firm should detail its dedication to the development of new products and services that meet the needs of UMW and the academic community. This includes anticipating and adapting to market changes and technological advances.

### b. Innovation Strategy

i. Provide an explanation of how the Firm proactively develops technology solutions to align with the evolving needs of the academic sector.

---

Please see page 115 to view eCampus's dedication to the continuous investment in new technologies and the development of innovative products and services.

## J. PAYMENT OPTIONS:

---

List the payment options that your firm offers both in-store and online. Required tenders for a physical and/or an online store include but are not limited to credit card, Financial Aid, Departmental Charges, UMW EagleOne Card, and Gift cards.

---

### PAYMENT OPTIONS

eCampus provides the University of Mary Washington with convenient and flexible payment options, including:

- › Credit and Debit Cards: Visa, MasterCard, American Express, Discover
- › PayPal/PayPal Credit
- › Bank Account
- › Campus Card – UMW EagleOne Card
- › Financial Aid
- › Third-party Billing (VA, grants, workforce, scholarships, etc.)
- › Google Pay
- › Apple Pay
- › Venmo



## ECAMPUS CREDIT MODULE

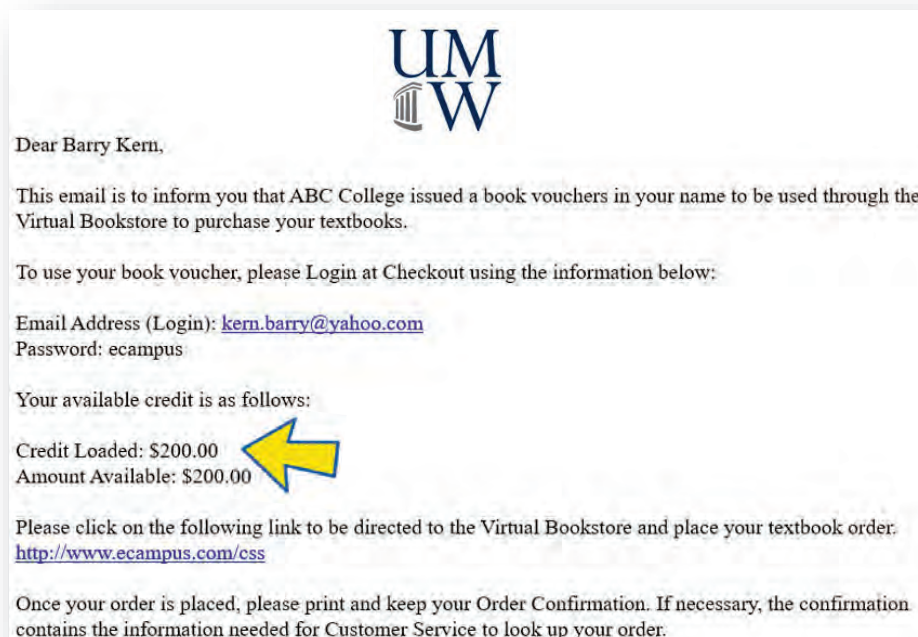
With our eCampus credit module, credit can be loaded in many forms including financial aid, Pell Grant overages, student scholarships, athletic scholarships, charges to student accounts and third-party billing.

University of Mary Washington students can use their credit vouchers on the Online Bookstore for all five textbook purchasing options and any non-textbook course-related items.

## FINANCIAL AID

Through our credit module, the University of Mary Washington can load financial aid and send file feeds via our eCampus SFTP file server or through our eCampus API for automatic transfers of student and financial aid data and real-time reconciliation of funds used, allowing seamless access to a student's financial aid balance on the University of Mary Washington's Online Bookstore.

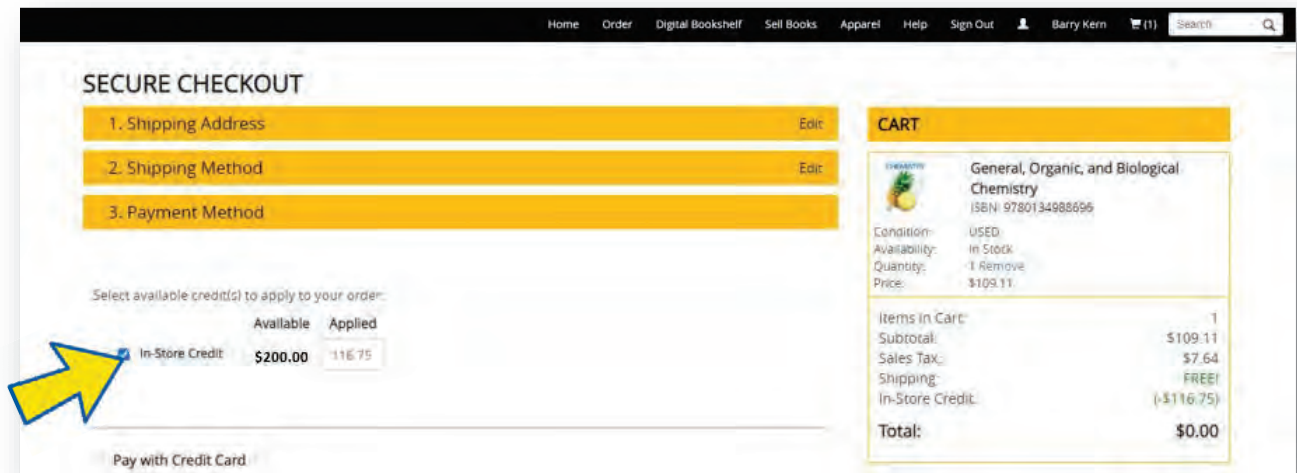
The University of Mary Washington's financial aid department can also manage student financial aid through the eCampus Faculty Administration Support Tool. Through FAST, the administration can add students' financial aid individually or in bulk, set expiration dates, adjust funds, and review a student's financial aid history. Once a student's funds are loaded into the system, an email or text will automatically be sent to the student, as seen below. This email will give students instructions on accessing their credit vouchers on the Online Bookstore.



Upon login to their Online Bookstore account, students will be able to order their books and select in-store credit on the purchase screen. This box will show the student the amount of

credit available at the time of purchase. Each time the student places an order, eCampus automatically subtracts the amount from their available funds and keeps track of each transaction in real-time. Financial aid or in-store credit used will be billed with 30-day payment terms.

Please see the screenshot below of the payment screen on the Online Bookstore where students can access their financial aid and in-store credit.



## THIRD-PARTY BILLING

eCampus provides third-party direct billing with agencies such as the Veterans Administration, Veteran Readiness and Employment, and workforce programs for loading vouchers and streamlining the billing process for the University of Mary Washington.

---

### 1. [Refunds](#)

a. Propose a refund policy for each business segment.

---

## RETURN POLICY & PROCESS

Our goal is complete customer satisfaction. Therefore, eCampus offers students generous return privileges. eCampus offers 15 days from the first day of the semester to return an item for a full refund. Policies regarding refunds are posted within the student's Online Bookstore account. If students need to return an item, they may do so by following our return instructions on the next page:

## NEW & USED COURSE MATERIAL RETURNS

To return an item for a full refund, students go to the University of Mary Washington Online Bookstore and sign into "My Account" and click on "Manage Rentals/Returns," then "Return an Item for a Refund" to see a full list of all items that are eligible for return. They choose the quantity next to each book they wish to return, review the return totals, and select "Print Label & Complete Return" to submit the information. They can print out either a UPS or a USPS shipping label and a packing slip to include with their return shipment.

## RENTAL COURSE MATERIAL RETURNS

Students will select a rental return date when selecting the rental option for course materials. The rental return date will appear on their order confirmation and in the order details displayed in the "My Account" section of the Online Bookstore. Students can print off a postage-paid shipping label or return their course material rentals during onsite book buyback events.

## DIGITAL COURSE MATERIAL RETURNS

Digital course material return privileges are based on individual publishers' return criteria.

## MARKETPLACE ORDER RETURNS

For textbooks purchased through the eCampus Marketplace, the student would contact the marketplace seller directly for return instructions.

## APPAREL & MERCHANDISE RETURNS

Apparel and merchandise can be returned within 30 days with the original receipt.

---

11. How are Marketplace customer complaints handled? What is a customer's recourse when, for example, a book purchased does not match seller's description?

*\*Added from Follow-Up Questions addressed on 5.2.25*

---

eCampus offers customer support for both marketplace listings and items directly sold and shipped by eCampus. If a marketplace purchase does not align with the seller's description, customers may contact our support team for assistance via email, live chat, or phone.

---

7. Please confirm:

- The timing and number of rental return reminders that students will receive prior to the rental return due date.
- Where return policies will be posted (in addition to behind student login). Policy should be posted at minimum, in-store, on a dedicated store web page, and on receipts (a link to the policy on the receipt is also acceptable).

*\*Added from Follow-Up Questions addressed on 9.16.25*

---

## **TIMING AND NUMBER OF RENTAL RETURN REMINDERS:**

Students who have rented course materials will receive multiple customized email reminders of their upcoming rental due dates. The default frequency of these messages is 21, 14, 7, and 3 days before the rental return due date. Students who do not return materials by the rental due date will receive further email correspondence detailing any applied charges as a result of non-action.

In addition to email reminders, an omni-channel rental return communications toolkit will be provided to UMW, including digital displays, social media graphics and captions, in-store signage, sandwich boards, and graphic-based announcements that can be added to SIS and LMS platforms.

## **WHERE RETURN POLICIES WILL BE POSTED:**

Return policies will be posted on the UMW Online Bookstore website, in-store, and on receipts. In addition, there will be a dedicated section for returns and refunds at the UMW Help Desk.

Please see the next few pages for sample omni-channel marketing and communications created for University of Mary Washington.

# Online Bookstore Marketing

## Rental Return and Book Buyback Marketing

University of Mary Washington | ONLINE BOOKSTORE

RENTAL RETURNS DUE: DEC 16

### Get Cash for your books

UMW CAMPUS STORE

DECEMBER 2 - 16  
MON - FRI ONLY | 9AM - 4PM

**The fastest & easiest option to return your textbooks is on campus.**

- Just drop them off during the buyback.
- No box needed!

**CAN'T MAKE IT? Don't stress.**  
Sell & return books online!  
[Sell & Return Online](#)

Questions? [umw.ecampus.com/Book](#)

University of Mary Washington | ONLINE BOOKSTORE

RENTAL RETURNS DUE: DECEMBER 16

### On-Campus Book Buyback & Rental Return

UMW CAMPUS STORE

DECEMBER 2 - 16  
MON - FRI ONLY | 9AM - 4PM

**The fastest & easiest option to return your textbooks is on campus.**

- Just drop them off during the buyback.
- No box needed!

**CAN'T MAKE IT? Don't stress.**  
Sell & return books online!  
[Sell & Return Online](#)

Questions? [umw.ecampus.com/Book](#)

University of Mary Washington | ONLINE BOOKSTORE

RENTAL RETURNS DUE: DECEMBER 26

### DON'T WAIT

Get the most for your used books at the on-campus buyback



### Happening Now Book Buyback & Rental Return

UMW CAMPUS STORE

DECEMBER 2 - 16  
MON - FRI ONLY | 9AM - 4PM

**The fastest & easiest option to return your textbooks is on campus.**

- Just drop them off during the buyback.
- No box needed!


**CAN'T MAKE IT? Don't stress.**  
Sell & return books online!  
[Sell & Return Online](#)

Questions? [umw.ecampus.com/Book](#)

RENTAL RETURNS DUE: DECEMBER 27, 2024

University of Mary Washington | ONLINE BOOKSTORE

### Sell Books & Return Rentals Online



**Selling books?**  
Earn more when you select buyback credit.  
[Get Quote](#)

**Returning rentals?**  
Log in to get started.  
[Return Now](#)

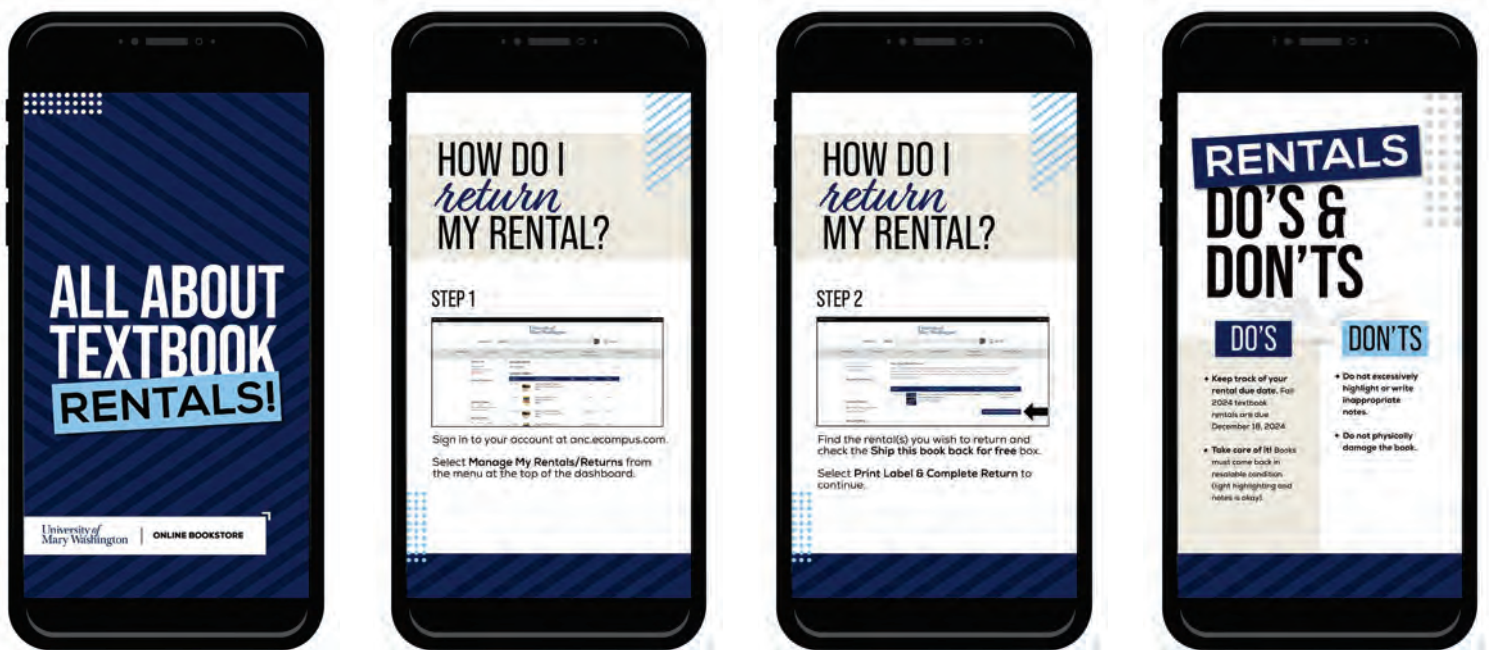
**FREE SHIPPING**  
on all online buybacks and rental returns

Questions? [umw.ecampus.com/Book](#)

Buyback Email Series

# Online Bookstore Marketing

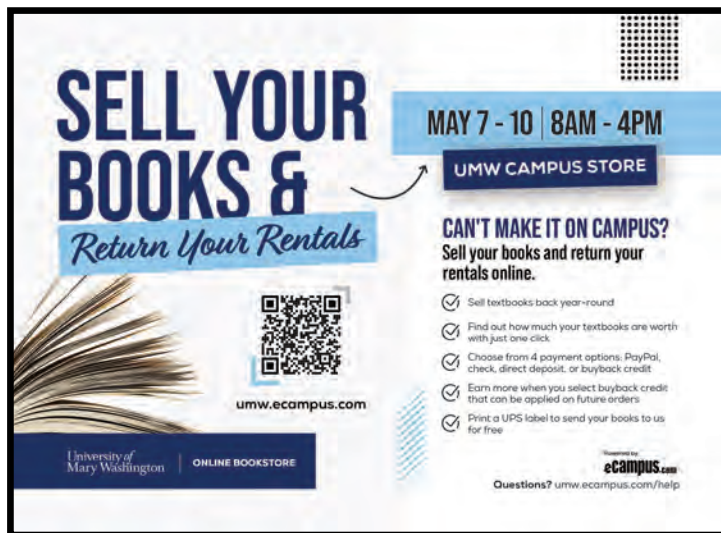
## Rental Return and Book Buyback Marketing



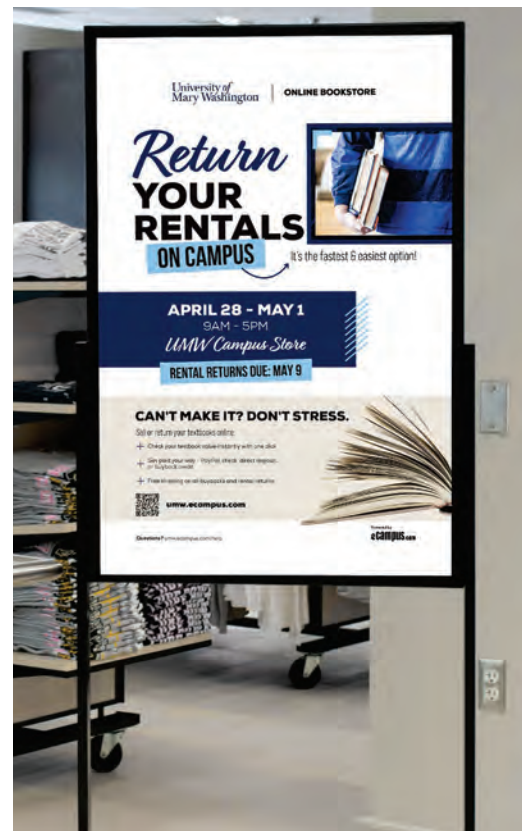
Rental Return FAQ Social Story Series

# Online Bookstore Marketing

## Rental Return and Book Buyback Marketing



Postcard



In-Store Signage



Sandwich Board



Digital Display and LMS announcement

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2. **Promotional Offers:** The Firm should promptly extend any special educational or promotional discounts to the University, including the duration of such offers.

---

## DISCOUNTS

Faculty, staff and departments will receive a 15% discount on course supplies, apparel and merchandise for the duration of the agreement.

## K. GENERAL MERCHANDISE:

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1. The University is looking for a Firm that can offer a selection of “soft goods” such as, but not limited to office and art supplies, University emblematic apparel and memorabilia, and such other related goods. Provide examples of “soft goods” proposed for UMW’s general merchandise store.

---

## ECAMPUS APPAREL & MERCHANDISE

The eCampus Merchandise Team will provide product design, development and assortment, order management and recommendations for specific school-requested apparel and merchandise. Our team will work with our broad network of vendors to offer a wide range of product lines found in collegiate bookstores and campus shops. Product lines may include but are not limited to clothing, drinkware, pennants, magnets, license plate frames, diploma frames, youth and kids, hats, decals, and school supplies. eCampus will also provide signage to promote and support the UMW Campus Store and Online Spirit Store.

Please see below for a sample list of eCampus apparel vendors:

### APPAREL VENDORS

- › Champion
- › Under Armour
- › Adidas
- › Nike
- › Columbia
- › Ouray Sportswear
- › MV Sports
- › League
- › Legacy
- › Blue 84
- › Camp David
- › Campus Crew
- › J America (Top of the World)
- › Cutter & Buck

Please find a sample list of merchandise vendors below:

## GIFT/GENERAL MERCHANDISE VENDORS

- › Collegiate Pacific
- › Douglas Stewart
- › Jardine Gifts and Merchandise
- › Kitty Keller Designs
- › Mascot Factory
- › MCM Brands
- › Neil Enterprises
- › Quality Logo Products
- › RFSJ
- › Roaring Springs
- › Spirit Products
- › WinCraft



eCampus partners with HP, Dell, Lenovo, and Chromebooks to sell any technology requested by the faculty or administration.

eCampus is also an exclusive "Apple Authorized Reseller." eCampus joins a select group of eCommerce sites, such as Best Buy and Walmart, to offer Official and Authorized Apple products through its online bookstore storefronts. eCampus will provide University of Mary Washington students exclusive pricing on Apple products.

## CONVENIENCE PRODUCTS

eCampus and the University of Mary Washington will work together to assess campus store requirements for snack food items. This collaboration aims to enhance the availability and variety of snack food items, catering to the diverse needs of students and faculty. By identifying these needs, eCampus aims to improve the overall campus experience, ensuring students and faculty can access snack food items.

---

### 13. What firm or firms run the General Merchandise program?

*\*Added from Follow-Up Questions addressed 5.2.25*

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Our general merchandise program is run by our in-house apparel and merchandise team. This team reports up through our Chief Financial Officer and Chief Executive Officer.

---

2. The Firm shall only purchase emblematic goods bearing the University name, marks, and logos from licensed vendors. The Firm's vendors shall have approval from the University through its Licensing Office before using the University marks on merchandise. The University will grant the Firm the right to sell approved University licensed products; however, the right is not exclusive and is subject to the payment by licensed vendors of established license fees.

a. Describe how your Firm will work with UMW Licensing to establish and maintain a workflow to ensure all products bearing the University name, marks and logos have been approved prior to being placed on the sales floor or website for resale.

---

eCampus agrees to only purchase emblematic goods bearing the University name, marks, and logos from licensed vendors. eCampus acknowledges that its vendors shall have approval from the University through its Licensing Office before using the University marks on merchandise and the University will grant eCampus the right to sell approved University licensed products; however, the right is not exclusive and is subject to the payment by licensed vendors of established license fees.

eCampus will collaborate closely with the University of Mary Washington Licensing Office to establish a streamlined workflow that ensures all merchandise bearing the University name, marks, and logos are thoroughly approved before being placed on the sales floor or website for sale. eCampus will establish a clear and efficient approval process that includes submitting product designs and mock-ups to the Licensing Office for review and approval prior to production. Our eCampus Merchandising Team will maintain open lines of communication with the Licensing Office to address any questions or concerns promptly and to ensure all requirements are met.

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3. Outline your overarching philosophy regarding merchandising and explain how this philosophy influences the choice of merchandise, ensuring it meets the university community's needs and expectations.

---

## MERCHANDISING STRATEGY

Our merchandising strategy focuses on providing a variety of trending apparel and merchandise the University of Mary Washington community desires. eCampus's standard policies and procedures for offering new categories of merchandise for sale begin with gathering input from students, faculty, and staff. Once new categories of apparel and merchandise have been identified and procured, a marketing plan is implemented to promote

the new apparel and merchandise through the online bookstore and campus-wide marketing campaigns. Performance metrics are established to track the success of the new category and make adjustments as needed to optimize sales and customer satisfaction.

eCampus takes a highly proactive approach to highlighting the unique qualities of the institutions we represent. Our strategies include digital marketing, social media engagement on platforms like Facebook and Instagram and direct email communication. eCampus is heavily involved in the communities we serve, building strong connections with students, parents, faculty, alumni, and anyone who shares a passion for the institution. We respond swiftly and strategically to key events that impact campus life, including those related to student organizations, academics, and more.

To keep up with new technology trends, eCampus continuously updates our platform with features such as mobile-friendly interfaces, new digital payment options, and personalized marketing strategies. These advancements enhance the customer experience and position eCampus campus stores as modern retail hubs that adapt to the dynamic needs of students, faculty, administration and alumni.

---

#### 4. Referencing General Merchandise, will you please provide an overview of merchandise acquisition, beginning with buying decisions and ending with merchandising.

Detail what flexibility the store manager has in selecting merchandise and vendors for the store.

*\*Added from Follow-Up Questions addressed on 5.2.25*

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Our merchandise strategy heavily depends on input from local campus leaders, including store, campus, and community leaders. The process begins with a review of previous retail performance to identify successful and underperforming areas. Guided by these insights, our merchandising team collaborates closely with the local UMW team to curate an assortment that reflects student preferences and regional brand relevance. This carefully curated selection undergoes a final review and adjustment before being ordered. Upon product arrival, eCampus's visual merchandising team partners with the local store to optimize in-store presentation, enhancing visual appeal to support sales performance.

---

3 (a). Detail how your merchandising approach affects pricing, with a focus on making items affordable for the university community while maintaining quality.

---

eCampus partners with vendors that allow us to offer apparel and gifts in a wide range of price points. Prices are set based on a standard bookstore industry markup and are very comparable to other college and university bookstores.

We consistently offer apparel starting at \$14.99 for t-shirts, \$24.99 for crewneck sweatshirts, and \$49.99 hooded sweatshirts. In addition, we look for buying opportunities to allow for lower price points.

---

3 (b). Include any market research efforts and how you work with the University to determine new purchases or phase out expired merchandise.

---

eCampus looks at current trends, the latest merchandise and unique products for each campus partner. Once new categories of apparel and merchandise have been identified and procured, a marketing plan is implemented to promote the new apparel and merchandise through the online bookstore and campus-wide marketing campaigns. Performance metrics are established to track the success of the new category and make adjustments as needed to optimize sales and customer satisfaction.

Using the University of Mary Washington's demographics and past sales history, the eCampus merchandise team will create an annual budget and order products for the upcoming fall semester in March. Items that have a proven track record will be placed on auto-replenishment. New lines will be introduced each fall semester, and underperforming lines will be discounted to accommodate new merchandise.

---

**3.** How many times per year is fresh merchandise with new branded decoration introduced to the physical and online stores?

*\*Added from Follow-Up Questions addressed on 5.2.25*

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Merchandise is refreshed on a continual basis, with comprehensive store resets scheduled quarterly. The strategy emphasizes smaller, more frequent inventory orders to optimize sell-through and facilitate efficient product turnover.

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Pgs. 75-77: In regards to General Merchandise, the proposal states that new lines are added ONLY in fall? Is this correct?

*\*Added from Follow-Up Questions addressed on 5.21.25*

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eCampus will launch new product lines throughout the year, rather than focusing solely on the fall season. For instance, cooler weather gear like sweatshirts, hoodies, and jackets will be emphasized during colder months, while lighter apparel will be featured in warmer months. This proposal outlines the intended timeline for the initial fall inventory rollout.

The general merchandise strategy will be thoughtfully curated to reflect the unique identity of the UMW community. eCampus aims to engage stakeholders across all groups—students, faculty, alumni, and parents— to gather input on product assortment, brand selection, and style preferences.

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3 (c). Define what affordable would look like as it relates to both men's and women's apparel and the percentage of affordable items you would propose having in the store/website.

---

eCampus partners with trusted vendors to offer a wide range of apparel and gifts across "good," "better," and "best" price points, catering to different budgets. Our pricing follows standard bookstore industry markups, ensuring that our products are competitively priced and comparable to other college and university bookstores. This allows eCampus to provide a mix of affordable options, quality mid-tier items, and premium merchandise, giving customers a variety of choices that meet their needs and preferences without compromising on value.

---

3 (d). Describe any measures in place to balance quality with cost-effectiveness.

---

All products must meet specific quality standards, ensuring they reflect the University's reputation and values. Additionally, merchandise decisions must align with the overall pricing strategy to maintain competitive yet consistent pricing across the industry. Products must also adhere to eCampus's established brand guidelines, ensuring that any new items, especially locally sourced ones, fit within the broader identity of the University of Mary Washington brand.

---

3 (e). How will you ensure that your merchandise prices are competitive in the local area?

i. The University desires a market basket comparison for pricing comparison on mutually agreed upon selected items with nearby competitors at least once a year.

---

To ensure that eCampus merchandise pricing is competitive in the local area, we will conduct regular market research to analyze pricing trends at local competitors, including other eCampus-operated stores and other vendor-operated campus stores. This will allow us to stay informed about the area's pricing strategies and adjust our prices accordingly. We will also monitor regional and industry-wide pricing data to ensure our pricing aligns with market standards while maintaining the value of the University's brand.

Additionally, eCampus will implement dynamic pricing strategies where applicable, allowing us to adjust prices based on demand, inventory levels, and seasonal factors. eCampus will also explore opportunities for partnerships with local suppliers and vendors to obtain competitive pricing on merchandise. Through frequent price audits and ongoing communication with local partners, eCampus will ensure our prices remain competitive while offering high-quality products to the academic community.

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Pg. 80: Clarify how eCampus is able to partner with local suppliers to offer UMW gear in their stores

*\*Added from Follow-Up Questions addressed on 5.21.25*

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eCampus does not follow a centralized buying model, as it often limits the ability to tailor merchandise to individual campuses. Instead, eCampus emphasizes a localized approach, curating product assortments that reflect the unique character of each school and collaborating with local suppliers and vendors.

A strong example of this strategy can be seen at Drake University. Located in Des Moines, IA, The Side Garage is a local t-shirt company that the university had long requested its previous vendor to carry—without success. Upon partnering with eCampus, a relationship was quickly established with The Side Garage, and a wide selection of its products was brought into the store. These items remain among the top sellers both in-store and online.

---

#### 4. What school spirit and emblematic merchandise do you typically offer?

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Please see page 79 to view the types of school spirit and emblematic merchandise eCampus will offer in the UMW Campus Store and Online Spirit Shop.

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##### 4 (a). Clarify the process for choosing merchandise to be offered, particularly school spirit and emblematic items.

---

eCampus's merchandising teams are equipped with a suite of tools, resources, and support systems to aid in merchandise selection and decision-making for school spirit and emblematic items. These include robust sales analytics platforms that provide insights into customer preferences and purchasing trends, enabling merchandising teams to stock items that align with campus needs. They also have access to centralized vendor partnerships, ensuring a diverse and high-quality product selection, along with the flexibility to source local or niche items. Additionally, regional and corporate support teams offer guidance through market trend reports and collaborative planning sessions, empowering merchandise teams to make informed decisions tailored to their unique campus communities.

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##### 4 (b). Explain how brands are selected, ensuring they align with the university's values and appeal.

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Please see page 81 to view eCampus's Merchandising Strategy to see how eCampus selects brands to offer in-store that align with the University's values and appeal.

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#### 7. Describe the store manager's role in general merchandise selection, ordering and merchandising.

*\*Added from Follow-Up Questions addressed on 5.2.25*

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The local store manager plays a key role in product selection and merchandising. If experienced in collegiate buying, the store manager can take ownership of graphic selections, planning, size integrity, and product assortments. However, eCampus's in-house merchandise team is available to assume those responsibilities, as needed, or collaborate through guidance and mentorship. Our team will work closely with local staff to ensure stock levels are maintained and

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data analysis and trends are identified. This partnership ensures that the store features locally curated items while benefiting from the operational efficiencies of centralized merchandising expertise, resulting in competitive pricing and optimized product offerings.

eCampus does not adhere to a centralized purchasing model, which standardizes product selection and allocation across all stores. While such an approach may enhance profit margins, it reduces local input and alters the distinctive character of individual campus stores.

---

5. The University shall have the right to recommend merchandise to be sold in the Campus Store and to request the removal of merchandise for sale in the Campus Store which the University considers offensive, inappropriate, or an inadequate representation of the UMW brand.

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eCampus acknowledges that the University shall have the right to recommend merchandise to be sold in the UMW Campus Store and to request the removal of merchandise for sale in the UMW Campus Store which the University considers offensive, inappropriate, or an inadequate representation of the UMW brand.

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6. Special and One-Time Event Merchandise Collaboration: The University is interested in introducing special, one-time merchandise for occasional events and seeks to understand your experience and approach in facilitating such collaborations.

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## APPAREL & MERCHANDISE POP-UP SHOPS

eCampus can organize pop-up shops at mutually agreed-upon events offering students the opportunity to browse and purchase special, limited-edition apparel and merchandise throughout the academic year. Each pop-up shop will feature a curated selection of fashionable items and essential merchandise tailored to meet the preferences and needs of University of Mary Washington students. Our goal with the pop-up shops is to enhance the campus experience by providing convenient access to quality products directly on-site, fostering a sense of community and engagement among students.

These pop-up shops will be strategically promoted through various channels, including print media, digital platforms, and social media, to maximize visibility and ensure students are aware of upcoming events.

---

6 (a). Please describe your capacity and willingness to work with the University in creating unique, one-time merchandise for special events. Highlight how you accommodate these distinctive requests while ensuring timely delivery and quality. List all qualifying circumstances, such as order minimums.

---

Please see the above question on how eCampus will accommodate one-time merchandise requests.

eCampus will work with the University in creating unique, one-time merchandise for special events. The Merchandising team for the University of Mary Washington will meet regularly with University stakeholders to address any requests that arise in order to ensure the timely delivery of all merchandise for the event in question.

---

6 (b). Share examples of how you have successfully collaborated with other universities to design and deliver special or one-time event merchandise.

---

eCampus has successfully partnered with many of our partners to design and deliver special or one-time event merchandise on numerous occasions. One popular instance is when eCampus partners with Universities to design limited-edition merchandise for a significant event, such as a homecoming football game, athletic playoff event, graduation, etc. The collaboration comes together quickly and involves meetings between the University's marketing team and the Campus Store to understand the event's theme, colors, and desired messaging. The eCampus Merchandising team would then create custom t-shirts, hats, hoodies, or other merchandise that reflects the event's importance. These products could be sold both online and on campus during the event to give students, alumni, and fans a way to commemorate the event.

---

7. The University desires flexibility to utilize local vendors for production of UMW emblematic merchandise. The University also desires to collaborate with local retail outlets to promote University gear in the stores. Please describe your capacity and willingness to work with the University in partnering with local vendors.

---

eCampus can work with the University in partnering with local vendors to offer merchandise in the UMW Campus Store or Online Spirit Shop. Introducing new or locally sourced products starts with the University of Mary Washington eCampus merchandising team identifying potential items based on customer feedback and campus trends. The Merchandising team will

propose these products to the Senior Director of Campus Store Strategy for approval, ensuring alignment with quality, pricing, and brand standards.

---

8. Describe how your Firm would approach limited release merchandise, and provide examples of instances where your firm maintains such merchandise.

---

eCampus would approach limited-release merchandise with a targeted marketing strategy to maximize engagement and excitement. For example, when designing exclusive items for an event like a championship win or graduation event, eCampus would create a dedicated marketing campaign using email newsletters, social media, and the University's communication channels to build anticipation. Countdown timers and teasers for the release could be shared across digital platforms, encouraging customers to act quickly before the items sell out. Special promotions, such as early access for alumni or students, could further incentivize purchases.

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9. Describe other general products you will offer in each store.

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Please see page 81 to view eCampus's Merchandising Strategy.

## **L. ATHLETIC MERCHANDISE:**

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1. Describe your Firm's ability to sell quality UMW Athletic merchandise in the physical and/or online store/platform, ensuring all sports are represented at all times, and that Athletic merchandise accurately reflects the style, branding and logos used by the UMW Athletic Department. Describe the Firm's ability to coordinate with the University's Athletic and other departments to jointly market and sell soft goods, if requested by the University department(s).

---

eCampus will establish a close partnership with the University of Mary Washington Athletics Department to ensure timely availability and stock of new and high-demand clothing merchandise. This collaboration will involve real-time communication channels that enable eCampus to receive immediate updates on key events, such as game outcomes and upcoming tournaments. By staying informed about these developments, eCampus can anticipate demand spikes and coordinate with suppliers to secure and expedite the production of relevant merchandise, such as championship gear or player-specific apparel.

In addition to proactive planning, eCampus will implement a responsive inventory management system that allows for quick restocking based on real-time sales data and community interest. By analyzing purchasing trends and feedback, eCampus can adjust inventory levels to meet demand without overstocking. eCampus will also ensure that merchandise is promoted effectively across all platforms, with special emphasis on new arrivals and high-demand items, ensuring that the University of Mary Washington community has access as soon as it becomes available.

---

2. Please describe the Firm's experience with Name, Image, and Likeness (NIL) regulations and initiatives. This should include specific examples of how they have supported university athletic departments in managing NIL compliance, opportunities, and challenges. The bidder should also outline their approach to assisting UMW's Athletic Department in optimizing NIL opportunities for student-athletes, ensuring compliance with NCAA regulations, and integrating NIL strategies into the broader athletic and academic programs.

---

eCampus's strategy around Name, Image, and Likeness (NIL) focuses on empowering student-athletes to maximize their personal brand potential while aligning with the University of Mary Washington's values and compliance requirements with the NCAA. We aim to create a collaborative ecosystem that supports student-athletes through personalized merchandise, marketing opportunities, and educational resources. By leveraging NIL, we can work with athletes to develop co-branded merchandise that highlights their individual appeal, such as jerseys and exclusive apparel lines.

In previous collaborations, we have partnered with student-athletes to create successful NIL campaigns, such as limited-edition merchandise featuring their logos or slogans and leveraging their presence on social media to amplify campaigns. We've also collaborated with athletes to host meet-and-greets and autograph-signing events within the campus stores, enhancing their connection with fans and the University.

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3. Describe how your firm would collaborate with Athletics to execute team fundraising initiatives through online UMW Athletic apparel sales.

---

eCampus will collaborate closely with the University of Mary Washington Athletic department to execute team fundraising initiatives through online sales of UMW Athletic apparel by working

with the Athletic department to identify specific fundraising goals and select appropriate merchandise, such as team-branded clothing, accessories, and special edition items, that align with the needs of the initiative.

eCampus will dedicate a specific section on the UMW Online Spirit Store, making it easy for the University of Mary Washington community to browse and purchase athletic apparel. To maximize visibility and engagement, we would collaborate with the Athletic department to promote the fundraising campaign through email and event marketing and social media.

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**2.** Can the firm provide a Team Store, in-store and online, specifically for Athletics? If so, provide the number of merchandise types (hats, sweatshirt, etc.) that would be available 365 days per year. Confirm that all varsity sports would be available at all times throughout the calendar year.

*\*Added from Follow-Up Questions addressed 5.2.25*

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eCampus provides both in-store and online Athletics team stores, available year-round. All sports may be represented, with comprehensive product offerings across men's, women's, and youth categories. For a live example, please refer to the Miami University Athletics Store:

<https://miamioh.ecampus.com/store/athletics>

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**14.** Page 63: If there were a tab on the GM website specifically for Athletics: what is the maximum amount of merchandise types and number of sports that would be represented simultaneously 365 days/year? What, if any, would be cost to the institution to ensure representation as described?

*\*Added from Follow-Up Questions addressed 5.2.25*

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There is not a set limit for merchandise types or number of sports represented on the website. eCampus will examine historical sales trends and make projections for the upcoming year. Typically, items from all athletic programs will be offered in some form. The institution would not have to bear any additional costs for this program.

For a live example, please refer to the Miami University Athletics Store:

<https://miamioh.ecampus.com/store/athletics>

## **M. GRADUATION REGALIA:**

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1. The sale of class rings, jewelry, announcements and academic regalia shall be subject to the terms and conditions of UMW's separate agreements. However, the campus store firm shall support the graduation activity as requested. In the case of a physical general merchandise store, this shall include the sale of graduation regalia by the campus store and may include allowing the sale of other graduation items in the campus store space and providing sales and storage space as requested. Responsibilities also include, but are not limited to organizing and facilitating Grad Fair events, and providing a seamless experience for graduates.

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eCampus acknowledges that the sale of class rings, jewelry, announcements and academic regalia shall be subject to the terms and conditions of UMW's separate agreements. Please see below for eCampus's Graduation Regalia offerings for the UMW Campus Store, if requested.

### **GRADUATION REGALIA**

eCampus is partnered with Jostens, Balfour, Oak Hall, and Herff Jones, the leading graduation regalia companies in the industry, to supply our partners with graduation regalia and accessories, including rings and announcements. eCampus can also coordinate with regalia suppliers to set up a day to visit campus for students to view products and determine gown and ring sizing.

## **N. MARKETING, ADVERTISING AND PROMOTIONS:**

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1. Detail the marketing, advertising, and promotional strategies you plan to implement to effectively reach and engage students, faculty, staff, and other university community members. Describe how these strategies will be tailored to the unique needs and interests of the university constituent. Note that UMW broadcast communications are not utilized for marketing purposes.

---

### **CAMPUS STORE MARKETING APPROACH**

The UMW Campus Store will be a destination retail experience for the entire campus community. During the transition to eCampus, we will combine traditional and digital marketing and advertising methods, including social media, email, signage, print, and mailers. Social media would include both organic and paid advertising, including Google Ads.

In addition to traditional promotional events, our creative marketing team is dedicated to delivering opportunities to generate sales outside of standard campus events. One example is a Groundhog Day event where the type of sale depends on whether the groundhog sees its shadow. If it sees its shadow, winter essentials are 20% off for those six more weeks of winter. If the groundhog does not see its shadow, t-shirts are 20% off to help welcome an early spring.

## SALES & PROMOTIONS:

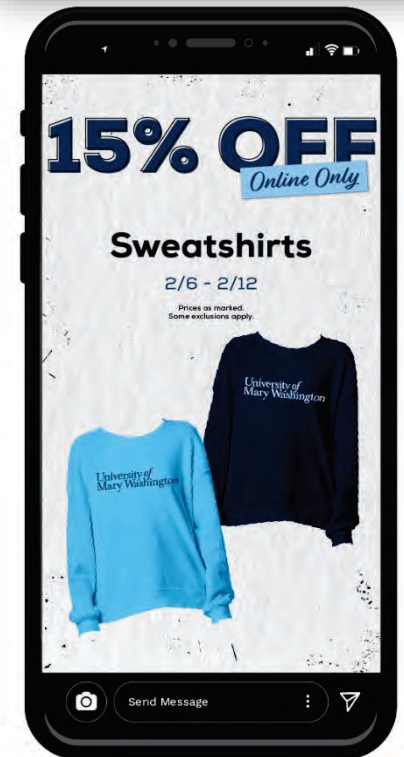
eCampus is committed to creating a fun and engaging retail experience that starts with well-developed and executed marketing. Driving sales through engaging promotions will be a key tactic in our overall marketing strategy for the UMW Campus Store. We seek unique opportunities to align our sales and promotions with campus events to foster connections with all community stakeholders. We believe elevating the University brand while bringing value to students is the right combination to position the UMW Campus Store as the premier retail destination. The University of Mary Washington will serve as the foundation for our marketing efforts, and those efforts will extend to the online storefront.

Below is a sampling of the types of sales and promotions we may execute at the University of Mary Washington:

- › Flash sales
- › Unique sales: Door Buster; Buy More, Save More
- › Holidays: Black Friday, Christmas, Cyber Monday, etc.
- › School holidays: Fall Break, Thanksgiving, Spring Break, etc.
- › Specific brand sales
- › Entire store sales
- › Collection sales
- › Promotions aligned with campus events – orientation, homecoming, etc.
- › Back-to-school events
- › Athletic events

## ONLINE BOOKSTORE MARKETING APPROACH

eCampus is committed to effectively marketing the online bookstore through multiple channels to drive student traffic to the University of Mary Washington Online Bookstore. eCampus's



omni-channel marketing ensures that all prospective students receive relevant, reliable, and timely communication continually representative of the diverse and changing needs of the University community. The following marketing plan outlines proven strategies for transitioning new partners to an eCampus Online Bookstore. The breadth of assets and channels would be developed as we meet with the University of Mary Washington's marketing department to share ideas, gather necessary data, and truly understand the dynamics of the University community to craft the most effective messaging while sharing the benefits of purchasing from the University of Mary Washington Online Bookstore versus alternative marketplace sellers.

## MARKETING STRATEGY

eCampus promotes a blend of traditional and digital marketing and advertising methods to serve the University of Mary Washington community effectively. Below is a sampling of marketing materials we will activate to boost revenue for the University of Mary Washington Online Bookstore.

### TRADITIONAL MEDIA:

- › Print signage
- › Posters, flyers & yard signs
- › Postcards
- › Stickers
- › Window and elevator cling

### DIGITAL MEDIA:

- › Targeted email campaigns
- › Regular in-feed social posts: Instagram, Facebook & Twitter
- › Regular social stories and reels: Instagram and Facebook
- › Google Ads
- › Campus newsletters
- › LMS announcement

## STUDENT MARKETING

eCampus will market the new University of Mary Washington Online Bookstore to students to protect the market share and to effectively communicate the benefits of the online bookstore to all students.

University of Mary Washington | ONLINE BOOKSTORE

Free shipping

# IT'S TIME

How will you save on textbooks?

New Used Digital

Marketplace Rental

Order Now

Right BOOKS. Right PRICE.

PRICE MATCH

Exclusions may apply. Questions? [www.ecampus.com/help](http://www.ecampus.com/help)

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eCampus understands students' buying habits and how marketing can influence their purchases. Our efforts will help drive sales and ensure awareness for all stakeholders. We will closely communicate with University of Mary Washington to generate a marketing plan that reflects their specific demographics, needs, and requirements and to ensure clear, consistent, and timely marketing through multiple channels.

## DEDICATED MARKETING CHANNELS:

- › Direct student emails & email campaigns
- › Social media & print marketing
- › Marketing campaigns & campaign signage
- › Sponsorships
- › Community and campus outreach
- › Athletic & student group involvement
- › New student orientations

Each of our partners is unique, and we tailor our marketing to meet the individual needs of every institution. You will find sample print and electronic communications within this marketing section which we develop for distribution to students. Other designs include instructions for ordering, how to return textbooks, how to sell books back, details on customer service, reminders on ordering, etc.

## GRAND OPENING MARKETING

In coordination with the launch of University of Mary Washington's Online Bookstore, various marketing materials will be provided for on-campus and digital distribution.

Marketing deliverables include grand opening flyers, digital signage, and emails announcing the features and benefits of ordering through the Online Bookstore. In addition, eCampus welcomes the opportunity to engage with student organizations to promote the new Online Bookstore. Collaboration with student feedback through event participation, additional signage, and supporting a student ambassador program on campus provides additional avenues to promote a seamless transition to your new solution.

To aid students in finding the correct resources, eCampus will generate additional marketing that can be placed in high digital traffic locations such as Canvas or the school website. By establishing good communication between the eCampus

University of Mary Washington | ONLINE BOOKSTORE

*Shop*  
**YOUR NEW OFFICIAL ONLINE BOOKSTORE**

**ORDER COURSE MATERIALS**

**Free shipping\***

**How it Works**

- 15-day returns
- Buy new, used, rental, digital, and Marketplace
- Save up to 80%
- We price match books (Find a lower price? We'll match it.)
- Customer support available via phone, email, or chat

**ORDER COURSE MATERIALS**

\*Exclusions may apply. Questions? [umw.ecampus.com/help](http://umw.ecampus.com/help)

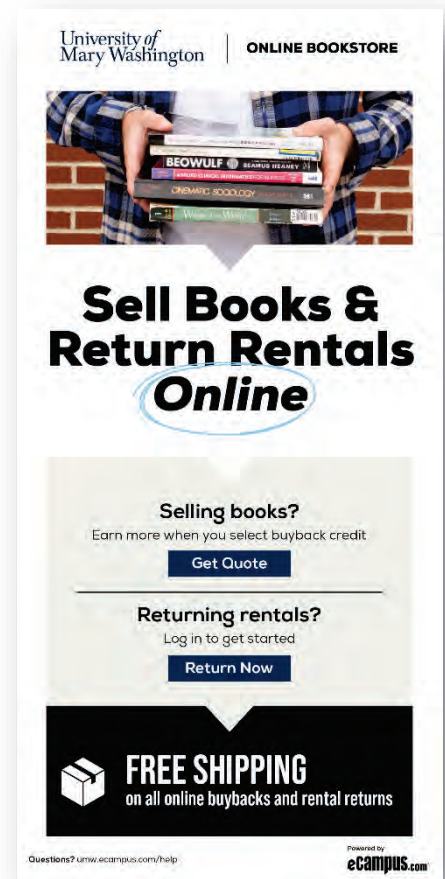
Powered by **eCampus.com**

and University of Mary Washington marketing teams, online bookstore offerings will receive maximum exposure to drive success.

## BUYBACK MARKETING

At the end of each semester, eCampus will develop a collection of marketing to announce the buyback events. eCampus will provide assets for the purposes of marketing these buybacks and could include signage for use on tabletops, banner-ups, sandwich boards, flyers, posters, digital signage, social media messaging, and more.

To launch eCampus marketing campaigns to students, we will use University-provided student email addresses to market via email. We can offer an SMS incentive during buybacks to students at buyback locations to sign up for marketing emails or text messages from the Online Bookstore.



The graphic is a vertical advertisement for the University of Mary Washington's Online Bookstore. At the top, it features the university's name and 'ONLINE BOOKSTORE' next to a photo of a person in a plaid shirt holding a stack of books, including 'BEOWULF' and 'CHEMICAL BIOLOGY'. Below the photo, the main headline reads 'Sell Books & Return Rentals Online' in a large, bold font, with 'Online' enclosed in a blue oval. The advertisement is divided into two main sections. The first section, titled 'Selling books?', encourages users to 'Earn more when you select buyback credit' and includes a blue 'Get Quote' button. The second section, titled 'Returning rentals?', prompts users to 'Log in to get started' and includes a blue 'Return Now' button. At the bottom, a black banner with a white shipping box icon states 'FREE SHIPPING on all online buybacks and rental returns'. Small text at the very bottom provides a link for questions and identifies the service as powered by eCampus.com.

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2. Provide sample campus communication that provides end users with the information needed for a smooth transition and successful opening/first semester.

*\*Added from Follow-Up Questions addressed on 9.16.25*

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eCampus will conduct a marketing breakout call with UMW to discover the communication channels that best resonate with students, faculty, and administration. From there, eCampus will create a customized omni-channel marketing plan for the University, generating custom-branded communications. These assets will focus on informing all stakeholders about the transition, how faculty will adopt materials, how students can order course materials, and how the campus store will serve as a destination retail experience and course materials service center.

Please see below and on the next page for sample campus communications, which align with the proposed implementation timeline.

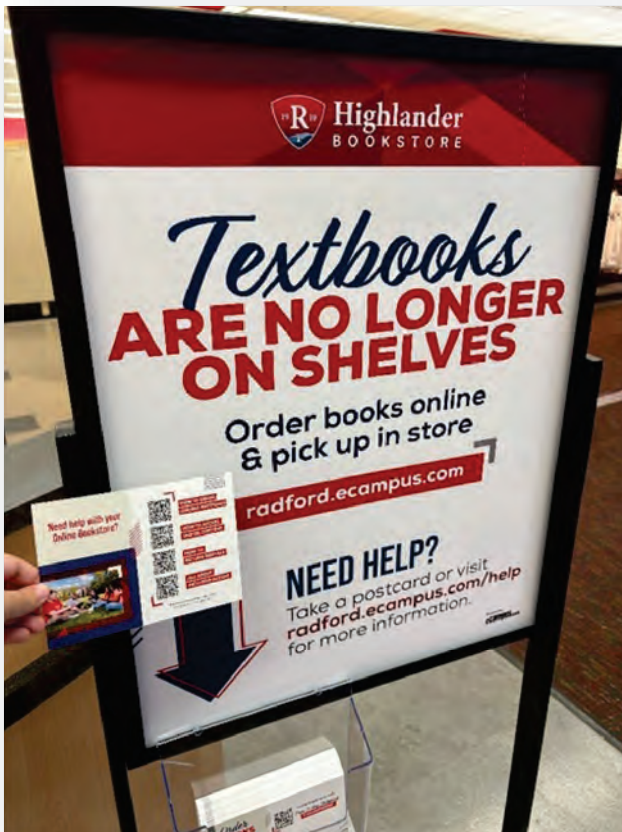
[Sample UMW Implementation Timeline](#)

[Sample How to Order Flyer](#)

[Sample It's Time to Order Course Materials Email](#)

## [How to Access Digital Content Video](#)

Below are sample communications from one of our new partners, Radford University, who recently transitioned to eCampus from Barnes & Noble. In these examples, we provide clear instructions through QR code resources and print signage to help students understand the shift from textbooks on shelves to online ordering with package pickup in the store.



## BUILDING FACULTY RELATIONSHIPS

eCampus's account management team will develop strong relationships with University faculty, staff and administration via excellent communication, quick responses, and dedicated assistance regarding course material adoptions. Starting in the initial stages of the relationship, we will communicate with the University faculty, staff and administration on the benefits of the adoption tool, including cleansing their book list, providing non-textbook related products, publishing faculty written books and obtaining their desk copy requests from publishers.

## MARKETING TO FACULTY

Faculty marketing is primarily focused on highlighting the benefits of students purchasing through the Online Bookstore and how to submit adoptions. Specific tactics include a series of emails containing valuable how-to's, access to videos, and step-by-step presentation files that will accompany any onsite or virtual training sessions centered around the adoption process and how to leverage our faculty adoption tool.

Following the launch of the online storefront, all University faculty, staff and administration will receive an email announcing that the Online Bookstore is live for students to view textbook information and place course material orders.

The image shows a vertical marketing email banner. At the top, it features the University of Mary Washington logo and the text 'ONLINE BOOKSTORE'. Below this is a dark blue header with 'Fall 2025 Adoptions Due' in white, and 'APRIL 30' in a smaller white box. The main body of the banner is white with dark blue text. It starts with the text 'On-time adoptions ensure day-one success. We're here to make the process easy!' followed by 'Virtual TRAINING SESSIONS' in a mix of bold and italicized fonts. Below this, it says 'Join a live virtual training session to see your new online adoption tool from eCampus.' There are two calendar icons: one for 'MARCH 25 @ 3pm' with 'Access Code: 938826' and a 'CLICK TO JOIN' button, and another for 'MARCH 27 @ 10am' with 'Access Code: 764177' and another 'CLICK TO JOIN' button. At the bottom, there is a dark blue section with the text 'CAN'T MAKE IT?' and 'Here's a resource to help you get started!' followed by a 'How to Submit Adoptions >>' button. The footer contains 'Questions? umw@ecampus.com' and the 'eCampus.com' logo.

---

2. Provide an overview of the types of events your Firm typically organizes throughout the academic year. Highlight how these events contribute to the campus community and foster engagement with the campus store.

---

## MARKETING CALENDAR

Please see the next page for a sample marketing calendar showcasing different types of sales and events created for the University of Mary Washington and the UMW Campus Store.

# Sample Marketing Calendar

## January

- Welcome Back to Campus
- Time to Order Course Materials

## February

- It's Not Too Late to Order Course Materials

## March

- eBook Campaign for Quick Delivery
- Faculty Engagement
- Faculty: Submit Adoptions

## April

- Buyback Preparations
- Faculty: Submit Adoptions

## May

- Textbook Buyback & Rental Return
- Time to Order Course Materials (Summer)

## June

- Time to Order Course Materials (Summer)
- New Student Orientation

## July

- New Student Orientation
- Order Course Materials Early

## August

- Time to Order Course Materials (Fall)
- Online Order Pickup
- Welcome Back to Campus
- Welcome Week

## September

- It's Not Too Late to Order Course Materials

## October

- eBook Campaign for Quick Delivery
- Faculty Engagement
- Faculty: Submit Adoptions

## November

- Buyback Preparations
- Faculty: Submit Adoptions

## December

- Textbook Buyback & Rental Return
- Online Rental Return
- Order Course Materials Early (Winter/Spring)

---

3. Discuss the methods you will use to enhance the campus store's visibility and ensure it becomes an integral part of campus life. Include plans for collaboration with various campus entities and participation in campus activities.

---

Please see page 92 to view eCampus's Campus Store and Online Bookstore marketing approach to view our methods and scope for marketing the UMW Campus Store and University of Mary Washington Online Bookstore.

---

4. Detail how you plan to partner with University Athletics, Alumni Association, Student Government Association, Admissions, and other campus organizations to ensure the Campus Store has a presence at university events and effectively markets its merchandise.

---

eCampus will partner with the University Athletics, Alumni Association, Student Government Association, Admissions, and other campus organizations to effectively markets its merchandise by offering apparel and merchandise pop-up events at requested University functions. Please see page 87 to view eCampus's Apparel & Merchandise Pop-Up Shop.

---

5. Share specific strategies designed to attract students, families and alumni on your website and/or physical store locations. Emphasize how these strategies will enhance the shopping experience and meet the needs of the university community.

---

Please see page 92 to view eCampus's Campus Store and Online Bookstore marketing approach to view how eCampus will attract students to the UMW Campus Store and University of Mary Washington Online Bookstore.

---

---

6. Pop Up Events: Firm should be prepared to have a presence at Pop Up Events identified by University to promote the University's mission and to support specified events.

a. Pop-up locations should also be included in the Firm's retail strategy for Admissions, Alumni and Athletic events.

---

Please see page 78 to view eCampus's Apparel and Merchandise Pop-Up Events strategy which will help promote the University's mission and to support specified events.

---

7. Please describe your Firm's ability to provide students, families and visitors an online, on demand retail offering for UMW Athletics.

---

## ONLINE SPIRIT SHOP

eCampus will provide an online spirit shop for University of Mary Washington students, faculty, administration and alumni to purchase apparel, merchandise and athletic apparel online. Our eCommerce solution offers a secure website with multiple shipping and payment options. eCampus will create a direct link to the Online Spirit Shop on the University of Mary Washington Online Bookstore, where customers can shop by category for apparel, merchandise, supplies and more before proceeding through the checkout process.

eCampus will purchase inventory and maintain the online storefront via the online bookstore with all inventory and orders being housed and fulfilled through our distribution center. The University of Mary Washington will receive an 10% commission on all online apparel and merchandise purchased via the online spirit shop.

Please see on the next page for an example of the University of Mary Washington Online Spirit Shop.

# University of Mary Washington

Shop ▾ Textbooks Search

Cart (0)

## Best Sellers



UMW  
T-Shirt  
\$20.00



UMW  
Polo  
\$38.00



UMW  
Sweatshirt  
\$39.95



UMW  
Quarter Zip  
\$45.95

Pg. 91: Please clarify how On Demand is offered.

*\*Added from Follow-Up Questions addressed on 5.21.25*

The vast majority of items listed online are in stock and available for immediate shipment. However, we can offer items beyond the standard assortment that are produced on demand or drop-shipped directly from the manufacturer.

## O. FACILITIES AND EQUIPMENT:

---

1. The University envisions a physical Campus Store not only as a retail space but as a vibrant destination and central hub of activity for students, faculty, staff, prospective students and their families and the broader community. Proposers are encouraged to creatively consider the use and configuration of the available space to maximize its location, making it an inviting and dynamic area for all.

---

### ECAMPUS OPERATED CAMPUS STORES

eCampus transforms higher education campus stores to create a vibrant, dynamic and unique experience that enriches campus life, enables community connections and supports the academic and social goals of each institution's students, faculty, alumni and staff.

Please see below and on the next page for images from eCampus-operated campus stores showcasing on-trend apparel and merchandise selections that attract students, faculty, staff and visitors.





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2. **Renovation Plan and Budget:** If proposing a physical store, include recommendations and cost for a refresh. Proposals should reflect a reduced retail space, providing room for complementary student services. Proposers should present a detailed plan and budget for renovating or updating the campus store throughout the contract duration. Include a timeline for renovations to ensure the campus store remains contemporary and well-maintained, avoiding any dated appearance.

---

## CAPITAL INVESTMENT

eCampus will provide a capital investment up to **\$75,000** for improvements, fixtures, and the operation of the reduced retail space in the UMW Campus Store over the term of the agreement.

---

5. Can eCampus provide a specific refresh plan, NTE \$75K, for 5,000 SF of the existing retail space to be utilized by eCampus? Note: Adequate dedicated storage is available on the ground floor of Lee Hall.

*\*Added from Follow-Up Questions addressed on 9.16.25*

---

The budget will be directed towards fixtures, cosmetic enhancements, signage, and in-store technologies. Based on the floor plan, part of the area traditionally dedicated to textbook shelving for course materials can be reconfigured and repurposed to support general retail use.

Please see below for images of our newly refreshed store at Drake University as an example of what UMW should expect.



# UMW CAMPUS STORE IMPLEMENTATION PLAN AND PROCESS

eCampus employs industry best practices to successfully implement our full-service hybrid bookstore solution for a smooth transition with uninterrupted bookstore operation for all students and staff. This begins with clear and consistent communication at all levels that engage key personnel on both sides of the partnership. Transparent dialogue and the essential implementation elements outlined below and on the next page will provide a strong foundation for success.

## COMMITMENT TO COMMUNICATION

Communication will be consistent and frequent through multiple channels as the University of Mary Washington transitions to an eCampus solution.

## CLEARLY DEFINED TEAM

Each school partner has a dedicated team that works with the administration, faculty, and students.

## INTEGRATIONS

All Banner and Canvas integrations will be fully tested and operational.

## RELIABLE INFRASTRUCTURE

Our IT systems are hosted in highly redundant Tier 2 data centers. Each level of our architecture including network, database, and web services are constructed using industry best practices.

## 24/7 ONLINE OPERATIONS

eCampus has maintained a 99.9% uptime. Throughout our history, we have experienced minimal disruptions, allowing us to provide our school partners with the best online bookstore experience available.

## IMPLEMENTATION PLAN AND TIMELINE

Over the past 25+ years, we have developed an implementation plan that includes on-campus meetings, marketing campaigns, post-launch audits and more. Please see below and on the next page for a sample high-level timeline customized to a July 1, 2026 commencement.

## UPON CONTRACT EXECUTION

- › Hold onboarding meeting
- › Hold breakout sessions – Faculty, IT, Financial Aid, Marketing & Retail

## 10+ WEEKS PRIOR

- › Begin IT system integrations
- › Faculty submit Fall 2025 booklist
- › Establish advisory committee and plan first meeting with committee members
- › Evaluate campus stores and determine individual campus store needs
- › Evaluate campus store staffing and requirements
- › Hold marketing and licensing planning meeting
- › Determine store logo/artwork requirements
- › Develop campus store refresh plans and approval

## 8 WEEKS PRIOR

- › Post open campus store positions
- › Fall 2025 booklist review & approval
- › Begin engagement with campus departments
- › Build marketing campaigns to announce campus store & online bookstore grand opening
- › Begin campus store refresh
- › Begin Phone Installation and Internet Connections
- › Coordinate press releases with campus contact
- › Finalize Fall 2025 adoption list

## 6 WEEKS PRIOR

- › Create initial merchandising plan & review current licensed vendors
- › Schedule inventory service
- › System integrations tested and operational
- › Set Up ACH Banking Arrangements
- › Begin interviews for open campus store positions
- › Follow-up meetings with key campus contacts

## 4 WEEKS PRIOR

- › Integrated storefront launch
- › Online bookstore and Spirit Store live for student ordering
- › Marketing campaigns – Course materials now available
- › Review upcoming campus events
- › Confirm store materials and equipment deliveries
- › Confirm store marketing materials deliveries

## 2 WEEKS PRIOR

- › Receive store materials, equipment and marketing deliveries
- › Schedule new associate training and determine the initial staff schedule
- › Follow-up meeting with campus contacts
- › Transition week
- › Merchandise store
- › Execute marketing campaign

## 1 WEEK PRIOR

- › Grand opening of the UMW Campus Store

---

3. The Firm shall be responsible for the proper collection and removal/disposal of all trash, garbage, shipping containers, boxes, skids, etc., from the interior of the campus store facility and deposited in the appropriate disposal container, e.g. trash/garbage in dumpsters, cardboard flattened and deposited in cardboard recycling containers, etc.

---

eCampus acknowledges that it shall be responsible for the proper collection and removal/disposal of all trash, garbage, shipping containers, boxes, skids, etc., from the interior of the UMW Campus Store facility and deposited in the appropriate disposal container, e.g. trash/garbage in dumpsters, cardboard flattened and deposited in cardboard recycling containers, etc.

---

4. **Floor Maintenance:** The Firm shall be responsible for cleaning all flooring at least bi-annually, ensuring floors where applicable have an attractive waxed finish. Carpets must also be clean and in good repair.

---

eCampus acknowledges that it shall be responsible for cleaning all flooring at least bi-annually, ensuring floors where applicable have an attractive waxed finish and carpets must also be clean and in good repair.

---

5. **Cleanliness of Surfaces:** Walls, ceilings, windows, and vents shall be kept clean, free of dirt, dust, and grease. Display and entrance windows and doors shall be cleaned by the Firm.

---

eCampus acknowledges that walls, ceilings, windows, and vents shall be kept clean, free of dirt, dust, and grease and display and entrance windows and doors shall be cleaned by eCampus.

---

6. **Comprehensive Cleaning Schedule:** The Firm shall perform thorough cleaning of all facilities at the end of each semester, including the summer, and during University scheduled breaks. This includes walls, fixtures, furniture, hallways, stairs, the receiving dock, offices, rugs, storage rooms, and equipment.

---

eCampus acknowledges that it shall perform thorough cleaning of all facilities at the end of each semester, including the summer, and during University scheduled breaks which includes walls, fixtures, furniture, hallways, stairs, the receiving dock, offices, rugs, storage rooms, and equipment.

---

7. **Loading Dock:** The loading dock area shall be maintained clean and free from debris at all times.

---

eCampus acknowledges that the loading dock area shall be maintained clean and free from debris at all times.

---

1. UMW will require robust in-store and online offerings beginning with Day 1 of vendor operations. Provide a detailed plan showing how eCampus would fulfill this requirement. Plan should include the minimum number of pieces of branded merchandise that would be available within each category on day one of operations.

*\*Added from Follow-Up Questions addressed on 8.18.25*

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eCampus will launch with a highly curated, dual-channel assortment available both in-store (~5,000 sq. ft.) and online on Day 1. This commitment assumes at least a six-month lead time from contract execution to launch. Rather than relying on a one-size-fits-all model, the assortment will be carefully selected to reflect the unique identity of the University of Mary Washington, blending nationally recognized brands with locally sourced products and regional vendor partnerships. The offering will be balanced across high-demand emblematic apparel, graduation items, academic supplies, and everyday essentials, ensuring depth in core categories, breadth in supporting ones, and a distinctive local flavor that strengthens UMW's community connection.

CATEGORY	MINIMUM SKU	DETAILS
Emblematic Clothing & Gifts	250-300	Apparel (tees, hoodies, polos, outerwear, hats, bottoms), drinkware, accessories, dorm/lifestyle, alumni gifts
Graduation & Frames	60-75	Gowns, caps, stoles, diploma frames, announcements, keepsakes, artwork
School Supplies	50-60	Notebooks, binders, writing instruments, lab notebooks, art kits, planners, organizers
Café & Convenience	35-40	Beverages, snacks, grab-and-go items, game-day impulse products
Computer & Tech	25-30	Chargers, headphones, storage devices, laptop sleeves
Seasonal / Clearance	20-25	Homecoming, Move-in, Holiday capsules, rotating clearance items

### TOTAL OFFERING:

Approximately 440-530 SKUs in-store, mirrored and expanded online.

### EXECUTION TIMELINE:

- › **6 months prior:** eCampus onboarding, UMW-specific assortment curation, production PO placement.
- › **90 days prior:** Initial deliveries received at eCampus's distribution center; online catalog loaded.
- › **14 days prior:** Floor set, signage, staff training.
- › **Day 1:** Fully stocked in-store & online, promotional marketing launch.

---

2. What are square footage requirements for a full-service, on site operation that includes course materials, general merchandise, trade books and C-store (beverage, snack, household, sundries)?

*\*Added from Follow-Up Questions addressed on 8.18.25*

---

This is not applicable, as eCampus is not proposing a full-service, on-site operation that includes course materials, general merchandise, trade books, and C-store (beverage, snack, household, sundries).

---

3. What are square footage requirements for a general merchandise, trade and c-store, with course materials offered online only?

*\*Added from Follow-Up Questions addressed on 8.18.25*

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eCampus would recommend a minimum retail floor space of at least 5,000 square feet based on the projected sales volume and University size. We would also recommend a backstock area of approximately 2000 square feet for storage, supplies and inventory management.

---

4. Provide a detailed project plan showing integration with campus systems which are necessary to provide full service offerings on day one of operations.

*\*Added from Follow-Up Questions addressed on 8.18.25*

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eCampus will ensure all technical integrations with University of Mary Washington's campus systems are completed, tested, and fully operational prior to the first day of service. Where possible, eCampus leverages existing integrations such as Ellucian Ethos to streamline the process and minimize IT involvement. With a few simple data points to connect eCampus and UMW's instance of Ethos, we can pull all necessary information daily, eliminating the need for multiple secure file transfers and making the transition to a new bookstore provider an easy lift for UMW's IT and development team.

The implementation project plan follows a phased approach. January focuses on contract execution, kickoff meetings, and initial IT integrations including SSO, course adoption, registrar, and financial aid data feeds. February includes system testing, EagleOne card setup, and LTI tool configuration, along with marketing framework development, faculty training sessions, and the launch of adoption collection. March and April address inventory transition, ship-to-store setup, and final reconciliations. This phased approach ensures all integrations are completed, tested, and operational prior to launch. A detailed timeline with specific tasks and responsibilities is included in the linked project plan below.

## **ECAMPUS PROJECT & IMPLEMENTATION PLAN FOR UMW**

eCampus's streamlined approach, supported by a proven implementation framework used with other institutional partners, ensures integrations are verified prior to launch, minimizing IT burden and guaranteeing that full services are available on the first day of operations.

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5. Confirm that eCampus would bear all inventory costs as defined in the Purchase Terms of our current contract UMW Contract #18-797, and that UMW shall bear no cost associated with the terms as set forth therein\*:

*\*Added from Follow-Up Questions addressed on 8.18.25*

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eCampus will comply with these purchase terms.

---

6. Confirm that commissions are payable on pass through sales at the same rate as commissions are paid on campus store sales.

*\*Added from Follow-Up Questions addressed on 8.18.25*

---

eCampus confirms that commissions are payable on pass through sales at the same rate as commissions are paid on campus store sales.

---

8. What are eCampus' requirements for a security system? You will need to provide your own system, which UMW PD will need to review. UMW PD and EMS must have access to video and physical spaces in case of emergencies.

*\*Added from Follow-Up Questions addressed on 9.16.25*

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eCampus does not typically install security cameras in its stores, except where such systems are pre-existing or furnished by the host institution. Responsibility for securing the premises after operating hours rests with store personnel.

eCampus will provide a designated campus contact with a key to the store, which can be provided to campus staff and emergency personnel, if needed.

---

9. We have a need for signage. The current Bookstore is hidden in a sense unless you walk into Lee Hall. Would eCampus provide signage (sandwich board style or different) to sit outside of Lee Hall directing people to the Campus Store? This signage could also be used to display sales.

*\*Added from Follow-Up Questions addressed on 9.16.25*

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Yes, eCampus can provide signage to sit outside of Lee Hall that directs students to the Campus Store in the form of sandwich boards. If there is a video board outside of Lee Hall, eCampus can also provide digital files for display.

Please see below for sample images of signage created for Lee Hall.



## P. FINANCIALS:

### 1. FINANCIAL TERMS

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a. Sales and Commission Payment Structure: Firm shall present a detailed Sales and Commission payment tier matrix applicable throughout the contract, including any renewals or extensions, to outline the basis for commission payments. Matrix must include, at minimum, sales category, sales volume per category and/or in total, % commission and total commission per category.

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## OPTION 1: FULL SERVICE CAMPUS BOOKSTORE

### COMMISSIONS

#### COURSE MATERIAL SALES

- › **0-10%** - Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on gross product sales selected directly correlates with the cost of course materials for students. If the University of Mary Washington elects a lower commission rate, students receive more affordable course materials. If the University elects a higher commission rate, the University of Mary Washington will receive a higher financial return. When deciding on a commission percentage, it is important to understand the institution's goals for student affordability as well as financial return. Our internet dynamic pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University. If the University of Mary Washington selects the full 10% commission, the pricing on the course materials will never be above eCampus's suggested list price.

#### BOOK BUYBACKS

- › **10%** - Onsite & Online Book Buybacks

#### APPAREL & MERCHANDISE SALES

- › **10%** - All Apparel & Merchandise Sales

### FINANCIAL INCENTIVES

#### SIGNING BONUS

eCampus will provide a **\$2,500** signing bonus paid within 30 days of the first-semester start date.

## PARTNERSHIP INCENTIVE

eCampus will provide a **\$10,000** partnership incentive paid in \$2,500 annual installments in contract years 2-5. The partnership incentive is contingent on net sales staying within 10% of the prior year's net sales.

## TEXTBOOK SCHOLARSHIPS

eCampus will provide **\$4,000** in textbook scholarships as in-store credit the first contract year, to be paid in equal \$2,000 installments for the Fall and Spring semesters. For future contract years, student scholarships awarded will be .5% of the prior year's course material net sales. The scholarships can be awarded to students at the discretion of the University.

## MARKETING

eCampus will invest **\$12,500** for marketing over the course of 5 years, with \$2,500 invested annually. Funds are to be used to market the UMW Campus Store and University of Mary Washington Online Bookstore operations.

## SPONSORSHIPS

eCampus will provide **\$12,500** for sponsorships over the course of 5 years, with \$2,500 provided annually. Funds are to be used for select annual fundraisers and promotional events.

## CAPITAL INVESTMENT

eCampus will provide a capital investment of up to **\$75,000** for improvements, fixtures, and the operation of the UMW Campus Store over the term of the agreement.

eCampus will provide the University of Mary Washington with a branded iPad kiosk valued at **\$2,500** to be placed within the UMW Campus Store. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to \$10,000 for the University of Mary Washington Online Bookstore and Spirit Store platform enhancements over the term of the agreement.



## OPTION 2: ONLINE BOOKSTORE

### COMMISSIONS

#### COURSE MATERIAL SALES

- › **0-10%** - Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on gross product sales selected directly correlates with the cost of course materials for students. If the University of Mary Washington elects a lower commission rate, students receive more affordable course materials. If the University elects a higher commission rate, the University of Mary Washington will receive a higher financial return. When deciding on a commission percentage, it is important to understand the institution's goals for student affordability as well as financial return. Our internet dynamic pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University. If Students receive more affordable course materials if the University of Mary Washington elects a lower commission rate the University of Mary Washington selects the full 10% commission, the pricing on the course materials will never be above eCampus's suggested list price.

#### BOOK BUYBACKS

- › **10%** - Online Book Buybacks operated by eCampus
- › **20%** - Onsite Book Buybacks self-operated by the University of Mary Washington or an alternative third-party vendor

### FINANCIAL INCENTIVES

#### SIGNING BONUS

eCampus will provide a **\$1,000** signing bonus paid within 30 days of the first-semester start date.

#### PARTNERSHIP INCENTIVE

eCampus will provide a **\$4,000** partnership incentive paid in \$1,000 annual installments in contract years 2-5. The partnership incentive is contingent on net sales staying within 10% of the prior year's net sales.

#### TEXTBOOK SCHOLARSHIPS

eCampus will provide **\$4,000** in textbook scholarships as in-store credit the first contract year, to be paid in equal \$2,000 installments for the Fall and Spring semesters. For future contract years, student scholarships awarded will be .5% of the prior year's course material net sales. The scholarships can be awarded to students at the discretion of the University.

## MARKETING

eCampus will invest **\$12,500** for marketing over the course of 5 years, with \$2,500 invested annually. Funds are to be used to market the University of Mary Washington Online Bookstore operations.

## SPONSORSHIPS

eCampus will provide **\$12,500** for sponsorships over the course of 5 years, with \$2,500 provided annually. Funds are to be used for select annual fundraisers and promotional events.

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to **\$10,000** for the University of Mary Washington Online Bookstore platform enhancements over the term of the agreement.

## KIOSK INVESTMENT

eCampus will provide the University of Mary Washington with a branded iPad kiosk valued at **\$2,500** to be placed within a designated campus location. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.



## ADDITIONAL FINANCIAL INCENTIVES

- › **\$1.00 per package distributed incentive** for all online bookstore orders distributed from a University of Mary Washington designated campus location
- › **\$1.00 per rental returned incentive** for rentals returned to a University of Mary Washington designated campus location at the end of each semester

---

Pg. 100: What does “technology investment” mean? (Up to \$10,000 over term of agreement)

*\*Added from Follow-Up Questions addressed on 5.21.25*

---

The technology investment outlined in the proposal represents an internal eCampus commitment to the continuous development and optimization of the online bookstore platform. This investment supports regular system upgrades, performance enhancements, and the integration of emerging technologies to ensure the UMW Online Bookstore remains secure, scalable, and aligned with evolving user experience standards.

---

b. **Payment Schedule:** The agreed-upon Sales and Commission payment tier schedule shall serve as the standard methodology for calculating and executing timely commission payments to the university.

---

eCampus requests that commissions be paid on a quarterly payment schedule. Please see below for the proposed commissions' schedule.

- › Period 1: January through March will be paid no later than May 25th
  - › Period 2: April through June will be paid no later than August 25th
  - › Period 3: July through September will be paid no later than November 25<sup>th</sup>
  - › Period 4: October through December will be paid no later than February 25<sup>th</sup>
- 

c. **Reporting and Payment Deadlines:** All financial and sales reports, alongside corresponding commission payments, shall be submitted by the 10th day of the month following the reporting period. In cases of late submission, the university reserves the right to impose a late fee up to \$100 per day. If the due date falls on a weekend or public holiday, the deadline extends to the next business day. Financial and sales reports submitted shall be final and not preliminary or estimated.

---

eCampus requests that commissions be paid on a quarterly payment schedule.

eCampus will provide monthly financial and sales reports. Please see page 58 to view eCampus's Monthly Reporting in more detail.

---

d. **Fiscal Year Definition:** The University's fiscal year is defined from July 1 to June 30, with financial reporting conducted on a monthly basis. Any contract period beginning before the start of a full fiscal year shall be adjusted on a prorated basis.

---

eCampus acknowledges the University of Mary Washington's fiscal year definition.

---

e. **Fiscal Reporting Alignment:** The Firm's fiscal reporting period shall align with the University's fiscal year. Monthly reporting shall cover data from the first to the last day of each calendar month.

---

eCampus acknowledges that the fiscal reporting period shall align with the University's fiscal year and monthly reporting shall cover data from the first to the last day of each calendar month.

---

f. **Tax Obligations:** The Firm is solely responsible for all tax obligations related to this contract.

---

eCampus acknowledges that we are solely responsible for all tax obligations related to this contract.

---

g. **Sales and Tax Reports:** Upon request, the Firm must provide copies of all required sales and tax reports that detail sales, revenues, and taxes generated at the University.

---

eCampus agrees to provide upon request all required sales and tax reports that detail sales, revenues, and taxes generated at the University of Mary Washington.

---

h. **Operating Costs:** The Firm shall pay all operating costs for providing the contracted goods/services, except for specific costs outlined by the University (University's Responsibilities) in the RFP or the negotiated contract.

i. The University's Responsibilities consist of:

a. Electricity

b. General building maintenance (HVAC, Mechanical, Ceiling tiles from leaks, etc.)

c. Heating and air conditioning

d. Smoke/heat alarms

e. Natural gas, steam

f. Water, sewer

g. Trash removal (from the University's designated point)

h. Fire safety inspections

i. Utility Services: The University commits to maintaining utilities to its best ability but shall not be liable for losses due to outages.

---

eCampus agrees to pay all operating costs for providing the contracted goods/services, except for specific costs outlined by the University (University's Responsibilities) in the RFP or the negotiated contract.

## ***2. SALES, REPORTING AND COMMISSION TERMS***

---

a. **Net Sales Reporting:** All net sales (gross sales minus taxes), including but not limited to cash, check, internal transfers, gift card redemption and debit/credit card, and financial aid shall be recorded as revenues on financial reports at retail values.

---

eCampus acknowledges the University's definition of Net Sales and how it should be recorded and reported.

---

b. **Commission Computation:** Commissions shall be computed on net sales.

---

eCampus acknowledges that commissions shall be computed on net sales.

---

c. **Commission Payments:** Commissions shall be paid to the University in the period they were earned and charged, and not upon collection date. The Firm shall not be reimbursed for commissions paid on uncollected amounts. Uncollectable amounts shall be the responsibility of the Firm.

---

eCampus requests that commissions are paid on a quarterly payment schedule.

---

d. Commission Payments shall be accompanied by sales reports showing net sales for each category, total sales, period in which sales were made, and commission calculation.

---

eCampus acknowledges that commission payments shall be accompanied by sales reports showing net sales for each category, total sales, period in which sales were made, and commission calculation.

---

e. **Monthly Financial Reporting:** The Firm shall e-mail a monthly financial operating statement report (Operating Statement) in spreadsheet format to the University by the 10th of each calendar month. Proposal must include a sample Profit and Loss statement that would be provided to the Contract Administrator.

---

eCampus acknowledges to e-mail a monthly financial operating statement report (Operating Statement) in spreadsheet format to the University of Mary Washington.

---

Please see the next page for the financial projections over the next five years. Projections are based on the previous sales history and sales formats provided for the fiscal year 2024 and are subject to change based on actual eCampus Campus Store and Online Bookstore sales.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
New textbook sales	161,124	169,180	177,639	186,521	195,847
Used textbook sales	58,591	61,520	64,596	67,826	71,217
Book rental	131,829	138,420	145,341	152,608	160,239
Digital product sales	498,020	522,921	549,067	576,520	605,346
Retail	615,201	645,961	678,259	712,172	747,780
<i>Total revenue</i>	1,464,765	1,538,002	1,614,902	1,695,647	1,780,429
<b>Cost of Goods</b>					
New textbook sales	120,843	126,885	133,229	139,891	146,885
Used textbook sales	32,225	33,836	35,528	37,304	39,169
Book rental	52,732	55,368	58,136	61,043	64,096
Digital product sales	398,416	418,337	439,254	461,216	484,277
Retail	369,121	387,577	406,955	427,303	448,668
<i>Total Cost of Goods</i>	973,337	1,022,003	1,073,102	1,126,757	1,183,095
<b>Gross Margin</b>	491,428	515,999	541,800	568,890	597,334
<b>Operating Expenses</b>					
Commissions	97,611	102,493	107,617	112,998	118,648
Signing bonus	2,500	2,500	2,500	2,500	2,500
Student scholarships	4,000	4,000	4,000	4,000	4,000
Sponsorships/Promo Events	2,500	2,500	2,500	2,500	2,500
Fulfillment costs	23,989	24,228	24,689	25,174	25,683
Freight expense	29,885	30,302	31,317	32,382	33,502
Credit card fees	40,619	42,450	44,373	46,391	48,511
Direct salaries	125,000	125,000	125,000	125,000	125,000
CAPEX depreciation	15,500	15,500	15,500	15,500	15,500
<i>Total Operating Expenses</i>	341,604	348,973	357,496	366,445	375,844
<b>Contribution Margin</b>	149,824	167,026	184,304	202,445	221,490

f. Any operating statements requiring adjustments because of a review audit shall be reflected on the next reporting month.

eCampus acknowledges that any operating statements requiring adjustments because of a review audit shall be reflected on the next reporting month.

---

g. At the end of each semester or term, or upon request of the UMW Contract Administrator, Contractor shall provide:

i. Average pricing for each available course materials format

ii. A current term course materials list that includes the retail price for each title in each of its available formats.

---

eCampus agrees to provide at the end of each semester or term, or upon request of the UMW Contract Administrator the average pricing for each available course materials format and/or a current term course materials list that includes the retail price for each title in each of its available formats.

---

h. Contractor shall provide insights reports annually to the Contract Administrator.

---

eCampus agrees to provide insights reports annually to the Contract Administrator.

---

i. **Audit Reporting:** The University should be informed by the Firm of the schedule of the Firm's audit of the records and operations at the University. The University will have the option to participate in the Firm's audits and shall receive a full audit report of findings regardless of the University participation.

---

eCampus acknowledges that it will notify the University of Mary Washington of the schedule for upcoming audits of the records and operations at the University of Mary Washington.

---

j. **Confidentiality and Compliance:** All Firm financial reports and their content will be retained, used and treated in strict confidence by the University except as required by the Virginia Freedom of Information Act.

---

eCampus acknowledges that eCampus's financial reports and their content will be retained, used and treated in strict confidence by the University except as required by the Virginia Freedom of Information Act.

### ***3. THE FIRM SHALL SUBMIT ALL REPORTS AND PAYMENTS TO:***

---

#### **a. Reports**

i. Electronic reporting submission addresses will be determined upon contract award.

---

eCampus acknowledges that electronic reporting submission addresses will be determined upon contract award.

---

#### **b. Payments**

i. Electronic payment submission will be provided upon contract award. Electronic payments must be accompanied by supporting documentation that defines the sales by category, sales period, total sales and calculation of funds earned.

---

eCampus acknowledges that electronic payment submission will be provided upon contract award and electronic payments must be accompanied by supporting documentation that defines the sales by category, sales period, total sales and calculation of funds earned.

---

## **Q. RENOVATION AND CONSTRUCTION:**

---

1. **Coordination with University Facilities:** The Firm shall coordinate with the University's Facilities Management, through Business Services, for support related to electrical work, construction, lighting, plumbing, and the installation of furniture/fixtures, finishes, inspections, and signage for any proposed changes to the retail space.

---

eCampus agrees to coordinate with the University's Facilities Management, through Business Services, for support related to electrical work, construction, lighting, plumbing, and the installation of furniture/fixtures, finishes, inspections, and signage for any proposed changes to the UMW Campus Store space.

---

---

2. **Design and Construction Capabilities:** State whether the Firm is capable of facilitating the design, renovation, and/or construction processes upon request and possess in-house resources to fulfill these needs throughout the contract term.

---

Yes, eCampus is capable of facilitating the design, renovation, and/or construction processes upon request and possesses in-house resources to fulfill these needs throughout the contract term.

---

3. **Regulatory Compliance:** The Firm shall only utilize firms registered with the Department of Professional and Occupational Regulation ([www.dpor.virginia.gov/](http://www.dpor.virginia.gov/)).

---

eCampus agrees to only utilize firms registered with the Department of Professional and Occupational Regulation.

---

## R. CONTRACT TRANSITION:

---

1. **Provide a realistic implementation and transition plan.** The schedule should include target dates for staffing, stocking, equipping, all specific roles and responsibilities required for the transition and merchandising the retail facilities, and a detailed project plan for necessary IT integrations. In addition, provide dates for key transition activities such as staff training, system installation, banking arrangements, service agreements, phone installations, etc.

---

Please see page 106 to view eCampus's Implementation Plan for the University of Mary Washington, detailing target dates for staffing, stocking, equipping, all specific roles and responsibilities required for the transition and merchandising the retail facilities in addition to key transition activities such as staff training, system installation, banking arrangements, service agreements, phone installations, etc.

Please see below and on the next page for eCampus's project plan for necessary IT integrations.

## TECHNICAL INTEGRATIONS

eCampus offers multiple technical integrations to streamline processes for students, faculty and administration at the University of Mary Washington.

Below are the most common system integrations:

- › **Adoption Tool** – eCampus provides integrations to pass course and faculty information to our eCampus Adoption Tool.
- › **Registration Integration** – eCampus integrates with Banner and Canvas to link course identifiers with course registrations.
- › **Credit Module** – The University of Mary Washington can load credit via our eCampus SFTP server or through eCampus’s or Banner’s Ellucian Ethos API to automatically load and reconcile student credit or financial aid.
- › **Single-Sign-On** – eCampus supports all single sign-on solutions, including SAML, CAS and LDAP, which can be completed for both the student interface (online bookstore) and faculty interface (our Faculty Administration Support Tool).
- › **Campus Card** – eCampus can integrate with the UMW EagleOne Card to allow funds to be utilized in real-time via the Campus Store and Online Bookstore.
- › **LTI Integrations** – eCampus provides LTI integrations for direct digital courseware delivery in Canvas for Inclusive Access courses.

If the University of Mary Washington has an Ellucian Ethos integration in place, the need to create individual secure file transfers for course, student, financial aid, and schedule data is negated. With a few simple data points to connect eCampus and the University of Mary Washington's instance of Ethos, eCampus can pull all the necessary information daily, making the transition to a new bookstore provider an easy lift for the University of Mary Washington's IT and development team.

## DATA TRANSFER METHODS

eCampus provides three primary methods for transferring data listed below and on the next page.

1. The University of Mary Washington can extract files from Banner and manually import them through FAST.



2. The University of Mary Washington can extract files from Banner and send them on an automated schedule to be automatically batch-processed by eCampus into FAST.



3. Our eCampus or Banner's Ellucian Ethos API can pass data in real-time.



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2. In the event of a transition to a new campus store vendor, the successful bidder should make employment offers to the current campus store staff where applicable. The bidder should outline their strategy for evaluating and integrating the current staff into their operations to maintain continuity and leverage the staff's experience and knowledge.

---

## HIRING CAMPUS STORE PERSONNEL

Filling positions for the campus store, whether on an interim or permanent basis, involves a structured process to ensure that qualified candidates are selected. Please see below and on the next page for the steps that eCampus takes to filling campus store positions.

### INTERNAL RECRUITMENT

If feasible and appropriate, eCampus will consider internal candidates who are already employed within our corporate offices. Internal promotion can boost morale and retain talented employees. To ensure fairness and transparency, internal candidates may need to undergo an application and interview process similar to external candidates.

### EXTERNAL RECRUITMENT

If there are no suitable internal candidates or if the position requires specific expertise or experience not available internally, eCampus will conduct external recruitment. External recruitment efforts may include posting job advertisements on relevant job boards, professional networks, social media, and university career portals. eCampus may also proactively reach out to potential candidates through networking and industry contacts.

## APPLICATION AND SCREENING

Once applications are received, they are screened by the eCampus Director of Campus Stores to identify candidates who meet the minimum qualifications for the position. Screening may involve reviewing resumes, cover letters, and other application materials to assess candidates' relevant experience, skills, and qualifications.

## INTERVIEW PROCESS

Qualified candidates are invited to participate in one or more rounds of interviews. The interview panel may include stakeholders from eCampus and the University of Mary Washington. Interviews may be conducted in person, over the phone, or via video conferencing, depending on the circumstances and preferences of the candidates and interviewers.

## SELECTION AND OFFER

After the interview process is complete, the hiring panel deliberates to select the most qualified candidate for the position. An offer of employment is then extended to the selected candidate, typically contingent upon the successful completion of background checks, reference checks, and any other pre-employment requirements. Once the offer is accepted, arrangements are made for the new manager to join the campus store team, including onboarding and orientation activities.

## S. EXPERIENCE AND QUALIFICATIONS OF FIRM:

---

1. Provide a list of four (4) comparable academic institutions or other facilities for which similar goods and services are currently being provided. Include names, addresses, e-mail and phone numbers of the appropriate contact person.

---

Please see Exhibit 6 to view eCampus's complete confidential client list.

Please see below and on the next page for four confidential eCampus partner references.

### **Miami University**

Kathy Crowley

Director of Marketing for Campus Services

Oxford, OH

Office: (513) 529-6918

Email: [crowlekm@miamioh.edu](mailto:crowlekm@miamioh.edu)

*Similarities: Uses Banner for SIS, Uses Canvas for LMS, and Public, 4-Year*

## Middlebury College

Liz McGurk

Textbook Coordinator

Middlebury, VT

Office: (802) 443-2158

Email: [emcgurk@middlebury.edu](mailto:emcgurk@middlebury.edu)

*Similarities: Uses Banner for SIS and Uses Canvas for LMS*

## Oakland University

Chris Reed

Director of the Oakland Center

Rochester, MI

Office: (248) 370-3245

Email: [creed@oakland.edu](mailto:creed@oakland.edu)

*Similarities: Previous Barnes and Noble Client, Uses Banner for SIS, and Public, 4-Year*

## Marietta College

Linda Z. Roesch

Instructional Technologist

Marietta, OH

Office: (740) 376-4815

Email: [lr002@marietta.edu](mailto:lr002@marietta.edu)

*Similarities: Previous Barnes and Noble Client, Uses Ellucian for SIS, and Uses Canvas for LMS*

---

2. State the Firm's capability for enhancing the University's retail program, by identifying the goals and strategies implemented at one site of a similar size and nature to University of Mary Washington.

---

eCampus is a highly qualified leader in managing both course material and retail services for colleges and universities. With extensive expertise in the collegiate bookstore industry, eCampus is committed to providing students with exceptional service and high-quality products at the most competitive prices. Our comprehensive approach combines innovative solutions, personalized service, and cost-effective strategies to enhance the student experience.

For the University of Mary Washington, eCampus proposes a customized solution that includes a strategic marketing plan designed to boost awareness and engagement, as well as a curated merchandising plan specifically crafted to meet the diverse retail needs of the UMW community.

eCampus will ensure that all offerings align with the university's brand and student preferences while optimizing inventory and pricing strategies for maximum value. To further illustrate our capability, please refer to page 128 for confidential references from institutions of similar size and nature to the University of Mary Washington, showcasing our proven track record of success in similar environments.

---

3. Provide a list of all clients lost within the last three years. Include a contact name and telephone number, the length of service at the account, the reason for the loss. Include clients lost as a result of merger or acquisition.

---

## DISCONTINUED CLIENT LIST

Please see below for a list of college and university accounts and the reason they were canceled or not renewed over the past three years.

Due to confidentiality agreements, we cannot provide length of service and contact information for clients who have discontinued service.

Institution	Reason
Bethany Lutheran College	Agreement Expiration
Centenary College of Louisiana	Agreement Expiration
Clarks Summit University	Closure
Iowa Wesleyan University	Closure
Lincoln University of Pennsylvania	Agreement Expiration
New York Medical College	Agreement Expiration
PennWest Clarion	Agreement Expiration
Peru State College	Agreement Expiration
Pittsburgh Technical College	Closure
Union University	Agreement Expiration
University of Wisconsin - Milwaukee	Agreement Expiration
Westmore County Community College	Agreement Expiration

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4. Provide the amount of annual sales the firm has with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: <https://vascupp.org/members>

---

eCampus is not currently partnered with any VASCUPP member institution.

---

5. Submit a copy of the company's most recent annual report, most recent filing of Securities and Exchange (SEC) reports (10Q and 10K) and any other written evidence of the company's financial stability. If SEC reports are not filed, include litigation record for prior, current and pending matters in addition to Financial Statements/Balance Sheets for the past two years of operation. Similar data is requested for subcontractors, if applicable.

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Please see Exhibit 7 for eCampus's audited financial report.

## T. OTHER RELATED GOODS/SERVICES:

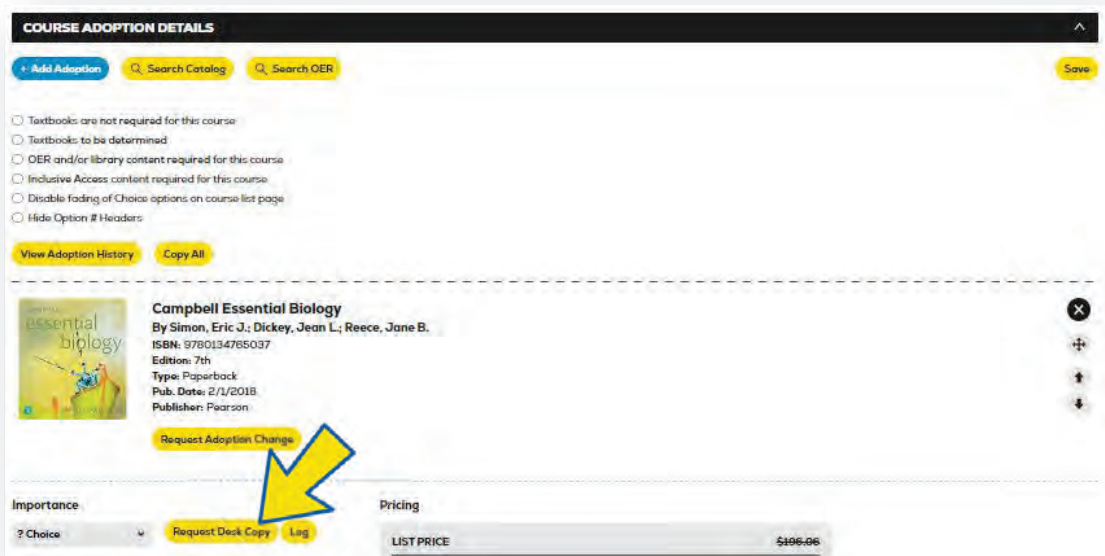
---

1. Describe other related goods and/or services provided by your firm. Provide information to demonstrate how these goods and/or services could benefit the University and include the associated pricing for the term of the contract. Provide information to address how newly introduced products and services would be offered and included in the contract. Include information on your ability to provide most favored nations pricing.

---

## DESK COPIES

eCampus's Account Management Team will facilitate obtaining desk copies for faculty. We will send all required sales reports to the publishers and have desk copies shipped directly to the faculty. Desk copies can be requested within FAST, as seen in the screenshot below. eCampus does not charge for this service and any costs associated with desk copies are at the publisher's discretion.



## U. SUSTAINABILITY:

---

1. Operations will align with UMW Sustainability mission, goals and initiatives.
  2. Describe how you will establish waste reduction and diversion targets, focusing on single-use plastics and other disposables. Please provide information to demonstrate the overall environmental impact of your proposed approach. Include information on your recommendations to reduce the environmental impact and create efficiencies.
- 

eCampus agrees to align its operations at the University of Mary Washington with UMW's Sustainability mission, goals and initiatives. Please see below for eCampus's current sustainability initiatives to reduce the overall environmental impact of the eCampus solution.

eCampus supports carbon-neutral course materials and provides students access to the largest selection of digital course materials and digital courseware. eCampus is committed to reducing our impact on the environment, creating a more sustainable future and providing carbon neutral products and services. Each digital course material purchased from eCampus's online bookstore reduces a student's carbon emissions by 45 times when compared to a print course material.

eCampus utilizes only sustainable recycled packaging materials and a unique packing process to ship smaller packages, allowing for reduced shipping costs and more efficient distribution of student orders within the University of Mary Washington.

Please see the video on the next page showcasing our Sealed Air eCube packaging machine building the carton around the textbooks versus sending large boxes with package fillers to the campuses.



## V. EXCLUSIVE BEVERAGE AGREEMENT:

---

The University maintains the right to have exclusive agreements. The Firm shall comply with all the agreement's terms and conditions. Currently, the University has an exclusive agreement with Pepsi Bottling Group, LLC. for carbonated and non-carbonated soft drinks; fountain tea; bottled teas, coffees, juices, Isotonic beverages and bottled water. Firm Beverages will be the only beverages sold, distributed, sampled or otherwise made available on the Campus. The following beverages are exempt from exclusivity; (1) non-bottled tap water/filtered water stations, hot chocolate, freshly brewed coffee and tea, fresh squeezed juices, and milk; (2) other beverage products used in a proprietary recipe by restaurants on campus (ingredient(s) from an alternative source will not be advertised). In no event will exempted beverages be advertised on campus.

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eCampus agrees to comply with the University's right to have exclusive agreements and will comply with all the agreements' terms and conditions, including, but not limited to, the exclusive agreement with Pepsi Bottling Group, LLC.

Attachment K

eCampus Pro Forma

October 2025

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
New textbook sales	161,124	169,180	177,639	186,521	195,847
Used textbook sales	58,591	61,520	64,596	67,826	71,217
Book rental	131,829	138,420	145,341	152,608	160,239
Digital product sales	498,020	522,921	549,067	576,520	605,346
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<i>Total revenue</i>	1,464,765	1,538,002	1,614,902	1,695,647	1,780,429
<b>Cost of Goods</b>					
New textbook sales	120,843	126,885	133,229	139,891	146,885
Used textbook sales	32,225	33,836	35,528	37,304	39,169
Book rental	52,732	55,368	58,136	61,043	64,096
Digital product sales	398,416	418,337	439,254	461,216	484,277
Retail	369,121	387,577	406,955	427,303	448,668
<i>Total Cost of Goods</i>	973,337	1,022,003	1,073,102	1,126,757	1,183,095
<b>Gross Margin</b>	491,428	515,999	541,800	568,890	597,334
<b>Operating Expenses</b>					
Commissions	97,611	102,493	107,617	112,998	118,648
Signing bonus	2,500	2,500	2,500	2,500	2,500
Student scholarships	4,000	4,000	4,000	4,000	4,000
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Direct salaries	125,000	125,000	125,000	125,000	125,000
CAPEX depreciation	15,500	15,500	15,500	15,500	15,500
<i>Total Operating Expenses</i>	341,604	348,973	357,496	366,445	375,844
<b>Contribution Margin</b>	149,824	167,026	184,304	202,445	221,490