



TOGETHER WE DRIVE STUDENT SUCCESS



**BARNES & NOBLE**  
COLLEGE



## **SEALED REQUEST FOR PROPOSAL**

RFP 18-797

April 13, 2018 at 2:00 PM

### **SUBMITTED TO**

Angie Lilly  
VCA Contract Officer  
University of Mary Washington  
Procurement Services  
Eagle Village Executive Offices, Suite 480  
1125 Jefferson David, Hwy.  
Fredericksburg, VA 22401  
540.654.1057  
alilly2@umw.edu

### **SUBMITTED BY**

Paula Eardley  
Vice President, Campus Relations  
Barnes & Noble College  
19318 Cypress Hill Way  
Gathersburg, MD  
917.838.7075  
peardley@bncollege.com

# KEY FACTS

## AFFORDABILITY

- Our affordable textbook programs have saved students more than \$1.5 billion over the last five years.
- Our rental programs offer every available title saving students up to 80% off the cost of a new textbook.
- MBS Textbook Exchange offers access to the largest inventory of low-cost course materials in the industry, driving maximum savings for your students.
- We price match new, used and rental textbooks with Amazon and bn.com.
- We do not charge students freight fees as part of our textbook pricing as others do in the industry.
- Our inclusive access First Day solution lowers learning material costs to students, preparing them for the first day of class.
- Our LoudCloud OER Courseware solution allows faculty to build affordable, engaging custom course materials through XanEdu, saving students money.
- Our online adoption platform, *FacultyEnlight*, allows faculty to research titles, formats, price and OER materials — all prior to adoption.
- Our strong relationship with McGraw-Hill and Pearson Publishing has opened significant cost savings to your students through expanded rental and open access programs.

## FINANCIAL STRENGTH & TRANSPARENCY

- Barnes & Noble College is a subsidiary of Barnes & Noble Education (NYSE:BNED), a stand-alone publicly traded company consisting of Missouri Book Systems (MBS), LoudCloud, Student Brands, and Promovercity.
- BNED is a separate company from Barnes & Noble, Inc., which trades under the symbol BKS on the NYSE.
- As a public company, we are completely transparent. Our financial performance and business strategies are available to the public at any time.
- Our balance sheet has no long-term debt.
- Our Senior Management has been together over 30 years, growing our Company from 305 to 782 stores during this time period.
- We renew 94% of our contracts when the term expires.
- On average we increase General Merchandise sales 15% the first year when partners transition to us from our largest competitor.

## UNIQUE OPERATING PHILOSOPHY & BENEFITS

- We set the gold-standard for verification of counterfeit materials, ultimately protecting our partners, the integrity of course materials, and faculty author intellectual property and royalties.
- Our College Insights<sup>sm</sup> platform provides research on students, faculty, parents and alumni — presenting key understandings and solutions that our school partners cannot find anywhere else.
- We are the only company in the industry that combines local buying autonomy for our Store Teams, with expert Home Office merchandisers, operational technology team and marketing professionals.
- Our average full-time employee retention is 11 years.
- Our campus stores employ over 10,000 students annually, with almost 250 enrolled in our Bestseller retail internship program, which prepares students for careers post-college.







The future of every college and university lies with engaged, inspired, thriving students who need more support from their school than ever, as they face significant financial, academic and emotional stressors. Colleges and universities need strong partners as you pave the path to your and your students' future.

We have the strength of vision, conviction and innovation to be that partner. With decades of experience in higher education and retail, we continue to deliver a holistic solution – not just selling course materials and merchandise – but instead meeting the needs of the whole student: financial stability, academic support and a sense of community.

With us, the University of Mary Washington Bookstore becomes both a significant revenue generator and a catalyst on campus. We will create a destination, a hands-on support system and an outlet to strengthen the bonds to UMW. Your campus store is full with opportunities to elevate student success, in and out of the classroom.

What really opens the door, however, is our approach to the evolution of teaching and learning. We go far beyond offering traditional materials in digital formats, or the functionalities of eTextbooks that others bring to market.

**The true value of digital education and course materials – and the key to student success – lies in the unprecedented understanding of student behaviors and performance.** With the rise of adaptive learning materials and our advanced OER Courseware, we will provide your faculty with the analytical insights and collaboration tools they need to help your students progress and improve, throughout the semester.

We're in an age of transformational learning. Students need powerful – but affordable – ways to learn. Faculty need a more robust connection to their students to help them succeed. You need a partner committed to furthering your institutional mission. Barnes & Noble College is positioned to meet these needs today, elevate the revenue performance of your bookstore and stay ahead of what's next for the future.

Should you find any areas of this proposal to not meet your expectations we are open to further discussions and negotiations.

Sincerely,

Paula Eardley, Vice President, Campus Relations

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## Complete Content Delivery Solutions

**Affordability:** No one offers a more comprehensive selection of affordable, high-quality textbooks, in any format, than Barnes & Noble College.

**Access:** Our solutions deliver the right course materials to students more easily and reliably than any other provider in the market.

**Advancement:** Only Barnes & Noble College provides the insights and tools to personalize learning and boost student performance.



TOGETHER WE

# EMPOWER STUDENT LEARNING

Our ecosystem of Campus Connect technologies captures course material market share to support your revenue goals, student success with unprecedented affordability, and access and advancement opportunities. We don't keep pace – we lead the way, continually innovating to drive greater academic success.



## AFFORDABILITY

With MBS Textbook Exchange in the Barnes & Noble College family, we provide an unprecedented number of low-cost course material options, including used, rental, digital and high quality OER Courseware. Our leading price match program guarantees University of Mary Washington students get the lowest price possible.

# \$1.5B

in student savings during the 2013-2017 academic years, from our rental, digital, used and buyback programs



## ACCESS

Through our Campus Connect technologies, University of Mary Washington students will have streamlined selection and purchasing paths through First Day (inclusive access) and Registration, Student Financial Aid and LMS Integration options. With First Day, your students receive their required course materials as part of their tuition at a fraction of the cost of publisher resources.

# 285+

LMS integrations implemented nationwide helping facilitate the delivery of course materials on Day 1



## ADVANCEMENT

Our LoudCloud digital education platform personalizes the learning experience. The advanced learning analytics empower faculty to understand student behavior and performance, and the collaboration tools help students achieve greater levels of success. Additionally, our recent investment in Student Brands, a leading edtech company, enables students to improve their critical writing skills.

# 71%

of faculty nationwide use digital course materials in their classroom



## MY POINT OF VIEW: DAVID HARRIS, EDITOR-IN-CHIEF OF OPENSTAX

BARNES  
& NOBLE  
education

| LoudCloud

"What OER does is spur innovation, making the market much more dynamic and competitive. A good example of that is Barnes & Noble Education's LoudCloud, a superior product, with the best customization tools on the market — and offered at a fraction of the cost." - David Harris, Editor-in-Chief of OpenStax

Click [NEXT](#) for the full article.

# STUDENT SUCCESS

Our Campus Connect technologies provide students access to the right course materials they need to succeed.



## FACULTYENLIGHT<sup>®</sup>

Complete price transparency lets faculty select quality course materials at the best price for students.



## REGISTRATION INTEGRATION

Students can instantly select the course materials they need right when they are registering for class.



## LMS INTEGRATION

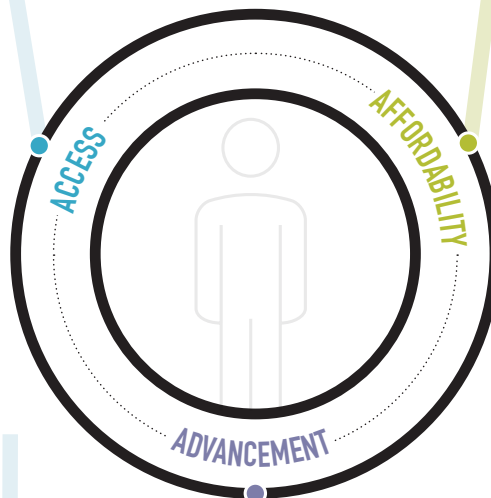
Both faculty and students can simply and seamlessly engage with and purchase learning materials inside any LMS platform.



## FIRST DAY<sup>™</sup>

Students are guaranteed to get affordable course materials on the first day of class with our tuition-based delivery model.

With Barnes & Noble College, your students get the most affordable course materials and academic support they need to achieve greater success, both in and out of the classroom.



Our unmatched commitment to student success delivers access to low cost textbooks, in any format.



## COURSE MATERIALS

With MBS Textbook Exchange as part of our family, we guarantee an unprecedented selection of low cost course materials, including used, rental and digital formats.



## PRICE MATCH

We guarantee the lowest price on course materials so students can shop with confidence.

Our LoudCloud learning solutions provide your faculty and students with tools to help both thrive in the classroom.



## COURSEWARE

Combines high-quality OER or other course materials with student and instructor support to deliver a personalized learning experience.



## LEARNING ANALYTICS

Customized, intelligent analytics to help educators identify and support at-risk students.

TOGETHER WE

# BECOME A SUPPORT SYSTEM

College is a journey filled with purpose. It's why we will be more than a bookstore at University of Mary Washington. We will be a valued support system to your students and faculty that enhances their social and academic experience, in and out of the classroom.



## STUDENT ADVOCATE

Our *Igniting the New Student Connection* program will connect your incoming students and their parents with University of Mary Washington at key stages of their onboarding and first year experience, helping them start strong on their academic path. On an ongoing basis, we will deliver more support to students with programs such as financial, wellness and career-focused workshops.

# 700,000

new students and parents connected with their school last year through our *New Student Connection* program



## FACULTY ALLY

We'll stay connected with your faculty year-round, providing them information on the latest course materials and hosting faculty author and appreciation events. Through *FacultyEnlight*, they will be able to easily research and adopt from more than 1M high-quality course materials at the most affordable prices for their students.

# 380,000+

faculty nationwide use *FacultyEnlight*



## UNMATCHED SERVICE

Our award-winning customer service training program equips your Barnes & Noble College team to provide University of Mary Washington's students, faculty, alumni and fans with exceptional service and support in-store, online and through our social media customer service program – the first in the academic marketplace.

# 96%

of our existing campus partners rate our partnership as excellent or good



## IN THE STUDENT'S COLLEGE JOURNEY, THE BOOKSTORE'S AN EARLY, AND WELCOMED, ALLY

As enrollments and student retention remain key concerns for university administrators and educators, Barnes & Noble College has strengthened its efforts to better understand the kinds of pressures and challenges students face, particularly pre-college and in the early years of their programs. "It's become an increasingly important focus for us to understand the key stages of a student's life through college as we develop our bookstores to be a greater source of support—it's important that we identify any unmet need," explains Barnes & Noble College's Director of Consumer Marketing.

Click [NEXT](#) for the full article.



TOGETHER WE

# CREATE DYNAMIC EXPERIENCES

Fueled by the voices of customer feedback and our local, decentralized operating approach, we go beyond delivering superior products and services. We create experiences specific to the University of Mary Washington community's needs, culture and academic mission.

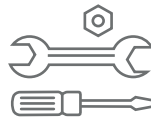


## INNOVATIVE STORE DESIGN

We will advance University of Mary Washington's brand with a captivating in-store experience. Reflecting your school's unique culture and values, we will develop the optimum functional layout with high-impact merchandise displays and custom memorabilia graphics that drive reoccurring traffic.

# 5.5M

square feet of bookstore space renovated and energized nationwide

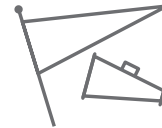


## OMNI-CHANNEL EXPERIENCE

Our campus bookstores create a seamless and synergistic retail experience – in store, on school-branded eCommerce sites and mobile apps, at events and in the classroom. We meet your customers where they are, customizing the experience to exceed expectations and boost sales.

# \$438M+

in FY17 eCommerce sales, generated by our digital community of more than 6.5 million customers



## SOCIAL HUB

Students still crave meaningful, in-person experiences in the digital age. The University of Mary Washington Bookstore will serve as a vibrant destination where people gather to hang out or relax between classes. Where students and faculty can have a study group and where the campus community can enjoy exciting social events, activities and promotions tailored to the University of Mary Washington.

# 56,000+

new students nationwide attended VIP shopping nights last fall for an exclusive experience and guidance on course materials

**BARNES & NOBLE** COLLEGE  
**COLLEGE** INSIGHTS

## PROJECT 770: REAL CONVERSATIONS FROM NEW DATA

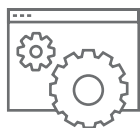
Through our exclusive Barnes & Noble College Insights research platform, we gather invaluable feedback and ideas from more than 10,000 students, faculty and campus partners. Our Project 770 research is our latest initiative, asking those we serve about store operations, learning materials, merchandise and more so we can improve the social and academic experience customized for each school.

Click [NEXT](#) for the full article.

TOGETHER WE

# UNITE THE CAMPUS COMMUNITY

At its heart, the campus bookstore is about people. We build rich relationships, with students, faculty, staff, alumni, Eagles fans and the local community – all to celebrate the mission and connection shared by the University of Mary Washington communities.



## ALUMNI CONNECTION

We're always looking to help our campus partners keep alumni engaged, provide easy access to desired merchandise and strengthen their relationship with their school. Our communications initiatives use customized tools like personalized emails and an alumni-specific eCommerce site built in partnership with your Alumni Office.

# 940,000

new alumni have enrolled in our *Igniting the Alumni Connection* communications initiative since the program's inception in 2014



## STUDENT BOOKSELLERS

The interests and career goals of your students are important to us. Through the years, we have employed tens of thousands of student booksellers, many of whom continue on to participate in our Bestseller Management Development Program and work for Barnes & Noble College today.

# 10,000

student employees working in our campus stores nationwide

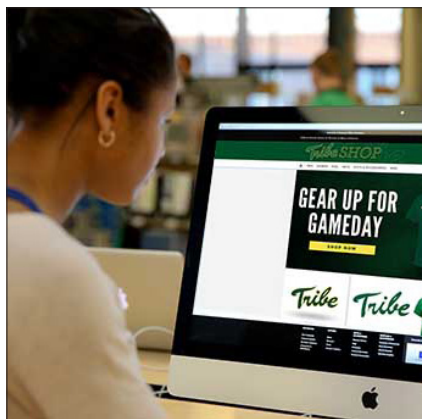


## CELEBRATING SCHOOL SPIRIT

We offer outstanding value and selection in locally selected school spirit clothing, gear and gifts for students to show their University of Mary Washington pride. Additionally, our True Spirit website, which features general merchandise only, will cater to Eagles fans and alumni nationwide.

# 15%

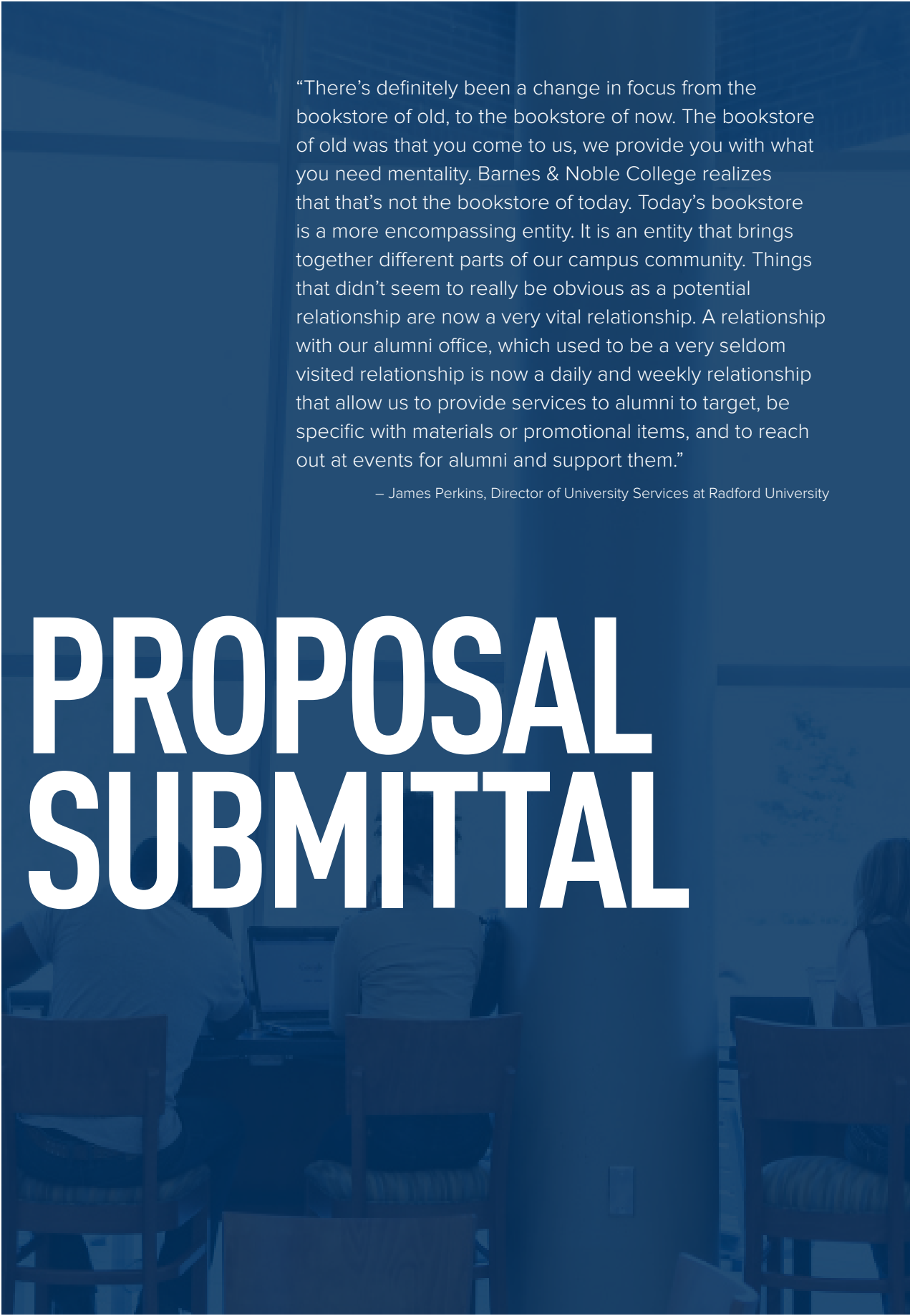
increase in the school spirit sales in our first year of operation when transitioning from our largest competitor



## TRUE SPIRIT FAN SITES OFFER AN ALUMNI AND ATHLETICS FOCUSED EXPERIENCE

Surveying athletics departments and alumni organizations revealed that the general bookstore site, with its prominent display of textbooks and school supplies, might have less appeal for those groups when looking only for school apparel and merchandise. That research has led Barnes & Noble College to create True Spirit fan sites — alumni and athletics focused virtual stores that specifically speak to the alumni sports fan and help capture the excitement of their college's athletic brand.

Click [NEXT](#) for the full article.



“There’s definitely been a change in focus from the bookstore of old, to the bookstore of now. The bookstore of old was that you come to us, we provide you with what you need mentality. Barnes & Noble College realizes that that’s not the bookstore of today. Today’s bookstore is a more encompassing entity. It is an entity that brings together different parts of our campus community. Things that didn’t seem to really be obvious as a potential relationship are now a very vital relationship. A relationship with our alumni office, which used to be a very seldom visited relationship is now a daily and weekly relationship that allow us to provide services to alumni to target, be specific with materials or promotional items, and to reach out at events for alumni and support them.”

— James Perkins, Director of University Services at Radford University

# PROPOSAL SUBMITTAL



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## SCHEDULE OF EXHIBIT

### (All Exhibits CONFIDENTIAL & Provided in Separate Exhibits Binder)

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# 1. Complete and return SIGNED RFP cover page. Proposals shall be signed by an authorized representative of the Offeror.



UNIVERSITY OF  
MARY WASHINGTON

Procurement Services

## SEALED REQUEST FOR PROPOSAL (RFP)

**ISSUE DATE:** March 9, 2018

**RFP NUMBER & TITLE:** RFP 18-797

**PROPOSAL DUE DATE & TIME:** April 13, 2018; 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 18-797  
Eagle Village Executive Offices, Suite 480  
1125 Jefferson Davis Hwy., Fredericksburg, VA 22401

**WORK LOCATION:** Fredericksburg, VA

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

**PRE-PROPOSAL CONFERENCE:** ☐ Optional ☒ **Mandatory** ☐ N/A **DATE & TIME:** March 26, 2018; 10:00 AM

**PRE-PROPOSAL LOCATION:** 1301 College Ave, Fredericksburg, VA 22401 at the University Center, Colonnade Rm

**CONTRACT OFFICER:** Angie Lilly **EMAIL:** alilly2@umw.edu

**PERIOD OF CONTRACT:** Date of executed contract through one (1) year, with option for nine (9) one-year renewals or as negotiated.

In compliance with this Sealed Request for Proposal (RFP) and to all the conditions imposed therein, the undersigned offers and agrees to furnish the goods/services described at the prices indicated in their 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: Barnes & Noble College Booksellers, LLC

Address of Offering Firm: 120 Mountain View Blvd., Basking Ridge, NJ 07920


DSBSD Certification No.: N/A Expiration Date: N/A

eVA ID: EPV6759 Tax ID: 27-0884085

Email: peardley@bncollege.com Telephone: 917-838-7075

Website: www.bncollege.com Fax: 908-991-2846

Submitted By (Print Name & Title): Paula L. Eardley, Vice President, Campus Relations

Signature (In Ink):  Date: 4/11/18

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**ADDENDUM**  
3/21/2018

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

Reference – Request for Proposals: RFP 18-797 Bookstore and Retail Operations  
Date Issued: 3/9/2018  
For Delivery to: University of Mary Washington, Commonwealth of Virginia  
Proposal Due Date: Friday, April 13, 2018

This addendum consists of six (6) pages.

**Questions from Offerors:**

1. University Bookstore Location: Are there plans to relocate the Bookstore within the next 5 years?
  - a. There are not currently plans to relocate the Bookstore, but the university will take into consideration for all suggestions that may be presented in RFP responses that may align with UMW goals for this project.
2. Verba: The RFP states the contract ends 6/30/18 but has 4 one-year renewal options. Please confirm the renewal options are not automatic.
  - a. The Verba renewals are not automatic.
3. Indirect Cost: Please specify what the annual indirect cost of \$100,000 is.
  - a. Indirect Cost is an annual cost to operate that is payable to the University of Mary Washington.
4. EagleOne Card: Is the University Bookstore charged a fee for EagleOne Card transactions? If yes, please provide this information.
  - a. The University Bookstore is not charged a fee for EagleOne card transactions. However, any implementation costs relevant to Blackboard and EagleOne (or any other tender type) will be the responsibility of the successful offeror.
5. Annual cost recovery: Is this \$100,000 in addition to the Indirect Cost referenced on Page 5 III-K? What does this annual recovery cost cover?
  - a. This is the same as the annual Indirect Cost. It is not in addition to it.
6. Timeline: What is the University's anticipated contract start date?
  - a. Intent to award is tentatively scheduled for July, with stakeholders kick off meeting in August. Implementation timeline may change to accommodate the academic calendar and other University-wide projects.
7. Bookstore Facility: Please provide a CAD of the current Bookstore facility. When was the bookstore last renovated?
  - a. See CAD attachment below. Bookstore is identified as #306.

Revised 01/13/2016

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8. Inspection of Facility: We respectfully request a tour of the University Bookstore facility be provided so contractors may view both public and non-public areas of the Bookstore.
  - a. There will be a tour of retail and storage spaces after the 3/26/18 Pre-Proposal meeting.
9. Textbook Rentals: Why are rentals not included as sales?
  - a. Rentals are included in Dept. 10 sales totals.
10. Please define “rental rebate”.
  - a. Rental rebate is relevant to the existing Nebraska Book rental agreement, available in Cobblestone.
11. Computers/Electronics: Please provide these sales separately for FY16; FY17; FY18 ytd.
  - a. FY16 – FY17 sales are included in Dept. 40 on Attachment E.
12. Dept. Special Orders: What products fall into this category?
  - a. Dept. Special Orders are orders placed on behalf of campus departments at a nominal markup. Most product types are included in this category.
13. Additional items: Are there any product restrictions?
  - a. Product Restrictions include but are not limited to:
    - i. <https://www.umw.edu/residencelife/before-you-get-to-campus/move-in/prohibited-in-residence-halls/>
    - ii. Alcohol, tobacco products, anything that does not protect or enhance the image of the University of Mary Washington.
    - iii. The contract administrator shall have the final word on any product deemed inappropriate.
14. Textbook Rentals: Please add a line for textbook rentals to the sales projections?
  - a. Attachment L: Offerors may edit/add as needed for additional information, including a line for rentals.
15. Third Party Agreements: Is the University currently engaged in or pending any third-party relationships where course materials bypass the bookstore? If yes, please provide the vendors and the courses involved.
  - a. No third-party agreements where course materials bypass the bookstore are known to exist.
  - b. Additional Information Found at: <http://www.umw.edu/news/2018/03/20/umw-professors-transform-education-with-open-textbooks/>
16. Dual Enrollment Program: Does the University participate in any dual enrollment programs? If yes, please provide details along with any special pricing, discounts or arrangements that are extended to these students. If yes, where are these sales noted? If yes, please provide these sales for FY16; FY17; FY18 ytd.
  - a. Dual Enrollment information may be found here: <http://publications.umw.edu/undergraduatecatalog/admission-and-enrollment/dual-enrollment/>
  - b. There are no noted sales specific to a dual enrollment program.

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## ATTACHMENT M Part 2 - 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:

"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: Barnes & Noble College Booksellers, LLC

Preparer Name: Paula L. Eardley Date: 4/11/18

#### 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.

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## ATTACHMENT M Part 2 - SMALL BUSINESS SUBCONTRACTING PLAN (CONT'D)

### Section A

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

**Check Only One:**   ☐ Small Business   ☐ Small and Woman-Owned Business   ☐ Small and 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: 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 (\$)
*Please see following page.					
<b>Total Planned Subcontracting Spend (\$)</b>					

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Barnes & Noble College makes every effort to maximize DSBSD-certified small business participation while fulfilling the bookstore operational needs for the University through a competitive bid process.

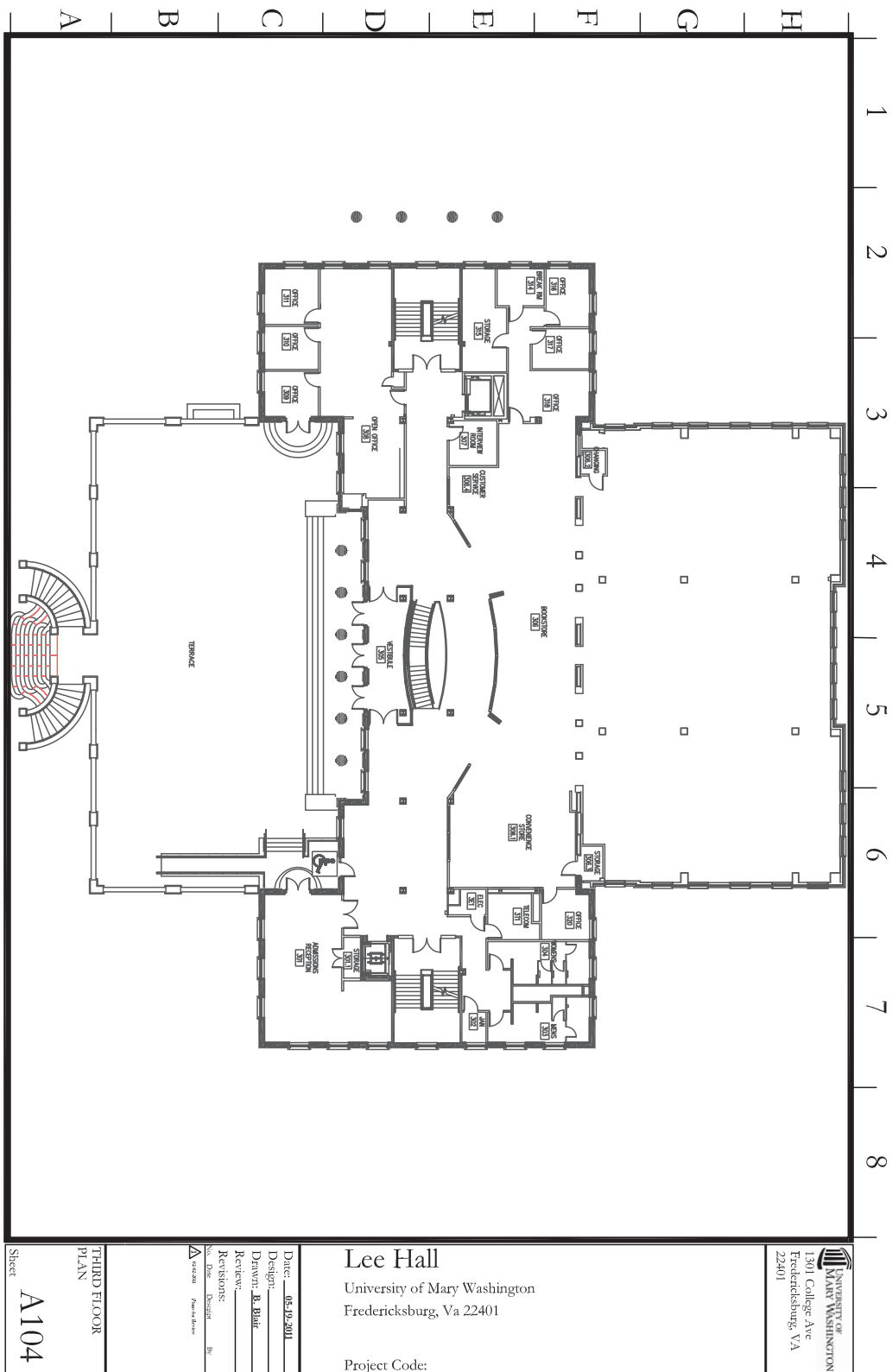
We do, however, respectfully request that the University understand the nature of our industry. A significant portion of our business consists of textbook sales that we do not control. University faculty select the textbooks from which they want to teach and the bookstore orders them accordingly. Nearly 75% of the academic textbook sales in higher education come from five publishers: Pearson, McGraw-Hill, Cengage Learning, MPS and Wiley.

Additionally, we see ourselves as a partner on each campus we serve and prefer to use campus services to fulfill the third-party service needs of our bookstores. When outside services are needed, we will defer to the University when hiring third parties to come on to campus, for security purposes. Furthermore, we see it as our mission to employ University students first, to fill needed positions within our bookstores.

It is Barnes & Noble College's policy to hire, promote and work with individuals and companies without regard to race, color, religion, national origin, gender, age, handicap, sexual preference or veteran maritime status, and we plan to continue to do business with minority-owned, women-owned and small businesses as we have for the past 30 years.

We expect purchases from minority-owned, women-owned and small businesses will continue to increase at a minimum of 10% annually.

A DSBSD vendor list from our operation of the Virginia Commonwealth University has been provided directly after this addendum. We anticipate similar DSBSD opportunities for the operation of the University of Mary Washington Bookstore.



UNIVERSITY OF  
MARY WASHINGTON  
1301 College Ave  
Fredericksburg, VA  
22401

**Lee Hall**  
University of Mary Washington  
Fredericksburg, Va 22401

Project Code:

Date: 06-19-2011  
Design:  
Drawn: B. Blair  
Review:  
Revisions:  
No. Date Description By

THIRD FLOOR  
PLAN

Sheet  
**A104**

**END OF ADDENDUM NO. 1**

Angie Lilly  
Contract Officer  
Procurement Services  
University of Mary Washington  
Phone: (540)654-1057

RFP 18-797 Addendum No. 1 (and all addenda) should be acknowledged and included in the RFP submittal package.

NAME OF OFFERING FIRM: Barnes & Noble College Booksellers, LLC

NAME OF OFFEROR REPRESENTATIVE: Paula L. Eardley, Vice President, Campus Relations

OFFEROR SIGNATURE: 

DATE: 4/11/18

1301 College Avenue  
Fredericksburg, VA 22401-5300  
adminfinance.umw.edu/procurement

Tel: (540) 654-1127  
Fax: (540) 654-1168  
procure@umw.edu

Barnes & Noble College (Fed ID: 13-4030389)

Bookstore Name:

620 Barnes and Noble @ VCU  
622 VCU Medical College

Please Note: We do not collect Certification information from our Suppliers.

Supplier Name	Fed Tax ID#	Type of Goods/Services	Total of Report \$		SWaM Type(s)	Total	Supplier's Corporate Information	
							Contact Name	Contact Phone State
UNIV BLANKET FLAG		School Spirit, Gifts, Accessories		\$ 503,159.66	SMALL BUSINESS	\$ 1,827.84	BRAD GERBEL	800-247-5897 CA
ABC CLIO LLC	261497678	Textbooks			SMALL BUSINESS	\$ 2,724.80	HEADQUARTERS	805-968-1911 CA
LEGACY ATHLETIC	043414379	Schools Spirit Clothing			SMALL BUSINESS	\$ 39,024.61	TORI GREGG	717-630-0892 PA
CHURCH HILL CLASSICS LTD	061454737	Prints, Frames			SMOB	\$ 13,543.66	HEADQUARTERS	203-268-1535 CT
CDI CORPORATION	364085846	School Spirit, Gifts, Accessories			SMALL BUSINESS	\$ 14,292.29	BOB TUCKER	773-205-2960 IL
TEAM GOLF	752698462	School Spirit, Gifts, Accessories			SMALL BUSINESS	\$ 228.00	ALISA STITT	214-366-1595 TX
COLOSSEUM ATHLETICS CORP	954396033	Schools Spirit Clothing			SMOB	\$ 432.00	STACT WILSON	310-667-8341 CA
DOUGLAS STEWART CO	391319459	Computer Peripherals & Accessories			SWOB	\$ 19,788.26	DIONNE STEHLY	800/279-2795 IL
HAMILTON BELL CO INC	221450968	School Supplies			SMALL BUSINESS	\$ 4,650.00	LINDA LUCIANO	800-526-0864 NJ
LXG	341654423	School Spirit, Gifts, Accessories			SMALL BUSINESS	\$ 4,269.60	HEADQUARTERS	602-437-5557 AZ
UP WITH PAPER POP SHOTS	310654260	Greeting Cards			SMALL BUSINESS	\$ 1,037.96	JAMIE REED	800-852-7677 OH
JARDINE FOOTWEAR	050503112	School Spirit, Gifts, Accessories			SMALL BUSINESS	\$ 18,272.02	HEADQUARTERS	401-667-3800 RI
JARDINE OVERLY	050503112	School Supplies			SMALL BUSINESS	\$ 4,782.18	MARYELLEN HALLORAN	800-245-5052 RI
NORDIC CO INC	042453960	School Spirit, Gifts, Accessories			SMALL BUSINESS	\$ 24,487.93	HEADQUARTERS	401-431-9299 RI
TOP HAT MONOCLE		Textbooks			SMALL BUSINESS	\$ 5,211.00	MOHSEN SHAHINI	4156818378 ON
HAMMILL INST DISABILITIES	202595889	Textbooks			SMALL BUSINESS	\$ (74.00)	LEE ANN MENDOZA	512-451-3521 TX
TRESCIS DIV OF DAMO INC	954745747	Non-Emblematic Clothing			SMALL BUSINESS	\$ 184.20	EDWIN MIN	212-764-6500 CA
GOURMET INTL LTD	382896909	Convenience			SMALL BUSINESS	\$ 1,603.14	KRISTEN DEVRIES	800/875-5557 MI
WYTHKEN PRINTING LLC	651177790	School Supplies			SMALL BUSINESS	\$ 3,000.00	ROB MORSE	804-353-8282 VA
OUTDOOR CUSTOM SPORTSWEAR	455272019	Schools Spirit Clothing			SMALL BUSINESS	\$ 12,449.40	AMANDA PLYMIRE	913/253-2012 KS
WORTHY PROMOTIONAL PROD	452045677	School Spirit, Gifts, Accessories			SMALL BUSINESS	\$ 71.88	BO WORTHY	334-541-4070 AL
GARB INC	841353166	Schools Spirit Clothing			SMALL BUSINESS	\$ 11,325.78	KIM MILLER	303-674-3139 CO
BROADVIEW PRESS	980416531	Textbooks			SMALL BUSINESS	\$ 4,865.06	ROSS MCCALLUM	705/743-8990 NY
CHELSEA GREEN PUBL CO	030293423	Textbooks			SMALL BUSINESS	\$ 86.39	SANDI EATON	802/295-6300 VT
DELTA SYSTEMS CO INC	363049346	Textbooks			SMALL BUSINESS	\$ 1,494.00	CYNTHIA SCHOLL	815/363-3582 IL
FOR BARE FEET INC	351651131	Schools Spirit Clothing			SWOB	\$ 334.80	JASON GATER	765-349-7474 IN
LYNNE RIENNER PUBLISHERS INC	840963198	Textbooks			SMOB	\$ 1,084.00	LYNNE RIENNER PUBL	303-444-6684 CO
MICHAEL ROGER INC	452920822	School Supplies			SMALL BUSINESS	\$ 2,112.30	AMY NEUFELD	735-752-0800 NY
OAK HALL INDUSTRIES LP	251797600	Graduation Product			SMALL BUSINESS	\$ 204,422.64	DONNA HODGES	540/387-0047 VA

**Barnes & Noble College (Fed ID: 13-4030389)**

**Bookstore Name:**

**Barnes and Noble @ VCU**  
**VCU Medical College**

**620**  
**622**

**Please Note: We do not collect Certification information from our Suppliers.**

Supplier Name	Fed Tax ID#	Type of Goods /Services	SWaM Type(s)	Total	Supplier's Corporate Information	
					Contact Name	Contact Phone
STANDARD CHAIR GARDNER	042257588	School Spirit, Gifts, Accessories	SMALL BUSINESS	\$ 4,675.49	STEVE OSTROFF	978-632-1301
SPIRIT PRODUCTS LTD	043329709	School Spirit, Gifts, Accessories	SMALL BUSINESS	\$ 8,753.12	MANON CAMACHO	616-669-9693
STORM DUDS RAINGEAR	043037167	School Spirit, Gifts, Accessories	SMALL BUSINESS	\$ 5,214.92	TIM BAURLEY	508/222-0155
U TRAU INC	841101803	Schools Spirit Clothing	SMALL BUSINESS	\$ 11,105.01	AMANDA NOELKE	303-375-9620
WAKESTONE BOOKS	410762367	Textbooks	SMALL BUSINESS	\$ 171.64	DYKEMAN STOKELY	423/623-7394
DENIK LLC	453455775	School Supplies	SMALL BUSINESS	\$ 1,002.00	TYLER TOLSON	801/649-6574
CRITICAL COMM GROUP LLC	264291161	Textbooks	SDVOB	\$ 33,352.16	AARON D ANDERSON	804/683-3483
SMART SPARROW	464492520	Textbooks	SMALL BUSINESS	\$ 7,609.91	LUCIEN KAHN	510/910-9503
STOCKDALE TECHNOLOGIES	592314437	School Spirit, Gifts, Accessories	SMALL BUSINESS	\$ 3,864.92	ANITA MARINO	407/323-5121
WOOLLY THREADS	471813712	Schools Spirit Clothing	SWOB	\$ 792.00	NINA MCMICKEN	225/778-7018
ALL STAR DOGS	223830844	School Spirit, Gifts, Accessories	SMALL BUSINESS	\$ 3,939.10	ELAN OVADIA	800/391-3520
OXFORD INDUSTRIES	203749169	Schools Spirit Clothing	SMALL BUSINESS	\$ 7,444.00	KIM DIMOND	864/908-3086
BOSTON ACAD PUBL INC	813206627	Textbooks	SMALL BUSINESS	\$ 4,033.00	SHERRI FLOROS	617/851-8655
GLOBAL FASHION WORKS LLC	264834128	Schools Spirit Clothing	VETERAN OWNED	\$ 5,081.00	DEBORAH NASH	410/590-2798
1CANOE2	462258131	School Supplies	SWOB	\$ 154.00	KATE G NOLTE	573/592-4944
FEED THE ARTIST CO	257419974	Non-Emblematic Clothing	SWOB	\$ 100.00	KATE HAWKINS	470/699-2003
COKEM INTERNATIONAL LTD	411959971	Computer Peripherals & Accessories	SMALL BUSINESS	\$ 484.98	EMILY GOETZ	952/358-6090
INDICO LLC	346532006	Tradebooks	SMALL BUSINESS	\$ 6,191.61	KATHY SCHWARTZER	800/622-7498
JARDINE JJD	050503112	Computer Peripherals & Accessories	SMALL BUSINESS	\$ 1,659.06	AMANDA TUFTS	401/667-3800



**ADDENDUM**  
4/5/2018

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

Reference – Request for Proposals: RFP 18-797 Bookstore and Retail Operations  
Date Issued: 3/9/2018  
For Delivery to: University of Mary Washington, Commonwealth of Virginia  
Proposal Due Date: Friday, April 13, 2018

This addendum consists of six(6) pages. Plus two(2) pages of Pre-Conference Information. Plus three(3) Attachments including, Amended Attachment D, Booklists for Fall 2017 and Booklist for Spring 2018.

**Clarifications**

The pre-bid conference included a general campus tour, including location of the current bookstore. Keeping in mind the various areas on campus, proposals should include any and all suggestions for location(s) that would best facilitate the mission of the bookstore for UMW (Original RFP Section VII - A: Program Objectives).

**Questions from Offerors:**

1. Is Verba handling the rental program?  
Answer: Verba does not handle the rental program. It is facilitated using the Nebraska NMRP program.
2. Buyout: Please provide specific details for the buyout of hardware and software systems. What these are and the buyout value being requested if different or in addition to the \$27,394.00 noted in #6.  
Answer:
  - a. 6 POS registers (5 IBM 4800, one Toshiba POS 500 and associated receipt printers, monitors, keyboards, scanners
  - b. 6 Ingenico ISC250 pin pads
  - c. WinPrism, Web Prism software, maintenance and support; WinPrism physical Server.
  - d. 3-iphones with mobile applications: mobile POS, receiving, inventory
  - e. Current unamortized portion of systems = \$27,394; After June 30, 2018, that amount becomes \$16,848.
3. Textbook Pricing: What is the current standard base margin for new textbooks?  
Answer: The overall gross margin on new books is 20%. Low cost list books are exceptions.
4. State Employees / State Payroll: Please provide additional information regarding hire date, position and wages for noted employee/s possibly remaining on the Virginia State payroll.  
Answer: UMW will not release this information at this time. At an appropriate time in the process UMW may consider re-evaluating this request; a detailed explanation as to why the information is needed would be required at that time.



5. Existing Fixtures & Furniture: Please provide the unamortized value the Contractor is to pay the University for the existing fixtures and furniture.

Answer: Buy out = \$21,059 + negotiated value of remaining fixtures and furnishings.

Negotiation will occur with finalist firm(s) at a later timeframe within the Procurement process.

6. Employees: Please provide start dates for each full time employee.

Answer: UMW will not release this information at this time.

At an appropriate time in the process UMW may consider re-evaluating this request; a detailed explanation as to why the information is needed would be required at that time.

7. Please provide the total payroll for the University Bookstore for FY16, FY17 and FY18 with benefits included.

Answer:

- FY16: 432,544
- FY17: 428,616
- YTD 2/28/2018: 304,039

8. When was the bookstore last renovated?

Answer: 2009

9. Please detail the variance of sales for FY17 for these attachments:

- a. D - \$2,136,966 E - \$2,350,410

Answer: See amended Attachment D. Attachment E is total departmental sales; Attachment D is total sales, which includes commissions.

10. Please provide the same information noted in this attachment for FY 18 YTD.

Answer:

July 1, 2017 - 2/28/2018			
10 Textbooks	1,307,257	<-- Includes Rentals	
20 Apparel	258,252		
30 Supplies	67,250		
40 Comp/Electronics	19,977		
50 Gifts	64,077		
60 Trade	8,992		
70 Dept. Special Orders	15,163		
80 Food	44,262		
81 HBA	10,158		
90 Regalia	0		
<b>Total</b>	<b>1,795,388</b>		

11. Computers/Electronics: Please provide these sales separately for FY18 ytd.

Answer:

- Computer Accessories: \$6,310
- Electronics: \$13,667

12. Are there any department and or faculty/staff discounts? If yes, please detail.

Answer:

- a. Faculty and staff members receive 20% off one copy of a textbook title, and up to 20% off trade, depending upon discount from vendor.
- b. In lieu of a year round discount on non-text merchandise, several sales events are held per year.
- c. Upon the completion of one full year of employment with the Bookstore, student employees receive 10% off of their textbooks
- d. Bookstore employees receive 20% off purchases of regularly priced merchandise, excluding textbooks.
- e. Discount coupons are provided for numerous campus events throughout the year.
- f. EagleOne Alumni card holders receive a 10% discount on regularly priced gifts and apparel

13. What categories make up the totals reflected in YTD Totals section \$2,350,401?

Answer: Answered in #10 and on Attachment E.

14. Library Textbooks – What is the current policy?

Answer: Each term the booklist is provided to the Library.

15. Personnel – Does the University anticipate any position vacancies in addition to the Course Materials Manager noted in Attachment A?

Answer:

- a. The Course Materials manager position will be filled as of 4/10/2018.
- b. The Course Materials support technician position will be vacant as of 4/10/2018
- c. Inventory and receiving clerk should be filled as of 4/10/2018, pending results of requisite background check
- d. Additional position vacancies cannot be anticipated.

16. Self-License: What is the University's goal for self-licensing (i.e. implement a royalty; controls; etc.)

Answer: The UMW licensing program exists to protect the University's reputation, as it extends to the trademarked words and logos chosen to represent the University.

The licensing program also serves to develop relationships with merchants, increase brand recognition, ensure high product quality for associated merchandise, and generate revenue that is used to support the mission of the University.

17. Existing Contracts – Please provide details of existing contracts for pop-ups (vendor; product/s; terms – compensation and expiration date; etc.)

Answer: There are several regular pop-up vendors that participate in the UMW Presents program, but there are no on-going contracts with any. The contracts for qualifying vendors are completed on a first come-first serve basis with vendors, and are re-issued with each visit. There is a table fee of \$250.00 per day, per vendor.

18. Possible Footprints – Is it the goal of the University for the Bookstore to relocate? If yes, are there any specific facilities being considered?  
Answer: There are no immediate plans to relocate the Bookstore. There is a possibility of co-locating the Copy Center within the existing Bookstore space. If the Offeror recommends that relocation of the bookstore is paramount to achieving University goals relative to this RFP project, then proposals to that effect will be considered by the RFP Evaluation Committee.
19. With the tentative date of an award in July 2018, is the intent to work in August and September to plan for an ultimate transition in October, ahead of the Spring 2019 (January) back to school period?  
Answer: If the award timeline and existing projects on campus are as scheduled, yes. Otherwise, implementation will be scheduled for after the spring 2019 back to school period.
20. Would you accept a proposal:  
a. That does not follow the format in the RFP?  
Answer: See RFP Specific Proposal Preparation and Submission Requirements Section VI: B  
b. To remain institutionally operated with Nebraska Book Company as your system and wholesale partner.  
Answer: All responsive proposals will be considered.  
c. To outsource inventory management while maintaining institutional operation of the bookstore.  
Answer: All responsive proposals will be considered.  
d. That does not fully align with the questions in Attachment J.  
Answer: Attachment J will be utilized as an evaluation tool, therefore must be submitted with as much information as possible to best evaluate each proposal.
21. For comparative pricing purposes, can we have a list of the Spring 2018 and Fall 2017 textbook adoptions?  
Answer: See Attachment O Booklist Fall 2017 and Attachment P Booklist Spring 2018 in this addendum.
22. When does the students' ability to use financial aid in the bookstore end each semester?  
Answer: Typically, fall financial aid ends the second week of October; spring financial aid ends the second week in February.
23. Are textbooks pulled by the students or by the bookstore staff?  
Answer: In store, by customers, most often with assistance from store staff working on the sales floor.
24. Is there a charge to the bookstore for accepting the EagleOne card for purchases?  
Answer: Please see addendum 1, item number 4.
25. What are the annual sales dollars in the bookstore that are made on EagleOne cards?  
Answer: In FY17 that amount was \$330,977 in store, and \$5,725 online.

26. What does the current operator charge for shipping course material ordered on the website serving the Stafford Graduate level students?

Answer: Shipping charges fluctuate: Please visit

[https://bookstore.mbsdirect.net/vbm/vb\\_home.php?FVCUSNO=5506&url=umw.htm](https://bookstore.mbsdirect.net/vbm/vb_home.php?FVCUSNO=5506&url=umw.htm)

27. Please provide college enrollment projections for the next 3-5 years.

Answer:

- 2018-2019: 4,731
- 2019-2020: 4,806
- 2020-2021: 4,888

28. Are students able to charge bookstore purchases to their financial aid/student account? If so, what is the current procedure for financial aid transactions? What is the annual volume of financial aid sales made in the bookstores?

Answer: FY17 volume = \$102,259

Non-sensitive student information feeds to POS from Banner.

Awarded Financial aid amounts are received via email from the Financial Aid office and manually entered into the administrative component of the POS. The identifier per student is the Banner number. Financial aid is a tender on the POS, and with appropriate student ID (Eagle One card or governmental photo ID), students can use their aid at the register.

29. How does the bookstore currently collect adoption information from individual faculty, designated department personnel and other?

Answer: Currently adoptions are accepted here:

[https://bookstore.umw.edu/textbook\\_adoptions.asp](https://bookstore.umw.edu/textbook_adoptions.asp), with plans to move to an adoption portal such as Verba Collect

30. What student information system and learning management system is the University currently utilizing?

Answer: Canvas is the LMS. UMW utilizes Banner as the ERP and Blackboard for Eagle One card processing.

31. Item #48 of the General Requirements states that the contractor shall have the option of purchasing existing fixtures. Do you have an estimated cost to purchase the existing furniture, fixtures, and equipment?

Answer: Buy out = \$21,059 + negotiated value of remaining fixtures and furnishings.

Negotiation will occur with finalist firm(s) at a later timeframe within the Procurement process.

32. Item #36 of the General Requirements speaks to employing current bookstore personnel and to the possibility of maintaining some current employees on the University payroll and reimbursing the University for their salary and benefits. Can you provide a list of the current employees by position, their current salary and benefit cost, and their years of service?

Answer: UMW will not release this information at this time. At an appropriate time in the process UMW may consider re-evaluating this request; a detailed explanation as to why the information is needed would be required at that time.

33. Can Attachment J be copied into a different document to allow for more space for responses?

Answer: Per the Attachment, Information may be submitted in a separate attachment.

34. Under Financial Considerations, page 9, can you define what the Annual Cost recovery of \$100,000 goes towards?

Answer: Please see addendum 1, item numbers 3 and 5

35. Does your bookstore currently provide two copies of each textbook to the library? If so, at what cost?

Answer: No. Currently a booklist is provided to the library each term.

36. Third Party Agreements: Is the University currently engaged in or pending any third-party relationships where course materials bypass the bookstore? If yes, please provide the vendors and the courses involved.

Answer:

- a. No third-party agreements where course materials bypass the bookstore are known to exist.
- b. Additional Information Found at: <http://www.umw.edu/news/2018/03/20/umw-professors-transform-education-with-open-textbooks/>
- c. Protocol is for faculty to submit course material adoptions to the UMW Bookstore by the specified due date for each term. This keeps UMW in compliance with HEOA, with the UMW Bookstore serving as the repository for course materials listing.

#### Attachments

- Attachment D: Sales and Inventory Summary - \*Amended\*
- Attachment O: Booklist Fall 2017
- Attachment P: Booklist Spring 2018
- Pre-Conference Sign In Sheet
- Pre-Conference Business Cards


#### **END OF ADDENDUM NO. 2**

Angie Lilly  
Contract Officer  
Procurement Services  
University of Mary Washington  
Phone: (540)654-1057

RFP 18-797Addendum No. 1 (and all addenda) should be acknowledged and included in the proposal.

NAME OF OFFERING FIRM: Barnes & Noble College Booksellers, LLC

NAME OF OFFEROR REPRESENTATIVE: Paula L. Eardley, Vice President, Campus Relations

OFFEROR SIGNATURE: 

DATE: 4/11/18



## CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)  
07/31/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Aon Risk Services Northeast, Inc. New York NY Office 199 Water Street New York NY 10038-3551 USA	<b>CONTACT NAME:</b> <b>PHONE</b> (A/C. No. Ext): (866) 283-7122 <b>FAX</b> (A/C. No.): (800) 363-0105 <b>E-MAIL ADDRESS:</b>														
<b>INSURED</b> Barnes & Noble College Booksellers, LLC 120 Mountain View Boulevard Basking Ridge NJ 07920 USA	<table border="1"><thead><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr></thead><tbody><tr><td>INSURER A: ACE American Insurance Company</td><td>22667</td></tr><tr><td>INSURER B: Indemnity Insurance Co of North America</td><td>43575</td></tr><tr><td>INSURER C: ACE Fire Underwriters Insurance Co.</td><td>20702</td></tr><tr><td>INSURER D: XL Specialty Insurance Co</td><td>37885</td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></tbody></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: ACE American Insurance Company	22667	INSURER B: Indemnity Insurance Co of North America	43575	INSURER C: ACE Fire Underwriters Insurance Co.	20702	INSURER D: XL Specialty Insurance Co	37885	INSURER E:		INSURER F:	
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INSURER D: XL Specialty Insurance Co	37885														
INSURER E:															
INSURER F:															

**COVERAGES** **CERTIFICATE NUMBER: 570067813097** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> *CGL LIMIT IS EXCESS OF \$50,000 SIR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO <input type="checkbox"/> LOC OTHER:		XSLG2786935A	08/02/2017	08/02/2018	EACH OCCURRENCE \$950,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$950,000 MED EXP (Any one person) PERSONAL & ADV INJURY \$950,000 GENERAL AGGREGATE \$1,000,000 PRODUCTS - COM/OP AGG \$1,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		ISA H09060832	08/02/2017	08/02/2018	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000		US00072177L117A	08/02/2017	08/02/2018	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000
B A C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	WLRC64415323 WLRC64415281 SCFC64415360	08/02/2017 08/02/2017 08/02/2017	08/02/2018 08/02/2018 08/02/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Evidence of Insurance.

### CERTIFICATE HOLDER

Barnes & Noble College Booksellers, LLC  
120 Mountain View Boulevard  
Basking Ridge NJ 07920 USA

### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Aon Risk Services Northeast, Inc.*

Holder Identifier :

Certificate No : 570067813097

ACORD 25 (2016/03)

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## **2. Provide a brief description and history of the firm, including information detailing experiences and qualifications of the firm to provide proposed solution, such as number of years in business providing similar solutions to similar entities, preferably in higher education (in the Commonwealth of VA if available).**

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### **COMPANY HISTORY**

For more than half a century, Barnes & Noble College has been synonymous as the leader in campus bookstore operations. Our success is based on our long history of delivering exceptional service, new technologies, sound investments, and innovative products and programs. Through the years, we have employed tens of thousands of student booksellers, many of whom continue to work for our company today, throughout our organization.

As the industry continues to change and technology becomes essential to academic learning, powerful new learning tools, methods of ensuring academic success and breakthroughs in content delivery are rapidly changing students' lives. Barnes & Noble College is integrating these remarkable advances through its suite of digital learning tools, including LoudCloud, a platform for the next generation of learning and analytics. By seamlessly melding services and technologies, Barnes & Noble College has given students, faculty and our college partners a richer, success-oriented learning experience.

Len Riggio, the company's founder, began his bookselling career while attending New York University, in the early 1960s. Working as a clerk in the NYU Bookstore, he became convinced he could do a better job serving students, and in 1965 opened a competing store in Manhattan's Greenwich Village, called the Student Book Exchange (SBX). The store quickly became one of New York's finest bookstores and by 1968, the company had signed its first on-campus management contract with Queensborough Community College.

Today, Barnes & Noble College is a strategic partner to 782 colleges and universities across the country and over 10,000 publishers worldwide. Our mission is to enhance the social and academic experience for students and empower them to be successful, both in and out of the classroom, providing a variety of products and services that support the college journey. This involves ensuring the next generation of affordable

course materials, creating vibrant social and academic hubs in our campus stores and so much more.

In August 2015, Barnes & Noble Education separated from Barnes & Noble, Inc., becoming an independent, publicly traded company focused on the broader educational services market. As part of the separation, Barnes & Noble College became a wholly owned subsidiary of Barnes & Noble Education, expanding its deep understanding of higher education cultivated from decades of serving as a strategic partner for colleges and universities.

This drive to constantly innovate and create more affordable and effective ways of learning led Barnes & Noble Education, Inc., in March 2016, to acquire LoudCloud, a digital learning platform and analytics provider, which is the foundation of our suite of digital services. The platform delivers adaptive learning materials and affordable OER courseware, sophisticated learning analytics and assessment tools, and real-time teacher-to-student feedback mechanisms that improve student outcomes and graduation rates. These innovative software solutions redefine learning and teaching experiences based on a richer understanding of behavior, process and outcomes, so students can achieve greater success.

In February 2017, Barnes & Noble Education, Inc. acquired MBS Textbook Exchange, LLC, the largest contract operator of virtual bookstores for the institutional client market and one of the largest used textbook wholesalers in the U.S. Together, MBS and Barnes & Noble College now operate over 1,480 physical and virtual bookstores and serve more than 6 million students enrolled in higher education and K-12 institutions. This latest acquisition strengthens our ability to support student outcomes by providing complete, affordable solutions that empower students and faculty, and offers our campus partners physical, virtual and hybrid bookstore models.

With access to MBS's high-performance supply chain logistics, we will further streamline the course material sourcing and purchasing process for students and faculty to deliver an even greater shopping experience.

## DELIVERING AFFORDABLE COURSE MATERIALS

### Saving Money with Used Books

(1980s - 2017)

Launches a robust, used textbook program, and in 2017, invests in MBS Textbook Exchange, the nation's largest used textbook wholesaler.

### Enhancing Content Accessibility

(2010)

Introduces customizable Campus Connect Technologies platform, comprised of our inclusive access First Day™ program, LMS integration, real-time Student Financial Aid, and a seamless Registration Integration ordering system — making access to affordable course materials simpler and faster.



### Introducing a Rental Program

(2012)

First in the industry to launch a textbook rental program, saving students up to 80% off the cost of a new printed textbook — and more than \$1.5 billion dollars to date.

### Committing to Price Match

(2015)

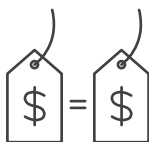
Begins offering a price matching program for all course materials to ensure students get the materials they need at the lowest prices.



### Providing Access to More Savings

(2016)

Through BNC's digital learning platform, LoudCloud offers students and faculty OER Courseware, giving students access to an unmatched selection of low-cost course materials.



## EMPOWERING ACADEMIC SUCCESS



### Supporting Faculty

(2013)

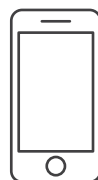
Introduces FacultyEnlight®, an online course material adoption platform, enabling faculty to easily research titles and adopt the highest quality and most affordable course materials.



### Driving the Teaching & Learning Evolution

(2016)

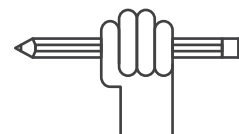
Barnes & Noble Education invests in LoudCloud, a digital learning platform consisting of OER courseware, learning analytics and collaboration tools that provide students the right support at the right time to achieve greater success.



### Enhancing the Learning Experience

(2017)

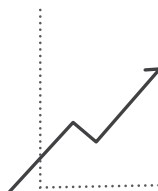
Acquires Student Brands, a leading education technology company that provides students critical writing skill services to improve performance.



### Advancing Student Analytics

(2017)

Unizin, a nonprofit consortium of 22 leading universities, chooses BNED LoudCloud predictive analytics to help faculty and advisors identify, monitor and support at-risk students for its member schools.



## ORGANIZATIONAL STRUCTURE & STRENGTH

The separation of Barnes & Noble, Inc. and Barnes & Noble Education created two independent, publicly traded companies. Barnes & Noble Education, Inc. is headquartered in Basking Ridge, NJ, which also serves as the home office for Barnes & Noble College. Patrick Maloney, President of Barnes & Noble College, continues to lead the organization, along with Bill Maloney, Executive Vice President; and Barry Brover, Chief Financial Officer, a management team that has worked together for over 30 years.

In this structure, Barnes & Noble Education focuses on the broader educational services market, with Barnes & Noble College serving as a wholly owned subsidiary. During FY2017, Barnes & Noble Education had \$1.874 billion in revenue and \$82.5 million of Adjusted EBITDA, and no debt outstanding at the end of the fiscal year.

The Company has a \$400 million credit facility available, with an option to increase the committed facility by up to an additional \$100 million. The facility, which has low seasonal working capital usage in August and December, expires in August 2020. The strength of the balance sheet and the positive cash flow provide the foundation and financial back bone to support the expected continued investments in digital education and growth of new stores.

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**What we are most proud of, however, is our customer satisfaction – one of our highest priorities – which remains exceptionally strong, with 96% of our existing campus partners rating our partnership as excellent or good.**

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Together, Barnes & Noble Education and Barnes & Noble College have a powerful platform for growth, which we will continue to build on to enhance our products and services for all our current and future campus partners.

## BENEFITS FOR CAMPUS PARTNERS

Barnes & Noble College has long acted as a strategic partner, collaborator and support system for our campus partners. Now, we have more resources and opportunities than ever to serve them as higher education continues to evolve. With access to long-term capital to fuel growth, we can continue to deliver new solutions and services, including scalable digital content and education technology solutions that will meet the needs of current and future students and faculty. We are positioned to ensure that each campus bookstore remains a strategic financial asset for its school.

We welcome the transparency that comes with being a public company, which means there will be no surprises. Our financial performance, business strategy, operations, management actions and other decisions will be available to all. This only adds to our existing drive to work closely with our campus partners, growing our understanding of their needs and their business so that we can develop solutions in the areas most important to them.

From delivering the best content at the best prices, to offering a convenient and seamless operational experience, our campus partners are looking for complete solutions that will empower their students and faculty and drive success in and out of the classroom. Bringing together Barnes & Noble College and MBS — a union of two industry leaders — offers exactly that.

As we continue to explore new technologies and programs that will make learning and teaching easier, more affordable and more successful, Barnes & Noble College will not only empower its school partners, it also promises to be a driving force on college campuses in the future.

From the beginning, Barnes & Noble College set out to be a different kind of company. One that not only celebrated student academic success, but also continued to innovate and create new ways to support students, faculty and the campus community. It was true when our first bookstore opened in 1965, and it's just as true today.

## COMMONWEALTH OF VIRGINIA

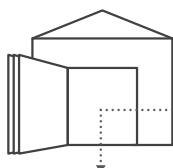
Barnes & Noble College has proudly served the following institutions of higher education in the Commonwealth of Virginia:

- George Mason University (1999)
- Liberty University (1997)
- Longwood University (1998)
- Marymount University (1986)
- Norfolk State University (2006)
- Northern Virginia Community College (1986)
- Radford University (2015)
- Tidewater Community College (2006)
- Virginia Commonwealth University (2008)
- William & Mary (1994)

## DRIVING RETAIL EXCELLENCE

### Launching Store-within-a-Store Concept (1990s)

Introduces one of the first technology departments within the bookstore, offering computers, software and accessories. In 2015, launches the first of its kind beauty concept store called The Glossary.



### Transforming into Campus Destinations (1990s)

Introduces in-store cafes and convenience stores – and is the first in the industry to partner with Starbucks on campus – transforming bookstores into destinations and bringing the campus and community together.



### Going Online (2005)

Launches first bookstore e-Commerce sites, offering customers a seamless integrated in-store and online experience.



### Celebrating School Spirit (2016)

Creates “True Spirit” – the industry’s first e-Commerce websites dedicated to athletics, fans and alumni merchandise.

### Investing in Promoversity (2016)

Invests in Promoversity, offering campus groups and organizations an easy way to create affordable, customized merchandise and scalable fundraising campaigns.

### Creating the Mobile Experience (2016)

Launches the My College Bookstore App for students to easily connect with the bookstore for rental reminders, online ordering, promotions, sweepstakes, and student loyalty programs.



## SUPPORTING THE CAMPUS COMMUNITY



### Giving Students a Career Boost (1980s)

Creates the Bestseller Program, a retail internship/management development program for students that trains and develops promising talent for future careers. To date, 525 students have launched successful, long-term careers – contributing to graduation placement rates.

### Committing to Fair Labor (1988)

Becomes a member of the Fair Labor Association (FLA) and begins requiring all vendors who supply products to its stores to adopt the FLA’s Code of Conduct. A decade later, partners with collegiate clothing manufacturer Alta Gracia, a pioneer in ending the use of poverty-wage sweatshops and paying its workers a living wage.

### Igniting Connections on Campus (2014)

Launches its “Igniting” programs, designed to build relationships with the campus community by providing guidance, support, access and special discounts for new students, faculty, alumni and parents.



### Listening, Learning & Acting (2016)

Creates College Insights<sup>SM</sup>, an exclusive research platform of over 10,000 students, faculty, parents and alumni to gain invaluable insights for the bookstore and its campus partners to deliver the optimum social and academic experience on their unique campuses.



### Combating Counterfeit Textbooks (2017)

Implements Anti-Counterfeit Best Practices to combat the sale of counterfeit textbooks, protecting school liability, the integrity of course materials and faculty authored intellectual property.



### 3. Complete and return Attachment J – Contractor Questionnaire.



UNIVERSITY OF  
MARY WASHINGTON

Procurement Services

#### Attachment J

#### Contractor Questionnaire RFP 18-797

(Information and Plans may be submitted in separate attachments.)

Considering current bookstore operations, Offerors should present all viable operational models to provide the best possible solution for students and the University. Offers should include creative solutions; menus of options to provide best service and quality at best prices and financial return to the university. Contractors may segment proposals.

#### Quality of Proposal

1. Courses materials for classes taught on the Stafford campus are currently provided through MBS Direct. What approach would be taken to serve this population? *See Attachment F for Student and Course Count.* Note: there are some courses cross listed with those on the Fredericksburg Campus; these materials are carried in store.

It is Barnes & Noble College's intention to fulfill the course material needs of your Stafford campus student population from within the campus store.

We will provide the same service currently provided by MBS Direct but with the addition of local accountability and feet on the ground to resolve any issues quickly. With MBS Direct now part of the Barnes & Noble Education family we can also provide a continuation of the current MBS Direct operational model should the University so desire. Under this scenario we would revisit our financial offer in partnership with the University to reach a mutually beneficial arrangement.

2. Describe mechanism for collecting course materials adoptions.
  - a. List adoption due dates for spring, summer, fall.
  - b. How are faculty notified of due dates and procedures?

To facilitate textbook ordering and reordering, your faculty will have access to our comprehensive online adoption platform, FacultyEnlight. With this solution, your faculty can research and adopt their textbooks from one convenient place – saving time and making textbook adoption easier. For a full description of our adoption process and timeline please see proposal pages 40 - 49.

3. Describe use of campus partnerships to reach contract goals.

By supporting your students and their organizations, the University of Mary Washington Bookstore will become their go-to source on campus. These efforts will provide much-needed support for important organizations at University of Mary Washington, connecting the bookstore and your student population. Please see proposal pages 50 - 53 for more details.

4. Explain methods to relieve UMW of PCI Compliance responsibility, with responsibility being that of the Contractor.

Barnes & Noble College is strongly committed to the protection of our customers' data and the security of our information systems. Please see proposal page 54 for more details.

5. Describe scholarships and associated amounts that would be offered for students.

Barnes & Noble College will offer \$10,000 for annual textbook scholarships to be awarded at the discretion of the University of Mary Washington.

6. Explain Contractor's procedure for obtaining copyright approvals.

Our partnership with XanEdu provides a complete custom solution for University of Mary Washington faculty, including printing solutions, access to OER, and copyright clearance for over 8 million pieces of content, Harvard University Press and many other University Presses. Please see proposal page 55 for more details.

7. A Detailed project plan and timeline must be provided.

a. Include services required of UMW staff for implementation and system maintenance.

Barnes & Noble College has a dedicated Store Relationship Management Team that will guide and support the University through the onboarding process for all of our systems, including interfaces for enrollment feeds, registration integration, LMS integration, real-time student financial aid, and campus card integration. From kickoff and documentation support, to best practices, resources from other schools, testing and certification, we will support you during all steps in the process. Our Team's goal is to have the systems up and running as quickly and efficiently as possible. Our standard transition calendar assumes an eight-week process prior to opening. The exact time needed to complete integrations is dependent on the resources available from the UMW IT Department. Barnes & Noble College will provide technical specifications that will assist your IT Department as we have done at each of our 782 partner institutions nationwide. Should your IT Department wish speak with a member of our Store Relationship Management Team we welcome this opportunity.

8. Include project plan for all integration needs, including but not limited to Banner and Blackboard, detailing steps Contractor will take to ensure seamless integration between Contractor's software and University software.  
Also, include previous experience conducting this process.

We have a wealth of experience interfacing with Banner and Blackboard platforms for many of the colleges and universities we support. Details relating to our Campus Connect Technologies have been provided on proposal pages 56 - 58.

9. Provide promotional examples the Contractor has used to increase university merchandising opportunities.

Our approach to marketing is that of a complete support system — dedicated to doing everything we can to assist University of Mary Washington's students and faculty to be successful — year-round. With every School that we serve being unique, we complement our national marketing plans with local, customized programs and initiatives that connect with your students, faculty, alumni and fans. Our promotional initiatives and sample outreach calendar have been provided on proposal pages 59 - 68.





10. Describe methodology for annual Grad Fair celebrations for Undergrad and Graduate candidates.

From caps and gowns to announcements, class rings and more, Barnes & Noble College would be honored to be University of Mary Washington's exclusive agent for the rental or sale of graduation items. Additional details of how we will support your annual Grad celebrations have been provided on proposal page 69.

11. Describe return policy.

Our refunds and exchanges policies have been provided on proposal page 70.

**Pricing and Financial Package**

12. A plan to facilitate a streamlined process for textbook sourcing including:

- a. Cost effective options for students
- b. Cost effective options for the library to have two additional copies of the text book on hand
- c. An evaluation of mobile operations for potential off-campus opportunities, such as athletic events and off-site museums
- d. Suggestions to enhance the text book sourcing experience for students
- e. Suggestions to increase university merchandising on campus and throughout the community.

- a) Our affordability initiatives have been provided on proposal page 72.
- b) We will work with UMW on a cost effective solution to provide two copies of textbooks when applicable to the library.
- c) Our mobile solutions have been provided on proposal page 74.
- d) Our Campus Connect Technologies have been described on proposal pages 76 and 77.
- e) An overview of Barnes & Noble College's unique and successful merchandising strategy of combining local empowerment and insight with national expertise and resources to drive emblematic sales has been provided on proposal pages 78 - 87.

13. Offerors should provide multiple course material options that offer savings to students. Describe offerings and quantify savings to students.

- Our digital initiatives have been described on proposal pages 88-91.
- Our First Day inclusive access program has been described on proposal pages 92 and 93.
- Our rental program has been described on proposal page 94.
- Our used course materials program has been described on proposal page 95.

14. Outline how Contractor would coordinate buyback structure and procedures; how are prices paid to students determined?

Our textbook buyback policy and custom buyback program have been described on proposal page 96.

15. Describe Contractor's plan to purchase existing inventory. *See Attachment D.*

Our inventory purchase terms have been provided on proposal page 97.

16. Clearly define what constitutes "commissionable revenue".

Commissionable revenue is defined as all collected in-store and online/website sales and Barnes & Noble College-owned textbook rentals at the Bookstore, including the amounts earned from (i) processing transactions for publishers related to the consignment of their rental property and (ii) Barnes & Noble College's marketing programs and relationships with its brand partners.

17. Clearly define ALL exemptions from "commissionable revenue".

Commissionable revenue exemptions include voids, refunds, sales tax, handling fees associated with non-return of rental textbooks, campus debit card fees, contractually discounted sales (such as discounted department and faculty/staff sales), pass-through income, merchandise sales at less than a 20% initial gross margin, Gross Sales of First Day and eTextbooks (as these programs have a separate commission structure), and other merchandise mutually designated as non-commissionable.

Gross Sales of First Day and eTextbooks" is defined as all collected in-store, online/website sales, and sales of (i) eTextbooks and (ii) course materials within the LMS through the First Day model less voids, refunds, sales tax, and handling fees associated with non-return of rental textbooks.

18. Projected financial performance, to include contribution to the University. Complete information requested on Attachment L: Bookstore RFP Comparison Worksheet, adding lines as needed.

Our complete Attachment L: Bookstore RFP Comparison Worksheet has been provided as Exhibit A.

#### Capability

19. Offerors shall present a list of all contracts that the company no longer operates (within last five years), with a name and telephone number for a contact person at the facility location, and a reason for loss of contract.

Our five-year discontinued client list has been provided as Exhibit B.

20. Offerors shall present an example of a successful bookstore and/or retail facility operated by their company, with a name and telephone number for a contact person for the facility location.

We invite you to contact and visit each of our partner institutions in the State of Virginia. Our Virginia client list has been provided as Exhibit C and our complete list of partner institutions has been provided as Exhibit D.

21. Resumes for proposed key personnel must be included.

**\*Attach Separately\***

#### Plan & Methodology

22. Discuss options for current state employees to remain on UMW Payroll with reimbursement by Contractor.

We're committed to retaining your current bookstore employees who are interested in careers with Barnes & Noble College, and welcome them into our family. For more information, please see page 117-120 of the proposal.

23. How will the Contractor ensure appropriate FERPA (Family Educational Rights and Privacy Act) requirements are maintained?

Barnes & Noble College takes information security seriously and we have taken reasonable measures to protect the personal information we collect by establishing appropriate administrative, technical, and physical safeguards to protect and prevent unauthorized access or other unintended disclosures. All customers may opt out of being contacted by us. Depending on the nature of the personal information collection, a customer may opt out of such contact by following the unsubscribe instructions on any emails sent to the customer to opt out of such communications. The customer also may request to opt out of these communications by contacting us using the "Contact Us" details at the end of the Privacy Policy posted on each of our websites. All customers may also use the account settings page to review, correct, or update personal information provided to us to register with our websites or otherwise. The customer may also request that changes be made to personal information by using the "Contact Us" details at the end of the Privacy Policy posted on each of our websites. We will make good faith efforts to effect requested changes in our then-active databases as soon as reasonably practicable, but we may retain prior information as business records.

24. Describe sourcing methods and their relation to course materials costs to students.

Our inventory sourcing capabilities has been described on proposal page 99.

25. Present recommendations for a licensing plan, including Contractor's experience working with a self-licensed University.

Barnes & Noble College is well positioned to offer a broad assortment of apparel and gift items to the UMW community. We will ensure all merchandise bearing federally protected marks of the University of Mary Washington sold is properly licensed. We encourage you to reach out to our client at The Catholic University of America which operates as a self-licensed institution.

Jacquelyn Malcolm, Associate Vice President, Office of Marketing and Communications, [malcolmj@cua.edu](mailto:malcolmj@cua.edu)

At University of Pennsylvania, the royalty fee from their logo is used for financial aid. For more information, visit:  
<http://www.thedp.com/article/2018/03/licensing-penn-logo-business-merchandise-upenn-philadelphia-students-wharton-class-board>

26. How will the Contractor coordinate efforts with existing contracts and pop-up vendors for campus walk sales?

Barnes & Noble College welcomes the opportunity to coordinate efforts to cross-promote offerings with your current existing contracts and pop-up vendors. We do request that no products or offerings made available by any other vendor materially impact the campus store's core business.

27. Offerors shall present an architectural rendering of possible footprint(s)

At this time Barnes & Noble College is not suggesting a relocation of the Bookstore. Should the University of Mary Washington desire to relocate the Bookstore during the term of this agreement, Barnes & Noble College will work collaboratively with the University in this vision.

28. Offerors must present an implementation schedule for proposed services

Our proposed implementation schedule has been provided as Exhibit F.

“Working with Barnes & Noble College at Mason has been a great experience that truly benefits our new students. At orientation each summer, the bookstore staff are friendly, knowledgeable, and conscious of the diverse needs of our students, offering lots of options for their textbook needs and spirit gear. Additionally the bookstore helps build spirit among our Orientation Leaders through working to provide the coveted “green polo,” the summer uniform for our team. This polo is recognized across campus as a symbol of welcome and knowledge for all who visit campus”

—Sally Lorentson, Director, Orientation, Family Programs & Services  
for George Mason University

# Detailed Responses

## 2. Describe mechanism for collecting course materials adoptions.

### a. List adoption due dates for spring, summer, fall.

### b. How are faculty notified of due dates and procedures?

## FACULTY RELATIONSHIPS

We've created an entire ecosystem to support your faculty in the adoption and delivery of content. While the task of selecting and securing textbook adoptions falls to faculty, an equally important component of that process is knowing the best resources available for their students to find them. *FacultyEnlight* is our innovative digital platform that enhances the faculty textbook adoption experience while our communication campaign is under the banner, *Igniting the Faculty Connection*.

### IGNITING THE FACULTY CONNECTION

*Igniting the Faculty Connection* is our communication and outreach strategy to help us better connect with University of Mary Washington faculty throughout the year. Faculty are the first decision makers, so establishing a relationship that helps them understand the value the bookstore offers their students, is of the utmost importance.

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**84% of faculty think the campus bookstore can help increase student success.**

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*Igniting the Faculty Connection* was developed with two tracks. One is securing adoptions through *FacultyEnlight* and the other is finding the best ways to communicate with our faculty. As part of that second track, a series of communications have been designed to specifically help faculty by providing a better understanding of the kinds of support and solutions the campus bookstore provides.

University of Mary Washington faculty members will regularly receive newsletters in an easy-to-read email format. We will cover a wide range of industry topics, geared to the needs of faculty, and covering anything from how non-traditional students navigate through college, to updates on our textbook affordability options such as rental, courseware and our Price Match program. These newsletters also feature the voice of faculty, with first-hand accounts of their experience with solutions and their campus bookstore. We'll partner with faculty throughout the year to get their feedback and insights on our Price Match program and courseware solutions as well as new programs and initiatives.

*Igniting the Faculty Connection* is just the beginning. Your Store Team will invite faculty members to special events at the bookstore, from informal coffee-breaks to hands on *FacultyEnlight* demonstrations to faculty VIP events featuring exclusive discounts. We'll build these relationships so faculty see the bookstore as more than just a retail partner but increasingly as an ally and resource invested in their goals of ensuring support for their students.

APRIL 2017

## FACULTY INSIGHTS



**LEARNING TECHNOLOGY & STUDENT SUCCESS**


### Faculty & OER

Advancements in learning technologies have come a long way from the PDFs and early eBooks of just a decade ago, but despite the significant advances in the range and delivery of course materials, and compelling evidence as to its value, some skepticism remains. Last month, *Inside Higher Ed* presented a webinar sponsored by Barnes & Noble College to uncover what is behind the doubts surrounding learning technology, particularly when early results have shown promise in improving learning outcomes and increasing access, while measurably lowering student costs.

#### Familiarity Breeds Content

Based on the results of the 2016 *Survey of Faculty Attitudes on Technology*, Doug Lederman, Editor of *Inside Higher Ed* and moderator of the webinar, offered some reasons behind the lingering skepticism among college educators. "Part of it is, perhaps, an antipathy to change and some very realistic worries about the future of their jobs and of the enterprise," he pointed out, while indicating the positive trend that faculty tend to have more favorable views on technology the more familiar they become with using it.


The *Inside Higher Ed* survey also pointed to some recurring academic concerns educators have concerning the quality of online education technology, which has been reflected in each of the last five years the publication has been conducting the report. In the case of online learning, for example, more faculty believe that for-credit online courses do not produce comparable outcomes to in-



**LoudCloud**

Our Courseware platform from Barnes & Noble Education is a complete, turnkey solution that combines high-quality OER - such as OpenStax - with student and instructor support.

[LEARN MORE](#)



**COLLEGE INSIGHTS**

Our research platform regularly engages more than 15,000 students, parents, faculty and alumni to better understand the thinking, behaviors and expectations of current and future college students. The efforts have resulted in generational research studies on topics such as millennials and careers, and Gen Z and their expectations of learning and our latest report on At Risk Non-Traditional Students.

**Faculty Newsletter:** Our faculty newsletters will cover a wide range of industry topics geared to the needs of faculty and staff.



## FACULTYENLIGHT

*FacultyEnlight* lets faculty research and adopt textbooks, as well as increasingly popular adaptive learning materials, in one online platform – saving time and making the process easier than ever. Product reviews let faculty learn from colleagues around the country and share their own experiences.

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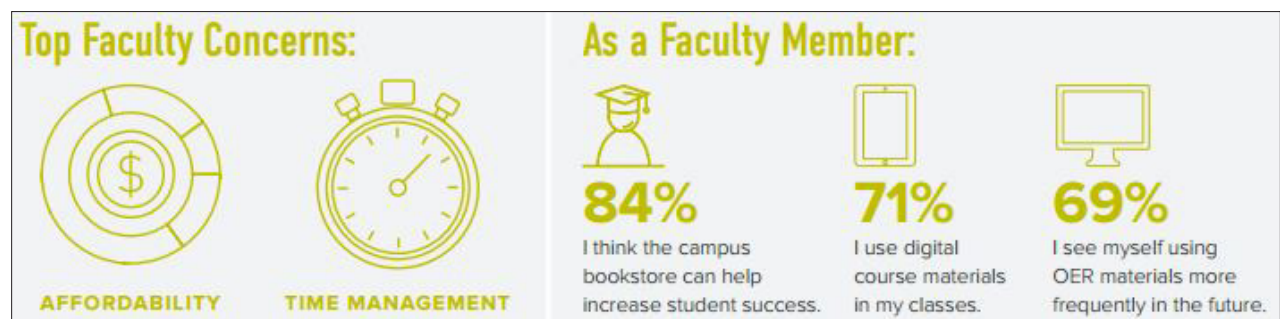
**Over 380,000 faculty research and adopt affordable course materials nationwide, including OER, through *FacultyEnlight*.**

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By showing the available formats and prices for each textbook, HEOA compliant *FacultyEnlight* ensures your faculty can find and select the most affordable options.

From providing innovative tools and resources to meeting one-on-one to discuss course material needs, and holding special workshops to assist faculty, we stay connected with faculty, supporting and addressing their needs, year-round.

The following pages give a visual overview of the *FacultyEnlight* adoption process.



**Faculty POV:** Everything we do is grounded in research and inspired by the voices of the people we serve. Faculty make up an integral part of our research platform through our online community, Faculty POV. We listen closely to the feedback shared through surveys, quick polls and open-ended discussions as well as conversations on other platforms, and we've learned that nationwide, faculty are concerned about student affordability, feel strapped for time and believe the bookstore can help foster their connection with students. These and other insights help us deliver the resources they want and need to support both student and faculty success.

## WHAT OUR PARTNERS ARE SAYING:

"Barnes & Noble College continues to be a leader in the bookstore industry primarily because of their desire to meet the increasing demands of our students and faculty. As textbook costs skyrocket, B&N makes available a variety of purchasing options to better meet the needs of our students – rent or buy, new, used, and digital textbooks. And the introduction of *FacultyEnlight* to enable faculty to adopt course material allows for streamlined and efficient ordering."

- John Zacker, Assistant Vice President for Student Affairs at University of Maryland

Search
Adopt
Discover
Learn
Admin

Step 1: Select Course
Step 2: Add Materials
Step 3: Review & Submit

Please select your School, Term, Department, Course and Section(s) to begin your order.

School Name: Hofstra University

Term \* Fall Semester 2017

Department \* MATH

Course \* 040

Not seeing the course you are teaching? + Add

<input type="checkbox"/> Select All	Section	Enrollment	Instructor
<input type="checkbox"/> Section	01	35	Silverstone
<input type="checkbox"/> Section	02	35	Cole
<input type="checkbox"/> Section	03	35	Cohen
<input type="checkbox"/> Section	04	35	STAFF
<input type="checkbox"/> Section	05	35	STAFF
<input checked="" type="checkbox"/> Section	06	35	Cole
<input type="checkbox"/> Section	07	35	Chu
<input checked="" type="checkbox"/> Section	22	70	McDonald, R <span>+ Add</span>

☐ No Text Material Required For This Course

Continue

\* Indicates Required Field

**SELECT COURSE:** To start your adoption, you must select your course. If you have multiple campuses, first select the correct campus from the School Name drop-down menu. You then select the Term, Department and Course. If you do not see the course you are teaching, you can add it, under the correct Department. Finally, select your section(s). You can edit the Enrollment and Instructor information for your section, and if you do not see your section, you can add it. You can then select Continue to go to Step 2: Add Materials.

Search

Adopt

Discover

Learn

Admin

Step 1: Select Course

Please select your School, Term, Department, and Course.

School Name: Hofstra University

Term \*  
Fall Semester

Department \*  
MATH

Course \*  
040

Not seeing the course you are looking for?

Select All

Section 01

Section 02

Section 03

Section 04

Section 05

☒ Section 06

Section 07

☒ Section 22

☐ No Textbook

\* Indicates Required Field

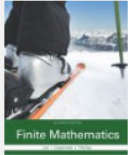
We see that you have previously adopted the materials below for this course. Would you like to adopt them again?

Yes, Select ALL

No, Select New Materials

Textbook Details

Section: 06 - Instructor: Cole



FINITE MATHEMATICS | Edition: 11TH 16

Author: LIAL

ISBN: 9780321979438

Publisher: PEARSON

Publication Date: -

Estimated Student Price (Savings based on Print, New)

Print, new: \$217.80

Print, used: \$163.35 (25% Savings)

Print, new rental: \$141.55 (35% Savings)

Print, used rental: \$98.00 (55% Savings)

eBook, Buy: \$131.00 (40% Savings)

eBook, rent (for 180 days): \$48.00 (78% Savings)

Adopt This Book

**RE-ADOPT MATERIALS POP UP:** When you hit continue, you may see a pop up asking if you want to re-adopt the same materials you previously adopted. This pop up will display when materials were adopted for same department, course, and section or instructor for the same term in the previous year. You can choose to select all, some or none of these materials. If you select Yes or adopt some, then you will be taken to Step 3: Review & Submit. If you select No, you will be taken to Step 2: Add Materials.

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Search
Adopt
Discover
Learn
Admin

Step 1: Select Course
Step 2: Add Materials
Step 3: Review & Submit

## Course Details

School: Hofstra University

Term: Fall Semester 2017    Department: MATH    Course: 040

Section: 06 , Estimated Enrollment: 35 , Instructor: Cole

Section: 22 , Estimated Enrollment: 70 , Instructor: McDonald, R    [Edit Course?](#)

### How would you like to add materials?

#### Add by ISBN

The quickest way to add materials if you have all of your 13 digit ISBNs on hand.

#### Add from Favorites List

Favorites Lists are only available to registered users and are a convenient place to store your favorites.

#### Add Non-text Materials

Don't forget the iClicker! Any non-text materials can be added here.

#### No Materials Required For This Course

To save you time, this option is also available on Step 1.

#### Search for Course Materials

Still trying to find the right materials? Search the catalog by ISBN, Title/Subject, Author, and/or Publisher here.

#### Search History

Using the same materials as last term? Search here for the materials you adopted through *FacultyEnlight*.

#### Search My School Adoptions

Search your entire campus's adoptions - including your own - for the past three years.

#### Search by Other Schools

Interested in seeing what course materials your peers are using? Search another school's adoptions here.

**ADD MATERIALS:** You can now add materials to your adoption by choosing one of the eight options displayed.

Search
Adopt
Discover
Learn
Admin

Course Materials
My School Adoptions
Other Schools
Favorites Lists

Step 1: Select Course
Step 2: Add Materials
Step 3: Review & Submit

## Course Details

School: Hofstra University

Term: Fall Semester 2017    Department: MATH    Course: 040

Section: 08 , Estimated Enrollment: 35 , Instructor: Cole

Section: 22 , Estimated Enrollment: 70 , Instructor: McDonald, R    [Edit Course?](#)

## Mathematics

[Edit List Name](#)

Email
Print

Showing 1-2 of 2 results for Mathematics    [Back To Favorites Lists](#)

Sort By: Title - A to Z
Page 1 of 1
Continue

Add to Lists

☐ My Favorite Books
☒ Mathematics

+Create new list
Submit

[Essentials of Mathematics: An Applied Approach | Edition: 9](#)

Author: Richard N. Aufmann

ISBN: 9781133734147

Publisher: Cengage Learning

Publication Date: 01/01/2013

Estimated Student Price **(Savings based on Print, New)**

Print, new: \$267.65

Print, used: \$200.75 **(25% Savings)**

Print, new rental: \$214.10 **(20% Savings)**

Print, used rental: \$120.45 **(55% Savings)**

eBook, Buy: \$133.00 **(50% Savings)**

eBook, rent (for 180 days): \$36.50 **(86% Savings)**

Rating: ☆☆☆☆ [Be the first to write a review](#)

[Request Desk Copy?](#)

[Print](#)

Added (Click To Remove)

---

Add to Lists

☐ My Favorite Books
☒ Mathematics

+Create new list
Submit

[FINITE MATHEMATICS | Edition: 7TH 18](#)

Author: WANER

ISBN: 9781337280426

Publisher: CENGAGE L

Publication Date: -

Estimated Student Price **(Savings based on Print, New)**

Print, new: \$250.00

Print, used: \$187.50 **(25% Savings)**

Print, new rental: \$162.50 **(35% Savings)**

Print, used rental: \$112.50 **(55% Savings)**

eBook, Buy: \$149.50 **(40% Savings)**

eBook, rent (for 180 days): \$84.50 **(66% Savings)**

Rating: ☆☆☆☆ [Be the first to write a review](#)

[Request Desk Copy?](#)

**SEARCH RESULTS:** *FacultyEnlight* gives you an in-depth look at the textbooks available based on your search terms. *FacultyEnlight* shows all the available formats and corresponding price estimates for that textbook, includes a link that alerts you if a new edition is available, and gives you the ability to request a print desk copy, ensuring you can find and select the most affordable options for your students. By clicking on the title of a textbook, you can view the Product Details page.

Search

Adopt

Discover

Learn

Admin

Course Materials

My School Adoptions

Other Schools

Favorites Lists

Step 1: Select Course

Step 2: Add Materials

Step 3: Review & Submit

## Course Details

School: Hofstra University

Term: Fall Semester 2017    Department: MATH    Course: 040


Section: 06 , Estimated Enrollment: 35 , Instructor: Cole

Section: 22 , Estimated Enrollment: 70 , Instructor: McDonald, R    [Edit Course?](#)

## Product Details

[<< Return to Search Results](#)
[Continue](#)

---



Add to Lists

☐ My Favorite Books
 ☒ Mathematics

[+Create new list](#)

Submit

FINITE MATHEMATICS | Edition: 7TH 18

Author: WANER

ISBN: 9781337280426

Publication Date: -

Publisher: CENGAGE L

Estimated Student Price **(Savings based on Print, New)**

Print, new: \$250.00

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Print, used rental: \$112.50 **(55% Savings)**

eBook, buy: \$149.50 **(40% Savings)**

eBook, rent (for 180 days): \$84.50 **(66% Savings)**

Rating: ☆☆☆☆☆ [Be the first to write a review](#)

Request Desk Copy? [Print](#)

**Added (Click To Remove)**

Overview

Features

Reviews

Adopted By

### Overview

FINITE MATHEMATICS blends elements of reform with a strong emphasis on applications, and uses technology to promote understanding of the concepts and relevance of the material. Users praise the diversity, breadth, and abundance of examples and exercises, a large number of which are based on referenced data from business, economics, life, and social sciences. The authors carefully strike a pedagogically sound balance between applications based on real data and more traditional "generic"

**TEXTBOOK DETAILS:** You can explore additional details about each textbook by clicking on the different tabs. Explore the overview and author bios, review the table of contents, read the product reviews – or write one yourself – and see which campuses also have adopted this title. You may also create and view your Favorites List now that you are a registered user, bookmarking textbooks you want to remember. Adoptions can also be left in your Book Bag for up to 30 days, allowing you to step away from the adoption process and later pick up where you left off, without worrying about losing your previous research work.

Search

Adopt

Discover

Learn

Admin

Step 1: Select Course

Step 2: Add Materials

Step 3: Review & Submit

## Course Details

School: Hofstra University

Term: Fall Semester 2017    Department: MATH    Course: 040


Section: 06 , Estimated Enrollment: 35 , Instructor: Cole

Section: 22 , Estimated Enrollment: 70 , Instructor: McDonald, R    [Edit Course?](#)

Also send confirmation to the following email addresses: (separate with comma)

<< Add More Materials    Submit Order >>

## Textbook Details



Remove

[FINITE MATHEMATICS | Edition: 7TH 18](#)

Author: WANER

ISBN: 9781337280426

Publisher: CENGAGE L

Estimated Student Price **(Savings based on Print, New)**

Print, new: \$250.00

Print, used: **\$187.50 (25% Savings)**

Print, new rental: **\$162.50 (35% Savings)**

Print, used rental: **\$112.50 (55% Savings)**

eBook, buy: **\$149.50 (40% Savings)**

eBook, rent (for 180 days): **\$84.50 (66% Savings)**

Student use of this title is

☒ Required    ☐ Recommended

Rating: ☆☆☆☆☆ [Be the first to write a review](#)

**REVIEW & SUBMIT ORDER:** If you reach the “Review & Submit” page and notice that your course is incorrect, you can simply select “Edit Course.” This will allow you to change the course associated with those textbooks currently in your Book Bag. You will then be prompted to review your adoptions and select “required” or “recommended” before submitting. When you are ready, click “Submit Order.” You will receive an email confirmation. If you have other options, like “Go to Class First,” or if a student may select one title from a list of texts, select “Required,” but use the notes field to communicate these specifics to your bookstore manager. *FacultyEnlight* also makes it easy to get approval for your adoptions placed online. If your campus or department requires approval, you will be prompted to select your Department Administrator’s name after hitting “Submit Order.” He or she will receive notification of your adoption and will be able to approve or disapprove the adoption. Once your adoption is approved, it will be sent directly to the bookstore, and you will receive an adoption confirmation email. For details on these steps, please see Adoption Approvals.



## TEXTBOOK ADOPTION PROCESS

To facilitate textbook ordering and reordering, your faculty will have access to our comprehensive online adoption platform, *FacultyEnlight*.

With this solution, your faculty can research and adopt their textbooks from one convenient place – saving time and making textbook adoption easier. Faculty can:

- Read peer reviews from colleagues around the country
- Access adoptions from the past three years
- Compare format availability and cost before adoption, allowing them to find and select the most affordable options for their students

If the selection process differs on a campus or within a department we will adapt our process to accommodate each environment. For example, some departments require an approval process by the Dean. There is an easy programming step to meet this requirement.

## TEXTBOOK ADOPTION TIMELINE

The following timeline of critical events will ensure the right course materials are available at the right time for University of Mary Washington's faculty and students:

- March: Course materials request for Fall and Summer terms are submitted to faculty
- March: Course skeleton and enrollment feed provided by University of Mary Washington for Summer and Fall terms
- March: *FacultyEnlight* available to faculty and department representatives for adoptions and research of Summer and Fall materials
- April-May: Requested course materials are due to the bookstore for the Fall and Summer terms
- May: End of Spring term reconciliation, student buyback, and rental return processing
- May-August: Course materials sourced from students, wholesalers, Barnes & Noble College stores and publishers
- May-September: Ongoing faculty communication regarding new editions, substitutions and publisher stock availability
- June-July: Summer terms
- July-August: Text reconciliation and online orders processed for Fall classes

- August-September: Fall classes begin
- October: Course materials request for Spring term are submitted to faculty
- October: Course skeleton and enrollment feed provided by University of Mary Washington for Spring term
- October: *FacultyEnlight* available to faculty and department representatives for adoptions and research of Spring materials
- October-November: Requested course materials are due to the bookstore for the Spring term
- November-December: End of Fall term reconciliation, student buyback, and rental return processing
- November-January: Ongoing faculty communication regarding new editions, substitutions and publisher stock availability
- November-January: Course materials sourced from students, wholesalers, Barnes & Noble College stores, and publishers
- December: Text reconciliation and online orders processed for Spring classes
- January: Spring classes

## TEXTBOOK NOTIFICATIONS & LATE ADOPTIONS

Our textbook management system, TA2, will provide the University of Mary Washington Store Team with the information they need to facilitate faculty orders, giving them real-time insight in to the status of all adoptions so they know who and when to contact for outstanding adoption issues. Our management systems give your Store Team access to:

- An at-a-glance view of critical store functions such as an overview of sales and inventory, internal company messages and alerts, reports, etc.
- Email campaign templates to solicit online adoptions, send follow-up communications and provide updates to faculty and students.
- Tools to help plan purchasing of books and course materials for the upcoming term and manage already placed adoptions.
- Order books from MBS Textbook Exchange or other sources.
- Tools for setting up and executing buyback and rental check-in.

- Management aids for the receiving of textbooks and course materials into the store and to track returns to publishers, the MBS warehouse, and transfers to other Barnes & Noble College Bookstores.

Your Store Team will use direct emails and system reports to keep your faculty and department administrators updated throughout the textbook ordering process. These emails will include communication and excel spreadsheets on all issues including out-of-stock and out-of-print titles, as well as information on textbook arrivals.

Our mandatory reconciliation process, which takes place two weeks before the start of the term, will enable the Store Team to catch potential issues and

react immediately. It also helps them handle last-minute changes like late orders, over-enrollments, changes of instructor and new editions.

If a requested textbook goes out-of-stock or out-of-print, we will immediately inform your faculty via email or *FacultyEnlight*, and our Home Office team of experts will help your Store Managers locate the needed copies.

If the book is not available at any of our other stores, or from the publisher or distributor, your Store Manager will work with your faculty member to find a viable alternative textbook for their course.

The following are sample adoption reporting forms.

TERM	TITLE	DATE	DEPARTMENT	COURSE	SECTION	PROFESSOR
F17	Courses with no books	6/28/2017	ACG	2021	0R01	DENNIS
F17	Courses with no books	6/28/2017	ACG	2071	0R01	SMITH
F17	Courses with no books	6/28/2017	ACG	3082	0R80	STURM
F17	Courses with no books	6/28/2017	ACG	3131	0001	LUBIMOV
F17	Courses with no books	6/28/2017	ACG	3141	0001	VEIT
F17	Courses with no books	6/28/2017	ACG	4651	0001	ROUSH
F17	Courses with no books	6/28/2017	ACG	4651	0001	ROUSH
F17	Courses with no books	6/28/2017	ACG	4803	0002	DESAI
F17	Courses with no books	6/28/2017	ACG	6255	0001	TROMPETER
F17	Courses with no books	6/28/2017	ACG	6305	0001	ALLEN
F17	Courses with no books	6/28/2017	ACG	6415	0001	HORNIK
F17	Courses with no books	6/28/2017	ACG	6519	0001	DENNIS

Missing Book Orders (CWOB) Report

TERM - F17									
ACT	201	ACCT. PRINCIPLES	10TH 12 WILEY	1F	EBB=				
WEYGANDT	8 SBB=	0 ORD=	8 OTB=	4 * EBB =					
ACT	201	20495	RQ	* EST ENR =	20	ACT ENR =	27		
EST SALES =	10			* ES=					
ACT	201	20496	RQ	* EST ENR =	20	ACT ENR =	27		
EST SALES =	10			* ES=					
WEYGANDT	0 SBB=	0 ORD=	0 OTB=	0 * EBB =					
ACT	201	20495	EO	* EST ENR =	20	ACT ENR =	27		
EST SALES =	0			* ES=					
ACT	201	20496	EO	* EST ENR =	20	ACT ENR =	27		
EST SALES =	0			* ES=					
WEYGANDT	0 SBB=	0 ORD=	0 OTB=	0 * EBB =					
ACT	201	20495	EO	* EST ENR =	20	ACT ENR =	27		
EST SALES =	0			* ES=					
ACT	201	20496	EO	* EST ENR =	20	ACT ENR =	27		
EST SALES =	0			* ES=					
KIESO	3 SBB=	0 ORD=	7 OTB=	0 * EBB =					
		INTERMEDIATE ACCOUNTING	14TH 12 WILEY	1F	EBB=				

This worksheet is used to spot enrollments that are exceeding our estimated sales.

### 3. Describe use of campus partnerships to reach contract goals.

---

Today's college students know what they want — and expect — retailers to provide guidance and inspiration based on their personal needs. They want a bookstore that understands and respects their values and is committed to enhancing their social and academic experiences. Ultimately, that is what earns their respect and drives loyalty to your bookstore, and more importantly, to University of Mary Washington.

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#### UNDERSTANDING TODAY'S STUDENTS

As the college student population transforms, it has become more important than ever to understand this fast-changing demographic. Our exclusive Barnes & Noble College Student POV (point of view) online panel consists of thousands of students nationwide and provides invaluable insights and unrivaled understanding of today's students, offering:

- Quantitative and Qualitative
- Quick Polls
- Panelist Discussion Forums
- Custom Research
- In-person Interviews
- Live Intercepts

As the **ONLY** bookstore operator that provides this unique research platform, we utilize this data to customize our merchandise selections and our communications with students — and share our unique findings, such as student attitudes, values, behaviors and how to shape their bookstore experience, with our school partners.

Our outreach is an additional way to better understand students and, confirms that we value their opinions and suggestions, providing a detailed and accurate understanding of the entire college life cycle and beyond. Project 770, our latest research initiative, was designed to generate data to optimize individual bookstore performance. This allows our customers to actively respond with their opinions and deliver unique insights directly to our store managers, which will benefit each campus.

Our commitment has always been to listen, learn and act to personalize students' communications and shopping experiences and make a positive impact on their lives.

#### PROJECT 770

PROJECT 770 WAS DESIGNED TO GENERATE RESEARCH DATA TO OPTIMIZE INDIVIDUAL BOOKSTORE PERFORMANCE AND TO FOCUS MORE ON THE SIMPLE GOAL OF STARTING CONVERSATIONS WITH OUR SCHOOL PARTNERS. RESEARCH RESULTS ARE CUSTOMIZED FOR EVERY BARNES & NOBLE COLLEGE CAMPUS, ASKING A WIDE BREADTH OF QUESTIONS ABOUT:

- BOOKSTORE PERFORMANCE
- LEARNING MATERIALS
- FACULTY FEEDBACK
- STUDENTS SENSE OF CONNECTION TO SCHOOL
- CUSTOMER EXPERIENCES

THIS ALLOWS OUR CUSTOMERS TO ACTIVELY RESPOND WITH THEIR OPINIONS TO HELP BRING THE POWER OF THE STUDENT POV — THE POWER OF INSIGHT — DIRECTLY TO OUR STORE MANAGERS AND LET EACH CAMPUS BENEFIT FROM THAT INFORMATION.

#### LONG-LASTING RELATIONSHIPS

Our communications build a personal and authentic connection with your students — along with your faculty, alumni and fans — in ways that truly matter to their success. We consistently demonstrate we are an approachable, reliable and affordable resource for our campus communities.

Our *Ignite Success* programs are examples of our commitment to relationship-building and include:

- Our *New Student Connection* initiative is inspired by our ongoing research that shows new students are looking for more support and guidance. This program builds positive relationships with your incoming students and their parents from the moment of acceptance, and provides new students with guidance on choosing the most affordable course material options that best fits their budget and learning style, campus maps, and exclusive offers on University of Mary Washington merchandise, so students can show their Eagles pride.

## WE'RE CONNECTED

**BARNES  
& NOBLE  
COLLEGE**

**IGNITE  
SUCCESS**

We've connected with over 940,000 alumni customers nationwide, helping drive our biggest online GM sales day in history – \$2.6 million during this year's Cyber Monday, up 13% over last year – and driving revenue and brand awareness for our school partners.

- *Alumni Connection* forms the same authentic relationships with your alumni base, creating a customized loyalty program that connects alumni to UMW, while driving revenue for your campus store. Your alumni will receive communications specifically timed to milestones like back-to-school, homecoming and graduation, along with communications around the holiday shopping season and more. Each offer will drive shoppers to an alumni-specific page on your bookstore's website, fully customized with the information and products that alumni want. We will also work closely with the University of Mary Washington Alumni Association to seek ways for your store to support their efforts as well as provide ways for your alumni to stay connected to University of Mary Washington and the Bookstore.
- *Faculty Connection* engages with faculty through our Faculty POV community and allows us to better understand their priorities and help them succeed — which, in turn, fosters academic success. These insights have led to our faculty communication program, which educates faculty about the bookstore's affordable course material options (such as rentals and Price Match) and, simplifies the research and adoption process through tools such as *FacultyEnlight* and LMS integration. Our communication program also focuses on two tracks: "Adoptions," which includes timely emails that guide faculty using *FacultyEnlight*; and "Deepening Relationships," which highlights important topics concerning faculty and higher education. The program also includes faculty newsletters, exclusive Faculty Focus events and faculty book signings.

## CONNECTING WITH INTERNATIONAL STUDENT

The number of international students attending U.S. colleges and universities has increased dramatically in recent years. In fact, they comprise a greater percentage of the overall U.S. student population (4.8%) than ever before — and their numbers are growing.

Our research revealed there are often cultural adjustments for these students, including adapting to new social, academic or personal norms, as well as logistical matters to overcome. This research led to the creation of an international students marketing campaign, which includes:

- Informational emails, sent as early as their admittance, to introduce international students to the bookstore — providing a dorm checklist, instructions on how to order textbooks, available resources and more. These emails provide additional information that's geared toward their specific concerns and needs.
- The campaign also includes an International VIP Night, a fun-filled event at the bookstore exclusively for international students, welcoming them to campus, connecting them to school resources and fellow international students, introducing them to the bookstore as a helpful resource and providing opportunities to purchase necessities right when they're most needed.

## SOCIAL HUB EVENTS

As your partner, we will engage the University of Mary Washington students and your campus community through a variety of exciting in-store initiatives and events throughout the year, such as:

- **VIP Event:** In-store events held exclusively for new students to receive personalized help with their learning materials, enjoy refreshments, play games, connect with brand partners and make new friends.
- **Author Signings:** Exclusive signings with locally renowned authors, as well as University of Mary Washington faculty author events.
- **De-Stress Fest:** In-store events for students to relax during finals. Example events include chair massages, coloring station and pet therapy animals.

## SOCIAL HUB

We're right on campus and we engage students and the campus community through a variety of exciting in-store initiatives and events throughout the year:

- VIP events
- Author signings
- DeStress Fest
- Samplings & sweepstakes
- Career Support events
- Grad events
- Faculty Focus events
- Fan Zones
- Wellness Refresh events
- Holiday parties
- College Con

- **Sampling & Sweepstakes:** Free product samplings handed to students on behalf of brands like Goodness Knows, Crunchkins, Cetaphil, Clif Bar, Combos, Nutella and more. We also host sweepstakes and contests throughout the year giving away the hottest technology gadgets, vacation packages, free textbooks and more.
- **Career Support:** Career-focused events that connect students with career services, guest speakers and more. Supplemental content is available on The College Juice, Barnes & Noble College's student-focused blog.
- **Grad Fair:** Graduating students can pick up their caps and gowns, order class rings and diploma frames while enjoying refreshments.
- **Faculty Focus:** Faculty appreciation events strengthen our relationship with faculty and educate them on a variety of bookstore offerings including *FacultyEnlight*.
- **Wellness Refresh:** Bring focus to your students' overall well-being, including physical, emotional and financial health with on-campus events.
- **Holiday Party:** We will 'Bring on the Cheer' when your campus community joins the bookstore for a holiday party. Students can take a break from studying and unwind with fun and festive activities
- **College Con:** Can't make it to Comic Con? The bookstore can celebrate this incredibly popular event with graphic novels, manga & everything super hero. Throughout October, students can visit your bookstore for discounts, giveaways, activities & more. Plus, we'll have exclusive content from our publishing partners on our blog, The College Juice.

## Student Insights



**70%**  
of Students

want to hear from the bookstore before orientation



**more than 50%**  
of Students

learned about price match through bookstore email



**70%**  
of Students

who attend VIP night said the campus bookstore made their transition into college life easier



**85%**  
of Students

find the My College Roadmap helpful



**72%**  
of Students

say email frequency is just right.

*December 2016 Barnes & Noble College Survey*

**A Complete Support System:** Our *Igniting the New Student Connection* is a loyalty program built around email, the bookstore's mobile app, social media and events like orientation and exclusive shopping nights to connect new students and their parents with your school at key stages of their on-boarding and first year experience.



## GIVING BACK INITIATIVES

Millennials and Generation Z are passionate about giving back and making a difference in the world — and that extends to the products they choose to buy and support.

We partner with numerous charitable programs that students value most, including national initiatives, like Kids in Need and StoryCorps. We look forward to working with and supporting local causes such as Habitat for Humanity, food and glove drives, COAR that are important to your campus communities. Your students will shop and inspire, continuing to make a difference in the areas that matter most to them.

## SUPPORTING STUDENT GROUPS & ORGANIZATIONS

As an integral part of the campus, your bookstore will be a valuable partner in elevating the campus experience, collaborating with campus organizations and faculty to host and facilitate orientations, international student events, campus fundraisers, lectures and author events, and partnering with faculty on student class projects.

We'll reach out to University of Mary Washington student unions, clubs and associations to encourage them to use the bookstore as a resource for their communications, events, fundraising, supplies and merchandise.



**Fun & Energizing Events:** Research and insights from students, faculty, staff, alumni, and fans guide everything we do. As an example, new students told us that they want help navigating their first days on campus, from learning their way around to selecting course materials. We created a series of exclusive VIP shopping nights for them at campus stores, attended by over 56,000 students nationwide this Fall semester. The new students received the guidance they needed — and the stores established themselves as allies and support systems.

## 4. Explain methods to relieve UMW of PCI Compliance responsibility, with responsibility being that of the Contractor.

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Barnes & Noble College is strongly committed to the protection of our customers' data and the security of our information systems. As part of our risk management policy, security measures are built in to the procedures used in the daily operation of our stores. Each bookseller has been trained to protect customer personal information. We employ security hardware and software, including but not limited to firewalls, intrusion detection systems, SFTP, SSL, and encryption. These measures have been implemented to prevent any unauthorized access of information, as well as ensure the integrity of information. Barnes

& Noble College has been certified as compliant with the Payment Card Industry Data Security Standard (PCI DSS). Every year we perform an audit to ensure compliance with the PCI DSS. In addition to being compliant, we are a participating organization of the PCI Security Council. Upon completion of the PCI DSS audit the Attestation of Compliance (AOC) document is created stating the merchant level and the result of the audit. The AOC is sent to our bank and American Express as per the reporting requirements of the card brands.



**Operational Excellence:** On-the-floor, behind-the-scenes and online, we invest in the industry's latest technologies to increase efficiency and maximize performance.



## 6. Explain Contractor's procedure for obtaining copyright approvals.

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Our partnership with XanEdu provides a complete custom solution for University of Mary Washington faculty, including printing solutions, access to OER, and copyright clearance for over 8 million pieces of content, Harvard University Press and many other University Presses.

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For faculty members who prefer to create their own textbooks by integrating their work with existing material, Barnes & Noble College works with XanEdu, the leading provider of course packs and custom textbooks.

XanEdu offers course packs in traditional print, digital (online only) or digital plus print, all with 100% copyright compliance guaranteed. With XanEdu, we can quickly fulfill all course pack and custom textbook requests, preparing a convenient and attractive compilation according to your faculty's exact specifications.

### LOCAL PRINTING SOLUTION

We recognize your on-campus print service may be your preferred method of production. This is why we utilize a program called *Local Printing Solution* (LPS) developed by XanEdu. LPS makes it possible to have all XanEdu course printing done by your campus or local printer and still have the full suite of services XanEdu offers, including 100% returns.

This process will support your printer and also help us manage this inventory to prevent costly markdowns. With the growing use of digital course packs, even the printers who are currently printing course packs are feeling pressure to remain relevant, and as copyright clearance continues to be a concern, this is the perfect solution for all parties.

XanEdu will negotiate with your on-campus printer and certify them as an approved printer. From that point on, when a course pack order is submitted, XanEdu will clear the copyrights, format the files and send them to your printer for printing. This will speed up the time it takes to get an initial run for a course pack by a few days and will also provide same-day reorders.

University of Mary Washington students can access all of their online course materials at any time through their "My XanEdu" account.

### DIGITAL & OER OPTIONS

A popular conversation in higher education is in the opportunities provided by Open Educational Resources (OER). Open educational resources are teaching, learning, and research materials that reside in the public domain or have been released under an intellectual property license that permits their free use and repurposing for others. In collaboration with your Barnes & Noble College Bookstore, XanEdu offers the ability to build affordable and engaging custom course materials through XanEdu Course Concierge and XanEdu DIY utilizing OER resources.

XanEdu provides full-service and do-it-yourself options for creating custom materials. These custom course materials can incorporate OER materials.

Course Concierge Service:

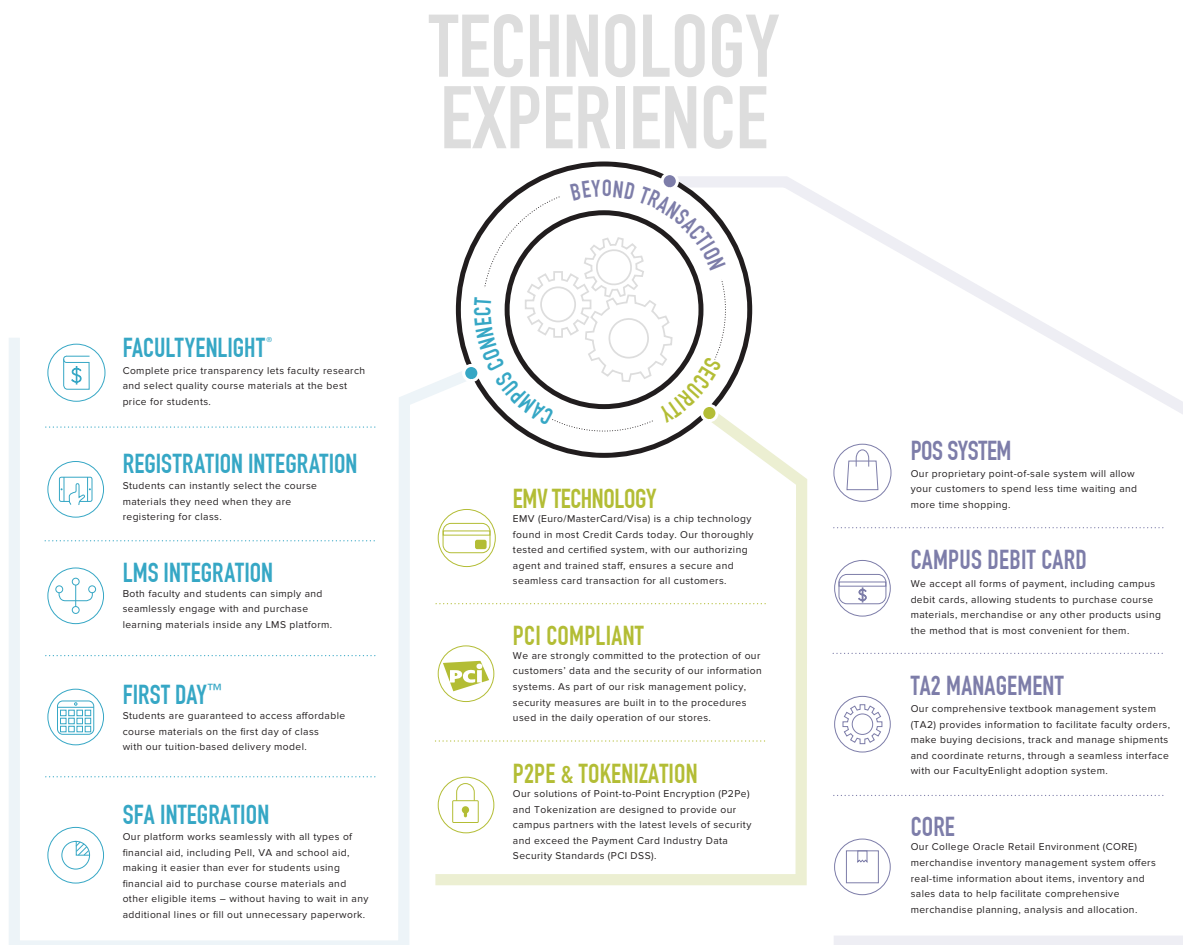
- Customization is easy with this full-service, highly supportive option.
- Content Development Specialists will perform time-consuming research for you.
- Expert Editors will help you design and edit a custom text or original book.

Do-It-Yourself Platform:

- Design your custom materials using a powerful toolset and licensed content library.
- Select from millions of content items from over 250 respected publishers.
- Reduce materials costs with Open Educational Resources.

## 8. Include project plan for all integration needs, including but not limited to Banner and Blackboard, detailing steps Contractor will take to ensure seamless integration between Contractor's software and University software. Also, include previous experience conducting this process.

Our advanced operation technologies are a driving factor in delivering the optimal shopping experience. Barnes & Noble College integrates clear and consistent “smarter” store operations strategies, practices and technologies that connect University of Mary Washington with our omnichannel environment through our customizable Campus Connect technologies, including:



## OPERATIONAL TECHNOLOGY

On-the-floor, behind-the-scenes and online, we invest in the industry's latest technologies to increase efficiency and maximize performance — ultimately enriching customers' experiences. We combine decades of retailing expertise with the latest operational technologies to drive significant revenue for our partner schools.

### TEXTBOOK & COURSE MATERIALS MANAGEMENT

Our TA2 textbook management system will provide the University of Mary Washington Bookstore Team with all the information they need to facilitate faculty orders, make buying decisions, track and manage shipments, and coordinate returns through a seamless interface with our *FacultyEnlight* adoption platform.

This comprehensive system guarantees your students and faculty always receive the exact course materials they need from their school bookstore — ensuring valuable textbook revenue remains on campus.

We also use advanced technology to help increase affordability for your students through our Campus Connect Technologies, which includes our First Day solution, multi-platform LMS integration strategies, real-time Student Financial Aid modules and our simple Registration Integration ordering system.

### MERCHANDISE MANAGEMENT

Barnes & Noble College continues to heavily invest in the latest enhancements to our already robust merchandise management system. Our College Oracle Retail Environment (CORE) is supported by the industry-leading Oracle Retail Inventory Management System, which is used by many of the nation's largest tier-1 retailers. This investment will enable the Bookstore to complement its trade and textbook selection with in-demand, trend-setting apparel and other products.

Our state-of-the-art system enables real-time, accurate and accessible inventory and sales data to help your Store Team execute comprehensive merchandise planning, analysis and allocation. This system, along with our highly effective and successful retail strategies, allows us to operate anywhere through consistent and efficient in-store processes and procedures that will keep your bookstore stocked with the most sought-after merchandise and apparel, even during critical busy periods like Fall and Spring Rush.

The highly-detailed reporting and inventory tracking system allows your Store Team to spend less time in the back room and more time on the sales floor, offering greater customer service and driving sales.

We will also provide your bookstore with our sophisticated ePlanner software, allowing your Store Team to execute programs and initiatives with increased precision and productivity. This high level of operational efficiency will drive your store's success.

### POINT-OF-SALE SYSTEM

Offering the fastest check-out times of any college retailer, our proprietary point-of-sale (POS) system will allow your customers to spend less time waiting and more time shopping. Fully developed and integrated for the needs of higher education, it is the most reliable POS system in the market, with state-of-the-art security technology that guarantees 99.9% system availability.

Campus debit cards, financial aid and all major forms of payment are fully integrated, conveniently allowing check-out from any register.

Additionally, PINpads, signature capture and the elimination of the signature requirement on purchases under \$25 expedite check out times and decrease lines.

Our point-of-sale system also works with our accounting tools, powered by PeopleSoft FMS, to transform real-time data into comprehensive, easy-to-understand sales reports that allow Store Managers to see exactly what's working at your store, and make any changes necessary to improve your sales.

### CAMPUS DEBIT CARD

We accept all forms of payment and welcome the opportunity to include the EagleOne Card, allowing your students to purchase textbooks, merchandise or any other products using the method that is most convenient for them.

We have developed a universal interface, based on industry-standard open protocols between our POS registers and various industry campus card providers. We will work with the University of Mary Washington IT department in completing the steps needed to certify your Blackboard-based campus card as we have successfully done on over 165 campuses nationwide.

While our universal interface can be customized to any college and university platform, including homegrown solutions, what follows is our list of successfully integrated platform providers:

- Aramark
- Atrium
- **Blackboard**
- Cardsmith
- CBORD
- Heartland
- ITC Systems
- Nuvision

## STUDENT FINANCIAL AID

Barnes & Noble College will provide University of Mary Washington with a Student Financial Aid (SFA) platform that uses the latest technology to simplify all transactions. Our platform works seamlessly with every financial aid system, including UMW's Banner platform through our SFA Managed Solution (PeopleSoft) that integrates with all systems. It also works seamlessly with all types of financial aid, including Pell, VA and school aid, making it easier than ever for your students using financial aid to purchase books and other eligible items – without having to wait in additional lines or fill out unnecessary paperwork. Our SFA Managed Solution not only increases information exchange between University of Mary Washington's Financial Aid office and the bookstore, it allows for operational efficiencies and ultimately, puts essential learning materials into the hands of students.

This real-time platform is fully compliant with all federal, state and school-specific guidelines.

## MULTI-PLATFORM LMS INTEGRATION STRATEGIES

Extensive research shows that textbook integration and the ability to save students money are two factors that make using an LMS more attractive to students and faculty. Faculty want the time and effort they spend integrating their course materials in learning management systems to result in better experiences for students.

Our Blackboard LMS Integration solution, active at 153 of our partner institutions, will allow your faculty and students to more easily discover, purchase, and access their digital materials.

The benefits of LMS Integration include:

- Single Sign On with *FacultyEnlight* and the bookstore website
- Seamless integration into your courses
- Savings for students when faculty use the tool to easily submit their adoptions early
- Student required materials are available to order, right at their fingertips

## 9. Provide promotional examples the Contractor has used to increase university merchandising opportunities.

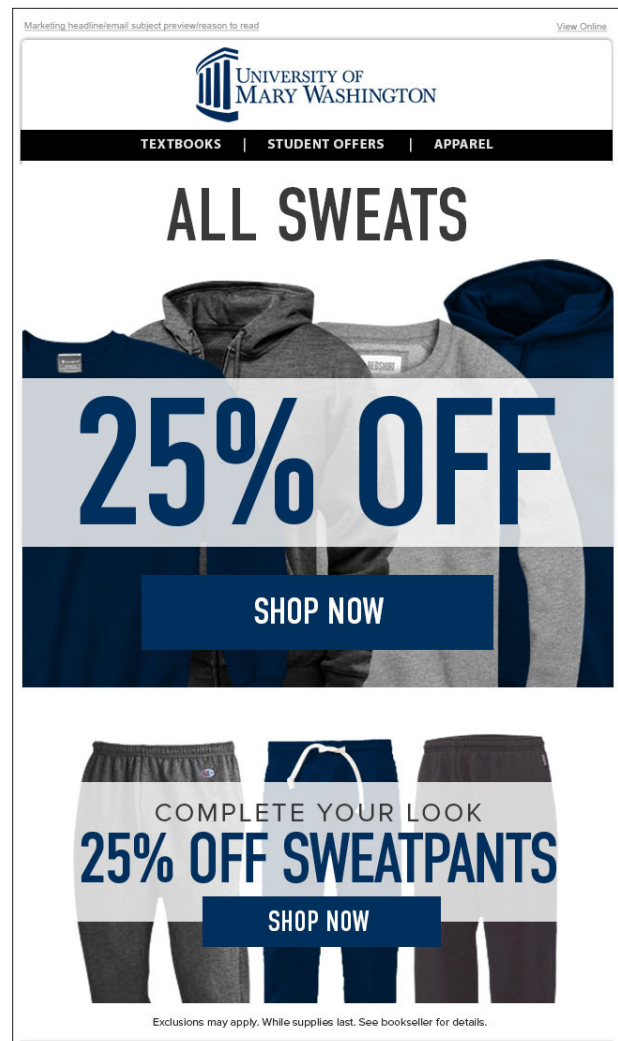
Barnes & Noble College uses its vast experience to offer the best assortment of college logo apparel in the industry to the college store market. Unique to us, we leverage our combination of national insight and local, on-site decision making to tailor your Bookstore's assortment to the University of Mary Washington. As the on-campus expert, your Store Team is empowered to make all final selection and purchasing decisions with input from the UMW communities.

### PERSONALIZED EMAIL COMMUNICATIONS

Based on our national research, students prefer their campus bookstore to connect with them through email, more than any other channel. They want their bookstore to provide relevant and educational information regarding course materials, special promotions and discounts, and alerts about fun events happening on campus and at the bookstore.

**This year's Cyber Monday generated \$3.6 million in sales with \$1.2 million driven from email alone.**

We will segment your students, faculty, alumni and fans based on demographics and purchasing behavior to ensure the right audience receives the right, relevant message and experience. Our dynamic email program for students, faculty, alumni and fans, includes tips for course materials savings, promotions related to flash sale merchandise, graduation apparel, and much more.



**Email Marketing:** Our custom campaigns have one of the highest and most successful open rates in the industry at 37%. By connecting our initiatives to our campus partners' academic and campus calendars, we reach the correct audience with timely messages, driving interaction and ultimately sales. This past year, our customized email campaigns drove \$40.5 million in sales at our 782 campuses nationwide.

## SOCIAL MEDIA CONNECTIONS

Your Store Team will build a dialog with your students through social media platforms, including Instagram and Facebook, customized specifically for the University of Mary Washington Bookstore. Our engagement through social media will be fun, informative, collaborative and relevant for students — and we can easily link to your social media department to extend the conversation across UMW's network.

Through our engagement, we will educate students about their affordable course material options, share information about merchandise promotions, promote social activism opportunities they are passionate about, and spotlight University of Mary Washington campus events.

In addition to promoting the bookstore's offerings, we will solicit student feedback, allowing them to play a significant role in the Bookstore's services and offerings.

## FACEBOOK

With nearly 940,000 fans, Facebook remains a top channel for engaging with college students. Your Store Team will use Facebook to keep students updated on everything the University of Mary Washington Bookstore offers from new promotions and products to exciting in-store events, keeping bookstore fans connected to UMW. Facebook also acts as a convenient customer service channel where students can post comments, questions, praises and even complaints. Your Store Team will respond in a timely manner to ensure they are providing the best customer experience possible.

The collage features three Facebook posts from the University of Mary Washington Bookstore. The top post is the bookstore's profile page, showing a cover photo of a campus building, the UMW logo, and a post about a price match guarantee. The middle post is a close-up of a 'HATS BUY 1, GET 1 50% OFF' promotion. The bottom post is a close-up of a 'SAVE MONEY WITH PRICE MATCH' banner.

**facebook** Keep me logged in

**University of Mary Washington Bookstore**

Did you know that we'll price match your textbooks? Make sure you're getting the best price on what you need. Here's everything you need to know: <http://expl.co/01FvEY>

**SAVE MONEY WITH PRICE MATCH**

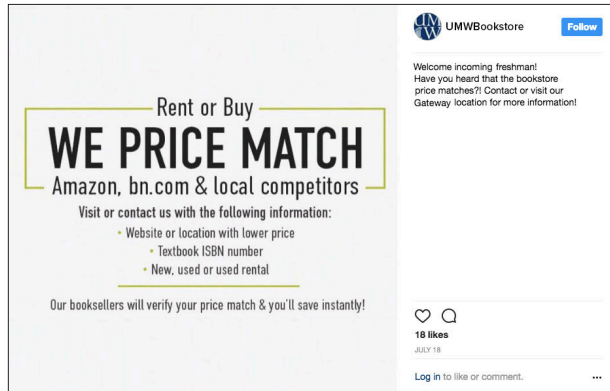
**HATS BUY 1, GET 1 50% OFF**

**Year-Round, Targeted Communications:** We will build a dialog with your students, both on-campus and distance education students, through Facebook and Instagram, on pages managed locally by your Store Team.



## INSTAGRAM

Instagram is a photo-centric platform — and one of the most popular forms of social media that encourages users to share updates through a series of pictures. Your Store Team will have the opportunity to engage with students on your campus by giving a behind-the-scenes look at your store — putting a face to the University of Mary Washington Bookstore. Our Store Managers use Instagram to share photos of events, sales and products in their stores, while developing their relationships with students on campus.



## MARKETING BUDGET

Each year the Bookstore team will be allocated a marketing budget based on market trends and the opportunity to gain market share. The budget will be decided upon by your Store Manager and Regional Manager in the development of the annual business plan.

## INITIAL OUTREACH

Our initial marketing and outreach priorities will include:

- Communicating the new services Barnes & Noble College is bringing to University of Mary Washington, both for students and faculty
- Establishing lines of communication with various organizations on and off campus
- Surveying the University of Mary Washington community to determine additional service and business opportunities

- Gaining invitations to SGA, Faculty Senate and, Departmental and Support Staff meetings to provide a venue for partnership
- Establishing a Bookstore Innovation Group to gain additional ongoing feedback
- Establishing strong relations with the Registrar, Office of Alumni Affairs, Student Affairs and the Office of Events
- Planning new opportunities and contribute to the overall University of Mary Washington mission

## ONGOING YEAR-ROUND ENGAGEMENT

Our approach to marketing is that of a complete support system — dedicated to doing everything we can to assist University of Mary Washington's students and faculty to be successful — year-round.

We will invest time, research and resources to understand the unique needs of your campus and use that research to develop and implement a customized, 12-month marketing program at the University of Mary Washington Bookstore, full of special programs, promotions, exclusive offers, exciting events and more.

Your store's marketing program will be executed across multiple channels — social media, email, eCommerce sites, and in-store — and will be personalized for each audience — student body, new students/freshmen, seniors, faculty, alumni and fans — of the University of Mary Washington community.

For an example of our 12-month marketing plan, including a list of our initiatives, please see the following pages.





## 2018-19 SAMPLE MARKETING CALENDAR

JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER
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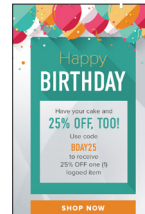
### GENERAL MERCHANDISE PROMOTIONS

Father's Day	New Arrivals	Flash Sale Clearance	25% Off Champion	League Apparel BOGO	Flash Clearance Sale
	Short Sleeve Tee BOGO		BOGO Hats	25% Off Sweats	Champion BOGO



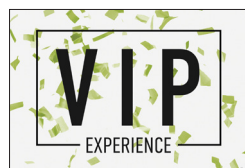
### CAMPAIGNS

IFC & Partner	Mobile App	Birthday Offer	Cyber Mondays
Textbook Rentals			Sell Back Books & Return Rentals



### EVENTS

New Student Orientation	Welcome Week	Homecoming Event Support	Faculty Focus
New Student VIP Night / International Students VIP Event		College Con	DeStress Fest





## 2018-19 SAMPLE MARKETING CALENDAR

DECEMBER

JANUARY

FEBRUARY

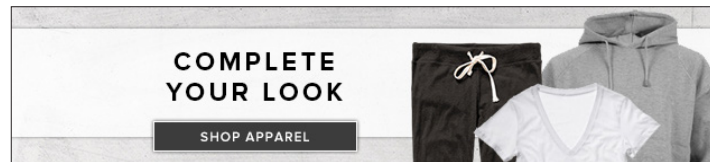
MARCH

APRIL

MAY

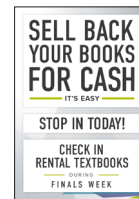
### GENERAL MERCHANDISE PROMOTIONS

Alumni Offer	Flash Sale Clearance	Women's Apparel BOGO	25% OFF Tees
\$10 OFF Hoods & Pants	25% off Fleece		League Apparel BOGO



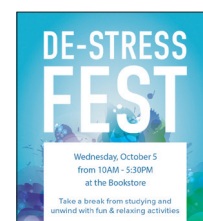
### CAMPAIGNS

Holiday Sell Back Books & Return Rentals	Textbook Rentals	Mobile App	Sell Back Books & Return Rentals
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### EVENTS

Faculty Staff Appreciation Day Holiday Party	Wellness Refresh	Grad Fair	DeStress Fest	Commencement Day Support
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## SOCIAL HUB

### VIP SOCIAL

- The Bookstore can provide a space for new students to mingle and make new friends. Booksellers help new students find exactly what they need for class and expose them to the wide variety of products & services the bookstore has to support them all year round.



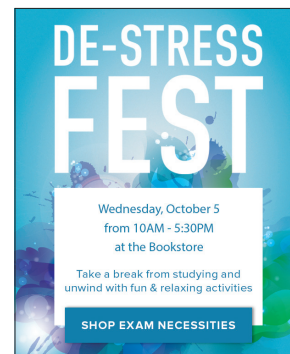
### FACULTY FOCUS

- Faculty appreciation events are an excellent way to strengthen our relationship with Faculty and educate them on a variety of bookstore offerings including *FacultyEnlight*.



### DE-STRESS FEST

- The bookstore can provide a space for students to relax during finals. The event can include a coloring station or a quiet area to study.



### GRAD FAIR

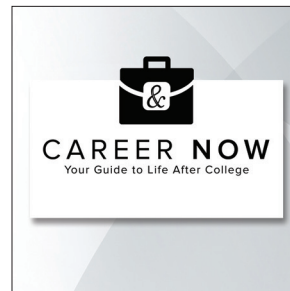
- Graduating students will have an opportunity to sign up for the bookstore's alumni program, ensuring they continue to receive relevant offers & promotions from their Alma Mater.





### CAREER NOW

- The bookstore can meet the need of students, faculty, & career services by utilizing the store space to host career-oriented events. Supplemental content is available on The College Juice, the bookstore's student-focused blog.



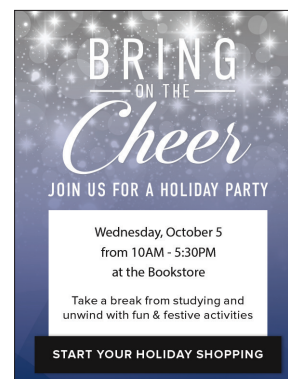
### WELLNESS REFRESH

- This event brings a focus to your students' overall well-being, including physical, emotional and financial health. Your Bookstore can partner with on-campus organizations and departments such as health or rec centers while promoting relevant merchandise, driving traffic to your Bookstore and serving as a complete support system on campus.



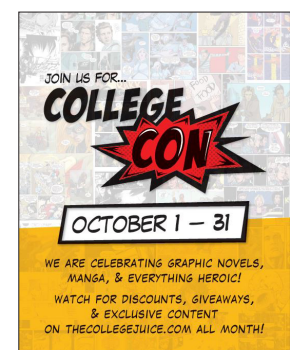
### HOLIDAY PARTY

- We will 'Bring on the Cheer' at your Bookstore when your campus community joins us for a holiday party. Students can take a break from studying and unwind with fun & festive activities. This is also the perfect time for students to sell back textbooks and return rentals, purchase holiday gifts for friends & family or start their own gift wish list.



### COLLEGE CON

- Can't make it to Comic Con? Your Bookstore will celebrate graphic novels, manga & everything heroic. Throughout October, students can visit your Bookstore for discounts, giveaways, activities & more. Plus, we'll have exclusive content from our publishing partners on our blog, The College Juice.

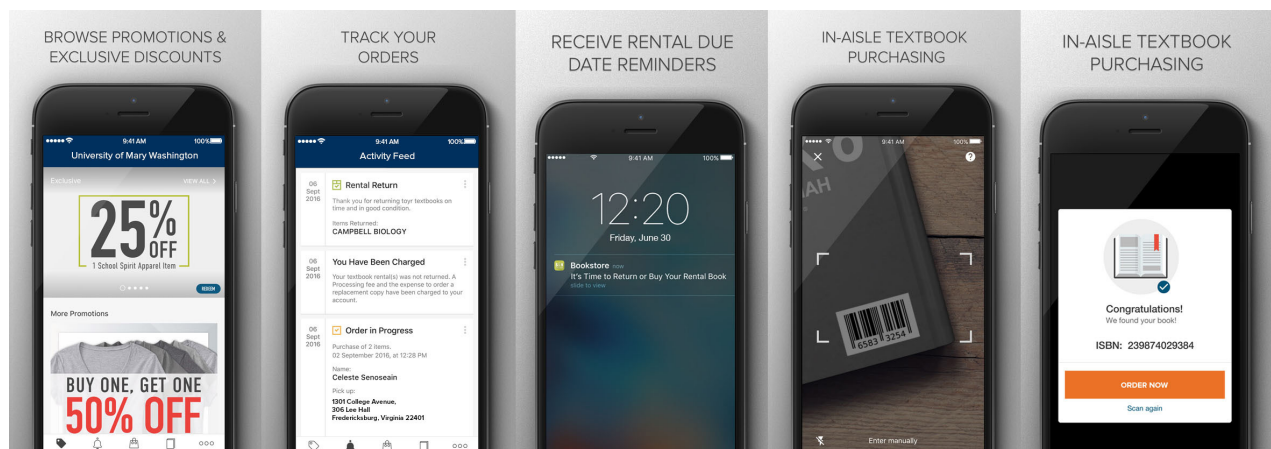


## MY COLLEGE BOOKSTORE MOBILE APP

We are excited to offer the *My College Bookstore App*. This platform is a perfect way for students to connect with the bookstore, making their shopping experience easy and convenient.

### Features of the App:

- Order Tracking – track and view history of all bookstore orders placed online and rental orders placed in-store
- Rental Reminders – get automatic notifications when books are due
- Exclusive Access – receive offers that are exclusively available to app users
- Content and Articles – receive helpful tips and articles via TheCollegeJuice.com, our student-focused site
- Event Notifications – find out about sweepstakes, promotions, sales, and events at the store
- Locking in the Sale Feature – gives students the ability to scan a barcode to purchase an out-of-stock textbook
- Customer feedback – answer questions about their bookstore experience allowing us to gather valuable customer insight



**BARNES & NOBLE** | **IGNITE**  
COLLEGE | **SUCCESS**

## THE NEW STUDENT CONNECTION

### PROGRAM OVERVIEW

As your strategic partner, we are committed to listening, learning and then acting on the needs of the students, faculty and campus communities we serve. When it comes to new students, research consistently tells us that students are looking for guidance, resources and affordable options for their course materials. As an essential support system for students, our Igniting the New Student Connection, initiative designed to connect and build relationships with incoming students from the moment they receive their acceptance letters and throughout their first year.



## FALL 2018 NEW STUDENT DIGITAL COMMUNICATIONS SAMPLE CALENDAR



**BARNES & NOBLE** | **IGNITE**  
COLLEGE | **SUCCESS**

## THE ALUMNI CONNECTION

### PROGRAM OVERVIEW

In 2013, we launched our successful Igniting the Alumni Connection engagement program, working with our campus partners and their Alumni Associations to help reinforce that important alumni bond. Our research showed that both recent grads and alumni want to stay connected to their alma mater, including their campus store, and this customized loyalty program helps them do just that.

Our program begins before your students even become alumni. We'll connect with your soon-to-graduate seniors to let them know about upcoming graduation fairs at the bookstore, the most convenient way for them to get their regalia and other exciting graduation items. Upon graduation they'll be automatically added to our alumni list, ensuring we don't lose the valuable connection we've created with them over their years on campus.

Once they've graduated, your alumni will receive emails (see example over) customized to your school's brand and timed to milestone and nostalgia-invoking events, such as back-to-school, homecoming and graduation, as well as the holiday shopping season. Each offer will drive shoppers to a newly enhanced, alumni-specific page on your campus store website, fully customized with information and products that alumni find most valuable.



## ALUMNI WANT TO HEAR FROM US



Insights from Barnes & Noble College Survey

## OUR RESEARCH



## 10. Describe methodology for annual Grad Fair celebrations for Undergrad and Graduate candidates.

From caps and gowns to announcements, class rings and more, Barnes & Noble College would be honored to be University of Mary Washington's exclusive agent for the rental or sale of graduation items.

### PRODUCT & EVENT SUPPORT

Barnes & Noble College will work with your vendors and our trusted partners, including Oak Hall, Balfour and Framing Success to offer a wide selection of graduation products.

We will also host commencement fairs, regalia events, and ring days on campus, showcasing a host of graduation products, increasing excitement, and ensuring your students turn to the University of Mary Washington Bookstore for all their graduation needs.

- Class Rings – Barnes & Noble College will display class ring collections and samples in the Bookstore. After they browse in-store and decide on the perfect ring, your students can order in-store or online through Balfour or UMW's preferred vendor.
- Regalia – Your students and faculty will have the option to buy or rent regalia as approved by the University of Mary Washington. We will also have sustainable fabric gowns available for purchase as an option.
- Graduation Announcements – Your students will be able to order customized announcements online or they can select from a variety of generic announcements displayed in the bookstore.
- Diploma Frames – We will provide customized, University of Mary Washington-branded diploma frames in-store and online through Framing Success' website.
- **Best of all, Barnes & Noble College pays full applicable commissions on payments remitted by vendors for regalia sales and rentals, class rings and jewelry.**

### PROMOTIONAL SUPPORT

To promote your commencement fairs, regalia events, and ring days, the University of Mary Washington Bookstore will:

- Host a Grad Fair at the University of Mary Washington Bookstore and bring it to life with music, free giveaways, raffles, graduation cap decorating and a photo booth to capture these monumental moments for University of Mary Washington graduates
- Feature a curated Grad Collection on the Bookstore website that showcases graduation gifts, school spirit accessories and apparel
- Post status updates on the University of Mary Washington Bookstore Facebook and Twitter pages to engage graduating students and promote sales
- Partner with on-campus organizations such as Graduation Committee, Alumni Association, Career Services, Regalia Vendors and Yearbook Photographers
- Support your students as they celebrate their Graduation Day by partnering with the Commencement Committee to have a pop-up shop at the commencement venue featuring grad apparel, gifts and accessories and offering ground shipping for in-store customers who are from out of town visiting campus to attend commencement

### WHAT OUR PARTNERS ARE SAYING:

"It's our responsibility as an institution to really support our graduates and make sure they have everything they need to know for graduation. The bookstore has always been involved in that process from the point of view of robe rental and memorabilia, but by collaborating with the Alumni Association and Senior Council, the Grad Fair gives us an opportunity to provide one seamless pre-graduation experience in a central location. We aim to create not just a supportive environment at the bookstore, but also a reason to come in and celebrate graduation. As part of our Grad Fair, we offer refreshments, a raffle and music."

- Dr. Marsha Guenzler-Stevens, Director of the Adele H. Stamp Student Union at UMD

## 11. Describe return policy.

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### REFUNDS & EXCHANGES

Barnes & Noble College maintains a liberal refund policy which we feel is the best way to encourage repeat business and serve your students. Our standard refund policy is as follows:

#### TEXTBOOKS

The University of Mary Washington Bookstore will issue refunds in the original form of payment for textbooks purchased at the bookstore if returned in original condition, with original receipt and within the first week of classes. Within 30 days of the first day of classes, textbooks will be refunded with original receipt and with valid proof of add/drop.

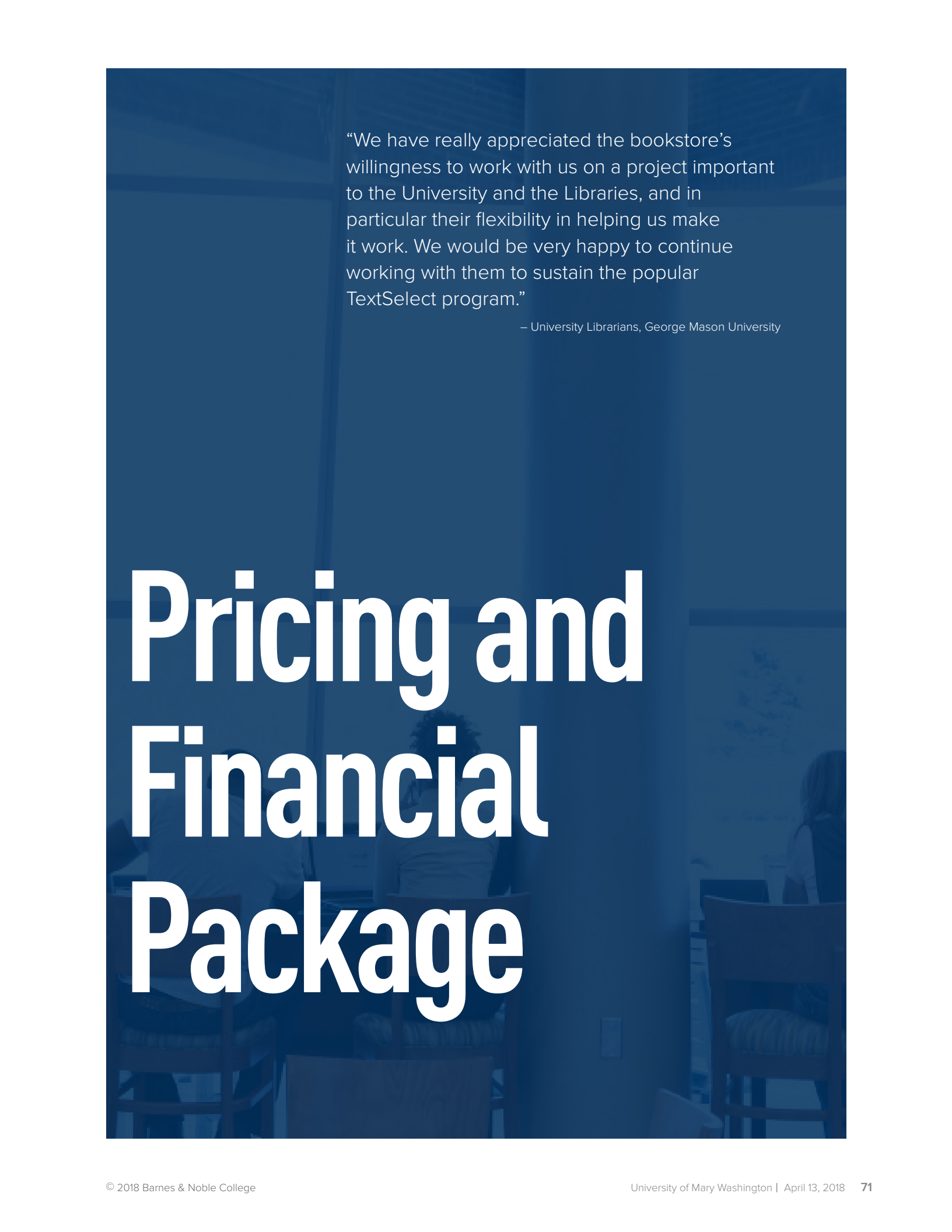
#### GENERAL READING BOOKS, MEDICAL & SPECIALTY REFERENCE BOOKS, SOFTWARE, AUDIO, VIDEO & SMALL ELECTRONICS

The bookstore will issue refunds in the original form of payment if returned in original condition, with original receipt and within 14 days of purchase. Opened software, audio books, DVDs, CDs, music and small electronics may not be returned for a refund, but can be exchanged for the same item if defective.

### ALL OTHER MERCHANDISE

The bookstore will issue refunds in the original form of payment any time during the term for other merchandise purchased at the bookstore if returned in original condition and with original receipt. If returned without a receipt, a store credit will be issued at the current selling price.

Food and beverages, unwrapped loose leaf books, activated eBooks, custom course materials, outlines, study guides, school guides, magazines and prepaid cards are non-returnable.



“We have really appreciated the bookstore’s willingness to work with us on a project important to the University and the Libraries, and in particular their flexibility in helping us make it work. We would be very happy to continue working with them to sustain the popular TextSelect program.”

– University Librarians, George Mason University

# Pricing and Financial Package

## 12. A plan to facilitate a streamlined process for textbook sourcing including:

### a. Cost effective options for students

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#### **AFFORDABILITY LEADER**

Barnes & Noble College has been the clear leader in providing affordable course material options to millions of students nationwide. Our suite of options includes:

#### **PRICE MATCH PROGRAM**

Our aggressive Price Match program ensures that students get the best prices available on their course materials by providing price matching on textbooks advertised or offered from local brick-and-mortar bookstores or online retailers (i.e. Amazon). This program gives students that extra peace of mind that they can shop with confidence and know they are getting the exact course materials their professors selected — at the lowest possible price.

#### **INNOVATIVE OER COURSEWARE**

Our OER Courseware platform lowers the cost of learning materials is customizable, easy for faculty to adopt and ensures your students have the course materials they need for academic success. Our OER Courseware solution provides a complete, turnkey solution that combines high-quality OER — such as OpenStax — with student and instructor hands-on support and critical performance indicators at the chapter and learning objective level.

#### **FIRST DAY INCLUSIVE ACCESS**

With our inclusive access program, students' required learning materials for a particular course — or an entire department or program — can be included in the cost of tuition at a much lower cost. This makes it simple for students to get the exact course materials they need, at an affordable price, ensuring they are prepared for class — promoting both student success and retention.

#### **USED TEXTBOOKS**

Our investment in MBS Textbook Exchange, one of the nation's largest used textbook wholesalers, will give University of Mary Washington access to the most used textbooks in the industry. MBS serves the entire industry with its sophisticated inventory management technologies, efficient highly-sophisticated warehousing systems, efficient distribution channel and superior used book selection.

#### **LARGEST INVENTORY OF RENTAL BOOKS**

Your students will not only be able to choose from the industry's largest inventory of rental titles and save from 50 to 80% off the cost of a printed textbook. Our rental program delivers the most expansive title list possible while offering the most choices and savings for students.

#### **FLEXIBLE PRICING STRATEGY**

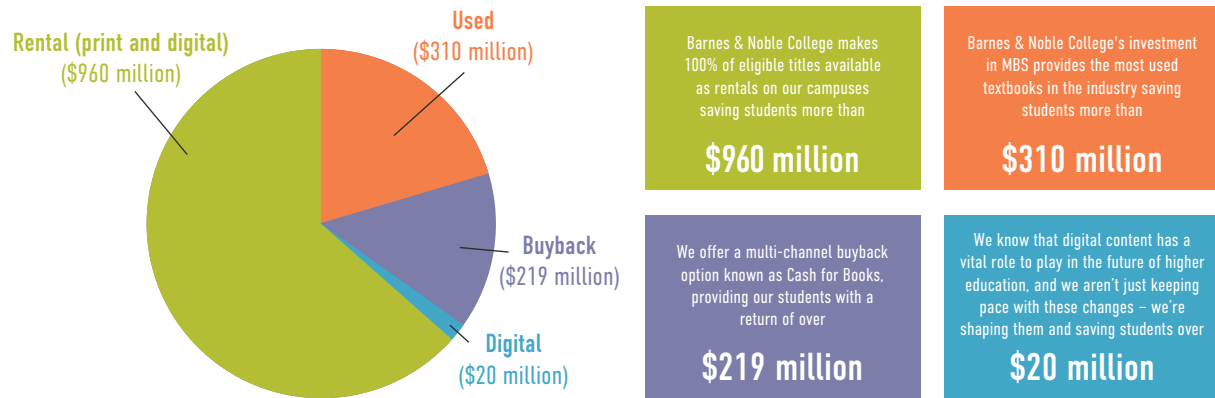
Our dynamic flexible pricing strategy allows us to dramatically grow the number of rental titles we offer and gives students even more competitive savings. We do this by conducting a detailed evaluation of the titles in use across all campuses we serve, looking at past usage, faculty requests for newer editions or use for multiple terms as well as other factors. This analysis enables us to assign the best possible rental price, with new books typically renting between 35-50% off and used books renting between 50-80% off.

#### **DYNAMIC DIGITAL LEARNING**

eTextbooks are also an important component of our affordability initiatives. Our Yuzu eTextbook reader offers the University of Mary Washington community access to over 1 million digital titles through our key strategic eBook platform partnership with VitalSource Technologies Inc.

— BARNES & NOBLE COLLEGE SAVED STUDENTS MORE THAN —

# \$1.5 BILLION\*



\*FY13-FY17. Savings based on new list prices.

**Affordability Leader:** Barnes & Noble College is a leading provider of complete educational solutions for students and faculty, delivering innovative and affordable educational programs and services that improve student academic success. Through our rental, digital and used textbook programs, Barnes & Noble College has saved students more than \$1.5 billion dollars over the last five years.

## c. An evaluation of mobile operations for potential off-campus opportunities, such as athletic events and off-site museums

### MOBILE POS SUPPORT

Our HP Tablet solution is a portable register that allows for online transactions to both credit card and campus card providers. This solution allows the user to operate this register both hardwired to your campus store's in-store network or remotely over a secured cellular connection while maintaining the same PCI compliance as when the system is operating within the store.

The HP Tablet Solution (POS-GO) includes the following components:

- An HP Tablet
- An HP Docking station
- A STAR Bluetooth printer with it's power supply
- A Verifone MX915 with it's cable
- A Zebra DS9208 scanner with it's cable
- A compact keyboard
- A manual cash drawer
- Travel bag for register

This register allows the flexibility of being used in store (as a register perhaps while hard wired) and at any off-site events where the user can get a cellular signal.



The register will also has the ability to run off-line in the event a good cell signal does not exist. Your team simply brings the register back to the campus store and plugs it in to upload the sales.

### BRANDED TRAILER SUPPORT

Additionally, we will provide your store team with a branded trailer to support both game day operations for your athletics teams and events such as graduation, buyback and move in days.



Georgia Tech Game-Day Trailer





Penn State Game-Day Trailer



## d. Suggestions to enhance the text book sourcing experience for students

### TEXTBOOK RESERVATION PROGRAM

Our comprehensive textbook program allows University of Mary Washington students to easily reserve and purchase their textbooks and course materials either in-store or online.

The Bookstore website offers a seamless textbook reservation process to enable students to find the materials they need by simply selecting their course and section number from a drop-down menu, adding their preferred format to their online shopping cart, and selecting their method of delivery.

Your students can choose to have textbooks shipped directly to them or simply pick them up at the University of Mary Washington Bookstore.

### CAMPUS CONNECT TECHNOLOGIES



Barnes & Noble College offers a number of different course materials programs, including:

### FIRST DAY INCLUSIVE ACCESS SOLUTION

We offer an inclusive access program with our First Day Program. This initiative program allows students' required textbooks – in all formats – and all course materials for a particular course or program to be included in their cost of tuition. Enhancing affordability for students will aid in your mission to retain students and support greater academic success. As your partner, we share this mission.

**Kentucky community & technical college system (KCTCS) implemented our first day inclusive access model for over 1,000 courses across their 16 campuses, resulting in over \$1,000,000 in sales at an average student savings of 20-50%.**

We have the economic buying power to help keep costs lower, while delivering the necessary course materials to your students, and if desired by your campus, can implement this dynamic initiative by integrating it with University of Mary Washington's LMS. Our First Day Inclusive Access Solution can be tailored to meet the needs of your students and administration. As a class or section approach or on an individualized student basis, First Day has the flexibility to be calibrated to meet your campus needs.

### What are the Benefits of First Day?

- Students are prepared on the first day of class with all their required materials, leading to greater student success.
- The price students pay can usually be significantly reduced.
- Students can use their financial aid to cover the course materials costs.
- Students easily select their items on the bookstore website and choose the delivery option.
- Faculty can rest assured that all of their students will have the correct required course materials, and will not fall behind due to missing materials.
- Faculty know that their students are getting affordable materials.
- Only students registered for that course will be able to order the First Day materials as part of this program.
- First Day results in 100% sell-through.

## **MULTI-PLATFORM LMS INTEGRATION STRATEGIES**

Extensive research shows that textbook integration and the ability to save students money are two factors that make using an LMS more attractive to students and faculty. Faculty want the time and effort they spend integrating their course materials in learning management systems to result in better experiences for students.

Our LMS Integration solution will allow your faculty and students to more easily discover, purchase, and access their digital materials.

The benefits of LMS Integration include:

- Single Sign On with *FacultyEnlight* and the bookstore website
- Seamless integration into your courses
- Savings for students when faculty use the tool to easily submit their adoptions early
- Student required materials are available to order, right at their fingertips

## **REAL-TIME STUDENT FINANCIAL AID MODULES**

We provide a sophisticated, proprietary Student Financial Aid (SFA) platform that leverages cutting-edge technology to simplify the management of financial aid

transactions — making it simple for students to get the materials they need and easy for administrators to work with us.

Our customized solution works seamlessly with all financial aid systems and all types of financial aid, including Pell, Federal, VA, and school aid.

## **SIMPLE REGISTRATION INTEGRATION ORDERING SYSTEM**

Our Registration Integration solution is convenient, simple and seamless for students as their shopping cart is automatically populated with their course material needs. Students select the affordable option (rental, digital, custom, used and new) that best suits their learning style. School supplies, electronics and University of Mary Washington spirit products can be added to their cart before proceeding to check-out using multiple forms of tender (student financial aid, debit and credit cards, and bookstore gift cards). Registration Integration also supports our partners in complying with federal HEOA legislation.

## **ENROLLMENT FEED**

Enrollment Feed integrates your registrar directly into our text management system and will help your Store Team identify when a section is added or a class over enrolls, so additional copies can be ordered as quickly as possible, limiting out of stocks.

## e. Suggestions to increase university merchandising on campus and throughout the community.

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Barnes & Noble College's unique and successful merchandising strategies combine local empowerment and insight with national expertise and resources.

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In addition to feedback gathered from student and faculty surveys, we will arm your store management with national trend insights gathered from our Barnes & Noble College Insights<sup>sm</sup> platform, which consists of thousands of students, alumni and parents across the country and Fast Forward, a nationally recognized research firm specializing in the college demographic and trend cycles.

### THE POWER OF LOCAL DECISION MAKING BACKED BY NATIONAL EXPERTISE

Local decision making ensures the Bookstore team selects the products that best fit your campus, including colors, graphics and size options, ultimately increasing sales at your store. Your Store Team will also introduce new vendors and product recommendations into their assortments, flexibility that is again unique to Barnes & Noble College.

The Bookstore team will benefit from the analytics they receive from our Home Office general merchandise planning and allocation teams, allowing them to harness the wealth of data we collect from our over 782 bookstore locations. This data is used to help establish benchmarks across school type, region, and the socio-economics of our partner institution's student base to help your management team forecast sales and trends.

We will also use analytics for the replenishment support we provide your team, keeping the University of Mary Washington Bookstore in stock on a daily basis – with pre-defined core products. This frees your team to concentrate on the unique merchandise needs of the University of Mary Washington community, and not get bogged down in daily or weekly reorders of notebooks, scantrons, and other standard school supplies.

Color, graphics and sizes, however, will be made locally by your on-campus management team. This local decision-making authority is unique to Barnes & Noble College and is not offered by any other vendor in the industry. This local autonomy will allow your Store Team to drive emblematic/logo merchandise sales better than any other company in the industry.

Our operational philosophy will drive sales through:

- **Local Connections:** Our Managers are focused on creating relationships across campus and strategically utilizing your school's academic and events calendar to support traditional events that generate sales, but also create University of Mary Washington-custom events with members of the community to add incremental sales.
- **Driving Excitement:** The University of Mary Washington community deserves to be welcomed to a new experience every time they walk through our doors. That is why we constantly refresh and remerchandise the sales floor with themed and curated displays to generate extra impulse sales.
- **Hyper-Local Offerings:** We specialize in offering select items for our hyper-local customers – working with student groups or campus organizations on graphic and color selection. Using our expertise in selecting appropriate gift items and silhouettes, we then promote new merchandise via the store's mobile app, social media and store-level marketing tools.
- **Innovative Store Layout:** We are constantly reinventing floor layouts, merchandise selection and promotional tactics that relate to current happenings on campus. Our management teams continually reevaluate the supply of merchandise, colors and graphics that outperform the rest, and immediately react to ensure product availability.
- **Extending the Store Experience Online:** We know our peak times for web activity — when students receive their acceptance letters, for example — and use this information to present a compelling and relevant experience for your students by engaging them through our social media platforms, mobile app and University of Mary Washington customized website.
- **Protecting the University of Mary Washington Brand:** Our visual standards are superior to most retail experiences. We want to make sure University of Mary Washington Bookstore customers are given

a first-class experience, not only in customer service but in how they are able to browse merchandise.

## NEXT GENERATION RETAIL STRATEGIES

Our ability to enhance your brand and increase general merchandise sales will be driven by our Next-Generation Retail strategies. We are constantly testing new trends in all categories of general merchandise based on detailed insights on student shopping preferences we gain through our student POV platform. Test programs allow us to quickly infuse the latest trends into our assortment, ensuring your offerings will always represent what is most current.

Our strategy also extends to your store's layout,

focusing on shopper engagement through eye-catching impulse zones and flash sale pop-ups, as well as displays prominently featuring product tie-ins for current on-campus events or the latest campus retail trends. These exciting in-store promotions feature products your community wants and needs, and are drawn from within your store's standard assortment, brands and categories, not one-off product placements. All promotions are backed by our omni-channel marketing campaign through our student blog The College Juice, Facebook, Instagram, bookstore mobile app, and email blasts, that will drive traffic and revenue to your bookstore.

# MULTI-CHANNEL EXPERIENCES



## EMAIL

Last year's Cyber Monday generated \$1.1 million from email alone



## MOBILE

760,000+ mobile app downloads



## E-COMMERCE/ SEARCH

Online GM sales of \$42 million company-wide in FY17, up 35%



## IN-STORE

15% increase in spirit apparel sales when transitioning from our largest competitor



## SOCIAL

Nearly 940,000 Facebook fans nationwide

## EMBLEMATIC/LOGO MERCHANDISE

As the largest seller of emblematic clothing and gifts in the college marketplace, we bring the best in customized school spirit apparel and merchandise – in a range of styles, colors, graphics and price points – from leading brands like Under Armour, Adidas, Nike, Champion and our proprietary brand, Red Shirt.

We are forward-thinking retailers who continue to invest in product innovations that will resonate with your campus and offer the products your students want, including our proprietary Red Shirt brand and our successful partnership with League Collegiate Outfitters. We're also currently exploring entry into an exciting product development cycle with Under Armour, global leader in performance footwear and apparel.

When evaluating supplier partnerships, we value speed-to-market and ease of replenishment to allow us to react quickly to the changing needs of our customers and the campuses we serve. We also think it is equally important to ensure that all merchandise sold in our stores are manufactured responsibly, which is why we require all vendors to adhere to the Fair Labor Association (FLA) Code of Conduct, requiring strict adherence to workers' rights and not selling merchandise manufactured in sweatshops.

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**Barnes & Noble College brings an average increase of 15% in spirit apparel sales in the first year of operation when transitioning an account from our competitor and maintains a 6% increase in the second year.**

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## SPECIALTY & HIGH-END GIFT SELECTIONS

To cater to University of Mary Washington alumni and fans, we will also provide a selection of specialty and high-end gift items to promote the University of Mary Washington brand. We will work with you to determine the right mix of products for your unique community.

Possibilities include:

- Clothing and accessories from Columbia Sportswear Company, Cutter & Buck, Peter Millar, Vineyard Vines and Southern Tide
- Desk accessories from Cross
- Drinkware from Riedel Stemware
- Health and beauty aid products from Clinique
- Jewelry and accessories from CSI, Solvar, Ben Silver, Smathers & Branson, and M. LaHart & Co.

## MUST-HAVE SUPPLIES

To fully support your academic mission, the University of Mary Washington Bookstore must stock general school and office supplies and specific materials and tools required for various curricula such as biology, chemistry, and the fine arts. Our wide range of vendor partners assures that whatever your curriculum requirements; the University of Mary Washington Bookstore will carry all required supplies and tools — to the faculty's precise specifications — complemented by a robust school supplies department.

The University of Mary Washington Bookstore will offer:

- Extensive technology offerings, including laptops, headphones, covers/cases, media storage devices and computer and printer supplies – from top brands such as Dell, Hewlett-Packard, Acer, Memorex, JVC, Samsung and more
- Comprehensive trade and reference titles tailored to University of Mary Washington's curriculum
- Vital school supplies, from required technical materials to drawing papers and much more



## EVERYDAY BEST VALUE COLLECTION

The University of Mary Washington management team will not need to negotiate prices and terms with vendors. That is our job. We work diligently to ensure our prices are competitive. In fact, we regularly shop businesses outside the traditional college market to ensure our prices are industry competitive. Through a partnership with Barnes & Noble College, the University of Mary Washington Bookstore will plug into this network of savings, quality and value.



**Everyday Best Value Collection:** The University of Mary Washington Bookstore will offer students, faculty, staff and fans nationwide access to our Value Priced collection providing \$10 t-shirts, \$15 hats, \$20 sweatshirts, and many other University of Mary Washington spirit merchandise products priced for any budget.





Our core school spirit clothing assortment is enhanced through our Everyday Best Value Collection. Value Priced items are everyday great values and include our best sellers in men's and women's t-shirts, sweatpants, hooded sweatshirts, etc. They are both affordable and high-quality items that carry opening price points with an appeal across all demographics. These products, combined with the core assortment, offer multiple price-point options for University of Mary Washington students, faculty, fans and alumni.





Following is our apparel matrix to address multiple price points.



	STUDENT UNISEX	STUDENT WOMEN'S	ATHLETIC	ALUMNI
SPECIALTY ITEMS	47 Brand	47 Brand	Adidas* Nike* Under Armour*	Cutter & Buck Peter Millar Vineyard Vines
CORE ASSORTMENT	Adidas Alta Gracia Champion	Alta Gracia Blue 84 Champion League U-TRAU	Adidas* Nike* Russel Athletic Under Armour*	Champion
BEST VALUE	Alta Gracia	Redshirt**	Alta Gracia	Alta Gracia Redshirt**

\* Carried based on school's Athletic Department contracted on-field uniform provider

\*\* Barnes & Noble College exclusive brand

## PROMOVERSITY

In and out of the classroom, we are committed to delivering the tools, resources and support that will enhance the campus experience. With Promoversity now part of the Barnes & Noble College family, the University of Mary Washington campus will have access to a convenient new service that will help drive school spirit and raise funds for campus groups and organizations.

Promoversity offers high-quality merchandise and over 100,000 different promotional products that can be customized to UMW student groups, sports teams or other organizations. Promoversity combines program management and technology to deliver high quality solutions with flexible minimum order quantities as low as one item and the fastest production times with the best pricing. 95% of our products ship within one business day after artwork approval. Imprinted and embroidered apparel ship within five business days after artwork approval. Promoversity also will work with the University's licensing department to make sure all logos, etc., are printed according to University of Mary Washington's legal guidelines. Promoversity has created over 1,500 internal websites, allowing real-time product customization, all at no cost to these partners. A member of the Fair Labor Association, Promoversity provides a 100% satisfaction guarantee and a total solution for your campus.

### IGNITE YOUR FUNDRAISING WITH PROMOVERSITY



Since fundraising is a vital activity for many student and campus groups, Promoversity has taken its service to the next level with its "Ignite" program,

which offers a way for University of Mary Washington campus groups to design and sell their own fundraising merchandise. This program is perfect for non-revenue generating teams and student organizations to sell licensed products, while maintaining complete control

of the brand. All campaigns will go through the licensing approval process before the campaign can go live. It offers the ability to create fundraising web pages and see all currently active fundraising campaigns, as well as the status of each campaign.

#### Promoversity's Ignite program offers:

- Built-in branding and licensing controls
- Royalty collection
- School, sport and organization-specific merchandise
- Customized, school-specific website
- Unlimited campaigns per school
- Raise money without risk
- Pop-up store with no upfront costs or risks
- Product shipped in bulk or directly to customer



## CONNECTING TO UNIVERSITY OF MARY WASHINGTON E-PROCUREMENT SYSTEM

With Promoversity, Barnes & Noble College can connect with your e-procurement system. This partnership generates even more product awareness and makes it easier to purchase your Bookstore/ Promoversity product offerings.

To integrate more deeply with University of Mary Washington's organization we can:

- Contact your purchasing director.
- Ask if they use an e-procurement system.
- Find out which system they use and if they accept PunchOut Catalogs.

- Contact Promoversity with your school's e-procurement information.
- CoreXpand creates your PunchOut Catalog and connects to your school's e-procurement system.
- Buyers order products directly from within their system.

The PunchOut offers fiscal controls for University of Mary Washington based on department budgets, trademark and licensing controls and royalty revenue stream controls so that all potential funds flow properly back to the University.



## CONVENIENCE OFFERINGS

Our program is designed from the ground up for your students' convenience preferences. Our research shows that students typically spend \$23 a week on convenience items – across multiple locations. Through our research, we've also identified key trends in convenience, including:

- All Day Snacking
- All Day Breakfast
- Grab & Go
- Bold Flavors

A convenience store-within-a-store concept inside the University of Mary Washington Bookstore will bring them all together in one convenient location.

We will work with you to select a wide range of fresh and packaged foods and drinks – including organic, non-GMO options, vegan and gluten-free offerings, tasty ethnic fare and more – that will satisfy the diverse appetites and tastes of students at UMW.

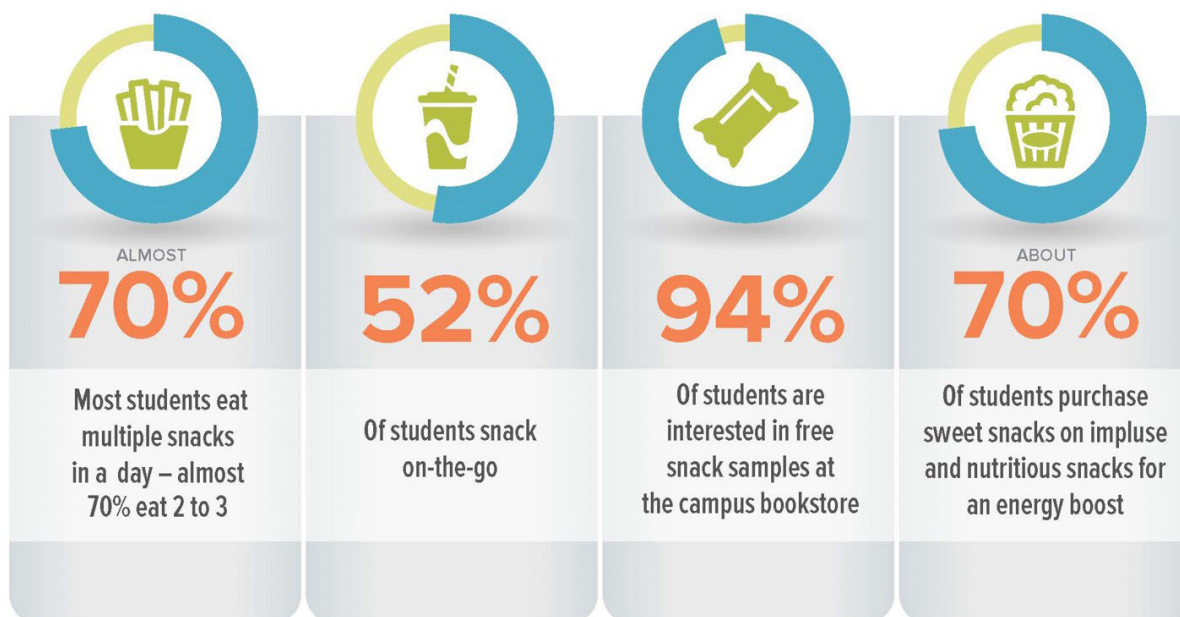
We are continuously updating our extensive menu and merchandise offerings based on our ongoing research on your students' eating and snacking on-the-go

lifestyles. Offerings include student favorites such as:

- Freshly prepared food, including low calorie and low fat options
- Breakfast and Heat & Eat shelf-stable products
- Snacks, candy and packaged baked goods
- Cold beverages, a juice bar concept, and slush frozen beverages

The selection carried will be built upon research on UMW student preferences and we will build relationships with local vendors to supply those fresh food options. By buying locally, we will not only support the surrounding community, but also ensure the University of Mary Washington campus remains abreast of local trends. Additionally, we will offer personal care items, over-the-counter pharmacy items and other personal essentials.

We will work with you closely in developing a selection of food, convenience, and health and beauty offerings that will not conflict with any existing food and vending service contracts.



**Listen, Learn & Act:** Recently, Barnes & Noble College fielded a survey to gain a fresh perspective on the snacking habits and preferences of college students. Close to 1,000 students on campuses nationwide participated in the survey, yielding a number of insights – both expected and unexpected – that guide our cafe and convenience programs.

## ENVIRONMENTALLY & SOCIALLY CONSCIOUS BRANDS

As a critically important issue for today's college students, eco-friendly products will always be available at the University of Mary Washington Bookstore, including reusable travel mugs, recycled notebooks, sustainable clothing and recycled and reusable tote bags.

We also are committed to protecting and upholding workers' rights. As a member of the Fair Labor Association (FLA) and its University Advisory Council, we only work with suppliers that adhere to the FLA's Code of Conduct and can certify this fact via documentation in our new/approved vendor packet. These efforts are important to our commitment to exceptional corporate citizenship and is equally important in helping protect the University of Mary Washington brand.

One example of this commitment is our partnership with Alta Gracia, a pioneer in ending the use of poverty-wage sweatshops. Alta Gracia pays its workers a living wage of three-and-a-half times the average salary of apparel workers in the Dominican Republic, and Alta Gracia workers are free to join a union without interference from management. With approximately 130 employees, the Alta Gracia factory has broken new ground in fair labor business practices.

Additionally, our proprietary Red Shirt clothing brand provides fashionable collegiate clothing at a price point accessible to students and is supplied by League Collegiate Outfitters. League is committed to paying its workers above local minimum wage, providing day care so mothers can have jobs without worrying about their children's safety, and subsidizing employees' breakfasts and lunches.

## EXPERT EXECUTION

To bring our stores to the next level as retailers we've invested heavily in enhancements to our already robust merchandise management system. Our College Oracle Retail Environment (CORE) is supported by the industry-

leading Oracle Retail Inventory Management System, which is used by many of the nation's largest tier-1 retailers.

This investment will benefit the University of Mary Washington Bookstore Team by:

- Offering real-time information about items, inventory and sales data, like flagging an under-performing graphic so it can be marked down to free up valuable sales floor space
- Allowing for comprehensive merchandise planning, analysis and allocation to keep your bookstore stocked with the most sought-after merchandise and apparel throughout the year, with an emphasis on critical busy periods like Fall and Spring Rush
- Facilitating the paperless exchange of data, making the Bookstore more sustainable

To further help the Bookstore team maximize your merchandise sales, we will also provide a comprehensive, online platform known as *ePlanner*, which includes the following monthly digital tools:

- Detailed product planning spreadsheets for all books and general merchandise
- Customizable in-store merchandising plan-o-grams and promotional materials
- Customizable email templates and effective strategies for highlighting merchandise online
- Thorough guidelines for conducting student sampling programs and other in-store events
- Flexible planning calendars for each week and month of the year

### **13. Offerors should provide multiple course material options that offer savings to students. Describe offerings and quantify savings to students.**

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We know that digital content has a vital role to play in the future of higher education, and we aren't just keeping pace with these changes – we're shaping them.

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#### **DIGITAL VISION & INNOVATION**

The development and implementation of the next generation of digital learning does not occur in a vacuum. Powered by our strategic digital partnership with VitalSource, a global leader in building, enhancing and delivering digital content, we are working closely with all the stakeholders on campus - students, faculty, publishers and administrators - in the digital content creation spectrum.

As we move forward we make sure to gather the insights needed to tailor our digital content and learning vehicles to the preferences of your students and faculty. We use multiple channels from our ongoing national trend research; our exclusive Barnes & Noble College Student POV initiative, an online panel of thousands of college students nationwide; Faculty POV, our online faculty community; and most importantly, our active involvement in your campus community.

Our research is showing the role of the traditional textbook is evolving and a healthy percentage of faculty members are adopting some form of digital content and pedagogy for their courses. Just as the textbook is a tool to aid the dissemination of information, so too, is content delivered digitally. Regardless of the content form, Barnes & Noble College continues to be the aggregator by assisting University of Mary Washington to navigate through all material formats and by providing easy access for students – just as we have always done.

#### **DIGITAL AFFORDABILITY**

Students and faculty alike tell us that the affordability of course materials continues to be a pressing concern. Fortunately, as the educational course materials industry transitions from print to digital, there are many opportunities emerging to reduce student costs.

Today, three publishers represent over 65% of course material sales. Over the next five years, these publishers will continue to perform a vital role in the creation of

learning materials. We are continuously strengthening relationships with them to drive further savings for the students we serve.

Two examples of our recent success in this area are our recently announced partnerships with major publishers McGraw-Hill and Pearson. On February 8, 2018 McGraw-Hill and Barnes & Noble Education announced an agreement to the distribution of McGraw-Hill Education e-content through inclusive access models (First Day) on campuses served by Barnes & Noble College, and the distribution of McGraw-Hill Education's new rental titles through Barnes & Noble Education's channels.

Similarly, on February 13, 2018 Pearson and Barnes & Noble Education announced an agreement to offer Pearson content through inclusive access models at both Barnes & Noble College and MBS Direct's nearly 1,495 physical and virtual campus bookstores nationwide, serving more than 6 million students and their faculty. In collaboration with Pearson Barnes & Noble College can now offer University of Mary Washington's students affordable access to high-quality course materials, including MyLab™ and Mastering™, Revel™ and eTexts, on the first day of class, at a savings of up to 70 percent.

These partnerships ultimately will result in greater utilization of digital format learning materials and high quality rental options, all of which means students will be better prepared for class in a more affordable manner.

#### **DIGITAL CONTENT**

Content, in all its forms, is our expertise. More and more, core learning materials are being augmented by products from non-traditional sources such as Open Educational Resource (OER) repositories, faculty authored content and interactive, multimedia content from a wide variety of providers. In addition, many faculty and institutions are exploring ways in which these materials can become not just supplemental, but the primary learning tools for course work.



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In partnership with XanEdu, *FacultyEnlight* allows faculty to combine the adoption of traditional materials with OER content available through the leading OER content providers such as:

- Coursera
  - Khan Academy
  - MERLOT
  - Nature.com
  - OCWsearch
  - YouTube Stanford Channel
  - YouTube Ted Channel
- 

As part of our commitment to student success, innovative steps are being taken to enhance our selection of low cost products through the incorporation of OER. Today we provide a link to MERLOT and XanEdu within *FacultyEnlight* and our future roadmap builds on this foundation. We will work closely with you to identify content that meets your faculty needs, then work with the third party providers to ensure we can provide that content within our platforms. This is something we do on each of the unique campuses we serve today.

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**Last year, faculty on campuses served by Barnes & Noble College used 240,000 unique titles across more than 9,000 different publishers. Digital and interactive products made up 40% of the units provided.**

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## ACCESSIBILITY

Through our partnership with VitalSource, Barnes & Noble College can provide University of Mary Washington with accessible solutions for learners of all abilities. VitalSource's reading system supports EPUB for Education (EDUPUB) standards, which brings the benefits of accessible classroom materials into the integrated learning environment. VitalSource recently expanded its accessibility agenda with new content, improved applications and increased collaboration with the accessibility community.

In fact, this past year VitalSource received an unprecedented achievement of 100 percent compliance with the industry-wide tests for accessibility on its Windows and iOS Bookshelf® platforms. With its long-held commitment to accessibility, the company is the first in its industry to reach this level of conformance with the EPUBtest.org evaluation of reading system accessibility.

## NEXT GENERATION READER



With our Yuzu eTextbook reader powered by VitalSource, University of Mary Washington students

and faculty will experience the following benefits from our next generation reader:

- Access content via mobile apps for iOS and Android smart phones and tablets, along with a web reading app
- Easily organize course materials by term and course
- Highlight, bookmark and add notes to course materials with an interface that's simple and easy to use
- Search notes and highlights or see them together on one screen
- Print capabilities
- Compliance with accessibility standards, including Text to Speech and Keystroke functionality
- Robust integration with LMS platforms

## LOUDCLOUD DIGITAL LEARNING PLATFORM




Our vision extends beyond the eTextbook. Our acquisition of LoudCloud, a digital learning platform and analytics provider, is the foundation of our suite of digital services. LoudCloud builds software focused on three pillars of student success: **Affordability, Awareness and Achievement**. Our solutions are designed to support campus partners, like UMW, in their mission to create an environment where students persist, learn and thrive.

- **Affordability** — by reducing the cost of learning we can make education more accessible.
- **Achievement** — by focusing on achievement we can help students see their progress and get the feedback and guidance they need.
- **Awareness** — by surfacing insights on student's performance we can help strengthen bonds and create a sense of community.



## OER COURSEWARE



**BARNES & NOBLE Education** | **COURSEWARE**  
powered by LoudCloud

**SMARTER OER. EASIER IMPLEMENTATION. BETTER LEARNING.**

**BNED Courseware lowers the cost of learning materials, is easy to personalize, and assures frictionless first day of class delivery.**

<b>Social Sciences</b>	<b>Business</b>
<ul style="list-style-type: none"><li>• Sociology</li><li>• Psychology</li><li>• Macroeconomics</li><li>• Microeconomics</li><li>• Developmental Reading &amp; Writing</li><li>• English Composition 1</li><li>• US History 1</li><li>• US History 2</li><li>• American Government</li></ul>	<ul style="list-style-type: none"><li>• Organizational Behavior</li><li>• Principles of Management</li><li>• Principles of Marketing</li><li>• Introduction to Business</li><li>• Entrepreneurship</li></ul>
<b>Natural Sciences</b>	<b>Mathematics</b>
<ul style="list-style-type: none"><li>• Non-Majors Biology</li></ul>	<ul style="list-style-type: none"><li>• Developmental Math (Pre-Algebra)</li></ul>
	<b>General</b>
	<ul style="list-style-type: none"><li>• College Success</li><li>• Public Speaking</li></ul>

**Barnes & Noble Education Courseware:** Since its pilot launch in September 2016, our Courseware has positively impacted both faculty and students, addressing key issues around affordability and personalization to drive better learning outcomes.

Our Courseware platform lowers the cost of learning materials, is easy to personalize, and ensures your students have the course materials they need for academic success.

Most OER (Open Educational Resources) is free. However we have seen, it falls short of faculty expectations. Our solution is more than just an eText. We provide a full range of ancillary materials to complete the eText and make it a whole course. Highlights include:

- Print is still important to students. Our solution, unlike most OER Courseware providers, offers both print and digital.
- Faculty's time is important. Our solution includes auto graded practice problems to ensure students are learning as they progress through the materials.
- Testing made easy. We have augmented the test bank to include ~1K questions per course. These questions can be used both within courseware and for offline tests.
- Customized course prep. Lecture slides making it easier for faculty to be ready for class with little up front effort.

- Complete support. Homework (discussion forums, writing prompts, etc.)
- Ease of access. Single Sign On & Gradebook Sync for Canvas, Moodle, D2L and Blackboard

Our solution ties all content and assessments to learning objectives so students are measured on the skills they obtain. This enables progress indicators for students to know how they are doing and analytic insights so your faculty can focus on the students that need help and the help that they need related to specific learning objectives.

For the 2017 fall semester, three colleges within the Kentucky Community & Technical College System took part in the Barnes & Noble Education (BNED) digital courseware program. More than 1,000 KCTCS students used BNED Courseware in courses ranging from psychology and developmental math to American history. In an initial follow-up survey, students shared positive reactions to the new courseware.

- 78 percent rated the overall Courseware experience as good or excellent.
- 86 percent said the textbook (eBook or print option) was either the same or better compared to other texts used in college.
- 74 percent said they watched all or nearly all of the videos included in the Courseware.
- 83 percent said the videos helped explain the concept.
- 85 percent used the self-checks included in the Courseware.

In semesters to come, KCTCS and Barnes & Noble College plan to expand this initiative — and develop additional programs and options to increase affordability and access for students. “We continue to incorporate new options for textbooks and other course materials to keep the cost of college as low as possible for our students,” said KCTCS President Jay K. Box. “Barnes & Noble College has been a great, innovative partner for us.”

## ANALYTICS

As part of our LoudCloud suite of services we offer LoudSight, a student success platform, which can tie student performance to course materials, thereby giving visibility into efficacy of content and impact on student retention and success.

LoudSight also provides a predictive score function based on student performance, participation and demographic data so advisors can focus on the students that need help before it is too late. Advisors can quickly understand the drivers of each student's risk because key data is pulled from various disparate sources (LMS, SIS, courseware apps) to tell a unified story about the student's status and profile.

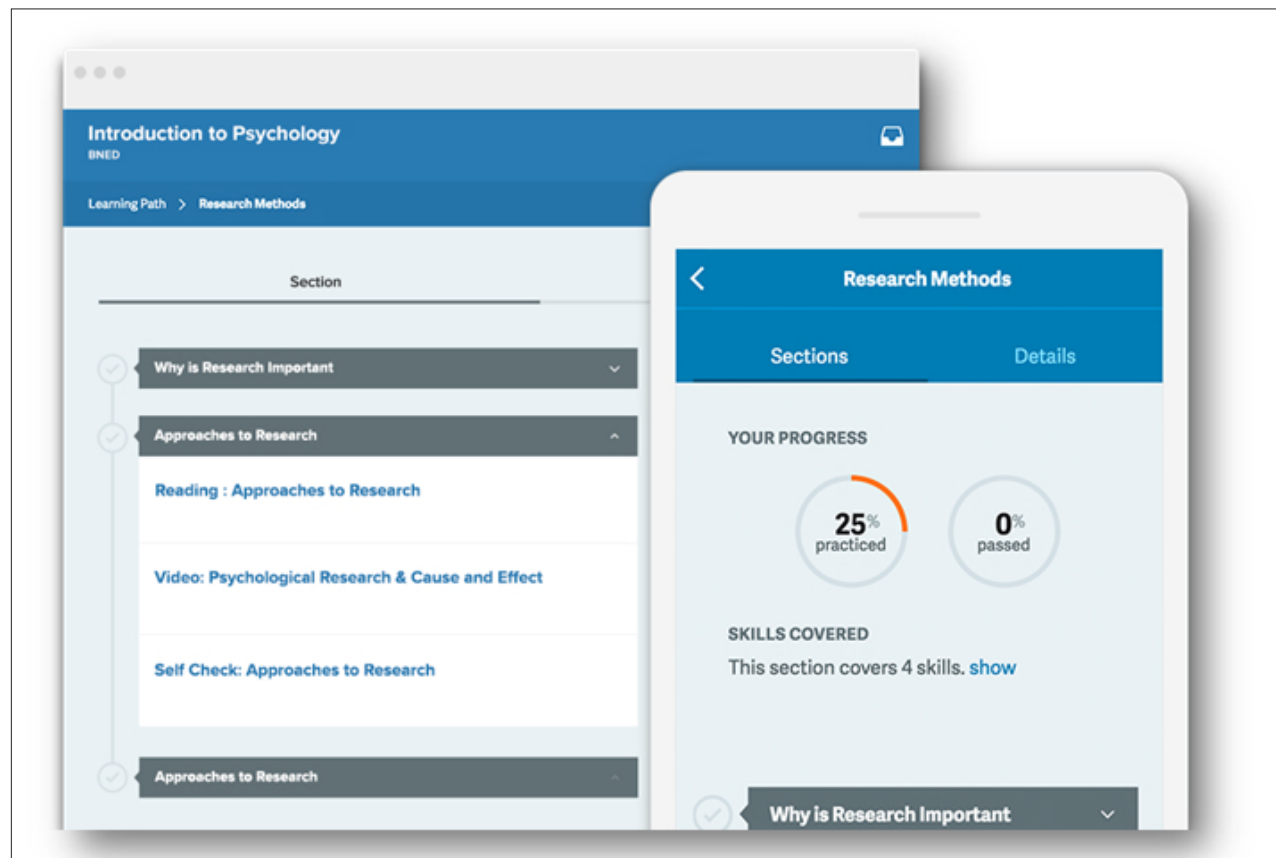
Finally, LoudSight provides student case tracking capabilities, so University of Mary Washington faculty and advisors can leverage automated alerts based on established performance thresholds, send personalized messages to communicate with students and track the impact of messages and interventions on student risk and performance.

## PORTLAND STATE UNIVERSITY SELECTS BNED LOUDCLOUD TO CO-DEVELOP DEGREE PLANNING PLATFORM

On October 17, 2017, Barnes & Noble Education, Inc. announced BNED LoudCloud has entered into a strategic partnership with Portland State University (PSU) to co-develop a degree planning platform, leveraging BNED's analytics platform, as part of the institution's reTHINK PSU initiative. The solution will ultimately help more students graduate on time with better pathways to employment and provide the university with long-term demand planning tools. LoudCloud's degree planning tool will allow students to chart a path to graduation, track their progress, understand the impact of their choices on financial aid, and adjust their plans to changing majors and career goals.

"We are excited to partner with BNED LoudCloud because of their eagerness to tackle the challenges students face, particularly around academic and financial planning, and how their analytics expertise can improve degree planning," said PSU's Vice Provost for Innovation, Planning and Student Success, Sukhwant Jhaj. "This degree planning platform will be transformational in helping students save time, save money and reduce stress."

Click NEXT for the full article.



**BNED Courseware:** Our Courseware platform lowers the cost of learning materials, is easy to personalize, and ensures your students have the course materials they need for academic success.

Our enhanced inclusive access program, branded First Day™, supports textbook access prior to the first day of class. This initiative allows students' required course materials – in all formats – for a particular course or program to be included in their cost of tuition as a fee.

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## FIRST DAY™ (INCLUSIVE ACCESS) SOLUTIONS

Enhancing affordability for students will aid in your mission to retain students and support greater academic success. As a partner of the University of Mary Washington we share this mission.

We have the economic buying power to help keep costs lower, while delivering the necessary course materials to your students, and if desired, can implement this dynamic initiative by integrating with your LMS. Our First Day Program can be tailored to meet the needs of your students and administration. As a class or section approach or on an individualized student basis, First Day has the flexibility to be calibrated to meet campus needs.

The benefits of First Day include:

- Students are prepared on the first day of class with all their required materials, leading to greater student success
- The price students pay is significantly reduced
- Students can use their financial aid or scholarship awards for course materials
- Faculty can rest assured that all of their students will have the correct required course materials, and will not fall behind due to missing materials
- Faculty know that their students are getting affordable materials
- Students have the opportunity to Opt-Out
- First Day results most often in 100% of students having access the first day of class

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**Our program provides average savings of:**

- **Print: 60% Average**
  - **eTextbooks: 50% to 70% Average**
  - **Publisher Courseware: 30% Average**
- 

## BILLING & OPT-OUT OPTIONS

Once implemented University of Mary Washington students will access their First Day materials through their “Bookshelf.” For digital materials, students will

see their materials as “inactive” until they click the material to access it, and students will have the option to opt-out of the program. Students who opt-in, will immediately access their materials. Students who opt-out, will be directed to a bookstore website to purchase their materials. For textbooks and physical materials, the student will be prompted to select their delivery preference – in store pick up or ship to their home address.

After the drop/add date, we will require the University to provide the final enrollment information for all students in particular courses participating in the First Day program for an audit to be conducted ensuring our data matches. We will use the enrollment data to charge the University for all students who have not opted out, and will use the total to update purchase orders with publishers. The publishers receive these final purchase orders and invoice Barnes & Noble College per the negotiated pricing. Barnes & Noble completely manages the program and ensures all accounting is performed to your high standards.

## REFERENCES

In the 2017 academic year, across 37 campuses, Barnes & Noble College delivered over 1,700 First Day courses, resulting in \$10.4 million in revenue, and ensuring over 138,000 students were prepared for the first day of class. We achieve this by partnering closely with administration on campus, receiving student registration and adoption data, and providing several communication options for delivery: direct links to be distributed by an instructor, email communications from the bookstore, or a direct link in the student's course in the campus LMS. All of these communications direct a student to their “Bookshelf” where they can activate and access their digital materials without the need for access codes. For textbooks and physical materials, the student will be prompted to select their delivery preference – in store pick up or ship to their location – and submit this information to the bookstore.

## KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

KCTCS is our longest running faculty opt-in First Day model launched in 2009. It spans all campuses in the KCTCS system, multiple publishers (Pearson, McGraw Hill, Cengage, Wiley, and Hawkes Learning) and a very large number of courses at a preferred pricing resulting in significant savings for interactive publisher courseware content delivered through the LMS.

Vikki Parman, System Director for Business Services  
(859) 256-3334 / vikki.parman@kctcs.edu

## HARVARD UNIVERSITY

Harvard is a good example of an entire course of study with all new print materials where students are shipped materials. They appreciate the concierge service their graduate students receive in this program.

Jamie Rauch, Program Coordinator Professional Education  
(617) 384-8077 / jamie\_rauch@gse.harvard.edu

## LEES-MCRAE COLLEGE

Lees-McRae utilizes First Day to deliver all course materials to all students. They use rentals to keep the cost extremely low. Students pay a flat fee excluding nursing students who pay a specific nursing bundle.

Suzette Fronk, Vice President, Finance & Business Affairs  
(828) 898-8809 / fronks@lmc.edu

## First Day™ Pricing Examples

TITLE	CURRENT PRICE	FIRST DAY INCLUSIVE ACCESS PRICE
KING - SCIENCE OF PSYCHOLOGY eBook w/ Connect	\$128.60	\$84.37
STERNBERG - COGNITIVE PSYCHOLOGY w/ COGLAB & eBook, MindTap	\$147.35	\$48.95
WELLS - PRINCIPLES OF FRAUD EXAMINATION eBook	\$251.00	\$56.25
MCCONNELL, BRUE & FLYNN - MACROECONOMICS eBook w/Connect	\$140.00	\$81.25
REECE, TAYLOR, SIMON, DICKEY & SCOTT - CAMPBELL BIOLOGY eBook w/Mastering	\$140.00	\$81.25
FELDMAN - POWER LEARNING eBook w/Connect	\$138.65	\$43.75
NICKELS - UNDERSTANDING BUSINESS eBook	\$163.80	\$62.50
ROSS, WESTERFIELD & JORDAN - FUNDAMENTALS OF CORPORATE FINANCE eBook w/Connect	\$192.85	\$121.90

Students have a variety of options for renting course materials, but the BEST option is renting from their school's official Barnes & Noble College operated bookstore. Renting from other sources involves some risk and added expense for students, including delays in shipment, delivery of the wrong materials, hidden shipping and handling fees, and the expense and hassle of returning textbooks through the mail, negatively impacting student preparedness and, ultimately, academic success.

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When you partner with Barnes & Noble College, you can be assured University of Mary Washington's students will choose their bookstore as their first choice for renting textbooks. Our top priority is to provide students affordable textbook solutions and savings with no confusion or hassles.

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**Barnes & Noble College makes 100% of our eligible titles available as rentals on our campuses.**

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- **Largest Inventory of Rental Books:** Your students will not only be able to choose from the industry's largest inventory of rental titles and save from 50 to 80% off the cost of a printed textbook, they'll also have access to and receive the exact rental textbook specified by their professor, because it will always be in stock along with a no-nonsense return experience. Our rental program delivers the most expansive title list possible while offering the most choices and savings for students.
- **Flexible Pricing Strategy:** Our dynamic flexible pricing strategy allows us to dramatically grow the number of rental titles we offer and gives students even more competitive savings. We will do this by conducting a detailed evaluation of the titles in use across all campuses we serve, looking at past usage, faculty requests for newer editions or use for multiple terms as well as other factors. This analysis enables us to assign the best possible rental price, with new books typically renting between 35-50% off and used books renting between 50-80% off.

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**Our rental program saved students more than \$217 million nationwide over the 2016-2017 academic year.**

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- **Right Textbook at the Right Time:** We will work closely with your faculty during the adoption process by educating and helping them select and submit their textbooks adoptions early through our online textbook adoption platform, *FacultyEnlight*. Through our close, on-campus relationships with faculty, we will find, purchase and stock the appropriate rental

titles for your students to be prepared for the first day of class.

- **Student Awareness:** Through our unique engagement programs such as our *Igniting the New Student Connection*, we can ensure University of Mary Washington's students will be informed about their textbook rental options. We communicate with your students through the channels they desire most, including emails, social media, new student orientation, campus signage and much more. In addition, our dedicated [bnctextbookrental.com](http://bnctextbookrental.com) site provides students with a simple and easy way to quickly search and find textbook rentals at their bookstore.

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**More than 5.48 million textbooks rented in the 2016-2017 academic year from our bookstores nationwide.**

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- **Hassle-Free Convenience:** Your students will be able to obtain rental materials in store or online through the University of Mary Washington Bookstore website, with the option to pick up their books in store for FREE or have them delivered. Note-taking and highlighting are acceptable, and your students can keep their books for the entire term.
- **Simple Payments:** Your students can rent textbooks in store or online; rent immediately upon registering for class through our Registration Integration solution; use their campus debit card, financial aid or any other form of payment; and access their materials through your LMS, including those already paid for as part of their tuition.
- **Return and Purchase Options:** We will track each student's rentals with robust customer communications, using timely email and bookstore app notifications that remind them of their return deadlines. If one of your students decides to keep a book at the end of the term, we will offer them an easy and convenient purchase option.



Committed to providing more affordable course material options, Barnes & Noble College will offer your students a significant library of used textbooks.

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While this format continues to be an important part of our affordable options, our multi-channel textbook program also features rental and digital options, which have begun to supersede used textbooks in terms of student savings.

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**Last year we offered used books for over 738,000 adoptions in our stores nationwide, resulting in over 5,928,000 used textbook units purchased or rented in our stores or on our websites.**

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We continue to collect a broad inventory of used textbooks through our buyback program and ongoing relationships with wholesalers.

## OUR BUYBACK PROGRAM

We will offer a multi-channel buyback option known as *Cash for Books*, which allows students to sell unwanted textbooks back to the bookstore for up to 50% cash back off the textbook purchase price.

We closely review each school's course information to identify materials that may be used again on campuses across the country. We then notify students who have purchased those titles that their books can be sold back to the store, which can be done in-store at any time during the year or at the end of the term.

We leverage on-campus signage, email, social media channels and the bookstore's website to inform students of this option.

As a result, next year's students will be able to rent or purchase used titles at a discounted price, giving all students the opportunity to save money through used textbooks.

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**In the last year, we returned a total of \$20.2 million in cash to students on campuses nationwide through this program.**

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## MBS TEXTBOOK EXCHANGE

Our investment in MBS Textbook Exchange, one of the nation's largest used textbook wholesaler, will give University of Mary Washington access to the most used textbooks in the industry. MBS serves the entire industry with its sophisticated inventory management technologies, efficient warehousing systems and superior used book selection.

MBS processes more than 13 million books each year and has more than 300,000 textbook titles in stock at any given time. It fills and ships more than 99% of all orders within 24 hours.



MBS Textbook Exchange Warehouse Facility

## 14. Outline how Contractor would coordinate buyback structure and procedures; how are prices paid to students determined?

### TEXTBOOK BUYBACK POLICY

We will buy books back from your students under the following terms:

- At 50% of the customer's purchase price, if the bookstore has been notified that the book will be used the following term and if the store is not overstocked
- In the absence of such notification, or if the book will not be used for the following term or is to be replaced shortly by a revised edition according to an announcement of the publisher, at the wholesale price

### CUSTOM BUYBACK

Custom buyback is our way of ensuring we don't have to say "no" to students when they want to sell their

used textbooks back to the store. We closely review each school's course and book information and identify those books, which are not used nationally, but may be used on a few campuses across the country. Typically, these books would not have any national cash value to students, because demand is so low, but they would have value in limited quantities.

By identifying where these books have been used, we can pay cash back to students on that campus alone. Custom buyback allows us to give more money to students, get those books (in limited quantities that meet the limited demand) into the used book market and save students more money when they purchase their books.





## 15. Describe Contractor's plan to purchase existing inventory. See Attachment D.

### INVENTORY PURCHASE TERMS

Barnes & Noble College is pleased to purchase your bookstore inventory under the following standard guidelines.

#### NEW TEXTBOOKS

- All new textbooks – in quantities not exceeding normal course requirements – formally adopted for the following term and on-hand at the time of inventory, will be purchased by Barnes & Noble College at cost.
- All excess textbooks not accepted for return will be purchased by Barnes & Noble College at the current wholesale price.
- When determining overstock for adopted textbooks, new textbooks will take preference over used. For example, if the adoption for the ensuing term calls for 40 texts and the bookstore has 30 used texts on hand and 15 new texts on hand, then five of the used texts would be considered overstock.

#### USED TEXTBOOKS

- At the time of inventory, all used textbooks on hand that are formally adopted for the next term – in quantities not exceeding normal course requirements – will be purchased at cost.
- All excess adopted used textbooks will be purchased by Barnes & Noble College at the current wholesale price.

#### TRADE, PAPERBACK, TECHNICAL & REFERENCE BOOKS

- All trade, paperback, technical and reference books in clean and salable condition, less than six months old, will be purchased by Barnes & Noble College at cost.
- Books not in clean and salable condition, or more than six months old, will be set aside and purchased by Barnes & Noble College at a mutually agreeable price.

#### SCHOOL SUPPLIES & GENERAL MERCHANDISE

This category includes all items not previously mentioned, including soft goods, art supplies, office supplies, general supplies, greeting cards, stationery, etc.

All of the above supplies and merchandise in clean and salable condition – up to a six-month supply – will be purchased by Barnes & Noble College at cost. Greeting cards in the excess of a six-month inventory will be purchased at 50% of cost.

Items not in clean and salable condition or more than six-months old, will be set aside and purchased by Barnes & Noble College at a mutually agreeable price.

#### REPURCHASE OF INVENTORY

- Should University of Mary Washington terminate the bookstore operations contract, then University of Mary Washington shall repurchase, or require a new contractor to repurchase, the bookstore inventory under the same terms as purchased by Barnes & Noble College.
- In the event of cancellation of the contract, University of Mary Washington shall purchase, or require a successor contractor to purchase, Barnes & Noble College's rental inventory outstanding at the time of the transition, at the buyback value (50% of the retail price).
- In the event of termination of the contract for any reason, University of Mary Washington shall provide (1) a secure space in or near the bookstore during the last two weeks of the then-current term or semester to allow Barnes & Noble College to collect from students outstanding textbooks on consignment owned by the publishers and (2) reasonable support related to such returns, including but not limited to communications to students. Alternatively, if University of Mary Washington chooses not to provide such space and support, University of Mary Washington shall assume and be wholly responsible for all of Barnes & Noble College's liability to the publishers related to the textbooks on consignment during the applicable term or semester, including but not limited to financial obligations with regard to the returns or non-returns of textbooks.
- Should University of Mary Washington change logo or contracted athletic apparel provider/licensee, University of Mary Washington will either give Barnes & Noble College six months written notice or will allow Barnes & Noble College to automatically deduct from commissions due, the cost of unsold emblematic merchandise.

#### PAYMENT OF INVENTORY

Barnes & Noble College will pay for all inventory in two equal payments:

- 50% within 60 days after the completion of a physical inventory
- 50% within 120 days after the completion of that inventory

“Our experience with Barnes & Noble College has proven that our decision to award B&N a contract was the best decision for the University of Maryland. Our relationship is truly a partnership as they have become part of the “family.” I highly recommend Barnes & Noble to any college or university considering private bookstore options. The professional management provided is unparalleled and they are always striving to do better.”

– John Zacker, Assistant Vice President for Student Affairs at University of Maryland

# Plan and Methodology

## 24. Describe sourcing methods and their relation to course materials costs to students.

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Barnes & Noble College will purchase and hold all inventory required to support the enrollment requirements of the University of Mary Washington. The quantity of inventory procured is based upon several factors. These include the anticipated course enrollment information provided by you, the historical ordering data possessed by your campus store, and any updated information you provide on confirmed registrations.

The initial source of inventory will come from two main sources. First, we will review for possible purchase a list of remaining, nonreturnable, readopted inventory stocked by your current campus store. We will purchase inventory, based upon our inventory position, that is readopted and salable for upcoming courses and issue a price quote on each title. We may also purchase and list on the price quote non-adopted titles that have a resale value for our wholesale division. Readopted, new book titles are purchased at standard publisher cost. Used books will be quoted based on our current values. Second, we will procure inventory from current students during our buyback events.

Our system next searches wholesale division's wholesale inventory to see if any copies (new or used) of the title are on hand and available. Any copies

available are transferred immediately and reserved. If the quantity desired is not yet filled, an Acquisitions Specialist at our wholesale division issues a purchase order to the appropriate vendor to procure the necessary stock on all requested inventory, including non-returnable items. Most orders are forwarded electronically via PUBNET, an industry standard EDI solution. Orders are also acknowledged via this network. We also work with other distributors and wholesalers to ensure that sufficient stock is available. In addition, we work with vendors that specialize in customizing course material content. Regardless of the vendor, we have the contacts and relationships with nearly every possible vendor with whom the University may work to develop course materials requests.

Our inventory procurement process also focuses on maximizing the number of used books available to your students. Our warehouse inventories up to 8 million volumes of course materials and up to 80% of those volumes are used books. The availability of used books from Barnes & Noble College is one of the most important aspects of how we will save your students money on textbooks. We will provide "Grade A" used books with intact covers and all pages. In addition, there will be no excessive highlighting or margin notes.

“Our relationship with Barnes & Noble College started off extremely well. [Our Store Manager] has had a very customer-driven focus. Some of the things that she has done and taken an initiative to promote is one-on-one contact with faculty, which has been extremely important for us in developing that relationship between the faculty and the bookstore to support our students. She has also gone out and become very visible on our campus, partnering with our student activities group.”

— James Perkins, Director of University Services at Radford University

# Exceptions to Terms and Conditions

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

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##### **RFP PAGE 17/18, SECTION A.5**

##### **CRIMINAL BACKGROUND CHECKS OF PERSONNEL ASSIGNED BY CONTRACTOR TO PERFORM WORK ON UMW PROPERTY**

Barnes & Noble College will provide background checks on campus store employees based in the same manner provided to our other Virginia partner institutions such as Virginia Commonwealth University, College of William & Mary, Longwood University, George Mason University and Radford University.

“The bookstore is a great partner for helping us expand our brand and spread the spirit of William and Mary. We have a very strong alumni following, and they’re always very passionate about supporting us. Athletics gives an outlet for people’s passions, and our Tribe Shop helps provide them with that very visual support of showing their school pride.”

– Spencer Milne, Assistant Athletics Director for Marketing, Promotions  
& Ticket Services for William & Mary

# Other Information



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

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Barnes & Noble College will bring a comprehensive athletics merchandise program to your campus that leverages innovative promotional campaigns and trend-setting products to ensure that Eagles fans get the most out of every sports season. With support from our Home Office, your Store Manager will work closely with your athletics department to design a program to maximize sales and increase school spirit. The University of Mary Washington Bookstore will be THE destination for athletics, tailgate and homegating products including apparel, gifts and accessories.

---

### IN-STORE & ON-SITE SUPPORT

Since the key to success is preparation, your Store Manager will meet with your athletics department before each season to:

- Set sales goals, review merchandising strategies and establish processes
- Understand the merchandise preferences and ideas of your coaches, athletic officials and student athletes
- Analyze last year's marketing plans to customize the strategy for each game
- Review inventory to determine the most popular merchandise on your campus

### IN-STORE EXCITEMENT

Your Store Team will create an exciting atmosphere in your bookstore using customized banners, athletic merchandise displays, spirit stickers and special events and promotions.

On Game Day, your Store Manager will:

- Adjust store hours and product selection to capitalize on weather changes, afternoon and evening games, and social events, such as Family Weekend Pep Rallies, Homecoming, Alumni Weekends, and Championship games
- Fully stock the store with special t-shirts in campus colors for Color Out events and other custom Game Day merchandise
- Support University of Mary Washington fans with items such as salt & pepper shakers, serving dishes and glassware for Homegating—hosting a tailgate party for a big game in the comfort of their own home

- Create a pep rally atmosphere in-store, featuring fight songs, team videos and a live pre-game feed to attract your fans
- Coordinate with your athletics department to arrange in-store appearances by Sammy D. Eagle and University of Mary Washington cheerleaders

### THE STADIUM EXPERIENCE

Our teams of merchandising experts, designers and store planners have created functional, attractive stadium stores, kiosks, trailer solutions, and integrated solutions for pre-existing concession stands to provide merchandise – right at the game.

With a keen focus on your school's history, athletic facility architecture, traffic patterns and culture, we are equipped to design the best in-stadium and on-site solutions to deliver fast service and build revenue on Game Day.

### RETAIL EXCELLENCE IN OVERTIME

When a University of Mary Washington team heads to the championship, our retail experts will continue capitalizing on their success – literally overnight. Using our proven three-tiered vendor approach, your management team will: Contact your on-field and on-court providers to pre-plan styles to support a special event

- Fill merchandising gaps with our own trusted providers, including Champion and many others
- Supplement immediate needs with TL Sportswear, which has numerous printing facilities throughout the country and can deliver products on 24-hours' notice

## IGNITING THE ATHLETIC CONNECTION MARKETING CAMPAIGN

Your Store Team will be ready to provide you with all the assets needed to drive athletic and tailgate sales. All marketing assets will speak to the passion, loyalty, and pride Eagles fans have for your team and remind them “it all starts with a t-shirt, the one that let’s everyone know you stand behind the team.”

The Home Office marketing team is geared up and ready to provide your store with all the assets they need to drive athletic and tailgate sales. Our marketing activities are omni-channel and include email, web, social, and in-store components.

### EMAIL MARKETING

The Home Office marketing team will support University of Mary Washington athletics and your Store Team by sending out emails to students, parents, and alumni to support the athletic season. The emails will be customized with University of Mary Washington logos, colors, and products and sent out in advance of the season’s kick-off, key games, Homecoming, and more.

### SOCIAL MEDIA MARKETING

There is no better time to grow your store’s social media presence than during the athletics season, when school spirit runs high and campus pride is particularly pervasive.

Social media updates will be posted at the local level by your Store Team to capitalize on this spirited time of year. By leveraging social media accounts, including your bookstore’s Facebook, Twitter, and Instagram accounts, your Store Team will connect with students and fans – and to drive sales!

## WEBSITE & BOOKSTORE APP

The University of Mary Washington Bookstore website will feature a “Gear Up for Gameday” Collection. This page will contain athletic and tailgate gear specifically curated to promote game day spirit. The Gear Up for Gameday Collection will also be featured in the promo feed on the University of Mary Washington Bookstore’s mobile app. Athletics specific mobile app pushes will be scheduled to promote Homecoming, important games, and sideline apparel sales.

### IN-STORE MARKETING

Your Store Team will create an exciting atmosphere within your bookstore utilizing customized banners, athletic merchandise displays, spirit stickers and special events and promotions. We feature our Game Pop-Up fixtures. These eye-catching displays feature foam fingers, wigs, hair poms, seat cushions, hats, game day tattoos, and more, all designed to allow your community to gear up for every Eagle win.



UNIVERSITY OF MARY WASHINGTON OFFICIAL ONLINE STORE
Login/Sign up

CART
0 ITEMS

Enter your search details

FREE SHIPPING ON ALL ORDERS

YOUR DESTINATION FOR  
**OFFICIAL EAGLES GEAR**

SHOP NOW

TEAM GEAR

PERFORMANCE APPAREL

MEN

WOMEN

KIDS

HATS

VISIT ATHLETICS

ACCESSORIES

NEED HELP?
Payment & Delivery
Refunds

NEWS AND OFFERS:
Enter Email Address
SIGN UP

**APPAREL**  
Men's  
Women's  
Youth  
Infants & Toddlers

**GIFTS & ACCESSORIES**  
Diploma Frames  
Bags  
Drinkware  
Home & Recreation  
Personal Accessories  
School Spirit  
Accessories

UNIVERSITY OF MARY WASHINGTON OFFICIAL ONLINE STORE

CONTACT US

UNIVERSITY OF MARY WASHINGTON  
1301 College Avenue,  
306 Leo Hall  
Fredericksburg, Virginia  
22401

**STORE HOURS**  
Mon 8am - 6pm  
Tue 8am - 6pm  
Wed 8am - 6pm  
Thu 8am - 6pm  
Fri 8am - 4pm  
Sat 11am - 2pm  
Sun CLOSED  
More Details >>

BLOG
STORE EVENTS

BARNES & NOBLE COLLEGE
Copyright
Privacy & Security
Accessibility
Terms of use

**True Spirit GM Only Site:** With over 85 sites live and 90% of True Spirit shoppers saying they will shop with us again, we are excited at the prospect of working with the University of Mary Washington Alumni Association and Athletic Department on the creation of a general merchandise only website for your school. We will work with University of Mary Washington representatives to link the site to your Alumni Association and Athletic Department websites, and include information and key communications to the University of Mary Washington community. Sales will be fulfilled on campus through University of Mary Washington Bookstore and can be reconciled separately from traditional online sales for accounting and commission purposes.

Barnes & Noble College will provide a highly personalized eCommerce experience that is unmatched in the industry. Adoption and purchase of textbooks and course materials will be seamless and simple for your students, and all site visitors will enjoy a brand-centered experience tailored to their browsing history and relationship to the University of Mary Washington, from students and faculty to alumni and fans.

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Our state-of-the-art eCommerce technology platform makes it possible to provide the integrated, personal experiences that online shoppers expect and deserve, which will enhance your brand and deliver optimal sales results.

University of Mary Washington's advanced features and functionality will include:

## DYNAMIC EXPERIENCE

- **University of Mary Washington Brand Front and Center:** Creativity and usability will combine to drive engagement and celebrate your brand.
- **Multi-Platform:** Shoppers on-the-go can search, browse and purchase across any device.
- **Search Optimized:** The University of Mary Washington site will be search engine optimized, attracting students who search for textbooks online and fans seeking spirit gear.
- **Vibrant Presence:** High-resolution color displays will promote University of Mary Washington apparel and merchandise in the most appealing way, driving sales of general merchandise.
- **Real-Time Information:** Shoppers will be empowered with timely information from textbook formats and pricing to seasonal promotions.
- **Diverse Selection:** Customers will be greeted with targeted offerings, recommendations and promotions fine-tuned to their preferences and buying history.
- **Easy Integration:** Our systems integrate with any existing systems, including your student financial aid, Learning Management Systems (LMS) and Student Information Systems (SIS) for students to seamlessly purchase and access course materials.
- **Streamlined Order Fulfillment:** Our investment in our CORE merchandise management system has dramatically enhanced the online order fulfillment process, reducing the time between order placement and order arrival. CORE creates inventory transparency across our network, allowing us to fulfill orders anywhere, anytime and through any channel, regardless of order origin.
- **Order Notification Emails:** University of Mary Washington branded email messages are sent to your customers automatically upon the placement of an order to keep them informed of their order status.
- **Digital Marketing Strategy:** Our 12-month marketing plan for the University of Mary Washington Bookstore includes campaigns that promote various categories, products, and sales events to drive traffic to your Campus Stores' websites based on your academic calendar and seasonal highlights such as back to school, major holidays, sporting events, or other relevant activity.
- **Security:** User passwords are always protected, and credit information is never shared. All credit card information is encrypted and our security measures meet Payment Card Industry Data Security Standards.

## CONVENIENCE

### ONE-STOP SHOPPING

University of Mary Washington students can shop for rental, digital, used, custom and new textbooks, searchable by class, as well as merchandise, and check out from one shopping cart using a credit or debit card, campus debit card, student financial aid, or mobile wallet solutions such as PayPal, Visa Checkout or Masterpass as well as Barnes & Noble gift cards.

### REGISTRATION INTEGRATION

With Registration Integration, we automatically populate the necessary textbooks into your students' individual schedules when they register for their courses. The textbooks will be shipped directly to them or available for pick up in the University of Mary Washington Bookstore.

### BUYBACK

We will offer a simple online price quote and buyback program from your students. This feature will provide a price quote on books students wish to sell back to the University of Mary Washington Bookstore. If the student proceeds based on the offered price, we will automatically generate a return label upon acceptance.

Shipping on buyback returns is free of charge, and a check in the amount agreed to will be sent to the student upon receipt of the textbooks and course materials being sold back, dependent on the textbook being returned in salable condition.

## FACULTY ADOPTION SOLUTIONS

*FacultyEnlight* is our online textbook adoption tool, built from extensive faculty feedback to provide a streamlined and enhanced experience. With advanced search capabilities and information about what other schools have adopted, your faculty can easily discover, adopt and deliver their course materials from a robust academically relevant catalog of titles.

It is simple to search and select based on format, school or discipline; learn what other schools have adopted; share textbook reviews; find open educational resources; and submit course materials orders directly to the University of Mary Washington Bookstore.

## COMPLIANCE TO HEOA

As the **first** in the industry to meet Higher Education Opportunity Act (HEOA) requirements, our bookstore websites, powered by our Campus Connect Technologies, provide textbook information to students, including title, author, price and ISBN. We also link course registration systems to our online textbook ordering system, allowing our partner institutions to be compliant with one of the primary Textbook Affordability Act requirements — providing students with textbook information as early as possible.

We also ensure HEOA compliance through our online textbook adoption platform, *FacultyEnlight*, ensuring your faculty can find all relevant textbook information and select the most affordable course material options for your students. We also make it our priority to work with your faculty to educate them on the importance of submitting course and book information to the University of Mary Washington Bookstore as soon as possible. This allows us to actively seek used textbooks from all national used book markets and post course and book information on the bookstore website as soon as it is received and is verified for accuracy.

Key benefits Barnes & Noble College will bring include:

- Providing a no-cost solution that fully complies with the Federal Higher Education Opportunity Act (HEOA)
- Allowing your students to make informed decisions concerning the cost of their learning materials
- Ensuring your faculty can find and select the most affordable options for your students through *FacultyEnlight*
- Providing complete pricing transparency for students and faculty

Term: Spring 2017 Department: APSY Course: 203  
Section: sample Estimated Enrollment: 1, Instructor: sample [Edit Course?](#)

Please be sure to submit your order or your materials will not be saved.  
You can save your materials by [signing in](#) or [creating an account](#). [<< Add More Materials](#)

### Textbook Details

[Child Development I Edition: 9](#)  
Author: Laura E. Berk  
ISBN: 9780205149766  
Publication Date: 03/29/2012  
Publisher: Pearson

Estimated Student Price (Savings based on Print, New)  
Print, new: \$240.00  
Print, used: \$180.00 (25% Savings)  
Print, new rental: \$216.00 (10% Savings)  
Print, used rental: \$96.00 (60% Savings)  
eBook, buy: \$128.00 (47% Savings)  
eBook, rent (for 180 days): \$97.00 (60% Savings)

Student use of this title is  
☒ Required ☐ Recommended

Rating: ☆☆☆☆

APSY 203. 7873 SPRING 2017 REMOVE COURSE x

**CHILD DEVELOPMENT**  
REQUIRED 1 by BERK  
EDITION: 9TH 13 PUBLISHER: PEARSON ISBN: 9780205149766

NO ITEMS SELECTED

	from \$96.00 - \$240.00
RENT USED (Return by 05/16/2017)	\$96.00 <a href="#">Rent Now</a>
RENT NEW (Return by 05/16/2017)	\$216.00
BUY USED	\$180.00
BUY NEW	\$240.00
RENT DIGITAL	\$96.99
BUY DIGITAL	\$127.99

Savings calculated off the new book price

**Affordability is the First Priority:** Barnes & Noble College strives to ensure the most affordable options are always available. This commitment to the Higher Education Opportunity act starts with the information faculty see when selecting materials in *FacultyEnlight* and continues through the view students see when selecting their titles on our websites, showing all the options available to them.



UNIVERSITY OF  
MARY WASHINGTON

10 ITEMS

**25% OFF ALL SWEATS & COLD WEATHER APPAREL**

**SHOP NOW**

PERFORMANCE  
— & —  
STYLE

**SHOP THE COLLECTION**

## APPAREL

## ACCESSORIES

## DRINKWARE

BAGS



## LAPTOPS



**FREE**  
BACKPACK & MOUSE  
WITH PURCHASE OF  
HP 14" LAPTOP



## APPAREL



**Champion Hoodie**  
\$39.98

## PIN & DISCOVER



FOLLOW US

## SCHOOL SUPPLIES

STARTING AT \$0.98



**SIGN UP & GET  
25% OFF  
SPIRIT GEAR**

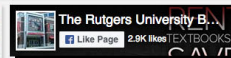
ENTER YOUR EMAIL



**Champion Packable Jacket**  
\$39.98

## DORM BEDDING

5-PIECE SET  
FOR UNDER \$60



**CHECK IT OUT :**

**eCommerce:** We are actively enhancing our online experience to allow for improved online purchase of textbooks, course materials, supplies and general/school spirit merchandise. Additionally, we will continue to offer FacultyEnlight, a tool that gives your faculty the ability to submit textbook adoptions online.



University of Mary Washington Bookstore
Login/Sign up Faculty Resources

CART  
10 ITEMS

TEXTBOOKS APPAREL GIFTS & ACCESSORIES SUPPLIES & ELECTRONICS OFFERS COLLECTIONS
Enter your search details

## FIND COURSE MATERIALS

Add your courses to find everything you need for class.

TERM	DEPARTMENT	COURSE	SECTION	
FALL 2017	Select Department	Select Course	Select Section	X
FALL 2017	Select Department	Select Course	Select Section	X
FALL 2017	Select Department	Select Course	Select Section	X

Add More Courses >>>

FIND MATERIALS

**Online Textbook Information & Options:** When ordering books through the University of Mary Washington Bookstore website, your students will have access to all course and text information, including title, author, price and ISBN, so they can make informed buying decisions. The website will contain a consolidated feature that allows students to order books for courses taken at multiple campuses or at a single campus, depending upon their textbook/course material needs. Company-wide, online textbook sales topped \$396 million in FY17, up 9% from FY16.

University of Mary Washington Bookstore
Login/Sign up Faculty Resources

CART  
10 ITEMS

TEXTBOOKS APPAREL GIFTS & ACCESSORIES SUPPLIES & ELECTRONICS OFFERS COLLECTIONS
Enter your search details

2 Course Material(s) found  
[UPDATE COURSE LIST](#)
NO ITEMS SELECTED

ENGL 136 02 FALL 2017  
**WRITER'S REFERENCE**  
REQUIRED | By HACKER  
EDITION: 8TH 15  
PUBLISHER: MAC HIGHER  
ISBN: 9781457666766

from \$36.00 - \$80.00  
SELECT FORMAT

PSY 101 01 FALL 2017  
**50 GREAT MYTHS OF POPULAR PSYCHOLOGY**  
REQUIRED | By LILIENFELD  
EDITION: 10  
PUBLISHER: WILEY  
ISBN: 9781405131124

from \$14.85 - \$32.95  

RENT USED (Return by 05/06/2016) \$14.85  
RENT NEW (Return by 05/06/2016) \$21.40  
BUY USED \$24.70  
BUY NEW \$32.95  
BUY DIGITAL \$32.95

SAVE 65%  
Savings calculated off the new book price

## ONGOING ECOMMERCE INVESTMENT

The culmination of our multi-year, multi-million dollar ecommerce transformation will be available to the University of Mary Washington campus communities beginning with the upcoming Fall 2018 semester. Your enhanced bookstore website experience will provide greater access to what your students, parents, faculty, campus administration, and University of Mary Washington alumni expect from a truly omni-channel shopping experience. Our extensive upgrades will better support your bookstore's ultimate goal to deliver more convenient access to the products and services members of the University of Mary Washington community want, when and where they want them.

Enhancements include a significant web re-design and the addition of best-in-class tools to drive a personalized customer experience, shopping cart size and revenue.

Key enhanced features will include:

- A homepage that maximizes the University of Mary Washington brand and allows greater flexibility to showcase the varied in-store and online-only product assortment of your bookstore.
- Data-driven merchandising of your bookstore website based on general merchandise sales trends, top keywords searched by customers, customer site shopping behavior, and market trends.
- Enhanced site search functionality utilizing best-in-class search engine technology that powers the capability for your customers to search dynamically for books by ISBN, author and title, or continue to shop by course.
- Data-driven product recommendations based on browse activity and purchase history to increase shopping cart size and, ultimately, revenue back to the University of Mary Washington.
- Faceted navigation, enabling customers to refine results according to product attributes like price, color, size and brand.
- Product badges like "new," "sale," and "more colors" reinforce selling features.
- "Best seller" sort option showcases bestselling campus products relevant to customers to drive conversion rate.
- Redesigned general merchandise product detail page optimized for the customer experience with larger, higher quality product images and improved page usability.

These investments will enable us to deliver a more customer-friendly and personalized shopping experience for the University of Mary Washington campus community, bringing in best-in-class automation tools that maximize general merchandise and course material sales.

## WHAT'S NEXT IN ECOMMERCE

We're currently introducing some exciting enhances to our eCommerce experience which include:

### GREATER FLEXIBILITY

Enhancements will allow your Store Team greater flexibility to showcase the varied in-store and online-only product assortment of your bookstore.

### DATA-DRIVEN FUNCTIONALITY

We are rolling out enhanced recommendations functionality and trend analysis features based on shopping behavior and market trend data analysis to increase order cart sizes and ultimately revenue return to University of Mary Washington.

### REDESIGNED PRODUCT DISPLAYS

The University of Mary Washington Bookstore website will feature enhanced merchandise displays including best seller options, value added product badges, and redesigned product detail pages to optimize the customer experience.



CART

10 ITEMS



TEXTBOOKS

APPAREL

GIFTS &amp; ACCESSORIES

SUPPLIES &amp; ELECTRONICS

OFFERS

COLLECTIONS

Enter your search details



## APPAREL

DISPLAYING 6 of 80 ITEMS | &lt; 1 2 3 4 5 6 ... &gt;

## MEN'S

T-SHIRTS &amp; TANKS

SWEATSHIRTS

PERFORMANCE APPAREL

HATS

BOTTOMS

OUTERWEAR

SHIRTS &amp; SWEATERS

ACCESSORIES

## WOMEN'S

T-SHIRTS &amp; TANKS

SWEATSHIRTS

HATS

PERFORMANCE APPAREL

BOTTOMS

OUTERWEAR

ACCESSORIES

## YOUTH

SHORT SLEEVE TOPS

FLEECE TOPS

LONG SLEEVE TOPS

APPAREL

ACCESSORIES

## INFANTS &amp; TODDLERS

APPAREL

ACCESSORIES



Hooded Sweatshirt

\$39.00



Alumni T-Shirt

\$20.00



Cross-Country Hat

\$20.00



Women's Crewneck Sweatshirt

\$37.00



Women's Short Sleeve T-Shirt

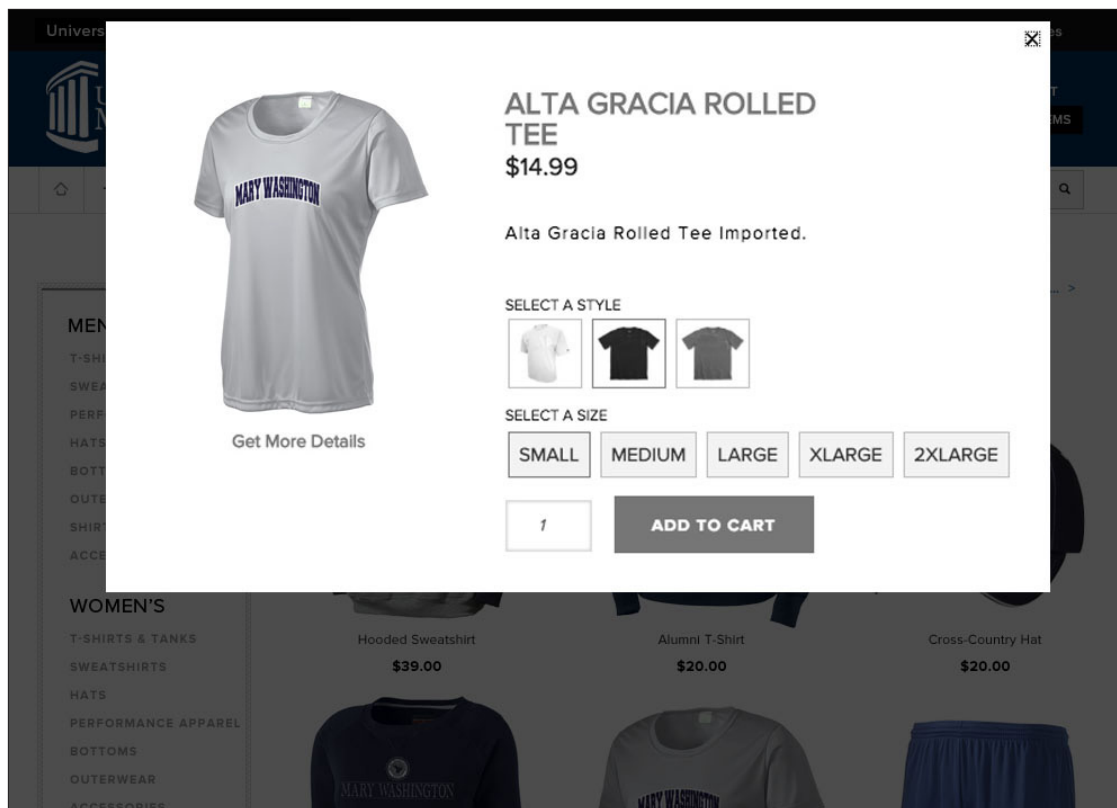
\$20.00



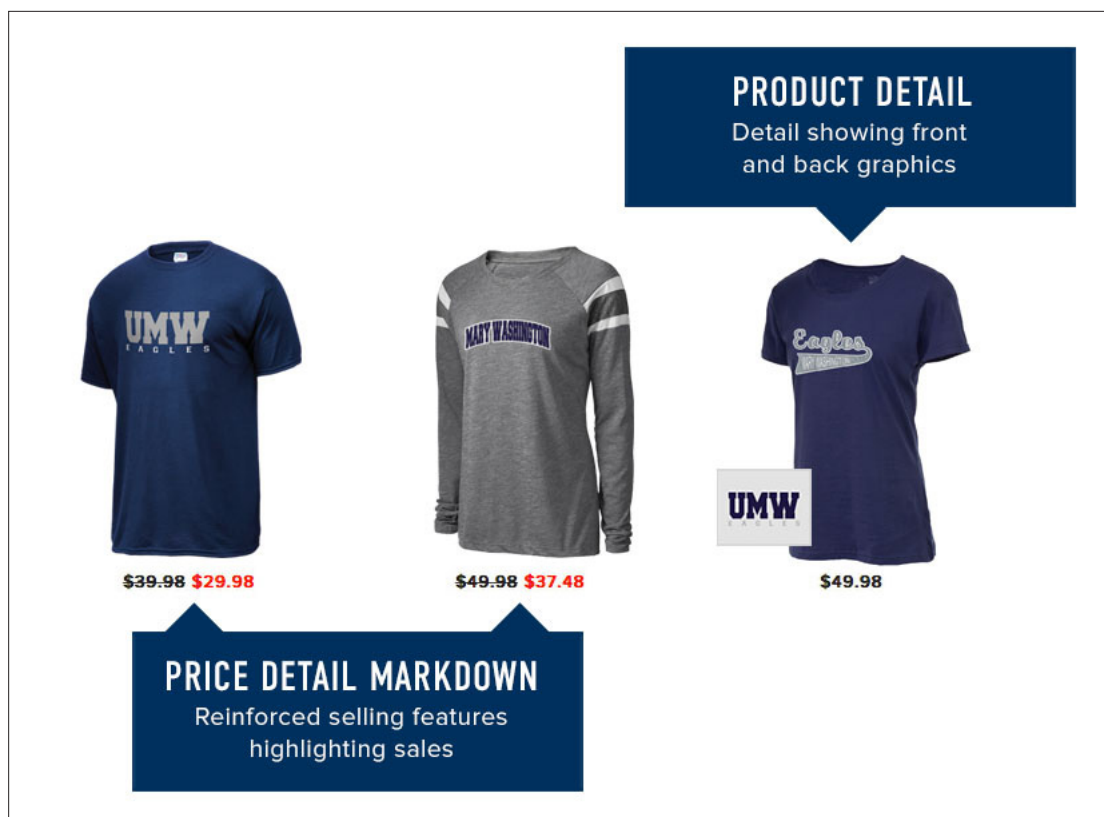
Running Shorts

\$35.00


**General Merchandise Online:** University of Mary Washington Bookstore website will enable your students to shop for new, used, rental and digital textbooks, as well as merchandise, and conveniently check out from one shopping cart.



Product Quick View Feature



Enhanced Product Detail & Markdown Promotions



[TEXTBOOKS](#) | [STUDENT OFFERS](#) | [APPAREL](#)

## We've Received Your Order

Dear Joe,

Thank you for choosing the University of South Florida Tampa bookstore

As soon as your order is ready to be shipped or for pick up, we will send you another e-mail. And don't worry - you won't be billed until your order is fulfilled. Here are your order details

ORDER#: 54648764


BOX#: 14935-GMO-RHB

Order Date: 04/27/2016

Pickup Location:  
University of South Florida Tampa Bookstore  
4202 East Fowler Avenue  
Tampa, FL 33620

STUDENT SOFTWARE DISCOUNTS!

SAVE UP TO 85% OFF



Huge selection of popular software and accessories.

Microsoft SPSS  
Corel  
Intuit  
HP

SHOP NOW

ORDER DETAILS - GENERAL MERCHANDISE				
Item	Quantity	Size	Color	Price
Asus D550 Notebook with a 15.6 inch Display, D550MAVD8015	1	15.6"		\$449.98
Another general merchandise item	1		BLK	\$79.98


ORDER DETAILS - TECHNOLOGY			
Item	Quantity	Model	Price
15.6 Laptop Backpack	2	1000 Series	\$109.96

### Order Summary

Subtotal:	\$109.96
Tax:	\$7.92
Shipping:	\$0.00
MasterPass Discount:	-\$15.00
Discount:	-\$11.00
<b>Total:</b>	<b>\$91.88</b>

If you have any questions, please contact us at (813) 974-2631 during regular business hours or via email at [SM022@bncollege.com](mailto:SM022@bncollege.com). We're happy to help!

Thank you again for choosing the University of South Florida Tampa Bookstore.




MEET THE BOOKSTORE APP

- TRACK ORDERS •
- RENTAL REMINDERS •
- EXCLUSIVE OFFERS •





Download Now to Receive 25% Off One School Spirit Apparel Item

My College Bookstore

Available on the App Store | Get it on Google play



GET A SPIRIT TEE

UNIVERSITY OF MARY WASHINGTON

1301 College Avenue, 300 Lee Hall Fredericksburg, Virginia 22401

This email was sent to John Smith at [j.smith@gmail.com](mailto:j.smith@gmail.com) | Unsubscribe

Barnes & Noble College 120 Mountainview Boulevard Basking Ridge, NJ 07920

## ORDER EMAIL MESSAGING

After the customer completes their online order, they receive automated emails to the email address they have provided during the online checkout steps. Multiple email notification types can be generated depending on the items in the purchase (i.e. course materials versus general merchandise). The Order Confirmation is generated upon immediate receipt of the order. Customers receive emails from account setup throughout the order fulfillment process, providing them the status for each item in their order.

Key features of order emails include:

- A clean design including your bookstore logo supports University of Mary Washington branding
- Optimized for easy viewing on mobile devices and through our mobile app

## PAYMENT INTEGRATION

### ONLINE FINANCIAL AID

Our receivable integration solution will connect your University of Mary Washington' accounts receivable system to your bookstore's point-of-sale system so that University of Mary Washington student purchases of course materials can be immediately deducted from their financial aid accounts. This capability enables your students to seamlessly make online purchases using their financial aid accounts.

### CAMPUS CARD

Our campus card integration connects your EagleOne Card with the bookstore, both online and in-store. This integration allows your students to make store purchases using your campus debit card as they would any other credit card.

## SHIPPING COSTS

To continue cutting costs for University of Mary Washington students we have implemented flat rate shipping offers on eCommerce purchases through your bookstore website. This will be received positively by the University of Mary Washington community, generating higher conversion rates and driving increased eCommerce sales through your site.

## THE MOBILE APP

As technology continued to evolve and the smartphone took a more permanent, prominent spot with students, Barnes & Noble College developed an enhanced mobile app to provide a more robust shopping experience.

We will build relationships with University of Mary Washington students through email campaigns, engage with them on social media platforms and build loyalty and trust through our Bookstore Mobile App.

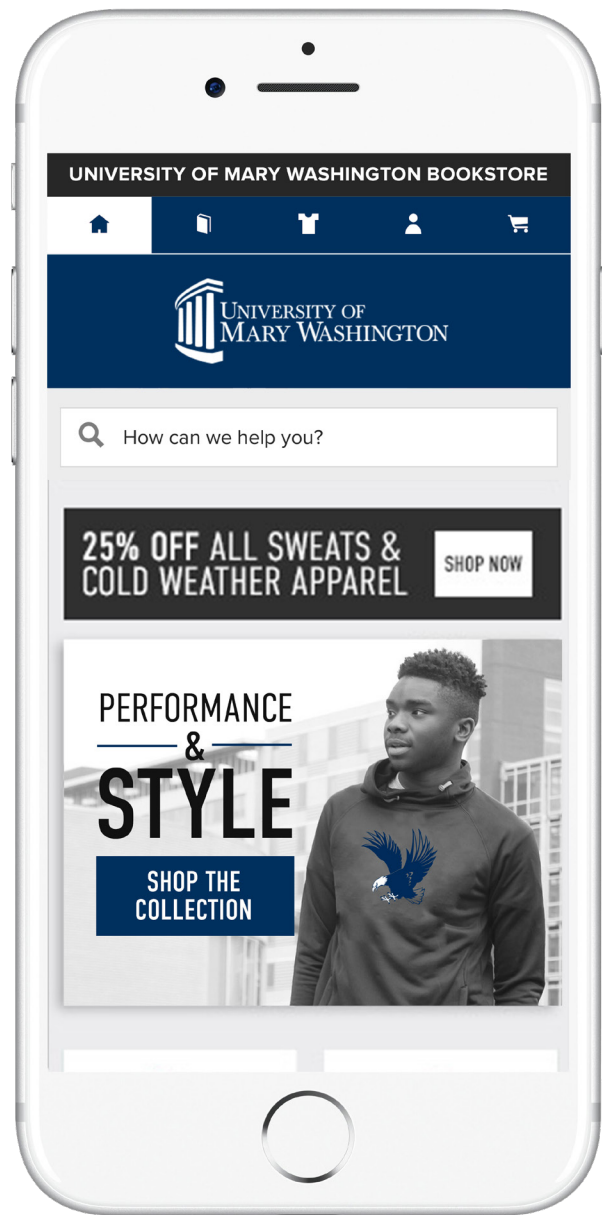
Through our extensive research and Student POV Panel, we know that Generation Z is not only the first mobile generation entering college, but these students are mobile only – making the Bookstore Mobile App the perfect platform to connect with University of Mary Washington students for rental reminders, online ordering, promotions, sweepstakes and customer feedback.

### FEATURES OF THE APP

- **Order Tracking:** Track and view history of all bookstore orders placed online and rental orders placed in-store.
- **Rental Reminders:** Receive automatic notifications when books are due.
- **Exclusive Access:** Receive offers that are exclusively available to app users.
- **Content and Articles:** Receive tips and articles via TheCollegeJuice.com, our student-focused site.
- **Full Website Shopping:** Clicking “Shop the Bookstore Website” redirects to a mobile-optimized version of the full bookstore website.
- **Event Notifications:** Find out about sweepstakes, promotions, sales, and events at the store.
- **Locking in the Sale Feature:** Gives students the ability to scan a barcode to purchase an out-of-stock textbook.
- **Customer Feedback:** Answer questions about their bookstore experience allowing us to gather valuable customer insight.
- **Geotargeting:** Our geotargeting feature alerts your students to exclusive promotions, sales, merchandise offerings and in-store events when they are on their way to or on campus to drive store traffic.

- **Line Busting:** We are piloting push notifications regarding rental pick-up and return times, as well as estimated line times during our busy back-to-school and end-of-semester periods.

After downloading the app, users receive a 25% off coupon and then sign in using their email address used to place orders with the bookstore. Doing so enables automatic notifications on orders and promotions. We can also work with University of Mary Washington administrators on incorporating custom University of Mary Washington notifications to be sent to your students from the bookstore app.





Barnes & Noble College will make sure the University of Mary Washington Bookstore is always efficiently staffed with an experienced management and support team who are hands-on and will work collaboratively with your administration to deliver exceptional customer service to all customers – at all times.

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## A PASSION TO SERVE

At Barnes & Noble College, the core of our success – and yours – is our people. From our Home Office to our bookstore managers to our student booksellers, our people differentiate us.

As retail experts, education innovators, campus advocates and trusted resources, our employees deliver an exceptional experience — and become a true part of your campus. Our employees will take the time to deeply understand your school, ensuring the bookstore's merchandise, products and services align with University of Mary Washington's unique and specific needs.

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**Our employees feel empowered by our operating philosophy and it shows in our average bookstore management team tenure of 11 years – far longer than the average tenure in the American workplace, let alone in the retail industry.**

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## ONBOARDING

Our detailed onboarding program provides the training, support and resources all new employees need to become successful. For example, all new Store Managers participate in our New Store Manager Training Program, which includes a week-long training environment that provides support and consistent service in our stores.

### BOOKSELLERS

Our Onboarding Quickstart Guide is used to help facilitate the Onboarding Training for all employees, concentrating on areas such as store specifics, WOW! Customer Service Training, POS Training, Textbooks, Trade books and General Merchandise.

### STORE MANAGEMENT

All Managers are given a Roadmap to Success Onboarding Guide that provides specific training in all areas of the business such as Manager Fundamentals, Textbooks, Trade Books, General Merchandise, Cafe Operations (when applicable), Human Resources, Inventory Management, Finance, Marketing and Campus Outreach. The onboarding program also provides a helpful **Roadmap to Success**, an identified

mentor, a certified trainer and other valuable tools and resources. Nearly 60% of participants are promoted from within the company.

In support of this onboarding process, Barnes & Noble College has a library of division specific training that provides eLearning on specific business areas of focus, along with knowledge checks to be completed, acknowledging proficiency in that area.

## MENTOR PROGRAM

Each business area provides continued support, communication and training through a mentor program supported by the Home Office and the field. The mentor program includes the following categories:

- **Textbooks and Trade Books** — Weekly Mentor Conference calls provide training presentations that are led by our experienced field textbook mentors. Topics covered include, Textbook Timeline, Publisher Representative Relationships/ Partnerships, Business Time specific topics (End of Term, Rush, etc.) and Reporting and System enhancements.
- **General Merchandise** — Product Knowledge Training is provided through Product Cards, at a store level, with Add On Sales Training. There is an on-going field trainer and mentor program for General Merchandise employees.
- **Cafe** — Where appropriate, our team of Cafe Field Trainers conduct monthly cafe conference calls and scheduled store visits, performing Quality Assurance Reviews and continued learning sessions on-site.
- **New Manager** — During the onboarding process, a mentor and a certified trainer are assigned to our new store managers.
- **Bookseller** — Our new booksellers are paired with a more seasoned bookseller and are provided department specific training programs and checklists.

## EMPOWERMENT & TRAINING

We are laser focused on building a bench for your bookstore. From our student employees to our Store Managers and Regional Managers, we cultivate an environment of continuous learning and development, creating a team of retail experts and education innovators, campus advocates and trusted resources for your campus community.

Our comprehensive training and development program revolves around a highly valued aspect of our company's culture: empowerment. Each of our employees is empowered with the tools and support to advance their own development, and that of their coworkers and colleagues, into next-generation leaders. By providing our employees with access to the support and resources they need, including national retail and digital expertise from our home office, our store teams are empowered at the local level to deliver a customized experience rather than a standard transaction.

We will regularly re-assess our training program to better understand the University of Mary Washington Bookstore staff, so we can customize our training curriculum to meet their specific needs and learning styles. This personalized approach helps employees to understand the direct impact they have on their client and their campus. We'll also solicit their feedback, to ensure our programs never get stale. This allows your Store Manager to focus on driving the customer experience – and sales – at your store.

## GROWTH & DEVELOPMENT

### LEADERSHIP EDGE

Through our comprehensive succession planning strategy, employees have ample opportunities

for growth and development – particularly our student booksellers – who take part in our Bestseller Development Program.

Our succession planning strategy includes three key elements:

- **Leadership Edge** – Documented, organized, competency-based learning programs (including eLearning modules) for all levels of store leadership and “high potentials”

- **Talent Tracker** – A tool that collects information on the available talent at the organization (resume, interests, relocation preferences, experiences, etc.)
- **Career Discussions/Talent Maps** – Clearly structured career paths and open communications with teams, including regularly scheduled discussions and feedback. We also provide our employees with continuous support through a wide range of resources and materials, ensuring they get the information they need, when they need it.

With daily “Take 5” meetings, your Store Manager will meet with your booksellers to discuss what's happening in store and on campus that day. They'll also have access to BNCollegeInside, our intranet site that provides everything they need in one place, from today's news to information on new programs and initiatives to employee recognition spotlights.

Additionally, every March, your Store Manager will attend the Barnes & Noble College Annual Meeting and Back-to-Campus Show where they participate in regional and national workshops. At the Annual Meeting, your Store Manager will have the opportunity to:

- Share and learn best practices from our entire network of campus bookstores
- Investigate emerging business strategies, enhancing operations and leadership skills, including management and campus outreach
- Learn about, inspect and select the highest quality merchandise to align with University of Mary Washington's culture from more than 175 collegiate vendors displaying new fall merchandise

## YOUR TEAM

We're committed to retaining your current bookstore employees and would welcome them into our family. Their experience, deep knowledge and understanding of your students, faculty and campus make them an invaluable asset to all.

We will meet with each employee to discuss their interests, skills and career goals as well as address any questions or concerns they may have to make sure they are comfortable with the transition.

Employees accepting career opportunities will be provided a six month fair trial period and will be enrolled in our comprehensive training and development program. They will receive Barnes & Noble College employee benefits. We will match their current wages and grandfather their years of service into our benefits plan. Simply stated, an eleven year employee with University of Mary Washington will become an eleven year employee with Barnes & Noble College, receiving the benefits applicable to their years of service. If an employee is close to retirement they will remain on University of Mary Washington's payroll with Barnes & Noble College reimbursing the University. Any PTO or unpaid benefits prior to the transition to Barnes & Noble College are the responsibility of the University.

## BOOKSTORE MANAGER QUALIFICATION REQUIREMENTS

The Barnes & Noble College Store Manager position combines local empowerment with centralized support. Each Store Manager is responsible for all aspects of the store, including operations, merchandising, staffing, customer service and campus relations. This critical individual is ultimately responsible for driving financial results in tune with local market needs.

Requirements include building and maintaining positive relationships with the campus community, students, faculty and administration, while ensuring consistency with our bookselling culture and operating a well-managed, well-merchandised bookstore.

This position also plays an integral role in the selection, evaluation and development of booksellers, who make Barnes & Noble College the cornerstone of each community we serve.

Our Store Managers consistently demonstrate the ability to identify creative solutions, embrace change,

learn independently and act as a change agent. They foster a fair and equitable workplace, encouraging team members to express their ideas and concerns. They coach others by providing feedback, easily relating to others, and building rapport and collaborative relationships with customers, clients and the store team.

## EQUAL OPPORTUNITY & AFFIRMATIVE ACTION

Barnes & Noble College is committed to diversity in the workplace. We believe our company's talent should reflect the faculty, students and communities we serve on each of our 782 campuses. We build a foundation of diversity through an Equal Employment Opportunity Policy that requires personnel decisions to be made in a non-discriminatory manner and empowers individuals to participate equally in all employment opportunities.

We offer an equal employment opportunity for all current and prospective employees, and ensure that employment, training, compensation, transfer, promotion, conditions and privileges of employment are provided without regard to race, color, religion, national origin, gender, age, disability, sexual orientation, veteran status or any other protected status .

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**By hiring University of Mary Washington students as our main resource for part-time and seasonal booksellers, our store teams are reflective of the campuses we serve. Nationwide our team of store management members is almost 30% minority based.**

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We use Oracle's industry-leading Taleo applicant tracking system. Your General Manager will have access to Taleo's online dashboard to follow job postings, view applications and search an internal database of candidates. In addition, Barnes & Noble College works closely with state and local workforce agencies to help develop a diverse pool of qualified applicants.

## HIRING POLICIES

Barnes & Noble College will conduct background checks on all full-time and non-temporary part-time new hires and rehires after an offer has been extended, and before work begins.

The check for full-time and non-temporary part-time positions will include:

- Enhanced Nationwide Criminal Search
- DOJ Sex Offender Search
- Social Security Number Search
- County Criminal Search for all identified counties.

The check for seasonal positions will include:

- Enhanced Nationwide Criminal Search
- DOJ Sex Offender Search

Convictions discovered in the background check will be reviewed by Loss Prevention and/or Human Resources. Consideration must be given to the relationship to the job, how long ago the conviction occurred, the potential risk posed to employees, customers, campus and Company, and any other circumstances deemed relevant to the final determination of whether to employ or retain the employee. Conviction information is maintained as confidential and is not revealed to the hiring site. If a conviction is found to be relevant to the role and the decision is made not to proceed, the Adverse Action Process is commenced, in accordance with the Fair Credit Reporting Act.

## COMPENSATION

Pay ranges have been established for all positions and are reviewed annually. Our goal is to remain competitive with similar businesses in the retail industry and geographic area.

An employee's potential for a pay increase will be based on their classification and job performance within the company's guidelines. We have an annual performance review and merit cycle for our regular full-time and part-time employees.

Hourly managers, supervisors and booksellers receive one-and-one-half times their regular rate of pay for hours worked over 40 hours per week.

Academics come first, and our student employees are given the flexibility to work around their academic schedules, and may be granted periods of inactivity to suit their needs. We do not require employees to be on-call outside their scheduled shifts.

## BENEFIT PROGRAM

A copy of our Benefits In Brief employee brochure has been provided as Exhibit E.

### COMPLETE HEALTH CARE COVERAGE

Our health care plan includes medical, prescription, dental and vision benefits, available to your full-time staff members as well as their children, spouses and domestic partners. In addition, a health care flexible spending account allows for tax savings towards health costs paid by the employee.

## LIFE INSURANCE & DISABILITY PLANS

In addition to life insurance coverage fully paid by Barnes & Noble College, your full-time staff will have the option to buy additional increments, as well as coverage for spouses and children and AD&D insurance.

## WORK/LIFE BALANCE

We will offer your employees a variety of benefits, including paid vacation and holidays, paid time off in the event of a loss of a family member, and assistance with the cost of company-initiated relocation.

We'll also provide access to a comprehensive employee assistance hotline that offers confidential and anonymous counseling, information and resources for a wide variety of concerns. Additionally, we offer programs that entitle employees to generous discounts on activities and merchandise.

For employees who incur commuting costs for public transportation or parking, they can participate in the pre-tax commuter benefit program and be reimbursed for these costs with pre-tax earnings. Finally, your student employees, will benefit from our textbook discounts.

## RETIREMENT SAVINGS PLANS

We offer a 401(k) savings plan with a generous company match and immediate vesting. An array of investment options is available to allow your employees, in any stage of life, to find an appropriate investment strategy.

## INCENTIVE PROGRAM

Through performance appraisals, a merit cycle and a Store Manager Bonus Plan, we will measure and develop the core competencies of University of Mary Washington Bookstore staff members in the areas of accountability, relationship building, communication, customer focus, talent development and execution.

We particularly emphasize financial results through the bonus plan, with most Store Managers targeting a bonus of 15 and 20% of pay based on successful results.

## NON-STORE MANAGER REVIEW PROCESS

The performance review process provides University of Mary Washington Store Manager with an opportunity to recognize, reward and develop their employees based on the achievement of competencies established for each position. This allows us to strengthen our customer-focused culture, reinforce our core service principles and formally recognize our employees' accomplishments.

The Performance Appraisal is comprised of job-specific competencies. Competencies are observable, measurable behaviors that are needed for the employee to meet our standards of performance. A definition of each competency is provided on our company evaluation forms. Each competency is assigned a performance rating and the corresponding point value is used to calculate the overall rating. The merit increase is a function of the job status, hire date, position relative to range maximum and overall performance rating.

On an ongoing basis, the University of Mary Washington General Store Manager will provide performance and/or development feedback to each employee. By providing verbal, informal feedback, our store teams are kept apprised of their performance throughout the year.

### EMPLOYEE RECOGNITION

We will recognize and reward your employees through a number of programs including:

- **Campus Leadership Awards** — Recognizes a Store Manager in each territory who has made a significant difference on campus and in the surrounding community. The selection process is conducted by University of Mary Washington administrators.
- **Service Awards** — Celebrates your employees' years of service, beginning at five years and every five years thereafter. Store Managers are celebrated in front of their peers and awarded service pins at a special dinner during our annual Back-to-Campus Meeting.

### DRESS CODE

The main objective for our employees is to be visible and presentable to our customers. During Rush periods each bookseller will be provided a "Happy to Help" t-shirt to wear to allow University of Mary Washington customers to easily identify a helping hand. On a daily basis all employees will be easily identified by their required name tag and or lanyard. Additional guidelines include:

### ACCEPTABLE

- Jeans, slacks, khakis and skirts
- Polo shirt or t-shirt with University of Mary Washington logo
- Closed-toe shoes
- Name tag

### UNACCEPTABLE

- Conspicuous, intrusive or provocative buttons, pins, badges or logo clothing items
- Flip flops, sandals, or any open-toed shoes

The above standard guidelines will be adjusted by your local management team to meet any specific University of Mary Washington service needs and standards.

### EMPLOYEE DISCOUNT

All Barnes & Noble College employees become eligible for our employee discounts upon the completion of 30 hours of work. The beloved discount program includes:

#### 20% OFF REGULAR PRICE

- Medical/Law References & Medical Supplies
- New, Used & Rental Textbooks
- Convenience Products
- Dorm Supplies & Small Appliances
- Music & Film

#### 35% OFF PUBLISHER'S PRICE

- Trade Books

#### 35% OFF REGULAR PRICE

- School Supplies
- Clothing
- Cafe Items
- Backpacks & Luggage
- Cosmetics, Bath & Beauty
- Prints & Frames
- Greeting Cards

## CAREER OPPORTUNITIES FOR STUDENT EMPLOYEES

# BESTSELLER PROGRAM

We will recruit talented and promising University of Mary Washington students as our main resource for part-time and seasonal booksellers. Student booksellers will also have the opportunity to participate in our Bestseller Management Development Program. Interested candidates will interview with local and regional management, and accepted students will participate in an 18-24-month management development course that will include practical, hands-on experience at the University of Mary Washington Bookstore.

Upon completion, each student's credentials, interests and geographic preferences are added to Talent Tracker, our internal talent development platform, making them searchable by all hiring managers who may be looking to fill a specific management position in one of our campus bookstores across the country.

### CAREER & PROFESSIONAL GUIDANCE

As a major employer of Millennials and Generation Z, with over 10,000 students working in our campus bookstores, Barnes & Noble College has become an employer of choice among students nationwide.

Our longtime partner, National Retail Federation (NRF), also recognizes the importance of impressing upon students the opportunities offered by a career in retail. A recent Livestream event broadcasted the Student



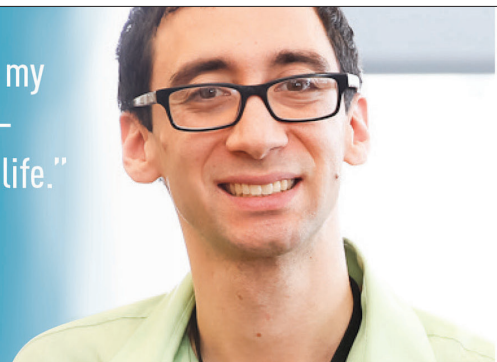
**Retail Internship Program:** This past year, over 250 students started developing their careers through the Bestseller Program nationwide.

Program at the NRF's Retail's BIG Show event. Barnes & Noble College both sponsored and promoted the event, resulting in over 1,000 students attending the event remotely.

The sponsorship of the Student Program ties in with Barnes & Noble College's Career Now program. Originating out of our 2015 Millennial Mindset research initiative, and now in its second year, the program continues its educational efforts while also developing grass roots support for campus career services and resources in helping prepare students for a professional life after graduation.

“The Bestseller Program taught me how to juggle my responsibilities at work, at home, and at school – which led me to be successful in all areas of my life.”

**Yari Wakneen**  
Assistant Store Manager  
Ohio Dominican University





From the Home Office and your store management to your on-the-floor student team members, we empower our employees with the tools, knowledge and support they need to deliver an exceptional, customized experience to your campus.

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Your Store Team will take the time to understand your students, faculty and staff, building deep relationships that address ongoing needs and any questions or concerns they may have. By building these connections, and working closely with University of Mary Washington, we will deliver an exceptional level of customer service that positions the bookstore as a trusted academic and social destination on your campus.

Our commitment to customer service extends well beyond the physical bookstore – from prospective student events to the moment your students are accepted to University of Mary Washington and beyond graduation – when they become proud members of the University of Mary Washington alumni community.

Through our *Igniting the New Student Connection* and *Igniting the Alumni Connection* initiatives we connect with students at every step along their collegiate journey. In doing so, we position the bookstore as a partner in their academic success and build loyalty. With our VIP Shopping Nights, designed to welcome your new students to campus, we can build deep bonds with our students past, present and future.

## WOW! CUSTOMER SERVICE



In addition to our extensive general training programs, your store management and student booksellers will participate in our award-winning WOW! customer

service training program, and upon completion, will be fully equipped to address any questions or issues your customers may have.

WOW! includes a three-step process encouraging our employees to go above and beyond customer expectations at every point of contact:

1. Welcome the Customer
2. Open the Conversation
3. Wrap Up the Sale.

The training program and ongoing support includes:

- Online learning with simulation and matching exercises
- Information and tips about serving different customer groups, including students, parents, faculty and members of the surrounding community
- Special WOW! recognition cards that celebrate booksellers who go above and beyond
- Inspiring words of wisdom frequently sent to encourage employees to create an outstanding customer experience

## WHAT OUR PARTNERS ARE SAYING

*"Barnes & Noble College consistently creates an exceptional experience for students, faculty, alumni and the community at large and is dedicated to working closely with our campus partners."*

Peter Napolitano, Director of Auxiliary Services for Binghamton University

## SOLICITING ONGOING FEEDBACK

To ensure that Barnes & Noble College is delivering superior customer service to University of Mary Washington, we Listen, Learn & Act by soliciting ongoing feedback from you, your students and your faculty.

We are dedicated to delivering outstanding, consistent customer service through a variety of ways. Our customer service will also have a shared focus on collaboration and academic success with you and your campus administrators. Our initiatives and feedback channels include:

### VOICE OF THE CUSTOMER INSIGHTS

For any business to be successful, it must know what its customers want and need, and deliver on it. No one is more committed to listening to the voice of the customer than us. It drives our business strategies – everything from our retail operations to the support programs and services we provide faculty and students, and guidance we deliver to our campus partners around the needs and demands of each cohort of students – Millennials, Gen Z, and Non- Traditional students.

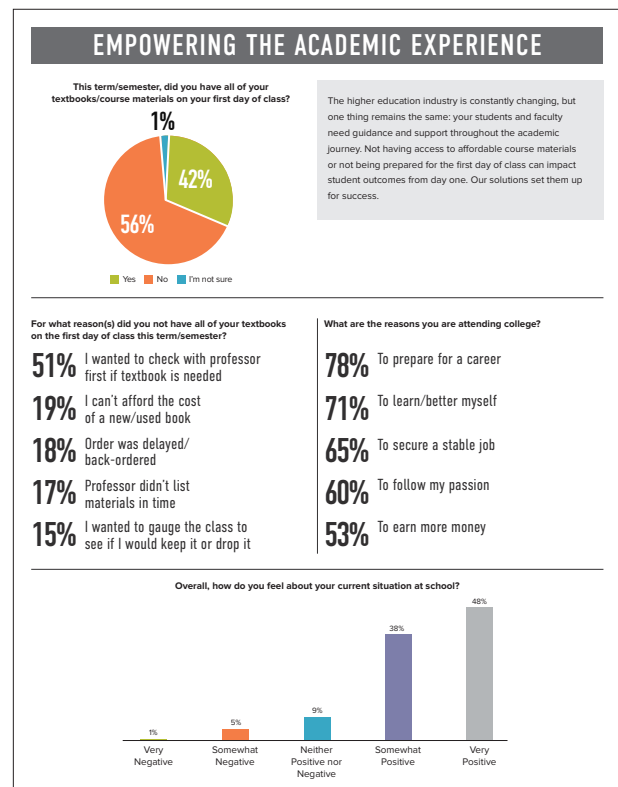
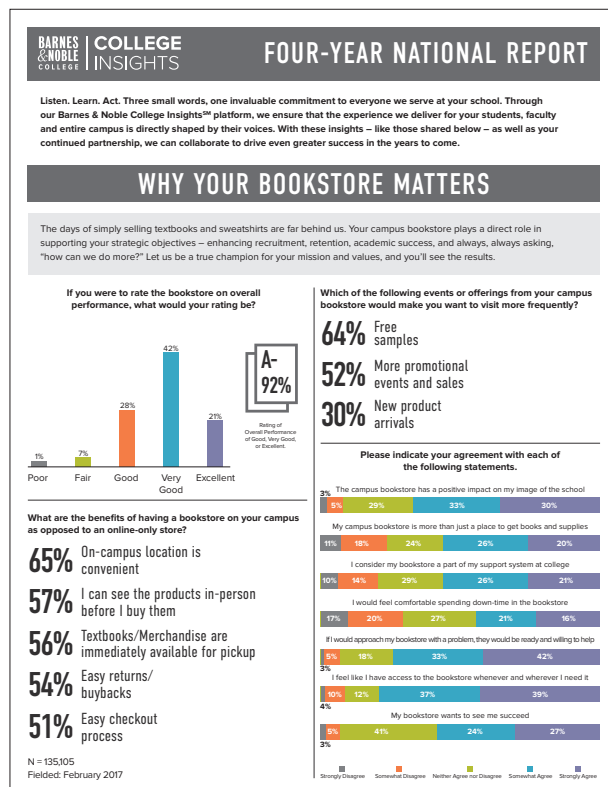
We are also the only management company that has a proprietary research platform, College Insights<sup>SM</sup> platform, which has more than 10,000 students, parents, alumni and faculty to understand how their campus store can provide best-in-class support, resources and services. Last year alone, we completed more than 57 research studies and 100 quick polls on subjects as diverse as faculty and student preferences for learning materials and resources, how alumni want to engage with their school and the types of products and merchandise the entire campus community desired from their campus store.

### BOOKSTORE INNOVATION GROUPS

Composed of key members of your campus community, including students, faculty and administrators, your campus' Bookstore Innovation Group will meet once or twice per term to assess the bookstore's performance and discuss suggestions for enhancements.

### ECOMMERCE SITES

Visitors to the University of Mary Washington Bookstore website will be able to submit easy-to-find feedback forms, and your Store Team will review and respond to every one within 24 to 48 hours.



**Research & Insights:** This year, we've taken our research capabilities to a new level with Project 770, a “hyperlocal” study that provides invaluable insights into how students feel about their bookstore and their school experiences — at every campus we serve. We look forward to including University of Mary Washington in our Listen, Learn & Act philosophy, so that we can better understand your students, faculty and staff, and provide the best possible bookstore experience for the entire campus community.

## SOCIAL MEDIA

We recognize that students want to connect digitally – and customer service is no exception. Handling customer service over social channels is the best way to listen to our customers and allows us to react to their questions and concerns as quickly as possible. Our social media customer service program – the first in the academic marketplace – will allow University of Mary Washington students to connect with us 24/7 in real-time through Facebook and Twitter. Our social channels are regularly monitored by our bookstore managers as well as our Home Office, using a moderation module that tracks mentions, comments, reviews, etc.

## REAL TIME CUSTOMER FEEDBACK

Our mobile app has a customer service component that allows our customers to provide feedback on their shopping experiences in real time. Since its launch this past fall, we've received over 10,000+ feedback responses from students using the app's In-Store Experience — and have an average star rating of 5 out of 5 stars.

In addition to surveying customers on their store experiences, we employ separate surveys for customers to take when they return their rental and rating the overall functionality of the mobile app. We're looking forward to continuing to enhance our mobile app experience so University of Mary Washington students always have a voice and the opportunity to share their opinions with us.

## WHAT'S NEXT IN MOBILE

We're currently piloting some exciting initiatives to enhance the value of our mobile app, which include:

### GEOTARGETING

Our geotargeting feature will alert your students to exclusive promotions, sales, merchandise offerings and in-store events when they are on their way to or on campus to drive store traffic. We're currently piloting this program Fall 2017 semester at select stores.

### LOYALTY PROGRAM

We are piloting a loyalty program in select cafes to help grow store sales with plans to expand the program to allow for future growth with other product offerings.

### LINE BUSTING

This Fall and Spring semester, we are piloting push notifications regarding rental pick-up and return times, as well as estimated line times during our busy back-to-school and end-of-semester periods. Based on our initial pilot, we plan to expand this program to additional schools.

## MEETINGS & FORMAL REVIEWS

In addition to regular meetings with you, we will conduct three formal reviews – a Year in Review in July and two Semi-Annual Reviews after Rush periods – to talk about your bookstore's successes, challenges and overall results, as well as discuss new ideas for programs designed specifically for University of Mary Washington.

Since technology has become a vital part of your students' daily social and academic lives, we've introduced an innovative retail concept – the Tech Zone – to ensure they do not have to leave your campus to find must-have gadgets, accessories and hardware.

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The Tech Zone at University of Mary Washington will offer top products from bestselling brands, including Apple, Acer, Dell and Hewlett Packard. We will customize these product offerings based on the specific needs and preferences of the University of Mary Washington campus.

Our strategic partnerships with D&H Distributing, Douglas Stewart and Journey Educational Marketing will ensure your students always find what they're looking for. We offer:

- Laptops and netbooks
- iPods and iPads
- Headphones
- Printers and printing accessories
- Media storage
- Software
- Cases and accessories

## LAPTOP PROGRAM

With the introduction of either our flyer program or in-store program for computer device sales, the Bookstore can provide a variety of laptops and tablets to fit anyone's budget. Our flyer program is a "prepaid" program for stores that allows us to offer this product while maximizing sales floor space. There is no physical inventory on the floor, instead there are flyers and order forms that are created to display in the store. An order is created once all the information on the order form is filled out, the sales is run in store on our POS registers, and the form is then submitted to our Home Office support staff for fulfillment.

We also offer an in-store inventory program. This inventory can be custom selected to match University of Mary Washington's requirements for student device processor speeds, storage and so forth. We also feel this is a great opportunity to promote the expanded usage of digital and open source textbooks and adaptive learning technologies. Promoting Yuzu will be a key component of the laptop program because this application can be used across all devices. Along with Yuzu, we look forward to implementing our LMS integration solution with LoudCloud. With this strategy of delivering content, the focus will be more on educating rather than devices. We see this as the next step in the evolution of content delivery beyond a device focus and one that can save the college and students significant money. Unlike our competitors, we pay full commission on all non-Apple computer and tablet sales. By expanding the laptop program at the University of Mary Washington, revenue to UMW will increase as well.



We continue to expand our sustainability practices and will integrate them into University of Mary Washington's programs and philosophy. Over the past few years, we have implemented many company-wide initiatives aimed at increasing our sustainability efforts, such as decreasing paper usage by choosing to distribute more information digitally and by teaming up with Staples to transition to greener office supplies.

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## GREEN STORES

Whether we're renovating an existing bookstore or building a new one, we collaborate to fulfill University of Mary Washington's green goals and vision. Our architects can help design LEED certified buildings. For interiors, we work with manufacturers to recycle old fixtures and construction debris. Our low-impact store features include:

- Recycled floor coverings
- Eco-friendly carpeting made with recycled content and low VOC
- Non-toxic, zero VOC paint
- Mercury-free fluorescent lights
- Eco-friendly merchandising fixtures made with recycled particleboard and non-toxic glues

## GREEN SHIPPING

This academic year Barnes & Noble College shipped over \$390 million in textbooks and general merchandise purchases, necessitating a lot of shipping and reservation cartons. We understand the impact this volume of shipments can have on the environment, so we've addressed the environmental impact of our order receiving and fulfillment in two ways: First, we use only cartons that have 35% postconsumer recycled content for every shipment. Second, not only are our cartons made from recycled materials, each of our stores works in partnership with their individual campus facilities management teams to recycle cartons on each and every campus we serve.

## KIDS IN NEED

Each year, Barnes & Noble College donates surplus school supplies to the Kids in Need organization, which distributes merchandise to centers across the country. Local teachers can visit these centers to obtain free supplies for their needy students.

## APPAREL MANUFACTURER PARTNERS

Barnes & Noble College is committed to ensuring that our vendors and their suppliers uphold the highest ethical standards in workplace conditions and labor practices. In addition, Barnes & Noble College also partners with apparel manufacturers that have a strong reputation for corporate responsibility, environmental stewardship and community building. Vendors such as Alta Gracia, Hanes Brands and League Collegiate Outfitters are not only securing better conditions for their workers, they're also concerned with the environmental impact of the manufacture of their products. In the process of dying garments for example, toxic ink residues are often washed into the water table. It's a practice League has reversed by pumping the waste water into massive reservoir systems where the ink discharge can be separated out and baked into the same bricks that can be used for construction.

## GREEN PRODUCTS

We'll make sure the University of Mary Washington Bookstore keeps up with increasing student demand for eco-friendly products. In addition to facilitating sales of used and digital textbooks on your campus – two formats that help cut down on paper-book production – your students can buy:

- Reusable water bottles
- CFL light bulbs
- Recycled notebooks
- Sustainable spirit clothing and merchandise
- Recycled, reusable tote bags
- Organic foods and snacks
- Graduation gowns made from recycled water bottles

## GREEN TECHNOLOGY

Technology is crucial to our everyday store operations. It also offers a unique opportunity to demonstrate our commitment to green thinking. We've already replaced more than 90% of our older desktop computers with newer, more energy efficient models. We have also migrated the majority of our enterprise servers to blade technology to reduce power consumption and cooling requirements. Other initiatives include:

### REPLACING OBSOLETE & END-OF-LIFE TECHNOLOGY

We've partnered with Future Tech Enterprises and Guardian Data, nationwide leaders in technology services, to dispose of obsolete or end-of-life computers, peripherals and equipment. Meeting the stringent requirements of the U.S. Department of Defense, their National EPA-Compliant, Non-Landfill Recycling program is recognized as the most effective, secure and environmentally safe asset recycling and disposal service. Bonded and certified technicians perform a 3, 4, or 7-pass DOD overwrite and issue a Certificate of Destruction confirming data has been removed.

## SERVER VIRTUALIZATION

Server Virtualization allows for greater utilization of existing resources. Fewer physical servers are required, saving money both on up-front hardware costs and on maintenance cost. Virtualization allows for the quick creation of different operating system environments enabling the business to run multiple applications and OS workloads on the same server. This virtual environment delivers built-in availability, security and performance across the board from the desktop to the data center. Virtualized servers reduce energy consumption in real time and support the green movement in a significant way.

## DATA CENTER DESIGN

Our data centers are designed as a dark room to dramatically reduce energy consumption without sacrificing reliability or service levels. By enabling smart power management features and turning off unused servers, we are able to increase reliability and uptime by reducing stresses on data center power and cooling systems. Additionally, our data centers are configured for industry standard hot-aisle / cold-aisle configurations. This design maximizes the data center cooling efficiency, which helps to reduce our overall operating costs and carbon footprint.

## EDI TRANSACTIONS

As part of ongoing technological improvements, Barnes & Noble College is converting to an EDI-based (Electronic Data Interchange) environment for ordering, receiving and invoice processing. EDI transactions create a streamlined, paperless, and environmentally friendly process, that allows for more accurate and efficient ordering and receiving, as well as expedited processing of invoices.



At Barnes & Noble College, our on-site store management teams are backed by the support and purchasing power of our Home Office. Our reporting structure will ensure you experience all the advantages of a locally operated bookstore while benefiting from Barnes & Noble College's decades of academic retailing expertise.

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## CORPORATE SUPPORT FOR LOCAL MANAGEMENT

Your Store Team will be empowered with the insight, tools and guidance to mold the University of Mary Washington Bookstore into an environment that builds community and increases sales. They will be empowered to listen to your campus community and make ongoing decisions in the best interest of University of Mary Washington.

This balance of local authority and national expertise is unique to Barnes & Noble College. It will be the driving force behind the success of initiatives like our exciting *Igniting the New Student Connection*, *Igniting the Faculty Connection*, and *Igniting the Alumni Connection* programs we bring to your community.

## REGIONAL MANAGEMENT SUPPORT

To ensure every one of our partner schools receive exceptional service, we organize our stores into individual geographic regions. This structure allows Len Scoggins, your Regional Manager, to visit your campus weekly during the transition process and regularly throughout the year thereafter. Such access and proximity will give Len an enhanced, immediate understanding of how University of Mary Washington's needs are changing, the ability to quickly identify and address issues, and allow for the development of a refined understanding of UMW's character. Barnes & Noble College will create programs and solutions that are uniquely suited to the University of Mary Washington community.

Our Regional Managers provide direct and unlimited access to the resources of our Home Office in Basking Ridge, NJ. Len has the authority to immediately harness the resources of our entire organization, addressing the needs of the University of Mary Washington community.

Additionally, Chris Peterson, your Territory Vice President, will visit the campus to meet with University of Mary Washington representatives at least twice annually, and upon request. This leadership team brings more than 60 years of combined service with Barnes & Noble College to their positions.

## REPORTING & COMMUNICATIONS

Barnes & Noble College also will provide ongoing written communication. From keeping you updated on the latest industry trends to communicating how your bookstore is performing, we'll reach out to you through:

- **Formal Reviews** – We'll provide three formal written reviews: a Year in Review in July and two Semi-Annual Reviews after Rush periods, to talk about your bookstore's successes, challenges and overall results, as well as new ideas for programs designed specifically for University of Mary Washington. We will meet with you in person to walk through and discuss these reports.
- **Commission Statement** – We will provide detailed documentation to accompany our commission payments on a monthly basis.
- **Partnership for Success** – Our Ignite Success programs include our initiatives aimed at building relationships on campus that will help drive student success, such as the New Student Connection, the Faculty Connection, the Alumni Connection and Career Now, as well as The College Juice blog.
- **Barnes & Noble College Research & Insights** – Everything we do is grounded in research and inspired by the voices of the people we serve. We listen, learn and act on the insights we gather constantly through our Student, Faculty, Parent Point of View and Client Insight panels, conversations on social media, focus groups and one-on-one interviews. We will share this insight with you through detailed reports and other thought leadership materials and we welcome the opportunity to leverage our research capabilities to produce custom research projects on behalf of University of Mary Washington.

Barnes & Noble College is pleased to make the following financial offer to University of Mary Washington, based on the pricing and operating policies noted in this proposal.

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## **OPTION 1 - 20% NEW TEXTBOOK MARGIN**

### **GUARANTEE AMOUNT / CALCULATED COMMISSION**

On an annualized basis, Barnes & Noble College will pay University of Mary Washington the greater of the following:

#### **GUARANTEED AMOUNT**

Contract Year 1: **\$300,000**

Barnes & Noble College will provide a Guaranteed Amount in all future years of this agreement that will be an amount equal to 90% of the Calculated Sales Commission of the immediately preceding year.

OR

#### **CALCULATED COMMISSION**

**14.0%** of all gross sales up to \$2,300,000

**16.0%** of all gross sales over \$2,300,000

AND

**7.0%** of all gross sales of First Day and eTextbooks

## **OPTION 2 - 25% NEW TEXTBOOK MARGIN**

### **GUARANTEE AMOUNT / CALCULATED COMMISSION**

On an annualized basis, Barnes & Noble College will pay University of Mary Washington the greater of the following:

#### **GUARANTEED AMOUNT**

Contract Year 1: **\$335,000**

Barnes & Noble College will provide a Guaranteed Amount in all future years of this agreement that will be an amount equal to 90% of the Calculated Sales Commission of the immediately preceding year.

OR

#### **CALCULATED COMMISSION**

**15.0%** of all gross sales up to \$2,300,000

**17.0%** of all gross sales over \$2,300,000

AND

**7.0%** of all gross sales of First Day and eTextbooks

## **OPTION 3 - 25% NEW TEXTBOOK MARGIN WITH 5% DISCOUNT AT THE REGISTER**

### **GUARANTEE AMOUNT / CALCULATED COMMISSION**

On an annualized basis, Barnes & Noble College will pay University of Mary Washington the greater of the following:

#### **GUARANTEED AMOUNT**

Contract Year 1: **\$300,000**

Barnes & Noble College will provide a Guaranteed Amount in all future years of this agreement that will be an amount equal to 90% of the Calculated Sales Commission of the immediately preceding year.

OR

#### **CALCULATED COMMISSION**

**14.0%** of all gross sales up to \$2,300,000

**16.0%** of all gross sales over \$2,300,000

AND

**7.0%** of all gross sales of First Day and eTextbooks

## **CAPITAL INVESTMENT**

We will commit up to **\$175,000** to add complementary fixtures to the existing ones, reinvigorate the current bookstore, add an Eagle spirit trailer for game days and special events to create an exciting retail experience and equip your bookstore. The systems buyout of \$27,394 and fixture buyout of \$21,059 are included in the \$175,000 investment. In year six we will commit up to **\$100,000** to refresh the bookstore environment for a total capital investment of **\$275,000**.

Barnes & Noble College will depreciate this investment on a straight-line basis over a ten-year period. Should University of Mary Washington cancel or fail to renew this agreement before the end of that period, then University of Mary Washington shall reimburse Barnes & Noble College for any amount of the investment not yet depreciated.

## **SCHOLARSHIPS**

Barnes & Noble College will offer **\$10,000** for annual textbook scholarships to be awarded at the discretion of University of Mary Washington.

## ANNUAL INDIRECT COST

Barnes & Noble will commit **\$100,000** annually as per the RFP page 5 III-K.

## DISCOUNTS TO FACULTY, STAFF, & ALUMNI

We would be pleased to extend a 10% discount to faculty, staff, and alumni with valid identification on all merchandise available at the Bookstore except adopted textbooks for personal use, special orders, class and alumni rings, computer software, periodicals, discounted merchandise, computer hardware, stamps, health and beauty aids, food snacks, and beverages.

## DEPARTMENTAL DISCOUNT

As a benefit, we will be pleased to extend a 20% discount on all authorized departmental purchases except adopted textbooks, special orders, class and alumni rings, computer software, periodicals, discounted merchandise, computer hardware, stamps, health and beauty aids, food snacks and beverages.

## UNIVERSITY OF MARY WASHINGTON CREDITS

After University of Mary Washington has attempted to collect credits from all vendors with outstanding credit balances, Barnes & Noble College will purchase unapplied credit memos, provided the vendors agree to transfer them to our account. For those not transferred, we will work with University of Mary Washington by having University of Mary Washington make the purchase/s on our behalf, and reimburse University of Mary Washington for the product.

## EVALUATION GUIDANCE

When evaluating our financial offer, please keep in mind the following:

- At the end of the initial contract period all fixtures installed and leasehold improvements made by Barnes & Noble College in your bookstore facility will be fully depreciated and remain the property of University of Mary Washington. We do this to ensure continuity of service between contract periods.
- Barnes & Noble College pays full applicable commissions on computer software, computer hardware, and electronics with a gross margin over 20% (which is typically anything non-Apple), and on payments remitted by vendors for regalia sales and rentals, class rings and jewelry. This practice will add significantly to the return UMW receives.

- Barnes & Noble College's commissions are fully auditable. We do not use language stipulating "as reasonably calculated by the vendor" in our contract agreements, as others do. You will receive monthly statements that itemize the sales within the University of Mary Washington Bookstore with your commission payment.
- Barnes & Noble College **does not** add freight fees to the cost of educational materials, burdening and taxing your students with costs the student has no control over. We mention this as other vendors in the industry do add these fees so commissions offered are higher. Unfortunately, students are the ones directly impacted by these costs and results lead to less competitive, affordable options, encouraging students to go elsewhere for their materials.

## ADDITIONAL POINTS

- Gross Sales is defined as all collected in-store and online/website sales and Barnes & Noble College-owned textbook rentals at the Bookstore, including the amounts earned from (i) processing transactions for publishers related to the consignment of their rental property and (ii) Barnes & Noble College's marketing programs and relationships with its brand partners, less voids, refunds, sales tax, handling fees associated with non-return of rental textbooks, campus debit card fees, contractually discounted sales (such as discounted department and faculty/staff sales), pass-through income, merchandise sales at less than a 20% initial gross margin, Gross Sales of First Day and eTextbooks, and other merchandise mutually designated as non-commissionable.
- Gross Sales of First Day and eTextbooks is defined as all collected in-store, online/website sales, and sales of (i) eTextbooks and (ii) course materials within the LMS through the First Day model less voids, refunds, sales tax, and handling fees associated with non-return of rental textbooks.
- In any contract period that is less than a complete year, the payments shall be based on the calculated commission.
- University of Mary Washington has represented to Barnes & Noble College that sales for fiscal year 2017 were \$2,350,410 This figure includes sales in all locations for which Barnes & Noble College will assume operations. We have based our financial offer in reliance on this figure and maintaining the existing

business and programs, the parties agree to discuss the renegotiation of the financial offer if the reported sales are found to be in error or materially inaccurate or if they are negatively impacted by a change in University of Mary Washington's policy.

- Our offer is based upon Barnes & Noble College being designated the exclusive on-campus and off-campus, online/eCommerce and distance education seller of all required, recommended or suggested course materials and supplies including books, course packs, custom publishing, computer software, textbook rentals and materials published or distributed electronically. University of Mary Washington shall not contract with any third party to provide any services outlined above, whether on- or off-campus, through eCommerce sites, hyperlinks to alternate sources or otherwise endorsed or supported by University of Mary Washington.
- If annual gross sales materially decrease as a result of legislation, conflicting or other campus or third party agreements or arrangements impacting Barnes & Noble College's exclusivity, material changes in University of Mary Washington policy or the business model of the industry (such as digital books or direct publisher sales), removal by University of Mary Washington of significant programs or departments, declining enrollment at University of Mary Washington (defined as decreased full- and part-time student enrollment of five percent (5%) or more over the prior year), or other reasons outside the reasonable control of Barnes & Noble College, University of Mary Washington agrees to negotiate in good faith with Barnes & Noble College on an appropriate reduction or other change to the Guaranteed Amount and/or Calculated Commission.
- We propose a contract term for a total of ten years.
- If awarded a contract to serve, both parties shall have the right to terminate the agreement at any time by giving 120 days written notice.
- Except for its indemnification obligations, each party's total liability under this agreement shall in no event exceed the total amount paid by Barnes & Noble College to University of Mary Washington in the previous six months (or portion thereof if this agreement has been in effect less than six months). In no event shall either party be liable for consequential, incidental, punitive, special, exemplary, or indirect damages or expenses (including, without limitation,

damages for business interruption, lost use, revenue, or profit, or other economic losses) even if such party was advised of the possibility of such damages.

- Payments will be made quarterly or monthly, as desired, and paid within 30 days after the close of the quarter or month in which they were earned. Our preferred method of payment is by Automated Clearinghouse (ACH), which is a form of Electronic Funds Transfer (EFT). This is an extremely efficient method. We also can pay by check, if preferred.
- The financial offer in this proposal will remain in effect for 120 days from its submission date.

## FINANCIAL RESPONSIBILITIES OF EACH PARTY

Barnes & Noble College is pleased to assume financial responsibility for the following standard items:

- Employee payroll costs and benefits. Barnes & Noble College has the right to set its own wages and benefits.
- All personnel training costs.
- Bill paying and accounting, including sales tax reporting and payment.
- Office equipment maintenance and repair.
- Long distance telephone services, through a vendor selected by Barnes & Noble College.
- General custodial services.
- Loss prevention services.

We request University of Mary Washington assume financial responsibility for the following standard items:

- Heat, light, utilities and air conditioning as reasonably required for operation.
- Office furniture, file cabinets, campus telephone equipment and wiring, safes and office machines currently available for bookstore use.
- All repairs and maintenance for the building in which the bookstore is located.
- Remedying promptly any health or environmental problem at the bookstore, other than those caused by Barnes & Noble College, and notifying Barnes & Noble College accordingly.
- Trash removal, snow removal and extermination services.

- All campus debit card, credit card or other financial services made available by University of Mary Washington to its students. Payments for charge sales will be guaranteed by University of Mary Washington and are payable within 30 days of invoice.
- Any property or municipal taxes on the bookstore.
- Paid Time Off or unpaid benefits earned prior to the University employees transitioning to Barnes & Noble College.
- The placement of an electronic link to your bookstore's website on your school's home page.

## FINANCIAL RECORDS

Barnes & Noble College will retain complete financial records for your store and make them accessible for audit by University of Mary Washington or its independent auditors.

## INSURANCE

Following is our standard insurance coverage:

- Workers' Compensation and Employer's Liability Insurance and such other insurance as may be required under applicable state statutes.
- Comprehensive General Liability Insurance subject to \$3,000,000 limits.
- Property Damage Liability Insurance in the amount of \$1,000,000.
- Motor Vehicle Liability Insurance with limits of \$100,000 per person, \$300,000 per occurrence and \$50,000 property damage.





# TOGETHER

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