

**COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT**

Contract Number: LU214-24-002

This contract entered into this 12th day of April 2024 by Follett hereinafter called the "Contractor" and Commonwealth of Virginia, Longwood University hereinafter called the "Purchasing Agency."

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

SCOPE OF CONTRACT: The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

PERIOD OF PERFORMANCE: From July 1, 2024 through June 30, 2025, with an option for nine (9) one (1) year renewal terms.

The contract documents shall consist of:

- (1) This signed form ("Signed Form");
- (2) The Negotiation Summary;
- (3) The following portions of the Request for Proposals dated October 18, 2023 ("RFP");
 - a. The Statement of Needs;
 - b. The General Terms and Conditions;
 - c. The Special Terms and Conditions together with any negotiated modifications of those Special Terms and Conditions;

Addendum 1, dated November 20, 2023;

Attachment B, dated November 20, 2023; (for illustrative purposes only, but without binding effect on the parties)

; and

- (4) The Contractor's Proposal dated November 28, 2023 including the Contractors' General Terms and Conditions (beginning on page 119 of Contractor's Proposal dated November 28, 2023) ("Contractor's Proposal"), all of which documents are incorporated herein. In the event of any conflict between or among any of the foregoing, the following order of precedence (in descending order) shall govern and control: 1) The Signed Form; 2) Negotiation Summary; 3) Request for Proposals Section B. The General Terms and Conditions; 4) Request for Proposals Section C. The Special Terms and Conditions; 5) Contractor's Proposal; and 6) Request for Proposals Section A. Statement of Needs.

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

CONTRACTOR:

DocuSigned by:
By: Ryan Petersen
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Ryan Petersen

Title: President

PURCHASING AGENCY:

By: Matthew C. McGregor

Matthew C. McGregor
Title: Vice President for Administration & Finance

Date: 4/15/2024

Date: 4-16-2024

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

RFP # LU214-24-002 “University Bookstore Management”
Negotiation Summary for Follett Higher Education Group, Inc.

February 27, 2024

1. Parties agree that items within this Negotiation Summary modify RFP#LU214-24-002 and the Contractor’s initial response to RFP#LU214-24-002 and that this Negotiation Summary takes precedence in any conflict.
2. The contractor shall have exclusive rights to operate the full-service bookstore located at Longwood University. The contractor shall provide all goods and services normally found in a University bookstore, and any additional goods or services required by the University and as mutually agreed to during the term of the contract. Longwood University grants the contractor the right to sell licensed products; however, the right is not exclusive. The contractors’ exclusive rights shall not include merchandise and services currently sold elsewhere within the University or through other existing and future arrangements.
3. The contractor shall provide Longwood University with a program gift of \$15,000 annually during the term of the Contract only to be used at the discretion of Longwood University to support student enhancement initiatives. The initial donation will be due within 90 days of the start of the contract, and on July 20th each year thereafter during the term of the Contract.
4. The contractor shall provide a convenient method for faculty and students to purchase or rent commencement regalia. The contractor shall provide a loan/rental program to students and staff for all graduation regalia needs.
5. The contractor shall negotiate pricing for students per credit hour, through an addendum,

for the Equitable Access program when Longwood University takes the steps to initiate the program. Pricing the students incur through the program shall be agreed upon by Longwood University.

6. Longwood University will migrate within 24 months, of the initial start date of the contract, to the Equitable Access program provided by the contractor for undergraduate programs at Longwood University. Longwood University will provide notice to the contractor to initiate the transition.
7. Once the Equitable Access program is fully operational, the contractor shall pay Longwood University commission of 7% for all Equitable Access materials on the initial one (1) year term that Equitable Access becomes operational, as well as any year renewals where Equitable Access is still operational.
8. The final commission shall be outlined in the Attachment A to this Negotiation Summary.
9. The contractor agrees that all exceptions taken within their initial response to RFP#LU214-24-002 that are not specifically addressed within this negotiation summary are null and void.
10. As used in this Contract, “Base fee” shall mean “Guaranteed Annual Income” as that term is defined in the Contractor’s Proposal.
11. If Longwood or its faculty changes its name, seal, or logotype, or changes the colors, type, or composition of any required uniforms, scrubs, or any other clothing or supplies, with less than one-year written notice to Contractor prior to notice to the public, or if Longwood prohibits the sale of any items it has previously approved, Contractor will deduct from any commissions otherwise payable to Longwood Contractor’s cost of all

clearance expense and/or unsold discontinued/dated emblematic merchandise on hand at the time of such change.

12. Longwood will provide and maintain an appropriate, safe and habitable location for the campus store, in accordance with all applicable laws, zoning and regulations. Longwood will make available to Contractor all existing, that is owned by Longwood, furniture, fixtures, equipment, shelving, lighting, flooring, plumbing, power, and HVAC. Longwood shall also keep the building in which the Store is located in compliance with all fire, building and electrical codes and regulations, including regulations governing fire alarms, smoke detectors, fire extinguishers, fire suppression and sprinkler systems, water pressure, plumbing and electrical service. Longwood shall be responsible for any loss or costs resulting from failure of the building to meet applicable building codes and regulations. Specifically, Longwood shall provide the following services and support to the Store at no cost to Contractor:

- A. Internal and external building maintenance, including, but not limited to:
plumbing, electric, light bulbs, HVAC and other mechanical systems, fire protection, roof membrane and structure, floors, walls, ceilings, windows and doors in accordance with Longwood's building standards;
- B. Pest control services on the regular Longwood schedule;
- C. Reasonable access to Longwood's telecommunications and network systems, unused (and Longwood allocated to Contractor) IP address as required to install, at Contractor's sole expense, DSL and associated connectivity for Contractor's point-of-sale systems;
- D. Campus Bookstore URLs provided for Contractor usage; URLs procured by

Contractor remain property of Contractor except where otherwise required by applicable law.

- E. Security of persons and property in the same manner provided for other Longwood premises;
- F. Lost and found service as regularly provided by Longwood;
- G. Parking for Contractor's employees in common with other authorized parkers in a location approved and provided by Longwood (Contractor's employees must abide by all applicable parking regulations); and
- H. Participation in any debit or credit card, voucher program, or other payment or financial aid service now or hereafter made available by Longwood to its students or to local merchants.

Longwood is responsible promptly for remedying any hazardous materials issues that arise during the Term (unless such hazardous materials were introduced into the Store by Contractor). If the Longwood relocates all or any part of the Store operations, Longwood will provide Contractor with at least 90 days advance notice of the relocation, which relocation shall be to a mutually agreed to location and will reimburse Contractor, within 30 days after Contractor's invoice, for Contractor's reasonable costs of the relocation.

13. Longwood shall be responsible for any damage or loss caused by the negligent or intentional acts or omissions of Longwood, its employees, agents or contractor. Further notwithstanding anything in the RFP to the contrary, in no event shall Contractor be responsible for any "cost to cover" or similar damages hereunder; any amounts Longwood seeks reimbursement for from Contractor must be pre-approved in writing by Contractor (email shall suffice).

14. For each University developed course material(s) required for University courses, Contractor's ability and responsibility to obtain third party licenses and permissions is contingent upon University timely providing Contractor with completed accurate documentation regarding development of each such material (including specific acknowledgement of third party materials into such developed materials) as requested by Contractor; failure to provide such completed and/or accurate documentation will relieve Contractor of its responsibility to obtain permissions and licenses for any such University developed course material(s).
15. Within 180 days of the execution of this Contract, Longwood will implement the (1) ConnectOnce integration between Longwood and Contractor systems which is essential to facilitate the course import and enrollment integration, and (2) the Follett Access, Willo and Follett Discover programs. Longwood will provide a prominent hyperlink from the School's Learning Management System (LMS) to the Follett Discover tool. Follett's payment obligations hereunder are contingent upon timely completion of such integration.

STATEMENT OF NEEDS:**A. Objective**

The University is seeking a qualified contractor to furnish management, labor, equipment, goods and supplies necessary to manage and operate a professional University Bookstore (hereinafter “Bookstore”) that will provide the highest caliber of services to the University and surrounding community. The University’s overall objective in soliciting for Bookstore Management is to enhance and improve upon the level of financial effectiveness, services and satisfaction currently being provided. It is essential that the Bookstore be managed with maximum sensitivity to the needs and concerns of our students, faculty and staff, as well as the general public.

Longwood is seeking all creative, viable operational models for consideration to provide the best possible solution for the University and surrounding community, including menus of options for providing quality service at the best price and financial return to the University.

B. Bookstore Requirements

1. **Customer Service:** Contractor must provide exceptional customer service to all constituent communities aligned with the mission of Longwood University. The Contractor must be committed to performing at the highest of standards by providing:
 - a. Value to customers through superior customer service.
 - b. Appropriate supply of competitively priced course materials prior to the start of class.
 - c. High-quality and exclusive products at competitive prices
 - d. Efficient and effective management practices to enhance and preserve university resources.
 - e. Socially, fiscally, and environmentally sustainable practices.
 - f. Knowledgeable, cross-trained staff, available and able to respond to customers’ varying needs.
 - g. A responsive communications system via telephone and online that provides customers with prompt service and attention to specific questions and requests.
 - h. A market quality, online system for the purchase of course materials and general merchandise.
 - i. An electronic means by which faculty may submit and review course material adoptions.
 - j. Proactive distribution and posting of store return policies as related to varying merchandise.

k. The Contractor shall have the responsibility for resolving

complaints of the University community and all customers. Unresolved complaints shall be referred to the University Contract Administrator for resolution.

2. **Hours of Operation:** The hours of operation should reflect exceptional service to the campus and local community. During the contract term, the hours of operation may be subject to change as mutually negotiated and agreed upon, in writing, between the Contractor and the University Contract Administrator in order to meet student demands and in keeping with campus special event schedules. On occasion, the store may need to be open beyond scheduled hours for various University events and activities.
3. Offeror shall present a plan for the implementation of a textbook and course material program for the campus. This plan shall provide textbook and course material pricing that is strategic and dynamic, purposefully minimizing the cost of course materials to students.
4. Contractor shall work in partnership with the Greenwood Library, Office of Accessibility Resources (ARO), Digital Education Collaborative (DEC), and all other departments as needed, to ensure access to required, recommended, and optional course materials to all students.
 - a. The booklist for each term must be supplied to the Library and ARO.
 - b. Special orders for students and ARO will be facilitated quickly and affordably.
5. Contractor shall make all arrangements for the delivery, unloading, receiving, and storing of textbooks and merchandise. Contractor shall assume all responsibility for receiving and/or handling these shipments.
 - a. Contractor shall recycle all cardboard and other packing materials related to shipping and receiving in accordance with University procedures.
6. Contractor will ensure the services, inventories, and retail offerings of the Bookstore meet the campus's needs while reflecting the uniqueness and values of the University.
7. Contractor shall ensure timely acquisition of all required, recommended, and optional texts in addition to other academic and/or curriculum requirements (lab requirements, etc.).
 - a. Contractor shall maintain a sufficient variety and quantity of inventory to satisfy demand and meet sales goals. Contractor will

- provide materials to all students enrolled in each course.
 - b. The University will not be liable whatsoever to the Contractor for loss or damage sustained by the Contractor in the event estimates furnished differ from actual demand.
- 8. Contractor shall maintain faculty communications including:
 - a. Provide a convenient and efficient method for faculty to place textbook adoptions.
 - b. Associated marketing and notifications regarding course material adoptions are the responsibility of the Contractor.
 - (i) Adoption deadlines shall be communicated to faculty throughout the adoption period.
 - c. Communicate problem title requests.
 - d. Provide viable cost savings adoption options to benefit students.
- 9. Contractor shall maintain a trade section of relevant study materials, local history, and faculty authors.
- 10. Contractor shall present annually an outline of the planning for and participation in University outreach activities that includes commencement activities for both Undergraduate and Graduate candidates for the University's approval.
- 11. If your proposal includes a physical location, Offeror shall present a vision of and plan for the management of the physical location of the Bookstore that clearly outlines trade books, course materials/textbooks, apparel, supplies, electronics, gifts, potential convenience store, beverage items, and other unique items.
- 12. Contractor will not hinder any initiatives underway to support textbook affordability and the presentation of course materials to students from the Commonwealth of Virginia, the University Textbook Affordability Committee, and the Greenwood Library.
- 13. Offeror shall offer a professional web-based experience to customers.
- 14. Contractor shall provide course materials in a variety of formats including but not limited to:
 - a. New books, used books, rental books, e-books, inclusive access, access cards, bundles, course packs, customer publications, foreign titles, and Print on Demand (POD) titles as adopted by faculty for their courses.

- (i) Contractor shall support the delivery of Open Access/Open Educational Resources materials as needed.
- (ii) Special orders shall be available to accommodate the needs of individual students and departments.

- 15. Offeror shall present unique marketing and public relations opportunities to enhance the image of the University and the local Farmville/Prince Edward County community.
- 16. Contractor shall be solely responsible for the disposition of any and all damaged or surplus books and merchandise.

C. **Financial Requirements**

- 1. Contractor shall have complete responsibility for the financial administration of the Bookstore facility. Such responsibilities include but are not limited to, ordering books and merchandise, billings and collections from third parties, processing payments for all goods, acceptance and deposit of all funds, reconciliation of accounts, preparation of annual financial reports, and other activities that may apply.
- 2. Contractor shall provide a financial return to the University.
- 3. Offeror shall propose additional financial contributions to the campus community, such as scholarships, contributions to co-curricular student activities, and departmental orders at discounted rates.
- 4. **Gross Sales:** Gross sales shall be defined as collected sales at the Bookstore less voids, refunds, sales tax, discounted sales, such as departmental sales, discounted faculty/staff sales, pass-through income, etc.
- 5. Offeror shall clearly define calculations and projections of the annual financial return to the University.
 - a. Clarify all commissionable sales and all relevant margin caps for each type of merchandise offered, to include but not limited to Course Materials; new, used, course packs, custom publications, digital offerings; apparel; supplies; electronics; gifts; trade books; departmental special orders; convenience store food, beverage, personal needs; regalia, postage and other items; sale merchandise.
- 6. Offeror shall clearly define, including an explanation of the calculations, the following:

- a. Base fee paid to the University.
 - b. Commission to be paid to the University.
7. Offeror shall include a list of any sales, margins, and discounted sales that would be excluded from commission payable to the University.
8. Offeror will provide the guaranteed minimum payment returned to the University. The Contractor will honor any additional financial incentives that would become applicable at increased sales volume increments.
9. Contractor shall meet monthly with the University Contract Administrator with topics to include but not be limited to, review of events, staffing, operating reports, and Profit and Loss for the operation.
 - a. The University reserves the right to examine at any time any or all records maintained by the Contractor and relevant to the Bookstore. This includes but is not limited to, sales records, invoices, operating statements, and balance sheets.
10. Offeror shall provide suggestions to the University to increase University merchandising opportunities and visibility with considerations such as discounts, special order pricing, and commissionable revenue.
11. Contractor shall provide a convenient method for faculty to purchase or rent commencement regalia.
 - a. Any change in regalia must be coordinated through the Contract Administrator and approved by the Office of the President in consultation with the Office of Academic Affairs.
12. Upon request, the Contractor shall sell University-developed course materials required for University courses. Contractor shall be responsible for all costs associated with the duplication of these course materials and shall sell them to students at cost plus a reasonable profit not to exceed a 30% gross margin. Adhering to copyright laws, securing permissions and payment of those permissions shall be the sole responsibility of the custom course material publisher or provider.
13. Contractor shall provide the highest possible quality of cost-efficient course material sourcing and/or retail operations for students.
14. Contractor shall determine and establish the selling price of all items offered for sale provided the following provisions are maintained:
 - a. Dynamic pricing shall be employed on all applicable textbooks

- with the goal of reducing costs for students.
 - b. New textbooks shall be sold at or below the publisher-suggested retail price.
 - c. Used books shall be sold at or below 75% of the new book retail price. The price of each item offered for sale shall not exceed the manufacturer's suggested retail price nor shall the selling price of each item exceed the normal retail price of identical items offered for sale by merchants in the local area.
 - d. Contractor shall clearly mark all items as to their retail price. All prices shall be posted in a conspicuous place.
 - e. The University will have input into the general price structure for all books and products offered by the Contractor.
 - f. University's Residence Life policies regarding merchandise that is disallowed in the residence halls shall be taken into consideration when selecting general merchandise for resale.
- 15. Contractor shall offer used book inventories for resale, as well as other reduced-cost alternatives to the fullest extent possible.
- 16. Contractor shall offer a textbook buyback at the beginning and end of each semester. Marketing, funding, logistics and space reservations for the buyback shall be the responsibility of the Contractor in accordance with campus policy.
- 17. Contractor shall offer a daily textbook buyback within the Bookstore operation.
- 18. Contractor shall afford to Bookstore customers the greatest variety of payment options possible including but not limited to: Cash, Valid Check, Credit Cards, Lancer Card (Lancer CASH), Departmental Charges, Financial Aid, and Gift Cards.
- 19. Any costs associated with accepting each method of payment shall be the sole responsibility of the Contractor.
- 20. PCI compliance is the responsibility of the Contractor. Contractor must provide, at no cost, a current (no more than 12 months old) and complete copy of their Attestation of Compliance (AOC) before the contract term begins and annually for the duration of the contract.
- 21. Contractor must identify and implement a refund and exchange policy, which must be approved by the University. These policies shall be posted in conspicuous places including but not limited to:
 - a. Bookstore's website.
 - b. Attachments to customer receipts.

22. Contractor shall comply with all federal, state, and local laws and regulations relating to the operation of a retail bookstore including the collection and remittance of sales taxes.

D. **General Requirements**

1. **Bookstore Signage and Advertisements:** The University reserves the right of prior approval for any and all signs, posters, or other Bookstore advertisements placed on University premises. Contractor shall adhere to campus policies regarding advertising, adhering to University graphic standards.
2. To the fullest extent possible, University students, of good academic standing, should be employed as part of the regular Bookstore staffing schedule. Such employment should be educational as well as remunerative. The Contractor is encouraged to consider internships and other cooperative ventures with academic departments. All University student employees shall be employees of the Contractor, not the University, and all employees must be clearly informed that they are not University employees.
3. Organization and personnel policies of the Contractor must meet the needs of the University.
4. Contractor shall be required to conform to all pertinent University regulations concerning parking, safety, security and access, publication standards, and design standards. Special exceptions may be allowed upon written mutual consent of both parties.
5. Contractor shall ensure appropriate FERPA (Family Educational Rights and Privacy Act) requirements are maintained.
6. Contractor shall provide special order services for academic regalia and coordinate with event staff on Commencement and other events, including utilization of current contractors for services.
7. The University will provide dedicated space for the management and operation of the Bookstore.
8. The University will control the distribution of keys to the Bookstore space.
9. The University will provide the following basic services to the same degree as is standard for all other University departments and facilities.
 - a. Cleaning of the external areas where applicable.

- b. Electric (lights and outlets).
- c. General building maintenance.
- d. Heating and air conditioning.
- e. Internet connections.
- f. Maintenance of University fixtures.
- g. Parking permit information.
- h. Smoke/heat alarms.
- i. Snow removal.
- j. Trash removal from the University's designated point.
- k. Water and sewer.

10. Contractor shall be responsible for the following, which must be compatible with and meet University specifications.

- a. The cost of voice and data lines on-site and shall reimburse the University monthly (rates are subject to change per utility charges).
- b. Computers.
- c. Copier and supplies.
- d. Equipment.
- e. Furniture.
- f. Housekeeping services.
- g. Internet hardware.
- h. Parcel delivery and freight.
- i. Printer and fax machines.
- j. Telephone hardware.
- k. Purchase hardware that is compatible with the University communication system.
- l. US Mail.

11. Contractor shall be responsible for the proper collection and removal/disposal of all trash, garbage, shipping containers, boxes, skids, etc., from the interior of the Bookstore facility and deposited in the appropriate disposal container, e.g. trash/garbage in dumpsters, cardboard flattened and deposited in cardboard recycling containers, etc.

12. Furnishings, Renovations, and Maintenance

- a. Contractor shall furnish all furniture and fixtures necessary for the proper execution of Bookstore operations. This shall include but not be limited to, office furniture, cash registers, credit card terminals and printers, special merchandising and sales displays, etc.
- b. Contractor will maintain the space, furniture, and equipment in a clean, safe, and functional condition to the satisfaction of the University and return it to the University upon contract completion, in the same or better condition as when received,

normal wear excluded. Contractor shall be responsible for cleaning and minor repairs to include but not be limited to, floors, doorways, walls, ceilings, windows, all furniture, fixtures, and equipment, including carpeting.

- c. Contractor shall have the option of purchasing existing fixtures.
- d. Contractor shall not proceed with any structural modification and/or alterations prior to written University approval. At the commencement of the contract, the Contractor and the University shall perform a joint inspection of the space, furniture and equipment. A written agreement will be reached concerning the condition of each item. At approximately thirty (30) days prior to completion of the contract, the Contractor and the University will perform a similar inspection to determine the Contractor's liability. The Contractor shall be responsible for any replacement and maintenance which was caused by its negligence, loss, or wear beyond normal use.
 - (i) Any proposed renovation, upgrades and/or construction designs to the existing space and fixtures shall be presented to the University by the Contractor and must be accompanied by layout examples and approved by the University prior to construction.
 - (ii) Contractor shall be responsible for all alterations, maintenance, and repair of its assets.
 - (iii) Modifications that require a building permit in existing building will be approved through the appropriate campus department.
 - (iv) Local governing authority will issue any necessary building permits and the Contractor shall work directly with the appropriate local office.
- e. Contractor shall comply with the approved architectural rendering(s) of the footprint(s).

13. **Information Technology Security and Integrations**

- a. Contractor shall operate in compliance with and be solely responsible for all PCI regulations.
- b. Contractor shall be responsible for their own technology equipment and maintenance.
- c. Contractor shall operate on a separate VLAN network from the University.
- d. The University Information Technology department will review and approve proposed Banner integrations.
- e. Contractor shall include a detailed project plan for required integrations.

- f. Contractor shall provide its own anti-theft/security hardware and software.
- g. The University will provide basic services to the same degree as is standard for all other University departments.

GENERAL TERMS AND CONDITIONS:

- A. **PURCHASING MANUAL:** This solicitation is subject to the provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and Their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. A copy of the manual is available for review at the purchasing office. In addition, the manual may be accessed electronically at <https://vascupp.org>.
- B. **APPLICABLE LAWS AND COURTS:** This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia, without regard to its choice of law provisions, and any litigation with respect thereto shall be brought in the circuit courts of the Commonwealth. The agency and the contractor are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute using Alternative Dispute Resolution (ADR) procedures (*Code of Virginia*, § 2.2-4366). ADR procedures are described in Chapter 9 of the *Vendors Manual*. The contractor shall comply with all applicable federal, state and local laws, rules and regulations.
- C. **ANTI-DISCRIMINATION:** By submitting their (bids/proposals), (bidders/offerors) certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and § 2.2-4311 of the *Virginia Public Procurement Act (VPPA)*. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender sexual orientation, gender identity, or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Code of Virginia*, § 2.2-4343.1E).

In every contract over \$10,000 the provisions in 1. and 2. below apply:

1. During the performance of this contract, the contractor agrees as follows:

- a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places,

available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

- b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
 - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
 - d. If the contractor employs more than five employees, the contractor shall (i) provide annual training on the contractor's sexual harassment policy to all supervisors and employees providing services in the Commonwealth, except such supervisors or employees that are required to complete sexual harassment training provided by the Department of Human Resource Management, and (ii) post the contractor's sexual harassment policy in (a) a conspicuous public place in each building located in the Commonwealth that the contractor owns or leases for business purposes and (b) the contractor's employee handbook.
 - e. The requirements of these provisions 1. and 2. are a material part of the contract. If the Contractor violates one of these provisions, the Commonwealth may terminate the affected part of this contract for breach, or at its option, the whole contract. Violation of one of these provisions may also result in debarment from State contracting regardless of whether the specific contract is terminated.
 - f. In accordance with Executive Order 61 (2017), a prohibition on discrimination by the contractor, in its employment practices, subcontracting practices, and delivery of goods or services, on the basis of race, sex, color, national origin, religion, sexual orientation, gender identity, age, political affiliation, disability, or veteran status, is hereby incorporated in this contract.
2. The contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

- D. **ETHICS IN PUBLIC CONTRACTING:** By submitting their (bids/proposals), (bidders/offerors) certify that their (bids/proposals) are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other (bidder/offeror), supplier, manufacturer or subcontractor in connection with their (bid/proposal), and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

- E. **IMMIGRATION REFORM AND CONTROL ACT OF 1986:** Applicable for all contracts over \$10,000:

By entering into a written contract with the Commonwealth of Virginia, the Contractor certifies that the Contractor does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.

- F. **DEBARMENT STATUS:** By participating in this procurement, the vendor certifies that they are not currently debarred by the Commonwealth of Virginia from submitting a response for the type of goods and/or services covered by this solicitation. Vendor further certifies that they are not debarred from filling any order or accepting any resulting order, or that they are an agent of any person or entity that is currently debarred by the Commonwealth of Virginia.

If a vendor is created or used for the purpose of circumventing a debarment decision against another vendor, the non-debarred vendor will be debarred for the same time period as the debarred vendor.

- G. **ANTITRUST:** By entering into a contract, the contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.

- H. **MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS FOR IFBs AND RFPs** (Insert wording below appropriate to the solicitation type as indicated):

1. **(For Invitation For Bids):** Failure to submit a bid on the official state form provided for that purpose shall be a cause for rejection of the bid. Modification of or additions to any portion of the Invitation for Bids may be cause for rejection of the bid; however, the Commonwealth reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a bid as nonresponsive. As a precondition to its acceptance, the Commonwealth may, in its sole discretion, request that the bidder withdraw or modify nonresponsive portions of a bid which do not affect quality, quantity, price, or delivery. No modification of or addition to the provisions of the contract shall be effective unless reduced to writing and signed by the parties.
2. **(For Request For Proposals):** Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, the Commonwealth reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.

- I. **CLARIFICATION OF TERMS:** If any prospective (bidder/offeror) has questions about the specifications or other solicitation documents, the prospective (bidder/offeror) should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.

J. **PAYMENT:**

1. To Prime Contractor:

- a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number; social security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).
- b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.
- c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the contractor at the contract price, regardless of which public agency is being billed.
- d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
- e. **Unreasonable Charges.** Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be resolved in accordance with *Code of Virginia*, § 2.2-4363 and -4364. Upon determining that invoiced charges are not reasonable, the Commonwealth shall notify the contractor of defects or improprieties in invoices within fifteen (15) days as required in *Code of Virginia*, § 2.2-4351.,. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Code of Virginia*, § 2.2-4363).

2. To Subcontractors:

- a. Within seven (7) days of the contractor's receipt of payment from the Commonwealth, a contractor awarded a contract under this solicitation is hereby obligated:

- (1) To pay the subcontractor(s) for the proportionate share of the payment received for work performed by the subcontractor(s) under the contract; or
 - (2) To notify the agency and the subcontractor(s), in writing, of the contractor's intention to withhold payment and the reason.
- b. The contractor is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the contractor that remain unpaid seven (7) days following receipt of payment from the Commonwealth, except for amounts withheld as stated in (2) above. The date of mailing of any payment by U. S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier contractor performing under the primary contract. A contractor's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of the Commonwealth.
3. Each prime contractor who wins an award in which provision of a SWaM procurement plan is a condition to the award, shall deliver to the contracting agency or institution, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWaM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by the agency or institution, or other appropriate penalties may be assessed in lieu of withholding such payment.
4. The Commonwealth of Virginia encourages contractors and subcontractors to accept electronic and credit card payments.
- K. **PRECEDENCE OF TERMS:** Paragraphs A through J of these General Terms and Conditions and the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and Their Vendors, shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.
- L. **QUALIFICATIONS OF (BIDDERS/OFFERORS):** The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the (bidder/offeree) to perform the services/furnish the goods and the (bidder/offeree) shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect (bidder's/offeree's) physical facilities prior to award to satisfy questions regarding the (bidder's/offeree's) capabilities. The Commonwealth further reserves the right to reject any (bid/proposal) if the evidence submitted by, or investigations of, such (bidder/offeree) fails to satisfy the Commonwealth that such (bidder/offeree) is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.

- M. **TESTING AND INSPECTION**: The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.
- N. **ASSIGNMENT OF CONTRACT**: A contract shall not be assignable by the contractor in whole or in part without the written consent of the Commonwealth.
- O. **CHANGES TO THE CONTRACT**: Changes can be made to the contract in any of the following ways:
- a. The parties may agree in writing to modify the terms, conditions, or scope of the contract. Any additional goods or services to be provided shall be of a sort that is ancillary to the contract goods or services, or within the same broad product or service categories as were included in the contract award. Any increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
 - b. The Purchasing Agency may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt, unless the contractor intends to claim an adjustment to compensation, schedule, or other contractual impact that would be caused by complying with such notice, in which case the contractor shall, in writing, promptly notify the Purchasing Agency of the adjustment to be sought, and before proceeding to comply with the notice, shall await the Purchasing Agency's written decision affirming, modifying, or revoking the prior written notice. If the Purchasing Agency decides to issue a notice that requires an adjustment to compensation, the contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Purchasing Agency a credit for any savings. Said compensation shall be determined by one of the following methods:
 1. By mutual agreement between the parties in writing; or
 2. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the Purchasing Agency's right to audit the contractor's records and/or to determine the correct number of units independently; or
 3. By ordering the contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The contractor shall present the Purchasing Agency with all vouchers and records of expenses incurred and savings realized. The Purchasing Agency shall

have the right to audit the records of the contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the Purchasing Agency within thirty (30) days from the date of receipt of the written order from the Purchasing Agency. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia *Vendors Manual*. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the contractor from promptly complying with the changes ordered by the Purchasing Agency or with the performance of the contract generally.

- P. **DEFAULT:** In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.
- Q. **TAXES:** Sales to the Commonwealth of Virginia are normally exempt from State sales tax. State sales and use tax certificates of exemption, Form ST-12, will be issued upon request. Deliveries against this contract shall usually be free of Federal excise and transportation taxes. The Commonwealth's excise tax exemption registration number is 54-73-0076K.

If sales or deliveries against the contract are not exempt, the contractor shall be responsible for the payment of such taxes unless the tax law specifically imposes the tax upon the buying entity and prohibits the contractor from offering a tax-included price.

- R. **INSURANCE:** By signing and submitting a bid or proposal under this solicitation, the bidder or offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with §§ 2.2-4332 and 65.2-800 et seq. of the *Code of Virginia*. The bidder or offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages during the entire term of the contract and that all coverage will be provided by companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGES AND LIMITS:

1. Workers' Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirements under the *Code*

of Virginia during the course of the contract shall be in noncompliance with the contract.

2. Employer's Liability - \$100,000.
3. Commercial General Liability - \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia shall be added as an additional insured to the policy by an endorsement.
4. Automobile Liability - \$1,000,000 combined single limit. (Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third party owner of such motor vehicle.)

<u>Profession/Service</u>	<u>Limits</u>	
Accounting	\$1,000,000	per
	occurrence,	\$3,000,000
	aggregate	
Architecture	\$2,000,000	per
	occurrence,	\$6,000,000
	aggregate	
Asbestos Design, Inspection or Abatement Contractors	\$1,000,000	per
	occurrence,	\$3,000,000
	aggregate	
Health Care Practitioner (to include Dentists, Licensed Dental		
ii. Hygienists, Optometrists, Registered or Licensed		
iii. Practical Nurses, Pharmacists, Physicians, Podiatrists,		
iv. Chiropractors, Physical Therapists, Physical		
v. Therapist Assistants, Clinical Psychologists,		
vi. Clinical Social Workers, Professional Counselors,		
vii. Hospitals, or Health Maintenance		
viii. Organizations.)		
		<i>Code of Virginia § 8.01-</i>
		581.15
ix. https://law.lis.virginia.gov/vacode/title8.01/chapter21.1/section8.01-581.15/		
Insurance/Risk Management	\$1,000,000	per
	occurrence,	\$3,000,000
	aggregate	
Landscape/Architecture	\$1,000,000	per
	occurrence,	\$1,000,000
	aggregate	
Legal	\$1,000,000	per
	occurrence,	\$5,000,000
	aggregate	

Professional Engineer	\$2,000,000 per occurrence, \$6,000,000 aggregate
Surveying	\$1,000,000 per occurrence, \$1,000,000 aggregate

- S. **ANNOUNCEMENT OF AWARD:** Upon the award or the announcement of the decision to award a contract as a result of this solicitation, the purchasing agency will publicly post such notice in eVA (www.eva.virginia.gov) for a minimum of 10 days.

- T. **DRUG-FREE WORKPLACE:** Applicable for all contracts over \$10,000:

During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

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

- U. **NONDISCRIMINATION OF CONTRACTORS:** A bidder, offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the bidder or offeror employs ex-offenders unless the state agency, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

- V. **eVA BUSINESS-TO-GOVERNMENT VENDOR REGISTRATION, CONTRACTS, AND ORDERS:** The eVA Internet electronic procurement solution, web site portal www.eVA.virginia.gov, streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state

agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet e-procurement solution by completing the free eVA Vendor Registration. All bidders or offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the bid/proposal being rejected.

Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

- a. For orders issued July 1, 2014, and after, the Vendor Transaction Fee is:
 - (i) DSBSD-certified Small Businesses: 1%, capped at \$500 per order.
 - (ii) Businesses that are not DSBSD-certified Small Businesses: 1%, capped at \$1,500 per order.
- b. Refer to Special Term and Condition “eVA Orders and Contracts” to identify the number of purchase orders that will be issued as a result of this solicitation/contract with the eVA transaction fee specified above assessed for each order.

For orders issued prior to July 1, 2014, the vendor transaction fees can be found at www.eVA.virginia.gov.

The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, typically within 60 days of the order issue date. Any adjustments (increases/decreases) will be handled through purchase order changes.

W. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent that the legislature has appropriated funds that are legally available or may hereafter become legally available for the purpose of this agreement.

X. **SET-ASIDES IN ACCORDANCE WITH THE SMALL BUSINESS ENHANCEMENT AWARD PRIORITY:** This solicitation is set-aside for award priority to DSBSD-certified micro businesses or small businesses when designated as “Micro Business Set-Aside Award Priority” or “Small Business Set-Aside Award Priority” accordingly in the solicitation. DSBSD-certified micro businesses or small businesses also includes DSBSD-certified women-owned and minority-owned businesses when they have received the DSBSD small business certification. For purposes of award, bidders/offerors shall be deemed micro businesses or small businesses if and only if they are certified as such by DSBSD on the due date for receipt of bids/proposals.

Y. **BID PRICE CURRENCY:** Unless stated otherwise in the solicitation, bidders/offerors shall state bid/offer prices in US dollars.

Z. **AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH:** A contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the *Code of Virginia* or as otherwise required by law. Any business entity described above that enters into a contract with a public body pursuant to the *Virginia Public Procurement Act* shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

AA. **CIVILITY IN STATE WORKPLACES:** The contractor shall take all reasonable steps to ensure that no individual, while performing work on behalf of the contractor or any subcontractor in connection with this agreement (each, a “Contract Worker”), shall engage in 1) harassment (including sexual harassment), bullying, cyber-bullying, or threatening or violent conduct, or 2) discriminatory behavior on the basis of race, sex, color, national origin, religious belief, sexual orientation, gender identity or expression, age, political affiliation, veteran status, or disability.

The contractor shall provide each Contract Worker with a copy of this Section and will require Contract Workers to participate in agency training on civility in the State workplace if contractor’s (and any subcontractor’s) regular mandatory training programs do not already encompass equivalent or greater expectations. Upon request, the contractor shall provide documentation that each Contract Worker has received such training.

For purposes of this Section, “State workplace” includes any location, permanent or temporary, where a Commonwealth employee performs any work-related duty or is representing his or her agency, as well as surrounding perimeters, parking lots, outside meeting locations, and means of travel to and from these locations. Communications are deemed to occur in a State workplace if the Contract Worker reasonably should know that the phone number, email, or other method of communication is associated with a State workplace or is associated with a person who is a State employee.

The Commonwealth of Virginia may require, at its sole discretion, the removal and replacement of any Contract Worker who the Commonwealth reasonably believes to have violated this Section.

This Section creates obligations solely on the part of the contractor. Employees or other third parties may benefit incidentally from this Section and from training materials or other communications distributed on this topic, but the Parties to this agreement intend this Section to be enforceable solely by the Commonwealth and not by employees or other third parties.

SPECIAL TERMS AND CONDITIONS:

- A. **AUDIT:** The contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The agency, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.
- B. **AWARD:** Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The Commonwealth may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous (Code of Virginia, § 2.2-4359D). Should the Commonwealth determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.
- C. **CANCELLATION OF CONTRACT:** This contract grants one or both parties the right to terminate this contract at any given time. The party considering terminating the contract shall give the other party a written notice that it is considering such action. During the following sixty-day period the parties will discuss, in good faith, the party's reasons for considering termination in an effort to avoid the need for such action. Following the thirty-day discussion, the party considering termination, if not fully satisfied, may elect to terminate the contract by giving the other party 180 days' written notice of its intention to terminate. However, neither party may give notice of its intention to terminate during the first 90 days of operation of this contract.
- D. **eVA ORDERS AND CONTRACTS:** The solicitation/contract may result in multiple purchase orders with the applicable eVA transaction fee assessed for each order.
- E. **RENEWAL OF CONTRACT:** This contract may be renewed by the Commonwealth upon written agreement of both parties for nine (9) one (1) year periods, under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration.
- F. **CONTRACT PARTICIPATION:** Under the authority of §6 of the *Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia* (copy available at <http://www.longwood.edu/materielmanagement>), Cooperative Procurement, it is the intent of this solicitation and resulting contract to allow for cooperative procurement.

Accordingly, any public body, public or private health or educational institutions, or affiliated corporations may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with the contract terms. The Contractor shall notify Longwood University in writing of any such entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate. The Contractor will provide semi-annual usage reports for all entities accessing the Contract. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from Longwood University. Longwood University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that Longwood University is not responsible for the acts or omissions of any entity, and will not be considered in default of the contract no matter the circumstances. Use of this contract does not preclude any participating entity from using other contracts or competitive processes as the need may be.

G. SUBMISSION OF SMALL BUSINESS SUBCONTRACTING PLAN, EVIDENCE OF COMPLIANCE WITH SMALL BUSINESS SUBCONTRACTING PLAN, AND SUBCONTRACTOR REPORTING:

- i. Submission of Small Business Subcontracting Plan: It is the statewide goal of the Commonwealth that 42% of its purchases be made from small businesses certified by DSBSD. This includes discretionary spending in prime contracts and subcontracts. All offerors are required to submit a Small Business Subcontracting Plan. The contractor is encouraged to offer such subcontracting opportunities to DSBSD-certified small businesses. This shall include DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran-owned status when they have also received DSBSD small business certification. Where it is not practicable for any portion of the goods/services to be subcontracted to other suppliers, the offeror shall note such on the Small Business Subcontracting Plan. No offeror or subcontractor shall be considered a small business unless certified as such by the Department of Small Business and Supplier Diversity (DSBSD) by the due date for receipt of bids or proposals.
- ii. Evidence of Compliance with Small Business Subcontracting Plan: Each prime contractor who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to the contracting agency or institution monthly reports substantiating compliance in accordance with the small business subcontracting plan. If a variance exists, the contractor shall provide a written explanation. A

subcontractor shall be considered a Small Business for purposes of a contract if and only if the subcontractor holds a certification as such by the DSBSD. Payment(s) may be withheld until the purchasing agency confirms that the contractor has certified compliance with the contractor's submitted Small Business Subcontracting Plan or is in receipt of a written explanation of the variance. The agency or institution reserves the right to pursue other appropriate remedies for non-compliance to include, but not be limited to, termination for default.

iii. Prime Contractor Subcontractor Reporting:

1. Each prime contractor who wins an award greater than \$100,000, shall deliver to the contracting agency or institution on a monthly basis, all applicable information for each subcontractor listed on the Small Business Subcontracting Plan that are DSBSD-certified businesses or Employment Services Organizations (ESOs). The contractor shall furnish the applicable information to the purchasing office via the Subcontractor Payment Reporting tool accessible within the contractor's eVA account.
2. In addition each prime contractor who wins an award greater than \$200,000 shall deliver to the contracting agency or institution on a monthly basis, all applicable information on use of subcontractors that are not DSBSD-certified businesses or Employment Services Organizations. The contractor shall furnish the all applicable information to the purchasing office via the Subcontractor Payment Reporting tool accessible within the contractor's eVA account.

H. **SUBCONTRACTS**: No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.

I. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION**: The contractor assures that information and data obtained as to personal facts and circumstances related to patients or clients will be collected and held confidential, during and following the term of this agreement, and unless disclosure is required pursuant to court order, subpoena or other regulatory authority, will not be divulged without the individual's and the agency's written consent and only in accordance with federal law or the Code of Virginia. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the agency of any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external

reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.

J. CONTINUITY OF SERVICES:

a) The Contractor recognizes that the services under this contract are vital to the Agency and must be continued without interruption and that, upon contract expiration, a successor, either the Agency or another contractor, may continue them. The Contractor agrees:

- ii. To exercise its best efforts and cooperation to effect an orderly and efficient transition to a successor;
 - iii. To make all Agency owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
 - iv. That the Agency Contracting Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
- b) The Contractor shall, upon written notice from the Contract Officer, furnish phase-in/phase-out services for up to ninety (90) days after this contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Contract Officer's approval.
- c) The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract. All phase-in/phase-out work fees must be approved by the Contract Officer in writing prior to commencement of said work.

K. STATE CORPORATION COMMISSION IDENTIFICATION NUMBER:

Pursuant to Code of Virginia, §2.2-4311.2 subsection B, a bidder or offeror organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its bid or proposal the identification number issued to it by the State Corporation Commission (SCC). Any bidder or offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its bid or proposal a statement describing why the bidder or offeror is not required to be so authorized. Indicate the above information on the SCC Form provided. Contractor agrees that the process by which compliance with Titles 13.1 and 50 is checked during the solicitation stage (including without limitation the SCC Form provided) is streamlined and not definitive, and the Commonwealth's use and acceptance of such form, or its acceptance of Contractor's statement describing why the bidder or offeror was not legally required to be authorized to transact business in the Commonwealth, shall

not be conclusive of the issue and shall not be relied upon by the Contractor as demonstrating compliance.

- L. **E-VERIFY PROGRAM:** EFFECTIVE 12/1/13. Pursuant to Code of Virginia, §2.2-4308.2., any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of \$50,000 with any agency of the Commonwealth to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to such public contract. Any such employer who fails to comply with these provisions shall be debarred from contracting with any agency of the Commonwealth for a period up to one year. Such debarment shall cease upon the employer's registration and participation in the E-Verify program. If requested, the employer shall present a copy of their Maintain Company page from E-Verify to prove that they are enrolled in E-Verify.

November 20, 2023

ADDENDUM 1 TO ALL OFFERORS:

Reference Request for Proposals (RFP):	LU214-24-002
Commodity:	University Bookstore Management
Dated:	October 18, 2023
For Delivery To:	Longwood University Materiel Management & Purchasing Farmville, Virginia 23909
Optional Pre-Proposal Conference (OPPC):	November 7, 2023 2:00 p.m. Local Time
Questions Due Date:	November 14, 2023 at 12:00 Noon Local Time
<u>Proposal Due Date:</u>	<u>December 1, 2023 at 2:00 p.m. Local Time</u>

This Addendum 1 is being issued to extend the date for receipt of proposals as noted above and answer questions submitted by prospective offerors.

1. Please provide a category breakdown of textbook sales information from the past few years including new, used, rental, digital, and inclusive access.

RESPONSE: See Attachment A1 to this Addendum 1. The University does not have inclusive access.

2. Please provide a category breakdown of retail sales information from the past few years including, but not limited to, trade books, clothing, computers/technology, convenience, gifts, etc.

RESPONSE: See Attachment A2 to this Addendum 1.

3. What is the school's Student Information System?

RESPONSE: The University's Student Information System is Banner.

4. Would the institution consider two separate vendors to work in partnership to provide textbook operations and retail services if it deemed more beneficial to the institution as opposed to a single vendor?

RESPONSE: Offerors should propose the solution/model they deem strongest for their benefit and that of the University.

5. Would the institution be interested in implementing an equitable access, an in-tuition

solution where all course materials are automatically delivered to all students with the costs included as part of the cost of attendance?

RESPONSE: The University would be open to it if the Offeror deems that to be the most mutually beneficial program for them, the institution, faculty and students.

6. Does the institution have any inclusive Access course material adoptions where materials are automatically delivered to the students on a course-by-course basis, and a course fee is included as part of the cost of attendance? If so, what percentage?

RESPONSE: No, reference response to 5. above.

7. **Section III., page 5, Sales:** Can you provide Sales breakdown by Category for FY 23 and Year to Date for FY 24?

RESPONSE: See Attachments A1 and A2 to this Addendum 1.

8. **Section III., page 5, Sales:** What is the sales volume for Athletic Event Sales for FY 23?

RESPONSE: Sports Event Sales are not tracked, but estimated to be very small, probably under \$2,000 for the year.

9. **Section III., page 5, eCommerce:** What is the sales volume from eCommerce for Clothing and Gift? Can you break down between Athletics and Store generated web sales?

RESPONSE: Online Spirit Shop sales for the past 2 fiscal years and YTD FY24 are as follows:

FY24: \$11,000 (first quarter)

FY23: \$66,200

FY22: \$23,365

10. **Section III., page 5, Store Floor Plans:** Can you provide the CAD file of the store space? Current Square footage?

RESPONSE: The CAD drawings cannot be shared. The square footage of the bookstore is approximately 14,000 square feet.

11. **Section III., page 5, Financial Contributions:** Is there an unamortized/undepreciated balance from prior store renovations or from any one-time contractual contributions? If yes, will a subsequent vendor be expected to cover this cost and how much will that amount be as of June 30, 2024?

RESPONSE: No.

12. **Section III., page 5, Café:** Does the bookstore operate the Starbucks Café? If yes, please confirm the annual sales for FY 22 and FY 23 and FY 24 year to date?

RESPONSE: Yes. Reference Attachment A2 to this Addendum 1. Café & Convenience sales are combined, but the incumbent states the percentage of sales is approximately 80% café and 20% convenience.

13. **Section III., page 5, Sales, Inclusive Access (Barnes Noble first day?) – if applicable:** How many courses, sections and titles in the inclusive access program?

RESPONSE: Not applicable. See response to 6. on page 2.

14. **Section III., page 5, Sales, Inclusive Access – if applicable:** What is the current annual sales volume of inclusive access?

RESPONSE: Not applicable. See response to 6. on page 2.

15. **Section III., page 5, Sales, Inclusive Access – if applicable:** Is the current Inclusive Access only digital materials or are there print materials in the current offering? What is the percentage of digital v. print?

RESPONSE: Not applicable. See response to 6. on page 2.

16. **Section IV., B. Bookstore Requirements, paragraph 12., page 6 [Equitable Access Pricing Offer (all course materials for all students at a single price)]:** We can provide a very accurate Equitable Access pricing model with the booklist and course information. We are requesting the course materials list and anonymized student data. Instructions to help assemble this information are on the following pages.

RESPONSE: If Offeror can provide a sample Equitable Access model without University-supplied data, it should be included in Offeror's proposal for the University to consider.

17. **Section VI., A. page 17:** Who is on the RFP Committee and what are their roles at the institution?

RESPONSE: The University does not disclose the names/roles of the Evaluation Committee. The Committee will be comprised of representatives from Academic Affairs, Athletics, Auxiliary Services and Student Affairs.

18. **Section IV., B. 14. a., page 8:** Does the institution have any Inclusive Access course material adoptions? If so, what percentage? If so, are these sales included in the numbers reported anywhere in the RFP?

RESPONSE: See response to 6. on page 2.

19. **Section IV., B. 14. a., page 8:** In an Equitable Access Model, the vendor charges a standard per student/per text cost. The institution can then consider adding (or not) additional revenue to the vendor price and consider this auxiliary revenue. Is this model suitable for consideration?

RESPONSE: See response to 5. on page 2.

20. **Section IV., C. 2., page 8:** What are the current auxiliary revenues and/or commissions generated by the bookstore?

RESPONSE: With the exception of Athletics, there are none in the current 1-year contract. Athletics is the same as the 5-year contract term that ended on 6/30/2023, see Attachment C to this Addendum 1.

21. **Section IV., A., page 5:** Are you interested in entirely removing your bookstore from campus? Would you replace it with an eCommerce link?

RESPONSE: See response to 4. on page 1.

22. **Section IV., B. 14. a., page 8:** Are there any state laws preventing the institution from enacting an Equitable Access model on campus?

RESPONSE: No.

23. **Section IV., A., page 5:** What is the current enrollment for concurrent high school students (Dual Enrollment/Dual Credit)?

- Do these students use the same course materials as the other students at the institution?
- Do these students receive their materials through the bookstore vendor?
- Is the institution able and interested to include Dual Credit Students as a part of the scope of content coverage through a vendor?

RESPONSE: There are currently 42 students enrolled in the fall Dual Enrollment (DE) program.

- DE students do not use the same course materials as on campus students.
- DE students do not receive their course materials through the bookstore; they use online materials.
- The University does not want to include DE students in the scope of the University Bookstore Management contract.

24. **Section V., B. A., page 15:** What is the enrollment growth rate projection for the next 5

years?

RESPONSE: Our Fall 2023 headcount was 4,545 and we expect 1%-2% headcount growth each year.

25. **Section IV., B. 14. a., page 8:** Will you provide the most recent Text Adoptions book list – preferably in Google Sheet or Excel format?

RESPONSE: See Attachment B to this Addendum 1.

26. **Section IV., B. 14. a., page 8:** What % of courses use a textbook?

RESPONSE: 51%

27. **Section IV., B. 14. a., page 8:** What % use courseware materials (i.e., My Pearson Lab, Cengage Now, Wiley Pus, etc.)?

RESPONSE: 2%

28. **Section IV., B. 14. a., page 8:** What % of courses with materials use OER? What is the goal of OER % for the following 4 years of the contract?

RESPONSE: OER is adopted through the bookstore system. Longwood has not risen above 10% of courses using OER in any given semester. Longwood does not have a % goal for adoption of OER.

29. **Section IV., A., page 5:** What are the current challenges with your existing bookstore operations that you would like to see addressed by this RFP?

RESPONSE:

- Coordination of semester book orders between faculty/bookstore.
- Driving traffic/customers into the bookstore facility.
- Limited leisure reading materials.
- Limited price point options for branded merchandise.

30. **Section IV., C. 2., page 8:** What signing bonus was paid by the incumbent bookstore vendor? In what year was this paid?

RESPONSE: None.

31. **Section IV., C. 2., page 8:** What scholarships were paid for by the incumbent bookstore vendor? In what year were they paid?

RESPONSE: See Attachment C to this Addendum 1.

32. **Section IV., C. 2., page 8:** Were there any sponsorships or other financial incentives offered? If so, what were they? In what year were they paid?

RESPONSE: See Attachment C to this Addendum 1.

33. **Section IV., C. 2., page 8:** Please provide the last three years' worth of sales data including category breakdowns (new books, used books, digital, rental, clothing, gift, convenience, technology, etc.).

RESPONSE: See Attachments A1 and A2 to this Addendum 1.

34. **Section IV., C. 18., page 10:** Please describe how students utilize their financial aid in the campus store and if there are any restrictions.

RESPONSE: Financial aid is managed through a 'credit' system. The Office of Student Accounts sends reports to the bookstore that contain information about the students and their financial aid credit amount. Using this credit amount, students can purchase books and supplies from the bookstore and the University pays the bookstore for their purchases. There are no restrictions on how students can use their financial aid credits.

35. **Section IV., D. 9., page 11:** Of the fixtures that currently reside in the bookstore, will all remain for use by a new partner? Is there any unamortized expense the new partner must absorb upon commencing operations?

RESPONSE: Yes. No.

36. **Section IV., D. 9., page 11:** What other school expenses must the campus store pay for (utilities, phone, internet, trash, etc.) and what are those costs?

RESPONSE: Expenses the bookstore is responsible for were included in the RFP in Section IV.D.10. For the 5-year contract term that ended on 6/30/2023, incumbent paid the University \$45,000 annually to reimburse the University for the cost of utilities and CAM fees for the bookstore facility. The annual cost of Atrium Maintenance included in Attachment C is \$2,000.

37. **Section IV., B. 1. h., page 6:** Is there any other provider of campus store services or merchandise sales that the school works with? Off campus store, athletic website, publisher content provider, etc.)?

RESPONSE: The University's management partner for the Joan Perry Brock Convocation Center, Centers LLC, operates a small team store with Longwood branded apparel.

38. **Section IV., B. 11., page 7:** Are there any limitations on convenience offerings for food or beverage?

RESPONSE: No, but the University reserves the right to recommend merchandise to be sold in the bookstore and to request the removal of merchandise for sale in the bookstore which the University considers offensive or inappropriate.

39. **Section IV., B. 1. h., page 6:** Are there any limitations on graduation related sales?

RESPONSE: No.

40. **Section IV., D. 13., page 12:** What is your SIS on campus?

RESPONSE: See response to 3. on page 1.

41. **Section IV., D. 13., page 12:** What is your LMS on campus?

RESPONSE: SirsiDynix.

42. **Section IV., B. 1. F., page 6:** Would you desire to retain the current staff in place in the store?

RESPONSE: Current staff are to be afforded the greatest level of personal and professional protection and courtesy possible. If the incumbent contractor is not awarded the contract, the new contractor is encouraged to offer employment to members of the current staff.

43. **Section IV., B. 11., page 7:** Are there any plans to move or alter the current bookstore location?

RESPONSE: No plans, but the University is open to any upgrade/renovation solutions that will improve operations.

44. **Section IV., B. 14. a., page 8:** What is your current level of inclusive access or equitable access courses (books included in tuition or a separate billed fee)?

RESPONSE: See responses to 5. and 6. on page 2.

45. **Section IV., B. 14. a., page 8:** Please provide clarification on what you are looking for in an Inclusive Access program.

RESPONSE: See responses to 5. and 6. on page 2.

All other general terms, conditions, and specifications shall remain the same.

Note: A signed acknowledgement of this addendum **must** be submitted with your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Very truly yours,

Ryan A. Ferebee
Director of Materiel Management & Purchasing

Name of Firm

Signature/Title

Date

Term	Dept	Course	Sec	Author	Title	Edition	Publisher	EAN-13	Req/Rec
F23	ACCT	442	01	HAMILTON	EBK AUDITING: A PRACTICAL APPROACH WILE	1	VST	8220123698300	Required
F23	ACCT	443	01	COPLEY	ESSEN.OF ACCT.F/GOV.+NOT...(LL)-W/ACCESS	14TH 20	MCG	9781260939965	Recommended
F23	ACCT	443	01	UNKNOWN	EBK CONNECT ONLINE ACCESS FOR ESSENTIAL	14	VST	8220123801502	Required
F23	ACCT	540	BM1	ATKINSON	MANAGEMENT ACCOUNTING	7TH 20	CAMB BUS	9781618533517	Required
F23	ACCT	540	BM2	ATKINSON	MANAGEMENT ACCOUNTING	7TH 20	CAMB BUS	9781618533517	Required
F23	ANTH	200	01	GUEST	CULTURAL ANTHROPOLOGY-EBOOK+INQUIZITIVE	4TH 23	NORTON	9781324040477	Required
F23	ANTH	200	02	GUEST	CULTURAL ANTHROPOLOGY-EBOOK+INQUIZITIVE	4TH 23	NORTON	9781324040477	Required
F23	ANTH	200	03	GUEST	CULTURAL ANTHROPOLOGY-W/ACCESS	3RD 20	NORTON	9780393420128	Required
F23	ANTH	202	01	RENFREW	ARCHAEOLOGY ESSENTIALS-W/REG.CARD	4TH 18	NORTON	9780500841389	Required
F23	ANTH	202	02	RENFREW	ARCHAEOLOGY ESSENTIALS-W/REG.CARD	4TH 18	NORTON	9780500841389	Required
F23	ANTH	202	03	RENFREW	ARCHAEOLOGY ESSENTIALS-W/REG.CARD	4TH 18	NORTON	9780500841389	Required
F23	ANTH	202	05	RENFREW	ARCHAEOLOGY ESSENTIALS-W/REG.CARD	4TH 18	NORTON	9780500841389	Required
F23	ANTH	203	01	LARSEN	ESSENTIALS OF PHYSICAL ANTHROPOLOGY	3RD 16	NORTON	9780393938661	Required
F23	ANTH	280	01	SUTTON	ARCHAEOLOGICAL LABORATORY METHODS	7TH 19	K/H	9781524979553	Required
F23	ANTH	317	01	KNAUFT	GEBUSI	5TH 22	WAVELAND	9781478647676	Required
F23	ART	120	01	PENTAK	DESIGN BASICS	9TH 16	CENGAGE L	9781285858227	Required
F23	ART	120	02	PENTAK	DESIGN BASICS	9TH 16	CENGAGE L	9781285858227	Required
F23	ART	130	01	ROCKMAN	DRAWING ESSENTIALS	4TH 21	OXF	9780190924812	Required
F23	ART	130	02	ROCKMAN	DRAWING ESSENTIALS	4TH 21	OXF	9780190924812	Required
F23	ART	261	01	KLEINER	GARDNER'S ART...-WEST.PERS.V.I	15TH 17	CENGAGE L	9781305633940	Required
F23	ART	261	01	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Recommended
F23	ART	261	01	KLEINER	EBK 3I-EBK: GARDNERS ART THROUGH THE AG	15	VST	9780176900694	Required
F23	ART	261	02	KLEINER	GARDNER'S ART...-WEST.PERS.V.I	15TH 17	CENGAGE L	9781305633940	Required
F23	ART	261	02	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Recommended
F23	ART	261	02	KLEINER	EBK 3I-EBK: GARDNERS ART THROUGH THE AG	15	VST	9780176900694	Required
F23	ART	324	01	HIEBERT	PAPERMAKER'S COMPANION	00	HACHETTE B	9781580172004	Required
F23	ART	324	02	HIEBERT	PAPERMAKER'S COMPANION	00	HACHETTE B	9781580172004	Required
F23	ART	324	50	HIEBERT	PAPERMAKER'S COMPANION	00	HACHETTE B	9781580172004	Required
F23	ART	324	51	HIEBERT	PAPERMAKER'S COMPANION	00	HACHETTE B	9781580172004	Required
F23	ART	366	01	KLEINER	GARDNER'S ART...-NON-WESTERN...-W/ACCESS	13TH 10	CENGAGE L	9780495573678	Required
F23	ART	442	01	STANKIEWICZ	ROOTS OF ART EDUCATION PRACTICE	01	DAVIS MASS	9780871924810	Required
F23	ART	442	01	BEATTIE	ASSESSMENT IN ART EDUCATION	97	DAVIS MASS	9780871923639	Required
F23	ASL	110	01	SMITH	SIGNING NATURALLY...1-6-WKBK.-W/ACCESS	(REV)08	DAWN SIGN	9781581212105	Required
F23	ASL	110	02	SMITH	SIGNING NATURALLY...1-6-WKBK.-W/ACCESS	(REV)08	DAWN SIGN	9781581212105	Required
F23	ASL	110	03	SMITH	SIGNING NATURALLY...1-6-WKBK.-W/ACCESS	(REV)08	DAWN SIGN	9781581212105	Required
F23	ASL	210	01	SMITH	SIGNING NATURALLY...1-6-WKBK.-W/ACCESS	(REV)08	DAWN SIGN	9781581212105	Required
F23	BIOL	101	01	MALONE	EBK BIOLOGY NOW WITH PHYSIOLOGY	3	VST	8220130815875	Recommended
F23	BIOL	101	02	MALONE	EBK BIOLOGY NOW WITH PHYSIOLOGY	3	VST	8220130815875	Recommended
F23	BIOL	114	01	REECE	EBK MASTERING BIOLOGY WITH PEARSON ETEX	7	VST	8220117021619	Required
F23	BIOL	114	02	SIMON	BIOLOGY:CORE	3RD 19	PEARSON	9780134891514	Required
F23	BIOL	114	03	SIMON	BIOLOGY:CORE	3RD 19	PEARSON	9780134891514	Required
F23	BIOL	120	01	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	120	01	BELK	BIOLOGY:SCIENCE F/LIFE W/PHYSIOLOGY	6TH 19	PEARSON	9780134555430	Required
F23	BIOL	120	01	COLLEGE	EBK CONCEPTS OF BIOLOGY	1	VST	8220107465515	eBook
F23	BIOL	120	02	OPENSTAX	CONCEPTS OF BIOLOGY (OER)	LATEST	XANEDU	9781938168116	Required
F23	BIOL	120	02	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	8220117388774	eBook
F23	BIOL	120	02	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	120	03	OPENSTAX	CONCEPTS OF BIOLOGY (OER)	LATEST	XANEDU	9781938168116	Required
F23	BIOL	120	03	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	8220117388774	eBook
F23	BIOL	120	03	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	120	50	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	8220117388774	eBook
F23	BIOL	120	50	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	120	50	BELK	BIOLOGY:SCIENCE F/LIFE W/PHYSIOLOGY	6TH 19	PEARSON	9780134555430	Recommended
F23	BIOL	206	01	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	2ND 22	XANEDU	9781711494050	Required
F23	BIOL	206	01	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	206	02	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	2ND 22	XANEDU	9781711494050	Required
F23	BIOL	206	02	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	206	04	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	2ND 22	XANEDU	9781711494050	Required
F23	BIOL	206	04	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	206	05	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	2ND 22	XANEDU	9781711494050	Required
F23	BIOL	206	06	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	2ND 22	XANEDU	9781711494050	Recommended
F23	BIOL	206	06	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	206	07	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	2ND 22	XANEDU	9781711494050	Recommended
F23	BIOL	206	07	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	206	50	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	2ND 22	XANEDU	9781711494050	Required
F23	BIOL	206	50	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	250	01	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	6TH 17	MAC HIGHER	9781319047139	Recommended
F23	BIOL	250	02	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	250	03	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	251	01	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	251	02	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	251	50	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	9781319268480	Required
F23	BIOL	251	50	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	8220117388774	eBook
F23	BIOL	251	50	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	288	01	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	8220117388774	eBook
F23	BIOL	288	01	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	288	02	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	8220117388774	eBook
F23	BIOL	288	02	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Required
F23	BIOL	301	01	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	17	XANEDU	9781506698021	Required
F23	BIOL	301	01	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	301	02	OPENSTAX	ANATOMY+PHYSIOLOGY-2 VOLUME SET (OER)	17	XANEDU	9781506698021	Required
F23	BIOL	301	02	VISIBLE BODY	VISIBLE BODY COURSEWARE 2-YR ACCESS	20	VISIBLE B	2818440042898	Required
F23	BIOL	305	01	III	EBK MICROBIOLOGY: AN INTRODUCTION	13	VST	9780134717968	Recommended
F23	BIOL	326	01	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	9781319268480	Recommended
F23	BIOL	326	01	MCMILLAN	EBK WRITING PAPERS IN THE BIOLOGICAL SC	7	VST	8220117388774	eBook
F23	BIOL	326	01	MCMILLAN	WRITING PAPERS IN BIOLOGICAL SCIENCES	7TH 21	MAC HIGHER	9781319268466	Recommended
F23	BIOL	326	01	LODOLCE	EBK BECKER'S WORLD OF THE CELL (PEARSON	10	VST	8220127904353	eBook
F23	BIOL	326	01	HARDIN	BECKER'S WORLD OF THE CELL	10TH 22	RENT PEAR	9780135259498	Required
F23	BIOL	432	01	DODDS	FRESHWATER ECOLOGY	3RD 20	ELSEVIER	9780128132555	Recommended
F23	BIOL	460	04	GULLAN	INSECTS:OUTLINE OF ENTOMOLOGY (CL)	5TH 14	WILEY	9781118846155	Required

F23	CHEM	111	05	OPENSTAX	CHEMISTRY (OER)	2ND 19	XANEDU	9781947172623	Recommended
F23	CHEM	111	50	OPENSTAX	CHEMISTRY (OER)	2ND 19	XANEDU	9781947172623	Recommended
F23	CHEM	112	01	OPENSTAX	CHEMISTRY (OER)	2ND 19	XANEDU	9781947172623	Required
F23	CHEM	212	01	KLEIN	DAVID KLEIN'S ORGANIC CHEMISTY FOR LONG	4th	WILEY	9781119904632	Required
F23	CHEM	212	01	LEARNING	EP AKTIV CHEMISTRY ACTIVATION F42	LATEST	101 EDU	9781955404457	Required
F23	CHEM	301	01	SOCIETY	EBK CHEMISTRY IN CONTEXT	10	VST	9781260497113	Required
F23	CHEM	324	01	ENGEL	THERMODYNAMICS,STAT.THERMO....-TEXT	3RD 13	PEARSON	9780321766182	Required
F23	CHEM	350	01	HARRIS	QUANTITATIVE CHEM.ANALYSIS	10TH 20	MAC HIGHER	9781319164300	Required
F23	CMSC	201	01	O'HALLARON	EBK COMPUTER SYSTEMS: A PROGRAMMER'S PE	3	VST	8220101459107	eBook
F23	CMSC	201	01	BRYANT	COMPUTER SYSTEMS:PROGRAMMER'S PERSP.	3RD 16	PEARSON	9780134092669	Required
F23	CMSC	280	01	LIANG	INTRO.TO JAVA PROG.+DATA....COMP.(LL)	12TH 20	PEARSON	9780136520153	Recommended
F23	CMSC	355	CH1	SIMPSON	HANDS-ON ETHICAL HACKING+NETWORK...-TEXT	3RD 17	CENGAGE L	9781285454672	Required
F23	CMSC	355	01	SIMPSON	HANDS-ON ETHICAL HACKING+NETWORK...-TEXT	3RD 17	CENGAGE L	9781285454672	Required
F23	CMSC	442	01	STALLINGS	OPERATING SYSTEMS-W/ACCESS	9TH 18	PEARSON	9780134670959	Required
F23	CMSC	445	01	AHO	COMPILERS	2ND 07	PEARSON	9780321486813	Required
F23	COMM	101	03	LEONARD	INTRO.TO SPEECHMAKING PROCESS (LOOSE)	15TH 21	BVT PUB	9781517805586	Required
F23	COMM	101	04	ROSS	EBK INTRODUCTION TO THE SPEECHMAKING PR	15	VST	8220129057545	Required
F23	COMM	105	01	RYAN	WAIT,WHAT?	17	HARP PUB	9780062664570	Required
F23	COMM	105	02	RYAN	WAIT,WHAT?	17	HARP PUB	9780062664570	Required
F23	COMM	105	03	RYAN	WAIT,WHAT?	17	HARP PUB	9780062664570	Required
F23	COMM	210	01	CHILDRESS	EBK MEDIA/SOCIETY: TECHNOLOGY, INDUSTRI	7	VST	9781071819326	Required
F23	COMM	210	02	CHILDRESS	EBK MEDIA/SOCIETY: TECHNOLOGY, INDUSTRI	7	VST	9781071819326	Required
F23	COMM	251	01	WILLIAMS	NON-DESIGNER'S DESIGN BOOK	4TH 15	PEARSON	9780133966152	Required
F23	COMM	280	01	KELLEHER	PUBLIC RELATIONS-W/ACCESS	2ND 21	OXF	9780190925093	Required
F23	COMM	280	01	KELLEHER	EBK PUBLIC RELATIONS	2	VST	8220122569090	eBook
F23	COMM	280	02	KELLEHER	PUBLIC RELATIONS-W/ACCESS	2ND 21	OXF	9780190925093	Required
F23	COMM	280	02	KELLEHER	EBK PUBLIC RELATIONS	2	VST	8220122569090	eBook
F23	COMM	341	01	ASSOC.PRESS	ASSOC.PR.STYLEBOOK 2022-2024	56TH 22	HACHETTE B	9781541601659	Required
F23	COMM	354	01	ASSOC.PRESS	ASSOC.PR.STYLEBOOK 2020-2022	20	ASSOC PR	9780917360695	Required
F23	COMM	354	01	BIVINS	PUBLIC RELATIONS WRITING	8TH 14	MCG	9780073526232	Required
F23	COMM	354	02	ASSOC.PRESS	ASSOC.PR.STYLEBOOK 2020-2022	20	ASSOC PR	9780917360695	Required
F23	COMM	354	02	BIVINS	PUBLIC RELATIONS WRITING	8TH 14	MCG	9780073526232	Required
F23	COMM	355	01	WILLETT	MEDIA PRODUCTION	2ND 21	TAYLOR	9780367226381	Required
F23	COMM	380	01	CERVINI	EBK THE DEVIANT'S WAR		VST	9780374721565	Required
F23	COMM	380	01	DEROBERTIS	GODS OF TANGO	15	PENG RAND	9781101872857	Required
F23	COMM	380	01	MCBRIDE	TOMORROW WILL BE DIFFERENT	19	PENG RAND	9781524761486	Required
F23	COMM	380	01	DAWSON	THIS BOOK IS GAY		SOURCEBOOK	9781728254326	Required
F23	COMM	410	01	SKYPEPACK	COMM 410 ACCESS	2021	SKYPEPACK	2818440042997	Required
F23	COMM	410	02	SKYPEPACK	COMM 410 ACCESS	2021	SKYPEPACK	2818440042997	Required
F23	COUN	503	01	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Recommended
F23	COUN	503	01	ERFORD	ORIENTATION TO COUNSELING PROFESSION	3RD 18	PEARSON	9780134387796	Required
F23	COUN	503	02	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Recommended
F23	COUN	503	02	ERFORD	ORIENTATION TO COUNSELING PROFESSION	3RD 18	PEARSON	9780134387796	Required
F23	COUN	505	01	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357693339	Required
F23	COUN	505	01	COREY	EBK THEORY AND PRACTICE OF COUNSELING A	10	VST	8220101425560	Required
F23	COUN	545	01	SOMMERS-FLANAG	CLINICAL INTERVIEWING-W/ACCESS	6TH 17	WILEY	9781119215585	Required
F23	COUN	545	02	SOMMERS-FLANAG	CLINICAL INTERVIEWING-W/ACCESS	6TH 17	WILEY	9781119215585	Required
F23	COUN	555	01	SHEPERIS	ASSESSMENT PROCED.F/COUNSEL+HELPING...	9TH 20	PEARSON	9780135186022	Required
F23	COUN	608	01	AM.PSYCHIA.	DIAG.+STAT.MAN.OF MENTAL...:DSM-5-TR	5TH 22	AM PSYCHIA	9780890425763	Required
F23	COUN	608	01	SELIGMAN	EBK SELECTING EFFECTIVE TREATMENTS: A C	5	VST	9781118791219	Required
F23	COUN	610	01	ZUNKER	CAREER COUNSELING	9TH 16	CENGAGE L	9781305087286	Required
F23	COUN	635	01	COREY	CLINICAL SUPERVISION IN HELPING PROF.	3RD 21	AM COUNSEL	9781556204036	Required
F23	CRIM	100	01	SCHMALLEGER	CRIMINAL JUSTICE:BRIEF INTRO.	13TH 20	PEARSON	9780135186268	Recommended
F23	CRIM	100	03	SCHMALLEGER	EBK CRIMINAL JUSTICE TODAY: AN INTRODUC	16	VST	8220127902656	eBook
F23	CRIM	100	03	SCHMALLEGER	CRIMINAL JUSTICE TODAY	16TH 21	RENT PEAR	9780135770580	Required
F23	CRIM	100	04	SCHMALLEGER	EBK CRIMINAL JUSTICE TODAY: AN INTRODUC	16	VST	8220127902656	eBook
F23	CRIM	100	04	SCHMALLEGER	CRIMINAL JUSTICE TODAY	16TH 21	RENT PEAR	9780135770580	Required
F23	CRIM	100	05	SCHMALLEGER	CRIMINAL JUSTICE:BRIEF INTRO.	13TH 20	PEARSON	9780135186268	Recommended
F23	CRIM	101	01	JOHNSTON	CAREERS IN CRIMINAL JUSTICE	2ND 19	SAGE	9781506363950	Required
F23	CRIM	101	02	JOHNSTON	CAREERS IN CRIMINAL JUSTICE	2ND 19	SAGE	9781506363950	Required
F23	CRIM	200	01	HANSEN	INTRODUCTION TO CORRECTIONS	4TH 23	SAGE	9781071848999	Required
F23	CRIM	205	01	BHARARA	DOING JUSTICE	19	PENG RAND	9780525521129	Recommended
F23	CRIM	210	01	WALKER	POLICE IN AMERICA	10TH 22	RENT MCG	9781260236996	Recommended
F23	CRIM	310	01	BRASWELL	JUSTICE,CRIME+ETHICS	10TH 20	TAYLOR	9780367196363	Required
F23	CRIM	310	01	POLLOCK	ETHICAL DILEMMAS+DECISIONS IN CRIM.JUST	11TH 22	CENGAGE L	9780357512913	Required
F23	CRIM	335	01	SIEGEL	JUVENILE DELINQUENCY:CORE	6TH 17	CENGAGE L	9781305577411	Required
F23	CRIM	402	01	VOID	THEORETICAL CRIMINOLOGY	3RD 86	OXF	9780195036169	Required
F23	CRIM	455	01	KANOVITZ	CONSTITUTIONAL LAW FOR CRIMINAL JUSTICE	15TH 19	TAYLOR	9781138601819	Required
F23	CSDS	110	01	BRENNER	HOW TO COLLEGE	19	MAC HIGHER	9781250225184	Required
F23	CSDS	285	01	OWENS	EBK LANGUAGE DEVELOPMENT: AN INTRODUCTI	10	VST	8220127900119	eBook
F23	CSDS	285	01	OWENS	LANGUAGE DEVELOPMENT-INTRO.	10TH 20	PEARSON	9780135206485	Recommended
F23	CSDS	307	01	HARBERS	EBK A PHONETICS WORKBOOK FOR STUDENTS	1	VST	9780133561036	eBook
F23	CSDS	307	01	SMALL	EBK FUNDAMENTALS OF PHONETICS	5	VST	9780135200940	eBook
F23	CSDS	361	01	CLARK	EBK INTRODUCTION TO AUDIOLOGY	13	VST	9780134694948	eBook
F23	CSDS	361	01	MARTIN	INTRO.TO AUDIOLOGY-W/ACCESS	13TH 19	PEARSON	9780134694900	Required
F23	CSDS	430	01	KAMHI	LANGUAGE+READING DISABILITIES	3RD 12	PEARSON	9780137072774	Required
F23	CSDS	450	01	BEHRMAN	SPEECH+VOICE SCIENCE-W/ACCESS	3RD 18	PLURAL PUB	9781597569354	Required
F23	CSDS	501	01	LAUREN	EBK RESEARCH IN COMMUNICATION SCIENCES	4	VST	9781635502114	eBook
F23	CSDS	501	01	NELSON	RESEARCH IN COMM.SCIENCES+DISORDERS	3RD 17	PLURAL PUB	9781597567268	Required
F23	CSDS	507	01	PRESTON	EBK CLINICAL PHONETICS -- ENHANCED PEAR	5	VST	8220129470917	Required
F23	CSDS	507	02	PRESTON	EBK CLINICAL PHONETICS -- ENHANCED PEAR	5	VST	8220129470917	Required
F23	CSDS	508	01	MARTIN	INTRO.TO AUDIOLOGY-ACCESS	13TH 19	PEARSON	9780134694986	Required
F23	CSDS	508	01	MARTIN	INTRO.TO AUDIOLOGY-W/ACCESS	13TH 19	PEARSON	9780134694900	Required
F23	CSDS	512	01	SWIGERT	SOURCE PEDIATRIC FEEDING+ SWALL DISORDE	3	PRO-ED	9781416412045	Recommended
F23	CSDS	522	01	KOCH	CLINICAL MGMNT.OF SPEECH...-W/ACCESS	19	JONES+BART	9781284036916	Required
F23	CSDS	550	01	BEHRMAN	SPEECH+VOICE SCIENCE-W/ACCESS	3RD 18	PLURAL PUB	9781597569354	Required
F23	CSDS	625	01	SAPIENZA	VOICE DISORDERS-W/ACCESS	3RD 18	PLURAL PUB	9781597567183	Required
F23	CSDS	630	01	KUMMER	EBK CLEFT PALATE AND CRANIOFACIAL CONDI	4	VST	8220107357087	eBook
F23	CSDS	630	01	KUMMER	CLEFT PALATE+CRANIOFACIAL...-W/ACCESS	4TH 20	JONES+BART	9781284149104	Recommended
F23	CSDS	640	01	LONCKE	EBK AUGMENTATIVE AND ALTERNATIVE COMMUN	2	VST	9781635501308	Recommended
F23	CSDS	640	01	LONCKE	AUGMENTATIVE+ALTERNATIVE COMMUNICATION	2ND 22	PLURAL PUB	9781635501223	Recommended

F23	CTZN	110	01	GEMS	SPORTS IN AMERICAN HISTORY	3RD 23	HUMAN KIN	9781718203037	Required
F23	CTZN	110	02	PFISTER	EBK SPORTS IN AMERICAN HISTORY	3	VST	8220127968737	eBook
F23	CTZN	110	02	GEMS	SPORTS IN AMERICAN HISTORY	3RD 23	HUMAN KIN	9781718203037	Required
F23	CTZN	110	06	EBERHARDT	BIASED	20	PENG RAND	9780735224957	Required
F23	CTZN	110	10	EBERHARDT	BIASED	20	PENG RAND	9780735224957	Required
F23	CTZN	110	13	GEORGE	EBK MAAME		VST	9781250282538	Required
F23	CTZN	110	13	SOPHOCLES	ANTIGONE-LITERARY TOUCHSTONE ED.	05	PRESTWICK	9781580493888	Required
F23	CTZN	110	14	CULLEN	35 DUMB THINGS WELL-INTENDED PEOPLE SAY	08	INGRAM PUB	9781600374913	Required
F23	CTZN	110	15	CULLEN	35 DUMB THINGS WELL-INTENDED PEOPLE SAY	08	INGRAM PUB	9781600374913	Required
F23	CTZN	110	16	CULLEN	35 DUMB THINGS WELL-INTENDED PEOPLE SAY	08	INGRAM PUB	9781600374913	Required
F23	CTZN	110	17	FOSS	INVITING TRANSFORMATION	4TH 19	WAVELAND	9781478638193	Required
F23	CTZN	110	21	GEORGE	EBK MAAME		VST	9781250282538	Required
F23	CTZN	110	21	SOPHOCLES	ANTIGONE-LITERARY TOUCHSTONE ED.	05	PRESTWICK	9781580493888	Required
F23	CTZN	110	23	GEMS	SPORTS IN AMERICAN HISTORY	3RD 23	HUMAN KIN	9781718203037	Required
F23	CTZN	110	25	GEMS	SPORTS IN AMERICAN HISTORY	3RD 23	HUMAN KIN	9781718203037	Required
F23	CTZN	110	53	BERGER	WAYS OF SEEING	72	PENG RAND	9780140135152	Required
F23	CTZN	110	58	HACKER	POCKET STYLE MANUAL	9TH 21	MAC HIGHER	9781319169541	Required
F23	CTZN	110	58	GORSKI	CASE STUDIES ON DIVERSITY+SOCIAL...	2ND 18	TAYLOR	9780815375005	Required
F23	CTZN	410	02	ONEIL	WEAPONS OF MATH DESTRUCTION	17	PENG RAND	9780553418835	Required
F23	CTZN	410	02	PINKER	RATIONALITY		PENG RAND	9780525562016	Required
F23	CTZN	410	03	FLORINA	UNSTABLE MAJORITIES:POLARIZATION...	17	IPG	9780817921156	Required
F23	CTZN	410	03	SASSE	THEM	19	MAC HIGHER	9781250195029	Required
F23	CTZN	410	03	ACHEN	DEMOCRACY FOR REALISTS	16	INGRAM PUB	9780691178240	Required
F23	CTZN	410	03	HAIDT	RIGHTEOUS MIND:WHY GOOD PEOPLE ARE...	12	PENG RAND	9780307455772	Required
F23	CTZN	410	03	GREENE	HOW RIGHTS WENT WRONG	21	HARP PUB	9780358699293	Required
F23	CTZN	410	03	MOUNK	GREAT EXPERIMENT	22	PENG RAND	9780593296837	Required
F23	CTZN	410	04	WOOD	RUSSIA WITHOUT PUTIN	18	PENG RAND	9781788731249	Required
F23	CTZN	410	04	TOLAN	EBK THE LEMON TREE	1	VST	8220125670946	eBook
F23	CTZN	410	04	TOLAN	LEMON TREE	06	MAC HIGHER	9781596913431	Required
F23	CTZN	410	04	DEMICK	NOTHING TO ENVY	15	PENG RAND	9780385523912	Required
F23	CTZN	410	04	WRIGHT	LOOMING TOWER (MOVIE TIE-IN):AL-QAEDA..	18	PENG RAND	9780525564362	Required
F23	CTZN	410	04	TOOBIN	EBK HOMEGROWN		VST	9781668013595	Required
F23	CTZN	410	04	DEMICK	EAT THE BUDDHA	21	PENG RAND	9780812988116	Required
F23	CTZN	410	12	WOOD	RUSSIA WITHOUT PUTIN	18	PENG RAND	9781788731249	Required
F23	CTZN	410	12	TOLAN	EBK THE LEMON TREE	1	VST	8220125670946	eBook
F23	CTZN	410	12	TOLAN	LEMON TREE	06	MAC HIGHER	9781596913431	Required
F23	CTZN	410	12	DEMICK	NOTHING TO ENVY	15	PENG RAND	9780385523912	Required
F23	CTZN	410	12	TOOBIN	EBK HOMEGROWN		VST	9781668013595	Required
F23	CTZN	410	12	WRIGHT	LOOMING TOWER (MOVIE TIE-IN):AL-QAEDA..	18	PENG RAND	9780525564362	Required
F23	CTZN	410	12	DEMICK	EAT THE BUDDHA	21	PENG RAND	9780812988116	Required
F23	CTZN	410	18	PINKER	RATIONALITY		PENG RAND	9780525562016	Required
F23	CTZN	410	18	ONEIL	WEAPONS OF MATH DESTRUCTION	17	PENG RAND	9780553418835	Required
F23	CTZN	410	20	ONEIL	WEAPONS OF MATH DESTRUCTION	17	PENG RAND	9780553418835	Required
F23	CTZN	410	20	PINKER	RATIONALITY		PENG RAND	9780525562016	Required
F23	EASC	211	01	MARSHAK	ESSENTIALS OF GEOLOGY (LL)-W/ACCESS	7TH 22	NORTON	9780393882735	Required
F23	EASC	211	01	MARSHAK	EBK LABORATORY MANUAL FOR INTRODUCTORY	4	VST	8220107823506	eBook
F23	EASC	211	01	LUDMAN	LABORATORY MANUAL F/INTRO.GEOLOGY-WKBK.	4TH 19	NORTON	9780393617528	Required
F23	EASC	211	02	MARSHAK	ESSENTIALS OF GEOLOGY (LL)-W/ACCESS	7TH 22	NORTON	9780393882735	Required
F23	EASC	211	02	MARSHAK	EBK LABORATORY MANUAL FOR INTRODUCTORY	4	VST	8220107823506	eBook
F23	EASC	211	02	LUDMAN	LABORATORY MANUAL F/INTRO.GEOLOGY-WKBK.	4TH 19	NORTON	9780393617528	Required
F23	EASC	300	01	TASA	EBK FOUNDATIONS OF EARTH SCIENCE	9	VST	9780135851616	Recommended
F23	EASC	300	01	TARBUCK	APPLICATIONS+INVEST.IN EARTH SCIENCE	9TH 19	PEARSON	9780134746241	Required
F23	EASC	300	02	LUTGENS	FOUNDATIONS OF EARTH SCIENCE	9TH 22	RENT PEAR	9780135851999	Required
F23	EASC	300	02	TASA	EBK APPLICATIONS AND INVESTIGATIONS IN	9	VST	8220127894722	eBook
F23	EASC	300	02	TARBUCK	APPLICATIONS+INVEST.IN EARTH SCIENCE	9TH 19	PEARSON	9780134746241	Required
F23	ECED	320	01	ANDERSON	NEGOTIATING SPECIAL EDUCATION MAZE	4TH 08	WOODBINE	9781890627461	Required
F23	ECED	320	01	GARGIULO	INTRO.TO YOUNG CHILDREN W/SPECIAL NEEDS	5TH 20	SAGE	9781544322063	Required
F23	ECED	320	02	ANDERSON	NEGOTIATING SPECIAL EDUCATION MAZE	4TH 08	WOODBINE	9781890627461	Required
F23	ECED	320	02	GARGIULO	INTRO.TO YOUNG CHILDREN W/SPECIAL NEEDS	5TH 20	SAGE	9781544322063	Required
F23	ECED	330	01	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	ECED	330	01	MORROW	EBK LITERACY DEVELOPMENT IN THE EARLY Y	9	VST	8220127906463	eBook
F23	ECED	330	01	MORROW	LITERACY DEV.IN EARLY YEARS	9TH 20	PEARSON	9780134898230	Required
F23	ECED	330	01	OTTO	LANGUAGE DEVELOPMENT IN EARLY CHILDHOOD	5TH 18	PEARSON	9780134552620	Required
F23	ECED	330	02	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	ECED	330	02	MORROW	EBK LITERACY DEVELOPMENT IN THE EARLY Y	9	VST	8220127906463	eBook
F23	ECED	330	02	MORROW	LITERACY DEV.IN EARLY YEARS	9TH 20	PEARSON	9780134898230	Required
F23	ECED	330	02	OTTO	LANGUAGE DEVELOPMENT IN EARLY CHILDHOOD	5TH 18	PEARSON	9780134552620	Required
F23	ECED	410	01	GRANT	HOME,SCHOOL,+COMMUNITY COLLABORATION	4TH 19	SAGE	9781506365732	Required
F23	ECED	410	02	GRANT	HOME,SCHOOL,+COMMUNITY COLLABORATION	5TH 23	SAGE	9781071812266	Required
F23	ECED	440	01	NAEYC	EXPLORING MATH+SCIENCE IN PRESCHOOL	15	INGRAM PUB	9781938113093	Required
F23	ECED	440	02	NAEYC	EXPLORING MATH+SCIENCE IN PRESCHOOL	15	INGRAM PUB	9781938113093	Required
F23	ECON	217	01	OPENSTAX	PRINCIPLES OF ECONOMICS (OER)	2ND 18	XANEDU	9781947172364	Recommended
F23	ECON	217	03	OPENSTAX	PRINCIPLES OF ECONOMICS (OER)	2ND 18	XANEDU	9781947172364	Recommended
F23	ECON	319	2	GERBER	INTERNATIONAL ECONOMICS	7TH 18	PEARSON	9780134472096	Recommended
F23	ECON	414	01	WOOLDRIDGE	INTRODUCTORY ECONOMETRICS	7TH 20	CENGAGE L	9781337558860	Required
F23	EDUC	245	01	MCDEVITT	CHILD DEVELOPMENT+EDUCATION	7TH 20	PEARSON	9780134806778	Required
F23	EDUC	245	02	WOOD	YARDSTICKS:CHILD+ADOLESCENT...AGES 4-14	4TH 17	CENTER RES	9781892989895	Required
F23	EDUC	245	02	RUIZ	FOUR AGREEMENTS	97	PENG RAND	9781878424310	Required
F23	EDUC	245	03	WOOD	YARDSTICKS:CHILD+ADOLESCENT...AGES 4-14	4TH 17	CENTER RES	9781892989895	Required
F23	EDUC	245	03	RUIZ	FOUR AGREEMENTS	97	PENG RAND	9781878424310	Required
F23	EDUC	245	04	WOOD	YARDSTICKS:CHILD+ADOLESCENT...AGES 4-14	4TH 17	CENTER RES	9781892989895	Required
F23	EDUC	245	04	RUIZ	FOUR AGREEMENTS	97	PENG RAND	9781878424310	Required
F23	EDUC	245	06	MCDEVITT	CHILD DEVELOPMENT+EDUCATION	7TH 20	PEARSON	9780134806778	Required
F23	EDUC	260	01	UNDERWOOD	TODAY I MADE A DIFFERENCE	09	S+S	9781598698343	Required
F23	EDUC	260	01	JOHNSON	FOUNDATIONS OF AMERICAN EDUCATION	17TH 18	PEARSON	9780134894997	Required
F23	EDUC	261	01	WOOD	YARDSTICKS:CHILD+ADOLESCENT...AGES 4-14	4TH 17	CENTER RES	9781892989895	Required
F23	EDUC	261	02	WOOD	YARDSTICKS:CHILD+ADOLESCENT...AGES 4-14	4TH 17	CENTER RES	9781892989895	Required
F23	EDUC	280	01	WIGGINS	UNDERSTANDING BY DESIGN GDE.TO ADVAN...	12	ASCD	9781416614098	Required
F23	EDUC	280	02	WIGGINS	UNDERSTANDING BY DESIGN GDE.TO CREATE..	11	ASCD	9781416611493	Required
F23	EDUC	310	01	REUTZEL	TEACHING CHILDREN TO READ	8TH 19	PEARSON	9780134742533	Required
F23	EDUC	310	02	REUTZEL	TEACHING CHILDREN TO READ	8TH 19	PEARSON	9780134742533	Required

F23	EDUC	395	01	JENSEN	TEACHING WITH POVERTY IN MIND	09	ASCD	9781416608844	Required
F23	EDUC	395	01	BUDGE	DISRUPTING POVERTY	18	ASCD	9781416625278	Required
F23	EDUC	423	02	HONIG	TEACHING READING SOURCEBOOK	3RD 18	ACAD THER	9781634022354	Required
F23	EDUC	423	03	HONIG	TEACHING READING SOURCEBOOK	3RD 18	ACAD THER	9781634022354	Required
F23	EDUC	423	04	BOMER	TEACHER'S GDE.TO WRITING WORKSHOP ESS.	20	HEINEMANN	9780325099729	Required
F23	EDUC	423	04	REUTZEL	STRATEGIES F/READING ASSESSMENT+INSTR.	6TH 19	PEARSON	9780134986883	Required
F23	EDUC	433	01	CHARDIN	EQUITY BY DESIGN	21	SAGE	9781544380247	Required
F23	EDUC	433	02	CHARDIN	EQUITY BY DESIGN	21	SAGE	9781544380247	Required
F23	EDUC	433	03	CHARDIN	EQUITY BY DESIGN	21	SAGE	9781544380247	Required
F23	EDUC	455	01	SWAN	BLUEPRINTING:INQUIRY-BASED CURRICULUM	19	NCSS	9780879861162	Required
F23	EDUC	467	02	JOHNSTON	EBK CHOICE WORDS		VST	9781571107626	Required
F23	EDUC	467	02	JOHNSTON	CHOICE WORDS	04	STENHOUSE	9781571103895	Required
F23	EDUC	467	02	WOOD	YARDSTICKS:CHILD+ADOLESCENT...AGES 4-14	4TH 17	CENTER RES	9781892989895	Required
F23	EDUC	467	03	JOHNSTON	EBK CHOICE WORDS		VST	9781571107626	Required
F23	EDUC	467	03	JOHNSTON	CHOICE WORDS	04	STENHOUSE	9781571103895	Required
F23	EDUC	467	03	WOOD	YARDSTICKS:CHILD+ADOLESCENT...AGES 4-14	4TH 17	CENTER RES	9781892989895	Required
F23	EDUC	473	01	UNDERWOOD	TODAY I MADE A DIFFERENCE	09	S+S	9781598698343	Required
F23	EDUC	473	01	WIGGINS	UNDERSTANDING BY DESIGN,EXPANDED	2ND 05	ASCD	9781416600350	Required
F23	EDUC	506	01	SLATER	WE'RE DOING IT WRONG	18	S+S	9781510725614	Required
F23	EDUC	506	01	SPRING	AMERICAN EDUCATION	20TH 22	TAYLOR	9780367553869	Required
F23	EDUC	628	02	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	EDUC	628	02	REBORE	EBK HUMAN RESOURCES ADMINISTRATION IN E	10	VST	8220127881500	Required
F23	ENGL	165	01	PARFITT	PURSUIING HAPPINESS	2ND 20	MAC HIGHER	9781319056322	Required
F23	ENGL	165	01	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	165	02	PARFITT	PURSUIING HAPPINESS	2ND 20	MAC HIGHER	9781319056322	Required
F23	ENGL	165	02	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	165	03	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	165	03	WARDLE	WRITING ABOUT WRITING	5TH 23	MAC HIGHER	9781319332341	Required
F23	ENGL	165	04	MILLER-COCHRAN	INSIDER'S GUIDE TO ACADEMIC WRITING	3RD 22	MAC HIGHER	9781319334925	Required
F23	ENGL	165	04	HACKER	BEDFORD HANDBOOK	12TH 23	MAC HIGHER	9781319332020	Required
F23	ENGL	165	05	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	165	09	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	165	10	COCHRAN	EBK AN INSIDER'S GUIDE TO ACADEMIC WRIT	3	VST	9781319421311	Recommended
F23	ENGL	165	10	COCHRAN	EBK AN INSIDER'S GUIDE TO ACADEMIC WRIT	3	VST	8220125188144	eBook
F23	ENGL	165	10	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	205	01	TATAR	CLASSIC FAIRY TALES	2ND 17	NORTON	9780393602975	Required
F23	ENGL	205	01	LEVINE	ELLA ENCHANTED	97	HARP PUB	9780064407052	Required
F23	ENGL	205	01	FOSTER	HOW TO READ LITERATURE LIKE A PROFESSOR	REV 14	HARP PUB	9780062301673	Required
F23	ENGL	205	02	TATAR	CLASSIC FAIRY TALES	2ND 17	NORTON	9780393602975	Required
F23	ENGL	205	02	LEVINE	ELLA ENCHANTED	97	HARP PUB	9780064407052	Required
F23	ENGL	205	02	FOSTER	HOW TO READ LITERATURE LIKE A PROFESSOR	REV 14	HARP PUB	9780062301673	Required
F23	ENGL	210	03	NORMAN	NIGHT,MOTHER	83	DRAMA PLAY	9780822208211	Required
F23	ENGL	210	03	HENLEY	CRIMES OF THE HEART	82	DRAMA PLAY	9780822202509	Required
F23	ENGL	210	03	WILLIAMS	STREETCAR NAMED DESIRE-W/NEW INTRO.	(REV)04	NORTON	9780811216029	Required
F23	ENGL	210	03	WILLIAMS	CAT ON A HOT TIN ROOF	(REV)04	NORTON	9780811216012	Required
F23	ENGL	210	03	HANSBERRY	RAISIN IN THE SUN (PB)	88	PENG RAND	9780679755333	Required
F23	ENGL	210	03	WASSERSTEIN	HEIDI CHRONICLES+OTHER PLAYS	91	PENG RAND	9780679734994	Required
F23	ENGL	210	03	WILSON	PIANO LESSON	90	PENG RAND	9780452265349	Required
F23	ENGL	210	03	WILSON	FENCES	86	PENG RAND	9780452264014	Required
F23	ENGL	210	04	NORMAN	NIGHT,MOTHER	83	DRAMA PLAY	9780822208211	Required
F23	ENGL	210	04	HENLEY	CRIMES OF THE HEART	82	DRAMA PLAY	9780822202509	Required
F23	ENGL	210	04	WILLIAMS	STREETCAR NAMED DESIRE-W/NEW INTRO.	(REV)04	NORTON	9780811216029	Required
F23	ENGL	210	04	WILLIAMS	CAT ON A HOT TIN ROOF	(REV)04	NORTON	9780811216012	Required
F23	ENGL	210	04	HANSBERRY	RAISIN IN THE SUN (PB)	88	PENG RAND	9780679755333	Required
F23	ENGL	210	04	WASSERSTEIN	HEIDI CHRONICLES+OTHER PLAYS	91	PENG RAND	9780679734994	Required
F23	ENGL	210	04	WILSON	PIANO LESSON	90	PENG RAND	9780452265349	Required
F23	ENGL	210	04	WILSON	FENCES	86	PENG RAND	9780452264014	Required
F23	ENGL	210	50	MANSFIELD-KELL	LONGMAN ANTHOLOGY OF DETECTIVE FICTION	05	PEARSON	9780321195012	Required
F23	ENGL	210	50	FISHER	CONJURE-MAN DIES	22	SOURCEBOOK	9781464215964	Required
F23	ENGL	210	50	JAMES	UNSUITABLE JOB FOR A WOMAN	77	S+S	9780743219556	Required
F23	ENGL	210	50	DOYLE	HOUND OF THE BASKERVILLES	86	PENG RAND	9780451528018	Required
F23	ENGL	215	01	CAPOTE	IN COLD BLOOD	94	PENG RAND	9780679745587	Required
F23	ENGL	215	01	WHITEHEAD	HARLEM SHUFFLE	21	PENG RAND	9780525567271	Required
F23	ENGL	215	02	CAPOTE	IN COLD BLOOD	94	PENG RAND	9780679745587	Required
F23	ENGL	215	02	WHITEHEAD	HARLEM SHUFFLE	21	PENG RAND	9780525567271	Required
F23	ENGL	219	01	CROWLEY	ANCIENT RHETORICS FOR CONTEMP.STUDENTS	5TH 12	PEARSON	9780205175482	Required
F23	ENGL	220	01	HARBISON	2010 BEST 10-MINUTE PLAYS	10	SMITH+K	9781575257723	Required
F23	ENGL	221	01	KARDOS	ART+CRAFT OF FICTION	2ND 17	MAC HIGHER	9781319030421	Required
F23	ENGL	222	02	MCCLATCHY	VINTAGE BOOK OF CONT.AMERICAN POETRY	2ND 03	PENG RAND	9781400030934	Required
F23	ENGL	223	01	DILLARD	TEACHING A STONE TO TALK	82	HARP PUB	9780060915414	Required
F23	ENGL	223	01	MOORE	TRUTH OF THE MATTER	07	PEARSON	9780321277619	Required
F23	ENGL	265	01	COCHRAN	EBK AN INSIDER'S GUIDE TO ACADEMIC WRIT	3	VST	8220125188144	eBook
F23	ENGL	265	01	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	265	01	SKORCZEWSKI	EBK PURSUING HAPPINESS	2	VST	8220107857129	eBook
F23	ENGL	265	01	PARFITT	PURSUIING HAPPINESS	2ND 20	MAC HIGHER	9781319056322	Required
F23	ENGL	265	01	NEWMAN	USES OF KNOWLEDGE	48	WILEY	9780882950631	Required
F23	ENGL	265	02	COCHRAN	EBK AN INSIDER'S GUIDE TO ACADEMIC WRIT	3	VST	8220125188144	eBook
F23	ENGL	265	02	MILLER-COCHRAN	INSIDER'S GUIDE TO ACAD.WRIT.,BRIEF	3RD 22	MAC HIGHER	9781319346126	Required
F23	ENGL	265	02	SKORCZEWSKI	EBK PURSUING HAPPINESS	2	VST	8220107857129	eBook
F23	ENGL	265	02	PARFITT	PURSUIING HAPPINESS	2ND 20	MAC HIGHER	9781319056322	Required
F23	ENGL	265	02	NEWMAN	USES OF KNOWLEDGE	48	WILEY	9780882950631	Required
F23	ENGL	303	01	WILLIAMS	NON-DESIGNER'S DESIGN BOOK	4TH 15	PEARSON	9780133966152	Required
F23	ENGL	319	01	MARKEL	TECHNICAL COMMUNICATION	13TH 21	MAC HIGHER	9781319245009	Required
F23	ENGL	320	01	LEITCH	NORTON ANTH.OF THEORY+CRITICISM	3RD 18	NORTON	9780393602591	Required
F23	ENGL	320	01	SHELLEY	FRANKENSTEIN (NORTON CRITICAL EDITION)	3RD 22	NORTON	9780393644029	Required
F23	ENGL	325	01	BLACK	BROADVIEW ANTHOLOGY OF BRITISH LIT.,V.2	3RD 16	BROADVIEW	9781554812905	Required
F23	ENGL	325	01	BLACK	BROADVIEW ANTHOLOGY OF BRITISH LIT.,V.1	3RD 15	BROADVIEW	9781554812028	Required
F23	ENGL	325	01	BYOCK	SAGA OF THE VOLVUNGS	90	PENG RAND	9780141393681	Required
F23	ENGL	326	01	GREENBLATT	NORTON ANTH.ENG.LIT..V.D:ROMANTIC PER.	10TH 18	NORTON	9780393603057	Required
F23	ENGL	326	01	GREENBLATT	NORTON ANTH.ENG.LIT..V.C RESTORATION	10TH 18	NORTON	9780393603040	Required
F23	ENGL	336	01	LEVINE	NORTON ANTHOL.OF AMER.LIT,V.C,D,+E-PKG	10TH 22	NORTON	9780393884432	Required

F23	ENGL	336	01	BECHDEL	FUN HOME:FAMILY TRAGICOMIC	06	HARP PUB	9780618871711	Required
F23	ENGL	346	01	SOYINKA	DEATH+THE KING'S HORSEMAN	75	NORTON	9780393322996	Required
F23	ENGL	346	01	MURAKAMI	WIND-UP BIRD CHRONICLE	97	PENG RAND	9780679775430	Required
F23	ENGL	346	01	EMECHETA	BRIDE PRICE	76	NORTON	9780807616284	Required
F23	ENGL	346	01	CHEKHOV	CHERRY ORCHARD	11	CONCORD TH	9780573697500	Required
F23	ENGL	346	01	DANTICAT	KRIK? KRAK!	95	PENG RAND	9781616957001	Required
F23	ENGL	346	01	CAMUS	STRANGER	88	PENG RAND	97806797720201	Required
F23	ENGL	346	01	RUSHDIE	MIDNIGHT'S CHILDREN	06	PENG RAND	9780812976533	Required
F23	ENGL	346	01	ACHEBE	THINGS FALL APART	59	PENG RAND	9780385474542	Required
F23	ENGL	346	01	FUGARD	MASTER HAROLD+BOYS	82	PENG RAND	9780307475206	Required
F23	ENGL	373	01	EMERY	MEDIEVALISM:KEY CRITICAL TERMS (PB)	14	INGRAM PUB	9781843844556	Required
F23	ENGL	373	01	BLACK	BROADVIEW ANTHOLOGY OF BRITISH LIT.,V.1	3RD 15	BROADVIEW	9781554812028	Required
F23	ENGL	373	01	TENNYSON	IDYLLS OF THE KING	16	CREATESPAC	9781539887454	Required
F23	ENGL	373	01	HEADLEY	MERE WIFE	19	MAC HIGHER	9781250214942	Required
F23	ENGL	373	01	ABERTH	EBK A KNIGHT AT THE MOVIES	1	VST	8220100963148	eBook
F23	ENGL	373	01	CRICHTON	EATERS OF THE DEAD	18	PENG RAND	9780525436386	Required
F23	ENGL	373	01	ABERTH	KNIGHT AT THE MOVIES	03	TAYLOR	9780415938860	Required
F23	ENGL	373	02	EMERY	MEDIEVALISM:KEY CRITICAL TERMS (PB)	14	INGRAM PUB	9781843844556	Required
F23	ENGL	373	02	BLACK	BROADVIEW ANTHOLOGY OF BRITISH LIT.,V.1	3RD 15	BROADVIEW	9781554812028	Required
F23	ENGL	373	02	TENNYSON	IDYLLS OF THE KING	16	CREATESPAC	9781539887454	Required
F23	ENGL	373	02	HEADLEY	MERE WIFE	19	MAC HIGHER	9781250214942	Required
F23	ENGL	373	02	ABERTH	EBK A KNIGHT AT THE MOVIES	1	VST	8220100963148	eBook
F23	ENGL	373	02	CRICHTON	EATERS OF THE DEAD	18	PENG RAND	9780525436386	Required
F23	ENGL	373	02	ABERTH	KNIGHT AT THE MOVIES	03	TAYLOR	9780415938860	Required
F23	ENGL	379	01	SHELLEY	FRANKENSTEIN (NORTON CRITICAL EDITION)	3RD 22	NORTON	9780393644029	Required
F23	ENGL	379	01	WORDSWORTH	PENGUIN BOOK OF ROMANTIC POETRY	05	PENG RAND	9780140435689	Required
F23	ENGL	379	02	SHELLEY	FRANKENSTEIN (NORTON CRITICAL EDITION)	3RD 22	NORTON	9780393644029	Required
F23	ENGL	379	02	WORDSWORTH	PENGUIN BOOK OF ROMANTIC POETRY	05	PENG RAND	9780140435689	Required
F23	ENGL	380	01	BARROWS	IVY+BEAN TAKE THE CASE		HACHETTE B	97814521128719	Required
F23	ENGL	380	01	MCDONALD	JUDY MOODY GIRL DETECTIVE		PENG RAND	9781536200799	Required
F23	ENGL	380	01	WILLIAMS-GARCI	ONE CRAZY SUMMER	10	HARP PUB	9780060760908	Required
F23	ENGL	380	01	FARUQI	MEET YASMIN!	19	CAPSTONE P	9781684360222	Required
F23	ENGL	380	01	MIAN	ACCIDENTAL TROUBLE MAGNET PLANET OMAR		PENG RAND	9780593109236	Required
F23	ENGL	380	01	SOONTORNVAT	LAST MAPMAKER	22	PENG RAND	9781536204957	Required
F23	ENGL	380	01	YEE	MAIZY CHEN'S LAST CHANCE	22	PENG RAND	9781984830258	Required
F23	ENGL	380	01	LUQMAN-DAWSON	FREEWATER	22	HACHETTE B	9780316056618	Required
F23	ENGL	380	01	ARANGO	IVELIZ EXPLAINS IT ALL	22	PENG RAND	9780593563977	Required
F23	ENGL	380	02	BARROWS	IVY+BEAN MAKE THE RULES	12	HACHETTE B	9781452111483	Required
F23	ENGL	380	02	MIAN	ACCIDENTAL TROUBLE MAGNET PLANET OMAR		PENG RAND	9780593109236	Required
F23	ENGL	380	02	KELLY	THOSE KIDS FROM FAWN CREEK	22	HARP PUB	9780062970350	Required
F23	ENGL	380	02	JOHNSON	GREAT GREENE HEIST	14	SCHOLASTIC	9780545525534	Required
F23	ENGL	380	02	HOLM	SQUISH #3:POWER OF THE PARASITE	12	PENG RAND	9780375843914	Required
F23	ENGL	380	02	YEE	MAIZY CHEN'S LAST CHANCE	22	PENG RAND	9781984830258	Required
F23	ENGL	380	02	FAJARDO	WHAT IF A FISH	21	S+S	9781534449848	Required
F23	ENGL	380	02	TURNAGE	ISLAND OF SPIES	22	PENG RAND	9780735231252	Required
F23	ENGL	380	02	HOLM	BABYMOUSE #6: CAMP BABYMOUSE	07	PENG RAND	9780375839887	Required
F23	ENGL	380	03	BARROWS	IVY+BEAN MAKE THE RULES	12	HACHETTE B	9781452111483	Required
F23	ENGL	380	03	MIAN	ACCIDENTAL TROUBLE MAGNET PLANET OMAR		PENG RAND	9780593109236	Required
F23	ENGL	380	03	KELLY	THOSE KIDS FROM FAWN CREEK	22	HARP PUB	9780062970350	Required
F23	ENGL	380	03	JOHNSON	GREAT GREENE HEIST	14	SCHOLASTIC	9780545525534	Required
F23	ENGL	380	03	HOLM	BABYMOUSE #6: CAMP BABYMOUSE	07	PENG RAND	9780375839887	Required
F23	ENGL	380	03	HOLM	SQUISH #3:POWER OF THE PARASITE	12	PENG RAND	9780375843914	Required
F23	ENGL	380	03	YEE	MAIZY CHEN'S LAST CHANCE	22	PENG RAND	9781984830258	Required
F23	ENGL	380	03	FAJARDO	WHAT IF A FISH	21	S+S	9781534449848	Required
F23	ENGL	380	03	TURNAGE	ISLAND OF SPIES	22	PENG RAND	9780735231252	Required
F23	ENGL	380	50	DICAMILLO	BECAUSE OF WINN-DIXIE	21	PENG RAND	9781536214352	Required
F23	ENGL	380	50	HIAASEN	HOOT	02	PENG RAND	9780440419396	Required
F23	ENGL	380	50	BLOOR	TANGERINE	06	HARP PUB	9780152057800	Required
F23	ENGL	380	50	FLORES-GALBIS	90 MILES TO HAVANA	12	MAC HIGHER	9781250005595	Required
F23	ENGL	380	50	MEDINA	MERCI SUAREZ CHANGRD GEARS	18	PENG RAND	9780763690496	Required
F23	ENGL	380	50	HOLM	TURTLE IN PARADISE	10	PENG RAND	9780375836909	Required
F23	ENGL	380	50	RIVERA	EBK GOLDIE VANCE: THE HOTEL WHODUNIT		VST	9780316456630	eBook
F23	ENGL	381	01	JACKSON	WHITE SMOKE		HARP PUB	9780063029101	Required
F23	ENGL	381	01	WOOD	FRESH		HACHETTE B	9781419748141	Required
F23	ENGL	381	01	QUINTERO	GABI,A GIRL IN PIECES	14	LEE+LOW	9781935955955	Required
F23	ENGL	381	01	MATHIEU	EBK BAD GIRLS NEVER SAY DIE		VST	9781250232595	Required
F23	ENGL	381	01	JOHNSTON	EXIT,PURSUED BY A BEAR	17	PENG RAND	9781101994603	Required
F23	ENGL	381	01	HINTON	OUTSIDERS-PLATINUM EDITION	06	PENG RAND	9780142407332	Required
F23	ENGL	381	01	CART	YOUNG ADULT LIT.:FROM ROMANCE TO REAL.	4TH 22	UCP	9780838947470	Required
F23	ENGL	381	01	MYERS	MONSTER	99	HARP PUB	9780064407311	Required
F23	ENGL	381	01	HAUTMAN	SLIDER	19	PENG RAND	9781536204322	Required
F23	ENGL	381	01	JACKSON	EBK WHITE SMOKE		VST	9780063029118	Required
F23	ENGL	381	01	ACEVEDO	POET X	18	HARP PUB	9780062662811	Required
F23	ENGL	381	01	CALLENDER	FELIX EVER AFTER	21	HARP PUB	9780062820266	Required
F23	ENGL	382	01	RUDAY	ELEMENTARY SCHOOL GRAMMAR TOOLKIT	2ND 20	TAYLOR	9780367436803	Required
F23	ENGL	382	01	KOLLN	UNDERSTANDING ENGLISH GRAMMAR	10TH 16	PEARSON	9780134014180	Required
F23	ENGL	382	01	KILLGALLON	GRAMMAR F/COLLEGE WRITING STUD.WORKTEXT	10	HEINEMANN	9780867096026	Required
F23	ENGL	382	02	RUDAY	ELEMENTARY SCHOOL GRAMMAR TOOLKIT	2ND 20	TAYLOR	9780367436803	Required
F23	ENGL	382	02	KOLLN	UNDERSTANDING ENGLISH GRAMMAR	10TH 16	PEARSON	9780134014180	Required
F23	ENGL	382	03	KOLLN	UNDERSTANDING ENGLISH GRAMMAR	10TH 16	PEARSON	9780134014180	Required
F23	ENGL	382	03	RUDAY	ELEMENTARY SCHOOL GRAMMAR TOOLKIT	2ND 20	TAYLOR	9780367436803	Required
F23	ENGL	382	03	KILLGALLON	GRAMMAR F/COLLEGE WRITING STUD.WORKTEXT	10	HEINEMANN	9780867096026	Required
F23	ENGL	384	01	GEPHART	LILY+DUNKIN	16	PENG RAND	9780553536775	Required
F23	ENGL	384	01	LAROCCA	RED,WHITE,+WHOLE	21	HARP PUB	9780063047426	Required
F23	ENGL	384	01	WARGA	OTHER WORDS FOR HOME	21	HARP PUB	9780062747815	Required
F23	ENGL	384	01	LITTLE BADGER	SNAKE FALLS TO EARTH	21	HACHETTE B	9781646140923	Required
F23	ENGL	384	01	NELSON	CARVER:LIFE IN POEMS	01	PENG RAND	9781635925616	Required
F23	ENGL	384	01	TELLER	NOTHING	10	S+S	9781442441163	Required
F23	ENGL	384	01	PIPPS	STARFISH	21	PENG RAND	9781984814500	Required
F23	ENGL	384	01	PEREZ	TUMBLE	22	PENG RAND	9780593325179	Required
F23	ENGL	384	01	SOONTORNVAT	LAST MAPMAKER	22	PENG RAND	9781536204957	Required

F23	ENGL	421	01	SWIFT	ESSENTIAL WRITINGS OF JONATHAN SWIFT	10	NORTON	9780393930658	Required
F23	ENGL	439	01	AL-SHAYKH	ONE THOUSAND+ONE NIGHTS	13	PENG RAND	9780307948991	Required
F23	ENGL	439	01	BELCHER	AFRICAN MYTHS OF ORIGIN	05	PENG RAND	9780140449457	Required
F23	ENGL	439	01	ERDOES	AMERICAN INDIAN MYTHS+LEGENDS	84	AMAZON.COM	9780965222013	Required
F23	ENGL	439	01	LARRINGTON	POETIC EDDA	(REV)14	OXF	9780199675340	Required
F23	ENGL	439	01	GAIMAN	AMERICAN GODS [TV TIE-IN]	11	HARP PUB	9780062572110	Required
F23	ENGL	439	01	DALLEY	MYTHS FROM MESOPOTAMIA (9538362)	89	OXF	9780199538362	Required
F23	ENGL	439	01	SOYINKA	DEATH+THE KING'S HORSEMAN (CRITICAL ED)	03	NORTON	9780393977615	Required
F23	ENGL	439	01	OKORAFOR	BINTI:COMPLETE TRILOGY	19	PENG RAND	9780756416935	Required
F23	ENGL	439	01	HESIOD	HESIOD+THEOGNIS	73	PENG RAND	9780140442830	Required
F23	ENGL	439	01	OVID	METAMORPHOSES (9537372)	86	OXF	9780199537372	Required
F23	ENGL	461	01	STEVENS	LITERARY THEORY+CRITICISM	2ND 21	BROADVIEW	9781554815371	Required
F23	ENGL	461	01	LEITCH	NORTON ANTH.OF THEORY+CRITICISM	3RD 18	NORTON	9780393602951	Required
F23	ENGL	479	01	HICKS	CREATING CONFIDENT WRITERS	20	NORTON	9780393714166	Required
F23	ENGL	479	01	MCCONNEL	STYLING YOUR WRITING	22	TAYLOR	9781032139777	Required
F23	ENGL	479	01	STYSLINGER	WORKSHOPPING THE CANON	17	NCTE	9780814158470	Required
F23	ENGL	480	01	GALLAGHER	180 DAYS	18	HEINEMANN	9780325081137	Required
F23	ENGL	483	01	STOCKMAN	CREATING INCLUSIVE WRITING ENVIRONMENTS		TAYLOR	9780367462864	Required
F23	ENGL	483	01	MUHAMMAD	CULTIVATING GENIUS	20	SCHOLASTIC	9781338594898	Required
F23	ENGL	483	01	FLETCHER	WRITING WORKSHOP	01	HEINEMANN	9780325003627	Required
F23	ENGL	483	01	VANSLUYS	BECOMING WRITERS IN ELEMENTARY CLASSRM.	11	NCTE	9780814102770	Required
F23	ENGL	486	01	HICKS	MINDFUL TEACHING WITH TECHNOLOGY	21	GUILFORD	9781462548033	Required
F23	ENSC	162	01	WITHGOTT	ENVIRONMENT:SCIENCE BEHIND STORIES	7TH 21	RENT PEAR	9780135269145	Required
F23	ENSC	162	03	LAPOSATA	EBK ENVIRONMENT: THE SCIENCE BEHIND THE	7	VST	8220127902441	eBook
F23	ENSC	162	03	WITHGOTT	ENVIRONMENT:SCIENCE BEHIND STORIES	7TH 21	RENT PEAR	9780135269145	Required
F23	ENSC	162	50	WITHGOTT	ENVIRONMENT:SCIENCE BEHIND STORIES	7TH 21	RENT PEAR	9780135269145	Required
F23	ENSC	162	50	TAYLOR	TOXIC COMMUNITIES	14	INGRAM PUB	9781479861781	Required
F23	ENSC	401	01	RANDOLPH	ENVIRONMENTAL LAND USE PLANNING+MGMT.	2ND 12	UCP	9781597267304	Required
F23	FINA	250	01	MADURA	PERSONAL FINANCE	7TH 20	RENT PEAR	9780134989969	Required
F23	FINA	250	3	MADURA	PERSONAL FINANCE	7TH 20	RENT PEAR	9780134989969	Required
F23	FINA	350	01	BACON	CORPORATE FINANCIAL MANAGEMENT(UPD.)	4TH 20	XANEDU	9781975076825	Required
F23	FINA	350	02	HARFORD	EBK MYLAB FINANCE WITH PEARSON ETEXT AC	4	VST	8220117005480	Required
F23	FINA	353	01	ROSS	CORPORATE FINANCE	13TH 22	RENT MCG	9781260772388	Required
F23	FINA	452	01	MADURA	FINANCIAL MARKETS+INSTITUTION	12TH 18	CENGAGE L	9781337099745	Required
F23	FINA	453	01	LING	REAL ESTATE PRINCIPLES	6TH 21	RENT MCG	9781260013931	Required
F23	FINA	550	BM1	HARFORD	EBK MYLAB FINANCE WITH PEARSON ETEXT AC	5	VST	8220113219423	Required
F23	FINA	550	BM2	HARFORD	EBK MYLAB FINANCE WITH PEARSON ETEXT AC	5	VST	8220113219423	Required
F23	FINA	550	BM3	HARFORD	EBK MYLAB FINANCE WITH PEARSON ETEXT AC	5	VST	8220113219423	Required
F23	FINA	550	BM4	HARFORD	EBK MYLAB FINANCE WITH PEARSON ETEXT AC	5	VST	8220113219423	Required
F23	FINA	555	BM1	UNKNOWN	EBK CONNECT ONLINE ACCESS FOR REAL ESTA	17	VST	8220123727796	Required
F23	FINA	555	BM2	UNKNOWN	EBK CONNECT ONLINE ACCESS FOR REAL ESTA	17	VST	8220123727796	Required
F23	FREN	110	01	MITCHELL	PROMENADES (LL)-W/ACCESS PACKAGE	4TH 22	VISTA HIGH	9781543336177	Required
F23	FREN	111	01	MITCHELL	ESPACES -(LOOSELEAF)-W/SSPLUS ACCESS	4TH 19	VISTA HIGH	9781680056709	Required
F23	FREN	111	02	MITCHELL	ESPACES -(LOOSELEAF)-W/SSPLUS ACCESS	4TH 19	VISTA HIGH	9781680056709	Required
F23	FREN	208	01	SHRUM	TEACHER'S HANDBOOK	5TH 16	CENGAGE L	9781305109704	Required
F23	FREN	210	01	MITCHELL	ESPACES -(LOOSELEAF)-W/ACCESS (12 MO.)	4TH 19	VISTA HIGH	9781543312577	Required
F23	FREN	211	01	MITCHELL	ESPACES -(LOOSELEAF)-W/ACCESS (12 MO.)	4TH 19	VISTA HIGH	9781543312577	Required
F23	FREN	212	01	BROWN	EBK TABLE I	2	VST	8220129080109	Required
F23	FREN	400	01	SHRUM	TEACHER'S HANDBOOK	5TH 16	CENGAGE L	9781305109704	Required
F23	FREN	401	01	KRUEGER	TACHES D'ENCRE	5TH 23	CENGAGE L	9780357658888	Required
F23	GAND	210	01	WILLIAMS	ANIMATOR'S SURVIVAL KIT,EXPANDED ED.	09	MAC HIGHER	9780865478978	Required
F23	GEOG	201	01	BIELLAND	INTRO.TO GEOGRAPHY (LOOSELEAF)	16TH 22	MCG	9781260430325	Required
F23	GEOG	201	02	BIELLAND	INTRO.TO GEOGRAPHY (LOOSELEAF)	16TH 22	MCG	9781260430325	Required
F23	GEOG	201	03	BIELLAND	INTRO.TO GEOGRAPHY (LOOSELEAF)	16TH 22	MCG	9781260430325	Required
F23	GEOG	275	01	SHIN	EBK ESSENTIALS OF GEOGRAPHIC INFO V3.0	3	VST	9781453337639	Required
F23	GEOG	352	01	NIJMAN	GEOGRAPHY:REALMS,REGIONS,+...(LL)-TEXT	18TH 20	WILEY	9781119607328	Required
F23	GEOG	352	02	NIJMAN	GEOGRAPHY:REALMS,REGIONS,+...(LL)-TEXT	18TH 20	WILEY	9781119607328	Required
F23	GEOG	352	03	NIJMAN	GEOGRAPHY:REALMS,REGIONS,+...(LL)-TEXT	18TH 20	WILEY	9781119607328	Required
F23	GERM	110	01	COLLINS	COMPLETE GERMAN GRAMMAR	16	AMAZON.COM	9780008141783	Required
F23	GERM	110	02	COLLINS	COMPLETE GERMAN GRAMMAR	16	AMAZON.COM	9780008141783	Required
F23	GERM	111	01	COLLINS	COMPLETE GERMAN GRAMMAR	16	AMAZON.COM	9780008141783	Required
F23	GERM	208	01	SHRUM	TEACHER'S HANDBOOK	5TH 16	CENGAGE L	9781305109704	Required
F23	GERM	210	01	KLEIN	LEARN GERMAN WITH STORIES (1-4)	(4TH)18	AMAZON.COM	9781511565271	Required
F23	GERM	210	01	COLLINS	COMPLETE GERMAN GRAMMAR	16	AMAZON.COM	9780008141783	Required
F23	GERM	211	01	COLLINS	COMPLETE GERMAN GRAMMAR	16	AMAZON.COM	9780008141783	Required
F23	GERM	212	01	COLLINS	COMPLETE GERMAN GRAMMAR	16	AMAZON.COM	9780008141783	Required
F23	GERM	400	01	SHRUM	TEACHER'S HANDBOOK	5TH 16	CENGAGE L	9781305109704	Required
F23	GERM	461	01	CULLER	LITERARY THEORY:VERY SHORT INTRO.-UPD.	2ND 11	OXF	9780199691340	Required
F23	GERM	461	01	GRAFF	THEY SAY/ SAY-W/ACCESS	5TH 21	NORTON	9780393538700	Required
F23	GERM	461	01	JAHRAUS	KAFKAS URTEIL UND DIE LITERATURTHEORIE		INTL BOOK	9783150176368	Required
F23	HIST	101	01	RAMPOLLA	EBK A POCKET GUIDE TO WRITING IN HISTOR	10	VST	8220117389016	eBook
F23	HIST	101	01	RAMPOLLA	POCKET GUIDE TO WRITING IN HISTORY	10TH 21	MAC HIGHER	9781319244415	Recommended
F23	HIST	101	02	RAMPOLLA	EBK A POCKET GUIDE TO WRITING IN HISTOR	10	VST	8220117389016	eBook
F23	HIST	101	02	RAMPOLLA	POCKET GUIDE TO WRITING IN HISTORY	10TH 21	MAC HIGHER	9781319244415	Recommended
F23	HIST	125	01	WIESNER-HANKS	HIST.OF WORLD SOCIETIES,V.1:TO 1600	11TH 18	MAC HIGHER	9781319059316	Required
F23	HIST	125	02	WIESNER-HANKS	HIST.OF WORLD SOCIETIES,V.1:TO 1600	11TH 18	MAC HIGHER	9781319059316	Required
F23	HIST	126	01	DUIKER	ESSENTIAL WORLD HISTORY:V.II SINCE 1500	7TH 14	CENGAGE L	9781133934776	Required
F23	HIST	150	01	OTTERBEIN	HOW WAR BEGAN	04	TX A+M	9781585443307	Required
F23	HIST	150	01	OCONNELL	GHOSTS OF CANNAE	10	PENG RAND	9780812978674	Required
F23	HIST	150	03	ASLAN	NO GOD BUT GOD	(REV)11	PENG RAND	9780812982442	Required
F23	HIST	150	03	LEON-PORTILLA	BROKEN SPEARS-EXPANDED+UPDATED	(REV)06	PENG RAND	9780807055007	Required
F23	HIST	150	03	REA	PERPETUA'S JOURNEY	18	OXF	9780190238711	Required
F23	HIST	150	50	GINZBURG	CHEESE+THE WORMS W/NEW PREFACE	13	HOPKINS F	9781421409887	Required
F23	HIST	150	50	PERNOUD	JOAN OF ARC:BY HERSELF+HER WITNESSES	94	NBN	9780812812602	Required
F23	HIST	150	50	HOPKINS	WORLD FULL OF GODS	99	PENG RAND	9780452282612	Required
F23	HIST	150	50	WHITMARSH	BATTLING THE GODS	18	PENG RAND	9780307948779	Required
F23	HIST	151	05	REILLY	EBK WORLDS OF HISTORY, VOLUME 2	7	VST	8220107617204	eBook
F23	HIST	151	05	REILLY	WORLDS OF HISTORY,VOLUME TWO:SINCE 1400	7TH 20	MAC HIGHER	9781319221454	Required
F23	HIST	151	05	BERENSON	EUROPE IN THE MODERN WORLD-W/ACCESS	2ND 21	OXF	9780190078850	Required
F23	HIST	221	02	FONER	VOICES OF FREEDOM,VOL.1	6TH 20	NORTON	9780393696912	Required
F23	HIST	221	02	FONER	GIVE ME LIBERTY,SEAGULL ED.V.1-W/ACCESS	6TH 20	NORTON	9780393418248	Required

F23	HIST	221	03	MAGILL	TAKING SIDES:CLASHING...U.S.HIST.,V.1	18TH 20	MCG	9781260497328	Required
F23	HIST	221	03	SHI	AMERICA:NARRATIVE HIST.,V.1-W/REG.CARD	12TH 22	NORTON	9780393878295	Required
F23	HIST	222	01	TAKEI	THEY CALLED US ENEMY	19	PENG RAND	9781603094504	Required
F23	HIST	222	01	ARMITAGE	SPEAKING HISTORY	10	SPRINGER	9781403977830	Required
F23	HIST	222	01	MURRIN	LIBERTY,EQUALITY,POWER,V.2-ENHANCED	7TH 20	CENGAGE L	9780357022320	Required
F23	HIST	222	02	TAKEI	THEY CALLED US ENEMY	19	PENG RAND	9781603094504	Required
F23	HIST	222	02	ARMITAGE	SPEAKING HISTORY	10	SPRINGER	9781403977830	Required
F23	HIST	222	02	MURRIN	LIBERTY,EQUALITY,POWER,V.2-ENHANCED	7TH 20	CENGAGE L	9780357022320	Required
F23	HIST	222	50	COBBS	MAJOR PROBLEMS IN AMERICAN HIST..VOL.II	4TH 17	CENGAGE L	9781305585300	Required
F23	HIST	222	50	GJERDE	EBK MAJOR PROBLEMS IN AMERICAN HISTORY,	4	VST	8220101413482	Required
F23	HIST	241	01	BURKHOLDER	COLONIAL LATIN AMERICA	10TH 19	OXF	9780190642402	Required
F23	HIST	241	01	LEON-PORTILLA	BROKEN SPEARS-EXPANDED+UPDATED	(REV)06	PENG RAND	9780807055007	Required
F23	HIST	250	01	RAMPOLLA	EBK A POCKET GUIDE TO WRITING IN HISTOR	10	VST	8220117389016	eBook
F23	HIST	250	01	RAMPOLLA	POCKET GUIDE TO WRITING IN HISTORY	10TH 21	MAC HIGHER	9781319244415	Required
F23	HIST	250	01	DAVIDSON	AFTER THE FACT,COMB.	6TH 10	MCG	9780073385488	Required
F23	HIST	250	01	SCHRAG	PRINCETON GUIDE TO HISTORICAL RESEARCH	21	INGRAM PUB	9780691198224	Required
F23	HIST	303	01	DONALD	CIVIL WAR+RECONSTRUCTION-TEXT	01	NORTON	9780393974270	Required
F23	HIST	303	01	FAUST	THIS REPUBLIC OF SUFFERING	08	PENG RAND	9780375703836	Required
F23	HIST	303	01	MCPHERSON	FOR CAUSE+COMRADES	97	OXF	9780195124996	Required
F23	HIST	303	01	LEVINE	CONFEDERATE EMANCIPATION	06	OXF	9780195315868	Required
F23	HIST	326	01	RITCHIE	DOING ORAL HISTORY	3RD 15	OXF	9780199329335	Required
F23	HIST	331	01	ARON	AMERICAN CONFLUENCE	05	HOPKINS F	9780253200112	Required
F23	HIST	331	01	ROHRBOUGH	TRANS-APPALACHIAN FRONTIER	3RD 08	HOPKINS F	9780253219329	Required
F23	HIST	331	01	DOWD	SPIRITED RESISTANCE	92	HOPKINS F	9780801846090	Required
F23	HIST	331	01	CAYTON	CENTER OF A GREAT EMPIRE	05	UCP	9780821416488	Required
F23	HIST	348	01	COWANS	MODERN SPAIN:DOCUMENTARY HISTORY	03	INGRAM PUB	9780812218466	Required
F23	HIST	348	01	CAPUTO	DEBATING TRUTH	17	OXF	9780190226367	Required
F23	HIST	348	01	HAMILTON	POEM OF THE CID,BILINGUAL ED.	75	PENG RAND	9780140444469	Required
F23	HIST	348	02	COWANS	MODERN SPAIN:DOCUMENTARY HISTORY	03	INGRAM PUB	9780812218466	Required
F23	HIST	348	02	CAPUTO	DEBATING TRUTH	17	OXF	9780190226367	Required
F23	HIST	348	02	HAMILTON	POEM OF THE CID,BILINGUAL ED.	75	PENG RAND	9780140444469	Required
F23	HIST	355	01	OSTERHAMMEL	TRANSFORMATION OF THE WORLD	14	INGRAM PUB	9780691169804	Required
F23	HIST	355	01	TACKETT	WHEN THE KING TOOK FLIGHT	03	TRIUTERL	9780674016422	Required
F23	HIST	355	01	HOCHSCHILD	KING LEOPOLD'S GHOST	98	HARP PUB	9780618001903	Required
F23	HIST	355	01	SMITH	BUTCHER'S TALE	02	NORTON	9780393325058	Required
F23	HIST	362	01	TUCKER	VIETNAM	99	HOPKINS F	9780813109664	Required
F23	HIST	362	01	JACOBS	COLD WAR MANDARIN	06	RLPG	9780742544482	Required
F23	HIST	362	01	WILLBANKS	ABANDONING VIETNAM	04	LONGLEAF	9780700616237	Required
F23	HIST	362	01	MOORE	WE WERE SOLDIERS ONCE...AND YOUNG	04	PENG RAND	9780345472649	Required
F23	HIST	366	01	HOMER	ESSENTIAL ILIAD	00	HACKETT	9780872205420	Required
F23	HIST	366	01	PLATO	SYMPOSIUM	89	HACKETT	9780872200760	Required
F23	HIST	366	01	ROBIN WATERFIE	CREATORS, CONQUERORS, AND CITIZENS: A H	03	OXF	9780190095765	Required
F23	HIST	366	01	ARISTOPHANES	ARISTOPHANES: FOUR PLAYS	22	NORTON	9781324091561	Required
F23	HIST	407	01	KLOOSTER	REVOLUTIONS IN THE ATLANTIC WORLD	(REV)18	INGRAM PUB	9781479857173	Required
F23	HIST	407	01	FITZ	OUR SISTER REPUBLICS	17	NORTON	9781631493171	Required
F23	HIST	414	01	FITZ	OUR SISTER REPUBLICS	17	NORTON	9781631493171	Required
F23	HIST	414	01	KLOOSTER	REVOLUTIONS IN THE ATLANTIC WORLD	(REV)18	INGRAM PUB	9781479857173	Required
F23	HLTH	275	01	GYLYS	MEDICAL TERM.SYSTEMS,UPDATED-W/ACCESS	8TH 23	DAVIS FA	9781719648899	Required
F23	HLTH	275	02	GYLYS	MEDICAL TERM.SYSTEMS,UPDATED-W/ACCESS	8TH 23	DAVIS FA	9781719648899	Required
F23	HPEP	202	01	SHIMON	INTRO.TO TEACHING PHYSICAL EDUC.-W/CODE	2ND 20	HUMAN KIN	9781492566397	Required
F23	HPEP	340	01	P REZ	EBK CULTURAL COMPETENCE IN HEALTH EDUCA	2	VST	9781118450161	Required
F23	HPEP	340	01	PEREZ	CULTURAL COMPETENCE IN HEALTH EDUC...	2ND 14	WILEY	9781118347492	Required
F23	HPEP	351	01	COLVIN	EBK TEACHING FUNDAMENTAL MOTOR SKILLS	3	VST	9781492580447	eBook
F23	HPEP	351	01	EDUCATORS	EBK NATIONAL STANDARDS & GRADE-LEVEL OU	1	VST	9781492544630	eBook
F23	HPEP	364	01	BLOCK	TEACHER'S GDE.TO ADAPTED PHYSICAL EDUC.	4TH 16	BROOKES	9781598576696	Required
F23	HPEP	364	01	LUCAS	EBK DEVELOPING EFFECTIVE IEPS IN PHYSIC	1	VST	8220123554507	Required
F23	HPEP	366	01	BURKETT	APPLIED SPORTS MECHANICS-W/ACCESS	4TH 19	HUMAN KIN	9781492558439	Required
F23	HPEP	366	01	KNIGHT	EBK APPLIED BIOMECHANICS LAB MANUAL	1	VST	9781718207424	Required
F23	HPEP	377	01	PANGRAZI	DYNAMIC PHYS.EDUC.F/ELEM SCHOOL...(LL)	19TH 20	HUMAN KIN	9781492592280	Required
F23	HPEP	398	01	BOWEN	SPORTS,ETHICS+LEADERSHIP	17	TAYLOR	9781138738478	Required
F23	ISCS	370	02	GALLAUGHER	INFORMATION SYSTEMS VER 9.1 WITH ACCESS		FLAT WORLD	9781453341681	Required
F23	ISCS	371	01	TOMSHO	GUIDE TO NETWORKING ESSENTIALS	8TH 20	CENGAGE L	9780357118283	Required
F23	ISCS	373	01	CORONEL	DATABASE SYSTEMS	13TH 19	CENGAGE L	9781337627900	Required
F23	ISCS	376	01	BOYLE	CORPORATE COMPUTER SECURITY	4TH 15	PEARSON	9780133545197	Required
F23	ISCS	377	01	NELSON	GUIDE TO...FORENSICS+INVESTIGATIONS(LL)	6TH 19	CENGAGE L	9781337685863	Required
F23	ISCS	377	01	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Recommended
F23	ISCS	570	BM1	LAUDON	MANAGEMENT INFORMATION SYSTEMS	17TH 22	RENT PEAR	9780136971276	Required
F23	ISCS	570	BM2	LAUDON	MANAGEMENT INFORMATION SYSTEMS	17TH 22	RENT PEAR	9780136971276	Required
F23	KINS	210	01	MCWAY	EBK STANFIELD'S INTRODUCTION TO HEALTH	8	VST	8220126201200	eBook
F23	KINS	210	01	CROSS	STANFIELD'S INTRO.TO HEALTH...-W/ACCESS	8TH 23	JONES+BART	9781284219456	Required
F23	KINS	218	01	SCHMIDT	MOTOR LEARNING+PERFORMANCE-W/ACCESS	6TH 20	HUMAN KIN	9781492571186	Required
F23	KINS	218	02	SCHMIDT	MOTOR LEARNING+PERFORMANCE-W/ACCESS	6TH 20	HUMAN KIN	9781492571186	Required
F23	KINS	298	01	PRENTICE	ESSEN.OF ATHLETIC INJURY MGMT.(CLOTH)	11TH 20	RENT MCG	9781259912474	Required
F23	KINS	298	01	BIEL	TRAIL GUIDE TO THE BODY-WORKBOOK	6TH 19	BOOKS DIS	9780991466672	Required
F23	KINS	301	01	WELCH	EBK EVIDENCE-GUIDED PRACTICE		VST	9781630911638	Recommended
F23	KINS	301	01	VANLUNEN	EVIDENCE-GUIDED PRACTICE:FRAMEWORK...	15	SLACK	9781617116032	Recommended
F23	KINS	301	01	HOUGLUM	THERAPEUTIC EXER.F/MUSCULOSKE...-W/CODE	4TH 16	HUMAN KIN	9781450468831	Required
F23	KINS	301	01	STARKEY	THERAPEUTIC MODALITIES	4TH 13	DAVIS FA	9780803625938	Required
F23	KINS	306	01	GROSS	ANATOMICAL KINESIOLOGY-W/ACCESS	21	JONES+BART	9781284175646	Required
F23	KINS	306	01	BIEL	TRAIL GUIDE TO THE BODY-W/WORKBOOK	6TH 19	BOOKS DIS	9780996835985	Required
F23	KINS	316	01	HAFF	ESSEN.OF STRGTH.TRAIN.+COND.-W/ACCESS	4TH 16	HUMAN KIN	9781492501626	Required
F23	KINS	340	01	HITNER	PHARMACOLOGY:INTRODUCTION	8TH 22	MCG	9781260021820	Required
F23	KINS	370	01	AM.COLLP.SPORT.	ACSM'S HEALTH/FITNESS FACILITY STAND...	5TH 19	HUMAN KIN	9781492567189	Recommended
F23	KINS	370	01	BATES	HEALTH FITNESS MANAGEMENT	3RD 20	HUMAN KIN	9781450412230	Required
F23	KINS	385	01	WEINBERG	FOUNDATIONS OF SPORT+...(PB)-W/ACCESS	7TH 19	HUMAN KIN	9781492572350	Recommended
F23	KINS	386	01	HALL	BASIC BIOMECHANICS	9TH 22	RENT MCG	9781260836981	Required
F23	KINS	387	01	POWERS	EXERCISE PHYSIOLOGY	11TH 21	RENT MCG	9781260237764	Recommended
F23	KINS	389	01	LUCAS	EBK DEVELOPING EFFECTIVE IEPS IN PHYSIC	1	VST	8220123554507	Required
F23	KINS	389	02	LUCAS	EBK DEVELOPING EFFECTIVE IEPS IN PHYSIC	1	VST	8220123554507	Required
F23	KINS	389	03	EVANS	HEALTH+PHYSICAL EDUC.F/ELEM...-W/ACCESS	2ND 22	HUMAN KIN	9781492597186	Required
F23	KINS	399	01	POWERS	EXERCISE PHYSIOLOGY	11TH 21	RENT MCG	9781260237764	Required

F23	KINS	470	01	THOMAS	RESEARCH METHODS IN PHYSICAL ACTIVITY	7TH 15	HUMAN KIN	9781450470445	Recommended
F23	KINS	470	01	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Recommended
F23	KINS	470	02	THOMAS	RESEARCH METHODS IN PHYSICAL ACTIVITY	7TH 15	HUMAN KIN	9781450470445	Recommended
F23	KINS	470	02	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Recommended
F23	KINS	475	01	AMONETTE	EVIDENCE-BASED PRACT.IN EXERCISE SCI.	16	HUMAN KIN	9781450434195	Required
F23	KINS	475	01	ROGO	EBK EVIDENCE BASED PRACTICE FOR HEALTH	2	VST	8220108080892	eBook
F23	KINS	475	01	HOWLETT	EVIDENCE BASED PRACT.FOR...-W/ACCESS	2ND 21	JONES+BART	9781284165647	Required
F23	LATN	111	01	WHEELOCK	WHEELOCK'S LATIN (PAPER)	7TH 11	HARP PUB	9780061997228	Required
F23	LDST	120	01	NORTHHOUSE	INTRODUCTION TO LEADERSHIP	5TH 21	SAGE	9781544351599	Required
F23	LDST	120	01	COVEY	7 HABITS OF HIGHLY EFFECT.PEOPLE-ANNIV.	13	S+S	9781451639612	Required
F23	LDST	120	01	NORTHHOUSE	EBK INTRODUCTION TO LEADERSHIP: CONCEPT	5	VST	8220108032501	Required
F23	LDST	120	02	NORTHHOUSE	INTRODUCTION TO LEADERSHIP	5TH 21	SAGE	9781544351599	Required
F23	LDST	120	02	COVEY	7 HABITS OF HIGHLY EFFECT.PEOPLE-ANNIV.	13	S+S	9781451639612	Required
F23	LDST	120	02	NORTHHOUSE	EBK INTRODUCTION TO LEADERSHIP: CONCEPT	5	VST	8220108032501	Required
F23	LSTU	300	01	BOLLES	WHAT COLOR IS YOUR PARACHUTE? 2021	20	PENG RAND	9781984857873	Required
F23	MAED	151	01	BALKA	WORKING WITH ALGEBRA TILES (GR.6-12)	2ND 17	DIDAX INC	9781583247242	Required
F23	MAED	151	01	RAITH	TAKING ACTION	17	NCTM	9780873539753	Required
F23	MAED	151	01	JOHNSON	PROBLEM SOLVING STRATEGIES	2ND 01	ITS ABOUT	9781559533706	Required
F23	MANG	360	1	JONES	CONTEMPORARY MANAGEMENT	12TH 22	RENT MCG	9781260735154	Required
F23	MANG	360	1	JONES	EBK CONNECT ONLINE ACCESS FOR CONTEMPOR	12	VST	8220123803766	Required
F23	MANG	362	01	ERDOGAN	ESSENTIALS ORG BEHAVIOR W/ACCESS		FLAT WORLD	9781453339244	Required
F23	MANG	363	01	KRAJEWSKI	OPERATIONS MANAGEMENT	13TH 22	RENT PEAR	9780136860938	Recommended
F23	MANG	364	1	THOMPSON	EBK TRUTH ABOUT NEGOTIATIONS, THE (PEAR	2	VST	8220127887489	eBook
F23	MANG	364	1	THOMPSON	TRUTH ABOUT NEGOTIATIONS	2ND 13	PEARSON	9780133353440	Required
F23	MANG	364	1	SWITZLER	EBK CRUCIAL CONVERSATIONS TOOLS FOR TAL	2	VST	9780071772204	Required
F23	MANG	364	1	PATTERSON	CRUCIAL CONVERSATIONS	2ND 12	MCG	9780071771320	Required
F23	MANG	385	01	UNKNOWN	EBK OPERATIONS AND SUPPLY CHAIN MANAGEM	6	VST	9781265402167	Recommended
F23	MANG	385	01	JACOBS	OPERATIONS+SUPPLY CHAIN MGMT..CORE	6TH 23	RENT MCG	9781264098378	Recommended
F23	MANG	391	01	CAREY	CAREER READINESS	3RD	K/H	9798765723364	Required
F23	MANG	465	01	BAUER	FUNDAMENTALS OF HUMAN RESOURCE MGMT.	21	SAGE	9781544377728	Required
F23	MANG	469	01	GLACKIN	EBK MYLAB ENTREPRENEURSHIP WITH PEARSON	5	VST	8220126427341	Required
F23	MANG	564	BM1	NORTHHOUSE	INTRODUCTION TO LEADERSHIP	5TH 21	SAGE	9781544351599	Required
F23	MANG	697	BM1	DESS	STRATEGIC MANAGEMENT:TEXT+CASES	11TH 24	RENT MCG	9781264124329	Required
F23	MANG	697	BM3	DESS	STRATEGIC MANAGEMENT:TEXT+CASES	11TH 24	RENT MCG	9781264124329	Required
F23	MARK	380	02	KERIN	MARKETING (LL)	16TH 23	MCG	9781264218752	Required
F23	MARK	383	01	MOTHERSBAUGH	CONSUMER BEHAVIOR (LOOSELEAF)	15TH 24	MCG	9781266827389	Required
F23	MARK	480	1	SULLIVAN	HEY WHIPPLE,SQUEEZE THIS	6TH 22	WILEY	9781119819691	Required
F23	MARK	480	1	SCHEINBAUM	ADVERTISING+INTEGRATED BRAND PROMOTION	9TH 23	CENGAGE L	9780357721407	Required
F23	MARK	481	01	KEEGAN	EBK MYLAB MARKETING WITH PEARSON ETEXT	10	VST	8220126427518	Required
F23	MARK	482	01	KIM	BLUE OCEAN STRATEGY,EXPANDED EDITION	15	INGRAM PUB	9781625274496	Required
F23	MARK	482	01	FERRELL	MARKETING STRATEGY	8TH 22	CENGAGE L	9780357516300	Required
F23	MARK	482	01	KIM	BOSS SIMULATION		STRATX I	9780985843298	Required
F23	MATH	155	01	HOLCOMB	EBK INTERPRETING BASIC STATISTICS	9	VST	8220124293467	eBook
F23	MATH	155	01	COX	INTERPRETING BASIC STATISTICS	9TH 22	TAYLOR	9780367561970	Required
F23	MATH	155	02	COX	INTERPRETING BASIC STATISTICS	9TH 22	TAYLOR	9780367561970	Required
F23	MATH	155	03	COX	INTERPRETING BASIC STATISTICS	9TH 22	TAYLOR	9780367561970	Required
F23	MATH	155	04	HOLCOMB	EBK INTERPRETING BASIC STATISTICS	9	VST	8220124293467	eBook
F23	MATH	155	04	COX	INTERPRETING BASIC STATISTICS	9TH 22	TAYLOR	9780367561970	Required
F23	MATH	171	12	UNKNOWN	EBK WEBASSIGN FOR STATISTICS BY LEARNIN	1	VST	8220118185969	Required
F23	MATH	171	13	LARSON	EBK MYLAB STATISTICS WITH PEARSON ETEXT	8	VST	8220126470187	Required
F23	MATH	171	14	LARSON	EBK MYLAB STATISTICS WITH PEARSON ETEXT	8	VST	8220126470187	Required
F23	MATH	280	01	LARSON	ELEMENTARY LINEAR ALGEBRA	8TH 17	CENGAGE L	9781305658004	Recommended
F23	MATH	280	01	LARSON	ELEMENTARY LINEAR ALGEBRA - WEBASSIGN	8TH 17	CENGAGE L	2818440045493	Required
F23	MATH	301	03	MOORE	INTRO.TO PRAC.OF STATISTICS-ACCESS	10TH 21	MAC HIGHER	9781319377618	Required
F23	MATH	301	04	MOORE	INTRO.TO PRAC.OF STATISTICS-ACCESS	10TH 21	MAC HIGHER	9781319377618	Required
F23	MATH	308	01	HODGE	MATHEMATICS OF VOTING+ELECTIONS	2ND 18	AM MATH	9781470442873	Required
F23	MATH	309	01	SINGAPORE MATH	PRIMARY MATHEMATICS 5A-TEXTBOOK U.S.ED.	06	SINGAPOREM	9789810185107	Required
F23	MATH	309	01	SINGAPORE MATH	PRIMARY MATHEMATICS 4A-TEXTBOOK U.S.ED.	07	SINGAPOREM	9789810185060	Required
F23	MATH	309	01	SINGAPORE MATH	PRIMARY MATHEMATICS 3A-TEXTBOOK U.S.ED.	03	SINGAPOREM	9789810185022	Required
F23	MATH	309	01	PARKER	ELEMENTARY MATHEMATICS FOR TEACHERS	04	SINGAPOREM	9780974814001	Required
F23	MATH	309	02	SINGAPORE MATH	PRIMARY MATHEMATICS 5A-TEXTBOOK U.S.ED.	06	SINGAPOREM	9789810185107	Required
F23	MATH	309	02	SINGAPORE MATH	PRIMARY MATHEMATICS 4A-TEXTBOOK U.S.ED.	07	SINGAPOREM	9789810185060	Required
F23	MATH	309	02	SINGAPORE MATH	PRIMARY MATHEMATICS 3A-TEXTBOOK U.S.ED.	03	SINGAPOREM	9789810185022	Required
F23	MATH	309	02	PARKER	ELEMENTARY MATHEMATICS FOR TEACHERS	04	SINGAPOREM	9780974814001	Required
F23	MATH	309	03	VANDEWALLE	ELEMENTARY+MID.SCHOOL MATH.-TEXT	10TH 19	PEARSON	9780134802084	Required
F23	MATH	313	01	LAPPAN	CONNECTED MATH.3:STRETCHING+SHRINKING	14	SAVVAS L	9780133274486	Required
F23	MATH	313	02	LAPPAN	CONNECTED MATH.3:STRETCHING+SHRINKING	14	SAVVAS L	9780133274486	Required
F23	MATH	313	03	BASTABLE	GEOMETRY:EXAMINING FEATURES...CASEBOOK	18	NCTM	9780873539395	Required
F23	MATH	313	03	SCHIFTER	GEOMETRY:MEASURING SPACE IN ONE,TWO...	17	NCTM	9780873539388	Required
F23	MATH	313	03	BASS	GEOMETRY:FUND.CONCEPTS+APPLICATIONS	08	PEARSON	9780321473318	Required
F23	MATH	331	01	FOWLER	SURVEY RESEARCH METHODS,VOL.1	5TH 14	SAGE	9781452259000	Required
F23	MATH	331	01	FINK	HOW TO CONDUCT SURVEYS	6TH 17	SAGE	9781483378480	Required
F23	MATH	335	01	VENEMA	FOUNDATIONS OF GEOMETRY	3RD 22	RENT PEAR	9780136845263	Required
F23	MATH	372	01	ZIMMERMAN	EBK PROBABILITY AND STATISTICAL INFEREN	10	VST	8220127898379	eBook
F23	MATH	372	01	HOGG	PROBABILITY+STATISTICAL INFERENCE	10TH 20	PEARSON	9780135189399	Required
F23	MATH	430	01	RAITH	TAKING ACTION	17	NCTM	9780873539753	Required
F23	MATH	430	01	BALKA	WORKING WITH ALGEBRA TILES (GR.6-12)	2ND 17	DIDAX INC	9781583247242	Required
F23	MATH	430	01	JOHNSON	PROBLEM SOLVING STRATEGIES	2ND 01	ITS ABOUT	9781559533706	Required
F23	MLAN	360	01	BA	SO LONG A LETTER	12	WAVELAND	9781577668060	Required
F23	MLAN	360	01	CONDE	TALES FROM THE HEART	98	PENG RAND	9781569473474	Required
F23	MLAN	360	02	WHITE	CHARLOTTE'S WEB	52	HARP PUB	9780064400558	Required
F23	MLAN	360	02	KAFKA	METAMORPHOSIS	03	PENG RAND	9781400052998	Required
F23	MLAN	360	02	ABADZIS	LAIKA	07	MAC HIGHER	9781596431010	Required
F23	MLAN	360	02	SALTEN	ORIGINAL BAMBI	22	INGRAM PUB	9780691197746	Required
F23	MUSC	113	01	CLENDINNING	MUSICIAN'S GDE.TO THEORY+ANALY.-W/CODE	4TH 21	NORTON	9780393442403	Required
F23	MUSC	113	01	CLENDINNING	MUSICIAN'S GDE.TO THEORY+ANALYSIS-WKBK.	4TH 21	NORTON	9780393442304	Required
F23	MUSC	115	02	KRUEGER	PROGRESSIVE SIGHT SINGING	3RD 17	OXF	9780199395163	Required
F23	MUSC	115	03	KRUEGER	PROGRESSIVE SIGHT SINGING	3RD 17	OXF	9780199395163	Required
F23	MUSC	119	01	ALFRED MUSIC	FINALE V26-ACCESS CARD	18	MAKEMUS	9781932882629	Required
F23	MUSC	140	01	MONTGOMERY	IPA HANDBOOK FOR SINGERS	2ND 19	STM PUB	9781733863124	Required
F23	MUSC	140	01	MORIARTY	DICTION:ITALIAN,LATIN,FRENCH,GERMAN...	(3RD)08	CANTICLE D	9780911318098	Required

F23	MUSC	140	01	MELZI	BANTAM NEW COLL.ITALIAN+ENGLISH DICT.	76	PENG RAND	9780553279474	Required
F23	MUSC	158	01	BURSTEIN	MODERN BAND METHOD:GUITAR,BOOK 1	20	LEONARD H	9781540076687	Required
F23	MUSC	163	01	LANCASTER	ALFRED'S GROUP PIANO F/ADULTS,BK.1-W/CD	2ND 04	ALFRED	9780739053010	Required
F23	MUSC	163	02	LANCASTER	ALFRED'S GROUP PIANO F/ADULTS,BK.1-W/CD	2ND 04	ALFRED	9780739053010	Required
F23	MUSC	213	01	CLENDINNING	MUSICIAN'S GDE.TO THEORY+ANALY.-W/CODE	4TH 21	NORTON	9780393442403	Required
F23	MUSC	213	01	CLENDINNING	MUSICIAN'S GDE.TO THEORY+ANALYSIS-WKBK.	4TH 21	NORTON	9780393442304	Required
F23	MUSC	221	01	GRIDLEY	EBK JAZZ STYLES (PEARSON+)	11	VST	8220127898799	eBook
F23	MUSC	221	01	GRIDLEY	JAZZ STYLES	11TH 12	PEARSON	9780205036837	Required
F23	MUSC	222	01	SCHLOSS	ROCK:MUSIC,CULTURE+BUSINESS	12	OXF	9780199758364	Required
F23	MUSC	222	02	SCHLOSS	ROCK:MUSIC,CULTURE+BUSINESS	12	OXF	9780199758364	Required
F23	MUSC	224	02	KAMIEN	MUSIC:APPRECIATION,BRIEF	10TH 22	RENT MCG	9781260719352	Required
F23	MUSC	225	01	MILLER	WORLD MUSIC:CONCISE EDITION	2ND 19	TAYLOR	9780815386087	Required
F23	MUSC	225	01	MILLER	WORLD MUSIC:GLOBAL JOURNEY	5TH 21	TAYLOR	9780367423148	Required
F23	MUSC	225	50	MILLER	WORLD MUSIC:GLOBAL JOURNEY	5TH 21	TAYLOR	9780367423148	Required
F23	MUSC	263	01	LANCASTER	ALFRED'S GROUP PIANO F/ADULTS,BK.2-W/CD	2ND 08	ALFRED	9780739049259	Required
F23	MUSC	263	02	LANCASTER	ALFRED'S GROUP PIANO F/ADULTS,BK.2-W/CD	2ND 08	ALFRED	9780739049259	Required
F23	MUSC	310	01	BEECHING	BEYOND TALENT:CREATING SUCCESSFUL...	3RD 20	OXF	9780190670580	Required
F23	MUSC	310	01	GALLWEY	INNER GAME OF TENNIS	74	PENG RAND	9780553273724	Recommended
F23	MUSC	310	01	CARROLL	BULLET JOURNAL METHOD	18	PENG RAND	9780525533337	Recommended
F23	MUSC	310	01	ALLEN	GETTING THINGS DONE	REV 15	PENG RAND	9780143126560	Recommended
F23	MUSC	331	01	HANNING	CONCISE HIST.OF WEST.,UPTD(PB)-W/ACCESS	5TH 19	NORTON	9780393421613	Required
F23	MUSC	331	02	BARCHARTS	EBK INTRODUCTION TO MUSIC	1	VST	9781423206286	eBook
F23	MUSC	331	02	HANNING	CONCISE HIST.OF WEST.,UPTD(PB)-W/ACCESS	5TH 19	NORTON	9780393421613	Required
F23	MUSC	341	01	PHILLIPS	BASIC TECHNIQUES OF CONDUCTING	97	OXF	9780195099379	Required
F23	MUSC	361	01	VINING	TEACHING BRASS:GDE.F/STUDENTS+TEACHERS	10	MPM	9781935510314	Required
F23	MUSC	441	01	CAMPBELL	MUSIC IN CHILDHOOD-ENHANCED EDITION	4TH 19	CENGAGE L	9781337560825	Required
F23	MUSC	441	01	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Recommended
F23	MUSC	444	01	SMITH	SYSTEM:MARCHING BAND METHODS	(REV)19	SMITH WAL	9781622774043	Required
F23	MUSC	444	01	MARKWORTH	DYNAMIC MARCHING BAND	08	MISC PUBS	9780978747237	Required
F23	NEUR	321	01	KALAT	BIOLOGICAL PSYCHOLOGY (LL)-W/MINDTAP	13TH 19	CENGAGE L	9781337743174	Required
F23	NEUR	321	01	KALAT	BIOLOGICAL PSYCHOLOGY-W/MINDTAP	13TH 19	CENGAGE L	9781337743136	Required
F23	NEUR	321	01	KALAT	EBK MINDTAP PSYCHOLOGY FOR KALAT'S BIOL	13	VST	8220118181282	Required
F23	NURS	105	01	ELSEVIER	NURS 100/105 BUNDLE FALL '23		ELSEVIER	9780443228834	Required
F23	NURS	105	02	ELSEVIER	NURS 100/105 BUNDLE FALL '23		ELSEVIER	9780443228834	Required
F23	NURS	105	03	ELSEVIER	NURS 100/105 BUNDLE FALL '23		ELSEVIER	9780443228834	Required
F23	NURS	105	04	ELSEVIER	NURS 100/105 BUNDLE FALL '23		ELSEVIER	9780443228834	Required
F23	NURS	105	05	ELSEVIER	NURS 100/105 BUNDLE FALL '23		ELSEVIER	9780443228834	Required
F23	NURS	210	01	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	210	02	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	210	03	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	210	04	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	210	05	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	210	06	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	210	07	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	210	08	ELSEVIER	NURS SOPHOMORE BUNDLE FALL '23		ELSEVIER	9780443213694	Required
F23	NURS	220	01	603818830	NURS 220 FALL 21 KIT 342		XX SUPPLY	2818440043161	Required
F23	NURS	220	02	603818830	NURS 220 FALL 21 KIT 342		XX SUPPLY	2818440043161	Required
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F23	NURS	220	07	603818830	NURS 220 FALL 21 KIT 342		XX SUPPLY	2818440043161	Required
F23	NURS	220	08	603818830	NURS 220 FALL 21 KIT 342		XX SUPPLY	2818440043161	Required
F23	NURS	315	01	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	315	02	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	315	50	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	320	01	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	320	02	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	320	50	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	01	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	02	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	03	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	04	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	05	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	06	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	07	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	341	08	ELSEVIER	NURS JUNIOR BUNDLE FALL '23		ELSEVIER	9780443226250	Required
F23	NURS	410	01	ELSEVIER	NURS SENIOR BUNDLER FALL '23		ELSEVIER	9780443225642	Required
F23	NURS	410	02	ELSEVIER	NURS SENIOR BUNDLER FALL '23		ELSEVIER	9780443225642	Required
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F23	NURS	420	01	ELSEVIER	NURS SENIOR BUNDLER FALL '23		ELSEVIER	9780443225642	Required
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F23	NURS	420	06	ELSEVIER	NURS SENIOR BUNDLER FALL '23		ELSEVIER	9780443225642	Required
F23	PCSD	201	P01	SILVESTRI	SAUNDERS COMP.REV.F/NCLEX-RN...-W/ACCESS	9TH 23	ELSEVIER	9780323795302	Required
F23	PCSD	201	P01	JUSTICE	COMMUNICATION SCIENCES+DISORDERS	3RD 14	PEARSON	9780133123715	Required
F23	PCSD	201	P02	JUSTICE	COMMUNICATION SCIENCES+DISORDERS	3RD 14	PEARSON	9780133123715	Required
F23	PCSD	285	P01	OWENS	LANGUAGE DEVELOPMENT:INTRO.	10TH 20	PEARSON	9780135206485	Required
F23	PCSD	285	P03	OWENS	LANGUAGE DEVELOPMENT:INTRO.	10TH 20	PEARSON	9780135206485	Required
F23	PCSD	307	P01	HARBERS	PHONETICS WORKBOOK FOR STUDENTS-W/CD	13	PEARSON	9780132825580	Required
F23	PCSD	307	P02	SHRIBERG	CLINICAL PHONETICS-TEXT	5TH 19	PEARSON	9780134746142	Required
F23	PCSD	313	P01	SEIKEL	ANAT.+PHYS.F/SPEECH,LANG...-W/ACCESS	6TH 21	PLURAL PUB	9781635502794	Required
F23	PCSD	313	P02	SEIKEL	ANAT.+PHYS.F/SPEECH,LANG...-W/ACCESS	6TH 21	PLURAL PUB	9781635502794	Required
F23	PCSD	361	P01	MARTIN	INTRO.TO AUDIOLOGY-W/ACCESS	13TH 19	PEARSON	9780134694900	Required
F23	PCSD	361	P01	MARTIN	INTRO.TO AUDIOLOGY-TEXT	13TH 19	PEARSON	9780134695044	Required
F23	PCSD	361	P02	MARTIN	INTRO.TO AUDIOLOGY-W/ACCESS	13TH 19	PEARSON	9780134694900	Required
F23	PCSD	361	P02	MARTIN	INTRO.TO AUDIOLOGY-TEXT	13TH 19	PEARSON	9780134695044	Required
F23	PCSD	370	P01	NERBONNE	EBK INTRODUCTION TO AUDIOLOGIC REHABILI	7	VST	9780134547954	Required

F23	PCSD	450	P01	BEHRMAN	SPEECH+VOICE SCIENCE-W/ACCESS	4TH 23	PLURAL PUB	9781635503227	Required
F23	PCSD	455	P01	WEBB	NEUROLOGY F/THE SPEECH-LANG.PATHOLOGIST	6TH 17	ELSEVIER	9780323100274	Required
F23	PCSD	495	01	LOWE	IDENTIFICATION OF PHONOLOGICAL...WKBK.	4TH 10	PRO-ED	9781416404378	Required
F23	PEDU	504	P01	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P01	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P01	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P01	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
F23	PEDU	504	P01	GORTON	EBK SCHOOL LEADERSHIP AND ADMINISTRATIO	10	VST	8220107591337	Required
F23	PEDU	504	P02	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P02	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P02	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P02	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
F23	PEDU	504	P02	GORTON	EBK SCHOOL LEADERSHIP AND ADMINISTRATIO	10	VST	8220107591337	Required
F23	PEDU	504	P03	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P03	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P03	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P03	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
F23	PEDU	504	P03	GORTON	EBK SCHOOL LEADERSHIP AND ADMINISTRATIO	10	VST	8220107591337	Required
F23	PEDU	504	P04	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P04	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P04	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P04	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
F23	PEDU	504	P04	GORTON	EBK SCHOOL LEADERSHIP AND ADMINISTRATIO	10	VST	8220107591337	Required
F23	PEDU	504	P05	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P05	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P05	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P05	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
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F23	PEDU	504	P06	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P06	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P06	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P06	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
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F23	PEDU	504	P07	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P07	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P07	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P07	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
F23	PEDU	504	P07	GORTON	EBK SCHOOL LEADERSHIP AND ADMINISTRATIO	10	VST	8220107591337	Required
F23	PEDU	504	P08	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P08	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P08	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P08	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
F23	PEDU	504	P08	GORTON	EBK SCHOOL LEADERSHIP AND ADMINISTRATIO	10	VST	8220107591337	Required
F23	PEDU	504	P09	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PEDU	504	P09	KOUZES	LEADERSHIP CHALLENGE	6TH 17	WILEY	9781119278962	Required
F23	PEDU	504	P09	KOWALSKI	CASE STUDIES ON EDUCATIONAL ADMIN.	6TH 12	PEARSON	9780137071302	Required
F23	PEDU	504	P09	GORTON	SCHOOL LEADERSHIP+ADMINISTRATION	10TH 19	RENT MCG	9780078110351	Required
F23	PEDU	504	P09	GORTON	EBK SCHOOL LEADERSHIP AND ADMINISTRATIO	10	VST	8220107591337	Required
F23	PEDU	530	P01	ROBINSON	EBK TEACHING THROUGH TEXT: READING AND	2	VST	8220127889520	eBook
F23	PEDU	530	P01	MCKENNA	TEACHING THROUGH TEXT-READING...(PB)	2ND 14	PEARSON	9780132685726	Required
F23	PEDU	561	P01	MARGOT	GIFTED EDUCATION GIFTED STUDENTS		TAYLOR	9781618218933	Required
F23	PEDU	620	P01	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P02	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P03	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P04	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P05	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P06	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P07	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P08	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PEDU	620	P10	BLOKHUIS	EDUCATION LAW	6TH 21	TAYLOR	9780367195250	Required
F23	PHIL	300	01	GENSLER	INTRO.TO LOGIC	3RD 17	TAYLOR	9781138910591	Required
F23	PHIL	331	01	ARISTOTLE	NICOMACHEAN ETHICS OF ARISTOTLE	11	CREATESPAC	9781463536275	Required
F23	PHIL	331	01	PLATO	PLATO'S REPUBLIC (GRUBE)	74	HACKETT	9780915144037	Required
F23	PHYS	103	01	OSTDIEK	INQUIRY INTO PHYSICS (LOOSE)-W/ACCESS	8TH 18	CENGAGE L	9781337605038	Required
F23	PHYS	103	01	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	eBook
F23	PHYS	103	01	WEBASSIGN	WEBASSIGN FOR INQUIRY INTO PHYSICS	LATEST	CENGAGE L	2810022288885	Required
F23	PHYS	103	02	OSTDIEK	INQUIRY INTO PHYSICS (LOOSE)-W/ACCESS	8TH 18	CENGAGE L	9781337605038	Required
F23	PHYS	103	02	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	eBook
F23	PHYS	103	02	WEBASSIGN	WEBASSIGN FOR INQUIRY INTO PHYSICS	LATEST	CENGAGE L	2810022288885	Required
F23	PHYS	103	03	OSTDIEK	INQUIRY INTO PHYSICS (LOOSE)-W/ACCESS	8TH 18	CENGAGE L	9781337605038	Required
F23	PHYS	103	03	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	eBook
F23	PHYS	103	03	WEBASSIGN	WEBASSIGN FOR INQUIRY INTO PHYSICS	LATEST	CENGAGE L	2810022288885	Required
F23	PHYS	120	01	KNIGHT	COLLEGE PHYSICS (LL)-W/MOD.MASTERING	4TH 19	PEARSON	9780135160121	Required
F23	PHYS	120	01	FIELD	EBK MASTERING PHYSICS WITH PEARSON ETEX	4	VST	8220126426603	Required
F23	PHYS	120	02	KNIGHT	COLLEGE PHYSICS (LL)-W/MOD.MASTERING	4TH 19	PEARSON	9780135160121	Required
F23	PHYS	120	02	FIELD	EBK MASTERING PHYSICS WITH PEARSON ETEX	4	VST	8220126426603	Required
F23	PHYS	120	03	KNIGHT	COLLEGE PHYSICS (LL)-W/MOD.MASTERING	4TH 19	PEARSON	9780135160121	Required
F23	PHYS	120	03	FIELD	EBK MASTERING PHYSICS WITH PEARSON ETEX	4	VST	8220126426603	Required
F23	PHYS	120	04	KNIGHT	COLLEGE PHYSICS (LL)-W/MOD.MASTERING	4TH 19	PEARSON	9780135160121	Required
F23	PHYS	120	04	FIELD	EBK MASTERING PHYSICS WITH PEARSON ETEX	4	VST	8220126426603	Required
F23	PHYS	220	01	SERWAY/JEWETT	EBK WEBASSIGN FOR SERWAY/JEWETT'S PRINC	5	VST	8220118197818	Required
F23	PHYS	222	01	TAYLOR	INTRO.TO ERROR ANALYSIS	2ND 97	UNIV SCI	9780935702750	Required
F23	PHYS	321	01	MOORE	SIX IDEAS THAT SHAPED PHYSICS:UNIT R...	4TH 23	MCG	9781264877614	Required
F23	PHYS	321	01	MOORE	SIX IDEAS THAT SHAPED PHYSICS:UNIT Q	4TH 23	MCG	9781264877331	Required
F23	PHYS	326	01	HECHT	OPTICS	5TH 17	PEARSON	9780133977226	Required
F23	PHYS	332	01	GRIFFITHS	INTRO.TO ELECTRODYNAMICS	4TH 17	CAMB	9781108420419	Required
F23	PHYS	370	01	TAYLOR	INTRO.TO ERROR ANALYSIS	2ND 97	UNIV SCI	9780935702750	Recommended
F23	POSC	100	02	LOWI	AMERICAN GOVERNMENT-BRIEF-W/ACCESS	16TH 21	NORTON	9780393538977	Required
F23	POSC	100	04	LOWI	AMERICAN GOVERNMENT-BRIEF-W/ACCESS	16TH 21	NORTON	9780393538977	Required
F23	POSC	200	01	ONEIL	ESSENTIAL READINGS IN COMPAR.POLITICS	5TH 18	NORTON	9780393938982	Required
F23	POSC	200	01	MITTER	CHINA'S GOOD WAR: HOW WORLD WAR II IS SH		TRIULERAL	9780674984264	Required

F23	POSC	200	02	ONEIL	ESSENTIAL READINGS IN COMPAR.POLITICS	5TH 18	NORTON	9780393938982	Required
F23	POSC	200	02	MITTER	CHINA'S GOOD WAR: HOW WORLD WAR II IS SH		TRILITERAL	9780674984264	Required
F23	POSC	200	50	ONEIL	ESSENTIAL READINGS IN COMPAR.POLITICS	5TH 18	NORTON	9780393938982	Required
F23	POSC	200	50	MITTER	CHINA'S GOOD WAR: HOW WORLD WAR II IS SH		TRILITERAL	9780674984264	Required
F23	POSC	270	01	SHAFRITZ	INTRODUCING PUBLIC ADMINISTRATION	9TH 17	TAYLOR	9781138666344	Required
F23	POSC	331	01	PLATO	REPUBLIC	04	HACKETT	9780872207363	Required
F23	POSC	331	01	ARISTOTLE	ARISTOTLE'S NICOMACHEAN ETHICS	12	UCP	9780226026756	Required
F23	POSC	353	01	ROSENTHAL	REPUBLIC ON TRIAL	03	SAGE	9781568026527	Required
F23	POSC	353	01	BURGAT	CONGRESS EXPLAINED	23	SAGE	9781071841518	Required
F23	POSC	394	01	BUENODEMESQUIT	DICTATOR'S HANDBOOK	12	HACHETTE B	9781610391849	Required
F23	POSC	455	01	BURTON	INTRO.TO LAW+LEGAL REASONING	3RD 07	ASPEN	9780735562776	Required
F23	POSC	455	01	EPSTEIN	CONSTITUT.LAW F/...SHORT COURSE	8TH 21	SAGE	9781544390628	Required
F23	PSPE	522	P01	GUNNING	EBK CREATING LITERACY INSTRUCTION FOR A	10	VST	9780134986449	Required
F23	PSPE	523	P01	STEIN	DIRECT INSTRUCT.MATHEMATICS	5TH 18	PEARSON	9780134711225	Required
F23	PSYC	101	02	WADE	INVITATION TO PSYCHOLOGY	8TH 22	RENT PEARS	9780134999210	Required
F23	PSYC	101	03	NAMY	EBK PSYCHOLOGY FROM INQUIRY TO UNDERSTA	5	VST	8220128217988	Required
F23	PSYC	101	04	NAMY	EBK PSYCHOLOGY FROM INQUIRY TO UNDERSTA	5	VST	8220128217988	Required
F23	PSYC	101	05	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Required
F23	PSYC	101	06	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Required
F23	PSYC	120	01	COPELAND	SUCCESS AS A PSYCHOLOGY MAJOR	21	SAGE	9781544334714	Required
F23	PSYC	120	02	COPELAND	SUCCESS AS A PSYCHOLOGY MAJOR	21	SAGE	9781544334714	Required
F23	PSYC	120	03	COPELAND	SUCCESS AS A PSYCHOLOGY MAJOR	21	SAGE	9781544334714	Required
F23	PSYC	120	05	COPELAND	SUCCESS AS A PSYCHOLOGY MAJOR	21	SAGE	9781544334714	Required
F23	PSYC	151	01	KALAT	CENGAGE INFUSE 1 TERM INSTANT ACCESS		CENGAGE L	9780357798188	Required
F23	PSYC	151	02	KALAT	CENGAGE INFUSE 1 TERM INSTANT ACCESS		CENGAGE L	9780357798188	Required
F23	PSYC	216	01	ARONSON	SOCIAL PSYCHOLOGY	11TH 23	RENT PEARS	9780137633647	Required
F23	PSYC	216	02	ARONSON	SOCIAL PSYCHOLOGY	11TH 23	RENT PEARS	9780137633647	Required
F23	PSYC	230	01	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Required
F23	PSYC	230	02	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Required
F23	PSYC	230	50	UNLIMITED	EBK CENGAGE UNLIMITED SUBSCRIPTION, 4 M	1	VST	9780357700006	Required
F23	PSYC	235	01	MORLING	RESEARCH METHODS IN PSYCH.(LL)-W/ACCESS	4TH 21	NORTON	9780393893731	Required
F23	PSYC	235	01	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (SP)	7TH 20	AM PSYCHOL	9781433832178	Required
F23	PSYC	235	02	MORLING	RESEARCH METHODS IN PSYCH.(LL)-W/ACCESS	4TH 21	NORTON	9780393893731	Required
F23	PSYC	235	02	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (SP)	7TH 20	AM PSYCHOL	9781433832178	Required
F23	PSYC	321	01	KALAT	BIOLOGICAL PSYCHOLOGY (LL)-W/MINDTAP	13TH 19	CENGAGE L	9781337743174	Required
F23	PSYC	321	01	KALAT	BIOLOGICAL PSYCHOLOGY-W/MINDTAP	13TH 19	CENGAGE L	9781337743136	Required
F23	PSYC	321	01	KALAT	EBK MINDTAP PSYCHOLOGY FOR KALAT'S BIOL	13	VST	8220118181282	Required
F23	PSYC	457	01	SCHULTZ	HISTORY OF MODERN PSYCHOLOGY	11TH 16	CENGAGE L	9781305630048	Required
F23	PSYC	457	01	SCHULTZ	EBK 3N3-EBK: HISTORY MODERN PSYCHOLOGY	11	VST	9780176846756	Required
F23	PSYC	457	02	SCHULTZ	HISTORY OF MODERN PSYCHOLOGY	11TH 16	CENGAGE L	9781305630048	Required
F23	PSYC	457	02	SCHULTZ	EBK 3N3-EBK: HISTORY MODERN PSYCHOLOGY	11	VST	9780176846756	Required
F23	PSYC	460	01	BURNETT	DESIGNING YOUR LIFE	16	PENG RAND	9781101875322	Required
F23	PSYC	461	01	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	PSYC	461	02	AM.PSYCH.ASSN.	PUBL.MAN.OF AM.PSYCH.ASSOC. (PB)	7TH 20	AM PSYCHOL	9781433832161	Required
F23	RECR	205	01	MICHAELIS	LEADER'S HANDBOOK	2ND 13	SAGAMORE	9781939476012	Required
F23	RECR	215	01	MARY	EBK INCLUSIVE LEISURE	1	VST	9781718201095	Required
F23	RECR	320	01	STUMBO	FACILITATION OF THERAPEUTIC RECREATION	11	SAGAMORE	9781892132949	Required
F23	RECR	371	01	NORMA	EBK THERAPEUTIC RECREATION PROGRAM DESI	6	VST	9781952815379	Required
F23	RECR	371	01	NORMA	EBK THERAPEUTIC RECREATION PROGRAM DESI	6	VST	8220123782481	eBook
F23	RECR	371	01	STUMBO	THERAPEUTIC RECREATION PROGRAM DESIGN	6TH 21	SAGAMORE	9781952815331	Required
F23	RECR	410	01	OMORROW	EFFECT.MGMT.IN THERAPEUTIC REC.SERVICE	3RD 14	SAGAMORE	9781939476050	Required
F23	RECR	461	01	STUMBO	PROFESS.ISSUES IN THERAP.RECREATION	3RD 17	SAGAMORE	9781571678454	Required
F23	RELI	242	01	FISHER	LIVING RELIGIONS	10TH 17	RENT PEARS	9780135572139	Required
F23	RELI	242	02	FISHER	LIVING RELIGIONS	10TH 17	RENT PEARS	9780135572139	Required
F23	RELI	301	01	DONIGER	NORTON ANTH.OF WORLD RELIGIONS:HINDUISM	17	NORTON	9780393355017	Required
F23	RELI	301	01	GANDHI	ESSENTIAL WRITINGS	08	OXF	9780192807205	Required
F23	RELI	301	01	NARAYAN	RAMAYANA	06	PENG RAND	9780143039679	Required
F23	RELI	301	50	RICHTER	EPIC OF EDEN	08	INTERVARS	9780830825776	Required
F23	SLIB	510	01	MARDIS	COLLECTION PROGRAM IN SCHOOLS	7TH 21	MAC HIGHER	9781440876639	Required
F23	SLIB	510	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	510	02	MARDIS	COLLECTION PROGRAM IN SCHOOLS	7TH 21	MAC HIGHER	9781440876639	Required
F23	SLIB	510	02	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	520	01	VARDELL	CHILDREN'S LITERATURE IN ACTION	3RD 19	MAC HIGHER	9781440867781	Required
F23	SLIB	520	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	530	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	530	02	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	560	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	571	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	571	01	WONG	FIRST DAYS OF SCHOOL-W/DVD	5TH 18	WONG PUB	9780976423386	Required
F23	SLIB	572	01	WONG	FIRST DAYS OF SCHOOL-W/DVD	5TH 18	WONG PUB	9780976423386	Required
F23	SLIB	572	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	600	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Recommended
F23	SLIB	600	02	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Recommended
F23	SLIB	670	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	670	01	HARVEY	SCHOOL LIBRARY MANAGEMENT	8TH 22	MAC HIGHER	9781440877452	Required
F23	SLIB	670	02	HARVEY	SCHOOL LIBRARY MANAGEMENT	8TH 22	MAC HIGHER	9781440877452	Required
F23	SLIB	670	02	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	680	01	MCILLAN	EDUCATIONAL RESEARCH	8TH 22	RENT PEARS	9780135770092	Required
F23	SLIB	689	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SLIB	691	01	AASL	NATL.SCHOOL LIBRARY STAND.F/LEARNERS...	18	UCP	9780838915790	Required
F23	SOCL	105	01	KORGEN	SOCIOLOGY IN ACTION	2ND 21	SAGE	9781544356419	Required
F23	SOCL	105	02	KORGEN	SOCIOLOGY IN ACTION	2ND 21	SAGE	9781544356419	Required
F23	SOCL	105	03	KORGEN	SOCIOLOGY IN ACTION	2ND 21	SAGE	9781544356419	Required
F23	SOCL	205	01	VENKATESH	GANG LEADER FOR A DAY	08	PENG RAND	9780143114932	Required
F23	SOCL	205	02	VENKATESH	GANG LEADER FOR A DAY	08	PENG RAND	9780143114932	Required
F23	SOCL	205	03	VENKATESH	GANG LEADER FOR A DAY	08	PENG RAND	9780143114932	Required
F23	SOCL	222	01	JENKINS	WORK MATTERS	22	INGRAM PUB	9780691174693	Required
F23	SOCL	241	01	HAGERMAN	WHITE KIDS (CL)	18	INGRAM PUB	9781479803682	Required
F23	SOCL	241	01	DOW	MOTHERING WHILE BLACK (PB)	19	INGRAM PUB	9780520300323	Required
F23	SOCL	241	02	HAGERMAN	WHITE KIDS (CL)	18	INGRAM PUB	9781479803682	Required
F23	SOCL	241	02	DOW	MOTHERING WHILE BLACK (PB)	19	INGRAM PUB	9780520300323	Required

		PENG RAND	9781101986752	Required
6	7	VST	9781305856318	eBook
6TH 14		CENGAGE L	9781133936770	Required
4TH 16		CENGAGE L	9781305261105	Required
7	7	VST	9781305856318	eBook
6TH 14		CENGAGE L	9781133936770	Required
7	7	VST	9781305856318	eBook
6TH 14		CENGAGE L	9781133936770	Required
17		RUPG	9781442235007	Required
4TH 17		SAGE	9781483356693	Required
6TH 19		CENGAGE L	9781337567046	Required
6TH 19		CENGAGE L	9781337567046	Required
10		HARP PUB	9780061571282	Required
8TH 18		CENGAGE L	9781305943353	Required
3RD 22		SAGE	9781544371337	Required
2	2	VST	9781506376134	Required
5TH 19		CENGAGE L	9781305389502	Required
5	5	VST	8220127897976	eBook
5TH 20		PEARSON	9780135168073	Required
1	1	VST	978035770006	Required
3RD 18		CENGAGE L	9781305943261	Required
4TH 19		GUILFORD	9781462537556	Required
6TH 16		CENGAGE L	9781285866352	Required
10TH 18		CENGAGE L	9781305865709	Required
5TH 17		CENGAGE L	9780357006771	Required
5TH 17		CENGAGE L	9780357006771	Required
1	1	VST	8220103715805	eBook
5TH 17		CENGAGE L	9780357006771	Required
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5TH 16		CENGAGE L	9781305109704	Required
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4TH 23		MCG	9781266169892	Required
10		TRILITERAL	9780300214437	Required
5TH 16		CENGAGE L	9781305109704	Required
93		CATEDRA	9788437611518	Required
93		CATEDRA	9788437611518	Required
93		CATEDRA	9788437611518	Required
93		CATEDRA	9788437611518	Required
7TH 21		SAGE	9781544373652	Required
3RD 20		ANCORA PUB	9781599091082	Required
09			9781599090375	Required
15		MARZANO R	9780990345855	Required
4TH 20		GUILFORD	9781462541577	Required
10TH 20		PEARSON	9780134986487	Required
2ND 16		GUILFORD	9781462524662	Required
7TH 21		SAGE	9781544373652	Required
7TH 21		SAGE	9781544373652	Required
2ND 17		PEARSON	9780133833690	Required
2ND 17		PEARSON	9780133436877	Required
07		SAGE	9781412917865	Required
9TH 21		RENT PEARS	9780135752388	Required
5TH 16		CENGAGE L	9781305109704	Required
5TH 16		CENGAGE L	9781305109704	Required
11TH 14		CENGAGE L	9781133310693	Required
85		CONCORD TH	9780573619694	Required
14		PENG RAND	9780804170390	Required
96		NBN	9781557837370	Required
92		INGRAM	9781558702356	Recommended
3RD 21		TAYLOR	9780367406370	Required
5TH 89		WAVELAND	9781577666486	Required
7TH 20		TAYLOR	9780367000691	Required
4TH 17		CREATESPAC	9781542691512	Recommended
3RD 14		TAYLOR	9780415812009	Recommended
3RD 13		CENGAGE L	9781111836863	Recommended
97		SILMAN-JAM	9780896762350	Recommended
		XX SUPPLY	2818440036439	Required
		XX SUPPLY	2818440040283	Required
		XX SUPPLY	2818440045332	Required
		XX SUPPLY	2818440045349	Required
17		TAYLOR	9781138951167	Required
2ND 08		UCP	9780809327652	Recommended
3RD 12		TAYLOR	9780240812908	Recommended



The Management and Operation of the Longwood University Campus Store

Submitted to:

Ryan A. Ferebee
Director of Materiel Management & Purchasing
LONGWOOD UNIVERSITY
201 High Street, Eason Hall, Room 215B
Farmville, Virginia 23909
materielmanagement@longwood.edu

Submitted by:

Kevin Renshaw
Vice President of Business Development
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Released on November 28, 2023

Confidentiality Statement

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The Follett Difference



Financial strength, stability and investment

- Committed to **Education Markets**
- **\$300M+** in Forward Looking Acquisitions in Past 3 years
- **\$50M** Investment in eCommerce Platform
- **\$65M** Investment in Follett Discover Academic Tools Platform
- **Investing in Your Brand**, On Campus and On-Line



Innovation for the future

- Industry Leading Follett Access Program that **Improves Student Outcomes** and **Lowers the Cost of Course Materials**
- Integrating OER and Subscription Offerings to **Reduce the Cost of Course Materials**
- Follett-On-Demand Acquisition that offers nearly unlimited selection of On-Line and In-Store, **customizable emblematic products**
- Provisioning of Digital Content **Directly into Student's LMS**



Progressive operating models for the future

- Maximizing the Traditional Campus Store Model with Shop-by-Author Technology that **reduces course materials footprint** in your store by 30%
- Pioneering **Hybrid Campus Store Model** – Course materials fulfilled from Local Distribution Center(s)
- On-Line Only Campus Stores that go way beyond just course materials by offering a Full Complement of **Emblematic Gift and Apparel** as well as **Comprehensive Follett Access Programs**
- Institutional/Employee Stores that give your Administrative Staff, Departments and Employees access to **Institutionally Branded Merchandise**



RYAN FEREBEE
201 High Street, Eason Hall, Room 215B
Farmville, Virginia 23909

Re: RFP Response

Dear Mr. Ferebee:

Follett is pleased to present this retail operations proposal to Longwood University. We appreciate this unique opportunity to demonstrate our ability to provide your students, parents, faculty, staff, and alumni with a compelling and rewarding, campus-centric retail shopping experience both in-store and online. We are fully committed to providing the appropriate business resources to your campus and to building a mutually rewarding long-term relationship with you and your campus community.

Having an exceptional, forward-looking campus store adds tremendous value to your institution. It not only plays a critical role in your student's education, but it is also a reflection of your mission, brand, and image. Follett's mission is to **Inspire, Enable and Celebrate the Academic Journey**. We have established a reputation in the marketplace as the premier campus store management services provider and we are firmly committed to maintaining that status by providing our partners the resources needed to:

- Provide innovative, low-cost course materials solutions that drive student success.
- Deliver industry leading academic integration tools for faculty, staff, and students.
- Provide analytics to help faculty drive course materials affordability.
- Assemble a robust and exciting general merchandise assortment that celebrates current trends, campus interests and customization.
- Offer innovative products and services that support your brand image and institutional goals.

We are confident that our professional services and programs backed by an unprecedented level of investment will effectively address your needs on campus both today and well into the future. By managing all of the details from start to finish, Follett guarantees success in delivering on our promise to make it easier for **students to learn, faculty to teach, institutions to run and fans to celebrate**.

Thank you for your consideration of this full retail operations proposal. In the meantime, please do not hesitate to contact me directly if I can be of further assistance during this RFP process.

Sincerely,

Kevin Renshaw
Vice President of Business Development
P: (630) 808-5096
E: krenshaw@follett.com

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Appendix A- Required Forms



1. The completed RFP inside cover sheet (Page | 2) and all addenda acknowledgments, if any, signed and filled out as required.

Please see the following pages for the requested cover sheet and addenda acknowledgments.

LONGWOOD UNIVERSITY

2011 Strt-cl
t"-rmvi.ltic,Virginia 23909
tel:434.39r..20)3
fax:434KWS.2246
tn;;7Jt

November 20, 2023

ADDENDUM 1 TO ALL OFFERORS:

Reference Request for Proposal (RFP):

Commodity:

Dated:

for Delivery To:

LU214"-24-002

University Bookstore Management

October 18, 2023

Longwood University

Material Management & Purchasing

Farmville, Virginia 23909

Optional Pre Proposal Conference (OPPC):

November 7, 2023 2:00p.m. Local Time

Questions Due Date:

November 14, 2023 at 12:00 Noon Local Time

Proposal Due Date:

December 1, 2023 at 2:00P.M. Local Time

This Addendum is being issued to extend the date for receipt of proposals as noted above and answer questions submitted by prospective offerors.

1. Please provide a category breakdown of textbook sales information from the past few years including new, used, rental, digital, and inclusive access.

RESPONSE: See Attachment A1 to this Addendum 1 - The University does not have inclusive access.

2. Please provide a category breakdown of retail sales information from the past few years including, but not limited to, trade books, clothing, computers/technology, convenience, gifts, etc.

RESPONSE: See Attachment A2 to this Addendum 1.

3. What is the school's Student Information System?

RESPONSE: The University's Student Information System is Banner.

4. Would the institution consider two separate vendors to work in partnership to provide textbook operations and retail services if it deemed more beneficial to the institution as opposed to a single vendor?

RESPONSE: Offerors should propose the solution/model they deem strongest for their benefit and that of the University.

Office of the Director of Material Management,
Central Stores, and Property Control

5. Would the institution be interested in implementing an equitable access, an in-tuition solution where all course materials are automatically delivered to all students with the costs included as part of the cost of attendance?

RESPONSE: The University would be open to it if the Offeror deems that to be the most mutually beneficial program for them, the institution, faculty and students.

6. Does the institution have any inclusive Access course material adoptions where materials are automatically delivered to the students on a course-by-course basis, and a course fee is included as part of the cost of attendance? If so, what percentage?

RESPONSE: No, reference response to 5. above.

7. **Section III., page 5, Sales:** Can you provide Sales breakdown by Category for FY 23 and Year to Date for FY 24?

RESPONSE: See Attachments A1 and A2 to this Addendum 1.

8. **Section III., page 5, Sales:** What is the sales volume for Athletic Event Sales for FY 23?

RESPONSE: Sports Event Sales are not tracked, but estimated to be very small, probably under \$2,000 for the year.

9. **Section III., page 5, eCommerce:** What is the sales volume from eCommerce for Clothing and Gift? Can you break down between Athletics and Store generated web sales?

RESPONSE: Online Spirit Shop sales for the past 2 fiscal years and YTD FY24 are as follows:

FY24: \$11,000 (first quarter)

FY23: \$66,200

FY22: \$23,365

10. **Section III., page 5, Store Floor Plans:** Can you provide the CAD file of the store space? Current Square footage?

RESPONSE: The CAD drawings cannot be shared. The square footage of the bookstore is approximately 14,000 square feet.

11. **Section III., page 5, Financial Contributions:** Is there an unamortized/undepreciated balance from prior store renovations or from any one-time contractual contributions? If yes, will a subsequent vendor be expected to cover this cost and how much will that amount be as of June 30, 2024?

RESPONSE: No.

12. **Section III., page 5, Café:** Does the bookstore operate the Starbucks Café? If yes, please confirm the annual sales for FY 22 and FY 23 and FY 24 year to date?

RESPONSE: Yes. Reference Attachment A2 to this Addendum 1. Café & Convenience sales are combined, but the incumbent states the percentage of sales is approximately 80% café and 20% convenience.

13. **Section III., page 5, Sales, Inclusive Access (Barnes Noble first day?) – if applicable:** How many courses, sections and titles in the inclusive access program?

RESPONSE: Not applicable. See response to 6. on page 2.

14. **Section III., page 5, Sales, Inclusive Access – if applicable:** What is the current annual sales volume of inclusive access?

RESPONSE: Not applicable. See response to 6. on page 2.

15. **Section III., page 5, Sales, Inclusive Access – if applicable:** Is the current Inclusive Access only digital materials or are there print materials in the current offering? What is the percentage of digital v. print?

RESPONSE: Not applicable. See response to 6. on page 2.

16. **Section IV., B. Bookstore Requirements, paragraph 12., page 6 [Equitable Access Pricing Offer (all course materials for all students at a single price)]:** We can provide a very accurate Equitable Access pricing model with the booklist and course information. We are requesting the course materials list and anonymized student data. Instructions to help assemble this information are on the following pages.

RESPONSE: If Offeror can provide a sample Equitable Access model without University-supplied data, it should be included in Offeror's proposal for the University to consider.

17. **Section VI., A. page 17:** Who is on the RFP Committee and what are their roles at the institution?

RESPONSE: The University does not disclose the names/roles of the Evaluation Committee. The Committee will be comprised of representatives from Academic Affairs, Athletics, Auxiliary Services and Student Affairs.

18. **Section IV., B. 14. a., page 8:** Does the institution have any Inclusive Access course material adoptions? If so, what percentage? If so, are these sales included in the numbers reported anywhere in the RFP?

RESPONSE: See response to 6. on page 2.

19. **Section IV., B. 14. a., page 8:** In an Equitable Access Model, the vendor charges a standard per student/per text cost. The institution can then consider adding (or not) additional revenue to the vendor price and consider this auxiliary revenue. Is this model suitable for consideration?

RESPONSE: See response to 5. on page 2.

20. **Section IV., C. 2., page 8:** What are the current auxiliary revenues and/or commissions generated by the bookstore?

RESPONSE: With the exception of Athletics, there are none in the current 1-year contract. Athletics is the same as the 5-year contract term that ended on 6/30/2023, see Attachment C to this Addendum 1.

21. **Section IV., A., page 5:** Are you interested in entirely removing your bookstore from campus? Would you replace it with an eCommerce link?

RESPONSE: See response to 4. on page 1.

22. **Section IV., B. 14. a., page 8:** Are there any state laws preventing the institution from enacting an Equitable Access model on campus?

RESPONSE: No.

23. **Section IV., A., page 5:** What is the current enrollment for concurrent high school students (Dual Enrollment/Dual Credit)?

- Do these students use the same course materials as the other students at the institution?
- Do these students receive their materials through the bookstore vendor?
- Is the institution able and interested to include Dual Credit Students as a part of the scope of content coverage through a vendor?

RESPONSE: There are currently 42 students enrolled in the fall Dual Enrollment (DE) program.
-DE students do not use the same course materials as on campus students.
-DE students do not receive their course materials through the bookstore; they use online materials.
-The University does not want to include DE students in the scope of the University Bookstore Management contract.

24. **Section V., B. A., page 15:** What is the enrollment growth rate projection for the next 5 years?

RESPONSE: Our Fall 2023 headcount was 4,545 and we expect 1%-2% headcount growth each year.

25. **Section IV., B. 14. a., page 8:** Will you provide the most recent Text Adoptions book list – preferably in Google Sheet or Excel format?

RESPONSE: See Attachment B to this Addendum 1.

26. **Section IV., B. 14. a., page 8:** What % of courses use a textbook?

RESPONSE: 51%

27. **Section IV., B. 14. a., page 8:** What % use courseware materials (i.e., My Pearson Lab, Cengage Now, Wiley Pus, etc.)?

RESPONSE: 2%

28. **Section IV., B. 14. a., page 8:** What % of courses with materials use OER? What is the goal of OER % for the following 4 years of the contract?

RESPONSE: OER is adopted through the bookstore system. Longwood has not risen above 10% of courses using OER in any given semester. Longwood does not have a % goal for adoption of OER.

29. **Section IV., A., page 5:** What are the current challenges with your existing bookstore operations that you would like to see addressed by this RFP?

RESPONSE:

- Coordination of semester book orders between faculty/bookstore.
- Driving traffic/customers into the bookstore facility.
- Limited leisure reading materials.
- Limited price point options for branded merchandise.

30. **Section IV., C. 2., page 8:** What signing bonus was paid by the incumbent bookstore vendor? In what year was this paid?

RESPONSE: None.

31. **Section IV., C. 2., page 8:** What scholarships were paid for by the incumbent bookstore vendor? In what year were they paid?

RESPONSE: See Attachment C to this Addendum 1.

32. **Section IV., C. 2., page 8:** Were there any sponsorships or other financial incentives offered? If so, what were they? In what year were they paid?

RESPONSE: See Attachment C to this Addendum 1.

33. **Section IV., C. 2., page 8:** Please provide the last three years' worth of sales data including category breakdowns (new books, used books, digital, rental, clothing, gift, convenience, technology, etc.).

RESPONSE: See Attachments A1 and A2 to this Addendum 1.

34. **Section IV., C. 18., page 10:** Please describe how students utilize their financial aid in the campus store and if there are any restrictions.

RESPONSE: Financial aid is managed through a 'credit' system. The Office of Student Accounts sends reports to the bookstore that contain information about the students and their financial aid credit amount. Using this credit amount, students can purchase books and supplies from the bookstore and the University pays the bookstore for their purchases. There are no restrictions on how students can use their financial aid credits.

35. **Section IV., D. 9., page 11:** Of the fixtures that currently reside in the bookstore, will all remain for use by a new partner? Is there any unamortized expense the new partner must absorb upon commencing operations?

RESPONSE: Yes. No.

36. **Section IV., D. 9., page 11:** What other school expenses must the campus store pay for (utilities, phone, internet, trash, etc.) and what are those costs?

RESPONSE: Expenses the bookstore is responsible for were included in the RFP in Section IV.D.10. For the 5-year contract term that ended on 6/30/2023, incumbent paid the University \$45,000 annually to reimburse the University for the cost of utilities and CAM fees for the bookstore facility. The annual cost of Atrium Maintenance included in Attachment C is \$2,000.

37. **Section IV., B. 1. h., page 6:** Is there any other provider of campus store services or merchandise sales that the school works with? Off campus store, athletic website, publisher content provider, etc.)?

RESPONSE: The University's management partner for the Joan Perry Brock Convocation Center, Centers LLC, operates a small team store with Longwood branded apparel.

38. **Section IV., B. 11., page 7:** Are there any limitations on convenience offerings for food or beverage?

RESPONSE: No, but the University reserves the right to recommend merchandise to be sold in the bookstore and to request the removal of merchandise for sale in the bookstore which the University considers offensive or inappropriate.

39. **Section IV., B. 1. h., page 6:** Are there any limitations on graduation related sales?

RESPONSE: No.

40. **Section IV., D. 13., page 12:** What is your SIS on campus?

RESPONSE: See response to 3. on page 1.

41. **Section IV., D. 13., page 12:** What is your LMS on campus?

RESPONSE: SirsiDynix.

42. **Section IV. B. 1. F. page 6:** Would you desire to retain the current staff in place in the store?

RESPONSE: Current staff are to be afforded the greatest level of personal and professional protection and courtesy possible. If the incumbent contractor is not awarded the contract, the new contractor is encouraged to offer employment to members of the current staff.

43. **Section IV. B.11. a e 7:** Are there any plans to move or alter the current bookstore location?

RESPONSE: No plans, but the University is open to any upgrade/renovation solutions that will improve operations.

44. j..Q.nJY: **a e 8:** What is your current level of inclusive access or equitable access courses (books included in tuition *or* a separate billed fee)?

RESPONSE: See responses to 5. and 6. on page 2.

45. **Section IV. B. 14. a. page 8:** Please provide clarification on what you are looking for in an Inclusive Access program.

RESPONSE: See responses to 5. and 6. on page 2.

All other general terms, conditions, and specifications shall remain the same.

Note: A signed acknowledgement of this addendum must be submitted with your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Very truly yours,

4

Ryan A. Ferebee
Director of Materiel Management & Purchasing

Follett Higher Education Group, LLC

Name of Firm



/ Chief Business Development Officer

11/27/2023

Date



2. OFFEROR DATA SHEET, included as ATTACHMENT D to the RFP.

Please see the following page for Attachment D.

ATTACHMENT D – OFFEROR DATA SHEET (TO BE COMPLETED BY OFFEROR AND RETURNED WITH PROPOSAL)

- A. **Qualification of Offeror:** The Offeror must have the capability and capacity in all respects to fully satisfy all of the contractual requirements. Indicate below the length of time you have been in business providing the goods/services required herein.

57 Year(s) _____ Month(s)

- B. **References:** List three (3) contacts (preferably college or university, if available) for whom you have provided this type of goods/services that the University has your permission to contact.

1. Shepherd University / Jack Shaw
 Company/Name of Contact Person
301 N King St, Shepherdstown, WV 25443
 Address
(304) 876-5815 March 2018 - Present
 Phone Number Date(s) of Service
jshaw@shepherd.edu
 Email Address

2. James Madison University / Towana Hickman-Moore
 Company/Name of Contact Person

800 S Main St, Harrisonburg, VA 22807
 Address
(540) 568-6434 May 1999 - Present
 Phone Number Date(s) of Service
mooreth@jmu.edu
 Email Address

3. Christopher Newport University / Wayne Reed
 Company/Name of Contact Person

1 Avenue of the Arts, Newport News, VA 23606
 Address
(757) 594-7000 June 2011 - Present
 Phone Number Date(s) of Service
wayne.reed@cnu.edu
 Email Address

3. A written narrative statement to include:

a. Experience and Qualification:

Describe the Offeror's experience and qualifications for providing the goods and services described herein, relative to (i) enrollment, (ii) annual gross sales, (iii) region and (iv) facility size.

Follett is pleased to present this proposal to Longwood University. We recognize this unique opportunity to be guests on your campus and to be able to provide your students, faculty, staff and alumni with a hassle-free campus-centric retail shopping experience. We are fully committed to providing the appropriate business resources to your campus and look forward to building a long-term relationship with you and your campus community.

Having an exceptional campus store adds tremendous value to the University and the community. It not only plays a critical role in your student's education, but it is also one of the most popular gathering places on campus. It's where the exciting journey begins for freshman, where parents can go to get their kids well equipped for the semester, where fans and alumni go to get their gear and where people from all walks of life get together to hear great authors speak.

Follett is determined to be the premier campus store management services provider by providing our partners the resources needed to:



Save students money on course materials.



Provide higher education tools that are more innovative and integrated.



Offer a larger selection of digital course materials.



Aggregate and organize faculty adoptions.



Assemble a more robust and exciting general merchandise assortment that addresses current trends and preferences.



Provide a hassle-free customer experience.



Provide employees with great potential for professional growth and advancement opportunities.



Offer forward thinking products and services that support your brand image and institutional goals.

We are confident that our professional services and programs will effectively address your needs on campus. By managing all of the details from start to finish, Follett guarantees success in delivering on our promise to make it easier for students to learn, faculty to teach, institutions to run and fans to celebrate.

3- a. Experience and Qualification



Collaborative Partnership

Follett strives to do more than simply run your campus store. Our goal is to leverage our broad and deep industry experience, our general merchandise vendor partners, technology advancements, our long-standing publisher relationships, and our unique role as course materials provider, distributor and facilitator into a new type of collaborative partnership with your campus.

Together, our partnership propels your branded campus store vision forward by having an attention on affordability, providing options that solve for institutional goals and connecting with your campus community. Understanding what your students and faculty need to become more academically successful is a pillar of our relationship that drives our solutions and products. As you can tell, partnership is at the center of everything we do, it is what guides us and delivers results to your students, faculty, campus community, fans and alumni.



Students

Throughout the life-cycle of a student's college or university experience while at your institution, one thing remains constant – they can count on the campus store to be a resource to get what they need to be successful every day, week, term and year. We are there to help them get the right textbook and explain the cost saving options available to them. We are there to help get ready for game day or showcase their school pride. The campus store is also the resource to get the items they need to make their campus home more like “home” – everything from medicine to make-up, from dorm room essentials to technology and snacks.



Faculty

For your faculty, partnership is having a resource to help vet the course materials needed to help students learn. It is educating faculty on the options they can influence to increase affordability. We are the campus resource for snacks to help them get through the day. We are the place to buy school apparel that brags about where they work. The campus store is the place where their published passions are stocked and supported by the campus community.



Longwood University

We understand you have a vision for where you want to take Longwood University and by being a great partner, we want to help you get there. From topics like affordability and access, to course materials, to providing cafés, technology products and services – we can help create an institutionally branded campus store experience that helps you achieve your goals. Many of our core solutions start as a “pilot” on a campus to fulfil a need. We pride ourselves in extending our services and helping you in any way we can.

3- a. Experience and Qualification



Lancers Fans and Longwood Alumni

Getting the Longwood Lancer apparel gear fans and alumni need to showcase their school pride on game day or homecoming weekend is just the beginning of what a Follett campus store can offer. We also know they rely on the campus store to have the “fan-cave” and “tailgate” items they need to have a branded experience – whether it is in the parking lot or in their basement. Many fans and alumni also want to share their enthusiasm with their family and friends – so we carry giftware, children’s apparel and drink wear options to satisfy all of their shopping and gift giving needs.



Listen. Learn. Evolve.

Each of our institutional partners is unique in what they stand for, offer their students, how they connect to the community or even what their vision is for the future. With our commitment to drive an impact on student success, we believe strongly in our “Listen. Learn. Evolve.” approach. We leverage our robust research, valued customer feedback and on-campus experience throughout higher education to anticipate change so that we can develop tools and solutions to help students and faculty succeed in the future.

Change, a word that has become commonplace in campus conversations, will certainly remain an ongoing theme. We see the continued evolution of the consumer and the rapid increase in demand for new technology, cost-saving programs and access to the items the campus community needs to be successful in everyday life. It’s going to be expected by each and every customer in the increasingly competitive marketplace. The themes of affordability, accessibility and convenience will continue to sit at the center of Follett’s strategy, but we will drive new programs and services, both in-store and online, to meet and exceed the dynamic needs of customers at all levels – committing to providing a partnership that evolves with the campus.



A Hassle-Free Experience

When we think about the important role we play on campus, we’re not just selling course materials and merchandise; we’re enabling personal goals and dreams to come true. We strive to make course materials more affordable so students can manage the expenses of education. We make sure there is a good stock of convenience items in-store because, with busy schedules, it may be the only source of nourishment students and faculty receive that day. We provide personalized service when helping a customer pick out a t-shirt or a school branded gift for someone they care about. Whatever the case, there’s always an opportunity for us – at all levels of the company – to make lives better, to appeal to and deliver on customers’ expectations. We look for ways to remove the barriers to a quality campus life and education on campus whenever possible.

3- a. Experience and Qualification

We can provide this experience by managing the campus store with the following attributes:



Clean and bright store (online or brick and mortar) that evokes a "wow" from the customer.



Merchandise in-stock, where the customer expects to find it, accurately signed, priced and well displayed.



Friendly, knowledgeable, articulate and available staff, helping our Team Members to understand when and how to help a customer.

The finish – striving for a friendly, fast and efficient checkout experience, so that we leave them with a great impression.

FOUR YEAR INSTITUTIONS



Four-year institutions are up against unprecedented challenges. Fortunately, with the right strategies, tools and technology, those challenges can be turned into opportunities.

America's four-year institutions offer a clear path for millions of students to get a degree, bettering their quality of life for years to come. But today many colleges and universities are facing challenges never seen before. For example, we have a transitioning educational marketplace with increasing technology needs, competitive enrollments, student retention challenges and tightening budgets – all of which are driving many institutions to consider new service options, particularly within their auxiliary services.

3- a. Experience and Qualification



Your ability to serve the needs of new tech-savvy students and faculty is paramount to keeping pace. With the best practices and the technology that we've developed serving nearly four million students on college and university campuses across North America, **Follett is poised to help you meet the ever-changing needs of your student.**

Follett has successfully transitioned from being simply a campus store operator and bookseller – to a dynamic technology company, with the financial resources and innovative retailing strategies to help campus stores thrive. Just a few of the **benefits of partnering with Follett** include:

Follett's recent acquisition of Willo Labs makes it possible for institutions to access thousands of digital learning tools with a single LMS integration, allowing students to get all their learning materials quickly and easily with just one click. Willo also offers cutting-edge security and privacy features that will further ensure student data is fully protected, a leading priority for Follett Higher Education. With the integration of Willo, campus IT teams will no longer need to maintain hundreds of individual integrations with digital learning materials, leading to improved security and better student data privacy controls.

Follett's Academic Tools and Utilities Group, a service organization created within our company to address, develop and implement new technologies, such as Follett Discover. Our Academic Tools and Utilities Group has brought Follett's technology to new heights – allowing our services to integrate with your Learning Management and Student Information Systems for seamless student and faculty access to course content, whether purchased or through open educational resources. It's capable of delivering enhanced media in practically every format and through any operating system.

BryteWave powered by Redshelf is the new Follett ebook reader that will allow students to acquire and utilize digital course material whether online or offline – and on any device and operating system. BryteWave is but one reader solution that can be used through the website or with Follett Discover.

Our industry-leading ecommerce solution has been updated and stands as the most effective virtual college store solution available today. With an unprecedented level of financial support (\$50 million) for updates, our online experience has enabled Follett to secure the #57 position on Internet Retailer magazine's list of America's largest online retail sites!

Retail competencies at Follett include coffee shops and cafés that we are designing and building on campuses across the country. Through new partnership agreements with well-known national coffee brands, Follett is giving its campus store a significant boost with in-store café services.

Our **"tech-store-within-a-store" concept**, where we offer leading brands of tablets, smartphones, PCs and even Apple laptops at select locations. Some of these new Tech Stores even offer warranty and upgrade services.

Follett provides the financial resources of a large, fiscally sound corporation, ensuring that our products and services are delivering more to our college and university clients.

Our financial stability enables us to meet our commitments and quickly and decisively respond to the rapidly evolving academic retail landscape, offering cost-efficient solutions to our partner institutions, such as our **Rent-A-Text program**, launched in 2010, which has saved America's students over \$1 billion.

Our financial stability has also allowed us to offer **Follett ACCESS**, our fee-based course materials model launched in 2011. This program ensures that all students will have course-required materials in-hand on or before the first day of class.

3- a. Experience and Qualification

THE FOLLETT-STUDENT JOURNEY

A student's higher education journey is a unique experience, but many find common ground in the milestones along the way. From the exciting moment of receiving that acceptance letter - through the final transition of becoming a proud alumnus - students rely on campus support to help them navigate each phase and cheer them on with every accomplishment. As your partner in education, Follett is proud to play a role in that support by championing your school's brand and being an essential part of your students' journeys.



ACCEPTANCE

With Follett's "Acceptance Marketing" program and your partnership, we can...

- include campus store information and offers in your acceptance packets.
- provide students a chance to connect with your brand and what it stands for.
- explain the course materials process and the affordable options available.
- help your new freshmen celebrate and navigate all at once.

ORIENTATION

A stop at the campus store is always a must - if not a rite of passage - for many. Students can...

- form a personal connection with the school and the campus store.
- recognize the campus store as an important resource in their higher ed journey.
- learn about the course material assistance available.
- pick up some new gear (with our orientation offer) to show their school pride.



THE ACADEMIC JOURNEY

Whether it's two years, four years, or more, students count on the campus store each term for...

- affordable course material options - like text rental, used texts and digital.
- study aids and supplies that make studying and exams a little less stressful.
- technology and accessories needed to stay (literally) charged up and ready to go.
- convenience items to keep them nourished and energized on busy days.

ATHLETIC FANS

Athletics is often a huge part of campus pride, and the campus store is the ultimate place to...

- celebrate sports with the right gear to cheer on their team or athlete.
- commemorate big wins and championships with celebratory merchandise.
- experience a sense of all-around fanfare and deepen their connection to your brand.



GRADUATION

As students transition into the final phases of their campus store relationship, they can expect...

- all the graduation necessities, like caps & gowns, class rings and announcements.
- events like grad fairs where they can get everything they need to celebrate.
- merchandise like diploma frames and alumni gear that states loud and clear: "I did it!"

ALUMNI

A student's alma mater stays with them for life. Your campus store can stay with them, too...

- through connections like social media, email offers and participating in alumni events.
- by partnering with your alumni office to foster an ongoing relationship.



NEXT STEPS

There are so many campus needs throughout a student's journey, and so many opportunities for students to celebrate and commemorate their time at your school. A strong student relationship with the campus store is vital. With your partnership - and students' email addresses in hand - your campus store can keep students up-to-date on everything they need to succeed in and out of the classroom while celebrating their milestones and accomplishments along the way.

3- a. Experience and Qualification

For more than 150 years, Follett has been a trusted partner to Pre-K to 12 schools, districts and college campuses, taking care of the critical details that make it easier for schools to run, teachers to teach, students to learn and fans to celebrate. Each day, we serve more than half of the students in the United States and work with 70,000 schools as a leading provider of educational technology, services and print and digital content. Headquartered in Westchester, Illinois, Follett Corporation is a privately held company that is segmented into Follett Higher Education Group and Follett On Demand. Follett's experience, singular focus on education and commitment to excellence have made it a leader in the academic world.



Follett Higher Education

Follett Higher Education is higher education's largest campus retailer. It operates as a central hub for school spirit and community, managing 1,100 local campus stores across the continent. As the leading provider of campus store services and the foremost supplier of course materials, has brought new technologies, retail best practices and forward-looking solutions to all corners of the educational marketplace.

From a community college to a state university system, the heartland to the inner city, the needs and expectations of higher learning institutions are as unique as the students who attend them. Through close collaboration, our partners can leverage our deep industry knowledge and intimate familiarity with institutions of all types and sizes to create custom store experiences that support campus culture and goals. It is this unique insight and collaborative process that allow us to consistently create new and better ways to serve the needs of more than 5 million students and 500,000 faculty members. While the campus store experience may vary from institution to institution, everything we do contributes to a single mission — helping our partners attract, retain, engage and graduate students.

3- a. Experience and Qualification

Follett History

Igniting the Flame of Knowledge for More Than 150 Years



HISTORY

Follett traces its roots to **1873**, when Charles M. Barnes, a professor at Wheaton College in Wheaton, Illinois, began buying and selling books from his extensive home library in order to support his family. Three years later, Barnes moved his business, now named C.M. Barnes & Company, to Chicago, where he opened a store at 23 LaSalle Street. Here, he sold

new and used textbooks, stationery and school supplies

In **1912**, C.W. Follett, formally a stock clerk beginning in **1901**, rose through the ranks, became vice president and a shareholder of the company. By **1923**, Follett and his wife, Edythe purchased the company. During the next two years, C.W. Follett's three oldest sons – R.D. (Bob), Garth and Dwight – joined the family business. C.W.'s youngest son, Laddie, who was still in grade school, joined the company in **1930**.



In **1930**, R.D. Follett founded the Follett College Book Company and began wholesaling used textbooks to professors and college bookstores. The following year, R.D. established the company's first retail bookstore on a college campus outside of Chicago. And in **1940**, Garth Follett created the Follett Library Book Company. Laddie Follett ran the company's original business – Wilcox & Follett – from **1952** until **1986**.

In **1998**, Follett Team Members celebrated the company's 125th anniversary. To strengthen the company's ability to meet the needs of its customers, Follett aligned its various business units under three market groups – higher education, elementary and high schools, and libraries. The following year, Follett launched our website.

In **2000** Follett's three core market groups were combined to form the Follett Higher Education Group and the Follett Library and School Group.

In **2011**, the Follett School and Library Group was created to serve the K–12 market under one business group. Strategic business decisions were then made to move the focus of the school and library group into the K–12 classroom. In **2011**, certain assets of Follett's public library business,

Over the years, while other companies, such as Barnes & Noble, went public (taking on significant pressure to deliver financial returns to their shareholders every quarter), Follett remained family owned. This has allowed us to focus entirely on our education clients. It also makes it possible for us to invest millions more in research and development than any other campus store management company – so we can discover, develop and refine tomorrow's best learning and teaching tools.

In **2015**, Follett acquired Advanced-Online, a specialty merchandise manufacturer that offers custom online stores and on-demand ordering for clothing, gifts and accessories. The company was rebranded as Follett On-Demand in 2019, and currently provides online stores to educational and corporate institutions.

3- a. Experience and Qualification



In 2022, Follett Corporation announced the sale of its corporate entity as well as Follett Higher Education (FHE), the company's collegiate retail and Follett ACCESS business, to a group of private investors led by Jefferson River Capital LLC. (JRC) a private investment company controlled by the James family. Follett also announced the appointment of Emmanuel Kolady, an extremely well-regarded retail operating executive, as Follett's Chief Executive Officer, and Ryan Petersen, formerly VP of Strategy and Development at VitalSource Technologies, as the new President of FHE.

Today, Follett is a privately held company that provides products, services and solutions to the educational marketplace. The company continues to keep its eye on the future. Currently, it is focusing on affordable course material options, new business models and eCommerce, in addition to its core expertise.

Partners in Education

Follett creates a supportive environment that drives student and faculty success through access to innovative educational tools and products.

From day one, you can expect Follett to be an engaged member of your campus community. By building key partnerships across the campus, Follett enables colleges and universities to focus on their core mission: student education and success. We share in this mission and strive to provide innovative educational tools and quality service to more **than 5 million students and 500,000 faculty members**.

Serving the needs of higher education longer than any other company in the industry, Follett ranks 169th on the 2021 *Forbes* list of America's largest private companies.

b. Capability and Skill:

(1) A chart of the Offeror's organization and a plan for the administrative and operational management of the service covered by the specifications of this proposal.

(2) Resumes, including qualifications, training and experience of the individuals the Offeror plans on submitting to manage the Bookstore. Include qualifications, training and experience of the individuals who will be on the transition team, if necessary.

Response for 1 and 2:

The Follett Higher Education Group (FHEG) operates more than 1,100 on- and off-campus retail locations, and is the largest provider of eCommerce operations, academic technologies, marketing services, fulfillment and merchandising to 1,100 eCommerce websites offering multi-branded merchandise for all aspects of the student experience. Ranked #57 on the *Internet Retailer 500*, FHE is a leader in online athletic and fan apparel, digital course materials and a wide array of customized/emblematic general merchandise.

The following are brief biographies of Follett executives who will support the operation of your campus store. This management team will draw on the talent and resources of experts in human resources, merchandising, campus relations, retail store design, operations, transitions, training and course materials.



Emmanuel Kolady

Chief Executive Officer

Emmanuel Kolady steers Follett's mission-critical imperatives, fostering a culture strategically aligned with the organization's purpose and values.

Prior to his time at Follett, Emmanuel led over 100,000 colleagues in 5,000+ CVS stores while concurrently serving as Chief Supply Chain Officer and acting on the executive committee influencing a \$95B business. In 2020, Emmanuel championed an enterprise leader role for CVS by building the largest private sector Covid

testing operations in the country. He collaborated with stakeholders, government officials, as well as public and private sectors to effect rapid, large-scale change.

Earlier in his career, Emmanuel served in business development, supply chain, and divisional/area leadership roles for CVS as well as operational and retail executive roles for Macy's Inc.

Emmanuel holds a B.S. in Accounting and Business Management from Mahatma Ghandi University, India.



Ryan Petersen
President

Ryan Petersen has dedicated his career to expanding inclusive access to educational opportunities and improving academic outcomes. As a thought leader behind the inclusive access model, he consistently challenges the status quo to set students up for success.

Ryan advances educational technology through strategic investments, acquisitions, and partnerships. His background in advancing digital course materials equips him well to bring together publishers, OER foundations, faculty, students, and institutions to drive affordability through forward-looking, student-focused programs.

Most recently, Ryan served as VP, General Management, Verba Software for VitalSource, an educational technology solutions provider. In this role, he created inclusive models and digital course material strategies based on Verba and VitalSource's combined data on the higher ed industry. VitalSource was acquired by Francisco Partners in 2022.

Ryan's commitment to affordable, accessible course materials began during a Student Government project he created to help his peers find the most cost-effective student resources. Based on this project, he co-founded and served as CEO for Verba software, which grew to provide competitive analytics, price transparency, and faculty tools to help campus stores provide affordable, accessible course materials. He redefined the higher ed model by delivering consistent value, providing rapid access to digital resources, and ensuring price transparency. Ryan built, scaled, and grew Verba until gaining acquisition attention that led to the 2017 purchase by Ingram Content Group.

Ryan earned his B.A. in Intellectual History from Harvard University.



Pushpendu Pal
Chief Technology Officer

Pushpendu Pal provides the vision, strategy, and execution for Follett's technology and technical services. He recognizes that the higher ed market is changing, revealing important challenges and fantastic opportunities. Pushpendu is excited to make a difference in the lives of students. He feels inclusive, equitable access to education is paramount to our future.

With a history of providing the end-to-end technical infrastructure services (application, infrastructure, and security) that enabled large-scale change, turnarounds, and growth, Pushpendu proved integral in innovating and transforming at scale to deliver multibillion-dollar revenues at CVS, Hewitt Associates/Aon, and Anthem.

Pushpendu was recognized as a finalist and winner on the state of Indiana's 40 under 40 list, highlighting those transforming their fields. He was also a finalist for the Smithsonian Award for Innovative Products for building a loan processing system.

After earning a B.S. in Electrical Engineering from the Indian Institute of Technology. Pushpendu attained an M.B.A. from Lake Forest Graduate School of Management. He also earned a B.A. and M.A. in Indian Classical Music.


Jennifer Hatton
Chief Business Development Officer

Jennifer Hatton champions student success, faculty engagement, and fan celebration. She provides empowering, exciting solutions to colleges and universities across the US and Canada. Jennifer's personal student journey informs her dedication to students, faculty, and alumni as she guides them in embracing the power of education as life changing.

As Chief Business Development Officer, Jennifer drives strategic partnerships and growth initiatives, including acquisitions, divestitures, and financial stewardship. She also serves on the Corporate Executive Council.

Jennifer brings a unique approach to new business development leveraging her background as the executive vice president of retail operations and supply chain. Her track record includes overseeing 10,000+ team members, delivering \$1.6B in revenue, managing relationships for 1,100 campuses across the US and Canada, as well as developing and growing a subscription service model. In addition, Jennifer led and launched corporate transformation initiatives and managed a \$1B supply chain, publisher relations, process improvement, and team member development.

After leading 500+ new store transitions, Jennifer knows what success looks like on a campus level and understands how to grow and scale the business in a meaningful way. Her in-depth knowledge of higher education retail operations provides unique insights into the future of the industry.

Jennifer earned her M.B.A. from the University of Miami and her B.S. from the University of Georgia.


Lori Hensler
Chief People Officer

As Chief People Officer, Lori serves as a strategic partner and trusted advisor to ensure operational excellence through organizational transformation and effectiveness, human capital management, DEIB, talent acquisition, leadership/workforce development, employee engagement, and rewards & recognition.

Prior to joining the leadership team at Follett, Lori served as Head of Human Resources at Flinn Scientific, where she helmed organizational design/change and set the stage for growth. As SVP, Strategic HR Partnership for Houghton Mifflin Harcourt, Lori guided organizational transformation that included divesting their assessment division, acquiring Scholastic, and onboarding new c-level leaders and executive teams. During her tenure, the organization navigated ownership changes (public, private, and IPO) as well as structural transformations through multiple large and small acquisitions.

Lori holds a B.S. in Public Relations and Business Administration from Illinois State University.


Stephen Bone
Chief Store Officer

As Chief Store Officer, Stephen Bone elevates retail experiences through visual execution and merchandise while fostering a culture of excellence focused on building relationships, appreciating contributions, and recognizing results. As a collaborative servant leader, Steve identifies, values, and calibrates talent.

b Capability and Skill / 1 & 2



Steve brings an in-depth understanding of retail operations, the use of space and design, and how to create custom merchandise assortments that recognize the nuances in schools, categories, and lifestyles to influence buying decisions and offer customers a compelling reason to shop.

Previously Divisional Vice President for Macy's, Steve operated as a change agent, steering turnarounds and implementing the structure and culture to transform territory results. He delivered over \$1B in sales and earned a reputation for building and promoting talent, holding teams accountable for results, and finding a balance of appreciation and recognition. In addition to his tenure at Macy's, Steve has a rich history of retail experience with Foley's, Payless Shoe Source, and Zale's.



Brent Smith

Senior Vice President of Operations

Brent Smith oversees all aspects of Store Operations, including virtual/hybrid operations, process improvement, store systems, field communications, the transition team, the company's renewal strategy, operational reporting, store budgets, inventory, and audit.

Previously Vice President of Operations, Brent oversaw US and Canada store operations, virtual bookstore accounts, store process improvement, store communications, the customer experience, internal communications, the transition team, store systems, reporting, the customer service program, and surveys.

Prior to this, Brent served as Group Vice President managing P&L and campus relationships for the Eastern Shore and Mid-Atlantic states. In this capacity, he led two of the largest Follett campus transitions at New York University and Virginia Tech. During his time as GVP, Brent oversaw seven Regional Managers and more than 200 accounts.

Earlier in his career, Brent served as Regional Manager Sales and Operations for Follett, Mid-West Regional Manager with Wallace's Bookstores, Operations Manager for Shopko, and District Manager for Kar Kwik.

Brent holds a degree in Business from Western International University in Phoenix, AZ.



Kieran Keenan

Vice President of Transitions & Store Operations

Kieran Keenan provides tactical and consultative leadership for store transitions and retail operations. She also serves on Follett's audit committee and safety committee. Kieran collaborates with the home office, field operations, and campuses to ensure service and operational excellence. She works closely with partners, earning their confidence in Follett's offerings and addressing potential concerns to nurture

relationships.

Previously serving as Group Vice President, Regional Manager, and Store Manager, Kieran oversaw retail operations and relationships as a trusted partner, navigating substantive changes in the market and in the communities she served.

Kieran earned a B.S. in Biology, English, and History from Central Michigan University.

b Capability and Skill / 1 & 2

**Kevin Renshaw****Vice President of Business Development & Strategic Partnerships**

Kevin Renshaw works closely with potential partners to bring them into the Follett family. His purpose is to advance the student journey and college missions by putting together programs that accelerate student success by understanding goals and addressing potential barriers.

Kevin shares Follett's progressive thinking with enthusiasm, clearly communicating substantive outcomes and the steps to achieve shared goals. As an empowering leader who encourages curiosity and celebrates contributions, Kevin clears obstacles and ensures team members have the training, tools, and opportunities to be successful. He believes in the power of education and is touched to be part of a series of meaningful moments that fuel students' excitement about their academic achievement.

Previously Marketing VP for Follett, Kevin focused on sustaining partner relationships and uncovering ever-changing campus needs. In this role, he secured substantial market share and key competitive accounts. As Regional Manager, Kevin strengthened partnerships and ensured store teams were prepared to articulate Follett's mission and initiatives.

Prior to his tenure with Follett, Kevin oversaw a sales territory for Gateway. Here, he experienced rapidly scaling a business and navigating market dynamics, including education and higher ed accounts. While serving in the Air Force, Kevin was a Radio and TV broadcaster interviewing dignitaries and high-level officials.

Kevin has a B.A. in Fine Arts, Theater Performance from Indiana University of Pennsylvania and an M.B.A. from Montclair State University in New Jersey. Kevin holds a certificate in Account Management from Kennesaw State University.

Outside of Follett, Kevin is a writer, actor, director, and producer active in the greater Atlanta arts and theater community. He recently placed as a finalist in the Catalina Film Fest.

Kevin formerly served as President of Mountainview Arts Alliance as well as Artistic Director and Board Member of Center Stage North Theatre. He served on the Civic Conference Committee, identifying local candidates and encouraging the vote. He has also volunteered to assist on home improvement projects as part of family mission trips.

Kevin was recognized as Airman of the Year and USAFE Volunteer of the Year by the Air Force and has earned numerous awards for steering strategic growth at Follett.

**Aubrey Williamson****Group Vice President**

Aubrey Williamson is excited about Follett's ability to impact the future of education as an industry leader, devising forward-facing operational models that revolutionize the way faculty use course materials and enhance student experiences by modernizing, bundling, and streamlining offerings to make them more affordable and equitable.

Aubrey fosters relationships between campus partners to support students, alumni, fans, faculty, and staff by providing the services and solutions they need to support all areas of campus. Aubrey holds conversations centered around campus goals, aligning their vision with valuable offerings and figuring out new methods to forge a rewarding academic future.

Aubrey's strengths lie in project management, attention to detail, and operational/process improvements. As a collaborative leader, she invites a wide range of perspectives, then adds the structure, plans, and frameworks to turn big ideas into reality.

Over the years, Aubrey has steered dramatic transformation and growth. She has been involved in numerous store openings, remodels, and transitions. She has overseen some of the company's largest

b Capability and Skill / 1 & 2



accounts and hundreds of staff members. In a major project, Aubrey partnered with HR and legal to restructure and create new accountabilities to better align stakeholders with shared goals.

Prior to joining Follett, Aubrey served as Regional Director with Nebraska Book Company's Neebo retail stores, where she developed strategies and training to improve market share, campus relationships and customer satisfaction. Here, she formed a new division focused on strategies to transform performance.

Aubrey holds a B.A. in Psychology from the University of Tennessee and an M.B.A. from East Tennessee State University. She has earned customer service, leadership, performance excellence, and team player awards. One of her greatest points of pride is hiring and developing team members to make their own award-winning contributions.



Greg Kirby
Regional Manager, Sales and Operations

Greg Kirby works closely with several colleges and universities to further students' education and academic experience. He aligns with each institution's strategic goals to improve affordability, retention, and graduation. He enjoys interacting with college students to offer the best campus store experience. Greg serves on the Bookstore

Advisory Committee and Follett Access Advisory Committee.

Among Greg's many contributions are expanding the Follett Access program and developing a Follett Access savings analysis tool to share with campus partners. He also partnered with 19 schools to raise thousands to combat hunger.

Prior to his Regional Manager role, Greg served as Course Materials Manager, Customer Service Manager, Manager in Training, and Store Manager. He implemented and piloted system integrations with campus, expanded sports merchandise and game day operations, and served on the Board of Directors for the campus food bank as well as the textbook affordability committee.

Greg received a B.S. in Sociology from Shepherd University.

Greg volunteers for Central Chesterfield County Little League and formerly served on the Board of Directors for the University of West Florida food bank.



b Capability and Skill / 1 & 2

Our goal is to ensure that your campus bookstore serves the needs of your campus community. One of the key steps in this process is hiring an effective bookstore manager. The bookstore manager needs to go beyond meeting our expectations and required qualifications. They need to be able to balance all aspects of the job: working with vendors and your campus community while effectively managing and executing operating plans, executing corporate General Merchandise objectives, and ensuring that all back office functions run smoothly.

The bookstore manager is responsible for developing a customer-centric experience. To do this, they must also be able to manage a team effectively to deliver that experience. To ensure that they can do this, we have a list of required qualifications for the bookstore manager below.

Store Manager Required Qualifications

The bookstore manager is responsible for the following:

- Hiring, training, supervising, developing, and motivating managers, supervisors, and team members
- Preparing and executing store operating plans
- Establishing and enhancing strong campus relations
- Guiding course materials activities
- Maintaining a high level of customer service throughout the store
- Delivering on General Merchandise expectations
- Demonstrating expert-level knowledge of our systems and strategies
- Completing other necessary store activities as needed

Educational Requirements

Bachelor's degree.

Related Experience

- Retail management or strong customer service experience
- Academic retail experience is a plus
- Strong organizational, time management, and problem-solving skills
- Strong customer service, communication, and presentation skills
- Strong analytical skills and financial acumen
- Advanced relationship building, a demonstrated ability to influence a team, and customer outreach

Background Checks

We may conduct a pre-employment background check, as well as screening required by the school and/or state in which the store is located.

(3) A description of the Offeror's hiring practices and requirements (i.e., background checks, drug screening, etc.).

Follett's human resources team brings industry-leading talent acquisition, benefits, learning and development together in a career-enhancing package for your store. We work hard to maintain the top-notch talent with cutting-edge skills who can contribute to the store and customers at the highest level.



Proactive Talent Acquisition

Our Talent Acquisition team is committed to providing our campus stores with highly qualified candidates and ensuring that optimal staffing levels are achieved. The team relies on a number of strategies to accomplish this, including:

- Creative and innovative sourcing techniques
- Networking
- Comprehensive management training program
- Internships
- Succession planning
- On-campus recruiting and job fairs
- Internal "Hot Jobs" eNewsletter
- Career development positions for students
- Team member referral program

Our purpose is to inspire and shape education by recruiting the best people to deliver quality products and services to educators, schools and libraries.

Competitive Compensation

Follett delivers a competitive wage to all its team members. We believe a team member's performance should be the primary driver of wage increases. To that end, our compensation processes promote a fair and accurate review of wages for all team members, including compliance with federal, state and local wage laws. This process has been streamlined through our human resources management system, "myHR." This tool provides managers with online access to team members' compensation and profiles.

Excellent Benefits

Follett offers one of the finest benefits packages in the educational services industry. Our benefits package includes:

- Choice in major medical/dental coverage
- Prescription drug coverage, discounts and mail order program
- Vision coverage
- Life insurance
- Short-term/long-term disability insurance
- Group critical illness and group accident insurance
- Accidental death insurance
- Dependent life insurance
- Profit sharing/retirement savings
- 401(k) plan with significant corporate contribution and immediate vesting
- Flexible spending accounts
- Paid time off for eligible, full-time team members
- Pet insurance
- Tuition reimbursement
- Matching gifts
- Pre-tax transportation accounts
- Adoption financial assistance
- Follett Worklife Solutions (Employee Assistance Program)
- Follett Educational Foundation scholarships
- Volunteer Service Days for eligible team members
- Follett Team Member Foundation (financial assistance to team members following natural disasters or unavoidable life changing events)
- Team member discounts
- Service award

Team Member Recognition

To inspire customer service excellence, Follett formally recognizes team members who exemplify our Follett Values with a number of awards:

- The Follett Career Celebration Program recognizes and expresses appreciation for employee loyalty. Team members earn a service award at three years, five years and every five years thereafter.
- The Follett Values Recognition Program is designed to reinforce the Follett commitment to its core values by recognizing team members who make a difference with our customers by living the Follett Values. This program utilizes e-cards and quarterly nominations for “Living the Follett Values.”

Diversity

We recognize that promoting, managing and valuing diversity in our workforce are essential to our continued success. A diverse workforce is a resource rich in ideas and best able to respond to an increasingly diverse customer base. We proudly conduct ongoing diversity training annually for our team members.

Equal Opportunity Employer

Follett does not discriminate based on sex, race, national origin, religion, color, sexual orientation, gender identity, veteran status, disabled veteran status, age or disability protected under the Americans with Disabilities Act (ADA). Follett is an equal opportunity employer.

Background Checks

Follett may conduct a pre-employment background check, as well as screening required by the school and/or state in which the store is located.

(4) A description of the Offeror's training program for employees, supervisors, and managers.

Follett takes staff development seriously, understanding that dedicated and skilled team members perform at a higher level, can be promoted, and tend to stay with the company. Our comprehensive learning and development programs have been key to our continued success.

Across our entire organization, team members are trained in their individual roles, and as part of a team, to ensure consistent, exceptional customer service. Team members are cross-trained to create expertise in retail responsibilities and to build on their individual knowledge and experience.

We leverage our LMS to create a training transcript to track history and continually develop learning plans for every step in a team member's career at Follett. Learning programs consist of supporting resources and exams to ensure consistent and predictable outcomes, track learning completion, and confirm understanding.

Whether we are hiring new team members or promoting current team members, our learning and development program has been designed to explore and expand on "core business" topics and prepare our team to drive success.

Comprehensive Training Programs

Our national training program is designed to not only promote effectiveness, but also to identify qualified team members and help them advance in their career at Follett. We are especially proud of our proven track record for promoting from within by posting all job openings internally.

Follett has a management training program for internal candidates as well as for new college graduates who are aspiring to become store managers. Follett takes great pride in hiring student team members and helping them in their professional development. In fact, many team members who began their employment with Follett as students remain today as full-time team members with higher levels of responsibility.

Ongoing Education Program

Follett team members are eligible to receive tuition reimbursement for job-related courses and/or degrees that are relevant to advancing their careers with Follett.

Team Member Training

When a new full-/part-time team member joins Follett, they are enrolled in a new hire curriculum which includes: Orientation, Customer Service, Hazardous Materials, Security Awareness, and an Introduction to Diversity, Equity, and Inclusion. The store manager also assigns team member training that correlates with their role. The program builds from basic to advanced topics to support new and existing team members in their professional development.

Team Member Training – Management

New managers are enrolled in the Team Member Training – Management program that starts with a virtual welcome session outlining the training plan. Training includes a variety of topics that cover the skills and knowledge required to operate and manage the campus store and builds relationships on campus. Managers also complete the basic and advanced units to ensure their understanding of the store operations that they manage and oversee. The program applies blended learning approach methods to deliver content, including training guides, tutorials, simulations and hands-on activities. This allows the team member and manager to experience real-life scenarios and on-the-job training to develop their knowledge and skills.

New Manager Class

The store manager is the face of Follett on your campus. All new managers attend a virtual New Manager Class session after they complete each Team Member Training – Management unit. New managers and course materials managers also attend the virtual Course Materials Management class. These virtual classes build on the ideas and concepts taught in the training program and allow participants to interact with various home-office subject-matter experts, as well as other new store managers.

Continuing Training Opportunities

The key to advancement is a strong foundation of skills, knowledge, leadership, and experience, plus access to the right tools. Training modules focus on competencies in business acumen, job responsibilities, soft skills, coaching, and technologies, as well as specific job-related subjects. Programs are flexible in developing new team members as well as existing staff.

Student Team Members / High Performers

Follett recognizes that motivated student store team members provide a future talent pool. As students reach graduation, they can apply for placement in the Manager-in-Training (MIT) program, where we monitor their progress and evaluate their leadership ability. The program is a 12-week “boot camp” that encompasses virtual training, including webinars and field study, supported by coaches. MIT participants also receive “pop up” homework assignments and special tasks modeled after real-world situations, so that they can grow with the ever-evolving campus store environment.

Training Store Managers — Ongoing Communication

Due to the fast pace of the campus store, we support our store managers with a regular stream of information and training based on the business cycle. To supplement our training, we have identified a talented group of managers, called Training Store Managers (TSMs), who excel in their store operation. They attend bi-weekly strategy sessions to discuss updates and learn about upcoming policy and procedural improvements. TSMs often pilot new processes and provide feedback to support implementation and training resources. TSMs support our home-office trainers with insight needed to run a campus store and provide managers with access to a regional mentor and advisor.

(5) Financial resources and corporate support.

Follett provides the financial resources of a large, fiscally sound corporation, ensuring that our products and services are delivering more to our college and university clients. Just a few of the investments Follett has made to provide better products and services to our partners:

- \$300M+ in Forward Looking Acquisitions in Past 3 years
- \$50M Investment in eCommerce Platform
- \$65M Investment in Follett Discover Academic Tools Platform
- Follett’s recent acquisition of Willo Labs makes it possible for institutions to access thousands of digital learning tools with a single LMS integration, allowing students to get all their learning materials quickly and easily with just one click. Willo also offers cutting-edge security and privacy features that will further ensure student data is fully protected, a leading priority for Follett Higher Education. With the integration of Willo, campus IT teams will no longer need to maintain hundreds of individual integrations with digital learning materials, leading to improved security and better student data privacy controls

Follett’s audited financial statements are considered proprietary confidential information, but we will be happy to provide these documents upon the execution of a non-disclosure agreement if it will help with the selection process.

Corporate Support

Each Follett store is supported with an extensive array of corporate support services. An overview of these services and programs are outlined below.

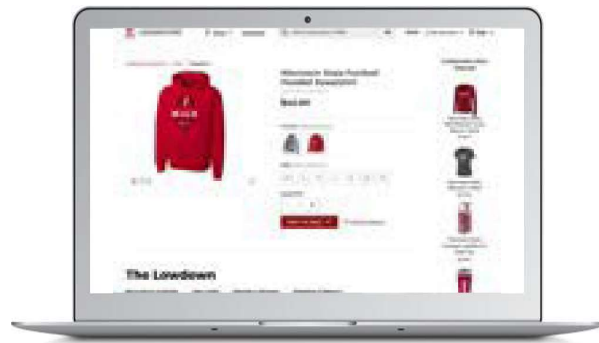
Retail Operations <ul style="list-style-type: none"> • Field Focus • Calendars • Ops Communication 		<ul style="list-style-type: none"> • Store Information • Sales Marketing • Emergency Information
Supply Chain – Course Materials and Wholesale <ul style="list-style-type: none"> • Academic Tools and Utilities • Central Inventory Management • Course Materials Analysts • New and Used Course Materials 		<ul style="list-style-type: none"> • Digital • Publisher Product Knowledge Center • Text Rental Information Center • Course Tracks
Ecommerce <ul style="list-style-type: none"> • Academic Tools and Utilities • GM Ecommerce 		
General Merchandise <ul style="list-style-type: none"> • General Books and Non-Emblematic • Supplies • Apparel and Gifts 		<ul style="list-style-type: none"> • Convenience Merchandise & Graduation • Technology (Computer Products) • Visual Merchandise
Shared Services <ul style="list-style-type: none"> • Administration • Finance • Human Resources 		<ul style="list-style-type: none"> • Technology • Learning and Development
Consumer Retail Marketing <ul style="list-style-type: none"> • Buyback Marketing • Business-to-Business Marketing Suite • Email, Social and Mobile Channel Marketing • Ecommerce 		<ul style="list-style-type: none"> • Faculty Marketing • Consumer Marketing Communications • Integrated Marketing Template • Promotions Moving Forward • 12-month National Marketing Calendar

(6) The Offeror is requested to make a contribution annually to the University which will be deposited in a designated account to be used for scholarships and the balance of which will be used at the University's discretion. The initial donation will be due on July 1, 2024, and on this date each year thereafter.

Please refer to the financial commitment on page 108 for additional financial considerations.

(7) A description of marketing approaches, with samples of previous marketing materials (brochures, promotions, coupons, etc.).

Retail has changed dramatically over the past few years. Today, students and other store customers have access to more information and data to aid their decision-making process than ever. And the abilities of their smartphones continue to expand.



To stay ahead of these rapid changes, we enable the Longwood University Store with a website for one-stop shopping with same-day delivery, hyper-local products and customization options. This robust online presence fortifies your store's brand, while extending sales opportunities.

We also make sure your website is competitive with other outlets. Follett leverages your school's brand positioning and pairs it with our expertise in collegiate retailing to market the Longwood University Store as "THE" place to purchase the items needed to support

a student's academic, athletic and personal journey. It includes the course materials needed for class, which are selected by local educational leaders and backed by knowledgeable store resources, as well as an institution-focused and branded, curated collection of general merchandise. The Longwood University Store is then positioned as the best place to find *everything* related to your school.

We adapt our proven marketing programs that leverage collegiate retail best practices and customer purchasing data to drive traffic to the Longwood University Store. And although each of our campus stores is unique, there are commonalities and shared customer behaviors that allow us to leverage marketing tactics and campaigns at scale, elevating your brand further.

Follett draws on behavior patterns and analytics of its 20-million student, parent, faculty, fan and alumni base across 1,100+ physical locations and online storefronts to provide balanced samples of every kind of customer. We evaluate these insights to make the best data-driven decisions for your campus store.

Utilizing Follett's strength and marketing expertise, the Longwood University Store will deliver the premier collegiate brands and merchandise selected specifically for your institution, marketed to the appropriate audience and presented where your customer wants to shop — online and in-store.

Understanding the Customer Journey

Follett's approach is integrated and omnichannel, meaning we understand a customer's shopping journey is often via a combination of online and in-store touchpoints, both on campus and off, so the experience must be consistent and seamless from channel to channel. Our marketing programs often have an initial online component — where an increasing share of all retail journeys now originate — and allow customers options to hop between the online and physical world, drawing the customer into the store experience.

Marketing for Today's Customer

Optimizing the Shopping Experience with Innovation

The days of campus newspaper ads are long over in favor of measured, data-informed, individually targeted messages to potential customers precisely as they are forming purchase decisions.

Follett integrates cutting-edge behavioral technologies with customer data and school systems to better target and maximize store traffic. This data enables personalization — the key to resonating with your audiences and improving results. Follett's professional marketing teams help you effectively compete against even the biggest online players such as Amazon, Walmart, Chegg and Fanatics.



Student Customer Journey

Most students start their higher education experience as expert shoppers but novices in navigating the college course materials purchasing process. A Follett-managed campus store introduces each new class of students to the process and choices available, with the goal of helping them achieve the best value in course materials and be prepared on day one. Follett believes student preparedness is the starting point to academic success and is an expert at coordinating store systems and data to simplify the process for the customer. Follett designs campaign frameworks to draw new students in, using local staff to customize these frameworks so that they best integrate into your campus plans and systems.

Student Marketing Example: Acceptance Letter Program

Being accepted into the college of choice is a major milestone. This often inspires the future student — or parent — to purchase branded merchandise from that school. The campus store is ideal to fill this need. Follett's Acceptance Letter Program uses this opportunity to introduce the campus store and capture new customer data for marketing. It leverages refined messaging and campus-specific branding to drive the sale at the store site, rather than a mass merchant. It also leverages a campus partnership, sending a promotional offer in materials sent to new students that can be redeemed at the store or online.

Student Marketing Example: New Student Program

New Student Orientation can be an overload of information and challenges. Follett's New Student program introduces students to store services and course materials options. The campaign is flexible so it can be adapted and integrated into most orientation programs — from a presentation to new students and parents to assets that can be included in orientation materials or even integrated into nametags. The program pushes a store discount to gently inform without overload, while also collecting contact information so we can send course materials reminders when the time is right.



Alumni & Fan Customer Journey

As students graduate, we continue to provide the apparel, accessories and gifts that help them show their school pride. Through our deep relationships with alumni associations, the campus store actively supports alumni activities and programs and creates exclusive offers and promotions for members. Institutions with strong athletic followings also bring a spirited fan base. We will develop a marketing plan that is specific to your school's alumni and fan purchasing profile.

Alumni Marketing Example: Alumni / Donor Offer

At many Follett partner campuses, the alumni association or advancement department looks for offers for potential donors. At the same time, this group is a prime market for the campus store. A partnership between these groups is a smart tactic. The school is able to retain control of donor lists and contact them directly, but the Follett store is able to offer a discount to an email address. This results in increased donations and sales, while introducing new products and promotions as they are launched.

Fan Marketing Example: Season Ticket Inclusion

Follett partners with athletic departments to include spirit offers within mailings for tickets or other physical or digital materials sent to fans. A successful tactic here is to offer free pick-up of website orders in the store on game day. This allows fans to pre-shop online while bringing them into the physical store where they can view the full selection. The program can be shaped as "VIP access" with strategies to bypass the crowds often in the store on a game day.



Faculty & Staff Partnership Journey

Relationships with faculty and staff are key to store and student success. The most important factor in successful customer traffic generation is ensuring the store has on-time course materials requirements for book adoptions. Without this, prices will be higher, used and rental resources may not be available and shelves could be bare. This may cause students to skip the campus store and look elsewhere for their materials from that point forward.

To mitigate this and build a solid relationship with faculty and other course material decision makers, the store hosts a series of events and programs that encourage faculty and staff to get to know the store and manager. All parties should have an understanding of the store's timing and rationale for adoptions — and the financial ramifications for students when the store does not receive an on-time adoption.

Faculty Marketing Example: Meet the Course Materials Manager

In the past, a tactic of the campus store was to hold an "appreciation" event where faculty and staff could stop by the store for snacks and a discount in the hopes that store staff could also press for book adoption information. A more modern version of this tactic is a Meet the Manager event, where faculty and staff get a higher discount than typically applied.

Offline Marketing, Events & Campus Activities

Ensuring your Institution is Top of Mind, All Year Long

The Longwood University campus community is a blend of young adults, return-to-school adults, tenured professionals, fans, alumni, support staff, and the community members of Farmville, VA. We look to provide the entire community with the tools they need to have a successful academic day, week, term and year while bringing the local community in through hosted, in-store events.

The Longwood University Store team starts by participating in campus-hosted and city sponsored events, including Orientation and Welcome Week as well as arts festivals and holiday celebrations. We then cascade those into in-store events that connect the store with the entire community.



Customer engagement should continue beyond the event. Follett will help celebrate each success with publicity and photographs. We will then work with your campus communication offices to post images, issue press releases and promote the Longwood University Store community success.

The Campus Market, Evolved

Going Beyond Traditional Retail Marketing Tactics

Historically, a physical location on campus was enough to guarantee access to the campus customer community, a reason why sales commission is frequently referred to as “rent.” (The bookstore operator was simply renting the location in the middle of the community.) But as online retail has grown, physical presence on campus is no longer enough to guarantee campus market share.

Today’s marketing foundations for the campus store have evolved from just prime location and events to include thoughtful integrations to the school that move online customers through processes and guide them to the store where appropriate. This is what keeps customer traffic in the campus store channel, and within the school commission income stream. Follett’s overall marketing message strives to show customers the store experience as simple and straightforward — and greatly more enjoyable than the mass merchant.

Digital Marketing and Integration

Follett’s digital marketing program touches customers at all points of their journey. These efforts are based on the consumer data profiles we build using transactional, behavioral and other data. Our campus partners assist in building these customer profiles by providing email address information for each incoming class. Follett develops campaigns that promote various categories, products and sales events to drive traffic to the campus store, both online and in-store, throughout the year. Follett partners with industry-leading agencies to provide best-in-class digital advertising to extend visibility.

Follett Discover

Many people are surprised to find Follett Discover in the “Marketing” section. But marketing really is just traffic generation and Discover integrations between school and store are key in the modern campus store model. This integration helps students take their own specific course information and carry it with them electronically to the store to populate a cart of materials needed. This system ensures the correct materials are available from the first day of class though the faculty adoption process, and students come prepared with everything needed.

Discover marketing example: sample customer process flow



A great example is an integration of the campus registration system (and/or LMS) with the campus store that allows a seamless path to find the course materials to fulfil individual student needs. Customers are guided through marketing tactics developed specifically around these experiences.

School Store Web Links

Follett recommends that partner schools code their primary websites for optimal “search” of the campus store. Additionally, there should be prominent links to the store from relevant main website content, including course listings, athletic event pages and others. Schools utilizing recommended links **generally deliver 30% of the store’s online traffic**. These links are also critical to Google and other search engines, identifying the store as the “official” retailer and ranking higher on search engine pages.

Links Marketing Example: Sample Customer Process Flow



Search Engine Optimization and Organic Search

Maximizing Visibility to Drive Traffic and Deliver Results

Search engine optimization (SEO) is an online marketing strategy used to increase the visibility and traffic from search engines such as Google, Bing and Yahoo to the campus store website. SEO tactics improve “organic search” — the natural search result listings that advertisers cannot pay for. While Google and Bing search algorithms are proprietary, Follett uses best-in class digital agencies and other tools to optimize search for the store website and makes recommendations for campus-side website links and coding that improve positioning in organic search.

The Longwood University Store website will have the advantage of being on a domain (bkstr.com) that has been active for more than 20 years building equity with the search engines. Moreover, your store’s website will have a favorable position with search engines as a result of our mobile-responsive website and incoming links from thousands of school websites from other partner institutions.

b Capability and Skill / 7

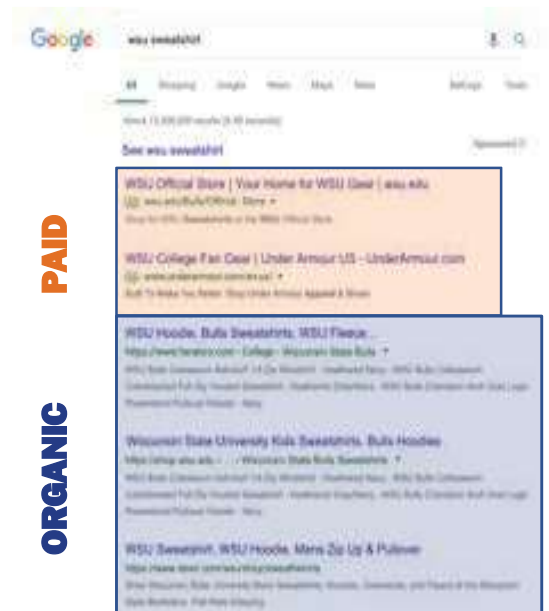
Paid Digital Advertising

Paid digital ads can take many forms and are used to drive traffic to your store website. Specific varieties of paid digital ads are continuously optimized by Follett's digital marketing team as well as several outside specialists. New digital advertising options are constantly being introduced and integrated into the campus store mix. Several of the key paid digital tactics include:

Search Engine Marketing

Paid keywords produce the Google and Bing search engine results at the top of the results page. Follett's paid search engine marketing (SEM) (also called "keyword marketing") program serves ads on results pages that target and connect with customers from early in their exploration all the way through the point of conversion. This connects your store's products and services to what the customer is searching for.

Over the last several years, Follett has built thousands of paid search campaigns that can be deployed based on the various products, services and events your store offers. SEM ads are optimized using factors such as geography, browsing behavior, customer segments and seasonality. Investment is focused on campaigns and keywords that drive the most revenue for the store and are optimized, or adjusted, daily.



Programmatic Display Advertising

Display advertising delivers personalized ads to targeted customers through various websites, such as ESPN and *The New York Times*. With access to 200+ million people on our advertiser network, we utilize this channel to keep your store top-of-mind for all customer segments.

Follett also makes sure that creative is personalized with the bookstore logo and school colors. Ads dynamically feature your store's most popular products in a rotating carousel. Messaging is updated throughout the year to drive awareness of important store promotions.



Product Listing Ads

Product listing ads extend your store's footprint by syndicating the product catalog beyond the store's website to various Google properties:

- Google.com
- Google Display Network
- Gmail
- YouTube

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This channel allows both new and existing customers to become more familiar with your store's assortment of products, across both textbooks and general merchandise.

Affiliate Marketing

Follett's affiliate partners consist of websites incentivized to promote the campus store. They often drive traffic to the store website by offering coupons, discounts or cash back to visitors. Popular affiliates include websites and apps such as Rakuten, Groupon, Honey and RetailMeNot.

Follett is part of a robust affiliate network, which enables us to quickly take advantage of new partnerships as well as reward partners that are driving the most revenue. Follett's affiliate marketing program consists of 30+ active partners and is growing.



Paid Social Media Marketing

Paid social media campaigns are ideal for growing brand awareness and ultimately generating sales. Follett uses these to gain access to more qualified targeted audiences and extend reach beyond followers of the campus store's social media page.

Follett's paid social campaigns run across both Facebook and Instagram, targeting both new and existing customers. Dynamic product ads target cart abandoners and recent website shoppers. Prospecting ads target new customers with known school affiliations.



Non-paid "Organic" Social Media

As the collegiate retail marketing landscape continues to change, so does our social media strategy. Organic social media traditionally performed well without planning. But with the proliferation of channels, the strategy has had to be revisited. Our data shows that engagement in this channel is low because the campus store typically does not have a strong following. This is due to it being white-labeled to the school name, and without the economy of scale of national brands. Our organic social strategy leverages the institution's social media channel, creating engaging and sharable posts that drive new interest. This helps to build more institutional brand awareness and connects the institution more closely to its campus store.

Video Marketing

People are watching more video than ever, across desktop, mobile, TV and social media. Video campaigns build brand equity while driving relevant, local and timely messaging through a highly engaging medium.

Follett's video marketing program influences both new and existing store customers. We tap into various audiences including recent site visitors, mobile users within proximity to bookstores, prospects, known students and high-propensity purchasers.

Email and SMS Marketing

Staying Connected to Customers Throughout your Campus Community

Email and SMS (text) messaging continue to evolve and are important marketing channels for the campus store. Email and SMS differ from other digital advertising because legislation limits how retailers use and maintain customer lists. Generally, tactics are limited to communicating with existing customers rather than targeting new ones. School-provided student email lists allow this effort to be expanded, which helps capture new students as they enter the school or purchase their initial course materials.

Follett continues to refine its SMS strategy, building customer trust so that additional data (phone numbers, etc.) can be captured to better craft marketing messages. The most successful SMS campaigns focus on transactional messaging such as orders being available for pick-up.

Email Marketing Example: Term-Start Email Series

Follett's marketing team designs and deploys a term-start email series several weeks before classes start through several weeks into the term. This series utilizes advanced tools such as send time optimization, which sends the message to specific customers at times that person is most likely to open messages. It also uses experiences from previous email interactions to determine if and when to send additional messages.



b Capability and Skill / 7

Email Marketing Example: Auto-generated Email Campaign

Auto-generated emails are messages sent based on specific customer behaviors and actions. The most common example is an abandoned cart email, which is triggered if a customer starts an online transaction but does not complete it. This message is very effective at keeping a customer in the campus store channel rather than losing them to a competitor. Other examples of auto-generated emails include emails notifying when specific course materials are available, and well as financial aid availability. These one-to-one messages may require the campus to provide customer data so the store can contact these customers.



Email Marketing Example: Coupon Loop

Nearly all store discounts are run through what we call a coupon loop. In this process, the customer is asked to sign up for the discount on his/her mobile device, and we instantly email a coupon code that can be used in-store or online. This helps drive an immediate sale, while collecting a valid email address for ongoing marketing.



Measurement & Analytics

Follett takes a holistic approach to measuring the effectiveness of its marketing investment for your store. While most advertisers focus on the last touchpoint before purchase, our algorithmic attribution model collects all touchpoints of a consumer journey and determines the role they play in each purchase. It uses machine learning to adapt to shifting customer preferences and tendencies. This allows us to uncover new marketing opportunities, avoid wasteful marketing tactics and maximize return on investment (ROI).

b Capability and Skill / 7

CUSTOMER FACING MARKETING CALENDAR						
	January	February	March	April	May	June
Textbooks	Send to school Textbook Message	Send to school Textbook Message	Send to school Textbook Message	Fall Textbook Adoptions, Market Review & Buy Back	Homebound & Buy Back	Homebound & Buy Back, Summer Sale
Course Merchandise	Product Features, New Year's Resolution Feature	International Day, Gift Feature, Product Feature	Product Feature	Product Feature, Graduation Gift Feature	Graduation Gift Feature, Mother's Day Gift	Faculty Day Gift, Product Feature
Themed / Special	Send to school, Incoming Student Program	International Day, Young, Incoming Student Program	Spring, Orientation, Incoming Student Program	Graduation, Faculty & Staff Events, Sustainability, Graduation Program	Graduation, Mother's Day, Orientation Program	Graduation Program, Faculty Day, Orientation
						
	July	August	September	October	November	December
Textbooks	Send to school Textbook Message	Send to school Textbook Message	Send to school Textbook Message	Spring Textbook Adoptions, New Feature	Faculty & Staff Events	Homebound & Buy Back, Send to school Textbook Message
Course Merchandise	Event, Orientation, Training, Product Feature	Event, Orientation, Training, Product Feature	Event, Orientation, Training, Product Feature	Product Feature	Homebound & Buy Back, Gift Feature	Homebound & Buy Back
Themed / Special	Send to school, Incoming Student Program	Send to school	Homebound, Incoming Student Program, Fall	Summer Orientation Program	Homebound, Incoming Student Program, Fall Orientation, Holiday Events	Homebound, Incoming Student Program, Fall Orientation, Holiday Events
						

New Student Orientation



Sponsored Give-Aways at Athletic Events



b Capability and Skill / 7

Commencement Sales



Contests and Drawings - Honest Tea Skateboard Winner



Tent Sales for Campus Events and Athletics





Faculty Marketing Example: Meet the Course Materials Manager

In the past, a tactic of the campus store was to hold an “appreciation” event where faculty and staff could stop by the store for snacks and a discount in the hopes that store staff could also press for book adoption information. A more modern version of this tactic is a Meet the Manager event, where faculty and staff get a higher discount than typically applied.



c. Approach and Methodology:

(1) Buy-back of books;

Buying back textbooks is essential, especially when saving students money. That's why we'll purchase used textbooks year-round.

For textbooks adopted for the following academic term, we'll purchase them at no less than 50% of the student's purchase price (rounded to the nearest quarter). We'll buy them at this price until we reach sufficient quantities to meet course requirements. Once we meet those course requirements for the next term – or if the textbook is not being used for the following academic term – we repurchase them at wholesale prices in your campus's area, rounded to the nearest quarter.

(2) Refunds;

Follett campus stores focus on providing great customer service to increase sales. At Follett, we realize that great service needs to extend beyond the initial checkout because sometimes our customers need to return products for a variety of reasons. Follett's return policy is viewed as being very fair by customers. We accept returns in accordance with the following policies:

- Non-textbook items in resalable condition may be refunded or exchanged at any time with the original receipt.
- Textbooks in resalable condition may be refunded with a receipt within seven (7) calendar days from the start of classes or within two (2) days of purchase, thereafter, including during the summer term.
- Textbooks purchased during the last week of classes or during exams may be sold back under the book buyback policy.
- Computer software may be returned if it is unopened and shrink-wrapped.
- Upon proof of a drop/add, Follett will accept textbook returns from students who have dropped a course up to thirty (30) days from the start of classes or until the end of the official drop/add period, whichever comes first.
- Managers may lengthen refund time periods or allow exceptions to any of the above

(3) Faculty and staff discounts;

Follett offers faculty and staff a 10% discount and all departments a 20% discount on purchases over \$1.00, excluding textbooks, sale merchandise, computer hardware and academically discounted software. Plus, since we are bookselling experts, we can handle special orders of materials that cannot be found at mainstream bookstores.

(4) Special orders;

Follett recognizes the need to support "special orders" that come from the various departments, clubs, student organizations and other special interest groups on campus. This is why we offer a program for it. Our store teams work with campus clients by providing access to our full online collection, enabling them to make the ideal product selection that meets the requirements of the customer. Once the product is selected, our dedicated home office staff works to source the requested products to fit their budgets and timelines.

(5) Maintenance of all required course books in stock;

Utilized in every one of Follett's 1,100 college and university campus stores, CourseTracks is a state-of-the-art, proprietary merchandise management software that streamlines store operations and ensures the best service to students, faculty and administrators.

CourseTracks features built-in adoption functionality, where the adoption process is streamlined for faculty members — greatly reducing the amount of communication necessary to ensure the delivery of their orders. With CourseTracks, textbook decision makers can:

- Utilize a dashboard-style view of critical store functions, giving the textbook decision maker an at-a-glance overview of sales and inventory, messages and alerts, reports, etc.
- Set up automated email campaigns to solicit online adoptions, send follow-up communications and updates to customers, request information and encourage sell-through.
- Plan their purchasing of books and course materials for an upcoming term.
- Manage adoptions and related follow-up communications with faculty.
- Order books from Follett or other sources.
- Set up and execute buybacks and rental check-ins.
- Receive merchandise into the store and track returns to vendors, shipments to the Follett warehouse and interstore transfers.

(6) Methods for securing (i) titles, (ii) publishers, and (iii) quantities for University faculty;

Since our founding more than 150 years ago, Follett has been helping faculty discover learning materials for adoption and students discover the most effective and efficient content formats for their learning styles. We are dedicated to providing all students access to the material needed to be successful in their academic pursuits — on or before the first day of class. As an industry leader, we know that well-prepared students are more successful and more likely to stay in school. We align our programs and services with the goals of your institution, faculty and students to deliver the greatest value.



Getting an Edge in Today's Market

The learning materials landscape for higher education is more complex and dynamic than ever. Follett stands out with solutions to answer next-generation expectations. As part of the largest reseller

of educational content in North America, Follett Higher Education (FHE) collaborates with you to support your mission, delivering required and recommended course content adopted at your direction. We act as your agent and aggregator in working with the sources you choose. Whether it is publisher materials, Open Educational Resources (OERs), YouTube, TedTalk or other open content, Follett ensures that your faculty have the choices they need, in the optimal formats and affordable price points for your students and their families.



Follett Discover Adopt

Follett Discover Adopt is our next-generation tool for faculty to review and select course materials which makes it easy for instructors to find the right content by providing recommendations to evaluate and adopt. Using the College's existing workflows and a single sign-on through **Canvas**, the learning management system, instructors receive personalized information for the courses they teach. After selecting their desired materials, instructors can seamlessly send adoptions to the campus store.

Follett Discover is directly integrated with your campus's **Banner** SIS for real time updates on active courses and sections. Your campus may add or cancel sections leading up to the first day of class. Follett Discover always reflects the active courses and sections and will not show cancelled sections

Faculty Key Benefits

- Search, view and adopt traditional and nontraditional materials, including YouTube videos, open educational resources (OER) and massive open online course content
- View Pricing for New, Used, Digital and Rental
- Easily view related course materials, including what other faculty members are using
- Immediately readopt previously used materials
- Read and respond to peer reviews
- Create custom content for students through XanEdu's course pack tool
- Build a personalized collection of reference materials

Adoptions

Partnering with Academics in Achieving Student Success

Follett will work closely with your faculty to secure accurate and timely adoptions, ensuring that the course materials they need are in stock at course startup and throughout the academic term.

When textbook adoptions are provided early, the campus store has more time to source more options (new, used, paperback, digital, rental, previous adoptions, etc.), providing for more affordable course materials for your students. We have established the following target dates for collecting adoptions:



Fall Term: Mid-April

Spring Term: Mid-October

Summer Term: Mid-March



To facilitate the adoption process, Follett provides various tools and resources, including a Strategic Program Review, which is a professionally designed presentation for faculty that addresses key course material issues and decision criteria. It supports our partnership with faculty in achieving a higher standard of service. It also highlights our abilities to reduce the cost of higher education course materials for students. In addition, our store staff is committed to providing answers and information to support the decision-making process. We encourage faculty participation in a campus store advisory committee to better understand their needs and desires.

Follett store teams coordinate adoptions with faculty and campus staff/admins through email campaigns, in person and hosting adoption collection events on campus. Sharing booklists and historical adoption information as well as communicating details on updated editions, format types and digital or rental options. Faculty can also submit adoptions and research adoption options through Follett’s suite of Discover tools which displays book options by genre, compares price points to keep student cost in mind, includes Open Educational Resource options and provides faculty suggestions for ancillary materials, etc. as well.

At Follett, we continually communicate with your faculty on the status of the course materials they have adopted. We also process and submit purchase orders directly to publishers electronically and manually, so we know within 24 hours if titles are available. This allows us to communicate book availability to faculty members in a timely manner.

We can also fill last-minute orders and reorders. Using our CourseTracks™ system, we can locate and ship textbooks from any Follett campus store within 24 to 48 hours. We use next-day air delivery to ensure that textbooks arrive promptly.

The three course material paths:

National Course Materials		
Follett Access Course Materials for All	Traditional Model Individual Purchase	Innovative Content Technology
<ul style="list-style-type: none">• Deliver all course materials as part of tuition or course charges• Prepared for the first day of class• Reduced stress• Levels playing field for all• Savings up to 30%	<ul style="list-style-type: none">• 6,000+ publishers• Course materials choice from all publishers• Proving all formats that students need or prefer• Integration with campus systems• Providing cost-savings opportunities	<ul style="list-style-type: none">• Exploration and distribution of digital content, including OER• Follett Discover comprehensive tools set• Hassle-free access for instructors and students• CourseTracks proprietary merchandise management software and built in adoption functionality

Powerful Course Material Solutions

Supporting Student Achievement and Institutional Success

Comprehensive Materials

As the demand for educational technology evolves, so does the expectation for enhanced learning solutions and best-in-class support. Our comprehensive suite of products, services and solutions provides the depth to meet your needs, and we continually enrich our programs to keep you on the cutting edge.

- We work with 6,000+ publishers and educational services providers, giving you access to hundreds of thousands of course material titles in all formats.
- We maintain course material choice by providing content from all publishers.
- We respond to the marketplace by providing all formats (new, used, rental, digital) that students need or prefer.
- We integrate with campus systems (student information system [SIS] /learning management system [LMS]) to streamline processes and offer one-stop access for students.
- We provide students with cost-saving opportunities through a variety of programs.

Solutions for Every Learning Style

Student learning styles are diverse and unique. At Follett, we recognize the challenge this may represent for your institution. Through our partnerships with more than 6,000 publishers and educational services providers, we have access to hundreds of thousands of learning material titles and supplies. We also work around students' varying learning styles and preferences. While the current marketplace focuses on digital content, many students have a more "tactile" learning style and prefer print. Follett helps you provide whichever resources fit students best. We are dedicated to helping your institution, faculty and students realize their goals, and we are responsive to the diverse range of needs.

Material Affordability

Affordability and access are consistently among the highest concerns for students when purchasing course materials. With Follett as your partner, you are joining the largest network of collegiate store management professionals in America. With 1,100 store locations and online stores, Follett maintains the largest library of used and rentable printed books, and delivers more ebooks, passcodes and digital access points than any other provider. Leveraging these assets, we make the cost of learning materials easier to bear, so students can focus on their studies.

Traditional learning materials remain essential to the campus store experience. Used books, rentable books and print materials buyback will remain an important part of these services.

Textbook Rental Program

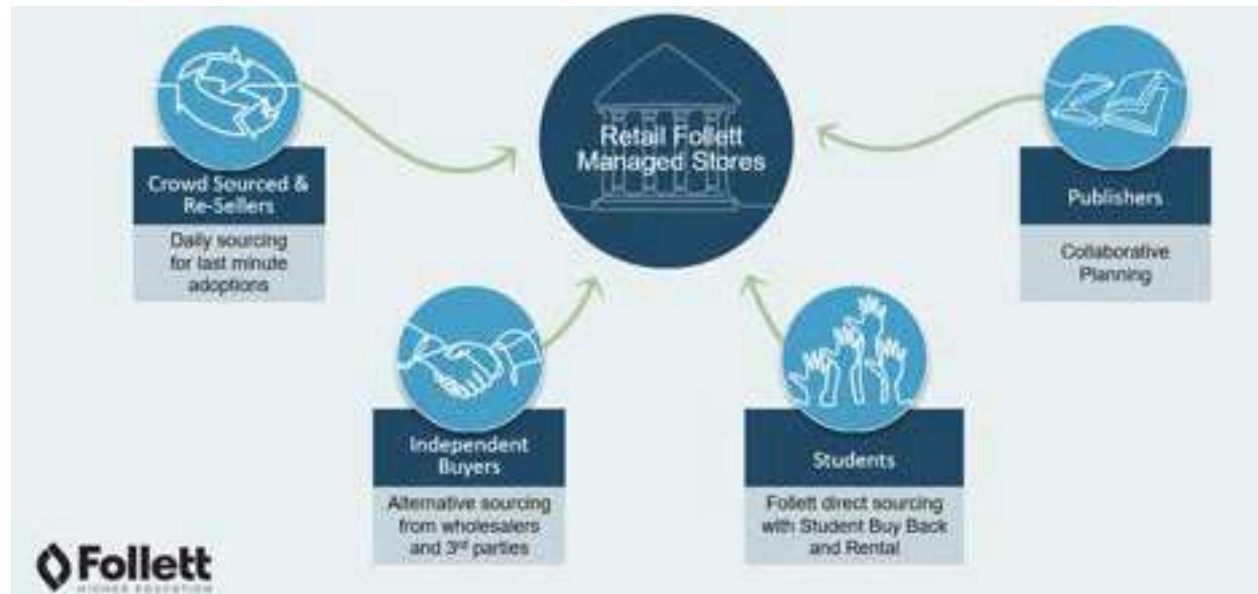
Follett launched its textbook rental program in fall 2010, being the first large-scale change to the campus store in decades. Today, Follett's "Rent-A-Text" program is the largest learning materials rental program in the marketplace and has become an expected part of the traditional campus store experience. Follett bookstores offer new, used, digital, and rental titles in-store and online. The Rent-A-Text program effectively reduces textbook pricing, while driving sales and increasing market share for Follett-managed stores. Since inception of this program, Follett has saved students across the nation more than \$1.54B.

Our Rent-A-Text program is backed by a national library, owned by Follett. The program can be customized to each specific campus and — as in all of our learning materials programs — emphasizes close working relationships with our valued faculty partners.

Used Books Program

Used books represent a great value, costing on at least 25% less than new books. With Follett, your students will enjoy the greatest selection of used books available. We have access to more used textbooks than any other campus store management company, with more than 100,000 different titles and over 2,000,000 used textbooks in our used book supply chain.

We don't, however, rely just on *our* supply of used texts. We have modernized the used book supply chain through our inventory control system. Follett sources used textbooks from multiple wholesalers, large and small. We routinely transfer used textbooks for sale and to support our rental program, between Follett campus stores across the country.



OERs

OERs are resources available at little or no cost that can be used for teaching, learning or research. OERs are part of an approach many campuses are taking to address course material affordability. Follett supports this approach and delivers OERs through our suite of academic tools.

OERs are almost always available free of charge in digital format. However, services around the content are often not free. This includes providing the content in printed format, integrating the content with LMSs or offering correlating instructor tools.

Types of OER

OERs are primarily digital resources that can be delivered in different content types, including open courseware, open textbooks, learning objects, digital tutorials, online modules, streaming videos and open journals. There are many OER aggregators that collect OER resources and make them available. However, these large collections of resources do not guarantee quality and vetting of content, and the format of the content is not always consistent. These aggregators are often non-profit, institution-funded or grant-funded. For higher quality, it is best to select OER *curators* that vet and format content.

Courseware

Courseware content that is scoped and sequenced to support delivery of an entire course through software built specifically for educational purposes. It includes assessment to inform personalization of instruction and is equipped for adoption across a range of institutional types and learning environments. Examples of courseware include Pearson MyLabs, McGraw-Hill Connect, Cengage MindTap, Lumen Learning and others.

Open Courseware

Open courseware is free digital publication of college- and university-level educational materials. These materials are usually organized as courses, and often include course-planning materials and evaluation tools as well as content. The MIT Open Courseware initiative from the Massachusetts Institute of Technology is the most well-known open courseware repository, but Lumen Learning also operates in this space.

How Follett Supports OER

We support the mission of our partner institutions, including the adoption of OER materials, and want to be a resource for faculty in their quest to add value to their courses. Our academic tools, such as Follett Discover™ and Follett ACCESS, support the mission of OER. Additionally, Follett makes thousands of OER resources available for adoption through our Follett Discover Adopt module.

Follett also sells print versions of OER titles within our stores to support the adoption of this content. We continually evaluate the OER marketplace, working with many aggregators and curators to build our repository of high-quality OER materials.

Lumen Learning

Lumen Learning uses OERs to provide affordable course materials that improve learning outcomes and replace expensive textbooks in high-enrollment college courses. Adding timely updates, learning design and technical support, Lumen makes the transition to OER simple, reliable and effective for instructors and students.



Lumen curates the best available OER aligned with learning outcomes. Typical content includes text, video, interactive exercises, sample assignments and assessments, all integrating seamlessly into any major LMS. Lumen offers three types of courseware packages, in addition to free courses available in our catalog:

Waymaker Personalized Learning Courses

These courses help students exercise their metacognitive muscles with personalized study plans and activities to practice and apply learning. An intuitive faculty dashboard and messaging tools strengthen student-teacher relationships and save time helping instructors identify and reach struggling students.

Lumen Online Homework Manager (OHM) Courses

Lumen Online Homework Manager (OHM) is a flexible system for quantitative subjects that provides algorithmically generated practice problems, instructional videos, machine grading and immediate feedback for students. OHM courses may include static and/or editable text options. OHM problem sets enrich some Waymaker courses.

Candela Courses

These customizable OER “master courses” replace standard eBooks. Faculty members have full editing privileges to shape the content to fit their learning goals, term length and other needs.

Highly recommended courses

Highly recommended courses incorporate complete OER content and assessments, with significant attention to learning design. They have been enhanced based on feedback from multiple instructors across multiple institutions. They provide an easy transition for faculty members shifting to OER.

Recommended Courses

Recommended courses are well-developed and have received positive reviews by faculty members from multiple institutions. They provide a smooth transition process for faculty members.



BryteWave™ is a digital textbook reader and study tool in one. It combines intuitive design with easy-to-use features, enabling students to study anytime, anywhere. Students have the ability to read, take notes, highlight content and share ideas with other students or instructors on campus — all from within their digital textbook accessed on their existing devices.

BryteWave powered by RedShelf provides users with more than 700,000 textbook titles and digital rental titles from hundreds of publishing partners. Resources can be accessed online or downloaded for offline use on tablets, smartphones, laptops or desktops. Notes and highlights are continuously synched among devices, allowing students to pick up where they left off on whichever device they have on hand.

BryteWave Publishing

To support the authors on our campuses, the BryteWave Publishing program enables faculty and administrators to easily turn their copyrighted content into digital books. These digital books are available for sale at the campus store, both in-store and online. Digital books are never out-of-stock, and the author receives a commission for every sale.

Digitally published material is provided in a convenient, cost-effective format and is available to a wider audience. There are no physical inventory or printing costs, so you can provide even more savings to your students.

ADA Guidelines

Follett is committed to helping our partner institutions meet ADA compliance guidelines for digital products by accommodating students requiring accessible content. Our local campus stores work closely with Disability Services to meet the needs of those students. Additionally, Follett is dedicated to ensuring that BryteWave is accessible to those with disabilities. In fact, BryteWave has several accessibility-focused features for both its desktop platforms and BryteWave iOS app.

Desktop Features

- High-contrast reading mode and page zoom
- Keyboard navigation
- Compatibility with JAWS and NVDA screen readers
- Textbook content and navigation menus can be read out loud through the screen reader

App Features:

- High-contrast reading mode and page zoom
- Compatibility with Apple's VoiceOver technology
- Textbook content and navigation menus can be read out loud and accessed through the VoiceOver technology

Custom Course Materials/Course Packs

One of the growing trends in course materials is the utilization of custom publishing/course packs as value-added content to class materials. Follett has partnered with three of the leading and most respected firms in this market - XanEdu, University Custom Publishing and LAD Custom Publishing - to provide top-of-the-line, fully integrated services. This includes the use of both print and digital format, based upon preference and faculty needs.

XanEdu

Our course pack program is provided to the faculty and department at no cost. All copyright fees and printing/binding costs are included in the price of the packets. We will obtain permission and pay any royalty fees required by the copyright holder through XanEdu. The Follett Course Pack Program benefits the faculty in the following ways:

- No worries about copyright issues because we secure all copyright permission approvals for you.
- Copyright clearance software generates permission requests quickly.
- Automatic tracking of copyright and payment of royalty fees.
- Notification of any copyright problems or excessive permission charges.
- Numerous binding options.
- Complementary copies for instructors and teaching assistants.
- Reproduction and clean up of paper copy documents for inclusion in course packs.
- Convenient for students; material available with textbooks.
- Out-of-print books may be reprinted for your students, so the most appropriate books for your class are available.
- Research support to help your faculty find the right content for their digital course pack.

University Custom Publishing

Our products and services include:

- Copyright clearance
- Course readers
- Out-of-print books
- Business case studies
- In-class handouts
- Custom publishing department management
- Sales, marketing and promotions

University Custom Publishing's experienced, professional, full-time staff offers superior quality products and exceptional customer service that you expect and deserve. Faculty may place an order by completing a simple order form with the submission of their material. Course packs are delivered directly to your bookstore. Through the efollett.com website, students can also easily and conveniently order and purchase copies with fast shipping and tracking information.

LAD Custom Publishing

LAD Custom Publishing is the connection between faculty, students and your bookstore for Harvard Business School Publishing and other copyrighted content.

eLAD

LAD Custom Publishing has also launched (www.eLADCustomPub.com) to offer digital course packs! LAD has partnered with Harvard Business School Publishing (HBSP) to enable professors to search and add HBSP's content in an easy 1-2-3 manner. Faculty can also add their own material as well as copyrighted content. The website links faculty, students and bookstores together for the creation of course packs that the students may purchase and download.

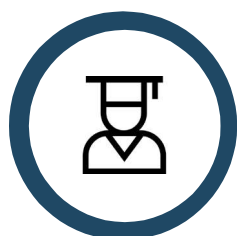
We actively publicize our course pack program by publishing calendars and sending e-mail reminders to department chairs to ensure that all faculty members are aware of the service and deadlines. Custom course materials, whether printed or in digital media, are a growing and vital part of the higher education course materials market and Follett is positioned to fill the need effectively.

Follett Access Programs

The Future of Course Materials, Delivered

Follett ACCESS is a powerful program that enables colleges and universities to deliver all course materials (textbooks, digital content, technology, lab kits, supplies, etc.) as part of tuition or course charges. With Follett ACCESS, students have what they need on the first day of class, stress-free and effortlessly — leveling the playing field for all, regardless of economic background or social status.

But the benefits reach well beyond cost or convenience. Follett ACCESS has been uniquely designed to drive value for every constituency.



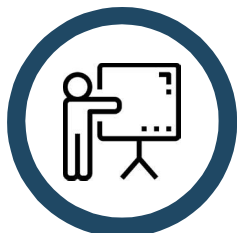
With Follett ACCESS, Institutions:

- Directly address the cost and complexity of obtaining course materials
- Gain a competitive advantage by increasing recruitment, retention and, ultimately, graduation rates
- Improve academic performance and help students complete their studies instead of deferring classes due to course material costs and access issues
- Leverage existing systems to provide a robust learning experience



With Follett ACCESS, Students:

- Save up to 30% on course materials
- Experience less stress during the purchasing process and easily access, manage and use all course materials regardless of format or cost
- Engage and learn on the first day of class by having access to all required course materials — regardless of background or financial status



With Follett ACCESS, Faculty:

- Enjoy the academic freedom to choose the content provider, edition and medium that best fit the class curriculum
- Have confidence that everyone in class will have the same edition on day one — allowing instruction to start right away using the chosen resources
- Level the playing field across diverse socioeconomic backgrounds
- Leverage Follett's 24/7 technical and troubleshooting expertise, freeing themselves to concentrate on class assignments and instruction

c. Approach and Methodology / 6



- No stress as ALL materials are provided
- Recruitment tool
- Savings on materials based on bulk
- 100% adoption compliance
- In-line with secondary education course materials provisions
- Flexible cohort options available



- Course / section / department
- Designation in course catalog
- Student choice
- Pilot opportunity
- In-line with secondary education course materials provisions
- Less stress for specific course

The Facts About Course Material

Course material access and affordability are significant issues. In a recent U.S. Public Interest Research Group study:



of students surveyed did not purchase a college textbook due to the cost of the textbook

65%



of the 65% said they knew they would suffer academically from not purchasing

94%

With Follett ACCESS, our partners do not have to worry about these issues. Through this program, we collaborate with your campus to best support your students:

- All students have access to their required course materials on or before the first day of class.
- Students retain full access to the required course materials, at no cost, until the add/drop deadline (Census/100% Refund Date), by which time they must decide whether to opt out.
- If a student opts out prior to add/drop (Census/100% Refund Date), all course materials charges will be reversed upon return of course materials.
- Students receive the best price on those course materials, often dramatically lower than what is achievable through other channels.
- Follett manages the entire program from implementation to rollout and support.

Quantity to cover

Follett's goal is to provide the right books in the right quantities at the right time and at the right price. To achieve this goal, we must develop positive working relationships with the faculty and departments based on open and regular communication.

Follett utilizes the term "quantity to cover" or QTC. QTC decisions are the most important business decisions made in the college store. The reasons are obvious – Course materials drive our business. They are our primary reason for being and the magnet that pulls customers into our stores.

c. Approach and Methodology / 6

The key criteria that are considered in making the QTC decision include:

- Enrollment
- Continuation courses
- Required or recommended
- History
- Age of edition
- Consumability
- Returnability
- Bundle
- Digital Availability
- Inclusive Access
- Vendor
- Ease of reorder
- Course
- Competition
- Campus specific factors

CourseTracks

Follett's Leading-Edge Course Materials Management System

Utilized in every one of Follett's 1,100+ college and university campus stores, CourseTracks is a state-of-the-art, proprietary merchandise management software that streamlines store operations and ensures the best service to students, faculty and administrators.

CourseTracks features built-in adoption functionality, where the adoption process is streamlined for faculty members — greatly reducing the amount of communication necessary to ensure the delivery of their orders. With CourseTracks, textbook decision makers can:

- Utilize a dashboard-style view of critical store functions, giving the textbook decision maker an at-a-glance overview of sales and inventory, messages and alerts, reports, etc.
- Set up automated email campaigns to solicit online adoptions, send follow-up communications and updates to customers, request information and encourage sell-through.
- Plan their purchasing of books and course materials for an upcoming term.
- Manage adoptions and related follow-up communications with faculty.
- Order books from Follett or other sources.
- Set up and execute buybacks and rental check-ins.

Receive merchandise into the store and track returns to vendors, shipments to the Follett warehouse and interstore transfers.

Price Matching

Providing students with affordable options for course materials is a priority at Follett. In addition to competitive pricing, we offer the Follett Price Match program.

The Follett Price Match program is valid on textbooks (new, used and rental) that are currently in stock at the Longwood University Store and competing retailers. Follett will match the lowest, verifiable, advertised price on college textbooks for students who rent or purchase new or used books.

(7) Processing of late textbook requests and orders;

At Follett, we continually communicate with your faculty on the status of the course materials they have adopted. We also process and submit purchase orders directly to publishers electronically and manually, so we know within 24 hours if titles are available. This allows us to communicate book availability to faculty members in a timely manner.

We can also fill last-minute orders and reorders. Using our CourseTracks™ system, we can locate and ship textbooks from any Follett campus store within 24 to 48 hours. We use next-day air delivery to ensure that textbooks arrive promptly

(8) An automation plan for managing the Bookstore;



Innovative Technology

Leading the Industry in the Exploration and Distribution of Digital Content

Follett | Discover

Our passion is to make the course materials adoption and procurement process as easy as possible for your Institution. Follett Discover is a comprehensive suite of tools that supports both instructors and students throughout their academic journey. From researching and adopting course materials, to purchasing course materials prior to start of class, and supporting learning through ease of access to digital course materials, Follett Discover provides a seamless experience for course materials on your campus.

c. Approach and Methodology / 8



Shop by Author & Shop by Student ID

Leveraging our Discover technology platform, our in-store program, Shop by Author, and eCommerce feature, Shop by Student ID, creates the ability to easily locate and purchase assigned course materials based off of the student's schedule.

With Shop by Author, the course materials department is organized alphabetical by author meaning that each course material has one spot in the department, so all inventory is in one place as opposed to being dispersed within each course that it's associated with when course materials are organized by department, course, and section. The customer can easily access their course materials list using their student ID and see a shopping list of their materials. This allows a student to efficiently shop the in-store course materials department.

c. Approach and Methodology / 8

Because the course materials department footprint is reduced through this program, space can be repurposed for other merchandise needs or turned into a usable space for study spaces, community spaces, events or other specific campus uses.

With Shop by Student ID, a student needs to simply enter their ID in the designated area on your ecommerce website to be presented with a consolidated shopping cart of all required materials. With a few keystrokes, they can easily purchase all or some of the required materials and be ready for the start of class.



Point-of-sale system

Follett currently utilizes the Oracle point-of-sale (POS) system in all of our campus stores. This system serves as the backbone of our in-store shopping experience. It has allowed us to quickly execute the sale while streamlining the back-office inventory function.



Follett's Oracle POS system provides the flexibility, responsiveness and scalability required to meet our demanding store requirements, allowing us to increase efficiency, promote loyalty, improve customer service and enhance profitability.

The Oracle POS delivers your customers a hassle-free shopping experience. Specifically, it provides for the following:

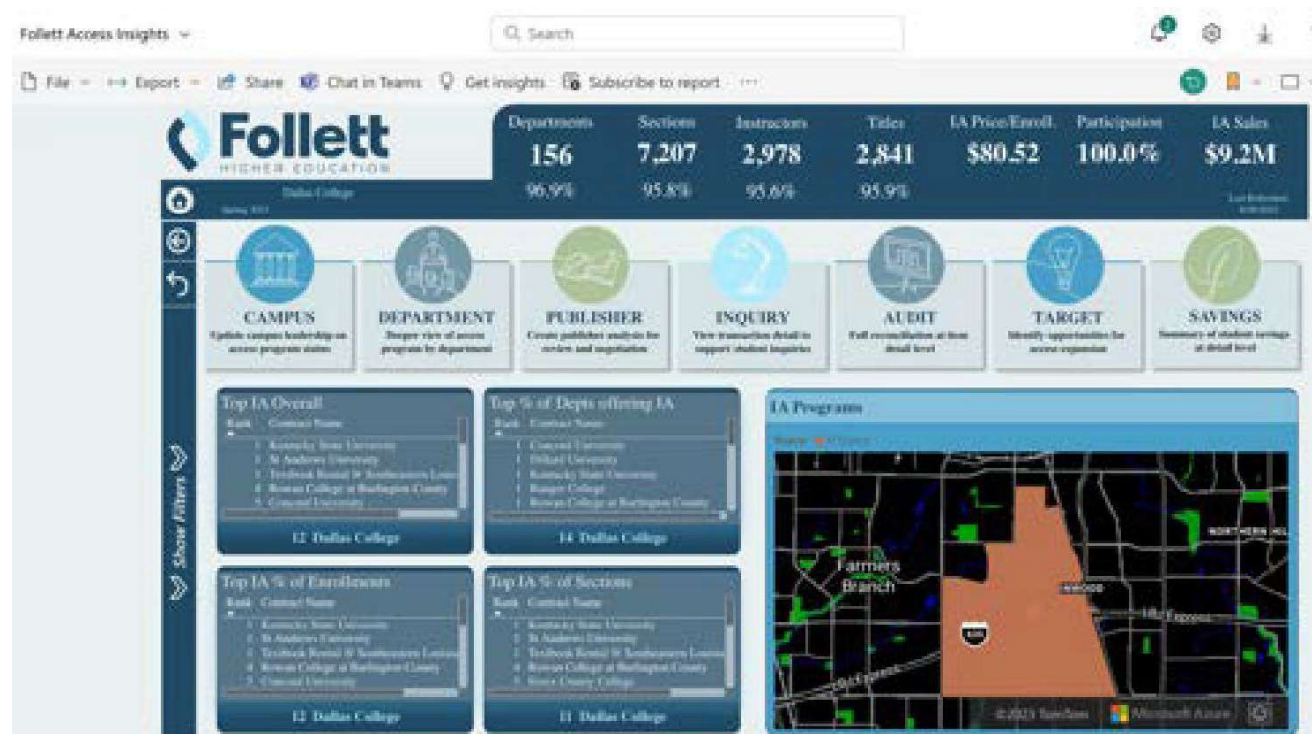
- Capability to email receipts in order to support sustainability, while also allowing opt-out functionality.
- Ability to phone-tag a customer to a transaction, resulting in receipt-less refunds and servicing. Follett's Oracle POS system can search for transactions by credit card number, phone number, student ID number and serial number.
- Price matching on all transactions, ensuring your campus customers will always get the best prices.
- Supports multiple promotions simultaneously based on store assortment.

c. Approach and Methodology / 8

- Electronic signature captures, prints, retains and retrieves signed receipts.
- Intuitive user interface speeds team member training, resulting in improved throughputs for faster lines.
- Realizes Accounts Receivable billing and payment functions.
- Provides reporting/analytics on sales, promotions and transactions.
- Custom integration has been built into Follett's POS and is certified by Apple to automate the Apple DEP sales and enrollment process. It greatly simplifies the sale and initial device setup, using both the POS and the back-office solution to complete enrollment.
- Robust architecture allows for real-time integration capabilities.
- Enables mobile, omnichannel extensions, servicing customers anywhere, anytime.
- A centralized transaction database (Central Office) allows us to retain data for up to seven years.
- Ensures PCI compliance; when cards are inserted, everything is tokenized immediately.
- Offsite (online and offline) capability, making it easy to sell merchandise anywhere, anytime.

Customer Dashboard

Follett has launched a new dashboard technology that provides unparalleled insights into course materials adoptions and usage on campus. The customer-facing dashboard looks like this:

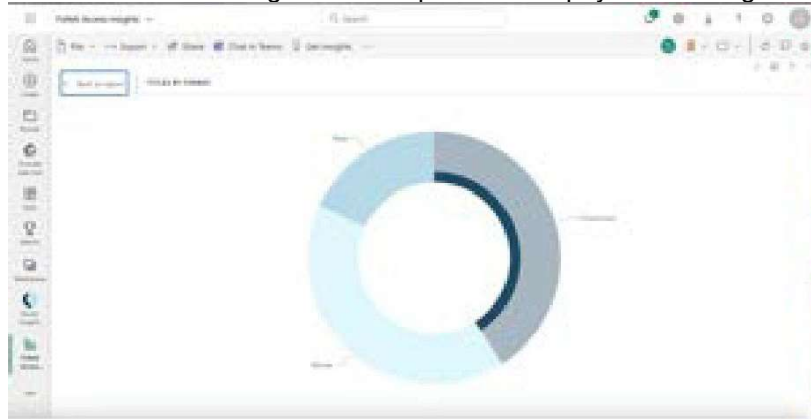


This new dashboard will afford you the opportunity to dive deeply into course materials metrics with the end goal to affect affordability.

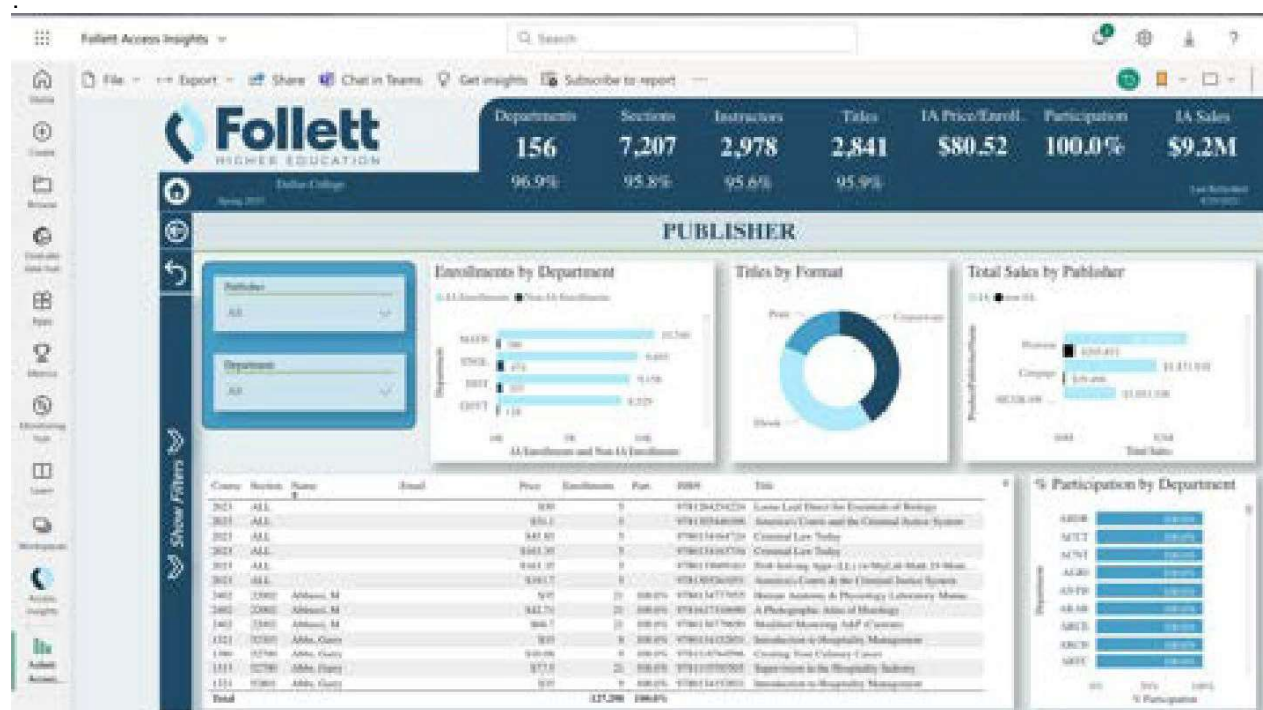
With this tool, you can identify the department with the highest cost adopted materials, or drill down to the professor level to identify which professor has the highest priced books, or greatest number of adoptions. You will also gain insight into consumption of course materials to ensure that the books assigned by faculty are actually being used in their teachings.

c. Approach and Methodology / 8

You will also have insight into the split between physical and digital usage on campus.



With the click of a button you can find out which publisher is most widely used across your institution and which departments lean heavily on that publisher.



This customer-facing dashboard will empower Longwood University by providing you with real-time data that is actionable.

This new dashboard will also help you tell the story of your affordability efforts. By clicking on the Savings tab of the dashboard you will see by department, section, faculty and by enrollment, so that you can identify where your largest savings are to be found.



Integration

Connecting Students to Support, Access and Resources with Ease



Technical Support

At Follett, we recognize that technological aptitude is critical to the success of the campus store. We employ highly experienced information technology (IT) team members who are dedicated to operational development and deployment of our systems and provide 24/7/365 monitoring and support. In addition to internal resources, Follett leverages technology from industry-leading vendors, including AT&T, Cisco, IBM, Microsoft, Oracle and JDA.

Follett’s IT staff includes certified subject matter experts for all our technology. Additionally, we require our vendor partners to provide on-demand technical support for business continuity. This ensures that we have rapid-response troubleshooting and that campus store systems are always online.

Backup Systems

Follett stores connect to our global backup systems that are held in two separate, high-security, third-party data centers using a private, secured, local area network. This network has multiple redundant and diverse paths to our primary and backup data centers, ensuring that Follett stores can continue to operate seamlessly, regardless of what may be happening on campus.

Follett’s in-store POS and inventory management systems run on high-availability servers, designed to operate even if internal components fail (redundant power supplies, mirrored hard drives, etc.).

Data is automatically and securely backed up nightly. Global backups are performed at our corporate data centers, and in-store on fire-resistant and waterproof systems. This technology environment enhances our ability to recover data even in the face of natural disasters.



Payment Integration

Online Financial Aid

Receivable integration connects your institution’s accounts receivable system to the campus store’s point-of-sale system so that student purchases of course materials can be immediately deducted from the students’ financial aid account.

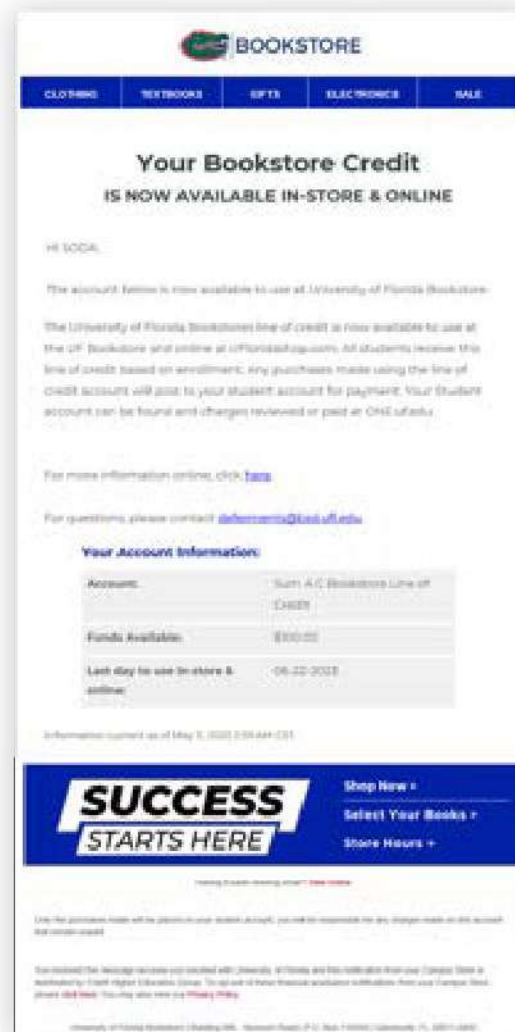
Follett’s ecommerce solution also supports this capability to enable your students to seamlessly make online purchases using their financial aid account as well.

As a student purchases course material, our Follett ecommerce experience communicates with back end integration to track the purchases made against the financial aid award.

c. Approach and Methodology / 8

Financial aid Email Messaging Program

Getting the word out about student financial aid funds can be an added task to an already long list of to-dos before the fall term starts. With Follett's All-Inclusive Financial Aid Messaging Program, we create the messaging, develop a campus store branded email and deploy the program on behalf of your institution at no cost to you. We handle all the heavy lifting – data management, opt-out lists and email designs.



c. Approach and Methodology / 8

Benefits for your institution:

- Replace or complement your existing Financial Aid communications
- Personalized notifications to Financial Aid students
- Reduce calls to Financial Aid office and bookstore
- Drive awareness of Financial Aid acceptance at your campus store and website
- Easy implementation
- Reporting on key metrics such as open rates, clicks to website and online sales is available upon request

Benefits for your students:

- The day Financial Aid opens, students will receive an email notification on behalf of your institution with: account name, funds available and expiration date
- Students will also receive a reminder message a few days before their Financial Aid closes with an update on their available funds
- Subscription to Financial Aid messaging program is not required – students can opt out at any time
- Students can conveniently buy in-store or online

Campus Card

Card integration connects your institution's existing campus card system with the campus store, both online and in-store. This integration allows students to make store purchases using their campus card as they would any other credit card.

**BENEFITS FOR YOUR INSTITUTION**

- Improves operational efficiencies
- Improves value proposition for the students
- Increases campus store revenues

**BENEFITS FOR YOUR STUDENTS**

- Simplifies course material purchasing
- Simplifies financial aid processing
- Increases the efficiency of the campus store, so your students can secure the course materials they need as quickly as possible

(9) External ordering systems, (i.e. catalogs, websites and internet ordering);

Follett is higher education's largest campus retailer and a hub for school spirit and community, operating more than 1,100 local campus stores and virtual stores across the continent.

Follett's eCommerce platform simplifies the online ordering process to maximize student access to campus-specific course materials while driving online sales for each partner. Follett's breadth of experience in managing and operating robust and dynamic campus store websites is unparalleled.



Follett's omnichannel vision merges “bricks and clicks” to deliver the products and services that our customers want, when and where they want them. Students can order their books online and have them shipped directly to their residence or pick them up in the campus store. And, unlike competitor programs, all revenues generated through the Longwood University Store website are credited back to the Longwood University Store. So, the success of the online experience adds to your bottom line.

We are dedicated to developing flexible technologies that streamline the acquisition and access of materials for the entire campus community. We are simplifying processes to enhance the campus experience — from enabling customers to seamlessly purchase and reference digital course materials within institutional learning management systems to browsing the latest technology and popular spirit apparel — all from the comfort of their homes or dorms.

eCommerce

Enhanced Homepage and Brand Extension Experience



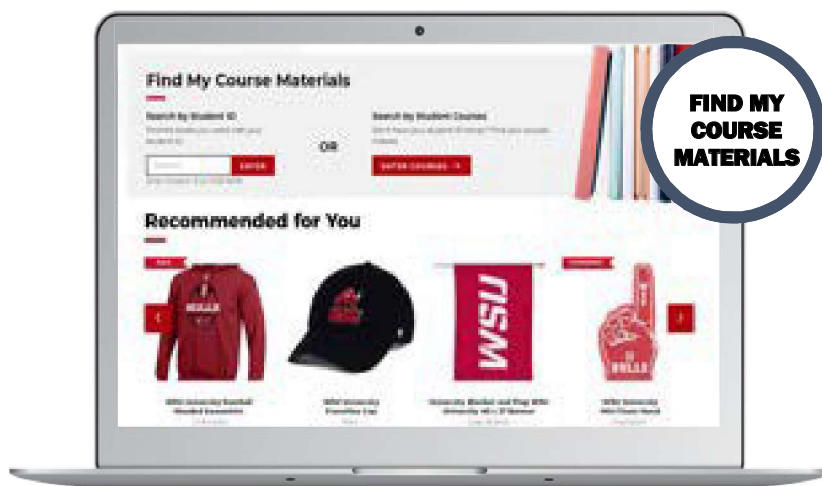
Customized branding: One of our primary goals is to create a branded point of entry that connects the online store with the physical store and the campus experience.

A-Spot (Top Banner): Branded carousel customized with school logo and colors features promotional messages, selected product groups, and milestone events such as graduation, as well as services such as textbook search.

Personalized User Dashboard: Elevated to the homepage, this dashboard provides a portal personalized to the student. Quick links to students' account information, active rentals and recent orders quickly let them access what is most important to them.

eCommerce

Homepage Search and Recommendations



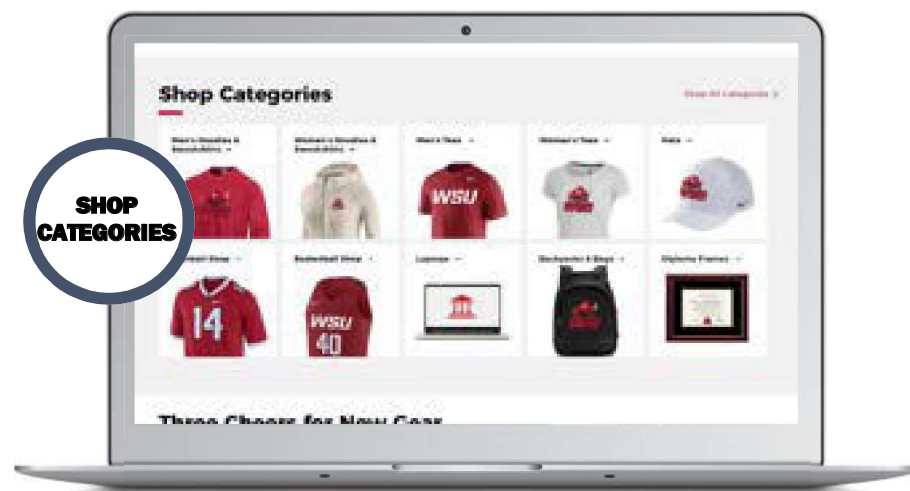
Find My Course Materials / Search by Student ID: Drives convenience, as it allows students to start their search for course materials directly from the homepage. For schools integrated with ConnectOnce, we offer the innovative feature, "Search by Student ID," through which a student can see all his/her course materials simply by entering his/her student ID.

Recommended for You: Highly personalized product recommendations driven by an algorithmic engine that can be used in a variety of ways — from featuring items that were viewed previously or similar items others have purchased. These recommendations are layered through the site to enhance product findability.

c. Approach and Methodology / 9

eCommerce

Shopping by Category

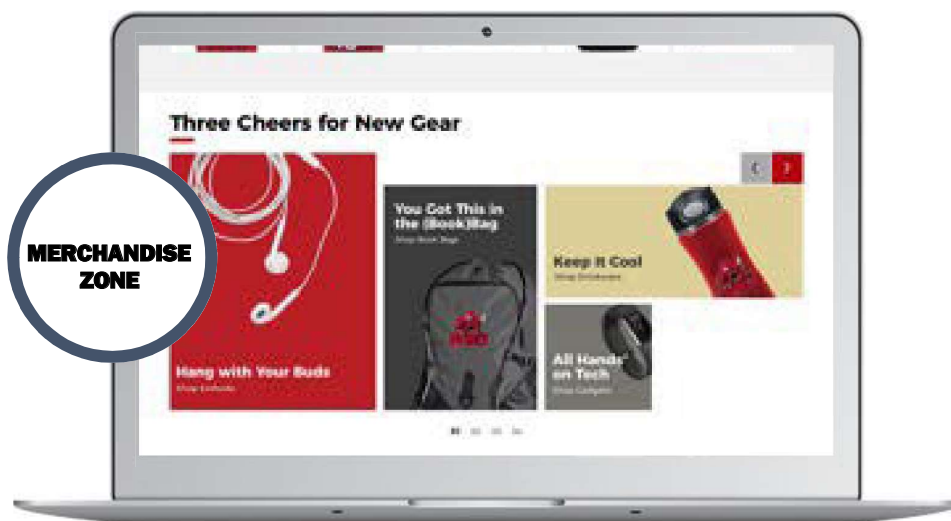


Shop Categories: Captures attention with high-impact merchandise visuals.

Recommended categories are driven by an algorithmic engine, enabling items personalized to each shopper.

eCommerce

Additional Merchandising Opportunities



Three Cheers for New Gear: Additional merchandising area to highlight selected individual products or product categories. Block design utilizes institution's brand colors.

eCommerce

Enhanced Course Material Search Experience



Follett makes textbook purchasing easy. We give students several ways to find their textbooks, including using a multi-class selector or entering a student ID to search for all required books. Students can also find textbooks by searching by ISBN, author or title.

eCommerce

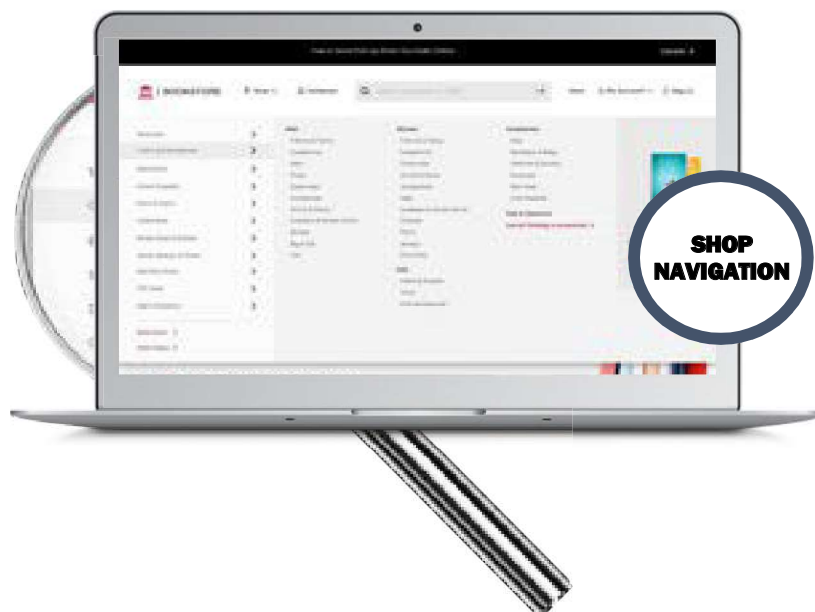
Streamlined Interface



Our new design cuts required clicks by 50%, reducing the complexity of purchasing textbooks. The information hierarchy also allows for easy scanning, and ensures all information is easy to understand by both student and parent.

eCommerce

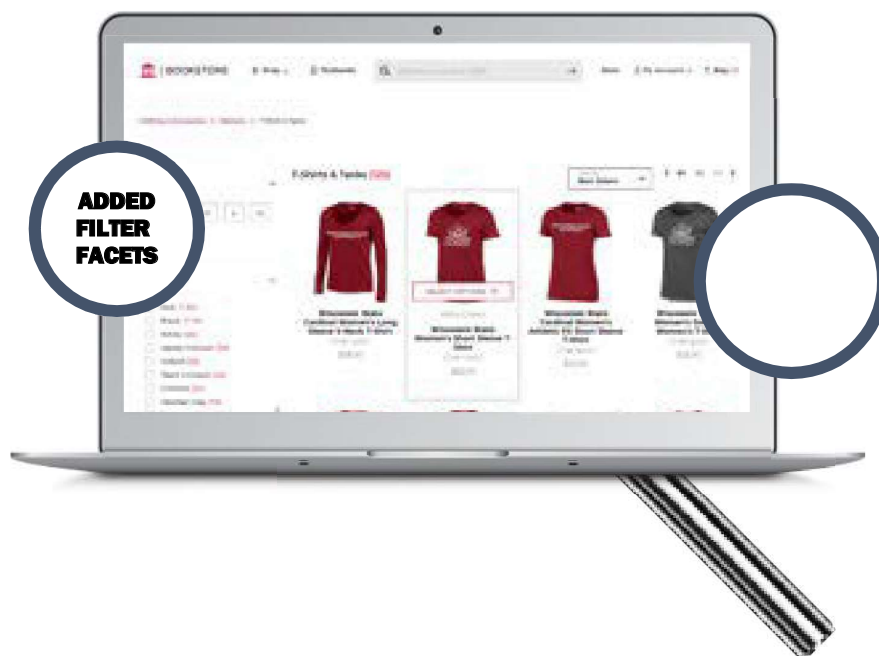
Easy Navigation



Simplified Navigation: Streamlined and commerce-focused, the new navigation allows for a rich shopping experience, without overwhelming the user with options.

eCommerce

General Merchandise Enhanced Product Presentation

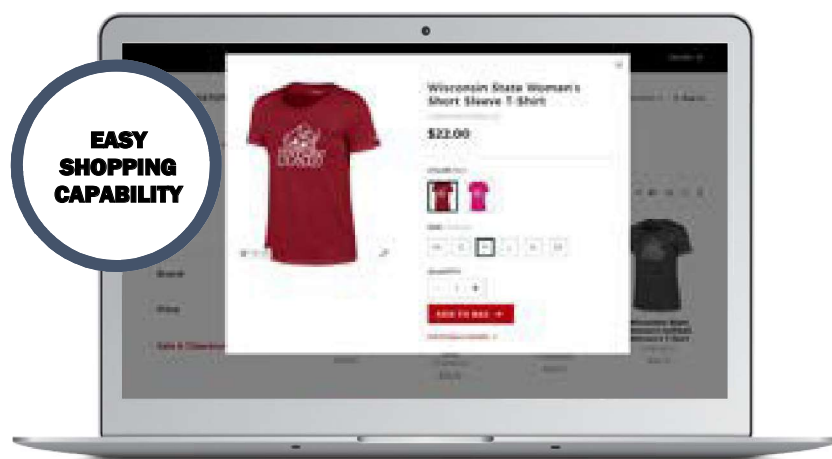


General Merchandise: Modern, visually compelling product results page. Faceted left navigation with relevant attributes drives enhanced findability. One-click-select options and add-to-bag capability require fewer clicks, thereby simplifying purchasing.

c. Approach and Methodology / 9

eCommerce

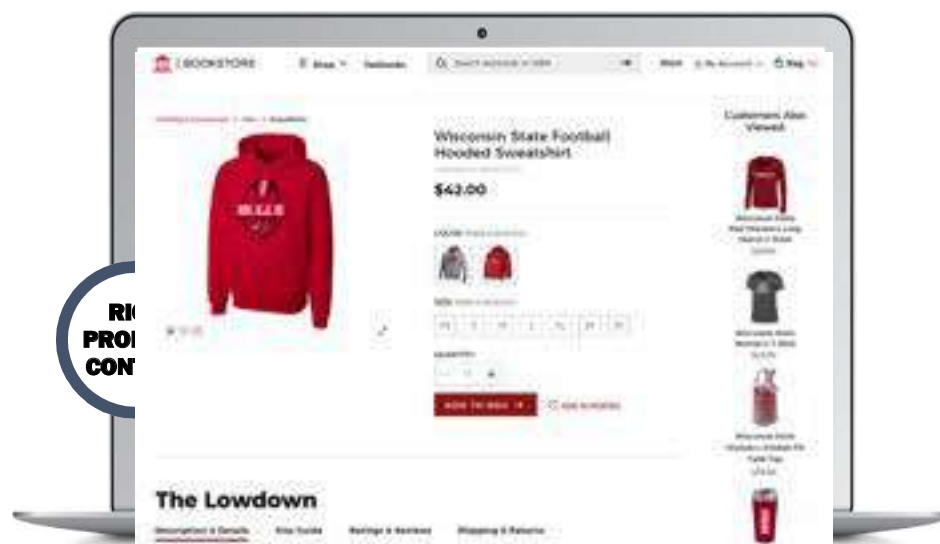
Product Options



Quick View: This feature allows shoppers to easily see product variations such as size and color, make their selections and add the item to their shopping bags. This quick view showcases **large product imagery on the left with options on the right.** This particular example shows apparel, so the options are color and size. However, the design will adapt to books or electronics, with all the necessary information and fields.

eCommerce

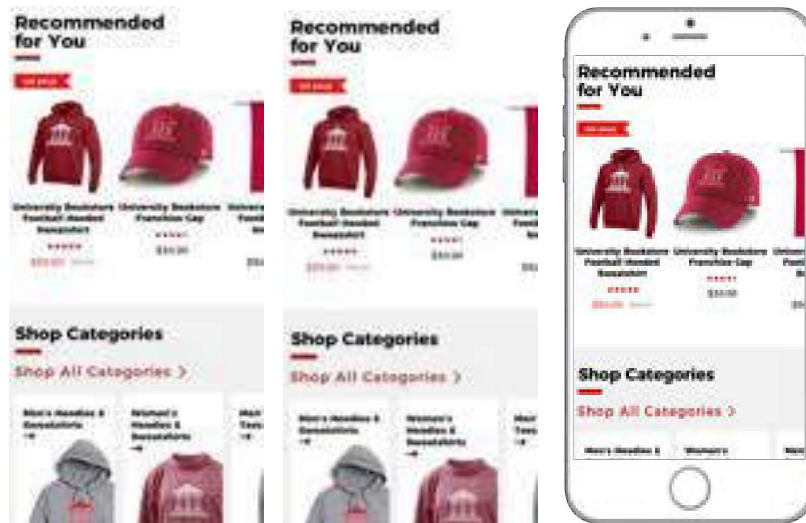
Detailed Product Information



Product Detail Page: Flexible tab structure allows for up to five tabs with product information below the product image. This can include more robust product content from size charts, product attributes and product details. If visitors cannot make a desired purchase, they can also add that product to their Wishlist and share it through email.

eCommerce

Mobile Optimization



With mobile commerce rapidly growing, a responsive website is vital. This ensures that we present a consistent experience to all users, regardless of device. The overarching goal is drive usability for the mobile shopper, removing any barrier to purchase. Responsive design provides a streamlined checkout process, featuring the addition of PayPal, which drives mobile conversion.

Fulfillment

All website orders flow directly into our Order Management System (OMS). The OMS creates inventory transparency across our network, allowing us to fulfill orders anywhere, anytime and through any channel, regardless of order origin. Follett's OMS connects all Follett stores, uniting our fulfillment network while increasing assortment access and minimizing out-of-stock scenarios. Connecting store inventories also provides us with additional capabilities, such as adding direct-ship vendors to our assortments, further promoting our strategic vision of providing an "endless aisle" for our online channels.

PCI Compliance

Follett takes the security of customers' personal and credit card information very seriously and has implemented appropriate protection mechanisms. This includes comprehensive audits, data security awareness programs, strict companywide protocols and more. And we continually refine our measures as technology improves.

As a Level 1 merchant, we take a proactive approach to ensure compliance with Payment Card Industry Data Security Standards (PCI DSS) and have a proven, seven-year track record for successful PCI DSS compliance.

One of the key requirements of the PCI DSS program for Level 1 merchants is to be audited and certified by a PCI-council-approved, third-party security assessor. To comply with this, Follett has partnered with an industry-leading global security firm to assess and recertify our PCI program on an annual basis. An attestation letter of PCI compliance is available upon request.

In addition to PCI DSS compliance, we have implemented a comprehensive information security program encompassing a data security awareness program for protection of cardholder data.

All Follett team members are required to review and adhere to all security policies in the course of their job responsibilities. Compliance with these mandates is evidenced at time of employee hire — and recertified by individual team members on an annual basis as part of our "Code of Conduct."

c. Approach and Methodology / 9



With our current PCI program, we are confident that our customers' personal and credit card information is secure. The ongoing security of this confidential information remains our top priority.

Website Accessibility Standards

We are committed to meet the relevant accessibility standards of 2017's Revised Section 508 Standards, including Web Content Accessibility Guidelines (WCAG) 2.1 Level AA. We validate every website update with a multistage manual review process to ensure compliance with the WCAG 2.1 Level AA standards and conduct an annual audit with an independent third-party vendor to ensure we are meeting compliance. Additionally, we offer multiple avenues on our websites for users to provide feedback on accessibility as well as acquire support if needed.

Customer Email Messaging

Ecommerce Order Emails

After the customer completes their online order, they receive automated emails to the email address they provide when they complete the online checkout steps. Multiple email notification types can be generated depending on the items in the purchase. 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 line item in their order.



Key features for transactional emails:

- Crisp, polished design
- Supports campus branding with campus store logo
- Includes links to online campus store and store contact details
- Optimized for easy viewing on mobile devices
- For U.S. based stores, a marketing section is included that consists of a product recommendation cross-sell zone and marketing banner to generate additional traffic to your online store and to drive repeat purchases

(10) New categories of merchandise, programs, and/or service areas;

The college bookstore has evolved dramatically. What was once a quiet destination for course materials and the occasional t-shirt is now a bustling hub for branded apparel, academic items, giftware and technology, as well as food and beverage products. Over the years, we have expanded our offering, aligning the merchandise carried around the arising needs and wants of the campus community.



Indeed, today's campus store offers a complex matrix of core and trend items. With more than 150 years' experience operating campus stores, Follett understands the importance of diversifying the scope and depth of offerings. And, we tailor them to meet local and regional preferences, enhancing traffic and sales.

Every campus has a unique culture and thus needs a unique store program that draws from many areas, including branded apparel, educational support resources, gifts, food and beverages, technology and other items. Follett works with our partners to create a custom campus general merchandise program that addresses today's trends. We provide a *good, better, best* structure, enabling the perfect fit for various customer price points. We also conduct tests and trials to help you determine optimal merchandise selection. Many of such successful test programs have become part of our core offering.



Local Customization

Understanding the Needs of Your Campus to Provide Unique Solutions

Building assortments that best address local products, trends and styles requires a great deal of research, data, time and “tweaking” to get it right. We recruit and build a team of experts that focuses on the institution's assortments to ensure the campus store is well stocked with products that appeal to its unique population.

Research and data provide the framework for our custom campus program. Our analysis captures school-specific background, including athletics, academics, camps, clubs, regional and local trends, preferences and size requirements, as well as other elements important to the institution and campus community. The planner works closely with the local store manager to validate findings and gain insights into the campus culture. Together, they also examine local preferences and determine how to integrate feedback from customers, faculty and students. The planner then leverages a large, price-negotiated strategic assortment that can be customized and managed according to the institution's brand, guidelines and sideline brands, efficiently and affordably.

Local / Regional Preferences

Leveraging local and regional preferences ensures the campus store has the products that customers want and need. We analyze extensive data to refine selections and validate the choices made by both the local store manager and Follett planner. Preference influences our assortments, including food and beverage, seasonal apparel, tailgate essentials, campus traditions, giftware and alumni products. Once the assortments are in place, the team continually monitors sales data and communicates with campus store managers to maximize every sales opportunity.

Trend Analysis

Understanding relevant trends and how they affect campus consumers is key in devising a profitable store program. For example, current trends show an increase in demand for quick, easy snacks. Our stores offer these ready-to-eat snacks, including healthy packaged goods, indulgent treats, salty and sweet options and, in some cases, fresh, locally made items, to give customers what they want.

For apparel, we make it our business to stay abreast of the world of fashion. We meet with vendors, attend trade shows, shop up-and-coming retailers and travel to large metropolitan cities to find inspiration and identify new and exciting trends. Once a trend is recognized, we quickly work with our vendor partners to translate the trend for our customers. This process is ongoing, keeping our campus assortments fresh and relevant.

On-Demand Products

In the world of immediate gratification, it is more important than ever to provide you campus supporters with a wide selection of items as well as a diverse portfolio of graphics online. Follett offers the only business in the market that will provide schools with a near endless aisle of products that enables the entire campus community.

Traditional manufacturers require extremely high order minimums, and this does not permit for an inclusive campus shopping experience. With on-demand production, our team can celebrate everyone on campus. Our solution allows for representation of every sport, academic school, and department on campus.

The innovative production method provides schools access to over 3000 items that can be decorated with their school's brand. All the items are made as they are ordered online, and they ship out within 24 business hours. This type of production method enables us to drastically reduce backorder rates, eliminate size-outs, and support your entire campus. All the manufacturing is completed in a Follett owned facility just outside of Dallas, TX.

Brands

Quality You Can Trust, from Brands You Know and Love

Follett's *good, better, best* price structure delivers a range of value to premium brands. From your school's preference of a particular sideline brand, to today's leaders in performance activewear and emblematic apparel, to in-demand school supplies and technology, to popular food and beverage brands and more, we fill your store with the brands students, faculty, fans and alumni expect.



Apparel



Coffee



Graduation



Convenience



School Supplies



Computer/Technology



Health and Beauty



Expert Merchandise Support Team

Optimizing Your Product Assortment with Ongoing Support and Expertise



We know it is difficult to run day-to-day store operations, stay informed on the latest trends and vendors, meet the expectations of the campus and build relationships with the customer. Follett’s home office merchandise support experts collaborate with clients at every juncture. Our experienced professionals ensure your program is aligned to the needs of the campus. Our team also supports you through weekly calls, ongoing communications and store visits to ensure all feedback is integrated quickly to optimize the store assortment.



c. Approach and Methodology / 10

Follett continues to work with new vendor partners to bring new offerings to our campus stores. Two examples from the Fall '22 term are Levi's and the Vitamin Shoppe who join Lulu Lemon in select stores.



Your Support, Your Way

Implementing Solutions That Meet Your Store's Specific Needs



Traditional Student Support

Follett has extensive experience developing and managing successful store programs for four-year campuses. Our planners work with store management to completely customize the program to the institution and align it with other programs and partnerships on campus. Whether it is athletics, academics or both, we have the breadth and depth needed to forge a nimble but focused solution. We are also flexible enough to help you in any aspect of program delivery – whether that is providing your students and faculty with supplies, supporting fans with tailgate gear or building pride in your school's brand with branded apparel and merchandise.

Innovation

State-Of-The-Art Solutions to Empower Your Students

Our desire to bring innovation and an entrepreneurial spirit to campuses is what drives our unique trial and test programs. Follett strives to best support our partner schools, and we are always looking for creative solutions to help solve institutional needs. Whether your goals are big or small, we are there, providing the behind-the-scenes support needed to drive progress. We work to keep the spotlight on your institution and your brand front and center with your campus community.

Soft-lines

Embracing the Spirit and Individuality of Your Campus



Clothing and Apparel

Spirit and pride on campus are contagious, and that spirit is most often displayed with apparel. The right assortment is essential to achieving a well-balanced selection, where there is something for everyone at multiple price points. Follett's selection spans various fits, fashion trends, athletic preferences and brands so your store carries an assortment that is worthy of your brand. With growing categories in men's, women's, children's and team athletics, we strive to bring the latest selections and trends to life – giving students, visitors, faculty and alumni the unique apparel items they desire.

Our vendor partnerships with sideline brands such as Nike, Under Armour and Adidas; premium brands such as Johnnie-O, Tommy Bahama, Vineyard Vines and Peter Millar; fashion brands such as League, 47 brand and Colosseum; and workhorse brands such as Champion and Gear for Sports, allow the Longwood University Store to carry a comprehensive brand assortment that appeals to a broad audience.

As female enrollment in college and universities grows, so does our women's lineup. We understand that the female shopper no longer wants to shop in the men's department, but wants clothes that make her feel fashionable and comfortable, and are made especially for her. We take pride in providing all customers with fits that complement their body types.

- **Relaxed Fit:** A more traditional, easy, relaxed fit that appeals to many body types.
- **Athletic Fit:** A fit that provides room for movement, but more slender than the relaxed fit.
- **Slim Fit:** The slimmest of all fits. Ideal for the body-conscious customer.
- **Curvy Fit:** A fit that supports our extended sizes from 1X to 3X.

In addition to providing great brands, on-trend products and a wide range of fits and price points in-store, Follett helps you create a robust eCommerce business. Everything carried in-store can also be sold online, along with dozens of other products. This enables store owners to expand their inventory beyond store size, providing far more sales opportunities with a much broader audience. Follett also offers options to personalize online purchases, creating even greater value.

Environmental and social consciousness have become increasingly important. Follett helps campus stores align to this thinking, delivering Alta Gracia, League, Framing Success and other brands with a purpose. In addition, Follett is a member of the Fair Labor Association (FLA), whose mission is to protect workers' rights and improve working conditions. We ensure that all our vendors read and sign the vendor code of conduct prior to engaging in a partnership with Follett.



Accessories

Our selection of accessories rounds out the overall assortment and coordinates with apparel to create a comprehensive store offering. These include headwear, socks, hair accessories, jewelry, ties and footwear.



Giftware

Follett augments the overall store assortment with gift items such as home accessories, drinkware, diploma frames, lanyards, key chains, auto accessories and more. While coffee mugs are still a favorite, the drinkware category has evolved to include a variety of reusable drinkware. Students want to live a healthy lifestyle by staying hydrated, while store partners want to be socially responsible. One way to do both is by reducing plastic water bottle waste on campus. Follett answers these needs by offering reusable drinkware in many popular brands, such as Camelback, Nalgene, Yeti and S'well, which can be customized with the school colors and logo.



Tailgating

Fans, alumni, students and others participate in pre- and post-game tailgating activities to build community and support their favorite team. Game-day fever extends into “homegating” for those who cannot be on campus. Follett campus stores offer everything a good tailgate or homegate needs — drinkware, spirit wear, accessories, barbecue accessories, blankets, pennants, face paint and rally beads — reinforcing school pride among fans.



General Reading

Enriching the Next Chapter for Your Campus Community

For many campuses, trade books are important to the culture of the school and community. Our trade book program can be tailored to align with what is important to your constituencies.

The trade book offering is custom-selected to support the campus mission, while delivering the value and titles your customers expect. We consider campus courses and bestselling titles and determine what is most relevant. We leverage *The New York Times* Best Sellers program and work with large and small publishers to put the right assortment on the shelves. We listen to your expectations, look for ways to preserve the key elements that differentiate your campus and build the trade assortment accordingly.

Follett has programs that unite the campus and community. The campus store hosts special events to engage the community in unique experiences where students, faculty and families can come together. Local community events include Children’s Reads, with current topics such as Star Wars and comic books, and Read Across America, as well as author events on campus.

Our program offers a bridge from the educational environment to the community, and our assortment ties it all together. Events at the campus store become part of the campus fabric, and together we support the community at large.



Campus Reads Program

Many institutions have adopted a Campus Reads program that builds a sense of community through a shared reading experience. It can also help new students transition into their campus home by encouraging them to engage in discussion. These types of programs foster critical thinking and begin the process of intellectual enrichment.

Our unique positioning with publishers allows us to provide resources on a wide array of subjects. This ensures each campus store has the best choices, recommendations and solutions.

Graduation Merchandise

Celebrating One of Life's Most Important Milestones to the Fullest



Graduation is a treasured event, and the campus store provides graduates and their families with the best selection of amenities and merchandise. Our vendor partners provide unparalleled product assortment and flawless execution. We work directly with your campus to develop the right custom graduation packages, including caps and gowns, rings and graduation announcements. We also manage graduation fairs to make your graduation events seamless.

Technology

Keeping Your Campus Community on the Leading Edge



A technology offering has to deliver much more than just today's latest gadgets. Follett offers a customized technology store-within-a-store solution that addresses your campus needs. Our approach allows us to offer a wide range of late-breaking products and services to students, faculty and staff, no matter where they are in the life cycle of a technology purchase. Our consultative approach includes a focus on "must have" products as well as value-added services such as trade-ins, warranties and product education.

Test-drives are essential when considering a purchase. Within our technology stores, we provide customers with not only the product knowledge to compare products, but also technology bars with powered-up, ready-to-try products that allow a hands-on experience.

Follett campus stores offer a choice of brands, products and services with many options. We extend these with a full online offering, providing for a true, one-stop shopping experience. Our drop-ship vendor program allows us to have a significantly larger assortment of computers, tablets and other technology items online and available to your customers without need for store shelf space.

Apple

Follett is an on-campus provider of Apple products and services. We deliver a comprehensive experience to select campuses that includes products, accessories, warranty options and repair services to address students' needs. We also provide product demo tables, in-store graphics and brand elements to complete the experience.

We have the unique ability to vary formats of the Apple program. At select campuses, we can operate a full Apple Authorized Campus Store (AACS) that would generally include four to six demo tables, a dedicated computer manager and staff, larger technology presence and repair services. A second, smaller option is a one-table demo format with a limited selection of Macs, iPads and accessories. This program is great for smaller locations or community colleges where space is limited. Our third Apple program focuses entirely on accessories. All programs include website information and ordering for nearly all Apple products. We will partner with you and Apple to determine the right format for your campus. To best support these programs, Follett offers repair services at select authorized Apple campus stores, and many of our capabilities are aligned with those found at branded Apple stores. Additionally, we may offer drop-off and pick-up services, as well as customer training on new devices.

Laptops, Tablets and Convertibles

Follett offers a choice of different brands, price points and specifications to give your campus community many options. Our vast selection features the latest in multifunction devices, computers, tablets, printers, cartridges and software.

Accessories

Whether the campus store has a robust technology offering or a kiosk-type environment, Follett stores carry a full accessories line at price points beginning at \$10 or less. From power and charging, to protective cases, mice, earbuds and USB cables, these important resources empower the institution, faculty and students and help them stay connected.

Institutional Support

To ensure campus store success, Follett also offers repairs, pick-up and delivery, warranties and billing of computer hardware and devices. We provide the on-campus services and support needed to keep your technology running. Plus, using our point-of-sale (POS) system, we can enable input into Apple's Device Enrollment Program (DEP).

Warranties

Follett offers two powerful warranty programs to serve students, faculty, staff and the campus community — AppleCare™ and Safeware®

AppleCare provides coverage for Apple products and is available at select, authorized Apple campus store locations. These stores offer the same AppleCare protection as that of branded Apple stores. Safeware covers all products, including Apple. Safeware offers different plan levels, with each one covering accidental damage. Costs of these warranty programs are based on the value of the device.

Food and Beverage

Refreshing Solutions to Energize Your Campus Community

Today's consumers are looking for convenience, variety and healthy choices in food and beverages. Follett offers a well-balanced assortment that includes snacks, fresh food selections, heat-and-serve items, sodas, water, tea, juice, coffee and bakery options. We work closely with store managers to address local preferences and trends and design the ideal campus solution. Whether for a large or small store, a fully licensed café or a blended solution, Follett provides the customization needed to help campus stores succeed.



“Grab N’ Go” products from national brands are popular among students, faculty and staff. Follett leverages national, regional and local trends to provide the initial assortment and then uses customer feedback and campus preferences to adjust your assortment as trends change and evolve. For beverages, we align with campus brand preferences and popular lines to provide a wide range of choices. Our hot-beverage programs partner with national brands, wholesale distributors and local suppliers, as well as community favorites, and can be “right-sized” to address space, preferences and needs.



Cafés

The café is the perfect, contemporary setting for students, faculty, staff and community members to relax, recharge, study, meet and socialize. We will work with you to develop the ideal atmosphere. This includes designing to your purpose, space, menu options and local preferences. We then create the coffee or café program that will best align with your unique campus.



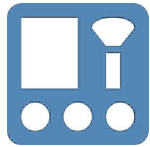
“Proudly Serving” Café and Fully Licensed Store Footprints

A Follett café can provide you the same enticing menu as a company-operated Starbucks, Caribou Coffee or Einstein Bagels location. This can include coffees, teas, espresso drinks and bottled beverages, as well as pastries, snack items and sandwiches. We will partner with you to create the ideal experience for your campus community.

Convenience

Supporting Academic and Personal Journeys with Shopping Solutions

In today's fast-paced world, students, faculty and staff need options that are easy and affordable. Our convenience program offers a custom-developed assortment that addresses your objectives and overlays relevant buying trend data and local preferences. From supplying just necessity items to providing the full gamut of a superstore, Follett helps create a solution that will be successful on your unique campus.



Health & Beauty

Our fully rounded convenience offering includes personal care products, such as over-the-counter medicine, makeup and other essentials.

We understand that the products needed to support the lifestyle of your students, faculty and staff are a blend of those carried in a traditional convenience store plus those available in a drug store. From our e.l.f. cosmetics and Burt's Bees products, to our trending skin care assortments, we can provide the range of health and beauty necessities and personal care items your campus demands.



Supplies

School supplies are essential to academic success, and our supply aisles and websites have the items students need to be prepared for class. We offer a full array of everyday school supplies, such as fashionable notebooks, pencils, and folders in branded and non-branded options.



Course-related Items

Follett can offer course-related supplies, including products for fine arts, engineering, culinary arts, automotive classes and more. We can also provide medical/nursing scrubs, lab coats, culinary garments, emergency medical technician (EMT)/fire/police uniforms, automotive workwear and any other course-related clothing. Our vendors can embroider these garments with school logos/departments and student name if needed.

Custom kits are essential for many classes, including art, fashion design, engineering/drafting, science, dentistry, nursing, culinary arts and others. Follett has the vendors that can provide them to ensure a comprehensive offering.



Campus Housing

Follett offers everything a student needs to set up his/her dorm or apartment. Our large selection of bedding and bath supplies, fans, shelving, storage solutions, wall décor, lamps and more is available 24/7 on our website, making it easy for students and/or their parents to create an environment where the student will be most comfortable.

Follett On Demand

Follett On-Demand, the premier online retailer of collegiate licensed merchandise for colleges and universities offers your customers an expanded general merchandise offering supporting athletics, alumni, student groups and departmental purchases.

Follett On-Demand has the only environment where an embroidered polo, embroidered hat, car decal, engraved gift, personalized jersey, sweatshirt, golf balls, or hundreds of other product options can be ordered, produced and shipped together from one facility in 24 hours or less!

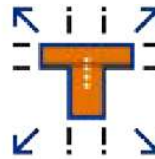
c. Approach and Methodology / 10



Provides your school with 1,600+ product options, the largest selection of officially licensed merchandise available anywhere online.



Offers merchandise to target all fan groups: alumni, donors, parents, fans and students...all different demographics with different product needs for their lifestyles.



Provides a select-a-logo feature for tees, sweats, outerwear and other products so that online shoppers may purchase merchandise for every sport.



Implements the most effective marketing campaigns providing free or discounted product promotions sent via email, free print flyers, social media and other methods. Additionally, Follett On Demand provides ads for programs, flyers for events, and banners for publicity at events.



Delivers the lowest back order rate in the competitive market with a back order rate at 1/4 of 1% of products shipped.



Provides personalized jerseys for all major sports including but not limited to football, basketball, baseball, lacrosse and hockey in male, female and youth sizes.



Customers will receive the most helpful, prompt and courteous customer service.

Hot Market/Special Events/Championships

Follett on Demand will provide the most dynamic and thorough Hot Market and Special Event/Championship products available.

Sports Logo Branded Products

Longwood University and Lancer logos can be featured on hundreds of products including embroidered apparel, dress shirts, jackets, tees, sweats, bags and more.



Department Purchases



Follett On-Demand will provide your school departments with online ordering capabilities at corporate pricing listed at 35% to 50% off normal licensed retail pricing. The products range from professional apparel and business accessories, including the ability to add department names on products.



(11) Student “Financial Aid” options;

Financial Aid Integration

Follett supports two forms of financial aid integration to enable your students to secure the course materials and resources needed to be successful. Both our Follett Hosted and Campus Card Integration programs bring benefits to your institution and students.

 Benefits for your institution	 Benefits for your students
Improves operational efficiencies	Simplifies course material purchasing
Improves value proposition for students	Simplifies financial aid processing
Increases campus store revenues	Increases the efficiency of the campus store, so your students can get in and out with the course materials they need as quickly as possible

Follett Hosted Integration

The Follett Hosted Integration System is a file-type integration solution that streamlines the integration process for campuses and provides your students access to course materials quickly, conveniently and effectively, no matter what type of financial system is used by the school. Receivable integration connects your institution’s student accounts system to the campus store’s POS system. With this connection, student purchases of course materials and other approved campus store items will be immediately deducted from the student’s financial aid account. This is a 24x7 processing integration that provides value to the campus and students by making financial aid funds available within minutes of a file load.

Adds/drops/changes to a student’s credit limit may also be sent via file load to ensure proper amounts are made available, cutting down on paper vouchers and improving accuracy and reporting to our campus partners.

Campus Card Integration

The integration of campus cards in the campus store allows transactions to be paid using the campus card. When a campus card is used, the store POS system will automatically and directly contact the campus card system for transaction authentication and approval.



Single Sign-On

Prompt students to authenticate with your university credentials for Financial Aid and Campus Cards transactions within your online campus store checkout. It proves the identity of the customer which provides an easy and seamless customer experience.

(12) Methods to be employed to ensure a high quality of customer service satisfaction;

Follett is committed to delivering exceptional customer service — to all our constituencies. We partner with colleges and universities to understand campus goals and create unique and effective solutions. We enhance students' experience through the products and services offered in the campus store. We assist faculty during the course materials adoption process and offer expertise to drive down course material costs. We round off our customer service offering with tools that enable an enjoyable, hassle-free shopping experience, both in-store and online.

Shopping Ease and Convenience

Follett stores are designed to achieve a noticeably more convenient and positive shopping experience. We continually work to ensure that our stores are clean and bright, with well-presented merchandise that is accurately signed and priced, and placed where customers expect to find it.

We also ensure that we have personable, knowledgeable and available team members to readily assist. From the moment customers walk through the door till they complete their transaction, they receive friendly, efficient and accurate service — gaining an affinity that will bring them back.

Follett's long-term strategy focuses on enhancing customer relationships at all touch points. We continue to find ways to improve and expand to ensure our campus partners thrive.

Payment Methods

To support shopping ease, whether in-store or online, Follett accepts cash, checks and all major credit cards, including VISA, MasterCard, American Express, Discover Card, Apple Pay and Samsung Pay. Follett has recently added PayPal and PayPal Credit to our online marketplace tender types. We also accept financial aid as well as approved department charges, and we can interface easily with your campus-branded card system.

Simple Customer Service Model - GET

Customer intimacy and satisfaction are key to your growth. Follett has developed GET, a comprehensive customer service training program that helps team members effectively build customer ties. The key steps to GET include:



Surveys, Analytics and Additional Support

Evolving The Longwood University Store, Semester After Semester

Partnership / Relationship Surveys

Follett wants to be your trusted partner. A key component to growing and improving our partnership is to actively ask for feedback from our valued stakeholders. We do this by surveying our campus contacts. We want communication to be the foundation of our relationship, maintaining an environment that encourages open discussion and collaboration.

Campus Store Feedback

Delivering a great customer experience is important to store success, and it requires unwavering discipline. We evaluate customer experiences every day through a partnership with a leading customer experience research company, Service Management Group (SMG). Our best-in-industry, campus store feedback program is centered on gathering customers' candid insight through questions specifically developed around retention. Survey invitations appear on receipt messages, inviting customers to participate.



Results from this program are made available in a dashboard format for store-by-store review. The feedback from the surveys is used to help recognize and celebrate strengths, and identify areas to improve.

Campus Store Advisory Council

Over the years, Follett campus stores have achieved the greatest customer satisfaction when an active Campus Store Advisory Council is created to provide guidance.

Follett will help establish the Longwood University Store Advisory Council, consisting of students, faculty and administration. This will allow us to better understand how to meet and exceed the specific expectations of your local campus community. The Council will serve as a committee to review and recommend store operating policies and provide guidance to both the campus store and the institution about store matters.

**Staff Training**

Follett creates and administers a customized, role-based training program to help new managers and team members during the transition. The program consists of several training units that span the various stages. Learning tools include intuitive workbooks, videos and tutorials, along with hands-on simulations, enabling participants to learn how to address real-life scenarios in a supportive, educational environment.

Inventory Management

Follett looks for ways to help partner campuses realize upfront savings before the transition. We utilize RGIS, a certified, third-party inventory service, to conduct and provide an audit of your inventory so you have a complete picture of your assets. We then work with you to best manage. We may recommend returning new course materials and converting inventory into cash, for example. We can also identify uses for unsalable inventory, such as donations to camps, clubs and local charities, which helps with inventory disposal prior to the transition.



Dedicated Account Team

Follett provides campus store partners with all the elements needed for success. This includes a dedicated account team that can manage any arising issue. Your team will consist of a vice president of Business Development, a Vice President of Operations, a regional vice president and store manager, who are committed to understanding the specifics of your institution and can respond quickly.

Strategic Partnership Review

There are many different options to purchase courseware, school apparel and other stocked items. To ensure the Longwood University Store is competitive, Follett will prepare a Strategic Partnership Review (SPR) twice a year that highlights:

- Course material affordability
- Campus store sales and trends, overall and by department
- Campus store events, such as book signings, sporting events and graduation fairs
- Industry trends and areas where Follett is positioned to support the campus
- System enhancements to drive student engagement
- System enhancements to support course material delivery for students and faculty
- Hassle-free shopping experience ratings
- New merchandise programs



Our Strategic Partnership Review will draw attention to things that you may or may not notice on routine visits. It also establishes an open, honest and ongoing dialogue where we can assess all information and progress together and make any necessary adjustments.

(13) Description of internal systems associated with:

(a) Inventory control for textbooks, trade books and general merchandise;

Inventory Control for Textbooks

CourseTracks is the most effective text order management system in use. It's used in all of our 1,100+ college and university campus stores. CourseTracks is a fully automated inventory system that tracks all merchandise, including all titles.

CourseTracks features built-in adoption functionality. This streamlines the adoption process for faculty members and dramatically reduces the communication necessary to ensure order delivery.

Inventory Controls for Trade Books

We utilize an MMS (Merchandise Management System) automated ordering system. This means we stay on top of customer buying trends and ensure all stores are fully stocked with best-selling titles. We have electronic access to every book currently in print. We can secure book information by author, title, topic, or ISBN, no matter how niche the title is.

The Bookstore Advisory Group can assist with recommendations on titles, categories and author event recommendations. We can also form a faculty advisory group to suggest titles supporting academic themes and events from semester to semester.

A Bookstore Book Club made up of community members are also a great way to collect feedback on the collection of general reading materials.

With our close-knit network of store and field teams, we can utilize the expertise of our trade book teams to assist in curating the collection for Longwood

Inventory Controls for General Merchandise

Our MMS automated ordering system provides merchandise managers with sales information by store, vendor quantity, and dollar volume. MMS minimizes inventory costs while ensuring that items are always in stock and ready for customer purchase.

(b) Recording checking and reporting sales;

Store sales are recorded and transmitted daily to the home office, via our Oracle Point of Sale (POS) system. All POS cash registers in use for the day report detail level transaction information in this process. The data is reviewed by the home office prior to being recorded in our financial systems.

In addition to daily sales reporting, additional information is reported to the Follett Retail Home Office Accounting Department at month end. This information is collected, consolidated and validated via several electronic tools deployed in our store environment.

The reports submitted are summarized below.

- A/R Detailed Aging Report
- Accounts Receivable (A/R) Control Log
- Daily Sales Accounting Report
- End-of-Month Summary Report
- Rent Exempt Report

(c) Accounting controls and procedures for cash and refund controls;

All bookstore employees must follow the rules and regulations below for cash registers and cash handling procedures:

1. Cash register money drawers are to be closed at all times except when making a transaction. At the end of each day when the register has been cleared and all contents taken to the back office, the physical cash drawer should be left open.
2. Before merchandise is bagged, the transaction must be completed through tendering.
3. The amount of the sale must be called out to the customer and change must be counted to the customer.
4. A receipt must be given with each transaction either via print or email. Absolutely no variances in this rule will be allowed.
5. If an error in ringing is made, a post void is performed at the register immediately, canceling the erroneous ring and the post voided receipt must be attached to the post void slip. The manager on duty should be immediately notified.
6. It is not permissible to over- or under-ring in order to balance a previous error in ringing. Each error must be post voided.
7. Each transaction must be complete before handling another transaction.
8. All monies must be kept in their proper location inside the cash drawer. All bills have their properly designated spot. Keep all other materials separated from cash. All bills should be placed "face-up" with top of the bill to the left.
9. Another employee or the Department Head must handle personal money transactions
10. No personal items will be allowed on or near the cash register—no gadgets, purses, reading matter or other unnecessary articles.
11. All rolls of change should be opened carefully and scanned for improper coins and shortages or overages. Overages or shortages should be reported to the office, with the wrapper, immediately upon discovery.
12. No transfer of money will be permitted between registers. To better service our customers, before commencing operation each day, the cashier should verify cash register supplies are available.
13. If it is necessary for a cashier to leave the cash registers unattended at any time, the terminal must be locked.

(d) Internal audit operations.

Listed below are the elements that comprise the Follett Corporation system of internal control over its retail bookstore operations.

- Annual certification of Follett Corporation's statements by a Big 4 Accounting Firm.
- Asset Protection performs retail store audits on a surprise basis. The audit is a full compliance audit on policy and procedures (key controls) as identified by Operations, Asset Protection and Finance.
- Contract compliance with schools regarding the accuracy of commissions or rent expense that is paid to schools (based on contractual stipulations) is centrally managed and tested during our internal controls compliance work. We randomly select several contracts to ensure commissions are being computed in accordance with contractual agreements with the schools.

- Written policies and procedures covering all facets of a store's financial and operational activities.
- Annual physical inventories at all locations.
- All stores are under budgetary control for financial statements. Full financial statements are prepared monthly for each store.
- Use of an independent, outside survey vendor to audit customer service performance.
- Monitoring of store operations by Regional Managers.
- Operational support from the Westchester home office staff.
- Select Just in Time Trainings for all team members
- Active asset protection and store security audits several times per year at each Follett store.

(14) Comment on what the Offeror would do to improve the University's Bookstore as it currently exists, to include any renovations and refixturing of the space.



Today's campus store is a marketplace that offers products and services tailored to each institution and the campus experience. This environment should exemplify and convey the institution's rich history. We envision the campus store as a hub, not only for academic resources but also for a community gathering space. We want the store to provide a welcoming, engaging, hassle-free shopping experience.

We emphasize the school's brand rather than Follett's. The campus store is often the first impression for prospective students and parents visiting the campus. We deliver a campus store designed and planned with your brand and one that represents your institution's image.

Our custom-designed fixtures enable us to maintain a high level of flexibility within our stores. We have designed textbook fixtures that not only hold up to 2,000 pounds, but also are mobile with industrial casters. Our newer, modular gondolas can incorporate graphics specific to each institution. Our fixtures let stores quickly adjust to changing seasons, demographics and industry trends. This flexibility is one of our key strengths.

The Follett Difference

Delivering a Superior Campus Experience

Our campus store renovation process is very collaborative. We work closely with your team and create the perfect store design that meets all of your goals and objectives. Our plan encompasses seven key steps discussed as follows.



Collaborate with School

The Follett design team will conduct a project kick-off call/meeting with key institutional partners, the operations team and department members to discuss the scope and goals of the store re-design and remodel. Optimal remodel dates will be determined to reduce impact on store operations and customer service. A proposed timeline will be discussed based on project scope.



Research School Brand

Follett's store design team will begin researching the school's history and current branding for the store design development. This includes reviewing campus life images and branded elements procured from the college or university.



Develop Store Design

Follett will assess existing building conditions and facilities and conduct an internal review of various department needs for space and allocations. Using information gleaned from these activities, the Follett team will prepare and present a preliminary store fixture plan, proposed finishes and furnishing package.



Review with School

The preliminary store design package will be sent to the appropriate school contacts for review and comment. The Follett store design team will integrate partners' feedback, rework the design and re-issue the design package.



Coordinate Construction

Once project plans are approved, Follett's store planning team will coordinate a construction kick-off call with school representatives to discuss schedule, logistical challenges and requirements. Follett will begin procuring fixtures, finishes and construction materials. Follett's construction support team will oversee the construction process in its entirety. Site visits and on-site construction meetings will be performed as needed.

Leasehold improvements would be performed at the school as needed:

1. New sign package
2. Update fixtures and display tables
3. Reset trade and text departments
4. Branded In Store pick up zone
5. More Longwood and Farmville local features and merchandise
6. HAZMAT abatement (asbestos, lead paint, etc.)
7. ADA, Building and Life Safety Code Compliance upgrades
8. Utility infrastructure upgrades and modifications



Plan Merchandise

Once the store is complete, Follett will test and verify all technical support systems. Follett's visual merchandise and operations team members will then begin to stock the store.



Initial Observations and Proposed Concepts

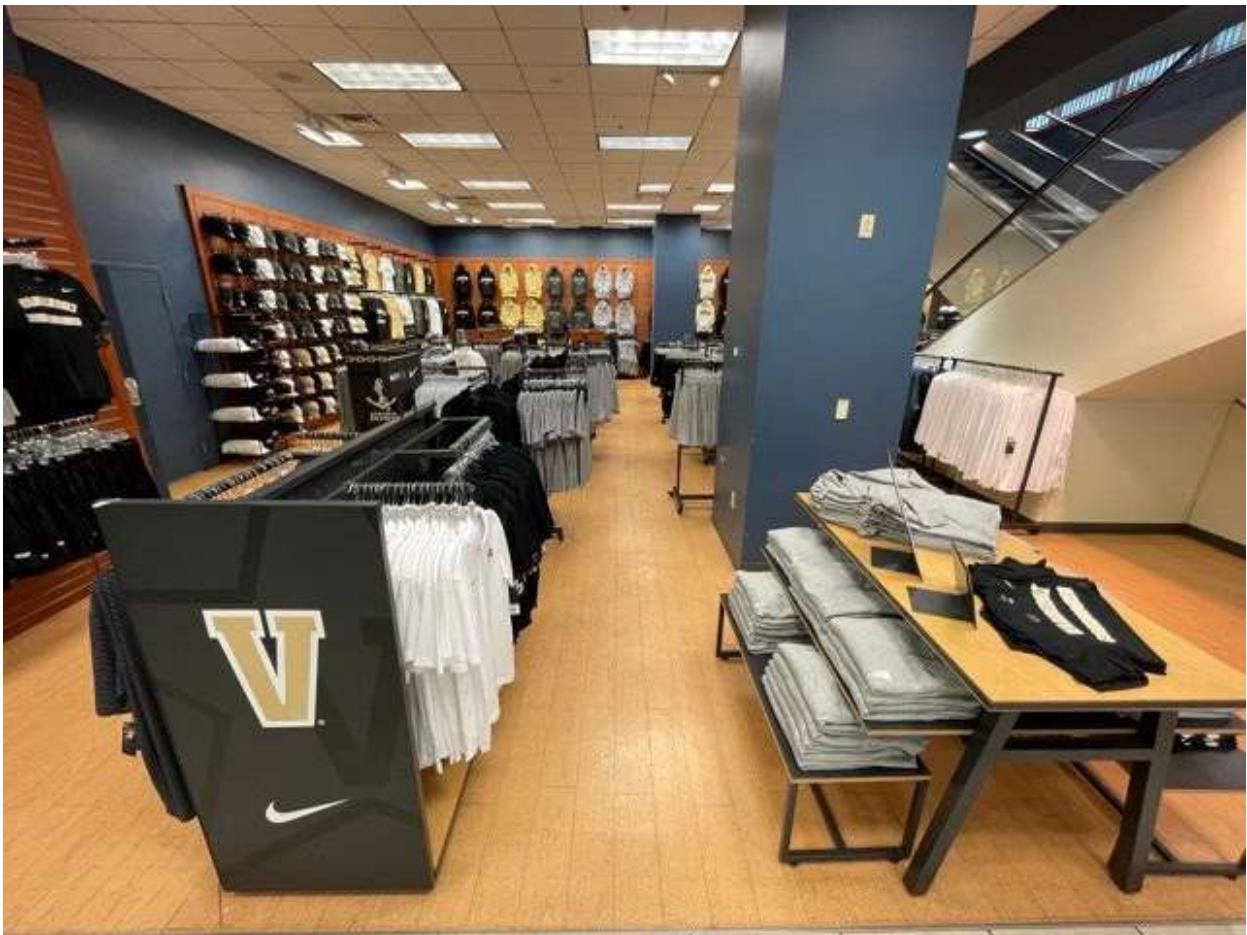
We have made some initial observations regarding the current campus store. Based on those observations, we would like to present some proposed renovation ideas and concepts for your review.

- Follett proposes to replace the current signage on exterior of the current bookstore. This new signage can take approximately 8-10 weeks to receive from approval upon transition

Please refer to the following for images of a current Follett Bookstore:

Vanderbilt University





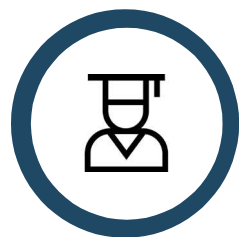
(15) Comment on any incentive programs that could be offered to students to encourage efficient operation of the Bookstore.

Follett Access Programs

The Future of Course Materials, Delivered

Follett ACCESS is a powerful program that enables colleges and universities to deliver all course materials (textbooks, digital content, technology, lab kits, supplies, etc.) as part of tuition or course charges. With Follett ACCESS, students have what they need on the first day of class, stress-free and effortlessly — leveling the playing field for all, regardless of economic background or social status.

But the benefits reach well beyond cost or convenience. Follett ACCESS has been uniquely designed to drive value for every constituency.



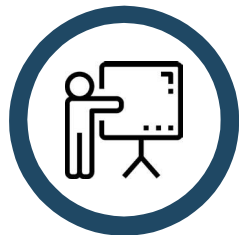
With Follett ACCESS, Institutions:

- Directly address the cost and complexity of obtaining course materials
- Gain a competitive advantage by increasing recruitment, retention and, ultimately, graduation rates
- Improve academic performance and help students complete their studies instead of deferring classes due to course material costs and access issues
- Leverage existing systems to provide a robust learning experience



With Follett ACCESS, Students:

- Save up to 30% on course materials
- Experience less stress during the purchasing process and easily access, manage and use all course materials regardless of format or cost
- Engage and learn on the first day of class by having access to all required course materials — regardless of background or financial status



With Follett ACCESS, Faculty:

- Enjoy the academic freedom to choose the content provider, edition and medium that best fit the class curriculum
- Have confidence that everyone in class will have the same edition on day one — allowing instruction to start right away using the chosen resources
- Level the playing field across diverse socioeconomic backgrounds
- Leverage Follett's 24/7 technical and troubleshooting expertise, freeing themselves to concentrate on class assignments and instruction



- No stress as ALL materials are provided
- Recruitment tool
- Savings on materials based on bulk
- 100% adoption compliance
- In-line with secondary education course materials provisions
- Flexible cohort options available



- Course / section / department
- Designation in course catalog
- Student choice
- Pilot opportunity
- In-line with secondary education course materials provisions
- Less stress for specific course

The Facts About Course Material

Course material access and affordability are significant issues. In a recent U.S. Public Interest Research Group study:



of students surveyed did not purchase a college textbook due to the cost of the textbook

65%



of the 65% said they knew they would suffer academically from not purchasing

94%

With Follett ACCESS, our partners do not have to worry about these issues. Through this program, we collaborate with your campus to best support your students:

- All students have access to their required course materials on or before the first day of class.
- Students retain full access to the required course materials, at no cost, until the add/drop deadline (Census/100% Refund Date), by which time they must decide whether to opt out.
- If a student opts out prior to add/drop (Census/100% Refund Date), all course materials charges will be reversed upon return of course materials.
- Students receive the best price on those course materials, often dramatically lower than what is achievable through other channels.
- Follett manages the entire program from implementation to rollout and support.



Price Matching

Providing students with affordable options for course materials is a priority at Follett. In addition to competitive pricing, we offer the Follett Price Match program.

The Follett Price Match program is valid on textbooks (new, used and rental) that are currently in stock at the Longwood University Store and competing retailers. Follett will match the lowest, verifiable, advertised price on college textbooks for students who rent or purchase new or used books.

Financial Aid Integration

Follett supports two forms of financial aid integration to enable your students to secure the course materials and resources needed to be successful. Both our Follett Hosted and Campus Card Integration programs bring benefits to your institution and students.

 Benefits for your institution	 Benefits for your students
Improves operational efficiencies	Simplifies course material purchasing
Improves value proposition for students	Simplifies financial aid processing
Increases campus store revenues	Increases the efficiency of the campus store, so your students can get in and out with the course materials they need as quickly as possible

Follett Hosted Integration

The Follett Hosted Integration System is a file-type integration solution that streamlines the integration process for campuses and provides your students access to course materials quickly, conveniently and effectively, no matter what type of financial system is used by the school. Receivable integration connects your institution’s student accounts system to the campus store’s POS system. With this connection, student purchases of course materials and other approved campus store items will be immediately deducted from the student’s financial aid account. This is a 24x7 processing integration that provides value to the campus and students by making financial aid funds available within minutes of a file load.

Adds/drops/changes to a student’s credit limit may also be sent via file load to ensure proper amounts are made available, cutting down on paper vouchers and improving accuracy and reporting to our campus partners.

Campus Card Integration

The integration of campus cards in the campus store allows transactions to be paid using the campus card. When a campus card is used, the store POS system will automatically and directly contact the campus card system for transaction authentication and approval.



Single Sign-On

Prompt students to authenticate with your university credentials for Financial Aid and Campus Cards transactions within your online campus store checkout. It proves the identity of the customer which provides an easy and seamless customer experience.

(16) A contract implementation and transition plan, with target and events dates for an assumed takeover of the Bookstore operation by July 1, 2024.

Change can be tough, and there are many questions surrounding a store transition. How long will it take? What will be the impact on students? Which logistics are needed? Will there be a renovation, and what will that entail? Follett addresses all your concerns to ensure your transition runs smoothly.



On average, we transition **60 new stores per year**, affording us the experience to hone the process and provide a campus-specific plan to ensure all your needs are addressed. **Our six-person Transitions Group is placed regionally, to ensure every store has a dedicated transition specialist.** We also engage experienced store managers in the region as well as human resources, technology, general merchandise and finance team members to help every step of the way.



Store
employee retention
rate one year after transition is
95%



Averaging
60 new stores
annually

Follett takes the time to learn about your campus community. We customize our response to your campus and set up our systems for your specific environment. We pride ourselves on building personal connections with campus members to ensure a collaborative transition. We also utilize the transition opportunity to become a trusted and active partner with your best interest in mind right from the start. This is especially true for store staff. Follett prefers to leverage current store staff experience and knowledge whenever possible. **Our retention rate for employees still with Follett one year after a transition is 95% — an industry high.**



On average, Follett has transitioned a store **every 15 days since 2001**



Follett's specialty is to make the **transition as smooth as possible**



Store Transition

TIMELINE



TRANSITION WEEK

- Assemble Follett Transition Team on-site
- Make final preparations for inventory
- Close store for two days

POST TRANSITION

- Load textbook inventory into Course Materials Management System
- Ensure that security equipment training is complete
- Verify that website is active on eFollett

- Establish link to store website from campus website and/or portal
- Conduct associate orientation and training using New Associate Onboarding program

TRANSITION WEEK

- Inventory the store
- Determine status of existing inventory
- Re-ticket designated clearance merchandise

Post-Transition

- ✓ Load textbook inventory into Course Materials Management System.
- ✓ Ensure that security equipment training is complete.
- ✓ Verify that website is active on internal systems and platforms.
- ✓ Establish link to store website from campus website and/or portal.
- ✓ Conduct team member orientation and training using New Team Member Onboarding program.
- ✓ Conduct POS training with management team.
- ✓ Review general store safety, procedures and reporting of work-related injuries.
- ✓ Hang/display operational signage.
- ✓ Contact planner for review of reorder process.
- ✓ Schedule department/faculty meetings.
- ✓ Create bookstore advisory council.
- ✓ Arrange meeting with store planner.
- ✓ Review performance of new store team members.
- ✓ Complete 90-day evaluation of all new store team members.

Goals

- Ensure a seamless transition
- Have outstanding, fully staffed and trained store team
- Ensure that all employees are trained, and customer focused
- Ensure we have the correct information on adoptions for Spring 2024
- Immediately ensure that the physical plant has been re-merchandised according to accepted plans
- Execute an outreach program to the faculty and community
- Work with the College to formalize plans for a Summer renovation that is consistent with the goals and objectives of each campus

Sample dates are based on a sample July 1, 2024 transition

These dates can be moved based on award of the agreement and transition dates. All store employees will be trained as needed based on their tenure with Follett and level of experience. The transition support team would remain in place and be a resource for the store during the 90 days post transition. In all regions, subject matter experts reside in store for new store support.

Local support: In addition to the Regional Manager, Greg Kirby and Group Vice President of Operations, Aubrey Williamson, we propose utilizing our exceptional local stores teams throughout Virginia to assist with transition and ongoing support.

We expect The Longwood University Campus Store Manager positions will be a sought-after post for current high performing Follett Managers. Trained and established Follett leadership supported by local and national resources will create the perfect environment for a successful transition.

Proposed Sample Schedule, subject to review and discussion based on store needs.

April 1	<p><u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 2 days Aubrey Williamson, Group Vice President onsite – 1 day Kieran Keenan, Vice President Transitions – 1 day</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • Visit campus and introduce ourselves to the University's leadership team. Ensure we understand key priorities for the store from University's leadership team– refine job descriptions and organizational charts based on visits. • New Store Data Packet • System equipment ordered and imaging begins. • Store training plans finalized. • Transition team assigned
May 1	<ul style="list-style-type: none"> • Recruiting for management positions • Equipment is configured • eFollett team begins work with each District/ College's marketing standards group on campus store website • Banking and armored car set up.
May 15	<p><u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 2 days Aubrey Williamson, Group Vice President onsite – 1 day</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Signage and new fixtures begin arriving. • If desired, Follett personnel will assist in preparation for the inventory • Equipment arrives.
May 27	<p><u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 4 days Aubrey Williamson, Group Vice President onsite – 2 days Transition support team (5+ people)- 5 days</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> • Inventory • Management candidates presented to the Colleges • Welcome to Follett paperwork for student workers and any employees joining Follett • Store re-set • Training - Our experience has taught us how to make the training interactive and fun. Our enthusiastic training team will serve food/provide prizes and will demonstrate our commitment and resources to the existing staff. The Follett training will include: <ul style="list-style-type: none"> ○ How to create EXCEL customer service in every interaction. ○ Using the point-of-sale system for information and support. <ul style="list-style-type: none"> ▪ CourseTracks training ▪ Website training and fulfillment ▪ Follett Values ▪ The Follett Buddy Program • Website site goes live. • Store design works to gain Fullerton College feedback to formalize plans for complete the renovations over the summer.

c. Approach and Methodology / 16

June 5	<p><u>Onsite Coverage:</u> Greg Kirby Regional Manager – 4 days Aubrey Williamson, Group Vice President onsite – 1 day Transition support team (5+ people) - 5days Actions:</p> <ul style="list-style-type: none"> ▪ Faculty outreach ▪ Working on adoptions – identifying missing adoptions ▪ Meet with student government ▪ Work with the financial aid office on any special billing requests ▪ Identify any “holes” in Fall inventory – general merchandise/ supplies
June 11	<p><u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 4 days Transition support team (3+ people) - 5 days Training</p> <ul style="list-style-type: none"> ▪ Side by side training
June 18	<p><u>Onsite Coverage:</u> Greg Kirby Regional Manager – 4 days Transition support team as needed</p>
June 25	<p><u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 4 days Aubrey Williamson, Group Vice President onsite – 1 day Transition support team as needed <u>Training:</u> Preparing for Fall Rush</p>
July 1	<p><u>Onsite Coverage:</u> Greg Kirby Regional Manager – 3 days Transition support team as needed</p>
July 8	<p><u>Onsite Coverage:</u> Greg Kirby Regional Manager – 3 days Aubrey Williamson, Group Vice President onsite – 1 day Transition support team as needed <u>Training:</u> Adoption follow up Buyback</p>
July 15	<p><u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 2 days Transition support team as needed</p>
July 22	<p><u>Onsite Coverage:</u> Greg Kirby Regional Manager – 2 days Proposed training class - new manager's class</p>
Aug 5	<p><u>Onsite Coverage:</u> Transition support team as needed Greg Kirby, Regional Manager – 2 day</p>
Aug 12	<p><u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 3 days Aubrey Williamson, Group Vice President as needed</p>

c. Approach and Methodology / 16



	Transition support team as needed
Aug 19	<u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 2 days Aubrey Williamson, Group Vice President as needed
Aug 26	<u>Onsite Coverage:</u> Greg Kirby, Regional Manager – 1 days

The Longwood University can expect to have the Regional Manager, Greg Kirby working onsite at least twice a month, with a weekly call and ongoing training with other store mentors.

d. Cost

d. Cost:

Total overall “business value” of all financial considerations, including (i) commission percentages (general sales and Lancer CA\$H sales, if different), (ii) facilities investment, and (iii) contributions (i.e., annual, sponsorships, scholarships, etc.).

Commission on Course Material Sales

7.0% of all Course Material Commissionable Sales

Course Material Commissionable Sales are defined as all collected revenue (in compliance with generally accepted accounting principles) for all physical print course material products and course related supplies generated through the Store or the Store website, less Digital product revenue, Inclusive Access, Equitable Access revenue, voids, refunds, sales tax, campus debit card fees, discounted sales to authorized School faculty, staff, departments and others as may be mutually agreed to under this Agreement, associated Follett-funded scholarships, handling fees associated with non-return of rental textbooks, pass-through income and merchandise sales at less than an inherent 20% margin (i.e., computer hardware and software).

Commission on Digital Revenue

7.0% of all Digital Commissionable Sales

Digital Commissionable Sales are defined as all collected revenue (in compliance with generally accepted accounting principles) for all digital content generated through the Store or the Store website, less Inclusive Access, Equitable Access revenue, voids, refunds, sales tax, campus debit card fees, discounted sales to authorized School faculty, staff, departments and others as may be mutually agreed to under this Agreement, associated Follett-funded scholarships and pass-through income.

Commission on General Merchandise Sales

15.0% of all General Merchandise Commissionable Sales up to **\$750,000**; plus
17.0% of any part of General Merchandise Commissionable Sales over **\$750,000**.

General Merchandise Commissionable Sales are defined as all collected revenue (in compliance with generally accepted accounting principles) for all general merchandise products generated through the Store or the Store website, less course related supplies associated with an Inclusive or Equitable Access program, voids, refunds, sales tax, campus debit card fees, discounted sales to authorized School faculty, staff, departments and others as may be mutually agreed to under this Agreement, associated Follett-funded scholarships, pass-through income and merchandise sales at less than an inherent 20% margin (i.e., computer hardware and software).

Because our revenue estimates have consistently proven accurate, we will pay you a Guaranteed Annual Income of **\$47,000** in the first year.

You will receive whichever is greater in any contract year:

- 1) the percentage of Commissionable Sales or
- 2) the Guaranteed Annual Income. In any partial contract year, the commission will be based on the applicable percentage and not on the Guaranteed Annual Income.

d. Cost



If in the first full contract year during the term of this agreement, calculated commission payments to Longwood University are less than **\$47,000** ("Guaranteed Annual Income"), Follett will pay your institution an additional amount necessary to bring total payments to your institution for that year up to the Guaranteed Annual Income. Follett will provide a Guaranteed Annual Income in all future years of this agreement that will be an amount equal to ninety percent (90%) of the calculated commission on Commissionable Sales of the immediately preceding year.

Terms

Payments will be made monthly, twenty days after the end of the month. Follett may deduct past due accounts receivable charges that are more than 120 days in arrears from commission payments.

Commission Payments Processing

Follett will process commission payments by sending ACH transfers (Direct Deposit) in lieu of paper checks. The benefits include:

- Improved timeliness of receiving payment
- Elimination of lost checks in the mail
- Elimination of the time and expense of making a bank deposit

Please note that being paid by ACH does not change your payment terms or how often you will receive payment. On the day that the ACH payment is made, the designated recipient will receive an email indicating that the funds are on the way to the bank. A CSV file (that can be opened in Excel) will be attached to the email, which will contain the remit information with the document numbers that were paid (similar to the check remittance advice). Please note that this is not a wire transfer. The process takes approximately 7–10 business days to process once a necessary form is completed and submitted to Follett.

Campus Store Renovation

Follett will invest up to **\$100,000** to create a beautiful and efficient retail space that enhances your image, attracts customers and increases sales.

Systems

Follett will invest **\$35,000** for the installation of the point-of-sale and store management systems.

Annual Contribution

Follett pledges to provide **\$15,000** annually to the University which will be deposited in a designated account to be used for scholarships and the balance of which will be used at the University's discretion. The initial donation will be due on July 1, 2024, and on this date each year thereafter.

Textbook Scholarship

Follett will provide **\$5,000** annually in textbook scholarships for each full contract year during the term of this Agreement in the form of gift cards or as an accounts receivable account. These scholarships will be administered by your administration.

d. Cost



Additional Financial Considerations

Equitable Access Incentive

We recognize that Longwood University is evaluating Equitable Access for a launch sometime in the future. Follett will be ready to implement the cost saving, service improvement program when you are. Should Longwood University elect to implement the Equitable Access model in the first 24 months of our new partnership, Follett will make a **\$150,000** one-time payment within 180 days of the successful implementation of the program. This payment will be subject to amortization and repayment in accordance with the contract.

Inventory

As part of the store transition, Follett will purchase your existing campus store inventory.

Faculty and Staff Discounts

Follett will offer a 10% discount on all purchases over \$1.00 (excluding textbooks, sale merchandise, computer hardware and academically discounted software) to staff, faculty, administrators, graduate assistants, teaching assistants and research assistants.

Departmental Discounts

Follett is committed to offering a departmental discount of 20% on all purchases over \$1.00, excluding textbooks, sale merchandise, computer hardware and academically discounted software.

Financial Reliability

Follett's willingness to enter into an agreement under the terms offered within is based on the financial information provided by the school. If for any reason any material or detrimental deviation from the school's reported financial information (including but not limited to annual sales) as compared to the first year's financial performance occurs Follett would expect to renegotiate appropriate modifications to the proposed terms.

Change in Business Model

If annual gross sales of the bookstore should materially decline more than 5% as a result of declining enrollment, public legislation, other conflicting campus contracts, material changes in school policies or the business model of the industry, such as digital books, sales directly from the publisher, or other reasons outside of the control of Follett, Longwood University and Follett agree to negotiate in good faith an appropriate adjustment in the payments set forth above.

Financial Records

Follett will maintain complete and accurate records of all store transactions in accordance with approved accounting practices and will provide a monthly statement of gross revenue. Follett will preserve operational records for three years from the transaction date and will make them available for review, audit and verification in the store upon your request.

Our records are audited annually by a Big 4 Accounting Firm. Follett's internal audit staff conducts both scheduled and unscheduled audits of our stores throughout the year.

d. Cost

**Retail Selling Prices**

In operating the Store, Follett will charge industry standard, competitive and fair prices which, at present, are as follows:

- On new textbooks and trade books, not more than the publishers' list price, or a 25% gross margin (cost divided by .75) on net price books and list price books sold to Follett at less than a 25% discount off list and rounded up to the next quarter.
- On coursepacks, text "packages and "bundles," and non-returnable and return-restricted texts, not more than a 30% gross margin (cost divided by .70) and rounded up to the next quarter.
- On eBooks and other digital content, when Follett determines the end-user price, Follett will follow the same pricing rules applicable to coursepacks, and when the publisher determines the end-user price and Follett acts as agent, Follett will use the publisher price.
- On used books, including cloth, paperback and others, not more than 75% of the new textbook selling prices rounded up to the next quarter.
- On rental books, Follett will be setting rental fees for each title, and any given title's fee may vary as a percentage of the retail selling price.
- On course required or any related supply items, "sets" and "kits", not more than the normal gross profit margin for similar merchandise in the college bookstore industry
- On general merchandise, not more than the normal gross profit margin for similar merchandise in the college bookstore industry.
- Follett ACCESS Program fees will be determined by Follett for each semester or summer session and submitted to School.

e. Small Business Subcontracting Plan, included as ATTACHMENT B to the RFP:

Please see the following page for Attachment B.

ATTACHMENT B – SMALL BUSINESS SUBCONTRACTING PLAN

Definitions

DSBSD: Department of Small Business and Supplier Diversity.

Small Business: “Small Business” means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude DSBSD-certified women- and minority-owned businesses when they have received DSBSD small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51% owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, 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 citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51% owned by one or more minority individuals 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 and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by DSBSD by the due date of the solicitation to participate in the SWaM program. Certification applications are available through DSBSD online at www.dmbv.virginia.gov (Customer Service).

Offeror’s Name: Follett Higher Education Group, LLC

Preparer Name: Kevin Renshaw **Date:** 11/15/2023

Instructions

- A. If you are certified by 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 offeror to receive credit for the small business subcontracting plan evaluation criteria, the offeror shall identify the portions of the contract that will be subcontracted to DSBSD-certified small business in this section. Points will be assigned based on each offeror’s proposed subcontracting expenditures with DSBSD-certified small businesses for the initial contract period as indicated in Section B in relation to the offeror’s total price.

Section A

If your firm is certified by DSBSD, are you certified as a (check only one below):

<input type="checkbox"/> Small Business	Certification Number: _____
<input type="checkbox"/> Small and Women-owned Business	
<input type="checkbox"/> Small and Minority-owned Business	Certification Date: _____

Section B

Populate the table below to show your firm's 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 when they 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	Status if Small Business is also:	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
DSBSD Certificate #	Women (W) Minority (M)				
Totals \$					

***Follett does not use subcontractors for managing bookstore operations.**

Additional Information

Diversity, Equity, Inclusion and Belonging

At Follett, while our purpose is the guiding force at the center of many of our values, decisions and actions—there is another priority that also is very important to our company—diversity equity, inclusion, and belonging (DEIB).

Follett's Commitment to DEIB is to create and cultivate a team member community, culture and business strategy that reflects the diverse demographics and perspectives of our customers and holds DEIB as integral to our core values and the foundation that our strategic priorities, One TEAM culture, and strategic roadmap are built on, as evidenced in our actions, stores and products.



We recognize that **Diversity** is the presence of different identities, and the true value of diversity is how we understand, accept, and value our differences. **Equity** recognizes that each person has different circumstances, and the work is identifying resources and opportunities to create equitable solutions. **Inclusion** is ensuring team members feel valued – that their voices are heard. **Belonging** is focusing on how people feel when they are at work, resulting in a culture where all team members bring their whole and authentic selves to work and share ideas, confidently speak up, and fully contribute to our mission and strategic priorities.

Follett DEIB is centered around four pillars that are aligned with our strategic priorities and guide decision-making to ensure the success of our work:

- **Leadership** focuses on building our leadership capability for driving DEIB. In addition to Emmanuel recently signing the [CEO for Action on Diversity & Inclusion pledge](#), we're committing to building awareness at the leadership level during monthly business reviews and quarterly strategy meetings, as well as incorporating Executive Committee sponsorship into the DEIB Council.
- **Talent** is our work to attract and retain talent dedicated to building and working in a diverse, equitable, and inclusive organization. Initial work in this area includes partnering to build internal and external talent pipelines, as well as sharing quarterly demographic updates.
- **Culture** focuses on continuing to establish Follett Higher Education as an organization that values differences and is committed to identifying and addressing barriers to DEIB efforts. Recently launched DEI training is critical to this pillar, in addition to the relaunch of the DEIB Council.
- **Business** is our work to ensure our stores, services, and strategy represent and empower our diverse customer population, including internship programs, supplier diversity, and partnering with campuses to for specific events, including commemorative and heritage month celebrations.

Environmental & Social Governance

We practice good corporate citizenship and make social responsibility a high priority. We are proud of the values that have guided us through our 150-year history, and we are confident that they will continue to guide us for a strong future.

Follett will determine what we are doing TODAY, what we will do TOMORROW how these efforts are RECOGNIZED by customers and students, and what Follett must do to EVOLVE.

Today

Tomorrow

Recognize

Evolve

ESG Mission Statement

Follett’s environmental, social and governance mission is to reduce our environmental footprint while increasing access to education and promoting positive change in the communities we serve, inspiring others to do the same.

Follett Values

Solid company values drive better employees, partners and customer experiences.

Values are more than just words at Follett. They are the foundation of everything we do. They drive the way in which we conduct business, and they define us as a company. Our values are a constant reminder of what we feel is important and what we expect of every individual on our team. Our six core company values from the foundation of our relationships with our customers and with each other.

The Follett Values are the foundation of our culture - they are the guiding light when we are unsure, a beacon that helps steer our decisions, and the cornerstone in which we conduct business internally and externally.



Campus and Community Contributions

Follett strives to set an example by reaching out to help our local, national, global and professional communities. This includes the communities surrounding our offices and the institutions we serve, as well as American cities devastated by natural disasters. Corporate social responsibility focuses on providing the best outcomes for both human and natural environments while staying accountable for best business practices. Follett's respect for the environment, our customers and our community will always be integral to our business.

Highlights:

- Follett annually donates about \$1,000,000 toward scholarships at the campuses we serve.
- Follett partners with Better World Books a certified Corp (<https://about.betterworldbooks.com/impact/>) to donate textbooks from our over 1,100 stores proceeds from these donations then go on to support the Thirst Project, a nonprofit organization whose mission is to end the global water crisis. The Thirst Project aligns to Follett's sustainability efforts because the organization engages high school and college students to help make a difference in the lives of the people most in need of clean drinking water
- Follett routinely donates merchandise to campus organizations and charities.
- Follett has a multifaceted social giving approach - we are supporting organizations that focus on mental health awareness, literacy, and furthering education
 - College Possible <https://collegepossible.org/>
 - Legacy Youth Leadership <https://legacyyouthleadership.org/>
 - Jed Foundation: <https://jedfoundation.org/>
 - Bloom India - <https://bloomindia.com/>
- Follett partners with sustainable vendors to offer better products for the planet and people
- Follett is a member of the World Literacy Taskforce - World Literacy Foundation (<https://worldliteracyfoundation.org/world-literacy-taskforce/>)
- Follett has established a new 501c (3) to govern our social giving campaign - Legal name: FOLLETT HIGHER EDUCATION FOUNDATION



Vendor Code of Conduct <https://follett.com/docs/higher-ed/FollettVendorCodeofConduct12102019.pdf>

Socially Conscious Vendors

Follett is always looking for brands and products that demonstrate socially responsible messaging and missions that connect with our campus customers. We carry a wide variety of environmentally friendly notebooks, folders and other supplies, as well as socially responsible clothing and accessories. One Follett vendor, Framing Success, partners with Trees for the Future to plant a tree for each diploma frame sold. Follett's annual sales alone contribute to the planting of about 55,000 trees!

Sustainability

Follett's commitment to corporate responsibility includes our shared responsibility for the environment. We define this as meeting the needs of the present without compromising the ability of future generations to meet their own needs. Follett is committed to understanding and implementing sustainable practices in the 1,100+ stores we serve, at our corporate offices and at our distribution facilities. From managing energy efficiently, to selecting purposeful packaging, to being conscious about the little things (using recycled paper to print this proposal, for example), Follett is dedicated to sustainability.

Follett Higher Education has further solidified our commitment to do better for the people and our planet by becoming member of The Association for the Advancement of Sustainability in Higher Education at the Business Leader level.

Follett's goals and strategies are aligned with 8 of the 17 UN Sustainability Development Goals (17 SDGs)





Energy

Paying close attention to the energy that we consume — and how we consume it — is about more than our bottom line. It is about ensuring a sustainable tomorrow. Follett has evaluated every organization within our corporate family to develop standards and best practices to ensure we are acting as responsible stewards of the environment.

We strive to not only find the right suppliers at the right price, but also to reduce total energy consumption across our entire organization.

Shipping Cartons

Shipping cartons are both a significant expense and sustainability concern for Follett, as we ship 6 million boxes annually. We have addressed our use of shipping cartons in three ways:

1. We re-use cartons as often as possible. A carton from an inbound shipment will be saved at the store and then reused for a future outbound shipment.
2. Our cartons contain a high percentage of post-consumer recycled content.
3. We design our cartons in terms of strength and cube space to minimize the amount of material required.

Going Green with Store Design

Follett incorporates sustainable design practices into our campus stores whenever possible. Indeed, we have the resources and vendor partnerships needed to achieve LEED Certification or design with the environment in mind. A few examples include: High Pressure Laminates, Low Velocity Paints, Environmentally friendly glues and adhesives.

Flooring

Imagine absolutely no waste. This is the concept behind the “cradle to cradle” design introduced by William McDonough and Michael Braungart, and embraced by Patcraft, one of our vendors. The idea is that you can make things bigger, stronger and in abundance without wasting a single component.

Here is how it works: Our vendor uses raw materials to make carpet. That carpet gets purchased and used. After it has served its useful life, that carpet is broken down into raw materials, which are again used to make carpet.

This practice does two things: 1) It drastically reduces the amount of used material that goes into landfills, and 2) since that material is now returned to the manufacturing process, it drastically reduces the amount of raw materials used. Follett works with Patcraft to leverage this thinking as flooring is created for new stores.

Paint

Follett specifies water-based paints as opposed to oil-based paints eliminating the use of solvents. Water-based paints release much fewer VOC's and therefore are better for the environment. Follett will also specify and utilize low VOC or Zero VOC (Volatile Organic Compounds) paints where applicable.

Lighting

Follett has implemented LED lighting wherever applicable in our college stores. LED lighting represents the very latest in lighting technology, delivering up to 65% in energy savings versus traditional lighting. Plus, because the LED bulb is smaller, it requires less glass and steel to produce. Switching from incandescent bulbs to LED bulbs will significantly decrease the energy used by the campus store. A number of countries are in the process of phasing out incandescent bulbs entirely, including Canada, Russia, Australia and a large portion of the European Union.

LED lighting also meets stringent environmental regulations, such as California's Title 24, ASHRAE 90.1 and IECC.

General Terms and Conditions

Term of Contract

This agreement, when executed by the parties, will be effective as of a mutually agreed upon date.

Thereafter, unless either party notifies the other in writing at least one hundred twenty (120) days before the expiration of the initial term, or then-current renewal term, of its intention not to renew, the Agreement shall automatically self-renew for one (1)-year periods under the same terms and conditions.

Either party may terminate the Agreement, with or without cause, by giving the other party at least one hundred twenty (120) days prior written notice of termination. On any termination, expiration or nonrenewal of the Agreement, Longwood University shall pay Follett the unamortized book value of all store improvements put in place by Follett and any lump sum or payments made by Follett to Longwood University, under the Agreement. The amortization will be a straight-line amortization, over the greater of the agreement term or eight (8) years, with amortization beginning on either the in-service date (for store improvements) or the date funds are deposited (for payments).

On any termination, expiration or non-renewal of the Agreement, Longwood University shall repurchase or require a new contractor to repurchase the store inventory, including rental inventory, under the same terms as purchased by Follett.

Campus Store Inventory Purchase

We will buy the campus store inventory that your institution now owns, including new books and used books as well as general merchandise in saleable condition. Payment will be made 120 days after the completion of the inventory. We will also purchase, upon verification, any usable outstanding credits that you have with publishers or vendors in accordance with Follett's procedures.

The following guidelines will be used in purchasing your campus store inventory:

New Books

Follett will purchase new books adopted for the next academic term in quantities not exceeding course requirements at last invoice cost. New books purchased that are not utilized in the next academic term and are not returnable to the publisher shall be charged back to Longwood University.

Used Books

Follett will purchase used books adopted for the next academic term in quantities not exceeding course requirements at 50% of the current used retail selling price. Used books purchased that are not utilized in the next academic term and are not returnable to the wholesaler will be charged back to Longwood University.

Follett will purchase used textbooks not adopted for the next academic term or adopted but in excess of course requirements at current wholesale price.

General Merchandise

Follett will purchase general merchandise traditionally sold in college stores, purchased in the past academic year, in saleable condition and not in excessive quantities, at standard industry discounts or cost.



Follett will purchase general merchandise not meeting these requirements at a price agreeable to Longwood University and Follett.

Licensing and Permits

Follett will obtain and maintain at its sole expense and in its name, all necessary permits, licenses and bonding required for the operation of the Longwood University campus store. Follett will ensure that all required permits conform to the appropriate municipal, county, state and federal laws. Follett shall collect and pay any sales tax, income tax and all other local, state and federal taxes on Follett's operation (except property taxes on the store).

Exclusive Rights

Follett shall have the exclusive right, free from any alternate source endorsed, licensed or otherwise approved or supported by Longwood University (whether on campus, by catalog or through electronic commerce, including hyperlinks to alternate sources) to buy, sell, rent and distribute (including the right to select vendors) merchandise and services traditionally offered in college and university stores, including but not limited to: required course materials (print and digital), class and alumni rings and jewelry, clothing (whether or not emblematic), school supplies, desk and dorm accessories, gifts, souvenirs, graduation regalia (sale and rental) and announcements, course-adopted software and paper and electronic custom anthologies, and textbook buybacks. Follett shall also have right of first refusal to fulfill any distance learning instructional and ancillary materials required by Longwood University during the term of the Agreement. This does not prohibit occasional sales by student groups or student government organizations that do not materially impact store sales.

Follett will also have the right to use the Longwood University seal and logo, based on the college/university's guidelines, on items such as stationery, soft goods, notebooks, pens, pencils, decals and other manufactured goods traditionally sold in college and university stores.

Special Student Sales

Follett will support student groups and student government organizations interested in holding special sales, as long as their sales do not materially impact store sales.

Business Hours

Follett will set its business hours in accordance with the hours of the current operation. Follett will also embrace the Longwood University academic calendar and other special activities, such as athletic games, homecoming and Parents Weekends and campus lectures, and adjust its business hours to accommodate these events. Operating hours will be posted at the store's entrance.

Campus Store Name

For continuity, the name of the store will remain the same.

Employee Background Checks

Follett may conduct a pre-employment background check, as well as screening required by the School and/or state in which the Store is located. In the event adverse information is received as a result of the screening, Follett will manage the information received and the offer of employment in accordance with the Follett Background Check Policy. Follett reserves the right to rescind the offer of employment made prior to the screening.

Objectionable Items

Follett will not sell objectionable merchandise. Should Longwood University question the sale of items that it considers objectionable, Follett will discontinue the display and sale of those items.

Refund Policy

Follett campus stores focus on providing great customer service to increase sales. At Follett, we realize that great service needs to extend beyond the initial checkout because sometimes our customers need to return products for a variety of reasons. Follett's return policy is viewed as being very fair by customers. We accept returns in accordance with the following policies:

- Non-textbook items in resalable condition may be refunded or exchanged at any time with the original receipt.
- Textbooks in resalable condition may be refunded with a receipt within seven (7) calendar days from the start of classes or within two (2) days of purchase thereafter, including during the summer term.
- Textbooks purchased during the last week of classes or during exams may be sold back under the book buyback policy.
- Computer software may be returned if it is unopened and shrink-wrapped.
- Upon proof of a drop/add, Follett will accept textbook returns from students who have dropped a course up to thirty (30) days from the start of classes or until the end of the official drop/add period, whichever comes first.
- Managers may lengthen refund time periods or allow exceptions to any of the above.

Marketing and Email Campaigns

To help your school maximize your brand exposure and increase revenue, Longwood University will provide at no cost, the following:

- A minimum of two hyperlinks located on the home page of schools .edu website to the store's website, and on the appropriate subpage(s) of the school's .edu website, a store information page that includes information on store hours, location, and other information as appropriate. The subpage shall also include a hyperlink to the store's website.
- The inclusion of key search terms within the schools .edu site that presents online hyperlinks when key words are typed in to the .edu site search field. Key terms include bookstore, campus store, textbooks, course materials, books, clothing, fans and athletics.
- Approval to send Financial Aid notifications by email and SMS to students, notifying them of their financial aid balances, timelines for using funds, and other messaging to help promote the use of available funds in the store and the store's website.
- The opportunity, as determined by Follett, to include material promoting the store into all future and current student mailings (physical and digital), new student orientation packets, and new/welcome alumni membership mailings (physical and digital).
- Advertising in faculty, athletic, and student e-newsletters with a hyperlink to the store's website.
- Advertising space in any school-produced print publication (weekly, quarterly or yearly).
- In compliance with industry standard practices, school shall provide the following:
- all enrolled student email addresses one month before the start of the fall term each year;



- all accepted student email addresses within one month of acceptance notice distribution each spring; and
- all alumni emails one month before the start of the fall term each year (where the School operates the Alumni Association).
- The opportunity to present store information and promotional information at student and parent orientations.
- The opportunity to regularly present at faculty/staff orientation to review current Follett programs and services.
- The opportunity to present campus store events and promotions on any existing or future closed-circuit campus message broadcast applications.
- The opportunity to set up a temporary retail location for athletic, alumni, and other events that are held on the campus.
- Provide key staff members of the store a school .edu email address.
- In-store product and service placements to drive brand awareness for vendors that serve the campus operation.
- Configure and install Follett Discover Shop in the SIS and Follett Discover View within the course catalog or .edu website to facilitate purchase access to course materials.
- Configure and install Follett Discover Adopt and Access where there are commercial grade SIS and LMS environments and have the application links prominently displayed within these properties to make them readily accessible for the faculty adoption process, and student access to digital course materials.
- Promote the faculty adoption process and deadlines on all related campuses via campus-based email system up to two messages per adoption season whereby Follett will supply content such as graphics, copy, links, and subject lines for the institution to send to faculty and administrators. If institution does not choose to communicate the faculty adoption deadlines and procedures via their campus email system, all faculty email addresses will be given to Follett so they can communicate the adoption process on behalf of the campus.

Inventory and Property Loss

Follett will be responsible for inventories and other properties damaged or lost while on display within the campus store or in transit to and from the store. Follett will also assume responsibility for the loss of monies, checks and credit card collections as well as inventory theft and robbery.

Public and Product Liability

To cover any personal injury and property damage, Follett will carry at least three million dollars (\$3,000,000) of public and product liability insurance for the term of the agreement.

Insurance

Follett will provide insurance coverage for its employees based on the requirements of the state laws where Longwood University is located. This type of insurance will include Commercial General Liability, Business Automobile Liability, Workers' Compensation, Employer's Liability and Excess or Umbrella Liability. In addition, Follett agrees to indemnify Longwood University from all claims and actions arising from damage or injury, including death, to anyone or any property connected with Follett's performance of this agreement, except for negligent actions on the part of Longwood University.



Follett will maintain insurance, at its expense, throughout the Agreement and any subsequent renewals. The insurance provided by Follett will cover all of Follett's furniture, fixtures, equipment and inventory located in or on the premises against loss or damage by fire, lightning, windstorm, hail, explosion, riot, civil commotion, aircraft, vehicles, smoke and any other hazards outlined by Longwood University. This insurance policy will be sufficient to cover the full replacement cost of the items listed.

Repairs and Fixtures

Follett will be responsible for informing Longwood University about needed facility repairs throughout the course of the agreement. Longwood University will make or authorize repairs to the facility.

Should circumstances arise where Follett is deemed responsible for wear or damage, Longwood University may request that Follett pay for the necessary repairs.

Longwood University will allow Follett to use all the furniture, fixtures and equipment now being utilized in its store operation. Any Longwood University equipment provided to Follett will be inventoried and attached to the Longwood University agreement.

Follett will ensure that any Longwood University -owned equipment used will be maintained throughout the term of the Agreement. At the end of the contract, or when Follett ceases to use such fixtures and equipment, Follett will return all fixtures and furniture to Longwood University with consideration for normal wear and tear.

All leasehold investments made by Follett to Longwood University shall become the property of Longwood University at the termination, expiration, or non-renewal of an agreement. All movable fixtures and equipment installed by Follett in Longwood University shall remain the property of Follett at the termination, expiration, or non-renewal of an agreement. If the agreement or extensions thereto, are terminated by Longwood University for reasons other than cause or bankruptcy by Follett prior to the capital investment being fully depreciated, then Longwood University will reimburse Follett for the undepreciated portion of the leasehold investment, and leasehold improvements shall become the property of Longwood University. If the agreement is terminated for cause by Longwood University or for bankruptcy, then Longwood University shall not reimburse Follett for the undepreciated portion of the leasehold investment, and all moveable equipment and fixtures shall become the property of Longwood University.

Utilities and Maintenance

Follett will be responsible for long-distance telephone charges and will be responsible for the janitorial maintenance throughout the agreement. Longwood University shall provide and pay for all other utilities. Energy conservation measures will be practiced by Follett to minimize utility costs.

Emergency Procedures

Follett will provide a set of door keys to Longwood University, but it is understood that Follett will control the use of all door keys to the campus store. Additionally, Follett may install a security system on the doors and windows of the store facility. In case of an emergency, entry into the store by Longwood University personnel without prior knowledge of Follett's store manager must be reported to the store manager as soon as possible. It is important to Follett that Longwood University supports our security efforts to protect the campus store's premises and inventory.

Transition Training



A specially designed “Welcome to Follett” orientation session is held as part of the transition, which presents the history of our company, Team Member benefits and opportunities, along with a question and answer session. A benefits comparison and a demonstration of ess.follett.com, our online benefits enrollment program, are also provided. These efforts are designed to make our new Team Members feel comfortable with – and ready to take advantage of – all that Follett has to offer.

If agreed upon by the school, in-store, instructor-led manager training webinars are made available to new Follett store managers to prepare them for an upcoming transition. Each and every new store that Follett transitions receives a training plan, outlining accomplishments to be achieved before, during and after the transition to ensure that Team Members understand the tools and resources available to manage a successful Follett store.

Internal Security Measures

Follett shall cooperate with Longwood University in providing store security, loss prevention and emergency procedures in case of fire or casualty. Follett will work with Longwood University and its administration to design appropriate discipline and enforcement regulations. Follett will not involve public emergency services in security matters unless the situation is physically dangerous or considered an extreme emergency. Follett shall not cause Longwood University’s students, faculty or staff suspected of theft or disturbance to be arrested by public authorities, except in emergencies, or prosecuted without prior consultation with Longwood University.

Additional Agreements

In addition to the terms and conditions set forth in the foregoing proposal, the Follett Higher Education Group and Longwood University mutually agree to discuss, negotiate and resolve any other related issues that may require clarification. These additional terms will be included in the Final Agreement.

APPENDIX A

REQUIRED FORMS

ATTACHMENT E – STATE CORPORATION COMMISSION FORM

Virginia State Corporation Commission (SCC) registration information. The bidder:

☒ is a corporation or other business entity with the following SCC identification number: F0608697 -OR-

☐ is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust -OR-

☐ is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the bidder in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from bidder's out-of-state location) -OR-

☐ is an out-of-state business entity that is including with this bid an opinion of legal counsel which accurately and completely discloses the undersigned bidder's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver): ☐