



## STANDARD CONTRACT

Contract Number: RU25011

This contract entered into this 12th day of May, 2025, by **A Book Company, LLC dba eCampus.com**, located at 2373 Palumbo Drive, Lexington, KY 40509, hereinafter called the “Contractor” or “eCampus,” and the Commonwealth of Virginia, **Radford University**, hereinafter called the “Purchasing Agency” “University” or Radford University,” located at 801 East Main Street, Radford, VA 24142.

1. **WITNESSETH** that the Contractor and Radford University, in consideration of the mutual covenants, promises and agreements contained, agree as follows:
2. **SCOPE OF CONTRACT:** The Contractor shall provide Bookstore Management and Operation Services to Radford University as set forth in the Contract Documents.
3. **TERM OF CONTRACT:** The initial term of the contract shall be for a period of five (5) years, which will begin June 1, 2025 through May 31, 2030. Thereafter, there will be an addition for five (5) one-year renewals, or as mutually negotiated.
4. **THE CONTRACT DOCUMENTS SHALL CONSIST OF:**
  - A. This signed Radford University Standard Contract Document;
  - B. Radford University’s Request for Proposals (RFP) R24-014, dated September 25, 2024; Addendum 01, dated October 22, 2024; and Addendum 02, dated November 08, 2024.
  - C. All General, Special and Additional Terms and Conditions as included in the Request for Proposal and attached hereto.
  - D. Contractor’s proposal dated November 20, 2024; and
  - E. Responses to Negotiation Questions, received February 07, 2025.
5. **FINANCIAL COMPENSATION:**
  - A. Financial Structure:
    1. eCampus will pay Radford University commission on all collected sales at the bookstore, excluding the following:
      - a. The five percent (5%) Radford University OneCard processing fee that is charged to the bookstore on OneCard purchases. (\*Note: previous partners deducted the 5% OneCard fee from the bookstore commission calculation. Radford University retained the 5% OneCard fee as part of regular payments to the Contractor.)
      - b. Purchases made with Contractor scholarship funds identified as a financial consideration.
      - c. Veterans discount purchases with valid military identification.
      - d. Pass through service products such as postage stamps, bus passes, athletic tickets (items that have no margins).
      - e. Any other product(s) or service(s) as mutually agreed upon in writing by both Parties.
  - B. As part of the contract award, the Contractor is expected to pay full applicable commissions on payments remitted by vendors for the following “pass-through” items including but not limited to:
    1. Regalia sales and rentals (retail commission rates).
    2. Class rings and jewelry: At this time, the bookstore displays these items and students purchase items directly from the selected vendor. However, this may be subject to change in the future. Any adjustments to this rate will be mutually agreed upon by the parties.
    3. Computers and non-hardware products (retail commission rates, if applicable);
    4. Any other product(s) or service(s) as mutually agreed upon in writing by both Parties.

- C. Commission Structure and Annual Guarantee: During each Agreement Year, eCampus.com shall pay Radford University as set forth in the following charts, the greater of (i) a minimum annual guaranteed payment (“Minimum Annual Guarantee” as hereinafter defined and is inclusive of all commissions and incentives earned), OR (ii) the applicable sum of the Percentage Of Commissionable Sales as outlined below.

Description:	Percentage/Consideration
Gross sales on all textbooks	9%
Gross sales on digital course materials	5%
Gross sales generated from RadfordTeamShop.com and athletic event trailer sales	10%* (*will match Retail Sales tiers below)
Book Buybacks	10%
Retail sales (apparel/merchandise)	
- Below \$1,000,000 per contract year	10%
- Above \$1,000,000 per contract year	12%
Annual guarantee	
- Year 1	- \$150,000, to be paid within 30 days of the end of the initial contract year.
- Years 2-10	- 80% of calculated commissions from the previous year, to be paid within 30 days of end of the contract year.

1. Commissions will be paid on a quarterly basis as follows:
  - Period 1: January through March will be paid no later than May 25th.
  - Period 2: April through June will be paid no later than August 25th.
  - Period 3: July through September will be paid no later than November 25th.
  - Period 4: October through December will be paid no later than February 25th.

D. Other Financial Considerations:

Description	Financial Consideration
Signing Bonus	\$5,000.00 to be paid by July 1st 2025.
Capital Investment	\$200,000.00 Maximum contribution, based on current sales data and trends. The parties agree to evaluate a higher CAPEX after Year 1. eCampus will collaborate on the best usage of these funds based on the final store location and design needs. Any changes or contract modifications will be mutually agreed upon by the parties.
Scholarship Investment	\$10,000.00 for years 1 – 10, to be utilized for student scholarships for textbooks. eCampus will provide \$5,000 of in-store credit at the beginning of each semester. Scholarships awarded will be at the University’s discretion.
Partnership Incentive	\$5,000.00 in Years 2 – 10 provided gross sales stay within 10% of the prior year. Qualifying payment (if applicable) to be issued to University will align with period 2 commission payment schedule.
In-Kind Contributions	\$300.00 will be granted annually to the University to provide merchandise for events, VIPs, student giveaways, or faculty initiatives. These funds will be tracked and used at the discretion of University administration. Any unused funds will roll over for use in the next contract year and can roll forward until the end of the contract.
Faculty and Staff Discounts	20%*
Departmental Discounts	20%*
Veteran Discounts	10%*

Textbook Fees and Freight	\$0 to store; orders \$59 or more free for off-campus or home delivery
Marketing Incentive Budget	\$5,000 invested annually for Years 1-10. Funds are to be used for marketing the Radford University & eCampus.com Partnership. eCampus.com shall provide Radford University with an itemized accounting of all marketing funds expended under this section, no less than once per agreement year. Any funds allocated but not spent during a given Agreement Year shall automatically roll over and remain available for use in the subsequent Agreement Year(s).
Sponsorships	\$7,500 annual budget for sponsorships, which includes athletics. These funds can be used to create additional marketing opportunities and help drive sales. eCampus.com shall provide Radford University with an itemized accounting of all sponsorship funds expended under this section, no less than once per agreement year. Any funds allocated but not spent during a given Agreement Year shall automatically roll over and remain available for use in the subsequent Agreement Year(s).
IT Investment	\$10,000.00 has been allotted by eCampus for internal costs in this category. These funds will not be paid to the University but will be dedicated to improvements as needed.

\* Select exceptions to discount include: adopted textbooks, special orders, class and alumni rings, computer software, periodicals, discounted merchandise, computer hardware, health and beauty aids, food snacks, and beverages.

**6. CAPITAL IMPROVEMENTS – AMORTIZATION:**

- A. Transition and Renovations: The transition and renovations schedule will be rolled out as mutually agreed upon between eCampus and Radford University. All capital improvements must be supported by a detailed cost sheet, design plans, etc. Upon mutual agreement of the proposed plans and any additional compensation considerations, Radford University will issue a contract modification to incorporate the changes into the contract.
- B. Amortization: All approved capital improvements shall be fully amortized at the conclusion of the contract term, with Radford University owning the furniture, fixtures, and equipment that are not proprietary operating systems of eCampus.

**7. TEXTBOOKS:** As part of the contract, eCampus agrees to the following:

- A. Business Practices:
  - 1. Use Dynamic Pricing Strategies to ensure that new and used textbooks, textbook rentals, e-books and digital course materials are competitively priced with Amazon.com and other online retailers.
  - 2. Ensure Radford University meets the Higher Education Opportunity Act (HEOA) requirements.
  - 3. Guarantee that every title, format, course pack, specialty book, etc. adopted by University faculty are available before the start of classes with the exception of circumstances beyond eCampus’s control (e.g. possible publisher delays in production, late orders from faculty members, or last-minute changes to the materials selected).
  - 4. Enable students to purchase course materials using their student financial aid, RU OneCard, major credit cards, gift cards, and personal checks.
  - 5. Provide a no-hassle, simple in-store or online return policy that is designed for the utmost flexibility to University students.
  - 6. Ensure disabled students can obtain accessible course materials.
  - 7. Support University faculty in their efforts to adopt textbooks and other custom course pack materials for their classes.
- B. Book Buyback:
  - 1. The buyback program incorporates both new and used textbooks.
  - 2. Exceptions include material that is deemed a consumable, has a code from the publisher, or is no longer used within the marketplace.
  - 3. Buyback prices will be up to 50% cash back of the textbook purchase price.

4. eCampus will monitor course material information to identify if they can be used again on campuses across the country.
  5. Radford University students will be notified if their books can be sold back to the bookstore.
  6. Buybacks can be accommodated any time during the year or at the end of the semester through the Radford University Campus Store utilizing eCampus's book buyback and rental return software.
- C. Price Match Guarantee: eCampus shall offer a price match guarantee on textbooks to University students. The price match will include Amazon.com, B&N.com, Chegg, and local brick-and-mortar competitors. Upon validation of the price match policy, eCampus will refund the student the difference in price paid and the competitor price in the form of in-store credit to be used at the University's bookstore.
- D. Rental Textbooks: Every textbook will be offered on a rental basis with the exception of materials that are consumables, such as workbooks, custom materials that have a single application, and those materials that have publisher restrictive access codes.
- E. Faculty Custom Materials: As part of the course materials adoption process, Radford University's faculty and staff may adopt course materials that are custom-printed or custom-created (collectively referred to as "Non-Returnable Course Materials"). If Non-Returnable Course Materials are not readopted for a 12-month period, or if Radford University cancels the use of such course materials, Radford University agrees to purchase any such materials that eCampus.com holds in its inventory at eCampus.com's cost.

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

Non-Returnable Course Materials purchases may be settled by deducting from commissions owed to Radford University to the extent that such commissions owed to Radford University are sufficient to cover the purchase price.

- F. Faculty Book Adoption Tool
1. eCampus will coordinate with the University to implement the Faculty Administration Support Tool (FAST) book adoption program for Fall 2025 adoptions. This will include planning, implementation and training of faculty.
  2. eCampus and the University will work collaboratively to fulfill the book adoptions for any Summer 2025 sessions should the FAST program not be fully implemented.
  3. eCampus will prepare a comprehensive communication plan that will address:
    - a. Meeting the departments;
    - b. Identifying departmental contacts (textbook coordinators) and individual faculty;
    - c. Set up accounts; and
    - d. Demonstrate usage of the system.

## 8. INCLUSIVE MATERIALS ACCESS PROGRAM:

- A. The University currently utilizes an Inclusive Materials Access Program for a limited number of courses. Under this program, the cost of course materials are incorporated as a separate course fee, billed directly to the student account through the University's Bursar's Office. eCampus acknowledges that participation in this program may require course material links to be manually added to each course within the University's learning management system. eCampus shall coordinate with designated University personnel to ensure timely and accurate placement of materials for applicable courses.
- B. eCampus shall coordinate with designated University personnel to ensure timely and accurate placement of materials for applicable courses. Additionally, eCampus shall proactively review course offerings and make recommendations to the University for courses that may be well-suited for inclusion in the Inclusive Materials Access Program, based on factors such as enrollment volume, material costs, and faculty interest.

**9. CLARIFICATION STATEMENTS:**

- A. eCampus agrees to reinforce Radford University's mission, values and brand to university students, faculty, staff and guests.
- B. The parties will mutually agree on the official name of the bookstore.
- C. Marketing materials used by eCampus for the university bookstore shall adhere to all university policies, procedures, and branding guidelines.
- D. Criminal History Background Checks: eCampus shall conduct criminal history background checks on all their employees.
- E. eCampus shall be responsible for the actions of its employees, agents, and independent contractors hereunder and for the payment of all taxes, wages, benefits, and other costs associated with such people. While on Radford University premises, all employees, agents, and independent contractors of the Contractor shall comply with all applicable University policies and procedures. The Contractor will be required to remove any such employee, agent, or independent contractor for Radford University at Radford University's request.
- F. eCampus will follow Radford University's SWaM policy by reporting, as requested, any certified SWaM vendors and totals spent with said vendors to comply with the requirement of SWaM participation.
- G. Campus Equipment: eCampus will be responsible for all equipment (unless affixed) and operating systems, as well as the associated expenses required to operate the bookstore. This is inclusive of telecommunication and data connections.
- H. The parties will mutually agree on the placement of a link to the bookstore on the University's website.

**10. APPAREL AND MERCHANDISING:**

- A. Merchandising Rights: The University will grant eCampus the right to sell university-licensed products, subject to limitations. The rights granted herein are not exclusive.
- B. The bookstore's local management team is empowered to make the buying decisions for Radford University with input from students, athletics, alumni affairs, faculty, and staff.
- C. Bookstore teams will use an open-to-buy concept to ensure the product selection remains fresh and ever-changing. Markdowns are used on a regular basis to keep inventory moving.
- D. eCampus will actively manage trends, ensuring the Radford University bookstore has the latest product(s) available on the market.
- E. eCampus will carry a variety of products at a variety of price points.
- F. The local bookstore management team has the authority to approve university-requested items and will work to negotiate pricing and order quantities for these items.
- G. All items offered on the eCampus university website will receive the same commission structure as in-store sales.
- H. eCampus will provide a trailer that will be wrapped with an approved Radford University branded design that can be used at on and off-campus events. eCampus will provide a presence at mutually agreed upon sporting events and other events to provide Radford University branded merchandise. This trailer will remain the property of eCampus and will return to eCampus at the end of the contract.

**11. PAYMENTS TO ECAMPUS.COM:**

- A. All invoices issued under this Agreement by eCampus.com to Radford University shall be due and payable in full within sixty (60) calendar days (NET60) from the later of (i) the date of a properly prepared invoice or (ii) receipt of the goods or services. No additional grace period shall apply.
- B. Radford University's payment obligations are governed by the Virginia Prompt Payment Act (§ 2.2-4350 et seq.), and the University will remit payment timely unless a legitimate dispute arises regarding the invoice, goods, or services in accordance with applicable law.
- C. In the event eCampus.com believes that amounts owed have become significantly past due, eCampus.com shall provide Radford University with written notice of the overdue balance and a minimum fifteen (15) calendar day opportunity to cure prior to taking any action to suspend fulfillment of student orders paid for with student credit.

**12. EXCLUSIVITY:**

- A. Exclusivity applies to all adopted faculty course materials, including books, course packs, custom publishing, computer software, textbook rentals, and materials published or distributed electronically, to include inclusive access materials.
- B. Athletics Online Team Shop: Radford University reserves the right to operate an online team shop separate from eCampus.
- C. Graduation Materials: Radford University reserves the right to contract with vendors to sell and distribute class rings, caps and gowns, and graduation-related items.

**13. CONTRACT ADMINISTRATION:** The Director of University Services shall serve as Contract Administrator for this contract and shall use all powers under the contract to enforce its performance. Contract Administrators are charged with ensuring the terms and conditions of the contract are followed, payments are made in accordance with the contractual pricing schedule, and reporting noncompliance issues to the Procurement and Contracts Department at Radford University. Contract Administrators do not have the authority to authorize changes and/or modifications to the contract. Should noncompliance issues exist and cannot be resolved at this level or changes/modifications to the contract are required, the assigned Procurement Officer in the Procurement and Contracts Department must be notified immediately by the Contract Administrator.

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

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

**Printed Name:**           Matt Montgomery          

**Title:**           President & CEO          

**Signature:**           *Matt Montgomery*          

**Date:**           5/6/2025          

**RADFORD UNIVERSITY**

**Printed Name:**           Robert N. Hoover, Ed.D.          

**Title:**           Vice President for Finance & Administration          

**Signature:**           Signed by:  
          *Robert Hoover*  
          CO4F9CF6BC0E4B3...          

**Date:**           5/13/2025 | 5:14 PM EDT

**TERMS AND CONDITIONS**

**I. GENERAL TERMS AND CONDITIONS:** See [GENERAL TERMS AND CONDITIONS](#)

**II. ADDITIONAL TERMS AND CONDITIONS:**

1. **ADDITIONAL GOOD AND SERVICES:** The University may acquire other goods or services that the supplier provides other than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services, under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the contract.
2. **AUDIT:** The Contractor hereby agrees to 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. Radford University, its authorized agents, and/or state auditors shall have full access and the right to examine any of said materials during said period.
3. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Radford University shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this contract.
4. **CANCELLATION OF CONTRACT:** Radford University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation. In the event of early termination, cancellation, or non-renewal of this Agreement by Radford University, Radford University will purchase all Non-Returnable Course Materials held in eCampus.com’s inventory at cost, provided such inventory was ordered in accordance with Section 7.E. of the contract (Faculty Custom Materials), including timely notification and faculty approval of significant quantities exceeding expected enrollment. This obligation is further conditioned upon eCampus.com providing supporting documentation and obtaining written approval from Radford University prior to procurement..
5. **CONTRACT DOCUMENTS:** The contract entered into by the parties shall consist of the Request for Proposal including all addendums thereof, the proposal submitted by the Contractor, the written results of negotiations, the University Standard Contract Form, all of which shall be referred to collectively as the Contract Documents.
6. **IDENTIFICATION OF PROPOSAL ENVELOPE:** The signed proposal should be returned in a separate envelope or package and identified as follows:

**From:** \_\_\_\_\_

<b>Name of Bidder</b>	<b>Due Date</b>	<b>Time Due</b>
<b>Street or Box Number:</b>		<b>Solicitation Number</b>
<b>City, State &amp; Zip Code</b>	<b>Solicitation Title</b>	
<b>Name of Procurement Officer:</b>		

The envelope should be addressed to:

RADFORD UNIVERSITY  
Procurement and Contracts Department  
P.O. Box 6885  
501 Stockton Street  
Radford, Virginia 24142

The Offeror takes the risk that if the envelope is not marked as described above, it may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

7. **NOTICES:** Any notices to be given by either party to the other pursuant to any contract resulting from this solicitation shall be in writing, hand delivered, mailed or electronically submitted to the address of the respective party at the following address:

**If to the Contractor:** Address Shown on the RFP Cover Page  
**Attention:** Name of Person Signing RFP

**If to Radford University:**

RADFORD UNIVERSITY  
Procurement and Contracts Department  
Attn: Procurement Officers Name  
P.O. Box 6885  
501 Stockton Street  
Radford, Virginia 24142

8. **PUBLIC POSTING:** Radford University maintains a web-based contract database with a public gateway access. Any resulting cooperative contract(s) to this solicitation will be posted to the publicly accessible website. Contents identified and mutually negotiated, as proprietary information will not be made public.
9. **SEVERAL LIABILITY:** Radford University will be severally liable to the extent of its purchase made against any contract resulting from this solicitation. Applicable entities described herein will be severally liable to the extent of their purchases made against any contract resulting from this solicitation.

### III. SPECIAL TERMS AND CONDITIONS:

1. **ACCEPTANCE PERIOD:** Any Proposal received in response to this solicitation shall be valid for 120 days. At the end of the 120 days the Proposal may be withdrawn at the written request of the Offeror. If the Proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is cancelled.
2. **ADVERTISING:** In the event a contract is awarded for supplies, equipment, or services resulting from this solicitation, no indication of such sales or services to Radford University will be used in product literature or advertising. The Contractor shall not state in any of the advertising or product literature that Radford University has purchased or uses its products or services, and the Contractor shall not include Radford University in any client list in advertising and promotion materials without the express written consent of the University.
3. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The Contractor assures that the information and data obtained as to personal facts and circumstances related to faculty, students or staff and affiliates will be collected and held confidential, during and following the term of this contract, and will not be divulged without the individual's and the University's written consent and only in accordance

with federal law or the Code of Virginia. This shall include FTI, which is a term of art and consists of federal tax returns and return information (and information derived from it) that is in contractor/agency possession or control which is covered by the confidentiality protections of the Internal Revenue Code (IRC) and subject to the IRC 6103(p)(4) safeguarding requirements including IRS oversight. FTI is categorized as sensitive but unclassified information and may contain personally identifiable information (PII). Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the University of any breach or suspected breach in the security of such information. Contractors shall allow the University 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.

**4. CONTINUITY OF SERVICES:**

- A. The Contractor recognizes that the services under this contract are vital to the University and must be continued without interruption and that, upon Contract expiration, a successor, either the University or another Contractor, may continue them. The Contractor agrees:
- 1) To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
  - 2) To make all University owned facilities, equipment and data available to any successor at an appropriate time prior to the expiration of the Contract to facilitate transition to successor; and
- B. That the University Contract Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.

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.

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.

5. **CONTRACTOR PERSONNEL:** All employees of the Contractor shall comply with the rules, regulations, policies and procedures of Radford University and shall maintain proper conduct. In the event the University finds, at its sole discretion, that an employee of the Contractor is objectionable to the University that employee shall be removed by the Contractor from University grounds and shall not again be employed by the Contractor on University grounds until approved by the University.
6. **CRIMINAL CONVICTION CHECKS:** All criminal conviction checks must be concluded prior to the Contractor's employees gaining access to the Radford University Campus. Employees who have separated employment from Contractor shall undergo another background check prior to re-gaining access to the Radford University campus. Contractor shall ensure subcontractors conduct similar background checks. Radford University reserves the right to audit a Contractor's background check process at any time. All employees have a duty to self-disclose any criminal conviction(s) occurring while assigned to the Radford University campus. Such disclosure shall be made to Contractor, which in turn shall notify the designated Radford University Contract Administrator within 5 days. If at any time during the term of the contract Radford University discovers an employee has a conviction which raises concerns about university buildings, property, systems, or security, the Contractor shall remove that employee's access to the Radford University campus, unless Radford University consents to such access in writing. Failure to comply with the terms of this provision may result in the termination of the Contract.
7. **DELIVERY AND STORAGE:** It shall be the responsibility of the Contractor to make all arrangements for delivery, unloading, receiving and storing materials in the building during installation. Radford University will not assume any responsibility for receiving these shipments. Contractor shall check with Radford

University and make necessary arrangements for security and storage space in the building during installation.

**8. INSURANCE:**

By signing and submitting a Proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the following insurance coverages 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 Offeror further certifies that the Contractor and any subcontractors will maintain these during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

**INSURANCE COVERAGES AND LIMITS REQUIRED:**

- Worker's Compensation - Statutory requirements and benefits.
- Employers Liability - \$100,000.00
- Commercial General Liability - \$1,000,000.00 per occurrence and \$2,000,00 in the aggregate to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. Radford University shall be named as an additional insured to the policy by endorsement.
- Automobile Liability - \$1,000,000 combined single limit.
- Builders Risk – For all renovation and new construction projects under \$100,000 Radford University will provide All Risk – Builders Risk Insurance. For all renovation contracts, and new construction from \$100,000 up to \$500,000 the Contractor will be required to provide All Risk – Builders Risk Insurance in the amount of the Contract and name Radford University as additional insured. All insurance verifications of insurance will be through a valid insurance certificate.

\*The Contractor agrees to be responsible for, indemnify, defend and hold harmless Radford University, its officers, agents and employees from the payment of all sums of money by reason of any claim against them arising out of any and all occurrences resulting in bodily or mental injury or property damage that may happen to occur in connection with and during the performance of the Contract, including but not limited to claims under the Worker's Compensation Act. The Contractor agrees that it will, at all times, after the completion of the work, be responsible for, indemnify, defend and hold harmless Radford University, its officers, agents and employees from all liabilities resulting from bodily or mental injury or property damage directly or indirectly arising out of the performance or nonperformance of the Contract.

**9. LICENSE TO USE RADFORD UNIVERSITY LICENSED INDICIA:** By signing and submitting this Proposal, the Offeror agrees that if it is awarded a contract as a result of this solicitation, it will follow the procedures outlined by Radford University's Licensing and Trademarks Administration to become a licensed vendor authorized to use Radford University licensed indicia identified in the solicitation and to follow all procedures for submitting artwork for product for approval prior to producing any product with Radford University indicia. *More information on the licensing process and application can be located at [Radford University Brand Guide](#).*

**10. NONVISUAL ACCESS TO TECHNOLOGY:** All information technology which, pursuant to this Contract, is purchased or upgraded by or for the use of any state agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with the following nonvisual access standards from the date of purchase or upgrade until the expiration of this Contract.

- A. Effective, interactive control and use of the Technology shall be readily achievable by nonvisual means;
- B. The Technology equipped for nonvisual access shall be compatible with information technology used by other individuals with whom any blind or visually impaired user of the Technology interacts;
- C. Nonvisual access technology shall be integrated into any networks used to share communications among employees, program participants or the public; and
- D. The technology for nonvisual access shall have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

- Compliance with the foregoing nonvisual access standards shall not be required if the head of the using agency, institution or political subdivision determines that (i) the Technology is not available with nonvisual access because of the essential elements of the Technology are visual and (ii) nonvisual equivalence is not available.
- Installation of hardware, software or peripheral devices used for nonvisual access is not required when the Technology is being used exclusively by individuals who are not blind or visually impaired, but applications programs and underlying operating systems (including the format of the data) used for the manipulation and presentation of information shall permit the installation and effective use of nonvisual access software and peripheral devices.
- If requested, the Contractor must provide a detailed explanation of how compliance with the foregoing nonvisual access standards is achieved and a validation of concept demonstration.
- The requirements of this Paragraph shall be construed to achieve full compliance with the Information Technology Access Act, 2.2-3500 through 2.2-3504 of the *Code of Virginia*.
- All information technology which, pursuant to this Contract, is purchased or upgraded by or for the use of any Commonwealth agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration (<http://www.section508.gov/>). The requirements of this paragraph along with the Non-Visual Access to Technology term shall be construed to achieve full compliance with the Information Technology Access Act § 2.2-3500 through 2.2-3504 of the *Code of Virginia*.

11. **ORDER PLACEMENT:** The University does not place verbal orders for Goods and Services. The University may only place orders for Goods and Services by issuing a formal written Purchase Order in advance delivery of Goods and Services. If the Contractor provides Goods and Services prior to receipt of a formal written Purchase Order or incurs costs in excess of authorized purchase order fee amounts, it does so at its own risk.

12. **PCI COMPLIANCE:** Contractor represents and warrants for the life of the Contract that it is responsible for the security of payment card information in its possession including all functions relating to storing, transmitting, and ensuring the security of Cardholder Data (CHD). The Contractor agrees that it and any Third-Party provider that Contractor engages, complies with the current version of the Payment Card Industry (PCI) Data Security Standard (PCI DSS) and will maintain compliance with the PCI DSS or any successor certification established by the PCI Security Standards Council (PCI SSC). Contractor agrees that all Payment Applications used are compliant with the Payment Application Data Security Standard (PA DSS), or any successor certification established by the PCI SSC. Contractor will immediately notify the University if it learns it is, or can reasonably expect to be, no longer PCI DSS compliant and will provide the University with the steps being taken to remediate the non-compliance status.

The Contractor agrees to provide the University at least annually or on written request a current (no more than 2 months old) and complete a copy of their Attestation of Compliance (AOC) signed by a duly authorized officer of the Contractor. Further, Contractor agrees to provide to the University proof of current (no more than 3 months old) passing external vulnerability scan as submitted by an Approved Scanning Vendor (ASV).

Contractor will keep data confidential and not copy, publish, sell, exchange, disclose, or provide to others or use any information, documents, or data provided or disclosed to the Contractor or any account information related to payment cards or cardholders for any purpose other than performing the Contractor's obligation under this Contract.

Contractor will inform the University within twenty-four hours if it has knowledge, or can reasonably expect that a security breach has occurred. Contractor takes responsibility for the payment of fines, penalties, lawsuits, and other costs incurred that result from a breach that can be traced to the action or inaction of the Contractor, and will assume 100% of those costs assuming no contributory negligence on the part of the University, merchant acquirer, merchant bank, or other negligent third-party.

Contractor agrees to indemnify and hold the University, its officers, employees, and agents, harmless for, from, and against any and all claims, causes of action suits, judgements, assessment, costs (including reasonable attorney's fees), and expenses arising out of or relating to any loss of University customer credit card or identify information managed, retained, or maintained by the Contractor, including, but not limited to fraudulent or unapproved use of such credit card or identity information.

Contractor agrees that, notwithstanding anything to the contrary in the Contract or the Addendum, the University may terminate the Contract immediately without penalty upon notice to the Contractor in the event Contractor fails to maintain compliance with the PCI DSS or fails to maintain the confidentiality or integrity of any cardholder data.

13. **RENEWAL OF CONTRACT:** The initial term of the contract is five (5) years, or as negotiated. This Contract has the option of five (5) additional one-year (1-yr) renewal terms. The Contract may be renewed upon written agreement of both parties for a period of one (1) year, or as negotiated, under the terms and conditions of the original Contract. Pricing and /or commission rate adjustments may be negotiated only at the time of renewal. Any adjustments must be agreed upon by both parties in writing. Written notice of Radford University's intention to renew shall be given approximately 90 days before the expiration date of each Contract period.
14. **WORK SITE DAMAGES:** Any damage to existing utilities, equipment or finished surfaces resulting from the performance of this Contract shall be repaired to the Owner's satisfaction at the Contractor's expense.
15. **ASSIGNMENT OF CONTRACT:** A contract shall not be assignable by the Contractor in whole or in part without the prior written consent of Radford University, an agency of the Commonwealth. Notwithstanding the foregoing, the Contractor may request assignment to an Affiliate or a purchaser of all or substantially all of the Contractor's assets, provided that (i) Radford University is notified in writing at least 60 days in advance, (ii) Radford University has the opportunity to review and approve the proposed assignee's qualifications and financial condition, and (iii) the assignee assumes in writing all obligations of the Contractor under the Agreement. Any purported assignment in violation of this section shall be void and of no effect..



**Radford**  
UNIVERSITY

Procurement and  
Contracts

REQUEST FOR PROPOSAL  
RFP#: R24-014

BOOKSTORE MANAGEMENT  
AND OPERATION SERVICES

SEPTEMBER 25, 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 an Offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.**

**REQUEST FOR PROPOSAL (RFP)  
RFP # R24-014  
GENERAL INFORMATION FORM**

**QUESTIONS/INQUIRIES:** All questions/inquiries for information regarding this solicitation should be directed to:

Name: Kathryn Dicken  
Phone: (540) 831-5090  
Email: [kdicken@radford.edu](mailto:kdicken@radford.edu)

Written questions to be submitted via email no later than: **October 29, 2024 by 3:00 PM** Eastern Standard Time (hereinafter EST)

**PROPOSAL DUE DATE AND TIME:** Proposals will be received until **November 20, 2024** up to and including **3:00 PM EST**. Email and fax responses will not be accepted.

In Person\*

Mail or Courier\*

Electronically through eVA

Deliver proposal to:  
Radford University  
David E. Armstrong Complex  
501 Stockton Street  
Radford, VA 24142

Mailing Address:  
Radford University  
Procurement and Contracts  
PO Box 6885  
Radford, VA 24142-6885

Electronic Submissions:  
A PDF of your proposal may be submitted through eVA's Virginia Business Opportunities ([VBO](#)) site. See **Attachment F** for more details.

\* Identify the envelope package as instructed in **Attachment A** – Terms and Conditions.

**BUSINESS HOURS:** Radford University's Procurement and Contracts Department is open Monday through Friday from 8:00 AM to 4:30 PM EST.

**LATE PROPOSAL RECEIPT:**

**In-Person or Mail/Courier Delivery:**

To be considered for selection, *proposals must be received by Radford University's Procurement and Contracts Department* by the due date and time identified in this solicitation document. The official time used in documenting the receipt of In-Person and Mail/Couriered proposals is that time identified on the automatic time stamp machine located in the Procurement and Contracts Department in the David E. Armstrong building on the main campus of Radford University. Proposals received after the date and time designated herein are automatically deemed non-responsive and will not be given consideration. The University is not responsible for delays in delivery conducted by the U.S. Postal Service, private couriers, or the intra-university mail system. It is the sole responsibility of the Offeror to ensure their proposal reaches the Procurement and Contracts Department at Radford University by the designated date and time.

**For Electronic Submission through eVA:**

To be considered for selection, proposals must be submitted through the eVA Electronic Submission process by the date and time identified herein. *In order to submit an electronic proposal, the Vendor **MUST BE properly registered with eVA***. Registration may be accomplished through this site: <https://eva.virginia.gov/register-now.html>. It is strongly encouraged that registration be completed well in advance of the submission deadline to avoid any delays in the process. Upon successful submission, the Contractor will receive confirmation of submission through eVA. Radford University will not confirm receipt of the proposal. For a tutorial on how to view and respond to a solicitation, visit: <https://www.youtube.com/watch?v=KSxcAkOekW0>. The University is not responsible for delays, miscommunications, or transmission errors that may occur during the electronic submission process. This includes but is not limited to issues related to internet connectivity, email servers, or other technical malfunctions. It is the sole responsibility of the Offeror to ensure the proposal is submitted on time.

**UNIVERSITY CLOSINGS:** If the University is closed as a result of an act of God or an emergency situation, the University's website shall post notices of said closings. It is the responsibility of the vendor to check the website at [www.radford.edu](http://www.radford.edu) for said notifications. If the University is closed on the day proposals are due, proposals will be accepted at the same time on the next scheduled business day the University is open. If the University is closed on the day of a scheduled pre-proposal conference a written addendum will be issued to officially reschedule the conference.

**OPTIONAL PRE-PROPOSAL CONFERENCE AND SITE VISIT:** An optional site visit will be held on **October 16, 2024** from **12:30 PM to 1:30 PM** EST. The optional pre-proposal conference will be held immediately following the site visit on **October 16, 2024 at 2:00 PM**. See **Section (14)** for additional information. **\*\* PRE-REGISTRATION FOR THE SITE VISIT AND PRE-PROPOSAL CONFERENCE IS REQUIRED \*\***

**TYPE OF BUSINESS: (Please check all applicable classifications).** In order to qualify for assigned Small, Women and Minority (SWaM) points your business must be certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), provide your assigned SBSB certification number. For assistance with SWaM certification, visit the SBSB website at <https://www.sbsd.virginia.gov/>.

- Large**
- Small business** – A business that is at least 51% independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. One or more of these individual owners shall control both the management and daily business operations of the small business.
- Women-owned business** – A business that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in owned by one or more women who are citizens of the United States or legal resident aliens, and both the management and daily business operations are controlled by one or more women.
- Minority-owned business** – A business that is at least 51% owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals, or any historically black college or university, regardless of the percentage ownership by minority individuals or, in the case of a corporation, partnership, or limited liability company or other entity, the equity ownership interest in the corporation, partnership, or limited liability company or other entity.

**COMPANY INFORMATION/SIGNATURE:** In compliance with this Request for Proposal and to all the conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the goods or services in accordance with the attached signed proposal inclusive of all addenda, if applicable, and as mutually agreed upon by subsequent negotiation.

Information Requested	Vendor Response (Please write or fill in legibly)
<b>FULL LEGAL NAME OF BUSINESS:</b> (Please print the company name as it appears with your Federal Taxpayer Identification Number)	
<b>FEDERAL TAXPAYER IDENTIFICATION NUMBER (TIN):</b>	
<b>BUSINESS NAME / DBA NAME/ TA NAME:</b> (If different than the Full Legal Name)	
<b>BILLING NAME:</b> (Company name as it appears on your invoice)	
<b>PAYMENT ADDRESS:</b>	
<b>CONTACT NAME:</b>	
<b>CONTACT TITLE:</b>	
<b>EMAIL:</b>	
<b>TELEPHONE NUMBER:</b>	
<b>EVA VENDOR ID NUMBER:</b>	
<b>VIRGINIA STATE CORPORATION COMMISSION REGISTRATION NUMBER:</b>	

I acknowledge that I have received the following addenda posted for this solicitation.

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ (Please check all that apply.)

**SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

1. **PURPOSE:** The intent and purpose of this Request for Proposal (RFP) is to establish a contract through competitive negotiations for Bookstore Management and Operation Services for Radford University located at 801 East Main Street, Radford, Virginia 24142, an agency of the Commonwealth of Virginia. The University is seeking proposals from vendors to provide bookstore services, including options for a physical bookstore location on campus, e-commerce solutions, or a combination of both. Proposals should detail how vendors will support in-store and online sales of textbooks, course materials, school supplies, apparel, and other related items. Vendors are encouraged to propose innovative e-commerce solutions that complement or enhance the physical location, ensuring accessibility, affordability, and convenience for students, faculty, and staff.
2. **SMALL, WOMEN-OWNED AND MINORITY OWNED - SWaM BUSINESS PARTICIPATION:** The mission of Radford University is to ensure strategic business development practices are in place to promote Small, Women-Owned and Minority-Owned (SWaM) businesses to the maximum extent. Radford University encourages prime suppliers, Contractors, and service providers to facilitate the participation of small businesses, and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other inclusive and innovative relationships.  
  
Radford University has established SWaM goals that are posted on the Procurement and Contract website. Links to the University's SWaM initiative can be located at: [Procurement and Contracts | Radford University](#).
3. **CONTRACT PERIOD:** The term of this contract is for five (5) years, or as negotiated. There will be an option for five (5) additional one-year (1-yr) renewals, or as mutually negotiated.
4. **TIME FRAME:** The contract's effective date will be June 1, 2025. The University aims to award the contract by February 2025 to allow for a transition period, if necessary, which will be determined and agreed upon during negotiations.

The proposed timeframe for the completion of this solicitation is included below. The dates and times are tentative and may be subject to change based on the needs of the University.

Action Item	Date	Time
Contract Awarded (Goal)	2/28/2025	
Proposal Deadline	11/20/2024	3:00PM
Addendum posting deadline	11/8/2024	COB
RFI Due Date	10/29/2024	3:00PM
Pre-Proposal Conference:	10/16/2024	2:00 - 3:00pm
Site Visit:	10/16/2024	12:30 - 1:30pm

5. **BACKGROUND**

A. **Radford University Background:**

Radford University is a comprehensive public university of 7,718 students that has received national recognition for many of its undergraduate and graduate academic programs, and sustainability initiatives. Well known for its strong faculty/student bonds, innovative use of technology in the learning environment and vibrant student life on a beautiful 211-acre American classical campus, Radford University offers students many opportunities to get involved and succeed in and out of the classroom. With over 300 clubs and organizations, Radford University offers many opportunities for student engagement, leadership development and community service. In addition to robust academic offerings and engaging student experiences on the main campus located in Radford, Virginia, Radford University also offers a clinical-based educational experience for some 1,000 students living and learning in Roanoke, Virginia as part of Radford University Carilion, a public-private partnership focused on the cutting-edge delivery of health sciences programming, outreach, and service. Radford University joins several other institutions in offering degree programs and continuing education opportunities at the Roanoke Higher Education Center in Roanoke, the Southwest Virginia Higher Education Center in Abingdon and flexible online offerings through its virtual campus.

B. **Specific Background:**

1. **Current Contractor and Location:** The University currently contracts these services with Barnes & Noble College Booksellers, LLC. The Bookstore facilities are currently located on the first floor of Dalton Hall, and occupies 14,650 square feet.
2. **Upcoming Renovation:** Radford University provides a space on the main Radford campus for the Bookstore to operate a physical store. During the contract period for these services, Dalton Hall is slated for a comprehensive renovation.

It is anticipated that during the renovation period, the Bookstore will be temporarily situated in an alternate facility (approximately 8000 square feet). The permanent bookstore location is still being determined, but the footprint of the new space will be approximately 6,500 square feet. It is anticipated that the renovation will take two (2) to three (3) years to complete. (A campus map showing the location of Dalton Hall is attached as **Attachment D**. A floor plan of the current Bookstore is attached as **Attachment E**.)

3. Gross Sales: Sales for the period of May 1, 2023 through May 31, 2024 by department are as follows:

Item by Merchandise Division	Sales
Apparel & Gifts	\$623,019
Other	\$205,820
Technology	\$49,170
New Textbooks	\$311,696
Used Textbooks	\$99,600
General Books/Non-emblematic	\$25,531
Digital Text	\$681,120
Rentals	\$173,556
Athletics	\$19,738
School Supplies	\$91,407
Convenience	\$26,183
Total	\$2,307,838

4. Sales for the previous five contract years as are follows:

Contract Year	Sales	Enrollment (FTE)*
June 1, 2023 – May 31, 2024	\$2,307,838	6,804
June 1, 2022 – May 31, 2023	\$2,898,554	7,018
June 1, 2021 – May 31, 2022	\$2,896,883	7,585
June 1, 2020 – May 31, 2021	\$2,675,743	8,489
June 1, 2019 – May 31, 2020	\$3,119,479	9,449
June 1, 2018 – May 31, 2019	\$3,819,540	8,746

\* NOTE: FTE Enrollment numbers provided for each year to show enrollment in the context of bookstore sales. Preliminary Post Census Date Enrollment (FTE) for Fall 2024 is 7,736.

5. Radford University uses D2L Brightspace as the Learning Management System for students and courses. A D2L Brightspace course is created automatically for each course a student is registered for. Students gain access to these courses on the first day of classes.

6. **EVA BUSINESS-TO-GOVERNMENT ELECTRONIC PROCUREMENT SYSTEM:** The eVA internet electronic procurement solution, website portal [eva.virginia.gov](http://eva.virginia.gov), streamlines and automates government purchasing activities within the Commonwealth. Radford University, and other state agencies and institutions, have been directed by the Governor to maximize the use of this system in the procurement of goods and services. We are therefore requesting that your firm participate in the eVA Internet e-procurement solution by completing the free eVA Vendor Registration as a **self-registered** vendor.

There are transaction fees involved with the use of eVA. These fees must be considered within the provision of quotes, bids, and price proposals offered to Radford University. Failure to register within the eVA system may result in the quote, bid or proposal from your firm being rejected and the award made to another vendor who is registered in the eVA system.

Registration in the eVA system is accomplished on-line. Your firm must provide the necessary information. Please visit the eVA website portal at <https://eva.virginia.gov/register-now.html> and register with eVA. This process needs to be completed before Radford University can issue your firm a Purchase Order or contract. If your firm conducts business from multiple geographic locations, please register these locations in your initial registration.

For registration and technical assistance, reference the eVA website at <http://www.eva.virginia.gov>, or call eVA Customer Care at [eva.virginia.gov/get-help-customer-care.html](http://eva.virginia.gov/get-help-customer-care.html).

7. **CONTRACT PARTICIPATION-COOPERATIVE PURCHASING/USE OF AGREEMENT BY THIRD PARTIES**

Under the authority of §6 of the Rules Governing Procurement of Goods, Services, Insurance and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia (see <https://vascupp.org/rules.pdf>), it is the intent of this solicitation and resulting contracts to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions or lead issuing institution's 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 Radford University in writing of any such entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor. The Contractor will provide semi-annual usage reports for all entities accessing the contract. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from Radford University. Radford 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 Radford 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.

Refer to **Attachment C**, Zone Map, if the Offeror wishes to submit a separate pricing structure based on approved zones for cooperative institutions. If no other prices are offered, pricing provided will apply to all zones in the Commonwealth of Virginia. If you wish to provide pricing for a zone other than which this solicitation originated, please indicate you are doing so in the response. If you anticipate pricing differentials for different zones, a separate pricing sheet must be submitted for each zone that includes appropriate pricing for that zone.

Use of this contract does not preclude any participating entity from using other contracts or competitive processes as the need may be.

8. **CONTRACT ADMINISTRATION:** Radford University assigns Contract Administrators to each contract awarded. The Contract Administrator shall be the initial point of contact for the Contractor. Contract Administrators are charged with ensuring the terms and conditions of the contract are followed, payments are made in accordance to the contractual pricing schedule, and reporting noncompliance issues to the Procurement and Contracts Department at Radford University. Contract Administrators **do not** have the authority to authorize changes and/or modifications to the contract. Should noncompliance issues exist and cannot be resolved at this level or changes/modifications to the contract are required, the assigned Procurement Officer in the Procurement and Contracts Department must be notified immediately by the Contract Administrator.

9. **DEFINITIONS:**

- A. **Banner Enterprise Resource Planning system (Banner):** Radford University utilizes Ellucian's Banner product as its Enterprise Resource Planning system. Integration with this system will be required.
- B. **Desire 2 Learn (D2L):** The learning management system used by the majority of classes to post content, discussion boards, and grades.
- C. **Inclusive Course Materials Access Program:** Links to electronic materials are loaded directly into D2L and the cost is charged directly to the student's account. Student has access to the materials in D2L at the start of the course.
- D. **OneCard:** Radford University's ID and debit card, which provides all-in-one access to University facilities, programs and services.

10. **STATEMENT OF NEEDS:**

- A. **General Requirements:** During the term of the contract between the Contractor and the University, the Contractor should be prepared to furnish all labor, supervision, equipment, goods, and materials required to operate a general bookstore for Radford University per the requirements contained herein.
- B. **University Objectives:**
  - 1. To provide the University community with a full range of merchandise, services, and innovation expected from a quality state-of-the-art academic bookstore.
  - 2. To increase and implement effective strategies to reduce the cost of textbooks/course materials for Radford University students.
  - 3. To incorporate innovative technology solutions that keep pace with the evolving higher education materials marketplace, platforms and delivery models.

4. To provide textbooks and other quality merchandise to the University community, under pricing policies that are both fair and competitive for similar quality, as compared to other university bookstores and also with retail establishments in the surrounding area. This includes price matching.
5. To have sufficient quantities of textbooks, supplies, and materials, as required or recommended by the faculty for academic courses, available for purchase by students at the specified times the items are needed.
6. To ensure that the specified edition of texts is available for sale by the first day of class and ensure maximum availability of used, rental, and digital textbooks. The Contractor should coordinate timely textbook adoptions by keeping faculty informed of order status and any issues that would affect those orders.
7. To provide an inclusive course materials access program for delivery of materials to students through the University's learning management system, Desire 2 Learn (D2L) Brightspace.
8. To be able to provide a wide selection of current trade, academic, and technical literature in support of required material for the academic disciplines of the University as requested.
9. To offer a significant selection of "soft goods" and other merchandise such as clothing, office supplies, course supplies [art, lab, medical, etc.], incidental household goods for resident students, personal care items, University emblematic apparel, scrubs for health profession programs, memorabilia, and other miscellaneous items with an emphasis on Radford University Athletic colors and the current University Brand.
10. To keep apprised of new merchandise of interest to the University community by using means such as, but not limited to, surveys and focus groups. Possible new lines of merchandise should be presented and/or suggested to the University at least twice yearly.
11. To provide for efficient customer traffic flow during rush periods and minimize time spent by customers in waiting lines.
12. To meet the Bookstore needs of differently-abled students. Concurrently, ADA requirements must be adhered to in all aspects of the management and operation of the Bookstore, physical store and online offerings must be ADA-compliant with the following:
  - a. ADA90-Title II is the compliance path for state-owned buildings and structures for designs based on 2021 VCC and 2021 VEBC. Applicable standards for ADA90-Title II compliance are as follows:
  - b. The prescribed accessibility standards for the scope of work are *Chapter 2: Scoping Requirements* of the Department of Justice's *2010 ADA Standards for Accessible Design*, dated September 15, 2010. (Access Board, Suite 1000, 1331 F Street, NW, Washington, D.C. 20004-1111).
  - c. The prescribed accessibility standards for the technical design are Chapters 1 and 3 through 11 of *Standards for Accessible and Usable Buildings and Facilities* (ICC A117.1-2017) approved March 28, 2017.
13. To provide employment opportunities for the University's students at a rate not less than the Commonwealth of Virginia's Minimum Wage or the University's student minimum wage rate, whichever is greater.
14. To provide the University with a professional internet web-based presence for the benefit of enrolled students, faculty, staff, and visitors. This online order system should also include alumni-oriented merchandise.
15. To provide an online Athletic Store that supports the University's intercollegiate athletic programs.

C. Special Requirements:

1. **Operating Schedule:** The Contractor should be prepared to operate the Bookstore on a 12-month basis, based on the University's academic calendar. The University reserves the right, upon consultation with the Contractor, to establish or change the service hours, plans, or other methods of operation of the Bookstore.
2. **Merchandising:** The University reserves the right to recommend merchandise to be sold in the Bookstore and to request the removal of merchandise the University considers offensive, inappropriate, or based upon University rules, regulations, or policy. Storage of merchandise will be in areas allocated for the Bookstore, or such other premises as the Contractor chooses to use, and will be at the Contractor's sole expense and risk. The bookstore local management team is empowered to make the buying decisions for the Radford University with input from students, athletics, alumni affairs, faculty, and staff. Bookstore teams will use an "open to buy" concept to ensure the product selection remains fresh and ever changing. Efforts are to be taken on a regular basis to keep inventory moving. Successful Offeror should be prepared to actively manage trends ensuring the Radford University bookstore has the latest product(s) available on the market. All items offered on the university website will receive the same commission structure as in store sales.
3. **Operating Material:** It is expected that the Contractor will be able to furnish all office machines, equipment, and supplies required for the efficient conduct of business. The Contractor may elect to utilize equipment already in place in the Bookstore but must accept equipment in "as is" condition and be responsible for future maintenance of such equipment. Any equipment so utilized will remain the property of the University.
4. **Merchandising Rights:** The University will grant the Contractor the right to sell University-licensed products, subject to limitations. The rights granted are not exclusive.
5. **Branding:** Radford University wishes to promote the University Brand across multiple merchandise offered for sale by the bookstore. Branded merchandise in the store should align with the University's Brand Guide.
6. **Price Match Guarantee** – Contractor should have a price match guarantee program and explain how that program is promoted and advertised to students and families.

7. **Pop Up Events at Roanoke Locations:** Contractor should be prepared to have a presence at Pop Up Events identified by University to promote the University's mission and to support specified events.

D. Specific Services to be Provided by the Bookstore Operation:

1. The Contractor should provide for charge sales of books, supplies, and all other merchandise to students, faculty, and staff through major credit card providers (e.g. Mastercard, Visa, AmEx, and Discover) and the University's Debit Card (OneCard).
2. The Contractor should have a method to accept personal checks from students, faculty, and staff in reasonable amounts in payment for purchases.
3. The Contractor should be solely responsible for the disposition of all damaged or surplus books, supplies, tools, materials, and other damaged or surplus merchandise, regardless of the cause thereof.
4. The Contractor should provide special order services and other such sale services, such as class rings, caps and gowns, commencement announcements, and diploma frames as requested by the University.
5. The Contractor will provide an electronic system for Faculty adoption of materials with adoptions integrating with Banner ERP and with the Faculty Textbook Adoption section of the One Campus portal. Contractor's system should integrate with Banner to populate Radford University's One Campus View Textbooks for Term based on each student's course schedule.
6. The University will make reasonable efforts to see that the Contract's Bookstore management is given timely notice by faculty members or authorized departmental designees of the books, supplies, and materials requested for all courses offered, as follows:
  1. For the spring semester (courses beginning in January): Notice provided on or before October 15;
  2. For summer sessions: Notice provided on or before February 15;
  3. For the fall semester (beginning in August): Notice provided on or before March 15;
  4. Accelerated programs: Notice should be provided two weeks before the start of the fall; and
  5. Wintermester program (beginning mid-December): Notice should be provided on or before September 15.
7. The Contractor should coordinate with each faculty member to affirmatively acknowledge the bookstore's quoted retail price of textbooks selected for use in each course.
8. The Contractor should maintain positive working relationships with content publishers.
9. The Contractor is encouraged to make every possible effort to increase used book sales at the University by retaining used books purchased at the University, if required for the following semester, and by purchasing or acquiring used books from other bookstores and companies, if necessary.
10. The Contractor should expect to operate the Bookstore on a schedule that will be convenient to students, faculty, and the University community. Currently, operating hours are from 8:00 a.m. to 6:00 p.m., Monday through Thursday, 8:00 a.m. through 5:00 p.m. on Friday, 10:00 a.m. to 5:00 p.m. on Saturday, and Sunday 11:00 a.m. to 3:00 p.m., during each week the University is in regular academic session. Operating hours should ideally be extended during the first week of classes each semester as directed by the University. Other operating hours may be required by the University to accommodate special events and, under such circumstances; the Contractor should make every effort to operate the Bookstore during such hours.
11. The Contractor should be prepared to provide for sales of textbooks and other educational materials required for off-campus courses at off-campus instructional centers if requested by the University.
12. The Contractor should work collaboratively with the University's Alumni Association, if the University should so request, in joint marketing of soft goods.
13. The Contractor should cooperate with the University to set up displays and to conduct sales at agreed-upon athletic and/or other events held on or off campus.
14. The Contractor should get prior approval for all advertising that pertains to the University, which may occur off the University's campus or in other than University media.
15. The Contractor should have the capacity to promote book signing and other academic and scholarly events.
16. The Contractor will work closely with Financial Aid to implement and maintain a book voucher program allowing students to easily use Financial Aid funds to purchase books.
17. The Contractor should have the means to accept alternative forms of payment and process payments from varying funding sources (i.e. Student Emergency Funds, Radford University Foundation Funds, Athletic Scholarship Funds.)
18. Provide a process for colleges/departments to follow regarding obtaining timely quotes for materials and items carried by the Bookstore.)

E. Inclusive Materials Access Program Materials): Radford University currently has a small number of courses that use an Inclusive Materials Access Program. This program includes the cost of course materials as an additional course fee that is billed by the Bursar's office. Links to course materials are then manually added to each D2L Brightspace course.

1. Expand upon the affordability of classroom instructional materials for students;
2. Collaborate between the University and publishers regarding the pricing of textbooks and course materials;

3. How the management of purchasing approved textbooks and course materials would be handled for the University; and
4. How the contractor would manage third-party publishers; and
5. What expectations the Offeror would have in regard to exclusivity.
6. Describe how Offeror would seek and support Faculty engagement in an inclusive materials access program.
7. Describe how Offeror would support students enrolled in a program of this type.
8. Describe how to minimize the level of manual effort required by Radford University staff to operate this program.

F. Facilities and Equipment:

1. The Bookstore may be operated in the existing space located in Dalton Hall, as more specifically described in **Attachment E**, and/or an off-campus location during the renovation of Dalton Hall. Additions to or deletions from the existing space may be made but must be agreed upon in writing by the Contractor and the University. This does not preclude discussions regarding alternate/additional placement or the use of e-commerce to reduce the need for physical space of the Bookstore Facilities by either party.
2. Equipment and fixtures currently used for the operation of the Bookstore that are owned by the University will be available for use by the Contractor. At present, this includes a safe, Radford Fixed Asset Tag #6974.
3. The Contractor should plan to be responsible for providing such additional equipment and fixtures as may be necessary for the successful operation of the Bookstore, including point of sale system, computers, and servers, which operate on a network separate from the University, including separate data lines.
4. The Contractor will submit documentation demonstrating PCI compliance for the systems utilized. See “**PCI COMPLIANCE**” in Special Terms and Conditions located in **Attachment A**.
5. Any proposed renovations/upgrades to the existing and/or off-campus space and fixtures must be presented to the University for approval.
6. The Contractor is expected to be responsible for cleaning and maintaining all space, fixtures, and equipment used by it in the operation of the Bookstore. The Contractor is responsible for providing all housekeeping services required. The University will provide repair services in the existing space at the request of the Contractor, to the extent that it has the capability of doing. Except as provided in Paragraph 7 below, will charge the cost of such services to the Contractor. Any replacements required, including light bulb replacements, will be at the expense of the Contractor.
7. The University will be responsible for major structural repairs to the existing space used by the Contractor, provided that such repairs are not required as a result of the actions of the Contractor, its agents or employees. If such repairs are required as a result of the actions of the Contractor, its agents or employees, the cost of repairs will be paid by the Contractor. Such repairs will be made, as the University should decide, either by the University or by an independent Contractor.
8. The University will provide all utilities to the University owned space used by the Contractor including lights, heat, air conditioning, water and sewerage. The University will provide the Contractor with access to voiceover IP telephone service. The Contractor will be responsible for all costs associated with such service including installation, monthly equipment charges, and local and long-distance charges. The Contractor is expected to reimburse the University for any costs incurred by it on behalf of the Contractor in the provision of access to telephone service. The University will provide trash removal at a designated area in Dalton Hall (or other University owned property) without cost to the Contractor and will provide pest control without cost to the Contractor. The University will not be liable to the Contractor for its failure to provide the services described herein if such failure is due to causes beyond the control of the University.
9. Agents and employees of the Contractor working in the Bookstore will be provided access to parking lots utilized by the University employees at the same rates as the University employees.
10. The Contractor is expected to provide property and casualty insurance covering the Contractor's equipment and other personal property in the Bookstore. The University will provide property and casualty insurance, under the University's policy, covering bookstore space and fixtures and equipment owned by the University. See “**INSURANCE**” in Special Terms and Conditions, located in **Attachment A**.
11. The Contractor should cooperate with the University's Chief of Police and with other University officials in the provision of security for the Bookstore. The Contractor is expected to be responsible for maintaining intrusion alarms and other security systems deemed necessary for the space in Dalton Hall or an off-campus location used by the Bookstore operation. However, the University Police Department will be provided access to security/video and codes to alarm/disarm security features to conduct official business.
12. The Contractor should control the distribution of keys to the Bookstore space except that at least one copy of the key to the Bookstore space should be provided to a designated official of the University. The Contractor will be required to work with University personnel on granting, monitoring and revoking card-swipe access promptly. The Contractor agrees to notify the University immediately upon an employee's separation to ensure the respective card-swipe and system accesses are removed.

13. The Commonwealth of Virginia requires the use of certain state contract items by University departments. The Contractor agrees to work cooperatively with the University by not allowing University departments to purchase state contract items from the Bookstore.
14. The University may provide the Contractor with connectivity to the campus network and the internet. The Bookstore will be responsible for the hardwiring and wiring costs of any new network connections.

G. Personnel:

1. **Employment Policies:** The Contractor's employment policies shall meet the requirements of current state and federal laws and regulations. The Contractor shall employ staff in its name only; all employees of the University Bookstore shall be employed in the Contractor's name (including University students).
2. **Adequacy:** The contractor is to provide sufficient personnel to ensure efficient and courteous service to patrons and must have adequately trained relief personnel available to substitute in the absence of regular employees. All employees are under the purview of the Contractor. The Contractor is responsible for the payment of all labor costs, fringe benefits, and payroll taxes.
3. **Managers:** The Bookstore Manager and Department Managers assigned to the Bookstore by the Contractor must be approved by the University. Subsequent changes in these assignments are to be made by the Contractor only after prior consultation with, and approval of the University.
4. **Manager Replacement:** The University reserves the right to request replacement of the Bookstore Manager for good cause as determined by the University, or for actions considered to be not in the best interests of the University. Such action will be taken only after consultation with Contractor Administrators.
5. **Training:** The Contractor is to describe the training program(s) that it intends to use for the employees of the University Bookstore.
6. **Conduct:** Contractor employees must strictly adhere to campus regulations regarding personal behavior and all other rules and regulations of the University.
7. **Apparel Expectations:** Contractor employees will not wear or display logoed material from another institution while in the workplace. Logoed apparel worn should be Radford University gear. Dress is to be business casual.

H. Purchase of Merchandise and Inventory of Equipment at Contract Commencement: Upon the commencement of the Contract, the new Contractor and the University will perform an inventory of the University's equipment which will be used by the new Contractor in the University Bookstore. The inventory will note the condition of the equipment, as agreed upon by the University and the Contractor.

11. **SPECIFIC REQUIREMENTS:** Proposals should be as thorough and detailed as possible so that Radford University may properly evaluate your capabilities to provide the required goods or services. Offerors are required to submit the following information/items as a complete proposal:

- A. **Plan or Methodology for Delivery of Services:** Provide your plan for providing Bookstore Management and Operation Services for Radford University. Offeror should provide information addressing all requirements as stated in Section 9 above to include:
  1. A description of what specific services the Offeror proposes to provide the manpower needed, when services shall be performed, by whom, and the anticipated time durations for typical services.
  2. A description of the Offeror's customer service model for students, faculty and staff, departments and campus community. Explain how you would provide outstanding customer service.
  3. A description of any reports, certifications, or deliverables in the performance of the work included in this solicitation. Include copies of all standard certifications, business licenses, resumes of key employees, reports, example receipts, and tracking tools.
  4. Identify a projected timeline for delivery of services relative to the award date of the contract.
  5. Experience and Qualifications: Provide a written narrative outlining the experience of the company in providing the services described.
    - a. Provide names, qualifications and experience of personnel to be assigned to the project, including an organization chart, individual qualifications and duties.
    - b. Resumes of key employees to be assigned to the project.
- B. **Current bookstore operations experience:** Please provide a list of all locations where the Offeror has operated a bookstore since January 1, 2019, or is currently operating a bookstore. For each location at a college or university, indicate whether the Offeror currently has a contract for the operation, where it was canceled or renewed. In the event of cancellation or non-renewal, please provide information as to why that decision was reached.
- C. **Financials:** Provide a balance sheet or annual report of the Offeror's last fiscal year, certified by a CPA.
- D. **Internal Systems:** A description of the internal systems of the Offeror for:
  1. Inventory controls for textbooks, trade books, and general merchandise;
  2. Recording, checking, and supporting sales;
  3. Control of cash and refunds; and

4. Any internal audits.
- E. **Business Practices:** Provide a detailed description of how your company will manage and implement the following, to include but not limited to:
  1. Use Dynamic Pricing Strategies ensuring textbooks are competitively priced with Amazon.com and other on-line retailers.
  2. Guarantee every title, format, course pack, specialty book, etc. adopted by university faculty are available before the start of classes with the exception of circumstances beyond Contractor's control (e.g. possible publisher delays in production (of which would be communicated to the instructor by the bookstore), late orders from faculty member, or last minute changes in the materials selected.
  3. Enable students to purchase course materials using their student financial aid, OneCard, major credit cards, mobile payment platforms, gift cards, and personal checks.
  4. Provide a no hassle, simple in-store or online return policy that is designed for the utmost flexibility to university students.
  5. Ensure disabled students can obtain accessible course materials.
  6. Support university faculty in their efforts to adopt textbooks and other custom course pack materials for their classes.
- F. **Used Books:** A description of the Offeror's access to wholesale used books.
- G. **Rental Program:** A description of the Offeror's access to rental titles and rental program.
- H. **Book-Buy Back:** A description of any buyback policies, which may include any of the following, but not limited to:
  1. The buyback program incorporates both new and used textbooks.
  2. Exceptions include material that is deemed a consumable, has a code from the publisher, or no longer is used within the marketplace.
  3. Buy back prices will be up to 50% cash back of the textbook purchase price.
  4. Contractor will monitor course material information in order to identify if they can be used again on campuses across the country.
  5. Radford University students will be notified making them aware their books can be sold back to the bookstore.
  6. Buy back can be accommodated any time during the year or at the end of the semester.
- I. **Merchandise:** A description of the products to be offered such as but not limited to soft goods, University apparel, memorabilia, cards, academic literature, etc. This should include a marketing strategy for keeping products that appeal to consumers, address demand, and increase bookstore revenues. Apparel should be available that appeals to students, alumni and families and is affordable.
- J. **Organizational Chart:** An organizational chart showing the management structure of the Offeror with a description of the qualifications and credentials of upper-level management.
- K. **Management Plan:** A plan for the management and staffing of the bookstore. This plan should include a proposal for providing employment to Radford University students.
- L. **Strategy for sale of computers:** Please provide a detailed narrative as to the following:
  1. How you will support all computer vendors and partnerships;
  2. How you will select the computer models for sale at the bookstore;
  3. How and where warranty service will be provided; and
  4. Provide pricing strategies/payment options for the sale of computers and software to University students, faculty, and staff.
  5. Accept a financial aid bookstore voucher, or credit, debit, or cash as the payment method for computer sales and equipment.
- M. **Technology Plan:**
  1. An automation/technology plan (e.g. Point of Sale system) for the management of the Bookstore. For each area to be automated, the Offeror is to provide a brief description of what the automated system will do. Offeror is to indicate if this automated system can, or will, be tied to the Offeror's central computer system and, if so, when it may be installed, and what functions this networking will provide. The offeror is to indicate whether this system will be tied in with any other contract bookstore operations and, if so, where and when. The offeror is to indicate what type of backup system or procedures are to be utilized in the case that the system is temporarily inoperative.
  2. The comprehensive technology plan shall demonstrate the Internet web-based store and outline proposed initiatives for incorporating innovative concepts into the sales environment.
  3. The plan should address providing an online website that lists required or assigned textbooks for each course including the International Standard Book (ISBN) along with other relevant information.
  4. It should also address coordination with the University's Division of Information Technology to allow a URL linking the University's Online Course Catalog to the Contractor's website and the specific book for the selected course. Contractor's system should integrate with student financial aid vouchers in Banner ERP through the ONE Campus Portal.
  5. Contractor's system should integrate with inclusive access delivery model, with digital publisher content delivered to the University's learning management system (currently Desire to Learn and any future LMS platform chosen by the University).

6. Contractor will fund the expense of integration between its' systems and Radford University Systems, with a focus on automation and accuracy.
  7. Contractor acknowledges that technology advances are likely during the term of the contract and will strive to adapt and offer the latest innovations to support the University.
  8. Information on data protection and security as required and included in **Attachment G** attached hereto.
- N. **Implementation Plan:** A contract implementation and transition plan, with target and event dates for an assumed operation of the Bookstore contract.
- O. **Policies and Procedures:** Indicate the policies/programs/procedures proposed for the use in the operation of the Bookstore in the areas below:
1. Refunds;
  2. Special orders (e.g., caps/gowns, rings, commencement invitations);
  3. Maintenance of all required course books in stock;
  4. Methods for securing titles, publishers, and quantities from University faculty;
  5. Rental program details, including return process for textbooks to store or shipping to store.
  6. Processing of late textbook requests and orders
  7. New categories of merchandise, if any, to be added for sale;
  8. Charges and policies for cashing checks;
  9. Charges and policies for returned checks;
  10. Pricing; and
  11. Online orders.
- P. **Compliance:** A description of the Contractor's plan to assist the University with the compliance requirements of the [Higher Education Opportunity Act](#), as applicable to the operations of the bookstore, along with compliance with the [University's Textbook Sales Policy](#).
- Q. **Events:** A plan for the promotion of academic and scholarly events as appropriate.
- R. **Athletic Department:** A plan for collaboration with the Athletic Department for goods and apparel that promote support for University intercollegiate athletic programs. This plan should include a specific proposal for operating an online athletic store.
- S. **Mobile Store / Kiosk Trailer:** Contractor should be prepared to provide a trailer that will be wrapped with an approved Radford University Branded design that can be used at on and off campus events. Contractor will provide a presence at mutually agreed upon sporting events and other events to provide Radford University branded merchandise. This trailer will remain of the Contractor and at the end of the contract will return to the Contractor.
- T. **Proposed commission:** Provide a fee structure associated with goods and services proposed to fulfill requirements. This should incorporate all financial considerations such as labor costs, overhead, contingency budgets, etc. See **Attachment H**.
- U. **Reporting and Delivery Requirements:** Provide examples of reports outlining the following:
1. Commission Report: The Contractor should provide examples of reports that include gross sales, exclusions from sales, and a commission calculation on sales subject to commission.
  2. Sales Breakdown: The Contractor should provide examples of a summary listing of sales by category which reconciles to the gross sales on the monthly commission report.
  3. Profit and Loss Statement: The Contractor should provide examples of a Profit and Loss Statement, which demonstrates revenue and expense summaries that align with the Profit and Loss Statement unless the Profit and Loss Statement is designed to provide such data.
  4. Training Plan: Please provide the University with a comprehensive training plan for the implementation of these services.
- V. **Method of Payment:**
1. Commission: The Contractor should provide a detailed plan that outlines the level of commissions that will be paid to the University for all sales of products as listed within this solicitation. As part of the commission plan, please outline the timeframes in which these monies will be paid (e.g. monthly, quarterly, etc.).
  2. Excess Commission: Should the University and Contractor agree upon a guaranteed amount of sales, please outline how excess funds would be paid to the University at the end of each contract year.
  3. Records: The Contractor should provide details about how sales and all transactions will be tracked and maintained for the University. The University would want to have access to all such records, including cash register receipts, at any time, with reasonable notice provided.
  4. Responsibility: Please provide a detailed narrative that outlines how the Contractor will collect and/or pay all required taxes, licenses, and fees relating to its Bookstore operations.
- W. **Other Financial Considerations:** Provide details for additional financial considerations the vendor is willing to consider. Examples of financial considerations might include, but are not limited to: capital investments, scholarship investments, price matches for online and in-store purchases, percentage of discount for employees and/or veterans, and textbook fees and freight discounts, if applicable (See **Attachment H**).

- X. **References:** Provide four (4) references, either educational (preferred) or governmental, for whom you have provided the type of services described herein. Include the date(s) services were furnished, the client name, address, and the name and phone number of the individual Radford University has your permission to contact.
- Y. **\*Participation of Small, Women-owned and Minority-owned business (SWaM) Business:** If your business cannot be classified as SWaM, describe your plan for utilizing SWaM subcontractors if awarded a contract. Describe your ability to provide reporting on SWaM subcontracting spend when requested. If your firm or any business that you plan to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award. If your firm is currently certified, you agree to maintain your certification for the life of the contract. For assistance with SWaM certification, visit the SBSB website at <http://www.sbsd.virginia.gov>.

12. **SELECTION CRITERIA AND AWARD**

- A. **Selection Criteria:** Proposals will be evaluated by Radford University using the following weighted evaluation criteria.

	<b>Evaluation Criteria</b>	<b>Percentage of Points</b>
1	Qualifications and experience of Offeror in providing the goods/services.	25%
2	Quality of products/services offered and suitability for the intended purposes.	25%
3	Specific plans or methodology to be used to provide the products/services.	20%
4	Financial (Cost)	20%
5	Participation of Small, Women-Owned and Minority-Owned (SWaM) Businesses.	10%
	<b>TOTAL</b>	<b>100%</b>

- 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 criteria included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offers so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each Offeror so selected, Radford University shall select the Offeror which, in its opinion, has made the best proposal, and shall award the contract to that Offeror. Radford University may cancel this Request for Proposal or reject proposals at any time prior to award. Should Radford University determine in writing and in its sole discretion that only one Offeror has made the best proposal 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. See **Attachment B** for sample contract form.

13. **PROPOSAL PREPARATION AND SUBMISSION:**

- A. **GENERAL INSTRUCTIONS:** Response shall be submitted in one of the following ways:

In Person*	Mail or Courier*	Electronically through eVA
<u>Deliver proposal to:</u> Radford University David E. Armstrong Complex 501 Stockton Street Radford, VA 24142	<u>Mailing Address:</u> Radford University Procurement and Contracts PO Box 6885 Radford, VA 24142-6885	<u>Electronic Submissions:</u> A PDF of your proposal may be submitted through eVA’s Virginia Business Opportunities ( <a href="#">VBO</a> ) site. See <b>Attachment F</b> for more details.

\* **Identify the envelope/package as instructed in Attachment A – Terms and Conditions**  
No other distribution of the proposal shall be made by the Offeror.

1. **IN PERSON or MAIL/COURIER RFP Responses:** In order to be considered for selection, Offerors shall submit a complete response to this RFP to include.

- a. **One (1) original paper copy of the entire proposal, INCLUSIVE OF ALL ATTACHMENTS.** Any proprietary information should be clearly marked in accordance with section 12.A.1.c below.
  - b. **One (1) electronic copy** in WORD format or searchable PDF (USB/Flash Drive) of the entire proposal as one document, **INCLUSIVE OF ALL ATTACHMENTS** mailed along with the hard copy above. Any proprietary information should be clearly marked in accordance with 12.A.1.c below.
  - c. Should the proposal contain **proprietary information**, provide **one (1) redacted** electronic copy in WORD format or searchable PDF (USB/Flash Drive) of the entire document **INCLUSIVE OF ALL ATTACHMENTS. All identified proprietary information should be blacked out.** This USB/Flash Drive should be marked **“Redacted Copy.”**
2. **ELECTRONIC SUBMISSION via eVA VBO RFP Responses:** In order to be considered for selection, Offerors shall submit a complete response to this RFP to include. A brief tutorial on how to submit a response through eVA VBO can be found here: [eVA VBO Electronic Submission](#).
- a. **One (1) electronic copy** in WORD format or searchable PDF (USB/Flash Drive) of the entire proposal as one document, **INCLUSIVE OF ALL ATTACHMENTS.** Any proprietary information should be clearly marked in accordance with 12.A.2.b. below.
  - b. Should the proposal contain **proprietary information**, provide **one (1) redacted** electronic copy in WORD format or searchable PDF of the entire document **INCLUSIVE OF ALL ATTACHMENTS. All identified proprietary information should be blacked out.** This file should be clearly labeled or marked **“Redacted Copy.”**

**B. PROPOSAL PREPARATION:**

1. **Sign and Complete:** Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in Radford University requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by Radford University. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
2. **Concise & Clear:** Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
3. **Organization:** Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the attachment, paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. The proposal should contain a table of contents, which cross-references the RFP requirements. Information which the Offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find the RFP requirements are specifically addressed.
4. **Word Usage:** As used in this RFP, the terms “must”, “shall”, “should” and “may” identify the criticality of requirements. “must” and “shall” identify requirements whose absence will have a major impact on the suitability of the proposed solution. Items labeled as “should” or “may” are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual “must” and “shall” items may not be fully satisfied, but it is the intent to satisfy most, if not all, “must” and “shall” requirements. The inability of an Offeror to satisfy a “must” or “shall” requirement does not automatically remove that Offeror from consideration; however, it may seriously affect the overall rating of the Offeror's proposal.
5. **Binding:** The original proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.
6. **Ownership:** Ownership of all data, materials and documentation originated and prepared for Radford University pursuant to the RFP shall belong exclusively to Radford University and be subject to public inspection in accordance

with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia of Freedom of Information Act. However, to prevent disclosure the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing either before or at the time the data or other materials is submitted. The written request must specifically identify the data or other materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and may result in the rejection of the proposal.

7. **Legal Agreement:** Unless noted in the proposal, a signed and submitted proposal certifies that the firm's principals or legal counsel has reviewed the Request for Proposal General Terms and Conditions and the Special Terms and Conditions and agrees that these provisions will become a part of any final agreement, and that the principals or legal counsel has reviewed and approved the firm's entire proposal prior to submission to the University.

C. **ORAL PRESENTATIONS:** Offerors who submit a proposal in response to this RFP may be invited to give an oral presentation of their proposal to Radford University. This will provide an opportunity for the Offeror to clarify or elaborate on the proposal but in no way will change the original proposal. The University will schedule the time and location of these presentations. Oral presentations may be conducted at the option of Radford University; therefore, proposals should be complete.

14. **OPTIONAL SITE VISIT AND PRE-PROPOSAL CONFERENCE:**

A. **AN OPTIONAL SITE VISIT:** The optional site visit will be held **October 16, 2024 from 12:30 PM – 1:30 PM (EST)**. Offerors *must register for the site visit with the Procurement Officer (Kathryn Dicken: [kdicken@radford.edu](mailto:kdicken@radford.edu)) and indicate the number of attendees by no later than October 9, 2024*. Once notification is received of attendance, further instructions will be provided by the Procurement Officer regarding attendance, meeting location, and parking arrangements.

B. Attendance at the conference may be either in-person or via teleconference. While attendance at this conference will not be a prerequisite to submitting a proposal, Offerors who intend to submit a proposal are encouraged to attend. It is recommended you have a copy of the solicitation readily available to review during the conference.

**IN PERSON ATTENDANCE:**

For those who wish to attend in person, you may do so by coming to the Heth Hall, Conference Room Heth 43. The street address is 105 Heth Hall, Radford, VA 24142. Digital Parking passes are available upon request for attendees.

**ZOOM ATTENDANCE (Registration is required):**

You are invited to a Zoom meeting.

When: **October 16, 2024** beginning at 2:00PM (EST)

Register in advance for this meeting:

<https://radford.zoom.us/meeting/register/tJYrc-quqTouHNXnd9HUDVLEAdvB3h4x6EP>

*After registering, you will receive a confirmation email containing information about joining the meeting. Please allow a few extra minutes prior to the Pre-Proposal Conference to complete registration and to obtain the link to the meeting via email.*

**RECORDING:** *This session will be recorded to ensure transparency during the competitive process.*

C. The purpose of the pre-proposal conference is to allow potential Offerors an opportunity to present questions and requests for clarification, with final responses provided in an RFP Addendum that will be published on [eVA - Virginia's eProcurement Portal](#). The Addendum will include any updates to the RFP, including changes as well as responses to questions presented.

15. **INVOICES and PAYMENT:** Invoices for goods or services provided under any contract resulting from this solicitation should be submitted by email to [acctspayable@radford.edu](mailto:acctspayable@radford.edu). Invoices shall be identified with the assigned contract number. Invoices shall identify contract pricing for all good/services payment is being requested. If submitting invoices by mail use the following address. **Email is the preferred method of invoice receipt.**

**RADFORD UNIVERSITY  
ACCOUNTS PAYABLE  
POST OFFICE BOX 6906  
RADFORD, VA 24142-6906**

Payment will be made thirty days after receipt of proper invoice for the amount of payment due, or thirty days after receipt of goods / services, whichever is later, in accordance with the [Commonwealth of Virginia Prompt Pay Act](#) .

16. **ADDENDUM:** Any **ADDENDUM** issued for this solicitation may be accessed on Virginia Business Opportunities by going to [www.eva.virginia.gov](http://www.eva.virginia.gov) . Since a paper copy of the addendum will not be mailed to you, we encourage you to check the web site regularly.
17. **COMMUNICATIONS:** Communications regarding this solicitation shall be formal from the date of issue, until either a Contractor has been selected or the Procurement and Contracts Department at Radford University rejects all proposals. Formal communications will be directed to the Procurement Officer listed on this solicitation. Reference General Information – Questions/Inquiries. Informal communications, including but not limited to request for information, comments or speculations regarding this solicitation to any University employee other than a Procurement and Contracts Department representative may result in the offending Offeror’s proposal being rejected.
18. **TERMS AND CONDITIONS:** This solicitation and any resulting contract/purchase order shall be governed by the attached terms and conditions. See **Attachment A**.

19. **ATTACHMENTS:**

Informational:

- Attachment A – Terms and Conditions
- Attachment B – Sample of Standard Contract Form
- Attachment C – Zone Map for Cooperative Contracts
- Attachment D – Campus Map
- Attachment E – Existing Bookstore Floorplan in Dalton Hall
- Attachment F – Virginia Business Opportunities Information
- Attachment G – Addendum for Data Protection for Hosted or Cloud Services

Return with Proposals:

- Attachment H – Financial Considerations (to be completed and returned)

Attachment A

TERMS AND CONDITIONS

I. GENERAL TERMS AND CONDITIONS: See [GENERAL TERMS AND CONDITIONS](#)

II. ADDITIONAL TERMS AND CONDITIONS:

1. **ADDITIONAL GOOD AND SERVICES:** The University may acquire other goods or services that the supplier provides other than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services, under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the contract.
2. **AUDIT:** The Contractor hereby agrees to 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. Radford University, its authorized agents, and/or state auditors shall have full access and the right to examine any of said materials during said period.
3. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Radford University shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this contract.
4. **CANCELLATION OF CONTRACT:** Radford University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
5. **CONTRACT DOCUMENTS:** The contract entered into by the parties shall consist of the Request for Proposal including all addendums thereof, the proposal submitted by the Contractor, the written results of negotiations, the University Standard Contract Form, all of which shall be referred to collectively as the Contract Documents.
6. **IDENTIFICATION OF PROPOSAL ENVELOPE:** The signed proposal should be returned in a separate envelope or package and identified as follows:

**From:** \_\_\_\_\_

<b>Name of Bidder</b>	<b>Due Date</b>	<b>Time Due</b>
<b>Street or Box Number:</b>	<b>Solicitation Number</b>	
<b>City, State &amp; Zip Code</b>	<b>Solicitation Title</b>	
<b>Name of Procurement Officer:</b> _____		

The envelope should be addressed to:

RADFORD UNIVERSITY  
 Procurement and Contracts Department  
 P.O. Box 6885  
 501 Stockton Street  
 Radford, Virginia 24142

The Offeror takes the risk that if the envelope is not marked as described above, it may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

7. **NOTICES:** Any notices to be given by either party to the other pursuant to any contract resulting from this solicitation shall be in writing, hand delivered, mailed or electronically submitted to the address of the respective party at the following address:

**If to the Contractor:** Address Shown on the RFP Cover Page  
**Attention:** Name of Person Signing RFP

**If to Radford University:**

RADFORD UNIVERSITY  
Procurement and Contracts Department  
Attn: Procurement Officers Name  
P.O. Box 6885  
501 Stockton Street  
Radford, Virginia 24142

8. **PUBLIC POSTING:** Radford University maintains a web-based contract database with a public gateway access. Any resulting cooperative contract(s) to this solicitation will be posted to the publicly accessible website. Contents identified and mutually negotiated, as proprietary information will not be made public.
9. **SEVERAL LIABILITY:** Radford University will be severally liable to the extent of its purchase made against any contract resulting from this solicitation. Applicable entities described herein will be severally liable to the extent of their purchases made against any contract resulting from this solicitation.

**III. SPECIAL TERMS AND CONDITIONS:**

1. **ACCEPTANCE PERIOD:** Any Proposal received in response to this solicitation shall be valid for 120 days. At the end of the 120 days the Proposal may be withdrawn at the written request of the Offeror. If the Proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is cancelled.
2. **ADVERTISING:** In the event a contract is awarded for supplies, equipment, or services resulting from this solicitation, no indication of such sales or services to Radford University will be used in product literature or advertising. The Contractor shall not state in any of the advertising or product literature that Radford University has purchased or uses its products or services, and the Contractor shall not include Radford University in any client list in advertising and promotion materials without the express written consent of the University.
3. **CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION:** The Contractor assures that the information and data obtained as to personal facts and circumstances related to faculty, students or staff and affiliates will be collected and held confidential, during and following the term of this contract, and will not be divulged without the individual's and the University's written consent and only in accordance with federal law or the Code of Virginia. This shall include FTI, which is a term of art and consists of federal tax returns and return information (and information derived from it) that is in contractor/agency possession or control which is covered by the confidentiality protections of the Internal Revenue Code (IRC) and subject to the IRC 6103(p)(4) safeguarding requirements including IRS oversight. FTI is categorized as sensitive but unclassified information and may contain personally identifiable information (PII). Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the University of any breach or suspected breach in the security of such information. Contractors shall allow the University 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.
4. **CONTINUITY OF SERVICES:**
- A. The Contractor recognizes that the services under this contract are vital to the University and must be continued without interruption and that, upon Contract expiration, a successor, either the University or another Contractor, may continue them. The Contractor agrees:
- 1) To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
  - 2) To make all University owned facilities, equipment and data available to any successor at an appropriate time prior to the expiration of the Contract to facilitate transition to successor; and

- B. That the University Contract Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.

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.

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.

5. **CONTRACTOR PERSONNEL:** All employees of the Contractor shall comply with the rules, regulations, policies and procedures of Radford University and shall maintain proper conduct. In the event the University finds, at its sole discretion, that an employee of the Contractor is objectionable to the University that employee shall be removed by the Contractor from University grounds and shall not again be employed by the Contractor on University grounds until approved by the University.
6. **CRIMINAL CONVICTION CHECKS:** All criminal conviction checks must be concluded prior to the Contractor's employees gaining access to the Radford University Campus. Employees who have separated employment from Contractor shall undergo another background check prior to re-gaining access to the Radford University campus. Contractor shall ensure subcontractors conduct similar background checks. Radford University reserves the right to audit a Contractor's background check process at any time. All employees have a duty to self-disclose any criminal conviction(s) occurring while assigned to the Radford University campus. Such disclosure shall be made to Contractor, which in turn shall notify the designated Radford University Contract Administrator within 5 days. If at any time during the term of the contract Radford University discovers an employee has a conviction which raises concerns about university buildings, property, systems, or security, the Contractor shall remove that employee's access to the Radford University campus, unless Radford University consents to such access in writing. Failure to comply with the terms of this provision may result in the termination of the Contract.
7. **DELIVERY AND STORAGE:** It shall be the responsibility of the Contractor to make all arrangements for delivery, unloading, receiving and storing materials in the building during installation. Radford University will not assume any responsibility for receiving these shipments. Contractor shall check with Radford University and make necessary arrangements for security and storage space in the building during installation.
8. **INSURANCE:**  
By signing and submitting a Proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the following insurance coverages 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 Offeror further certifies that the Contractor and any subcontractors will maintain these during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

**INSURANCE COVERAGES AND LIMITS REQUIRED:**

- Worker's Compensation - Statutory requirements and benefits.
- Employers Liability - \$100,000.00
- Commercial General Liability - \$1,000,000.00 per occurrence and \$2,000,00 in the aggregate to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. Radford University shall be named as an additional insured to the policy by endorsement.
- Automobile Liability - \$1,000,000 combined single limit.
- Builders Risk – For all renovation and new construction projects under \$100,000 Radford University will provide All Risk – Builders Risk Insurance. For all renovation contracts, and new construction from \$100,000 up to \$500,000 the Contractor will be required to provide All Risk – Builders Risk Insurance in the amount of the Contract and name Radford University as additional insured. All insurance verifications of insurance will be through a valid insurance certificate.

\*The Contractor agrees to be responsible for, indemnify, defend and hold harmless Radford University, its officers, agents and employees from the payment of all sums of money by reason of any claim against them arising out of any and all occurrences resulting in bodily or mental injury or property damage that may happen to occur in connection with and during the performance of the Contract, including but not limited to claims under the Worker's Compensation Act. The Contractor agrees that it will, at all times, after the completion of the work, be responsible for, indemnify, defend and hold harmless Radford University, its officers, agents and employees from all liabilities resulting from bodily or mental injury or property damage directly or indirectly arising out of the performance or nonperformance of the Contract.

9. **LICENSE TO USE RADFORD UNIVERSITY LICENSED INDICIA:** By signing and submitting this Proposal, the Offeror agrees that if it is awarded a contract as a result of this solicitation, it will follow the procedures outlined by Radford University's Licensing and Trademarks Administration to become a licensed vendor authorized to use Radford University licensed indicia identified in the solicitation and to follow all procedures for submitting artwork for product for approval prior to producing any product with Radford University indicia. *More information on the licensing process and application can be located at [Radford University Brand Guide](#).*
10. **NONVISUAL ACCESS TO TECHNOLOGY:** All information technology which, pursuant to this Contract, is purchased or upgraded by or for the use of any state agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with the following nonvisual access standards from the date of purchase or upgrade until the expiration of this Contract.
- A. Effective, interactive control and use of the Technology shall be readily achievable by nonvisual means;
  - B. The Technology equipped for nonvisual access shall be compatible with information technology used by other individuals with whom any blind or visually impaired user of the Technology interacts;
  - C. Nonvisual access technology shall be integrated into any networks used to share communications among employees, program participants or the public; and
  - D. The technology for nonvisual access shall have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.
    - Compliance with the foregoing nonvisual access standards shall not be required if the head of the using agency, institution or political subdivision determines that (i) the Technology is not available with nonvisual access because of the essential elements of the Technology are visual and (ii) nonvisual equivalence is not available.
    - Installation of hardware, software or peripheral devices used for nonvisual access is not required when the Technology is being used exclusively by individuals who are not blind or visually impaired, but applications programs and underlying operating systems (including the format of the data) used for the manipulation and presentation of information shall permit the installation and effective use of nonvisual access software and peripheral devices.
    - If requested, the Contractor must provide a detailed explanation of how compliance with the foregoing nonvisual access standards is achieved and a validation of concept demonstration.
    - The requirements of this Paragraph shall be construed to achieve full compliance with the Information Technology Access Act, 2.2-3500 through 2.2-3504 of the *Code of Virginia*.
    - All information technology which, pursuant to this Contract, is purchased or upgraded by or for the use of any Commonwealth agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration (<http://www.section508.gov/>). The requirements of this paragraph along with the Non-Visual Access to Technology term shall be construed to achieve full compliance with the Information Technology Access Act § 2.2-3500 through 2.2-3504 of the *Code of Virginia*.
11. **ORDER PLACEMENT:** The University does not place verbal orders for Goods and Services. The University may only place orders for Goods and Services by issuing a formal written Purchase Order in advance delivery of Goods and Services. If the Contractor provides Goods and Services prior to receipt of a formal written Purchase Order or incurs costs in excess of authorized purchase order fee amounts, it does so at its own risk.
12. **PCI COMPLIANCE:** Contractor represents and warrants for the life of the Contract that it is responsible for the security of payment card information in its possession including all functions relating to storing, transmitting, and ensuring the security of Cardholder Data (CHD). The Contractor agrees that it and any Third-Party provider that Contractor engages, complies with the current version of the Payment Card Industry (PCI) Data Security Standard (PCI DSS) and will maintain compliance with the PCI DSS or any successor certification established by the PCI Security Standards Council (PCI SSC). Contractor agrees that all Payment Applications used are compliant with the Payment Application Data Security Standard (PA DSS), or any successor certification established by the PCI SSC. Contractor will immediately notify the University if it learns it is, or can reasonably expect to be, no longer PCI DSS compliant and will provide the University with the steps being taken to remediate the non-compliance status.

The Contractor agrees to provide the University at least annually or on written request a current (no more than 2 months old) and complete a copy of their Attestation of Compliance (AOC) signed by a duly authorized officer of the Contractor. Further, Contractor agrees to provide to the University proof of current (no more than 3 months old) passing external vulnerability scan as submitted by an Approved Scanning Vendor (ASV).

Contractor will keep data confidential and not copy, publish, sell, exchange, disclose, or provide to others or use any information, documents, or data provided or disclosed to the Contractor or any account information related to payment cards or cardholders for any purpose other than performing the Contractor's obligation under this Contract.

Contractor will inform the University within twenty-four hours if it has knowledge, or can reasonably expect that a security breach has occurred. Contractor takes responsibility for the payment of fines, penalties, lawsuits, and other costs incurred that result from a breach that can be traced to the action or inaction of the Contractor, and will assume 100% of those costs assuming no contributory negligence on the part of the University, merchant acquirer, merchant bank, or other negligent third-party.

Contractor agrees to indemnify and hold the University, its officers, employees, and agents, harmless for, from, and against any and all claims, causes of action suits, judgements, assessment, costs (including reasonable attorney's fees), and expenses arising out of or relating to any loss of University customer credit card or identify information managed, retained, or maintained by the Contractor, including, but not limited to fraudulent or unapproved use of such credit card or identity information.

Contractor agrees that, notwithstanding anything to the contrary in the Contract or the Addendum, the University may terminate the Contract immediately without penalty upon notice to the Contractor in the event Contractor fails to maintain compliance with the PCI DSS or fails to maintain the confidentiality or integrity of any cardholder data.

13. **RENEWAL OF CONTRACT:** The initial term of the contract is five (5) years, or as negotiated. This Contract has the option of five (5) additional one-year (1-yr) renewal terms. The Contract may be renewed upon written agreement of both parties for a period of one (1) year, or as negotiated, under the terms and conditions of the original Contract. Pricing and /or commission rate adjustments may be negotiated only at the time of renewal. Any adjustments must be agreed upon by both parties in writing. Written notice of Radford University's intention to renew shall be given approximately 90 days before the expiration date of each Contract period.
14. **WORK SITE DAMAGES:** Any damage to existing utilities, equipment or finished surfaces resulting from the performance of this Contract shall be repaired to the Owner's satisfaction at the Contractor's expense.

**Attachment B**  
**Standard Contract form for reference only**  
**Offerors do not need to fill in this form.**



**STANDARD CONTRACT**  
Contract Number: **RUxxxxx**

This contract entered into this \_\_\_ day of \_\_\_\_\_, 20\_\_\_, by \_\_\_\_\_, located at (insert complete physical address), hereinafter called the "Contractor" and Commonwealth of Virginia, **Radford University**, called the "Purchasing Agency or Radford University", located at 801 East Main Street, Radford, VA. 24142."

1. **WITNESSETH** that the Contractor and Radford University, in consideration of the mutual covenants, promises and agreements contained, agree as follows:
2. **SCOPE OF CONTRACT:** The Contractor shall provide \_\_\_\_\_ to Radford University as set forth in the Contract Documents.
3. **TERM OF CONTRACT:** From \_\_\_\_\_ through \_\_\_\_\_ (number of years) year renewal options or as negotiated, to include all contractual provisions contained herein.

4. **THE CONTRACT DOCUMENTS SHALL CONSIST OF:**

This signed Radford University Standard Contract. Document:  
Radford University's Request for Proposal (RFP) **Rxx-xxx** dated \_\_\_\_\_, Addendum **xxx** dated \_\_\_\_\_  
(list all addendums in this format).  
Contractor's Proposal signed and dated \_\_\_\_\_  
Negotiation Summation: (List each document by title and execution date)

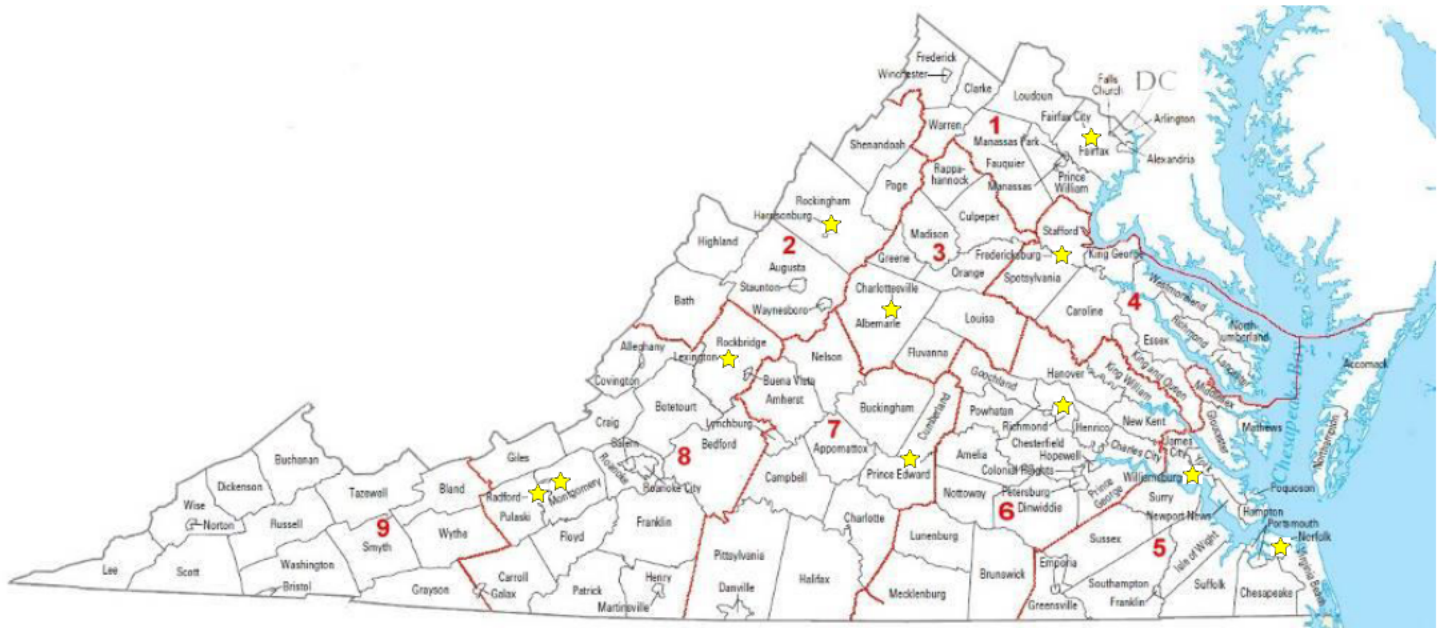
5. **COMPENSATION AND METHOD OF PAYMENT:** The Contractor shall be paid by Radford University in accordance with the contract documents. (\*Note: If advantageous you can list compensation here.)

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

<b>CONTRACTOR:</b>	<b>RADFORD UNIVERSITY</b>
Print Name: _____	Print Name: _____
Title: _____	Title: _____
Signature: _____	Signature: _____
Date: _____	Date: _____

**Attachment C**

**Zone Map**



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

**List of member institutions by zones**

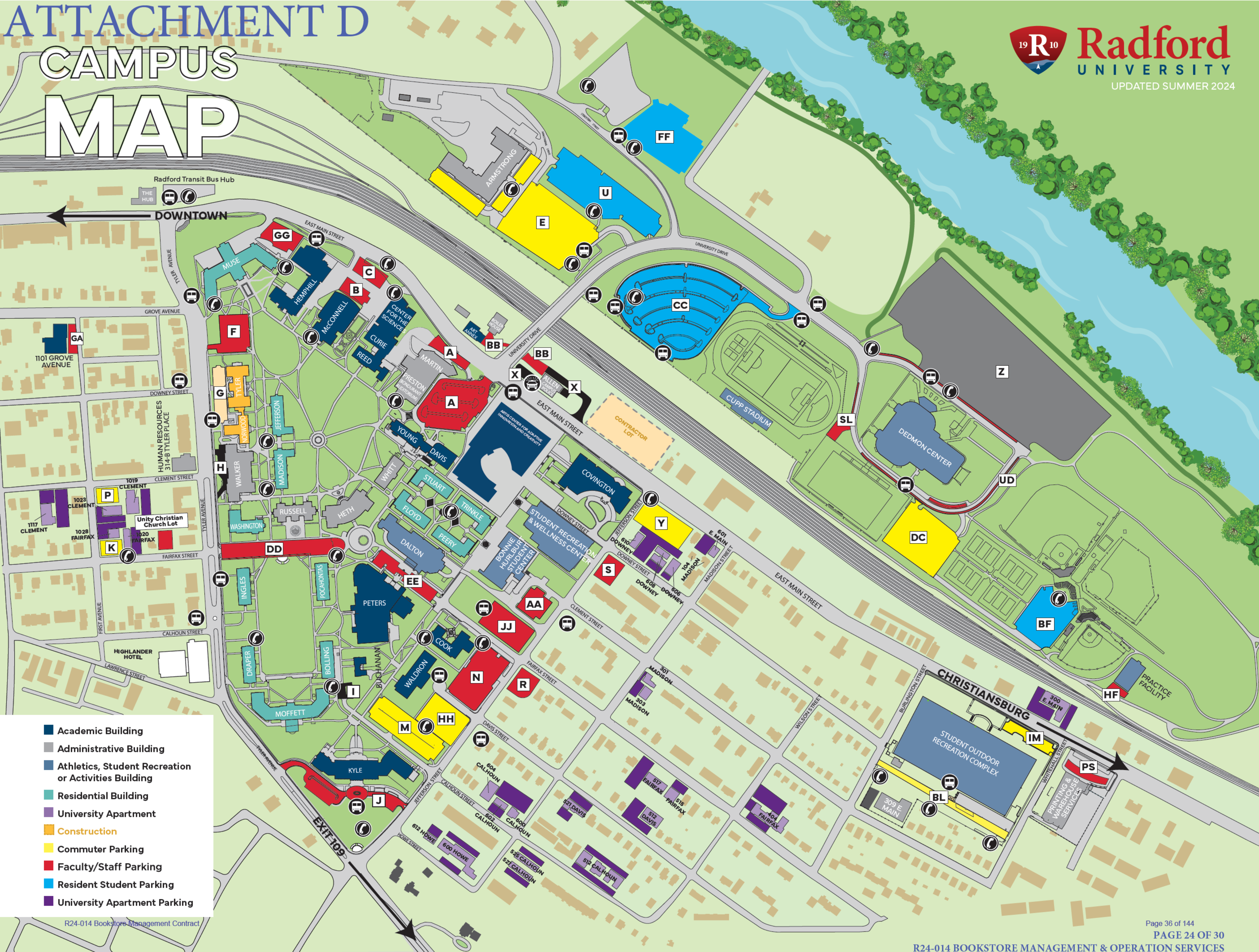
<p><b><u>Zone 1</u></b> George Mason University (Fairfax)</p>	<p><b><u>Zone 2</u></b> James Madison University (Harrisonburg)</p>	<p><b><u>Zone 3</u></b> University of Virginia (Charlottesville)</p>
<p><b><u>Zone 4</u></b> University of Mary Washington (Fredericksburg)</p>	<p><b><u>Zone 5</u></b> Christopher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

The zone map is provided for the Offeror to determine appropriate pricing structures based on approved zones for cooperative institutions. If no other prices are offered, pricing provided will apply to all zones in the Commonwealth of Virginia. If you wish to provide pricing for a zone other than which this solicitation originated, please indicate you are doing so in the response. If you anticipate pricing differentials for different zones, a separate pricing sheet must be submitted for each zone that includes appropriate pricing for that zone.

# ATTACHMENT D

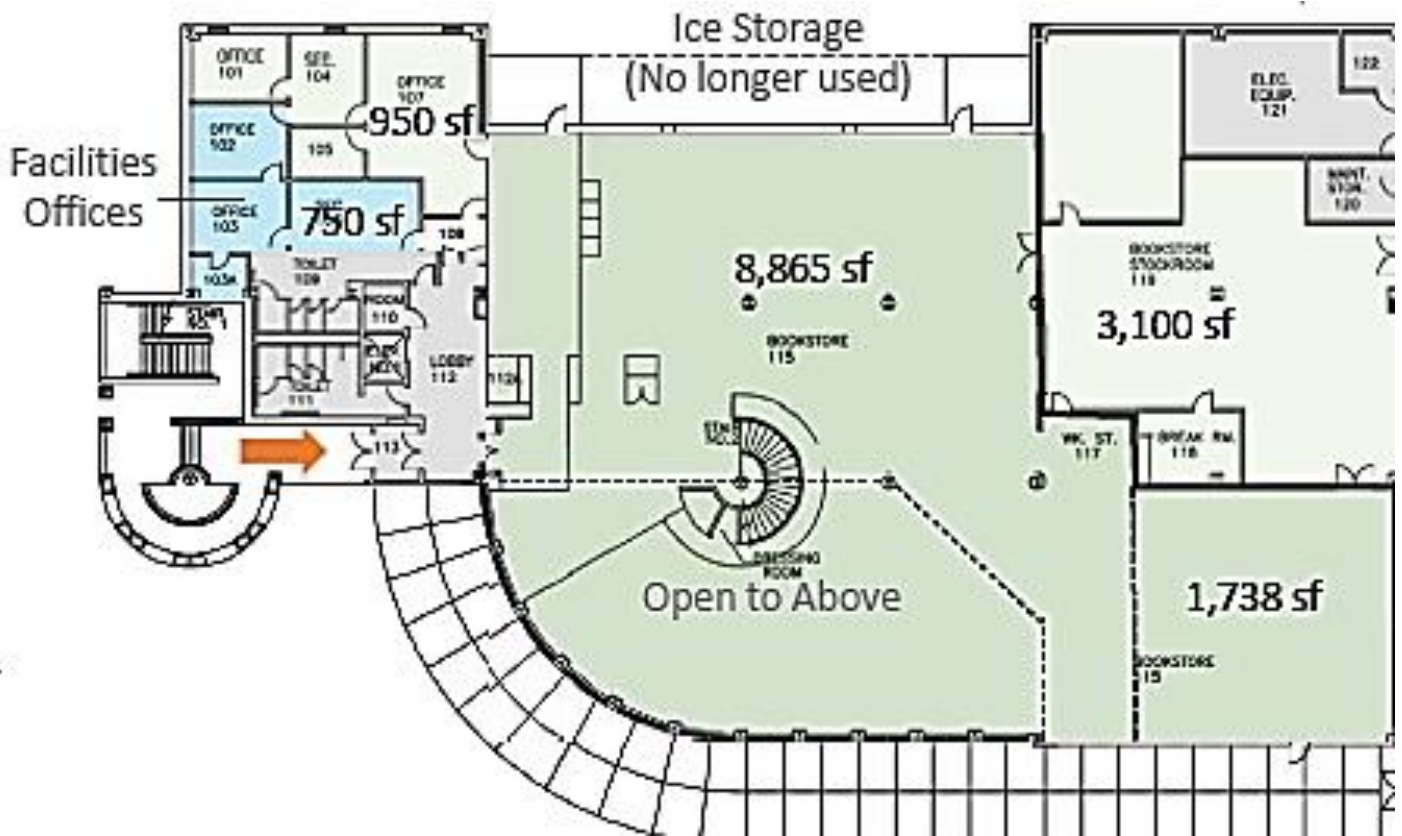
# CAMPUS

# MAP



- Academic Building
- Administrative Building
- Athletics, Student Recreation or Activities Building
- Residential Building
- University Apartment
- Construction
- Commuter Parking
- Faculty/Staff Parking
- Resident Student Parking
- University Apartment Parking

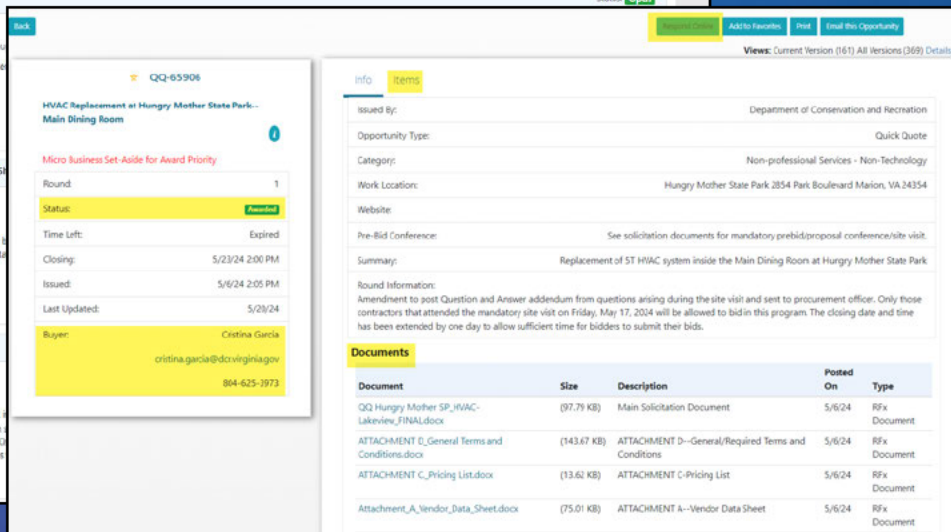
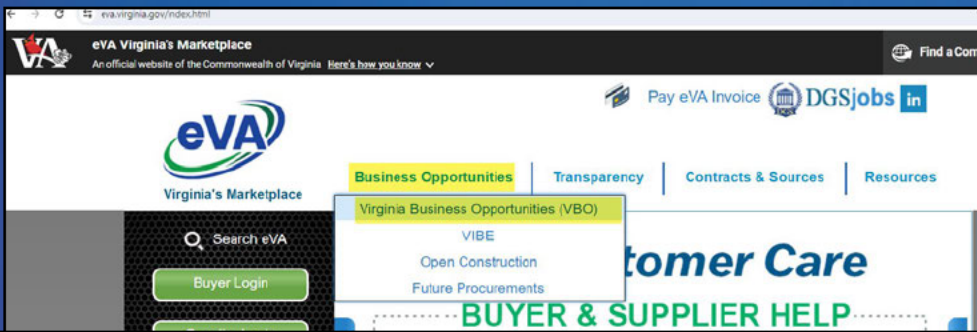
**ATTACHMENT E**  
**DALTON HALL BOOKSTORE FLOOR PLAN**



# Virginia Business Opportunities (VBO)

Want to sell your goods and/or services to Virginia entities? From paper clips to consulting services to vehicles and everything in between, eVA is *the* marketplace for Virginia, connecting businesses to Virginia's buyers and bidding opportunities.

Visit eVA's public posting page, <https://mvendor.cgieva.com/Vendor/public/AllOpportunities.jsp>, the VBO, to find sealed and unsealed solicitations such as Quick Quotes, Invitations for Bid (IFB), Request for Proposal (RFP), and more! You will also find historic award information, bid tabulations and detailed solicitation documents.



Get Registered, it's FREE!  
 Visit [eVA.virginia.gov](https://eVA.virginia.gov) and click Register Now.



## ATTACHMENT G

### **Addendum for Data Protection for Hosted or Cloud Services**

#### **1. Definitions:**

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

2. **Rights and License in and to University Data:** The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of the University, and the Vendor has limited nonexclusive license to use these data as provided in this Agreement solely for the purpose of performing its obligations hereunder. This Agreement does not give a party any rights, implied or otherwise, to the other’s data, content, or intellectual property, except as expressly stated in the Agreement.

3. **Disclosure:** Unless expressly agreeing to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or computer images prepared or provided by the vendor (or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University.

#### **4. Data Privacy:**

- a. The Vendor will use University Data only for the purpose of fulfilling its duties under this Agreement and will not share such data or disclose it to any third party without the prior written consent of the University, except as required by this Agreement or as otherwise required by the law.
- b. University Data will not be stored outside the United States without prior written consent from the University, nor will the Vendor allow access to University Data to subcontractors outside the United States for fulfillment of this contract without prior notification to the customer.
- c. The Vendor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill obligations under this Agreement. The Vendor will ensure that the Vendor’s employees who perform work under this Agreement have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of this Agreement.

#### **5. Data Security:**

- a. The Vendor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and or use. Such measures will be no less protective than those used to secure the Vendor’s own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved.
- b. The Vendor will store and process University Data in a secure site and will provide an annual SSAE 16, SOC 2 or ISAE 3402 Type 2 security report from a third -party reviewer, along with an annual updated security questionnaire.
- c. The Vendor will use industry-standard and up-to-date security tools, technologies and practices such as network firewalls, anti-virus, vulnerability scans, system logging, intrusion detection, 24x7 system monitoring and third-party penetration testing to assure system security as it provides services under this Agreement.
- d. The Vendor will ensure that any customer data eligible for destruction in the data lifecycle is securely and auditably destroyed.
- e. The Vendor warrants that any hosted applications to be accessed by the customer will occur over encrypted channels, and that the keys used for that encryption will be stored in a secured manner.
- f. All encryption of data at rest will use open, best-practice encryption algorithms and not proprietary algorithms.
- g. The University may elect to provide its own encryption key for data at rest or for IAAS/PAAS services, and expects that the Vendor will control and audit access to this key for the lifetime of the agreement.
- h. The University may inspect the data center used to store and process University Data annually or at any time request.

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

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

**7. Employee Background Checks and Qualifications:**

- a. The Vendor shall ensure that its employees have undergone appropriate background screening and possess all needed qualifications to comply with the terms of this agreement including but not limited to all terms relating to data and intellectual property protection.
- b. If the Vendor must under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data, the Vendor shall perform the following background checks on all employees who have potential to access such data in accordance with the Fair Credit Reporting Act: Social Security Number trace; seven(7) year felony and misdemeanor criminal records check of federal, state, or local records (as applicable) for job related crimes; Office of Foreign Assets Control List (OFAC) check; Bureau of Industry and Security List (BIS) check; and Office of Defense Trade Controls Debarred Persons List (DDTC).

**8. Security Breach:**

- a. Response. Immediately (within one day) upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclose or use of University Data, the Vendor will notify the University, exercise due care to preserve evidence, investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, the Vendor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, to regulatory agencies, or other entities, without prior written permission from the University.
- b. Liability. In addition to any other remedies available to the University under law or equity, the Vendor will pay for or reimburse the University in full for all costs incurred by the University in investigation and remediation of such Security Breach, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach. The Vendor agrees to indemnify, hold harmless and defend the University from and against any and all claims, damages, or other harm related to such Security Breach.

**9. Requests for Data, Response to Legal Orders or Demand for Data:**

- a. Except as otherwise expressly prohibited by law, the Vendor will:
  - i. immediately notify the University of any subpoenas, warrants, or other legal orders, demand or requests received by the Vendor seeking University Data;
  - ii. consult with the University regarding its response;
  - iii. cooperate with the University's requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and
  - iv. upon the University's request, provide the University with a copy of its response.
- b. The Vendor will make itself and any employees, contractors or agents assisting the Vendor in the performance of its obligations under the Agreement available to the University at no cost to the University based upon claimed violation of any laws relating to security and/or privacy of the data that arises out of this agreement. This shall include any data preservation or eDiscovery required by the University.
- c. The University may request and obtain access to University Data related logs at any time for any reason.

**10. Data Transfer Upon Termination or Expiration:**

- a. The Vendor's obligations shall survive termination of this Agreement until all University Data has been returned or Securely destroyed, meaning taking actions that render data written on media unrecovered by both ordinary and extraordinary means. These actions must meet or exceed those sections of the National Institute of Standards and Technology (NIST) SP 800-88 guidelines relevant to data categorized as high security.
- b. Upon termination or expiration of this Agreement, the Vendor will ensure that all University Data are securely transferred, returned or destroyed as directed by the University in its sole discretion within 60 days of termination of this Agreement. Transfer/migration to the University or a third party designated by the University shall occur without significant interruption

in service. The Vendor shall ensure that such transfer /migration uses facilities and methods that are compatible with relevant systems of the University or its transferee, and to the extent technologically feasible, that the University will have reasonable access to University Data during the transition.

- c. In the event that the University requests destruction of its data, the Vendor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which the Vendor might have transferred University Data. The Vendor agrees to provide documentation of data destruction to the University and complete any required Commonwealth of Virginia documentation regarding destruction of University Data.
- d. The Vendor will notify the University of Impending Cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing the University access to the Vendor's facilities to remove and destroy University-owned assets and data. The Vendor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. The Vendor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to the University. The Vendor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final date.

**11. Audits:**

- a. The University reserves the right in its sole discretion to perform audits of the Vendor at the University's expense to ensure compliance with the terms of this Agreement. The Vendor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which the Vendor must create, obtain, transmit, use, maintain, process, or dispose of University Data.
- b. If the Vendor must under this agreement create, obtain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data, the Vendor will at its expense conduct or have conducted at least annually a(n):
  - i. American Institute of CPAs Service Organization Controls (SOC) type II audit, or other security audit objectives deemed sufficient by the University, which attests the Vendor's security policies, procedures and controls;
  - ii. vulnerability scan, performed by a scanner approved by the University, of the Vendor's electronic systems and facilities that are used in a way to deliver electronic services under this Agreement; and
  - iii. formal penetration test, performed by a process and qualified personnel approved by the University, of the Vendor's electronic systems and facilities that are used in a way to deliver electronic services under this Agreement.
- c. Additionally, the Vendor will provide the University upon request the results of the above audits, scans and tests and will promptly modify its security measures as needed based on those results in order to meet its obligations under this Agreement. The University may require, at the University expense, the Vendor to perform additional audits and tests, the results of which will be provided promptly to the University.

**12. Compliance:**

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

- 13. Liability:** The Vendor is liable for the actions of its subcontractors, and responsible for understanding and complying to jurisdictional requirements for data protection as it executes this agreement.

**ATTACHMENT H**  
**R24-014 BOOKSTORE MANAGEMENT & OPERATIONS SERVICES**  
**FINANCIAL CONSIDERATIONS**

**FINANCIAL STRUCTURE – Calculation of Commissions:**

As part of the contract award, the Contractor should be prepared to pay Radford University commission on all collected sales at the bookstore, excluding the following:

1. The five percent (5%) Radford University OneCard processing fee that is charged to the bookstore on OneCard purchases. (\*Note: previous partners deducted the 5% OneCard fee from the bookstore commission calculation. Radford University retained the 5% OneCard fee as part of regular payments to the Contractor.)
2. Purchases made with Contractor scholarship funds identified as a financial consideration.
3. Veterans discount purchases with valid military identification.
4. Pass through service products such as postage stamps, bus passes, athletic tickets (items that have no margins).
5. Any other product(s) or service(s) as mutually agreed upon in writing by both Parties.

As part of the contract award, the Contractor is expected to pay full applicable commissions on payments remitted by vendors for the following “pass-through” items including but not limited to:

1. Regalia sales and rentals
2. Class rings and jewelry
3. Computers and non-hardware products
4. Any other product(s) or service(s) as mutually agreed upon in writing by both Parties

**Proposed Commission Structure and annual guarantee**

<b>Dollar Range</b>	<b>Percentage</b>
Up to \$5,000,000	
From \$5,000,001 up to \$7,000,000	
Over \$7,000,001	
Digital Course Materials:	
<b>Annual Guarantee</b>	

**Other Financial Considerations:**

<b>Signing Bonus</b>	
<b>Capital Investment</b>	
<b>Scholarship Investment</b>	
<b>OneCard License Fees</b>	
<b>Faculty and Staff Discounts</b>	
<b>Departmental Discounts</b>	
<b>Veteran Discounts</b>	
<b>Textbook Fees and Freight</b>	
<b>Marketing Incentive Budget</b>	

**REQUEST FOR PROPOSAL (RFP)**  
**RFP # R24-014**  
**GENERAL INFORMATION FORM**

**QUESTIONS/INQUIRIES:** All questions/inquiries for information regarding this solicitation should be directed to:

Name: Kathryn Dicken  
Phone: (540) 831-5090  
Email: [kdicken@radford.edu](mailto:kdicken@radford.edu)

Written questions to be submitted via email no later than: **October 29, 2024 by 3:00 PM** Eastern Standard Time (hereinafter EST)

**PROPOSAL DUE DATE AND TIME:** Proposals will be received until **November 20, 2024** up to and including **3:00 PM EST**. Email and fax responses will not be accepted.

In Person\*

Mail or Courier\*

Electronically through eVA

Deliver proposal to:

Radford University  
David E. Armstrong Complex  
501 Stockton Street  
Radford, VA 24142

Mailing Address:

Radford University  
Procurement and Contracts  
PO Box 6885  
Radford, VA 24142-6885

Electronic Submissions:

A PDF of your proposal may be submitted through eVA's Virginia Business Opportunities ([VBO](#)) site. See **Attachment F** for more details.

\* Identify the envelope package as instructed in **Attachment A** – Terms and Conditions.

**BUSINESS HOURS:** Radford University's Procurement and Contracts Department is open Monday through Friday from 8:00 AM to 4:30 PM EST.

**LATE PROPOSAL RECEIPT:**

**In-Person or Mail/Courier Delivery:**

To be considered for selection, *proposals must be received by Radford University's Procurement and Contracts Department* by the due date and time identified in this solicitation document. The official time used in documenting the receipt of In-Person and Mail/Couriered proposals is that time identified on the automatic time stamp machine located in the Procurement and Contracts Department in the David E. Armstrong building on the main campus of Radford University. Proposals received after the date and time designated herein are automatically deemed non-responsive and will not be given consideration. The University is not responsible for delays in delivery conducted by the U.S. Postal Service, private couriers, or the intra-university mail system. It is the sole responsibility of the Offeror to ensure their proposal reaches the Procurement and Contracts Department at Radford University by the designated date and time.

**For Electronic Submission through eVA:**

To be considered for selection, proposals must be submitted through the eVA Electronic Submission process by the date and time identified herein. *In order to submit an electronic proposal, the Vendor **MUST BE properly registered with eVA***. Registration may be accomplished through this site: <https://eva.virginia.gov/register-now.html>. It is strongly encouraged that registration be completed well in advance of the submission deadline to avoid any delays in the process. Upon successful submission, the Contractor will receive confirmation of submission through eVA. Radford University will not confirm receipt of the proposal. For a tutorial on how to view and respond to a solicitation, visit: <https://www.youtube.com/watch?v=KSxcAkOekW0>. The University is not responsible for delays, miscommunications, or transmission errors that may occur during the electronic submission process. This includes but is not limited to issues related to internet connectivity, email servers, or other technical malfunctions. It is the sole responsibility of the Offeror to ensure the proposal is submitted on time.

**UNIVERSITY CLOSINGS:** If the University is closed as a result of an act of God or an emergency situation, the University's website shall post notices of said closings. It is the responsibility of the vendor to check the website at [www.radford.edu](http://www.radford.edu) for said notifications. If the University is closed on the day proposals are due, proposals will be accepted at the same time on the next scheduled business day the University is open. If the University is closed on the day of a scheduled pre-proposal conference a written addendum will be issued to officially reschedule the conference.

**OPTIONAL PRE-PROPOSAL CONFERENCE AND SITE VISIT:** An optional site visit will be held on **October 16, 2024** from **12:30 PM to 1:30 PM** EST. The optional pre-proposal conference will be held immediately following the site visit on **October 16, 2024 at 2:00 PM**. See **Section (14)** for additional information. **\*\* PRE-REGISTRATION FOR THE SITE VISIT AND PRE-PROPOSAL CONFERENCE IS REQUIRED \*\***

**TYPE OF BUSINESS: (Please check all applicable classifications).** In order to qualify for assigned Small, Women and Minority (SWaM) points your business must be certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), provide your assigned SBSB certification number. For assistance with SWaM certification, visit the SBSB website at <https://www.sbsd.virginia.gov/>.

- Large**
- Small business** – A business that is at least 51% independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. One or more of these individual owners shall control both the management and daily business operations of the small business.
- Women-owned business** – A business that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in owned by one or more women who are citizens of the United States or legal resident aliens, and both the management and daily business operations are controlled by one or more women.
- Minority-owned business** – A business that is at least 51% owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals, or any historically black college or university, regardless of the percentage ownership by minority individuals or, in the case of a corporation, partnership, or limited liability company or other entity, the equity ownership interest in the corporation, partnership, or limited liability company or other entity.

**COMPANY INFORMATION/SIGNATURE:** In compliance with this Request for Proposal and to all the conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the goods or services in accordance with the attached signed proposal inclusive of all addenda, if applicable, and as mutually agreed upon by subsequent negotiation.

Information Requested	Vendor Response (Please write or fill in legibly)
<b>FULL LEGAL NAME OF BUSINESS:</b> (Please print the company name as it appears with your Federal Taxpayer Identification Number)	A Book Company, LLC
<b>FEDERAL TAXPAYER IDENTIFICATION NUMBER (TIN):</b>	[REDACTED]
<b>BUSINESS NAME / DBA NAME/ TA NAME:</b> (If different than the Full Legal Name)	
<b>BILLING NAME:</b> (Company name as it appears on your invoice)	
<b>PAYMENT ADDRESS:</b>	
<b>CONTACT NAME:</b>	
<b>CONTACT TITLE:</b>	
<b>EMAIL:</b>	
<b>TELEPHONE NUMBER:</b>	
<b>EVA VENDOR ID NUMBER:</b>	
<b>VIRGINIA STATE CORPORATION COMMISSION REGISTRATION NUMBER:</b>	

I acknowledge that I have received the following addenda posted for this solicitation.

1  2  3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_ 6 \_\_\_\_\_ (Please check all that apply.)

SIGNATURE: Audrey Vogt DATE: 11/19/24



**Radford**  
UNIVERSITY



**eCampus.com Proposal for  
RADFORD UNIVERSITY  
REQUEST FOR PROPOSAL RFP#: R24-014  
BOOKSTORE MANAGEMENT AND  
OPERATION SERVICES**  
Contact: Daniel Ayers, Vice President of Strategic Partnerships  
dayers@ecampus.com | 859-806-1119

**ecampus.com**  
HIGHER ED

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November 20, 2024

Radford University  
Kathryn Dicken  
801 East Main Street  
Radford, VA 24142

Ms. Dicken,

Thank you for the opportunity to respond to the Request for Proposal for Bookstore Management and Operations Services at Radford University. eCampus is pleased to provide two options for our course material and retail solutions to meet the University's requirements.

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

Our fully online eCampus solution offers an innovative approach to providing affordable print and digital course materials, apparel and merchandise to students via a full-service Online Bookstore. Additionally, eCampus would offer financial incentives above commissions to further increase revenue and profitability for Radford University.

Alternatively, if Radford University wishes to self-operate or select a third party to operate the Radford University Campus Store, eCampus can be the provider of Online Course Materials Services.

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

Sincerely,

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

Daniel Ayers  
Vice President of Strategic Partnerships

## 11. SPECIFIC REQUIREMENTS

### *A. PLAN OR METHODOLOGY FOR DELIVERY OF SERVICES:*

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1. A description of what specific services the Offeror proposes to provide the manpower needed, when services shall be performed, by whom, and the anticipated time durations for typical services.

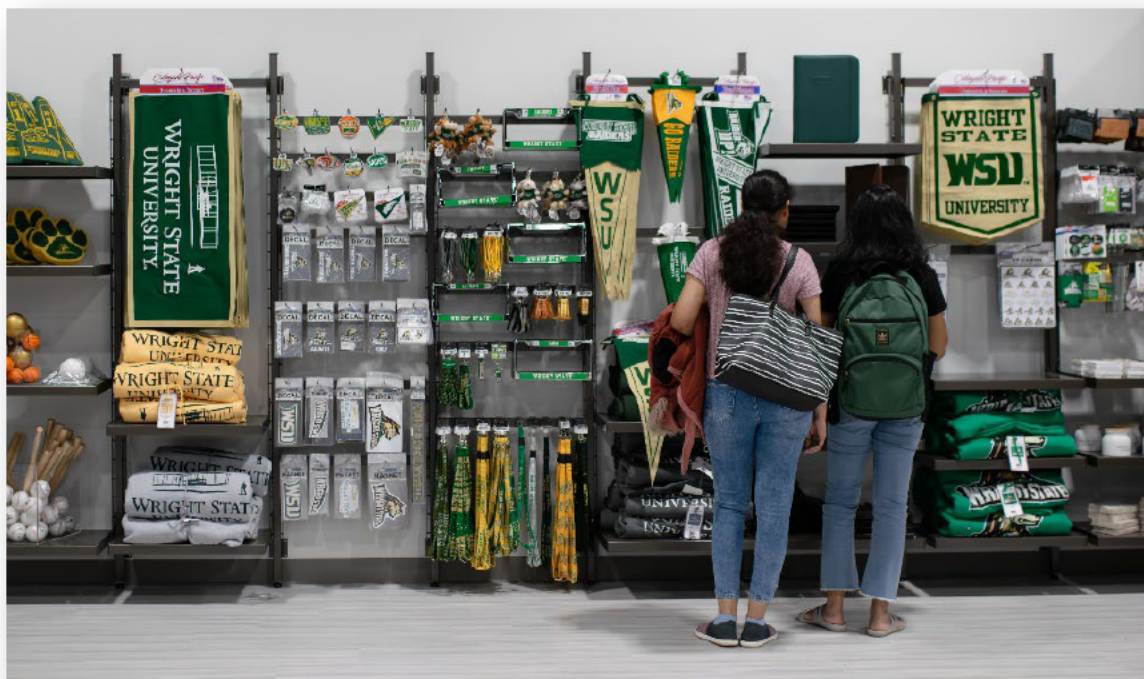
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### **ECAMPUS OPERATED CAMPUS STORES**

eCampus transforms college and university campus stores to create a vibrant, dynamic and unique experience that enriches campus life, enables community connections and supports the academic and social goals of each institution's students, faculty and staff.

Please see below and on the next page for images from eCampus-operated campus stores showcasing on-trend apparel and merchandise selections that attract faculty, staff and students.





## RADFORD UNIVERSITY CAMPUS STORE

eCampus envisions a new store design for the Radford University Campus Store in conjunction with existing plans to revolutionize the customer shopping experience. Focused on the fusion of brand awareness and seamless functionality, our campus store design will embody the essence of modern retail innovation. The Radford University Campus Store will be more than just a retail space—it will be a vibrant hub of community engagement. Please see a few sample renderings of eCampus-operated campus stores on the next page. Renderings specific to the new Radford University Campus Store will be provided during the contract period once a project timeline has been agreed to with the University.



## ONLINE SPIRIT SHOP

eCampus will provide an online spirit shop for Radford University students, faculty, administration and alumni to purchase apparel and merchandise online. Our eCommerce solution offers a secure website with multiple shipping and payment options. eCampus will create a direct link to the Online Spirit Shop on the Radford University Online Bookstore, where customers can shop by category for apparel, merchandise, supplies and more before proceeding through the checkout process.

Please see below for an example of the Radford University Online Spirit Shop.



If Radford University elects to self-operate the Campus Store, eCampus can also be Radford University's initial vendor for apparel and merchandise within the Radford University Campus

Store. Radford University will own 100% of the inventory and will be invoiced at eCampus's cost, plus a 20% fee to cover design time and production.

## **ONLINE BOOKSTORE**

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

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

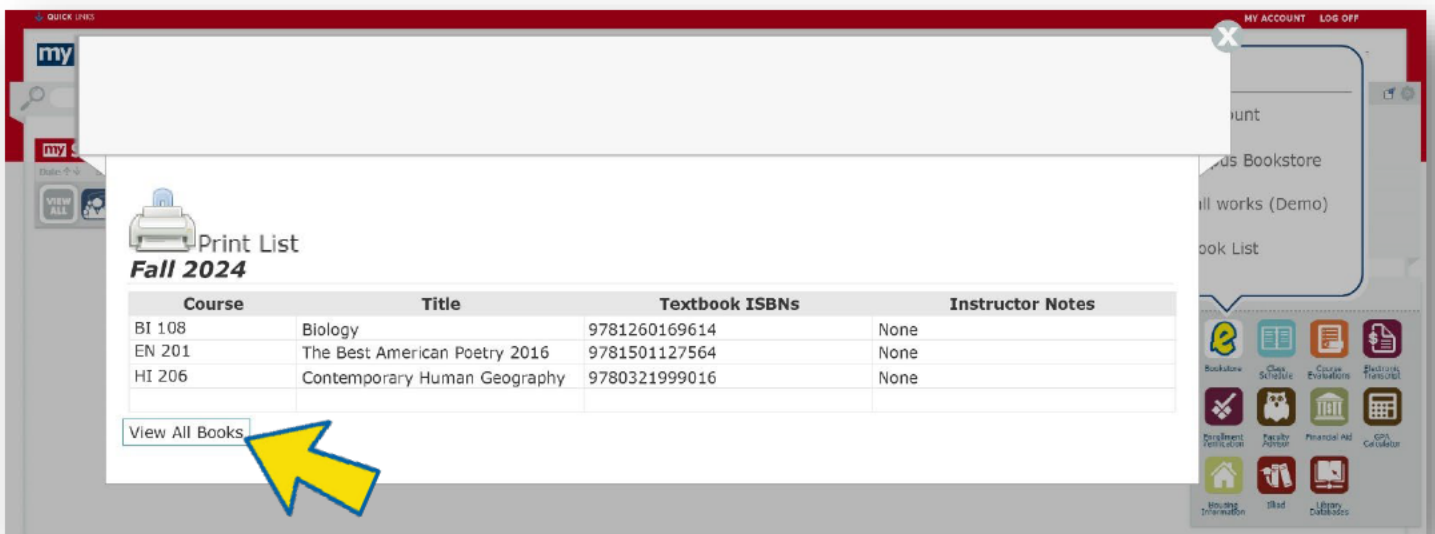
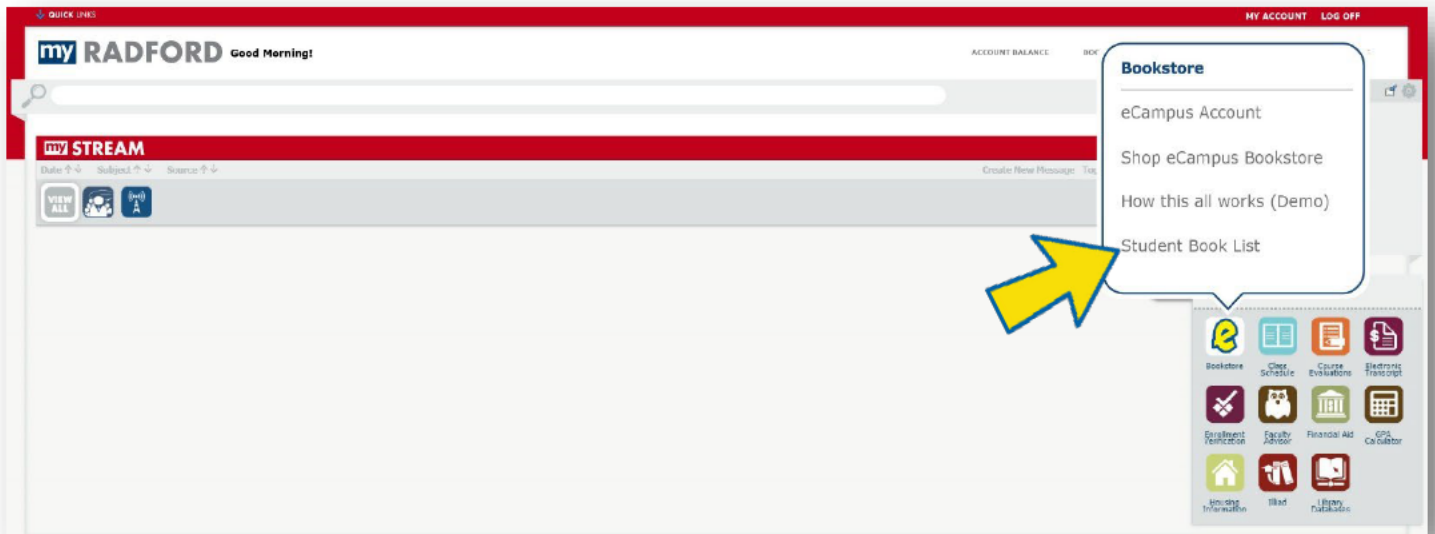
We have provided a step-by-step process on the following pages, displaying our Shop-by-Schedule (Registration Integration) and our Shop-By-Course models.

## SHOP-BY-SCHEDULE

Step 1: Students log in to Radford University's student portal.

The image shows a computer monitor displaying the Radford University Official Bookstore website. The website header includes the Radford University logo, navigation links for 'Shop' and 'Textbooks', a search bar, and a 'Cart (0)' icon. A large banner features the text 'Welcome to Your Official Online Bookstore' and 'Free Shipping ON ALL ORDERS\*'. Below the banner, there are two buttons: 'SHOP BY SCHEDULE' and 'SHOP BY COURSES'. A yellow arrow points to the 'SHOP BY SCHEDULE' button. Below the main content area, there is a 'Get Your Textbooks' section with a book icon and the same two buttons. A second yellow arrow points to the 'Username' field in a separate login form below the main content area. The login form includes fields for 'Username' and 'Password', and a 'Login' button.


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



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

### CHEM 104 402 46495 Spring 2021

**REQUIRED**



**GENERAL CHEMISTRY: THE ESSENTIAL CONCEPTS**  
CHANG, RAYMOND; GOLDSBY, KENNETH

ISBN13: 9780073402758  
EDITION: 7TH  
FORMAT: HARDCOVER  
PUBLISHER: McGraw-Hill Education  
COPYRIGHT: 1/7/2013

This item qualifies for Free Shipping!\*


We Buy This Book Back!

Complimentary 7-Day eTextbook Access

	CURRENT PRICE
<input type="checkbox"/> <b>RENT BOOK</b> ⓘ In Stock	
<input checked="" type="radio"/> Semester Due back 5/28/2021	<b>\$16.99</b>
<input type="radio"/> Quarter Due back 3/26/2021	<b>\$16.14</b>
<input type="checkbox"/> <b>BUY USED</b> ⓘ In Stock	<b>\$116.28</b>
<input type="checkbox"/> <b>BUY NEW</b> In Stock	<b>\$153.43</b>
<input type="checkbox"/> <b>RENT DIGITAL EBOOK</b> ⓘ	
<input checked="" type="radio"/> Online: 180 Days Downloadable: 180 Days	<b>\$47.50</b>
<input type="radio"/> Online: 365 Days Downloadable: 365 Days	<b>\$62.50</b>
<input type="radio"/> Online: 365 Days Downloadable: Lifetime Access	<b>\$72.50</b>
<input checked="" type="checkbox"/> <b>MARKETPLACE OPTIONS</b> ⓘ Prices starting at \$36.38	

---

**REQUIRED**



**SAFETY GOGGLES ASSORTED COLOR (SINGLE ITEM FOR #: 646704A)**  
CAROLINA BIOLOGICAL SUPPLY CO.

ISBN13: 978888896922  
EDITION: SUPPLIES  
FORMAT: SUPPLIES  
PUBLISHER: CAROLINA BIOLOGICAL SUPPLY COMPANY,  
COPYRIGHT: 1/1/2012

This item qualifies for Free Shipping!\*

	CURRENT PRICE
<input type="checkbox"/> <b>BUY NEW</b> In Stock	<b>\$10.93</b>


**\* THIS ITEM MUST BE PURCHASED NEW**

---

### MATH 105 201 45806 Spring 2021

INTRO COLLEGE ALGEBRA -

**REQUIRED**



**ALGEBRA: FORM AND FUNCTION, SECOND EDITION WILEYPLUS NEXT GEN STUDENT PACKAGE 1 SEMESTER**  
MCCALLUM

ISBN13: 9781119765752  
EDITION: 2ND  
FORMAT: ACCESS CODE  
PUBLISHER: Wiley  
COPYRIGHT: 1/1/2020

This item qualifies for Free Shipping!\*

	CURRENT PRICE
<input type="checkbox"/> <b>BUY NEW</b> Will be added to Digital Bookshelf within 1-2 hours.	<b>\$82.62</b>

**\* THIS ITEM MUST BE PURCHASED NEW**

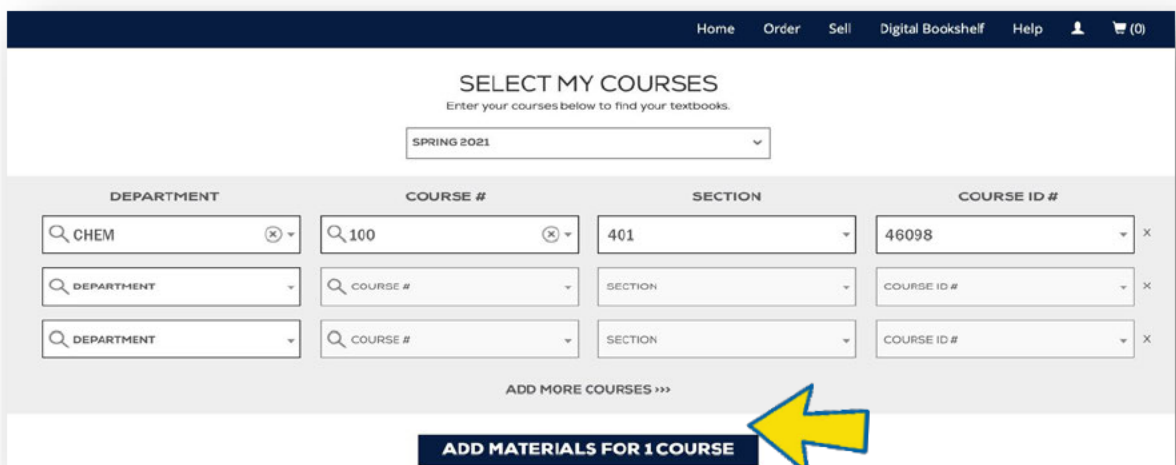
Following the student's selection of courses, they will proceed to steps 4-5 on pages 12-13.

## SHOP-BY-COURSE MODEL

Step 1: Students visit Radford.eCampus.com to shop on Radford University's branded online bookstore.



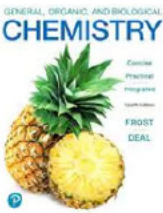
Step 2: Students shop by campus and/or semester and choose their specific course and/or section. Shopping design setup is customized based on Radford University's needs.



Step 3: Students choose the format they would like to purchase/rent.

**CHEM 100 401 46098 Spring 2021**

**Required**



**General, Organic, and Biological Chemistry**  
by Frost, Laura D.; Deal, S. Todd

Edition: 4th  
ISBN13: 9780134988696  
ISBN10: 0134988698  
Format: Paperback  
Pub. Date: 2019-01-04  
Publisher(s): Pearson

[Write a Review](#)

[Other versions by this Author](#)

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eCampus.com Device Compatibility Matrix

	CURRENT PRICE
<input type="checkbox"/> <b>RENT BOOK</b>	
In Stock	
<input checked="" type="radio"/> Semester Due back 5/28/2021	<b>\$25.35</b>
<input type="radio"/> Quarter Due back 3/26/2021	<b>\$24.08</b>
<input type="checkbox"/> <b>BUY USED</b>	<b>\$104.28</b>
In Stock	
<input type="checkbox"/> <b>BUY NEW</b>	<b>\$236.01</b>
In Stock	
<input type="checkbox"/> <b>RENT DIGITAL EBOOK</b>	
<input type="radio"/> Online: 120 Days Downloadable: 120 Days	<b>\$73.03</b>
<input checked="" type="radio"/> Online: 180 Days Downloadable: 180 Days	<b>\$82.99</b>
<input type="radio"/> Online: 365 Days Downloadable: 365 Days	<b>\$145.99</b>
<input type="radio"/> Online: 365 Days Downloadable: Lifetime Access	<b>\$208.99</b>

We guarantee to buy this book back for at least \$52.00

Buy from our **Marketplace** starting at \$52.25

Step 4: Students proceed through checkout and input their shipping address or ship to the Radford University Campus Store or designated campus location.

Home Order Digital Bookshelf Sell Books Apparel Help Sign Out Barry Kern (1) Search

### SECURE CHECKOUT

**1. Shipping Address**

Shipping Previous Address  
-- Select to Use Previous Address --

**Ship to Campus Store**  
*\* required fields*

Full Name \*  
Address Line 1 \*  
Address Line 2  
City \*  
State/Province \* --Select a State--  
Zip/Postal Code \*  
Country \* United States of America  
Phone Number \*

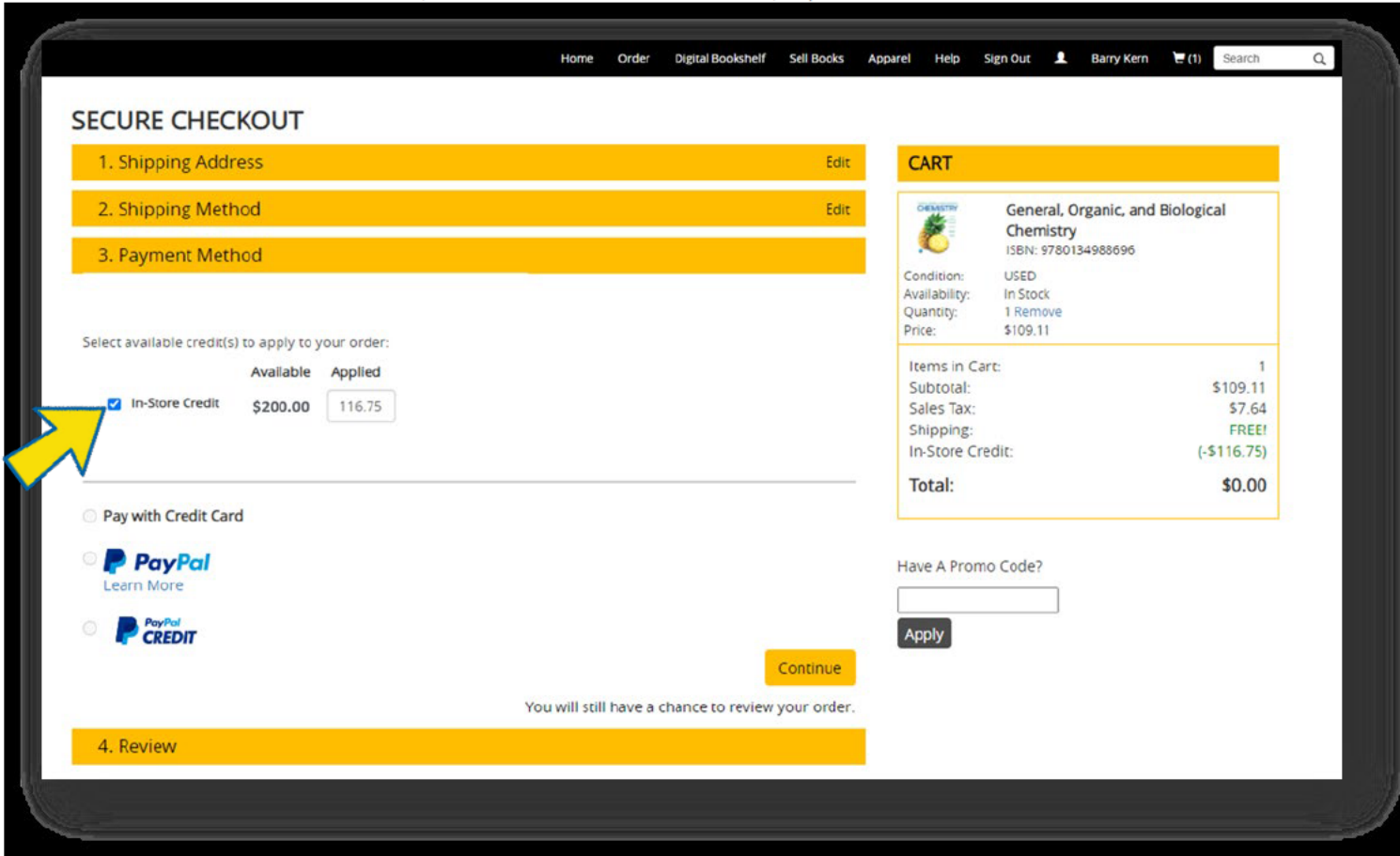
[Continue](#)

**2. Shipping Method**  
**3. Payment Method**  
**4. Review**

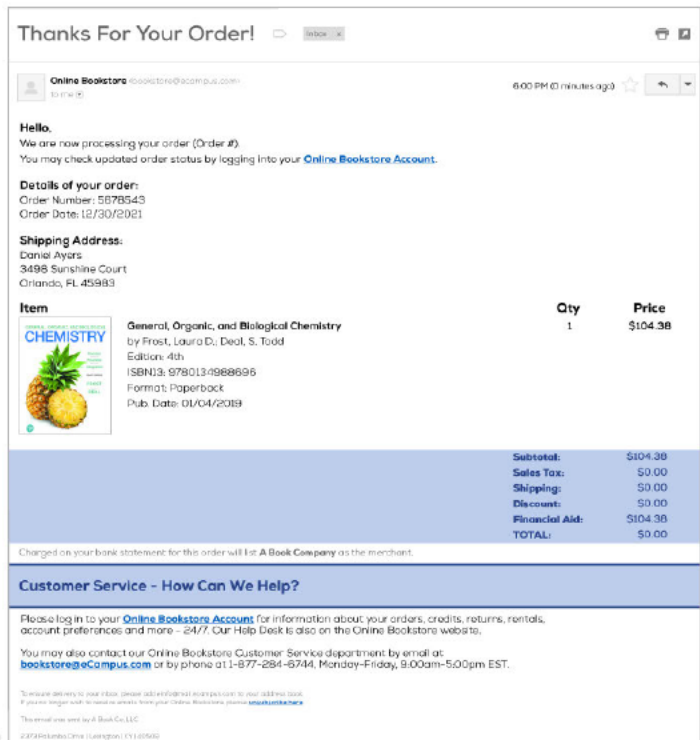
### CART

	<b>General, Organic, and Biological Chemistry</b> ISBN: 9780134988696
Condition:	USED
Availability:	In Stock
Quantity:	1 Remove
Price:	\$109.11
Items in Cart:	1
Subtotal:	\$109.11
Sales Tax:	\$7.64
Shipping:	FREE!
In-Store Credit:	(-\$116.75)
<b>Total:</b>	<b>\$0.00</b>

Step 5: Students choose their payment method.



Step 6: Students receive order and shipment confirmation emails and texts.



## **INCLUSIVE AND EQUITABLE ACCESS**

eCampus also provides an Inclusive or Equitable Access Solution that further reduces the cost of materials. Inclusive Access course materials are automatically charged to the student account. Equitable Access course materials are embedded into tuition or charged a course material fee. Inclusive Access and Equitable Access programs not only support student success but helps to increase retention and graduation success rates.

### **INCLUSIVE ACCESS**

Within our Online Bookstore solution, eCampus provides faculty the ability to adopt industry-leading Inclusive Access digital course materials and codeless courseware to be delivered directly inside D2L upon course registration via LTI (Learning Technology Interoperability) tools. Instructors can leverage our extensive catalog of Inclusive Access titles, with additional Inclusive Access titles added weekly. Our eCampus Inclusive Access team can negotiate on the University's behalf to often leverage Inclusive Access course materials pricing lower than the standard industry Inclusive Access published pricing.

### **INCLUSIVE ACCESS MANAGEMENT**

eCampus manages the courses, content and opt-out process to ensure the accuracy of participating students. After the drop/add period, eCampus will bill the institution for the students' Inclusive Access course materials.

### **OPT-IN/OPT-OUT PROCESS**

Students are automatically opted-in to the Inclusive Access adopted digital courseware. If a student prefers to opt-out from the Inclusive Access course material prior to the drop/add date, the process is both simple and transparent. eCampus clearly outlines the Inclusive Access course material costs and allows students to opt-out of the Inclusive Access course material directly on the online bookstore or inside of D2L. If a student were to opt-out, the traditional a la carte purchasing options, including new, used, rental, digital, and the eCampus marketplace would be presented.

Please see the screenshot on the next page for an example of an Inclusive Access course listing with transparent IA pricing and opt-out instructions via the Online Bookstore.

This course is participating in the college's **INCLUSIVE ACCESS PROGRAM**. Digital materials will be provided in CANVAS and a course material fee of \$45 will be automatically applied to your student account. If you would like to OPT-OUT of this program and purchase materials on your own, please click [HERE](#).



If you would like a supplemental print copy of the digital material, please feel free to purchase or rent the material below.

#### **Inclusive Access**

This course features an Inclusive Access format where course materials are delivered digitally on day one

## **EQUITABLE ACCESS**

Equitable access is an innovative course materials acquisition and delivery model offered campus-wide that provides every student in all participating courses with their required course materials delivered before the start of the semester.

### **HOW IS EQUITABLE ACCESS DIFFERENT?**

The traditional course materials acquisition process requires students to be active participants as they try to figure out what materials they need, where to find them and if they have the resources to acquire the materials. With an equitable access course material solution, students are not burdened with these responsibilities. Students can register for their courses knowing that they will have access to all their required course materials without having to spend their time shopping for materials.

### **ECAMPUS EQUITABLE ACCESS SOLUTION**

eCampus has been a leading provider of equitable access solutions since 2006, offering affordable, in-tuition course materials with our solution eCampus **ALL Access**. With ALL Access, faculty have complete academic freedom in their course material selections and can select either print or digital course materials for their courses. ALL Access digital course materials will be delivered to D2L and print course materials will be individually boxed per student and shipped for free directly to Radford University Campus Store or designated campus location or to the students' preferred off-campus address one week prior to the start of the semester.

**ALL ACCESS INCREASES ACCESS TO COURSE MATERIALS FOR ALL STUDENTS AND REDUCES THE OVERALL COST OF COURSE MATERIALS WHEN COMPARED TO THE TRADITIONAL COURSE MATERIALS ACQUISITION MODEL.**

Students would have the option to opt out of the equitable access solution by the drop-add date. If a student were to opt-out, they would then be directed to the Radford University branded Online Bookstore to purchase their required materials in their preferred format. Radford University will receive commissions on course materials purchased via the online bookstore.

eCampus provides competitive flat-rate pricing per credit hour for equitable access, ensuring all students receive necessary course materials, whether in print or digital format, through our program. Radford University could implement equitable access pricing at **\$20.00 per credit hour** with potential adjustments based on a detailed analysis of historical adoption lists and enrollment data.

## TRANSITIONING TO ALL ACCESS

Radford University can transition to our ALL Access solution at any time during the partnership. eCampus specializes in transforming traditional course materials models into our streamlined, cost-effective ALL Access solution. Our comprehensive approach ensures a seamless transition, minimizing disruption while maximizing benefits for the institution and its students.

Transitioning to ALL Access is a significant step toward modernizing and revolutionizing course material acquisition and delivery for Radford University students. With eCampus, Radford University can be assured of a seamless, efficient, and cost-effective transition that enhances the educational experience for its students.

## SHIPPING

eCampus offers students free shipping on their course materials, apparel, merchandise and supplies purchased from Radford University's Online Bookstore.

### SHIP-TO-CAMPUS

- › **FREE 2-Day Shipping** to the Radford University Campus Store or designated campus location on all orders shipped and sold by eCampus **year-round**.

### SHIP-TO-HOME

- › **FREE Standard Shipping** to the students' home on all orders over \$59 shipped and sold by eCampus **year-round**.

## PACKAGE DISTRIBUTION

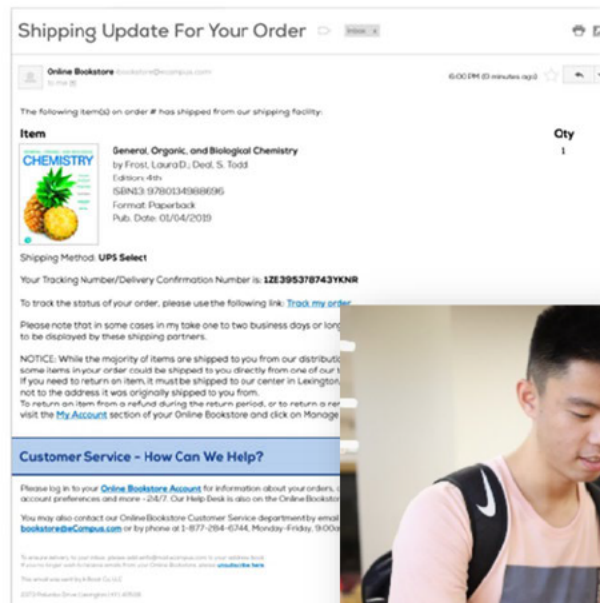
eCampus will utilize our exclusive Ship2Store Software to streamline the delivery and pickup process for students' online bookstore orders within the Radford University Campus Store. Alternatively, if Radford University elects to self-operate the Radford University Campus Store, University staff will be trained on our eCampus exclusive Ship2Store Software. Radford

University will receive increased financial gains by self-operating student order distribution with the Ship2Store Software and receive a \$1.00 per package scanned and distributed incentive.

When the Radford University Campus Store receives students' orders, Campus Store staff will scan packages with our Ship2Store Software and assign to a designated shelf space.



Once the package is scanned, students will be notified by an instant text or email that their order is ready for pick up. Students will show the Campus Store staff their barcode, which will detail exactly where the students' order is on the shelf. Campus Store staff retrieves the students' order and the student then signs for their package.



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2. A description of the Offeror's customer service model for students, faculty and staff, departments and campus community. Explain how you would provide outstanding customer service.

---

## **CUSTOMER SERVICE STRATEGY**

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

## **CAMPUS STORE CUSTOMER SERVICE**

Our approach to providing excellent customer service at the Radford University Campus Store revolves around the principles below and on the next page.

### **FRIENDLY & KNOWLEDGEABLE STAFF**

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

### **PERSONALIZED ASSISTANCE**

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

### **EFFICIENT SERVICE**

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

### **QUALITY PRODUCTS**

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

## RESPONSIVE CUSTOMER SUPPORT

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

## COMMUNITY ENGAGEMENT

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

## ONLINE BOOKSTORE CUSTOMER SERVICE

Radford University will have an experienced customer service team who will be available to answer any student questions and assist with customer online orders. Our customer service representatives undergo extensive training and are provided a detailed training manual where they are tested on its contents. They are required to review recorded and live phone calls and must demonstrate live situations before being given the opportunity to begin taking calls. Our customer service team's phone calls, live chats, and emails are reviewed and monitored for quality assurance and customer satisfaction.

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

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

## ONLINE CUSTOMER SUPPORT

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

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



## LIVE CHAT

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



## EMAIL COMMUNICATION

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



## TELEPHONE SUPPORT

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



## HELP DESK

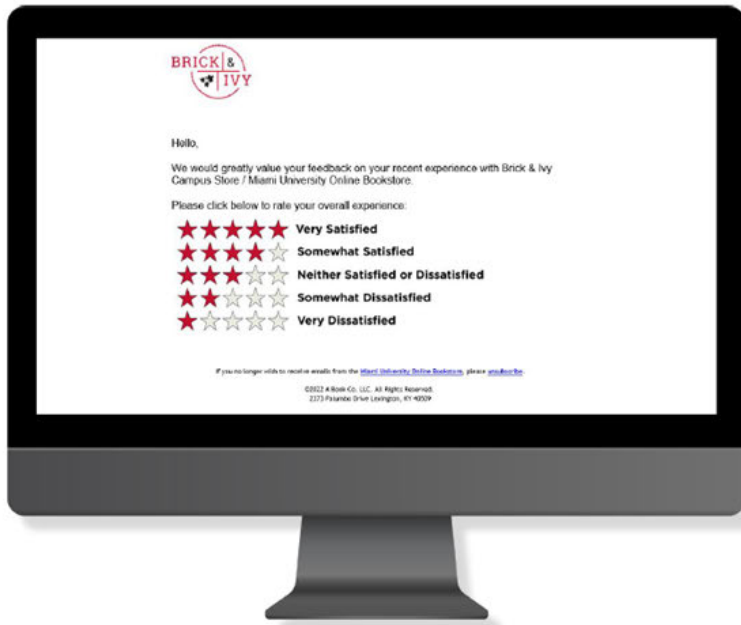
When students are logged into their eCampus account, they can access the “Help Desk” by clicking “Help” on the Online Bookstore menu. Here, they will find information regarding how to place an order, rent textbooks, sell books, access eBooks, order from our Marketplace, etc. The Help Desk contains useful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

## CUSTOMER FEEDBACK

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

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

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



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

### Metrics:



4,383 sends



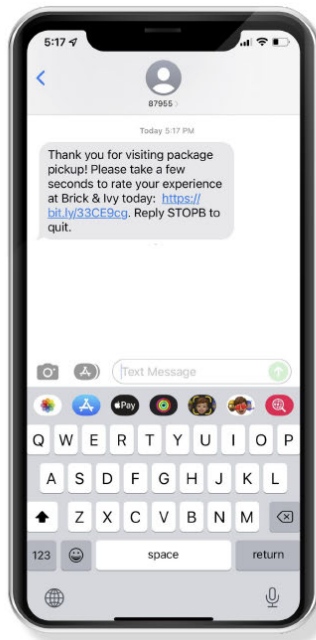
100% Delivery Rate



67.1% Open Rate



4.0% Click Rate



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



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



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

## FACULTY AND STAFF FEEDBACK

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

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3. A description of any reports, certifications, or deliverables in the performance of the work included in this solicitation. Include copies of all standard certifications, business licenses, resumes of key employees, reports, example receipts, and tracking tools.

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## REPORTING

eCampus uses our Faculty Administration Support Tool (FAST) for viewing metrics, sales and inventory within the online bookstore. Within FAST, Radford University staff and administrators will have access to view adoption and student dashboards as well as various reporting functionalities. Faculty, administration, and staff can view and download reports in real time. Reports can be also automated and run on a scheduled basis determined by the University.

FAST is an intuitive tool that is easy to use and requires minimal training. The dedicated account management team provides various forms of training support including user guides and in-person and Zoom training opportunities to ensure Radford University is well-equipped to take advantage of this reporting tool.

Please [\*click here\*](#) or scan the QR code on the right to see an overview of our reporting functionality within FAST, which will provide a quick walkthrough of how the FAST Course Material Analytics tool powered by Microsoft PowerBI provides adaptive analytics around sales, adoption, and course material performance data.



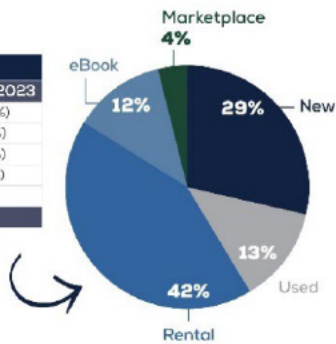
## MONTHLY REPORTING

eCampus will work with Radford University to create customized reports with monthly revenue detailed by format with a comparison of the previous semester's sales. In addition to monthly reporting, eCampus provides a comprehensive semester review that encompasses a variety of data sets to offer historical comparisons, purchasing trends, and provides the University complete transparency into overall bookstore performance. Please see on the next page for sample reports detailing course adoptions overview, textbook affordability, sales summary and units sold breakdown.

# BOOKSTORE PERFORMANCE

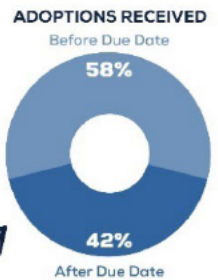
Sales Summary		
	Fall 2022	Spring 2023
Shipped Sales	\$244,015	\$138,181
Returns	(\$8,422)	(\$3,288)
Net Sales	\$235,593	\$125,198
Commissions Earned (*Estimated)	\$15,160.84	\$7,231.94*
Total Units Sold	3,452	2,278
Total Orders	1,055	901
% Actual Enrollment Sold	36%	34%
% Orders Before Start Date	570 (54%)	469 (52%)
Average Order Value	\$223.31	\$149.74
Average Units Per Order	3	3

Units Sold Breakdown		
	Fall 2022	Spring 2023
New	1,619 (47%)	658 (29%)
Used	328 (10%)	289 (13%)
Rental	1,010 (29%)	961 (42%)
eBook	389 (11%)	278 (12%)
Marketplace	88 (3%)	88 (4%)
<b>Total Units Sold</b>	<b>3,452</b>	<b>2,278</b>



## BOOKSTORE PERFORMANCE cont.

Spring 2023 Booklist Analysis	
Total Adoptions	747
Required New Adoptions	212 (28%)
Old Editions	22 (2.9%)
Adoptions Received Before Due Date of 10/5/2022	430 (58%)



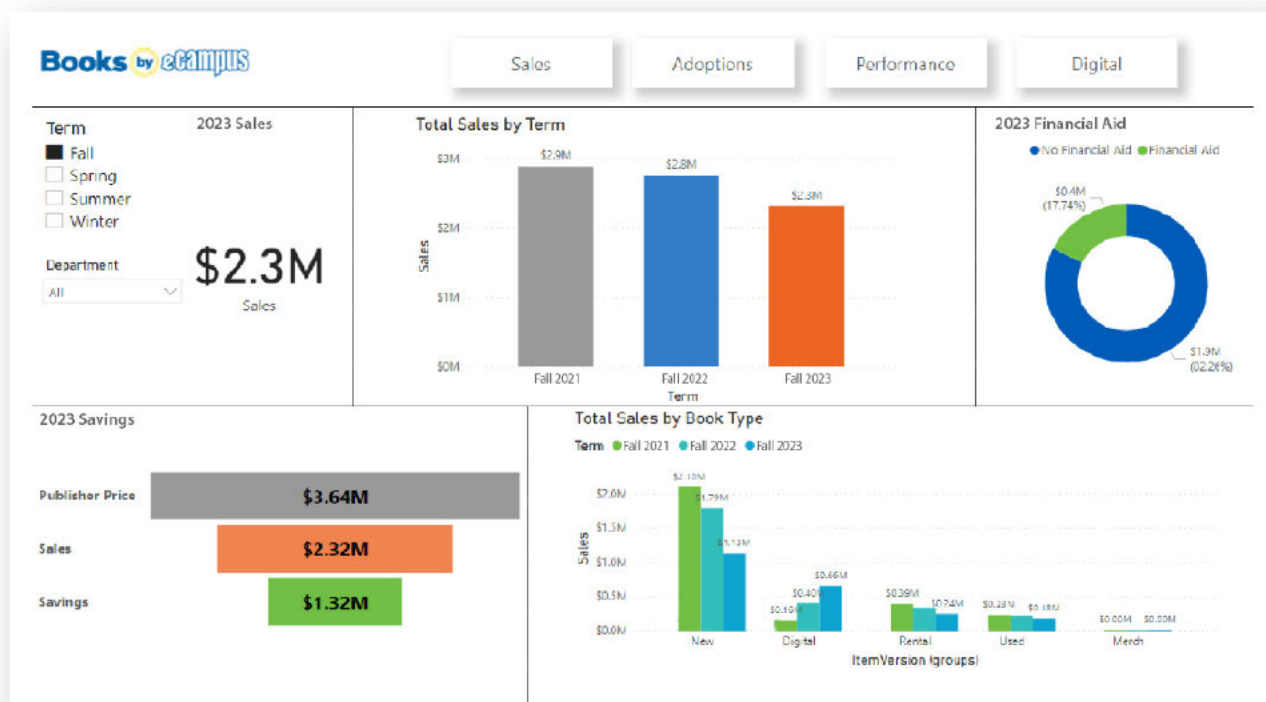
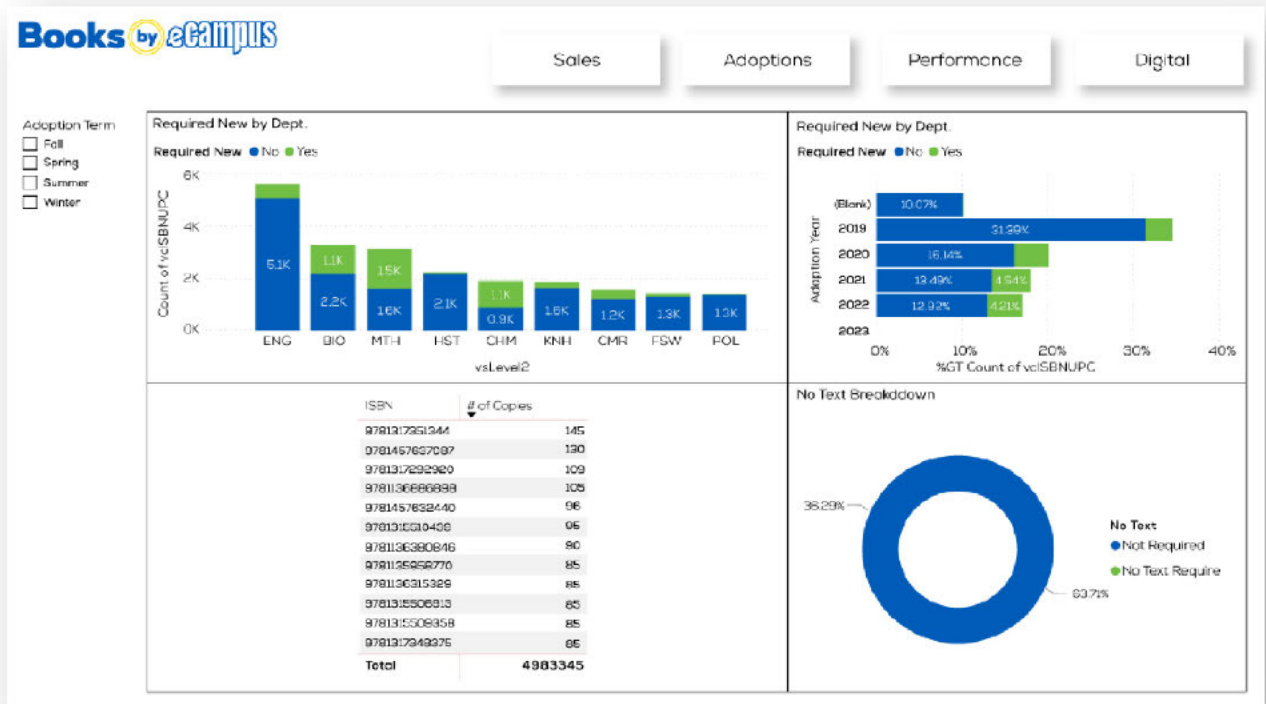
## TEXTBOOK AFFORDABILITY



Spring 2023 Textbook Affordability	
New	\$2,562
Used	\$11,648
Rental	\$110,317
eBook	\$47,745
Marketplace	\$2,395
<b>Total Savings to Students</b>	<b>\$174,667</b>

# ANALYTICS AND VISUALIZATIONS

With our Analytics and Visualizations, faculty and administrators can track trends in real-time, such as OER adoptions, courseware usage, required new adoptions, average cost per student, average cost per unit sales by type, and more. Please see below for analytic reports.



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4. Identify a projected timeline for delivery of services relative to the award date of the contract.

---

## **IMPLEMENTATION PLAN AND PROCESS**

eCampus employs industry best practices to successfully implement our full-service hybrid bookstore solution for a smooth transition with uninterrupted bookstore operation for all students and staff. This begins with clear and consistent communication at all levels that engage key personnel on both sides of the partnership. Transparent dialogue and the essential implementation elements outlined below will provide a strong foundation for success.

### **COMMITMENT TO COMMUNICATION**

Communication will be consistent and frequent through multiple channels as the Radford University transitions to an eCampus solution.

### **CLEARLY DEFINED TEAM**

Each school partner has a dedicated team that works with the administration, faculty, and students.

### **INTEGRATIONS**

All Banner and D2L integrations will be fully tested and operational.

### **RELIABLE INFRASTRUCTURE**

Our IT systems are hosted in highly redundant Tier 2 data centers. Each level of our architecture including network, database, and web services are constructed using industry best practices.

### **24/7 ONLINE OPERATIONS**

eCampus has maintained a 99.9% uptime. Throughout our history, we have experienced minimal disruptions, allowing us to provide our school partners with the best online bookstore experience available.

### **IMPLEMENTATION PLAN AND TIMELINE**

Over the past 25+ years, we have developed an implementation plan that includes on-campus meetings, marketing campaigns, post-launch audits and more. Please see the next page for a sample high-level timeline customized to a June 1, 2025 commencement.

## **UPON CONTRACT EXECUTION**

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

## **10+ WEEKS PRIOR**

- › Begin IT system integrations
- › Faculty submit Fall 2025 booklist
- › Establish advisory committee and plan first meeting with committee members
- › Evaluate campus stores and determine individual campus store needs
- › Evaluate campus store staffing and requirements
- › Hold marketing and licensing planning meeting
- › Determine store logo/artwork requirements
- › Develop campus store renovation plans and approval

## **8 WEEKS PRIOR**

- › Post open campus store positions
- › Fall 2025 booklist review & approval
- › Begin engagement with campus departments
- › Build marketing campaigns to announce campus store & online bookstore grand opening
- › Begin campus store renovations
- › Coordinate press releases with campus contact
- › Finalize Fall 2025 adoption list

## **6 WEEKS PRIOR**

- › Create initial merchandising plan & review current licensed vendors
- › Schedule inventory service
- › Touch base with campus departments regarding integrations
- › System integrations tested and operational
- › Begin interviews for open campus store positions
- › Follow-up meetings with key campus contacts

## **4 WEEKS PRIOR**

- › Review eCampus coverage for pre and post-transition key events
- › Integrated storefront launch
- › Online bookstore live for student ordering
- › Marketing campaigns – Course materials now available
- › Review plans for post-transition events
- › Verify store materials and equipment delivery timelines
- › Verify that store marketing materials are ordered and confirm delivery dates

## **2 WEEKS PRIOR**

- › Confirm product deliveries for post-transition
- › Schedule new associate training and determine the initial staff schedule
- › Determine dates with the current operator for equipment set-up
- › Follow-up meeting with campus contacts

- › Transition week
- › Inventory prep
- › Execute marketing campaign

## **1 WEEK PRIOR**

- › Grand opening of the Radford University Campus Store

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5. Experience and Qualifications: Provide a written narrative outlining the experience of the company in providing the services described.

- a. Provide names, qualifications and experience of personnel to be assigned to the project, including an organization chart, individual qualifications and duties.

- b. Resumes of key employees to be assigned to the project.

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## **ABOUT ECAMPUS**

### **HISTORY**

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

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

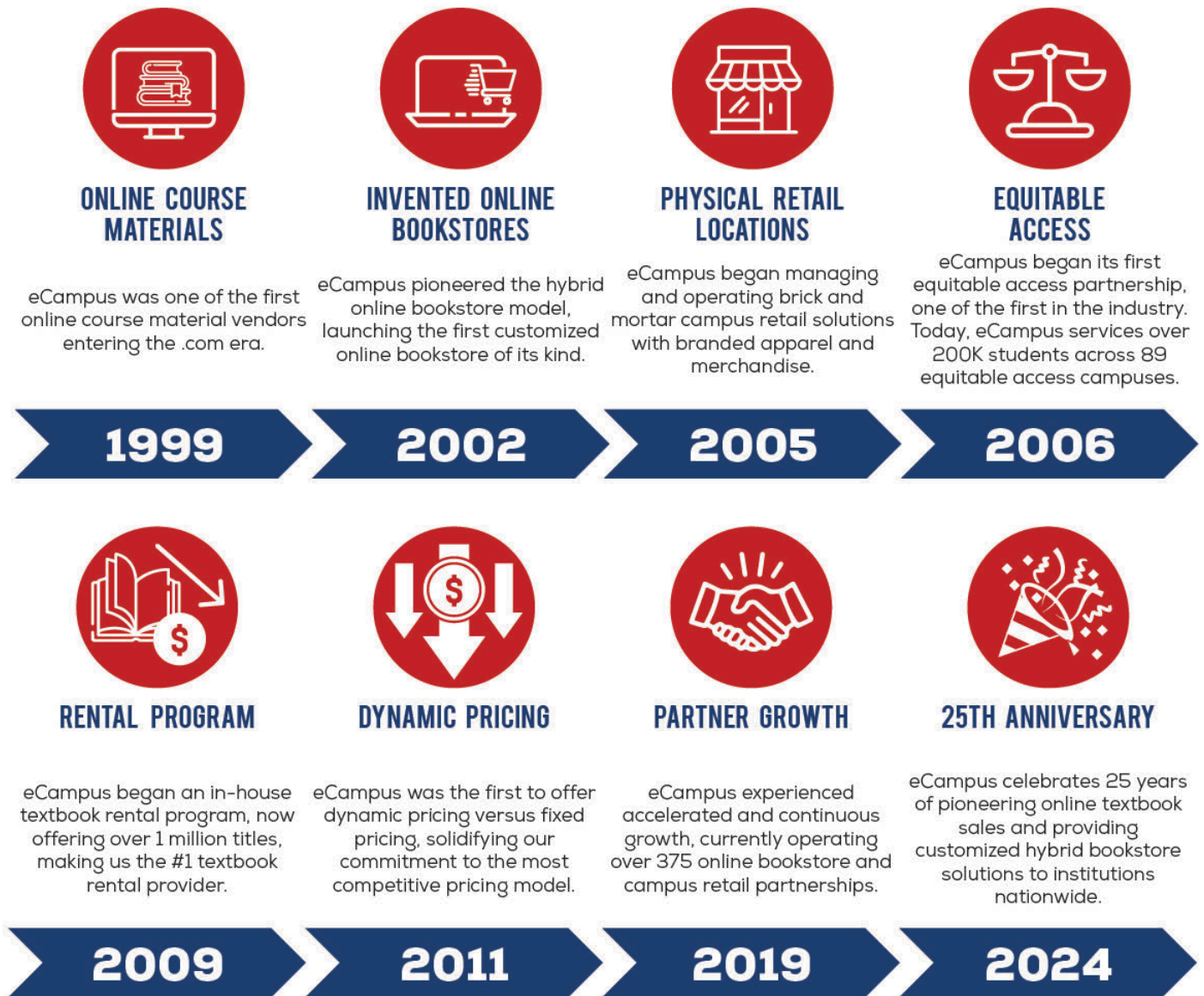
eCampus revolutionized student's textbook purchasing process to provide a convenient alternative to the brick-and-mortar bookstore. Committed to this mission, we pursue publisher relationships and innovative business practices that exceed student expectations for affordable textbooks and course content.

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

## EXPERIENCE

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

Please see the timeline below which details key highlights throughout our company history.



## QUALIFICATIONS

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

# CAMPUS STORE STAFFING PLAN

## SENIOR DIRECTOR OF CAMPUS STORE OPERATIONS

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

## REGIONAL MANAGERS

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

## STORE MANAGER

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

## TEAM LEADS: OPERATIONS, MERCHANDISING & COURSE MATERIALS

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

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

## STUDENT STAFF

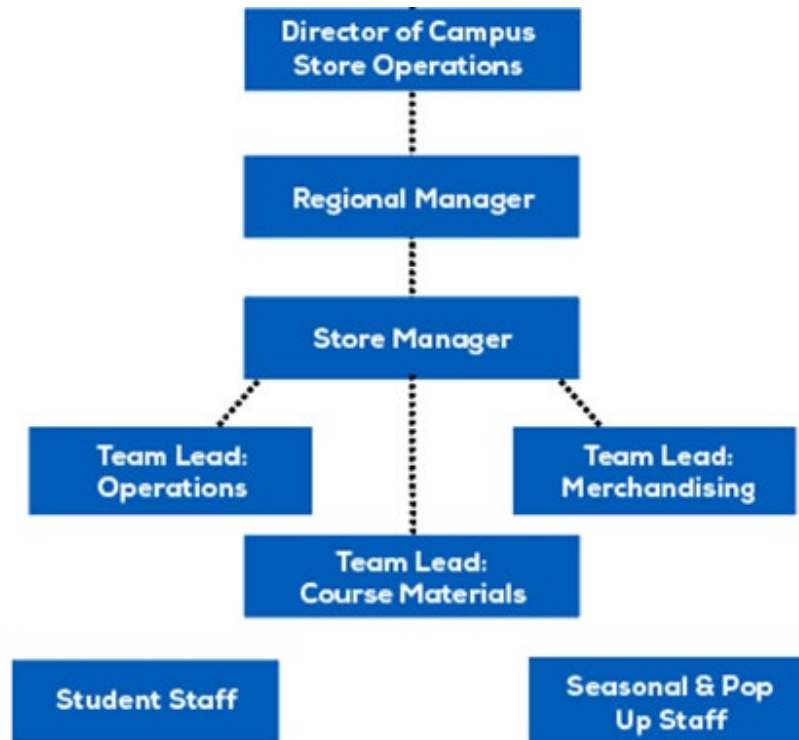
Student staff are trained in providing exceptional customer service, assisting customers with course material pickup, answering questions, and conducting transactions.

## SEASONAL & POP-UP STAFF

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

## CAMPUS STORE ORGANIZATION CHART

Please see below for eCampus's Campus Store organization chart.



## ONLINE BOOKSTORE STAFFING PLAN

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

### CHIEF STRATEGY OFFICER

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

## SENIOR DIRECTOR

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

## ASSOCIATE DIRECTORS

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

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

## ACCOUNT MANAGERS

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

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

## ASSISTANT ACCOUNT MANAGERS

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

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

## ADDITIONAL SUPPORT

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

# ONLINE BOOKSTORE ORGANIZATION CHART

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



## *B. CURRENT BOOKSTORE OPERATIONS EXPERIENCE:*

Please provide a list of all locations where the Offeror has operated a bookstore since January 1, 2019, or is currently operating a bookstore. For each location at a college or university, indicate whether the Offeror currently has a contract for the operation, where it was canceled or renewed. In the event of cancellation or non-renewal, please provide information as to why that decision was reached.

Please see Exhibit 1 to view eCampus's complete confidential client list.

## DISCONTINUED CLIENT LIST

Please see below for a list of college and university accounts and the reason they were canceled or not renewed over the past three years. Due to confidentiality agreements, we cannot provide contact information for clients who have discontinued service.

Institution	Reason
Emmanuel College	Agreement Expiration
Ranken Technical College	Agreement Expiration
National Louis University	Agreement Expiration
Hodges University	Closed Its Doors
University of Maine at Machias	Instituions Merged
Milliken University	Agreement Expiration
Pittsburgh Technical College	Closed Its Doors

## C. FINANCIALS:

Provide a balance sheet or annual report of the Offeror's last fiscal year, certified by a CPA.

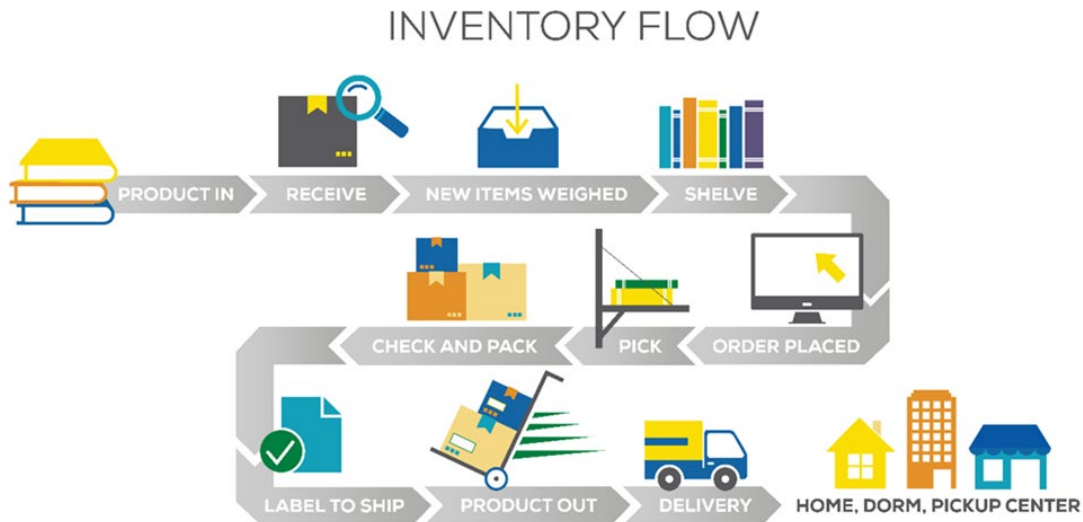
Please see Exhibit 2 to view eCampus's audited financials from the past fiscal year.

## D. INTERNAL SYSTEMS:

1. Inventory controls for textbooks, trade books, and general merchandise;

### ORDER PROCESSING & FULFILLMENT

eCampus stocks and houses our own physical inventory in our state-of-the-art distribution center. Everything is handled in-house, from receiving to inventory management and fulfillment of orders, positioning eCampus as an all-encompassing online bookstore solution. Please find a high-level overview of our inventory receiving and distribution process below.



### RELIABLE INFRASTRUCTURE

When Radford University's physical inventory is received at the distribution center, the Warehouse Management System (WMS) will route that item to the Cubiscan System to obtain the packages' weight and dimensional measurements. Once the item is inducted into the WMS, it is routed back to receiving for put-away.

Items are received into the WMS and the WMS directs them to the proper put-away zone. For pallet quantities, the items will be assigned racks for future replenishment to bin locations. For case quantities, the WMS will either direct the case to fill a bin location or route it via conveyor to rack locations for replenishment. All other items for put-away will be routed via conveyor to the proper put-away zone.

After the items are in the proper zone, a member of the Put-Away Team will begin the process of slotting the items. The team member will remove the item from the tote and scan the ISBN using an RF (radio frequency) Unit that will direct him/her to the proper bin location.

Once at the proper location, the barcode for that location will be scanned and the item will be inducted into the WMS and made available for sale, as seen below.



WMS will print a picking document along with a shipping label when an order has been placed for the item(s). The WMS will print the picking labels according to the best Pick Path sequence. The team member will utilize an RF Unit that will direct them to the proper pick location. The barcode at the pick location will be scanned and the item will be placed in the carton with the packing slip packed inside. At that time, the item is scanned against the order, and the order goes into a "Pick" confirm status in the WMS. After all books are picked, cartons are placed onto the conveyor system and routed to packing.

Once the item(s) arrives in packing, the packing slip will be placed on top of the carton. The carton is then conveyed to our Sealed Air eCube Machines for packaging. Our unique, sustainable packing process ships smaller packages which allows for a more efficient distribution of student orders on campus. Please see the video on the next page or scan the QR code to watch our eCube packaging machine build the carton around the textbooks versus sending large boxes with package fillers to the campuses.



The carton is then scanned and placed on a scale for manifesting purposes and placed in “Dock” confirmed status. Following the dock confirmation scan, an email will be sent to the customer with tracking information. The order will be placed in the appropriate shipping gayload or conveyed straight to the UPS, USPS, or LTL trailer for shipping. The WMS would then scan, sort and weigh each order for UPS, USPS, or LTL manifesting purposes.

Once the student’s order is complete, an order confirmation email and text will be sent to the student allowing them to review the order. All in-stock orders placed by 3:00 PM will be shipped the same day.

## ORDER PROCESSING METRICS

eCampus has a 99.9% order and shipping accuracy level. Data is collected daily and reviewed each morning by our distribution management team to ensure compliance to our set standards.

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## 2. Recording, checking, and supporting sales;

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Please refer to page 22 to view eCampus's Reporting for recording, checking and supporting sales.

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## 3. Control of cash and refunds; and

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Please refer to page 42 to view eCampus's refund policy.

eCampus-operated Campus Stores are cashless. Please see page 40 to view accepted payment methods within the Campus Store.

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## 4. Any internal audits.

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For internal system audits, eCampus contracts with ScanAlert, which performs the FBI/SANS Internet Security Test on our website daily. ScanAlert's security auditing technology allows the TrustedSite mark to appear only when a website's current security status meets the highest published government standards. eCampus will be alerted by ScanAlert if our security test fails, and we have experienced a breach.

## *E. BUSINESS PRACTICES:*

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1. Use Dynamic Pricing Strategies ensuring textbooks are competitively priced with Amazon.com and other on-line retailers.

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## **COMPETITIVE TEXTBOOK PRICING**

eCampus provides Radford University with the option to provide students with competitive internet dynamic textbook pricing to reduce the cost and increase the affordability of textbooks and course materials to students. Through this model, eCampus monitors the internet daily using sophisticated scraping bots to identify competitors' prices for required textbooks. Based on that data, we adjust our pricing ensuring your students have access to competitive prices daily.

Our competitive internet textbook pricing fluctuates based on the supply and demand of the textbooks. Students typically will pay less for new, used and rental, but will receive the most significant cost reductions on used and rental textbooks. Radford University can recapture textbook sales that have been lost to internet retailers by offering students competitive textbook pricing.

## PRICE MATCH GUARANTEE

eCampus offers a price match guarantee on textbooks to Radford University students. While many vendors offer a price match guarantee, our eCampus Price Match Guarantee is unique in two ways. First, it is based on dynamic pricing, not fixed or standard pricing. Second, we price match on more than just new and used textbooks, we also price match on rental textbooks.



eCampus's Price Match Guarantee will price match Amazon.com, B&N.com, Chegg, and local brick-and-mortar competitors. Upon validation of the price match policy, eCampus will refund the student the difference in price paid and the competitor price offered in the form of in-store credit to be used on Radford University's Online Bookstore.

---

2. Guarantee every title, format, course pack, specialty book, etc. adopted by university faculty are available before the start of classes with the exception of circumstances beyond Contractor's control (e.g. possible publisher delays in production (of which would be communicated to the instructor by the bookstore), late orders from faculty member, or last minute changes in the materials selected).

---

## TEXTBOOK FORMAT AVAILABILITY

The key to minimizing out-of-stock ISBNs and publisher delays is to obtain and cleanse the course materials adoption list from faculty. eCampus commits to having all required textbooks in stock and available to the course enrollment prior to students ordering from the Radford University Online Bookstore.

## NEW TEXTBOOKS

eCampus purchases new inventory through our direct relationships with all major higher education textbook publishers, as well as relationships with over 1,500+ secondary and tertiary publishers nationwide.

## USED TEXTBOOKS

eCampus has one of the largest selections of used textbooks and has many different wholesalers and distributors who supply eCampus with used books. One of our best sources of used books is our nationwide online buyback program through which we buy books every day of the year.

## RENTAL TEXTBOOKS

eCampus has operated an in-house textbook rental program since 2010. Our vast in-house rental inventory offers the highest percentage of available rentals of any provider in our industry. Since we own the inventory, we can offer industry-best pricing. Managing our own rental program ensures students can take advantage of rented textbooks that are in stock and ready for shipment. On average, 95% of eCampus's partners' adopted textbooks are available to rent if it is a rentable title.

## DIGITAL TEXTBOOKS & COURSEWARE

eCampus offers an eTextbook platform, providing students access to the largest selection of digital content. With regards to digital course materials, we offer all the following:

- › Digital Textbooks
- › Online Courseware
- › Digital Access Cards & Codes
- › Printed Access Cards
- › Inclusive Access Courses
- › Open Educational Resources (OER)

## ECAMPUS MARKETPLACE

In addition to new, used, rental and digital course materials, we offer students a fifth option to compare and purchase textbooks from our eCampus Marketplace. We have a very robust Marketplace that has built a successful reputation with sellers for over 18 years. Our eCampus Marketplace has over 90,000 current marketplace sellers listing over 20 million textbooks. We feature 50 of the top internet book distributors who provide our eCampus Marketplace daily bulk file feeds. Our Marketplace allows third-party sellers to price textbooks competitively. Students can save from 5% to 95% when purchasing from the eCampus Marketplace.

eCampus is also integrated with Amazon to allow all sellers on Amazon to be displayed on our eCampus Marketplace. Because eCampus does not outsource our marketplace, students can use their financial aid on marketplace purchases all in one single transaction on the Online Bookstore.

## **GENERAL READING**

eCampus offers over 12 million titles of general reading materials that are current, relative and supportive of the curriculum and interests of Radford University.

## **OPEN EDUCATION RESOURCES (OER)**

eCampus supports faculty use of open educational resources. eCampus provides access to an extensive list of OER resources and OER courseware through our adoption tool, including some of the most popular repositories like OER Commons, OpenStax, and more. eCampus can also integrate any of the Radford University's OER library subscription services into our adoption tool, if applicable.

Additionally, within our Faculty Administration Support Tool (FAST), faculty can have their adopted OER resources available for download alongside their course for students to access. We also offer print options with OpenStax through our print rental program.

## **LATE TEXTBOOK ADOPTIONS**

For course material adoptions submitted late, eCampus would work with faculty on a solution to have all required adoptions in students' hands as soon as possible. We will notify students enrolled in the course about the late adoption and provide them with a direct link to place their order.

If the adoption is submitted after the course begins, we can have the textbook drop shipped directly to the student's door from most publishers. While students wait to receive their physical course materials, they can often obtain complimentary 7-Day eTextbook access to view their material.

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3. Enable students to purchase course materials using their student financial aid, OneCard, major credit cards, mobile payment platforms, gift cards, and personal checks.

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## PAYMENT OPTIONS

eCampus provides Radford University with convenient and flexible payment options, including:

- › Credit and Debit Cards: Visa, MasterCard, American Express, Discover
- › PayPal/PayPal Credit
- › Bank Account
- › Campus Card
- › Financial Aid
- › Gift Cards
- › Third-party Billing (VA, grants, workforce, scholarships, etc.)
- › Google Pay
- › Apple Pay
- › Venmo



## ECAMPUS CREDIT MODULE

With our eCampus credit module, credit can be loaded in many forms including financial aid, Pell Grant overages, student scholarships, athletic scholarships, charges to student accounts and third-party billing.

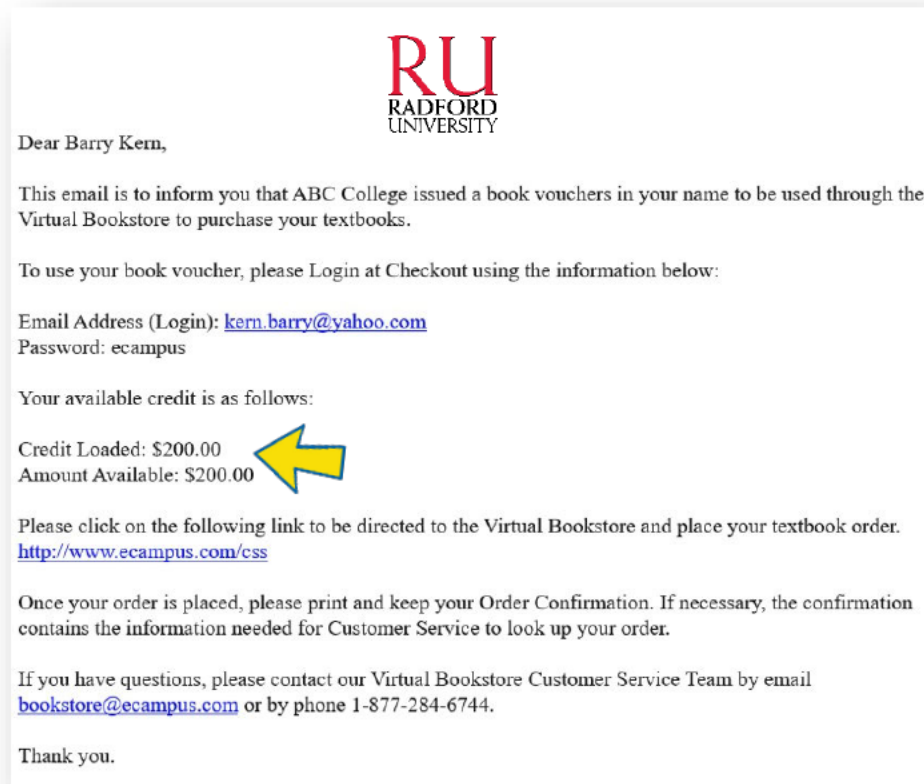
Radford University students can use their credit vouchers on the Online Bookstore for all five textbook purchasing options and any non-textbook course-related items.

## FINANCIAL AID

Through our credit module, Radford University can load financial aid and send file feeds via our eCampus SFTP file server or through our eCampus API for automatic transfers of student and financial aid data and real-time reconciliation of funds used, allowing seamless access to a student's financial aid balance on Radford University's Online Bookstore.

Radford University's financial aid department can also manage student financial aid through the eCampus Faculty Administration Support Tool. Through FAST, the administration can add students' financial aid individually or in bulk, set expiration dates, adjust funds, and review a student's financial aid history. Once a student's funds are loaded into the system, an email or

text will automatically be sent to the student, as seen below. This email will give students instructions on accessing their credit vouchers on the Online Bookstore.



Upon login to their Online Bookstore account, students will be able to order their books and select in-store credit on the purchase screen. This box will show the student the amount of credit available at the time of purchase. Each time the student places an order, eCampus automatically subtracts the amount from their available funds and keeps track of each transaction in real-time. Financial aid or in-store credit used will be billed with 30-day payment terms.

Please see the screenshot below of the payment screen on the Online Bookstore where students can access their financial aid and in-store credit.



## THIRD-PARTY BILLING

eCampus provides third-party direct billing with agencies such as the Veterans Administration, Veteran Readiness and Employment, and workforce programs for loading vouchers and streamlining the billing process for Radford University.

---

4. Provide a no hassle, simple in-store or online return policy that is designed for the utmost flexibility to university students.

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## COURSE MATERIALS RETURN AND REFUND POLICY & PROCESS

Our goal is complete customer satisfaction. Therefore, eCampus offers students generous return privileges. eCampus offers 15 days from the first day of the semester to return an item for a full refund. Policies regarding refunds are posted within the student's Online Bookstore account. If students need to return an item, they may do so by following our return instructions below and on the next page:

### NEW & USED COURSE MATERIAL RETURNS

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

### RENTAL COURSE MATERIAL RETURNS

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

### DIGITAL COURSE MATERIAL RETURNS

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

## MARKETPLACE ORDER RETURNS

For textbooks purchased through the eCampus Marketplace, the student would contact the marketplace seller directly for return instructions.

## APPAREL & MERCHANDISE RETURNS

Apparel and merchandise can be returned in-store within 30 days of purchase with proof of original receipt.

---

5. Ensure disabled students can obtain accessible course materials.

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## ADA COMPLIANT

eCampus is ADA-compliant and is dedicated to continuously optimizing our platform to exceed industry accessibility standards. Our Online Bookstore platform is WCAG 2.0 and Section 508 compliant. Additionally, users can place orders through a customer support representative and discuss available product options that may offer additional accessibility options.

eCampus has the following accessibility features:

- › Colors and Contrasts
- › Copying and Printing
- › Digital Rights Management (DRM)
- › Image Descriptions
- › Keyboard Shortcuts
- › Magnification
- › Navigation
- › Reading Options
- › Screen Readers
- › Text-to-Speech

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6. Support university faculty in their efforts to adopt textbooks and other custom course pack materials for their classes.

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## CUSTOM COURSE PACKS

eCampus will handle custom-created materials and course packs for faculty. Radford University faculty will provide eCampus with all materials they would like included in their

custom-created material. Radford University's account management team will obtain copyright clearance with content providers to create high-quality print and digital copies.

All custom course packs will be available for purchase via the Online Bookstore. If provided as a digital copy, students will be able to download the digital materials through our eCampus eReader.

### ***F. USED BOOKS:***

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A description of the Offeror's access to wholesale used books.

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Please see page 38 to view eCampus's used books.

### ***G. RENTAL PROGRAM:***

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A description of the Offeror's access to rental titles and rental program.

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Please see page 38 to view eCampus's textbook rental program.

## *H. BOOK-BUY BACK:*

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A description of any buyback policies, which may include any of the following, but not limited to:

1. The buyback program incorporates both new and used textbooks.
  2. Exceptions include material that is deemed a consumable, has a code from the publisher, or no longer is used within the marketplace.
  3. Buy back prices will be up to 50% cash back of the textbook purchase price.
  4. Contractor will monitor course material information in order to identify if they can be used again on campuses across the country.
  5. Radford University students will be notified making them aware their books can be sold back to the bookstore.
  6. Buy back can be accommodated any time during the year or at the end of the semester.
- 

## **BOOK BUYBACK PROGRAM**

eCampus will conduct book buybacks for Radford University students. eCampus will pay premium pricing up to 50% of the selling price on readopted textbooks being used the next term and national guide value on any textbook that is not readopted and has a guide value. To ensure Radford University students are prepared to take advantage of this buyback opportunity, we begin marketing the buyback events several weeks prior with traditional and social media marketing.

## **ONSITE BOOK BUYBACKS**

eCampus will conduct onsite buybacks within the Radford University Campus Store using our book buyback and rental return software. We will pay cash and accept rental returns during the onsite book buybacks.

Alternatively, Radford University has the option to manage onsite book buybacks and rental returns within a designated campus location using our exclusive buyback software. eCampus would provide Radford University cash via a wire transfer to conduct book buybacks on campus. Our buyback software is intuitive and easy to use, and we would provide University staff training to ensure a smooth buyback event. In return for Radford University self-managing the onsite book buybacks, eCampus will provide Radford University a 20% commission versus our standard 10% buyback commission, generating additional funds for the University. Radford University will also receive a **\$1.00 incentive per rental returned** to the designated campus location.

## ONLINE BOOK BUYBACKS

eCampus offers online book buybacks year-round. When students sell back their books online, students click on the "Sell My Books" icon on the Online Bookstore homepage. Students enter their textbook information for an instant quote. Students may choose to receive their payment as a direct deposit or check. Students may also choose in-store credit and receive an additional incentive over the original buyback price. Once students confirm the textbooks they wish to sell, they will be able to print either a free USPS or UPS shipping label. The following screenshots on the next couple of pages outline our online buyback process:

Click on "Sell Textbooks" on the Online Bookstore





## *I. MERCHANDISE:*

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A description of the products to be offered such as but not limited to soft goods, University apparel, memorabilia, cards, academic literature, etc. This should include a marketing strategy for keeping products that appeal to consumers, address demand, and increase bookstore revenues. Apparel should be available that appeals to students, alumni and families and is affordable.

---

### **MERCHANDISING STRATEGY**

Our merchandising strategy is to provide a variety of trending apparel and merchandise desired by the University community. eCampus looks at current trends, the latest merchandise and unique products for each campus partner.

eCampus engages as an active part of the communities we serve by forging connections with students, parents, faculty, alumni, and all those who have a pride and passion for the school. eCampus reacts quickly and strategically to events that are important to campus life (i.e. athletics, campus organizations, academics, etc.).

We take a very proactive approach to marketing the uniqueness of the institutions that we are entrusted to represent. These methods include digital marketing, social media channels like Facebook and Instagram, Google ads management and direct email communication.

eCampus ensures that the online storefront continually updates inventory and promotes new items. Our website uses an inventory feed that updates multiple times a day and orders are shipped quickly. All apparel and merchandise offered in the campus store and online spirit store are in stock and are not printed on demand.

eCampus offers emblematic merchandise that appeals to the faculty, staff, students, and alumni. eCampus partners with a variety of vendors to provide a wide range of price points. We offer apparel starting as low as \$14 for t-shirts, \$24 for crewneck sweatshirts, and \$49 for hooded sweatshirts. In addition, we look for buying opportunities to allow for potentially lower price points.

Please see below and on the next page for a sample list of eCampus apparel vendors:

### **APPAREL VENDORS**

- › Champion
- › Under Armour
- › Adidas
- › Nike
- › Columbia
- › Ouray Sportswear
- › MV Sports
- › League

- › Legacy
- › Blue 84
- › Camp David
- › Campus Crew
- › J America (Top of the World)
- › Cutter & Buck

## MERCHANDISE

The eCampus Merchandise Team will provide product design, development and assortment, order management and recommendations for specific school-requested products. Our team will work with our broad network of vendors to offer a wide range of product lines found in university bookstores and campus shops. Product lines may include, but are not limited to, drinkware, pennants, magnets, license plate frames, diploma frames, youth and kids, hats, decals, and school supplies. eCampus can provide a display case to promote sample merchandise options from the online bookstore, including signage to promote and support the online spirit shop.

Please find a sample list of merchandise vendors below:

### GIFT/GENERAL MERCHANDISE VENDORS

- › Collegiate Pacific
- › Douglas Stewart
- › Jardine Gifts and Merchandise
- › Kitty Keller Designs
- › Mascot Factory
- › MCM Brands
- › Neil Enterprises
- › Quality Logo Products
- › RFSJ
- › Roaring Springs
- › Spirit Products
- › WinCraft

## SUPPLIES, BUNDLES & KITS FOR COURSES

eCampus is a one-stop shop for anything required for a course, textbook or non-textbook-related items. We partner with suppliers to have in stock any required supplies requested by faculty outside of traditional textbooks. This list includes safety equipment, medical supplies, uniforms, nursing bundles, goggles, calculators, kits, art supplies, etc.

## CONVENIENCE PRODUCTS

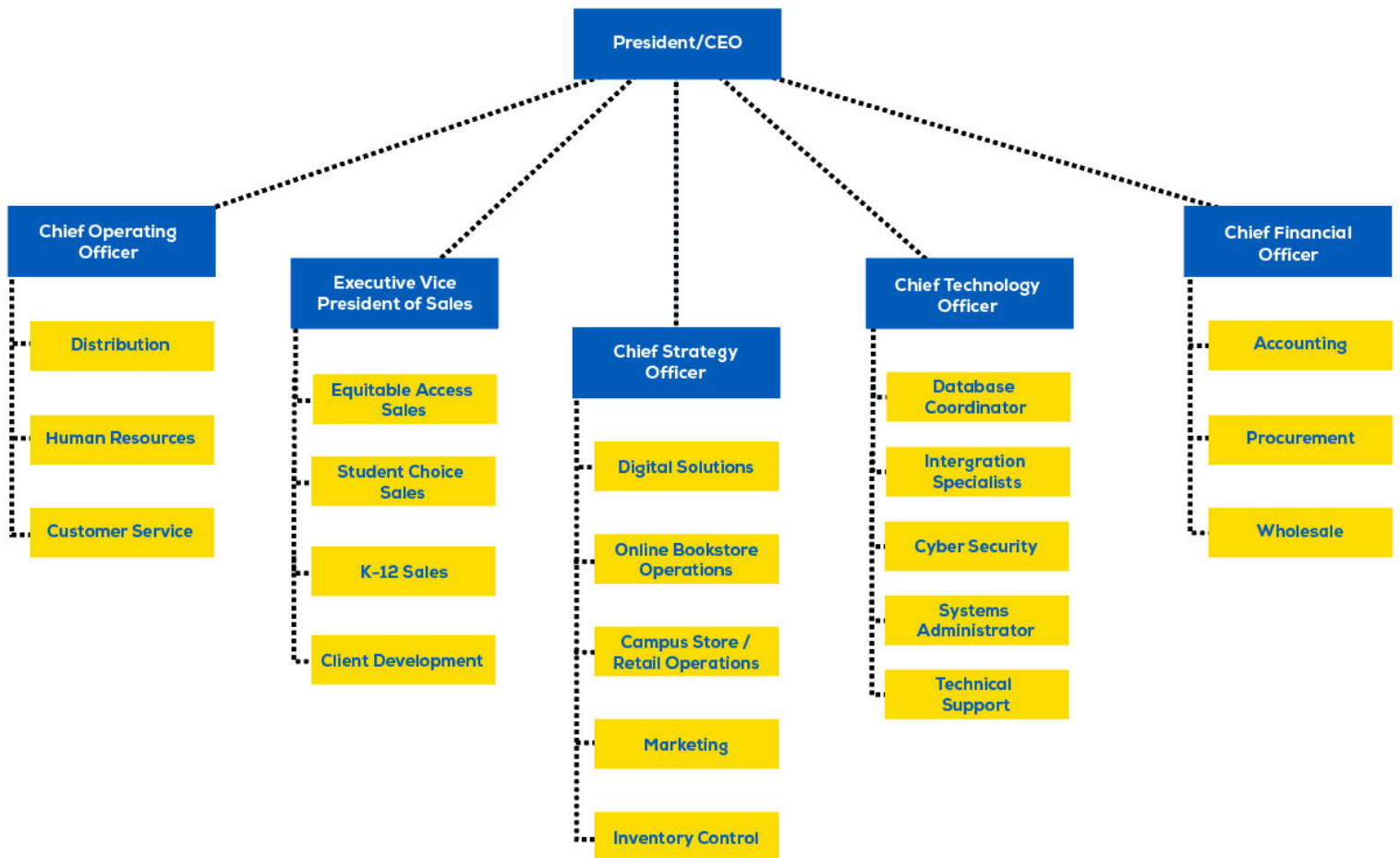
eCampus and Radford University will work together to assess campus store requirements for snack food items. This collaboration aims to enhance the availability and variety of snack food items, catering to the diverse needs of students and faculty. By identifying these needs, eCampus aims to improve the overall campus experience, ensuring that students and faculty have access to snack food items.

## J. ORGANIZATIONAL CHART:

An organizational chart showing the management structure of the Offeror with a description of the qualifications and credentials of upper-level management.

## CORPORATE ORGANIZATION CHART

Please see below for eCampus's corporate organization chart.





## ***K. MANAGEMENT PLAN:***

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A plan for the management and staffing of the bookstore. This plan should include a proposal for providing employment to Radford University students.

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Please see page 29 to view eCampus's Radford University Campus Store staffing plan.

## **COMMITMENT TO HIRE STUDENT EMPLOYEES**

eCampus is committed to hiring student employees to support students at your institution. By hiring students, we gain knowledge, input, and ideas of ways we can better serve and meet the needs of Radford University.

## **STUDENT AMBASSADOR PROGRAM**

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

## **WHO IS AN ECAMPUS AMBASSADOR?**

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

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

## *L. STRATEGY FOR SALE OF COMPUTERS:*

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1. How you will support all computer vendors and partnerships;

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### **TECHNOLOGY**

eCampus is an exclusive “Apple Authorized Reseller.” eCampus joins a select group of eCommerce sites, such as Best Buy and Walmart, to offer Official and Authorized Apple products through its online bookstore storefronts. eCampus will provide the Radford University students exclusive pricing on Apple products.



eCampus also partners with Dell, HP, Lenovo, Chromebooks and more to sell any technology requested by the faculty or administration. All computers and technology supplies are drop shipped from the supplier; however, the checkout process is a one-stop shop on the online bookstore for students.

---

2. How you will select the computer models for sale at the bookstore;

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eCampus provides computer models requested by faculty for sale within the Radford University Campus Store and Online Bookstore.

---

3. How and where warranty service will be provided; and

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For warranty service on computers purchased from the Radford University Campus Store or Online Bookstore, customers should contact the manufacturer directly.

---

4. Provide pricing strategies/payment options for the sale of computers and software to University students, faculty, and staff.

---

Please see page 40 to view eCampus's payment options.

---

5. Accept a financial aid bookstore voucher, or credit, debit, or cash as the payment method for computer sales and equipment.

---

Please see page 40 to view eCampus's payment options and credit module.

### ***M. TECHNOLOGY PLAN:***

---

1. An automation/technology plan (e.g. Point of Sale system) for the management of the Bookstore. For each area to be automated, the Offeror is to provide a brief description of what the automated system will do. Offeror is to indicate if this automated system can, or will, be tied to the Offeror's central computer system and, if so, when it may be installed, and what functions this networking will provide. The offeror is to indicate whether this system will be tied in with any other contract bookstore operations and, if so, where and when. The offeror is to indicate what type of backup system or procedures are to be utilized in the case that the system is temporarily inoperative.

---

eCampus utilizes Square as our in-store operations POS system. Square is a cloud-based POS system that allows us to track sales trends, inventory levels, and labor percentages for all our retail locations remotely. Our POS system can accept payment in all major credit cards, Apple Pay, billing accounts, financial aid, and student accounts. Square is very versatile and allows eCampus to create custom reports so that we can provide our schools with any and all desired reporting metrics.

Our POS is cloud-based and works offline on any device. All Radford University Campus Store employees have an app on their in-store device and are ready to process orders or payments anytime.

## **TECHNICAL INTEGRATIONS**

eCampus offers multiple technical integrations to streamline processes for students, faculty and administration at Radford University.

Below and on the next page are the most common system integrations:

- › **Adoption Tool** – eCampus provides integrations to pass course and faculty information to our eCampus Adoption Tool.

- › **Registration Integration** - eCampus integrates with Banner and D2L to link course identifiers with course registrations.
- › **Credit Module** - Radford University can load credit via our eCampus SFTP server or through eCampus's or Banner's Ellucian Ethos API to automatically load and reconcile student credit or financial aid.
- › **Single-Sign-On** - eCampus supports all single sign-on solutions, including SAML, CAS and LDAP, which can be completed for both the student interface (online bookstore) and faculty interface (our Faculty Administration Support Tool).
- › **Radford University OneCard** - eCampus will integrate with the Radford University OneCard to allow funds to be utilized in real-time via the Radford University Campus Store and Online Bookstore.
- › **LTI Integrations** - eCampus provides LTI integrations for direct digital courseware delivery in D2L for Inclusive Access courses.

## DATA TRANSFER METHODS

eCampus provides three primary methods for transferring data listed below.

1. Radford University can extract files from Banner and manually import them through FAST.



2. Radford University can extract files from Banner and send them on an automated schedule to be automatically batch-processed by eCampus into FAST.



3. Our eCampus API or Banner's Ellucian Ethos can pass data in real-time.



---

2. The comprehensive technology plan shall demonstrate the Internet web-based store and outline proposed initiatives for incorporating innovative concepts into the sales environment.

3. The plan should address providing an online website that lists required or assigned textbooks for each course including the International Standard Book (ISBN) along with other relevant information.

4. It should also address coordination with the University's Division of Information Technology to allow a URL linking the University's Online Course Catalog to the Contractor's website and the specific book for the selected course. Contractor's system should integrate with student financial aid vouchers in Banner ERP through the ONE Campus Portal.

5. Contractor's system should integrate with inclusive access delivery model, with digital publisher content delivered to the University's learning management system (currently Desire to Learn and any future LMS platform chosen by the University).

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Please see page 6 to view eCampus's web-based Online Spirit Store and Online Bookstore.

Please see page 54 to view eCampus's Technical Integrations regarding financial aid, Banner and D2L.

## **CAMPUS STORE MARKETING STRATEGY**

The Radford University Campus Store will be a destination retail experience for the entire campus community. During the transition to eCampus, we will combine traditional and digital marketing and advertising methods, including social media, email, signage, print, and mailers. Social media would include both organic and paid advertising, including Google Ads.

In addition to traditional promotional events, our creative marketing team is dedicated to delivering opportunities to generate sales outside of standard campus events. Creative marketing examples include Leap Day sales, Cyber Weekend sales, and Groundhog Day sales.

## **CAMPUS STORE SALES & PROMOTIONS:**

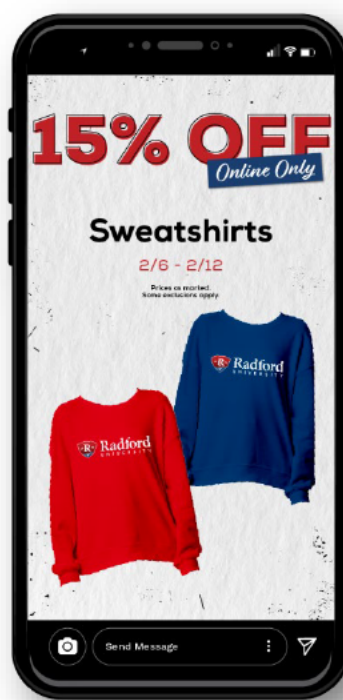
eCampus is committed to creating a fun and engaging retail experience that starts with an expertly developed and executed marketing plan. Driving sales through engaging promotions will be a key tactic in our overall marketing strategy for the Radford University Campus Store. We seek unique opportunities to align our sales and promotions with campus events to foster connections with all community stakeholders. We believe elevating the University brand while bringing value to students is the right combination to position the Radford University Campus Store as the premier retail destination. Radford University will serve as the foundation for our marketing efforts, and those efforts will extend to the online storefront.

Below is a sampling of the types of sales and promotions we will execute at Radford University:

- › Flash sales (usually one-day/percentage-based)
- › Unique sales: Door Buster; Lunch Hour; Double Points; Buy More, Save More
- › Holidays: Black Friday, Christmas, Cyber Monday, etc.
- › School holidays: Fall Break, Thanksgiving, Spring Break, etc.
- › Specific brand sales
- › Entire store sales
- › Collection sales
- › Promotions aligned to campus events – orientation, campus tours,
- › Back-to-school events
- › Athletic events

## MARKETING CALENDAR

Please see the next page to view a sample marketing calendar for Radford University.





# Sample Marketing Calendar

## January

- Welcome Back to Campus
- Time to Order Course Materials

## February

- It's Not Too Late to Order Course Materials

## March

- eBook Campaign for Quick Delivery
- Faculty Engagement
- Faculty: Submit Adoptions

## April

- Buyback Preparations
- Faculty: Submit Adoptions

## May

- Textbook Buyback & Rental Return
- Time to Order Course Materials (Summer)

## June

- Time to Order Course Materials (Summer)
- New Student Orientation

## July

- New Student Orientation
- Order Course Materials Early

## August

- Time to Order Course Materials (Fall)
- Online Order Pickup
- Welcome Back to Campus
- Welcome Week

## September

- It's Not Too Late to Order Course Materials

## October

- eBook Campaign for Quick Delivery
- Faculty Engagement
- Faculty: Submit Adoptions

## November

- Buyback Preparations
- Faculty: Submit Adoptions

## December

- Textbook Buyback & Rental Return
- Online Rental Return
- Order Course Materials Early (Winter/Spring)

# ONLINE BOOKSTORE MARKETING APPROACH

eCampus is committed to effectively marketing the online bookstore through multiple channels to drive student traffic to the Radford University Online Bookstore. eCampus's omni-channel marketing ensures that all prospective students receive relevant, reliable, and timely communication continually representative of the diverse and changing needs of the University community. The following marketing plan outlines proven strategies for transitioning new partners to an eCampus Online Bookstore. The breadth of assets and channels would be developed as we meet with the Radford University marketing department to share ideas, gather necessary data, and truly understand the dynamics of the University community to craft the most effective messaging while sharing the benefits of purchasing from the Radford University Online Bookstore versus alternative marketplace sellers.

## MARKETING STRATEGY

eCampus promotes a blend of traditional and digital marketing and advertising methods to serve the Radford University community effectively. Below is a sampling of marketing materials we will activate to boost revenue for the Radford University Online Bookstore.

### Traditional Media:

- › Print signage
- › Posters, flyers & yard signs
- › Postcards
- › Stickers
- › Window and elevator cling

### Digital Media:

- › Targeted email campaigns
- › Regular in-feed social posts: Instagram, Facebook & Twitter
- › Regular social stories and reels: Instagram and Facebook
- › Google Ads
- › Campus newsletters
- › LMS announcement

## STUDENT MARKETING

eCampus will market the new Radford University Online Bookstore to students to protect the market share and to effectively communicate the benefits of the online bookstore to all students.

eCampus understands students' buying habits and how marketing can influence their purchases. Our efforts will help drive sales and ensure awareness for all stakeholders. We will closely communicate with Radford University to generate a marketing plan that reflects their specific demographics, needs, and requirements and to ensure clear, consistent, and timely marketing through multiple channels.

### Dedicated Marketing Channels:

- › Direct student emails & email campaigns
- › Social media & print marketing
- › Marketing campaigns & campaign signage
- › Sponsorships
- › Community and campus outreach
- › Athletic & student group involvement
- › New student orientations

Each of our partners is unique, and we tailor our marketing to meet the individual needs of every institution. You will find sample print and electronic communications within this marketing section which we develop for distribution to students. Other designs include instructions for ordering, how to return textbooks, how to sell books back, details on customer service, reminders on ordering, etc.

### GRAND OPENING MARKETING

In coordination with the launch of Radford University's Online Bookstore, various marketing materials will be provided for on-campus and digital distribution. Marketing deliverables include grand opening flyers, digital signage, and emails announcing the features and benefits of ordering through the Online Bookstore. In addition, eCampus welcomes the opportunity to engage with student organizations to promote the new Online Bookstore. Collaboration with student feedback through event participation, additional signage, and supporting a student ambassador program on campus provides additional avenues to promote a seamless transition to your new solution.

To aid students in finding the correct resources, eCampus will generate additional marketing that can be placed in high digital traffic locations such as D2L or the school website. By establishing good communication between the eCampus and Radford University marketing teams, online bookstore offerings will receive maximum exposure to drive success.

## BUYBACK MARKETING

At the end of each semester, eCampus will develop a collection of marketing to announce the buyback events. eCampus will provide assets for the purposes of marketing these buybacks and could include signage for use on tabletops, banner-ups, sandwich boards, flyers, posters, digital signage, social media messaging, and more.

To launch eCampus marketing campaigns to students, we will use University-provided student email addresses to market via email. We can offer an SMS incentive during buybacks to students at buyback locations to sign up for marketing emails or text messages from the Online Bookstore.

## BUILDING FACULTY RELATIONSHIPS

eCampus's account management team will develop strong relationships with University faculty, staff and administration via excellent communication, quick responses, and dedicated assistance regarding course material adoptions. Starting in the initial stages of the relationship, we will communicate with the University faculty, staff and administration on the benefits of the adoption tool, including cleansing their book list, providing non-textbook related products, publishing faculty written books and obtaining their desk copy requests from publishers.

## MARKETING TO FACULTY

Faculty marketing is primarily focused on highlighting the benefits of students purchasing through the Online Bookstore and how to submit adoptions. Specific tactics include a series of emails containing valuable how-to's, access to videos, and step-by-step

**Radford UNIVERSITY** | ONLINE BOOKSTORE

**Sell Books & Return Rentals Online**

**Selling books?**  
Earn more when you select buyback credit  
[Get Quote](#)

**Returning rentals?**  
Log in to get started  
[Return Now](#)

**FREE SHIPPING**  
on all online buybacks and rental returns

Questions? [radford@ecampus.com?help](mailto:radford@ecampus.com?help) Powered by **ecampus.com**

**Radford UNIVERSITY** | ONLINE BOOKSTORE

**Fall 2024 Adoptions Due**  
APRIL 30

On-time adoptions ensure day-one success. We're here to make the process easy!

**Virtual TRAINING SESSIONS**

Join a live virtual training session to see your new online adoption tool from eCampus.

**MARCH 25**  
@ 3pm  
Access Code: 938826  
[CLICK TO JOIN](#)

**MARCH 27**  
@ 10am  
Access Code: 764177  
[CLICK TO JOIN](#)

**CAN'T MAKE IT?**  
Here's a resource to help you get started  
[How to Submit Adoptions >>](#)

Questions? [radford@ecampus.com](mailto:radford@ecampus.com) Powered by **ecampus.com**

presentation files that will accompany any onsite or virtual training sessions centered around the adoption process and how to leverage our faculty adoption tool.

Following the launch of the online storefront, all University faculty, staff and administration will receive an email announcing that the Online Bookstore is live for students to view textbook information and place course material orders.

## **SOCIAL MEDIA PLAN**

eCampus will develop an authentic and engaging social media presence for Radford University. eCampus will primarily utilize Instagram, Facebook, and X to communicate with followers and customers to promote merchandise and sales to propel the Radford University brand. Social media content will reflect products, in-store events, sales, new arrivals, contests, campus community and gameday culture, and user-generated content. Consistent posting focuses on a mixture of promotional and entertaining content will drive increased engagement and boost followers. By leveraging a third-party social media scheduling and analytics tool, eCampus can manage multiple accounts simultaneously and monitor metrics to drive future content decisions.

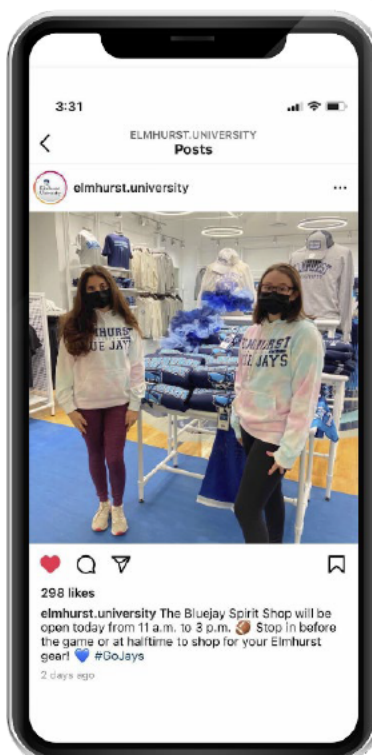
Understanding that video content receives much higher engagement rates, eCampus is committed to creating entertaining video content, stories and reels. A combination of organic and paid social media is utilized to maximize reach and conversion. Posting cadences will vary across platforms, with an average of three to four times per week for in-feed posts on each platform. The cadence is subject to change based on the types of sales and promotions being run and if there are specific events that need focus.

eCampus has been very successful at growing social media account followings for its new and existing partners, with upwards of 50% growth in only a few months of account management. We are committed to establishing a strong brand that embodies the Radford University student, parent, faculty, and fan spirit. We'll be equally committed to promoting Radford University through one unified social handle. As seen on the next page, our feeds are clean, engaging, and consistently on-brand with the best assortments of trending apparel and merchandise.

A marketing and social media calendar is developed to ensure key events on campus are incorporated into the content plan for timely posting. eCampus will also build strong relationships with the Radford University marketing team to uncover opportunities to collaborate with the University's social media accounts. We've found this to be extremely successful in building the Online Bookstore brand and strengthening the relationship with all stakeholders. Please see the next page for a social media calendar example and sample posts.

# SOCIAL MEDIA CALENDAR & POST EXAMPLES

<h1 style="margin: 0;">AUGUST</h1>						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4 <span style="background-color: #ff9933; padding: 2px;">Get Ready for Back to School Post</span> <span style="background-color: #0099cc; padding: 2px;">Package Pickup Giveaway Story</span>	5 <span style="background-color: #ff9933; padding: 2px;">Return Summer Books Online Post</span>
6	7 <span style="background-color: #ff9933; padding: 2px;">It's Time to Order Required Course Materials Post</span> <span style="background-color: #0099cc; padding: 2px;">It's Time to Order Required Course Materials Story</span>	8	9 <span style="background-color: #0099cc; padding: 2px;">Start Stocking up for Fall Story</span>	10 <span style="background-color: #ff9933; padding: 2px;">Waiting for Football Season Post</span> <span style="background-color: #0099cc; padding: 2px;">Waiting for Football Season Story</span>	11	12
13	14 <span style="background-color: #ff9933; padding: 2px;">Professor-Selected/Ordering Made Easy Post</span> <span style="background-color: #0099cc; padding: 2px;">Why Order from your Bookstore Story</span>	15 <span style="background-color: #0099cc; padding: 2px;">National Relaxation Day Story</span>	16 <span style="background-color: #ff9933; padding: 2px;">Coming Back to Campus Post</span> <span style="background-color: #0099cc; padding: 2px;">Dorm Room Essentials Story</span>	17 <span style="background-color: #ff9933; padding: 2px;">Move-In/Extended Hours Post</span> <span style="background-color: #0099cc; padding: 2px;">Move-In/Extended Hours Story</span>	18 <span style="background-color: #ff9933; padding: 2px;">Back-to-School Supplies Post</span> <span style="background-color: #0099cc; padding: 2px;">Student Supplies Story</span>	19
20	21 <span style="background-color: #ff9933; padding: 2px;">Welcome Back/First Day of Class Post</span> <span style="background-color: #0099cc; padding: 2px;">First Week of Class Store Hours Story</span>	22	23 <span style="background-color: #ff9933; padding: 2px;">Package Pickup Giveaway Post</span> <span style="background-color: #0099cc; padding: 2px;">Package Pickup Giveaway Story</span>	24	25 <span style="background-color: #ff9933; padding: 2px;">Order Today, Pick Up Tomorrow Post</span> <span style="background-color: #0099cc; padding: 2px;">Come see us at the Campus Resource Fair! Story</span>	26
27 <span style="background-color: #ff9933; padding: 2px;">Come see us at the Campus Resource Fair! Post</span>	28 <span style="background-color: #ff9933; padding: 2px;">Your Order is Ready for Pickup Post</span> <span style="background-color: #0099cc; padding: 2px;">Your Order is Ready for Pickup Story</span>	29 <span style="background-color: #0099cc; padding: 2px;">Package Pickup Giveaway Story</span>	30	31 <span style="background-color: #ff9933; padding: 2px;">Pickup Textbooks Today! Post</span> <span style="background-color: #ff9933; padding: 2px;">Gear Up for Game Days Flash Sale Post</span>		



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6. Contractor will fund the expense of integration between its' systems and Radford University Systems, with a focus on automation and accuracy.

---

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to **\$10,000** for Radford University Campus Store and Online Bookstore platform and system enhancements over the term of the agreement.

---

7. Contractor acknowledges that technology advances are likely during the term of the contract and will strive to adapt and offer the latest innovations to support the University.

---

eCampus acknowledges and will strive to offer the latest innovations to support Radford University. Software upgrades are done as new features are added and are based on customer requirements or business needs. Scheduled maintenance is done during non-peak hours and customers are notified in advance. Our eCampus systems are designed to allow maintenance to be performed while not impacting service to our customers.

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8. Information on data protection and security as required and included in Attachment G attached hereto.

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## WEBSITE SECURITY

To detect information security breaches eCampus contracts with TrustedSite, which performs the PCI/SANS Internet Security Test on our website daily. TrustedSite's security auditing technology allows the TrustedSite Certified Secure mark to appear only when a website's current security status meets the highest published government standards. eCampus deploys a multi-layer security solution that protects from multiple endpoints, along with state-of-the-art firewalls and intrusion detection systems. eCampus also utilizes security services through AT&T Security in addition to running intrusion detection software locally.

eCampus will be alerted by TrustedSite if our security test fails and we have experienced a breach. This has never happened for eCampus; however, if it does, we alert customers immediately by email and also send out notifications via mail.



## FERPA

eCampus is FERPA compliant and conforms with FERPA requirements to protect personal information with the following tactics:

- › eCampus has policies in place against retaining and distributing student information
- › eCampus follows best practices such as data back-up, data encryption, data integrity, automatic log-off, and secure user privileges

## PCI COMPLIANCE

eCampus is PCI Compliant. All customer data is collected over an SSL Secured 128-bit encrypted site verified by Verisign.

All payment authorizing information is stored on the third-party system Chase Paymentech. Eliminating payment data from our network is the best way to help ensure that our customer's sensitive payment information is safe. Chase Paymentech Tokenization replaces sensitive payment data with a unique identifier or token that cannot be mathematically reversed. The actual payment data is securely stored in Chase data centers.

## ECAMPUS SERVICE LEVEL AGREEMENT

Please see Exhibit 3 to view eCampus's Service Level Agreement.

### ***N. IMPLEMENTATION PLAN:***

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A contract implementation and transition plan, with target and event dates for an assumed operation of the Bookstore contract.

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Please see page 25 to view eCampus's Implementation plan.

### ***O. POLICIES AND PROCEDURES:***

*Indicate the policies/programs/procedures proposed for the use in the operation of the Bookstore in the areas below:*

---

#### 1. Refunds;

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Please see page 42 to view eCampus's Return and Refund Policy.

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2. Special orders (e.g., caps/gowns, rings, commencement invitations);

---

## SPECIAL ORDERS

Faculty, staff and departments can place special order requests directly through their dedicated account management team.

eCampus is partnered with Jostens, Balfour, Oak Hall, and Herff Jones, the leading graduation regalia companies in the industry, to supply our partners with graduation regalia and accessories, including rings and announcements. eCampus will also coordinate with regalia suppliers to set up a day to visit campus for students to view products and determine gown and ring sizing.

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3. Maintenance of all required course books in stock;

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Please see page 37 to view eCampus's Textbook Format Availability.

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4. Methods for securing titles, publishers, and quantities from University faculty;

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## TEXTBOOK ADOPTION TOOL

eCampus provides faculty and staff with our exclusive Faculty Administration Support Tool (FAST), where faculty can research an extensive textbook repository,



including OER materials, and view detailed information about each textbook. Faculty and administration will have full search capabilities via our robust database to search for course materials by title, author, price, format, publisher, discipline and more. Faculty can also view previous course adoption selections and order history.

FAST features include visual dashboards, robust reporting features with expanded drill-down functionality, and analytics and visualizations to inform adoption decisions. Our exclusive FAST platform will make researching and adopting course materials easy and simple. FAST also allows Radford University to control adoption list submittal, course pack creation, financial aid management, storefront display design, custom reporting capabilities and more.

Below are videos of FAST dashboards that streamline information access. Instructors have tools to research titles, request desk copies, investigate accessibility, identify custom materials, and select desired purchasing options all from a single, intuitive page.

## DASHBOARD

Please [click here](#) or scan the QR code to the right to see an overview of our FAST Dashboard, which will provide faculty and administration a bird's eye view into the adoption status at your institution.



## STUDENT ORDER SEARCH

Please [click here](#) or scan the QR code to the right to see an overview of our student search functionality within FAST, which will provide a quick walkthrough of how FAST Campus Administrators can look up student order information to review order dates, order contents, and shipment tracking information.



## EARLY ALERT MONITORING SYSTEM

Faculty have the ability to utilize our FAST Early Alert Monitoring System (EAMS) dashboard to provide important insights and student analytics. Analytic breakdowns within a course can detail students at risk of not having course materials, as well as student purchasing patterns, behaviors and more.

## DATABASE SEARCH

When faculty are researching a specific discipline within the eCampus Faculty Administration Adoption Tool catalog, they will be able to research course materials by publisher, format, price, author, editions and OER materials before selecting an ISBN for adoption. Please see an example screenshot on the next page researching a chemistry discipline.

Title	Price (New)	Author	Ratings	ISBN	eBook	Format
<a href="#">Organic Chemistry</a>	\$375.99	McMurry, John	N/A	9781305080485	✓	Hardcover
<a href="#">Organic Chemistry w/ Study Guide and Solutions ...</a>	\$246.93	Karty, Joel, Mach, Taylor, Mach, Marie M.	N/A	9781324031765	✓	Hardcover w/ Access Card
<a href="#">Chemistry: A Molecular Approach</a>	\$313.31	Tro, Nivaldo J.	N/A	9780134874371	✓	Hardcover
<a href="#">Chemistry</a>	\$161.33	Antony C. Wilbraham, Dennis D. Staley, Michael S. ...	N/A	9781323205907	✗	Hardcover
<a href="#">Chemistry (Sixth Edition) with Ebook, SmartworkS...</a>	\$153.00	Gilbert, Thomas R., Kires, Rein V., Bretz, Stacey ...	N/A	9780393697315	✓	Paperback w/ Access Code

## TEXTBOOK ADOPTION PROCESS

eCampus has a seamless and customizable solution for collecting course material and supply adoptions from faculty. Our process ensures inventory will be available and in stock to the course enrollment of all required course materials in new, used, rental and digital. Our process requires three simple steps:

### STEP 1 - OBTAINING COURSE ADOPTIONS

eCampus obtains adoption information from Radford University and uploads the data to our Faculty Administration Support Tool.

Faculty will be provided login credentials or can use their single sign-on to log into eCampus's FAST to submit and manage adoptions online. Our interactive adoption tool allows faculty to review their adoption history, view current adoption pricing, create custom materials, adopt OER and more. Faculty can search for textbooks by subject and view detailed information, such as the table of contents. Faculty can save textbooks as favorites for later review or easily click to adopt the title, which will move the textbook to the adoption list.

Department heads can log in to approve their instructors' adoptions at any time during the adoption process and view an adoption dashboard with adoption compliance progress reports.

System-generated email notifications are sent to faculty and department chairs as reminders and confirmations during the adoption submittal process.

## STEP 2 - ENSURE AVAILABILITY

Upon receipt of Radford University's textbook adoption list, eCampus will cleanse the list to find any titles that are unavailable to the course enrollment. The assigned eCampus Account Manager will provide an exception report on any issues with the adopted textbooks, including course materials that are out-of-print, out-of-stock, on backorder, and course materials that have been substituted for a new edition. Faculty and administration will have the option of selecting a substitute course material from alternative edition ISBNs provided by the Account Manager or remaining with the original request until it becomes available from the publisher.

## STEP 3 - STOCK INVENTORY

To physically acquire course material inventory, we will obtain new and digital textbooks from publishers and source used and rental textbooks from our in-house inventory, distributors, wholesalers and through our year-round online buyback as soon as the adoption list is finalized.

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5. Rental program details, including return process for textbooks to store or shipping to store.

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Please see page 38 to view eCampus's textbook rental program.

Please see page 42 to view eCampus's return process for textbook rentals.

---

6. Processing of late textbook requests and orders

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Please see page 39 to view eCampus's Late Textbook Adoption policy.

---

7. New categories of merchandise, if any, to be added for sale;

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Please see page 48 to view eCampus's merchandising strategy.

---

#### 8. Charges and policies for cashing checks;

eCampus does not accept checks as a form of payment at the Radford University Campus Store.

---

#### 9. Charges and policies for returned checks;

eCampus does not accept checks as a form of payment at the Radford University Campus Store.

---

#### 10. Pricing;

Please see page 36 to view eCampus's competitive textbook pricing.

---

#### 11. Online orders.

Please see page 6 to view eCampus's Online Spirit Shop and Online Bookstore.

---

### *P. COMPLIANCE:*

A description of the Contractor's plan to assist the University with the compliance requirements of the Higher Education Opportunity Act, as applicable to the operations of the bookstore, along with compliance with the University's Textbook Sales Policy.

---

## **HEOA COMPLIANCE**

eCampus is HEOA compliant and follows HEOA textbook provisions to ensure that students have full transparency to adopted textbook information, including textbook ISBN number availability.

## *Q. EVENTS:*

---

A plan for the promotion of academic and scholarly events as appropriate.

---

eCampus will be involved in the academic, cultural and social environment of Radford University to promote on-campus events via marketing and sponsorships. eCampus will sponsor various campus events, such as welcome week, homecoming, career fairs, golf tournaments, fundraisers, etc.

eCampus will also participate in the grand opening of the new Online Bookstore, as well as student orientations and other select events throughout the academic year to demonstrate the benefits of ordering course materials through the Radford University Online Bookstore.

## *R. ATHLETIC DEPARTMENT:*

---

A plan for collaboration with the Athletic Department for goods and apparel that promote support for University intercollegiate athletic programs. This plan should include a specific proposal for operating an online athletic store.

---

eCampus will collaborate with the Radford University Athletic Department for goods and apparel that will promote and support Radford University intercollegiate athletic programs. Below is an example of an eCampus partner where an online athletic store is operated in conjunction with a Campus Store and an Online Spirit Store. Please click the link below to see an example of an eCampus-operated Online Athletics Spirit Store.

[Miami University Online Athletics Spirit Store](#)

## *S. MOBILE STORE / KIOSK TRAILER:*

Branded design that can be used at on and off campus events. Contractor will provide a presence at mutually agreed upon sporting events and other events to provide Radford University branded merchandise. This trailer will remain of the Contractor and at the end of the contract will return to the Contractor.

## **APPAREL & MERCHANDISE POP-UP SHOP**

eCampus will schedule pop-up shop events where students can shop trending apparel and merchandise at campus and athletic events throughout the academic year. Pop-up shops will be marketed in advance via print, digital and social media channels to ensure exposure is maximized.

Please see below for pictures from an eCampus partner school pop-up shop.



## *T. PROPOSED COMMISSION:*

---

Provide a fee structure associated with goods and services proposed to fulfill requirements. This should incorporate all financial considerations such as labor costs, overhead, contingency budgets, etc. See Attachment H.

---

### **OPTION 1: HYBRID SOLUTION**

#### **MINIMUM ANNUAL GUARANTEE / COMMISSIONS**

eCampus agrees to pay Radford University the greater of the following:

##### **MINIMUM ANNUAL GUARANTEE**

For the initial contract year, eCampus will provide a minimum annual guarantee of **\$100,000**, inclusive of all commissions and incentives earned. For subsequent years, the minimum annual guarantee will be 80% of calculated commissions from the prior year.

##### **COMMISSION ON COURSE MATERIAL SALES**

- › **0-8%** - Print Course Material Product Sales
- › **5%** - Digital Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on physical gross product sales selected directly correlates with the cost of course materials for students. If Radford University elects a lower commission rate, students receive more affordable physical course materials. If the University elects a higher commission rate, Radford University will receive a higher financial return. When deciding on a commission percentage, it is important to understand the institution's goals for student affordability as well as financial return. Our internet dynamic pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University. If Radford University selects the full 8% commission, the pricing on the course materials will never be above eCampus's suggested list price.

##### **COMMISSION ON BOOK BUYBACKS**

- › **10%** - Onsite & Online Book Buybacks operated by eCampus

##### **COMMISSION ON APPAREL & MERCHANDISE SALES**

- › **10%** - All Apparel & Merchandise Sales

## FINANCIAL INCENTIVES

### SIGNING BONUS

eCampus will provide a **\$5,000** signing bonus to be paid within 30 days of the start of the first semester.

### PARTNERSHIP INCENTIVE

eCampus will provide a **\$20,000** partnership incentive which will be paid in \$5,000 annual installments in contract years 2-5. The partnership incentive is contingent on net sales staying within 10% of the prior year's net sales.

### MARKETING

eCampus will invest **\$25,000** for marketing over the course of 5 years, with \$5,000 invested annually. Funds are to be used for marketing the Radford University Campus Store and Online Bookstore operations.

### SPONSORSHIPS

eCampus will provide **\$25,000** for sponsorships over the course of 5 years, with \$5,000 provided annually. Funds are to be used for select annual fundraisers and promotional events.

### CAPITAL INVESTMENT

eCampus will provide a capital investment up to **\$200,000** for improvements, fixtures, and the operation of the Radford University Campus Store over the term of the agreement.

eCampus will provide Radford University with a branded iPad kiosk to be placed within the Radford University Campus Store. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.

### TEXTBOOK SCHOLARSHIPS

eCampus will provide **\$5,000** in textbook scholarships as in-store credit the first contract year, to be paid in equal \$2,500 installments for each Fall and Spring semester. For future contract years, student scholarships provided will be .5% of the



prior year's net sales. The scholarships can be awarded to students at the discretion of the University.

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to **\$10,000** for Radford University Campus Store and Online Bookstore platform and system enhancements over the term of the agreement.

## DISCOUNTS

Faculty, staff and departments will receive a 20% discount on course supplies, apparel and merchandise.

Veterans will receive a 10% discount on course supplies, apparel and merchandise.

## OPTION 2: ONLINE BOOKSTORE

### MINIMUM ANNUAL GUARANTEE / COMMISSIONS

eCampus agrees to pay Radford University the greater of the following:

#### MINIMUM ANNUAL GUARANTEE

For the initial contract year, eCampus will provide a minimum annual guarantee of **\$35,000**, inclusive of all commissions and incentives earned. For subsequent years, the minimum annual guarantee will be 80% of calculated commissions from the prior year.

#### COMMISSION ON COURSE MATERIAL SALES

- › **0-8%** - Print Course Material Product Sales
- › **5%** - Digital Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on physical gross product sales selected directly correlates with the cost of course materials for students. If Radford University elects a lower commission rate, students receive more affordable physical course materials. If the University elects a higher commission rate, Radford University will receive a higher financial return. When deciding on a commission percentage, it is important to understand the institution's goals for student affordability as well as financial return. Our internet dynamic pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University. If Radford University selects the full 8% commission, the pricing on the course materials will never be above eCampus's suggested list price.

## COMMISSION ON BOOK BUYBACKS

- › **10%** - Online Book Buybacks operated by eCampus
- › **20%** - Onsite Book Buybacks self-operated by Radford University

## COMMISSION ON APPAREL & MERCHANDISE SALES

- › **10%** - All Online Apparel & Merchandise Sales

## FINANCIAL INCENTIVES

### SIGNING BONUS

eCampus will provide a **\$5,000** signing bonus to be paid within 30 days of the start of the first semester.

### PARTNERSHIP INCENTIVE

eCampus will provide a **\$20,000** partnership incentive paid in \$5,000 annual installments in contract years 2-5. The partnership incentive is contingent on net sales staying within 10% of the prior year's net sales.

### MARKETING

eCampus will invest **\$25,000** for marketing over the course of 5 years, with \$5,000 invested annually. Funds are to be used for marketing the Radford University Online Bookstore operations.

### SPONSORSHIPS

eCampus will provide **\$25,000** for sponsorships over the course of 5 years, with \$5,000 provided annually. Funds are to be used for select annual fundraisers and promotional events.

### TEXTBOOK SCHOLARSHIPS

eCampus will provide **\$5,000** in textbook scholarships as in-store credit the first contract year, awarded in equal \$2,500 installments for each Fall and Spring semester. For future contract years, student scholarships provided will be .5% of the prior year's net sales. The scholarships can be awarded to students at the discretion of the University.

### TECHNOLOGY INVESTMENT

eCampus will internally invest up to **\$10,000** for Radford University Online Bookstore platform and system enhancements over the term of the agreement.

## KIOSK INVESTMENT

eCampus will provide Radford University with a branded iPad kiosk valued at \$2,500 to be placed within a designated campus location. Students can conveniently purchase their course materials, sell back books and return rentals. iPad kiosks are also beneficial during new student orientations, demonstrating how to obtain their course materials.

## ADDITIONAL FINANCIAL INCENTIVES

- › **\$1.00 per package distributed incentive** for all online bookstore orders distributed from a Radford University designated campus location at the beginning of each semester
- › **\$1.00 per rental returned incentive** for rentals returned to a Radford University designated campus location at the end of each semester



## *U. REPORTING AND DELIVERY REQUIREMENTS:*

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1. Commission Report: The Contractor should provide examples of reports that include gross sales, exclusions from sales, and a commission calculation on sales subject to commission.

---

Please refer to Exhibit 4 to view a sample Commissions Summary by Campus report.

---

2. Sales Breakdown: The Contractor should provide examples of a summary listing of sales by category which reconciles to the gross sales on the monthly commission report.

---

Please refer to Exhibit 5 to view a sample Sales Breakdown by order date.

3. Profit and Loss Statement: The Contractor should provide examples of a Profit and Loss Statement, which demonstrates revenue and expense summaries that align with the Profit and Loss Statement unless the Profit and Loss Statement is designed to provide such data.

Please see below for the financial projections over the next five years. Projections are based on the previous sales history and sales formats provided for the fiscal year 2024 and are subject to change based on actual eCampus Campus Store and Online Bookstore sales.

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>					
New textbook sales	322,958	339,105	356,061	373,864	392,557
Used textbook sales	92,274	96,887	101,732	106,818	112,159
Book rental	184,547	193,775	203,463	213,636	224,318
Digital product sales	668,984	702,433	737,554	774,432	813,154
Retail	1,038,078	1,089,982	1,144,481	1,201,705	1,261,791
<i>Total Revenue</i>	2,306,841	2,422,182	2,543,291	2,670,455	2,803,979
<b>Cost of Goods</b>					
New textbook sales	242,218	254,329	267,046	280,398	294,418
Used textbook sales	50,751	53,288	55,953	58,750	61,687
Book rental	73,819	77,510	81,385	85,454	89,727
Digital product sales	535,187	561,946	590,043	619,546	650,523
Retail	570,943	599,490	629,465	660,938	693,985
<i>Total Cost of Goods</i>	1,472,918	1,546,563	1,623,892	1,705,086	1,790,340
<b>Gross Margin</b>	833,923	875,619	919,399	965,369	1,013,639
<b>Operating Expenses</b>					
Commissions	173,243	181,906	191,002	200,552	210,579
Signing bonus	5,000	5,000	5,000	5,000	5,000
Student scholarships	5,000	5,000	5,000	5,000	5,000
Sponsorships/Promo Events	5,000	5,000	5,000	5,000	5,000
Fulfillment costs	34,994	35,744	36,531	37,358	38,226
Freight expense	41,373	42,942	44,589	46,318	48,134
Credit card fees	57,671	60,555	63,582	66,761	70,099
Direct salaries	175,000	175,000	175,000	175,000	175,000
CAPEX depreciation	43,000	43,000	43,000	43,000	43,000
<i>Total Operating Expenses</i>	540,281	554,147	568,704	583,989	600,038
<b>Contribution Margin</b>	293,642	321,472	350,695	381,380	413,601

---

4. Training Plan: Please provide the University with a comprehensive training plan for the implementation of these services.

---

Please see below for departments eCampus will collaborate and train for the implementation of our solution for an effective transition.

Radford University faculty will train with their designated Account Management Team on our Faculty Administration Support Tool for selecting course material adoptions.

The Radford University Marketing Department will collaborate with our eCampus marketing department to develop best-practice marketing campaigns to be implemented and executed over the course of the academic year.

The Radford University IT Team will work with a dedicated integration specialist from eCampus for any system integrations.

## ***V. METHOD OF PAYMENT:***

---

1. Commission: The Contractor should provide a detailed plan that outlines the level of commissions that will be paid to the University for all sales of products as listed within this solicitation. As part of the commission plan, please outline the timeframes in which these monies will be paid (e.g. monthly, quarterly, etc.).

---

Please see page 73 to view eCampus's proposed commission plans for Radford University. eCampus requests that commissions are paid on a quarterly schedule.

---

2. Excess Commission: Should the University and Contractor agree upon a guaranteed amount of sales, please outline how excess funds would be paid to the University at the end of each contract year.

---

Please see page 73 to view eCampus's Minimum Annual Guarantee offered to Radford University. Excess commission funds would be paid via ACH transfer after a yearly review of sales reports from the Radford University Campus Store and Online Bookstore.

---

3. Records: The Contractor should provide details about how sales and all transactions will be tracked and maintained for the University. The University would want to have access to all such records, including cash register receipts, at any time, with reasonable notice provided.

---

All sales and transactions are tracked and maintained through FAST. Radford University may access sales and reporting records in real-time.

---

4. Responsibility: Please provide a detailed narrative that outlines how the Contractor will collect and/or pay all required taxes, licenses, and fees relating to its Bookstore operations.

---

eCampus will ensure full compliance with all taxes, licenses, and fees associated with the operation of the Radford University Campus Store and/or Online Bookstore. This includes registering for a sales tax permit, collecting the appropriate sales tax on taxable items, and filing periodic sales tax returns with state and local authorities. eCampus will also handle income and payroll taxes by withholding federal and state employee taxes, filing necessary tax returns, and issuing 1099 forms for independent contractors. Additionally, eCampus will obtain and maintain required business licenses, such as a local business license and any state-specific permits. eCampus will ensure compliance with any applicable property taxes and fees, including those related to Business Improvement Districts. eCampus's independent accounting firm will audit and ensure accurate filings.

### ***W. OTHER FINANCIAL CONSIDERATIONS:***

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Provide details for additional financial considerations the vendor is willing to consider. Examples of financial considerations might include, but are not limited to: capital investments, scholarship investments, price matches for online and in-store purchases, percentage of discount for employees and/or veterans, and textbook fees and freight discounts, if applicable (See Attachment H).

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Please see page 73 to view eCampus's Financial Offerings for Radford University.

Please see page 37 to view eCampus's Price Match Guarantee.

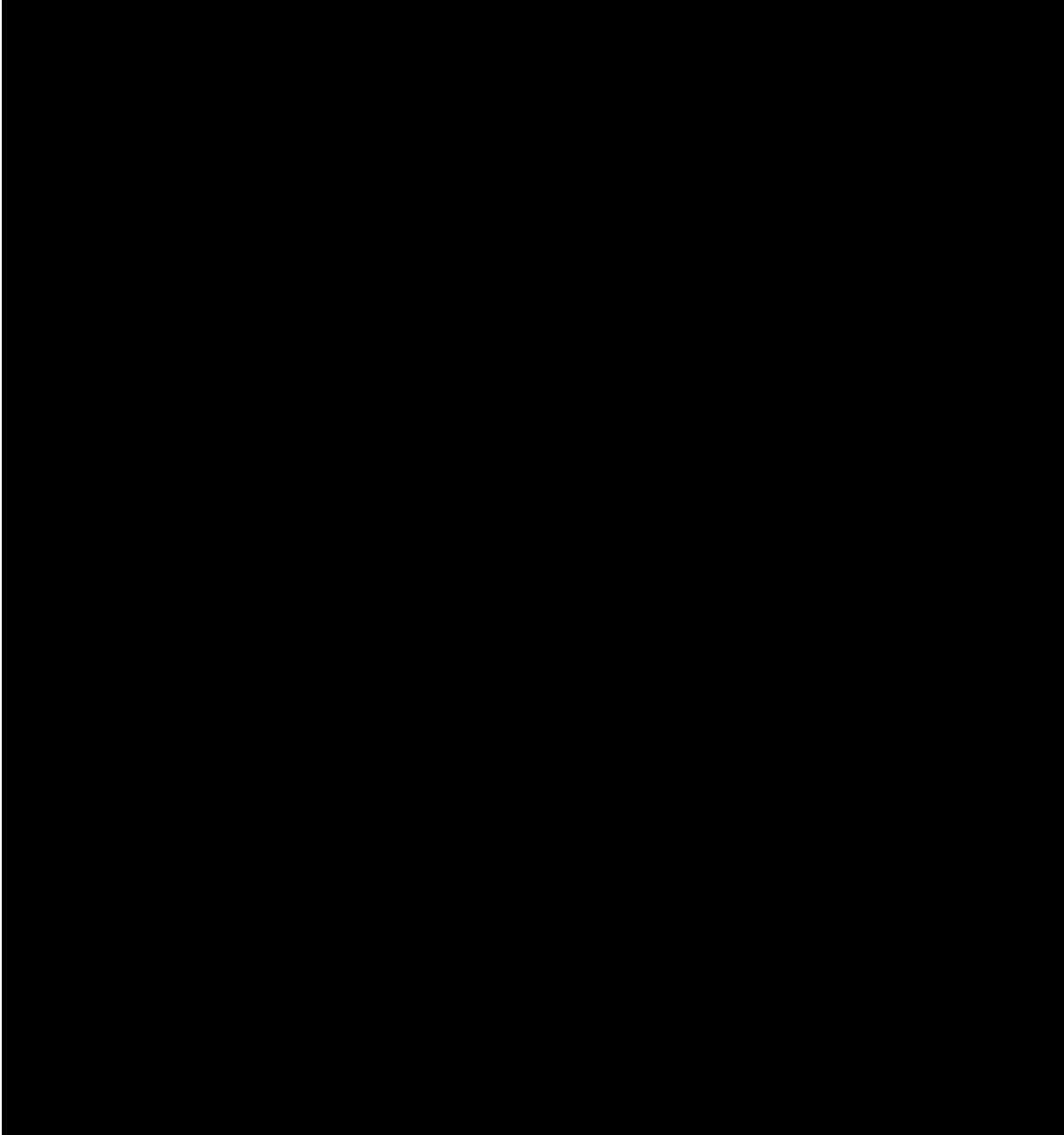
*X. REFERENCES:*

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Provide four (4) references, either educational (preferred) or governmental, for whom you have provided the type of services described herein. Include the date(s) services were furnished, the client name, address, and the name and phone number of the individual Radford University has your permission to contact.

---

Please see below and on the next page for four confidential eCampus partner references and





*Y. PARTICIPATION OF SMALL, WOMEN-OWNED AND MINORITY-OWNED BUSINESS (SWAM) BUSINESS:*

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If your business cannot be classified as SWaM, describe your plan for utilizing SWaM subcontractors if awarded a contract. Describe your ability to provide reporting on SWaM subcontracting spend when requested. If your firm or any business that you plan to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award. If your firm is currently certified, you agree to maintain your certification for the life of the contract. For assistance with SWaM certification, visit the SBSD website at <http://www.sbsd.virginia.gov>.

---

If eCampus is awarded the contract to operate the Radford University Campus Store and Online Bookstore, eCampus is committed to collaborating with SWaM (Small, Women-owned, and Minority-owned) subcontractors to promote diversity and inclusion. We will identify qualified SWaM vendors through industry networks and certification databases, ensuring they meet the necessary standards for quality and service.

Subcontractors, if contracted, will be assigned tasks based on their expertise in areas such as product development, distribution, and retail operations. We will closely monitor subcontractor performance through regular evaluations to ensure compliance with contractual obligations.

To ensure transparency, eCampus will implement additional reporting for tracking and reporting SWaM subcontractor spend. Detailed financial reports will be provided regularly, with data available for ad-hoc reporting requests. All subcontracting agreements and expenditures will be carefully documented to maintain compliance with regulations.

**ATTACHMENT H**  
**R24-014 BOOKSTORE MANAGEMENT & OPERATIONS SERVICES**  
**FINANCIAL CONSIDERATIONS**

**FINANCIAL STRUCTURE – Calculation of Commissions:**

As part of the contract award, the Contractor should be prepared to pay Radford University commission on all collected sales at the bookstore, excluding the following:

1. The five percent (5%) Radford University OneCard processing fee that is charged to the bookstore on OneCard purchases. (\*Note: previous partners deducted the 5% OneCard fee from the bookstore commission calculation. Radford University retained the 5% OneCard fee as part of regular payments to the Contractor.)
2. Purchases made with Contractor scholarship funds identified as a financial consideration.
3. Veterans discount purchases with valid military identification.
4. Pass through service products such as postage stamps, bus passes, athletic tickets (items that have no margins).
5. Any other product(s) or service(s) as mutually agreed upon in writing by both Parties.

As part of the contract award, the Contractor is expected to pay full applicable commissions on payments remitted by vendors for the following “pass-through” items including but not limited to:

1. Regalia sales and rentals
2. Class rings and jewelry
3. Computers and non-hardware products
4. Any other product(s) or service(s) as mutually agreed upon in writing by both Parties

**Proposed Commission Structure and annual guarantee**

	<b>OPTION 1: HYBRID</b>	<b>OPTION 2: ONLINE ONLY</b>
<b>Dollar Range</b>	<b>Percentage</b>	
Up to \$5,000,000	0%-8% Textbooks, 10% Retail	0%-8% Textbooks, 10% Retail
From \$5,000,001 up to \$7,000,000	0%-8% Textbooks, 10% Retail	0%-8% Textbooks, 10% Retail
Over \$7,000,001	0%-8% Textbooks, 10% Retail	0%-8% Textbooks, 10% Retail
Digital Course Materials:	5%	5%
<b>Annual Guarantee</b>	<b>\$100,000</b>	<b>\$35,000</b>

**Other Financial Considerations:**

<b>Signing Bonus</b>	\$25,000	\$25,000
<b>Capital Investment</b>	\$200,000	Kiosk \$2,500 value
<b>Scholarship Investment</b>	\$5,000 year 1, .5% future years	\$5,000 year 1, .5% future years
<b>OneCard License Fees</b>	Yes	Yes
<b>Faculty and Staff Discounts</b>	20%	N/A
<b>Departmental Discounts</b>	20%	N/A
<b>Veteran Discounts</b>	10%	N/A
<b>Textbook Fees and Freight</b>	N/A	N/A
<b>Marketing Incentive Budget</b>	\$25,000	\$25,000
<b>Sponsorships</b>	\$25,000	\$25,000
<b>Internal Technology Investment</b>	\$10,000	\$10,000

**R24-014 BOOKSTORE MANAGEMENT & OPERATION SERVICES**  
**E-CAMPUS NEGOTIATION QUESTIONS**  
**JANUARY 29, 2025**

**ATHLETICS:**

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1. Please expand upon your plans for supporting an Athletics online store or webpage.
- 

The Radford Athletics online store will exist as a dynamic, high-performing component to the overarching e-commerce experience eCampus will deliver as part of our comprehensive campus store solution. The Athletics online store will have a dedicated tab in the top navigation of the main Radford University online storefront, with a look and feel that embodies Radford’s proud athletic culture, delivering a seamless shopping experience for fans, and driving consistent revenue. By aligning closely with your athletic department, we curate diverse gear, elevate game-day excitement, and celebrate student-athlete achievements—all while upholding brand integrity.

**KEY SUPPORT STRATEGIES**

- **Comprehensive Gear for All Fans**
  - Full range of apparel, including sport-specific items, fan favorites, and extended-size options
  - Seasonal updates and trending designs to keep the product lineup fresh and engaging
- **Elevated Omni-Channel Engagement**
  - Highly customized marketing campaigns via email, social, paid search, and campus partnerships to build hype and increase sales
  - Targeted promotions around special events, big games/matchups, and exciting new arrivals to drive online sales for all Radford Highlanders
  - Strategic social collaborations to leverage shared audiences for maximum exposure and conversions
- **Ongoing Brand Elevation**
  - Strict adherence to Radford’s brand identity through approved logos, color palettes, and premium product lines
  - Collaborative marketing support highlighting Radford’s Division I achievements and athletic pride
  - Ongoing communications with the Athletics marketing team to align content calendars and stay on top of top Athletics stories we can leverage for increased online visibility

- **NIL Opportunities for Student Athletes**

- Participating in The Highlander Exchange to support student athletes through creative collaborations
- Discover ways to connect fans' love of their favorite Highlanders with the Athletics online store

By combining our proven e-commerce capabilities, keen focus on brand integrity, and data-driven insights, eCampus ensures that every Radford fan—on campus and beyond—can easily find high-quality spirit wear to support the Highlanders, thus fostering deep community engagement and boosting your athletics revenue.

---

2. Are you willing to offer a commission to Athletics for sales through the online Athletics Team Shop, plus at athletic events?

---

Yes, sales from the Athletics Team Shop and athletic events can be tracked separately, with commissions paid directly to Athletics.

---

3. Beyond standard sales, are there sponsorship opportunities you can provide to help boost Athletics merchandise visibility? For example, how could your sponsorship efforts enhance Radford University's brand while positioning your company as the "Official Team Store for Radford Athletics?"

---

Yes, eCampus can offer tailored sponsorship initiatives that spotlight Radford University Athletics while positioning us as the Official Team Store. For example, eCampus can sponsor in-game activations, such as a halftime contest or giveaway where apparel prizes and "Official Team Store" mentions reinforce our brand partnership.

eCampus can also support co-branded digital campaigns across social media and email to boost merchandise visibility alongside real-world activations like in-venue signage and presence at select Radford Athletics events. These efforts elevate fan engagement, increase merchandise sales, and position Radford's Official Team Store as the trusted choice for fans to gear up while supporting the University's athletic excellence.

## GENERAL OPERATIONS:

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### 4. What strategies are in place to negotiate pricing from publishers?

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eCampus has a strong history of collaborating with publishing partners to reduce pricing effectively. Our most successful strategies focus on guaranteeing volume to publishers through programs like inclusive and equitable access. These programs encourage publishers to accept lower margins in exchange for increased student participation. Additionally, negotiations are more successful when we work alongside institutions to engage publishers as a unified front. eCampus will collaborate with Radford University to strategize and implement these strategies to provide students with the most value possible for their course materials.

---

### 5. How will publisher relationships be fostered to support faculty and resources utilized by students?

---

eCampus has built strong, mutually beneficial relationships with our publishing partners. These partnerships have enabled us to offer exclusive publisher programs available only through eCampus, including:

- **Read While You Wait** – Students receive seven days of free eTextbook access when purchasing a print textbook, providing instant access to course materials. This feature is available through select publishing partners, including Cengage Learning, Pearson Education, and Elsevier.
- **Exclusive Pearson Print Rental Purchase Program** – eCampus is the only provider that allows students to purchase textbooks within the Pearson Print Rental Program, a unique offering made possible through our strong partnership with Pearson Education.

Additionally, our team collaborates with local Radford University publishing sales representatives to align on shared goals and enhance support for faculty and students.

6. Can you provide a detailed explanation of your price-matching efforts? How do you ensure transparency and consistency in this process, and what documentation is required from students?

eCampus offers a seamless price match process through our online bookstore, providing students with a convenient, automated way to submit requests. This eliminates the need to wait in-store or on hold online. Watch a video [HERE](#) to explore a step-by-step walkthrough of the student price match process.

7. Can you outline your follow-up process when faculty members do not complete textbook adoptions in a timely manner? How do you ensure minimal disruption to the academic calendar?

The eCampus account management team will collaborate closely with faculty to oversee the adoption process. If adoptions are not submitted by the designated deadlines, eCampus will proactively contact faculty members via phone or email to provide support and address any questions. Additionally, our FAST Adoption Portal offers real-time visibility into adoption statuses at Radford, ensuring transparency throughout the process. Deans, department heads, and other academic leaders will have immediate access to adoption progress updates.

The screenshot displays the FAST Adoption Portal interface. At the top, there is a navigation bar with links for Home, School Search, Catalog, Upload, Online Bookstore, and Help. The main dashboard area is divided into several sections:

- Choose a Course:** Includes an "Add New" button and a summary showing 2718 total courses completed with a 92% progress indicator.
- TOTAL COURSES:** A summary section with five categories:
  - 242 NOT SUBMITTED (Submit Adoptions button)
  - 1940 MATERIALS SUBMITTED (View Courses button)
  - 778 NO MATERIALS REQUIRED (View Courses button)
  - 70 OER (View Courses button)
  - 163 INCLUSIVE ACCESS (View Courses button)
- Remind Instructors to Submit Adoptions:** A red banner at the bottom of the statistics section.
- Search Results:** A table showing 51 - 100 of 2960 results. The table has columns for Level 1, Level 2, Name, Semester, Instructor, Seats, and Books.

Level 1	Level 2	Name	Semester	Instructor	Seats	Books
10-006-170	60386	Animal Health	Winterim/Spring 2022	Mills-LloydSarah E	16	TBD
10-057-107	60614	Surveying 2	Winterim/Spring 2022	LottoBrett	12	1
10-057-109	60588	Ecology	Winterim/Spring 2022	RynishAnthony A	18	2
10-057-109	60589	Ecology	Winterim/Spring 2022	HoinritzScott E	18	2
10-057-129	60591	Fish Mgmt-IchthyologyLimn.	Winterim/Spring 2022	GroollPaul A	12	1

The eCampus adoption process has a proven track record and has shown significant increases in adoption submittals when comparing pre- and post-implementation.

---

8. What is your average response time for inquiries from students, faculty, and departments, especially regarding quotes for materials outside the adoption list? How is this monitored?

---

Radford University will have a dedicated eCampus account manager and support team working directly with faculty and departments to provide assistance and maintain communication regarding the acquisition of required textbooks and course materials. Inquiries are typically answered within the same business day—often immediately—via phone or email. Your eCampus leadership team actively monitors communications to ensure prompt and effective responses. This personalized support approach ensures that the account management team working with Radford is familiar with faculty and their specific adoption needs.

Radford University will also have an experienced customer service team available to answer any student questions and assist with customers' online orders. eCampus's established customer service level agreement (SLA) is to answer 95% or better of phone calls, online chat, and email requests within the same day. Additionally, eCampus maintains a first-contact resolution rate of 85% or better on all customer contacts.

## **PRICING & COMMISSION RATES - DIGITAL BOOKS/MATERIALS**

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9. There is a significant difference in commission rates between hard copy materials and digital books, which does not appear to directly correspond to the difference in production costs between printed and digital formats. Could you provide a detailed explanation of your pricing philosophy for digital books and materials?

---

Pricing for digital materials is largely determined by publisher requirements. Due to agency pricing agreements—where publishers set the end-user price—and a highly competitive market that includes publisher-direct sales, profit margins on digital materials are much lower. Our pricing strategy aims to remain competitive while maintaining a financially sustainable model that supports the online bookstore program.

---

10. What factors influence the commission rate you offer for digital content? How do these compare to the commission rates for physical textbooks?

---

The commission rate for digital content is primarily influenced by the lower profit margins associated with digital formats compared to physical textbooks. Physical textbooks, particularly in used and rental formats, tend to offer significantly higher margins, resulting in higher commission rates.

---

11. Can you break down the cost structure for digital materials, including licensing fees, platform costs, and other contributing factors?

---

The cost structure of a digital item is not easily divided into separate components. Our sales price is determined by our cost, except when restricted by agency pricing set by the publisher.

---

12. How do you determine the balance between affordability for students and financial return for the university when setting commission rates for digital content?

---

The commission rate is determined based on our average digital margin. Should the University prefer a lower commission on digital sales, we can adjust the student prices accordingly. For instance, if a 4% commission is selected for digital, the digital prices will be reduced by 1%, unless the sales price is set by the publisher.

---

13. Have you considered alternative pricing or commission structures that better align digital and print pricing differences? If so, what options are available?

---

Our commission structures are flexible and can be adjusted to dynamically influence the pricing of course materials for students. A higher commission will lead to an increase in student prices, while a lower commission will offer greater savings to students. eCampus is prepared to collaborate with Radford University to carefully consider key factors such as revenue generation and student affordability, in order to develop a course material model that best serves the interests of all stakeholders.

## REMOTE CAMPUSES:

*14. Building on your presentation, could you expand on your approach to servicing Radford University's off-site campuses without physical bookstores or on-site employees?  
Specifically:*

---

a. Dedicated Support for Scrub Purchases and Book Returns:

1) How will you provide dedicated support for students in nursing and other programs requiring specialized materials like scrubs?

---

eCampus has extensive experience in supporting nursing students who require scrubs and other specialized materials via an online shopping environment. Typically, campus locations provide size samples for students to try on and assess their correct fit, should they prefer this option. Scrubs are ordered through the online bookstore and can be shipped directly to the student's home address or a designated campus location. These items are shipped from the same facility as other physical course materials and are typically delivered within an estimated 2-business-day timeframe.

2) What specific services will you offer (e.g., online ordering, direct shipping, in-person support)?

---

The eCampus Online Bookstore platform allows for intuitive online ordering and shipping either to an off-campus address or the campus retail store. The on-campus retail store will employ staff to provide onsite assistance to any student or faculty who might require support in-store. There are also expanded support options of live phone and chat support via our centralized customer support center.

3) Are there additional costs associated with these services, such as shipping fees, and how are they communicated to students?

---

Students will receive free shipping on all orders when shipped to the campus store or other designated campus locations. For orders shipped directly to a residence, free standard shipping is available on all physical material orders totaling \$59 or more. Orders under \$59 will incur a nominal shipping fee.

---

b. Additional Hardware Requirements:

1) If kiosks, lockers, or other distribution systems are needed, how will you manage their procurement, installation, and maintenance?

---

eCampus can provide customized ordering kiosks strategically placed in the campus store and satellite campus locations. These mobile kiosks will be procured, installed, and maintained by eCampus.

eCampus can utilize locker systems as a distribution point for course materials. However, these lockers would be owned and maintained by the university, as they serve a broader purpose beyond fulfilling course materials. On campus, these lockers are typically used to receive packages from various shippers, including those sent by parents, Amazon, and other delivery services.

---

2) Will your company cover these costs, or is there an expectation for the University to share them?

---

eCampus will assume responsibility for all costs related to the procurement of the ordering kiosks. The locker systems, being versatile and capable of accommodating a wide range of packages, will be managed by the University as they serve multiple purposes across the campus.

---

15. Could you propose a schedule for dedicated pop-up events and material delivery for the Roanoke sites? How do you ensure these events meet the needs of our students?

---

At the onset of the partnership, eCampus will meet with Radford University to evaluate scheduled events and academic calendars to establish pop-up event opportunities for the Roanoke sites. Upon evaluation, eCampus will propose a pop-up schedule to compliment the existing events calendar. The proposal can include KPIs to ensure the events address student needs and support the Roanoke learning community. These pop-up events can encompass both course materials pickup as well as onsite trending apparel and merchandise shopping opportunities. A thorough communications plan, including an omni-channel marketing toolkit, will be provided to inform the Roanoke sites and garner interest and participation on activation dates.

## **FINANCIAL:**

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16. How does your organization's financial outlook for the upcoming year impact your ability to fulfill the terms of this contract?

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eCampus just concluded a highly successful 2024, achieving strong financial performance. This strong outcome has enabled strategic reinvestment in our platforms, services, and personnel, positioning us to drive continued positive outcomes for our partner institutions. We are confident in our ability to fully meet the terms of the contract throughout its duration.

## **MANAGEMENT/STAFF:**

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17. How do you select managers and support staff for traditional bookstore locations? What are the qualifications and training requirements for these roles?

---

Our store management and associate teams are selected in collaboration with the institution. We are dedicated to ensuring that we have the right personnel in place to foster strong relationships and meet the expectations of our partners. The selection process is typically led by our Regional Manager, who conducts a comprehensive evaluation of all candidates in partnership with the campus contact. Upon identification of the store management team, we provide an extensive training program that includes tutorial-based learning, in-person leadership development, and on-site operational training as needed.

While a Bachelor's degree is preferred (but not required), we seek candidates with relevant experience in collegiate retail or large-volume retail settings. Ideal candidates should possess strong communication and interpersonal skills, exceptional customer service abilities, problem-solving and critical thinking capabilities, effective organizational and time management skills, leadership qualities, and creativity.

18. What accountability measures are in place for the management team to address problem-solving and resolution of issues in a timely manner?

---

Our commitment to providing exceptional customer service is driven by empowering our local teams to make decisions that directly address the unique needs of our students and customers. The L.E.A.D. (Listen, Engage, Act, Deliver) Customer Service Program, a proven methodology, ensures an outstanding customer experience. Additionally, our system is designed to track

critical performance metrics, such as customer service tickets, resolution times, and order fulfillment schedules, enabling effective monitoring and management of service-related concerns. Beyond automated monitoring, we have implemented a structured escalation process at each campus contact point to ensure that all issues are promptly identified and resolved.

---

### 19. What ongoing training and support do you provide to store staff and management to ensure exceptional service and alignment with university expectations?

---

Our eCampus Store Management Model is founded on the principle of localized leadership. We are committed to providing our Store Managers and their teams with the necessary professional development, education, and support to lead our stores effectively.

Our approach to Professional Development includes:

- **Professional Development Trainings:** These sessions provide Store Management Teams with the opportunity to enhance their leadership skills and capabilities. In addition to dedicated training sessions, we offer a range of online, self-paced PD resources for our management teams.
- **Weekly Operational Calls:** These calls allow Store Management Teams to participate in discussions on specific topics (e.g., Inclusive Access, Marketing Leadership, Textbook Management, etc.), engaging directly with relevant departments.
- **Annual Store Managers Meeting:** During this meeting, Store Managers collaborate with their peers, gain insights into industry trends, review performance from the previous year, and brainstorm new strategies to drive success on their respective campuses.

In addition to our comprehensive Professional Development initiatives, we are supported by a highly experienced Operational Leadership Team that works closely with local managers to ensure alignment with our partners' expectations. Our Operational Leadership Team includes:

- Senior Director of Retail Solutions
- Senior Director of Campus Store Operations
- Regional Manager

This integrated approach ensures that our Store Managers are well-equipped to lead effectively and deliver exceptional results.

## **IMPLEMENTATION:**

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20. If awarded the contract by March 1, 2025, please provide a comprehensive implementation plan, including a detailed timeline and milestones.

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Please see below for a comprehensive implementation plan with a March 1, 2025 award date.

### **March 1 - March 15, 2025**

- Award notification
- Contract negotiations
- Finalize contract
- Schedule Transition Project Management Calls with key departments

### **March 15 - April 1, 2025**

- Transition Project Management Launch call
- Marketing and Campus Engagement Launch call
  - Faculty communications
  - Campus communications (Press release optional)
  - Soft Open Planning/Grand Opening Planning.
- IT Integrations & Financial Aid Launch call
- Store Operations Launch call
  - Staffing
  - Store Layout/Design/Construction
  - Merchandise Planning & Allocation
- Textbook Operations Launch call
  - Finalize Faculty Due Dates
  - Launch Faculty Training Calls
  - Open Adoption Portal for Faculty to adopt Direct

### **April 1, 2025**

- Begin working with the current provider to discuss the terms of transition on the contract commencement date of June 1, 2025
- Ongoing - Host weekly Project Calls for each area (Transition Management, Marketing, IT, Store Operations, Textbooks)

### **April 15, 2025 – May 1, 2025**

- Begin IT system integrations
- Review & confirm faculty textbook adoptions
- Establish advisory committee and plan first meeting with committee members
- Evaluate campus stores and determine individual campus store needs
- Evaluate campus store staffing and requirements
- Determine store logo/artwork requirements
- Develop campus store refresh plans

### **May 1 – May 31, 2025**

- Post open campus store positions
- Finalize Fall 2025 textbook adoptions
- Begin acquiring course material inventory to the course enrollment
- Build marketing campaigns to announce new partnership
- Coordinate press releases with campus contact
- Obtain approval from University on campus store refresh plans

### **June 1 – June 30, 2025**

- Receive keys to campus store
- Inventory and possession of goods transition
- Soft Opening (Grand opening scheduled in conjunction with university).
- Begin interviews for open campus store positions
- Create initial merchandising plan & review current licensed vendors
- Order inventory (apparel, merchandise, supplies, devices, etc.) for store operations
- System integrations tested and operational
- Begin store refresh & layout changes
- Conduct staff training

### **July 1 – July 15, 2025**

- Online bookstore live for student ordering
- Marketing campaigns – Course materials now available
- Integrated storefront launch
- Receive inventory (apparel, merchandise, supplies, devices, etc.)

- Merchandise the store
- Marketing campaigns – Grand opening of Campus Stores

### **July 15 – July 30, 2025**

- Grand opening event
- Campus store marketing campaigns

### **August 1 – August 24, 2025**

- Conduct summer sessions book buyback & rental return events
- Distribute students online course material orders

### **August 25, 2025**

- Fall semester classes begin

---

21. What specific resources or actions will you require from Radford University during each stage of the implementation process?

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The primary initial requirement is adequate time allocated for IT integrations. Many of our new partners have acknowledged that our IT processes and specifications are efficient and straightforward. Beyond this, our additional needs are contingent upon the engagement of partners across the various areas outlined in our Project Management plan. Strong partnerships are essential for ensuring smooth transitions:

- Collaboration with the academic team is needed to achieve faculty adoption objectives.
- Coordinate with marketing to optimize communications with customers and campus stakeholders during the transition process.
- Partnership with IT to guarantee a seamless user experience.
- Engagement with campus contacts to align with and fulfill all expectations.

## POTENTIAL OFF-SITE LOCATION:

*22. As the solicitation has outlined, there will be a required move to a temporary location during the renovation of Dalton Hall. There has been some consideration to moving the bookstore to an off-campus location.*

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a. During the renovation of Dalton Hall, are you open to using a temporary off-campus location as a pilot for a permanent off-campus bookstore? If so, how would you approach this pilot?

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eCampus is open to exploring the potential for an off-campus pilot program. Our approach would be to collaborate closely with the Radford University to identify an ideal off-campus location for the University's bookstore. Our team will then conduct a comprehensive feasibility study, including market analysis, student surveys, and stakeholder consultations, to ensure the selected site aligns with both university expectations and student preferences.

eCampus also has the capability of providing a complete online solution (course materials + branded retail & merchandise) as an interim solution while the project is under construction.

b. What is your vision for an ideal off-campus location for the University's bookstore? What criteria would you prioritize for its success?

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Our vision for an off-campus location would be a highly visible location with large amounts of foot traffic and easy parking. This would allow for customers to easily take advantage of everything the bookstore would have to offer.

Because the location is off campus, we would want to prioritize an increased number of special events to drive foot traffic. These events would include things like Roanoke Star Trek, Fall Festival, Spring Fling, Radford Gives Back, Welcome Week, Finals Frenzy, and Year-End Bash. Ultimately, it's more important than ever to make on campus or off campus bookstores a retail destination that excites customers to visit and shop.

The success of this initiative will be evaluated based on traffic patterns, sales performance, and customer feedback. Following the pilot, eCampus will work closely with Radford University to develop an informed action plan moving forward.

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c. How would the temporary or permanent relocation of the bookstore impact your current financial proposal?

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The capital investment requirements should be reviewed with the university to ensure sufficient funding is allocated for both the temporary and permanent locations. Beyond this, we do not foresee any further adjustments to the financial proposal.