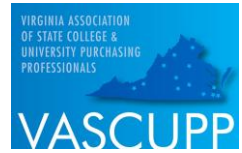




Purchasing Department  
 4400 University Drive, MS 3C1, Fairfax, VA 22030  
 Phone: 703.993.2580; <http://fiscal.gmu.edu/purchasing/>



**STANDARD CONTRACT**  
**GMU-SS1114-25**

This Contract entered on this 1st day of April 2026 (Effective Date) by A Book Company LLC dba eCampus.com hereinafter called “Contractor” (located at 2373 Palumbo Drive, Lexington, KY 40509) and George Mason University hereinafter called “George Mason,” “Mason,” or “University”.

**I. WITNESSETH** that the Contractor and George Mason, in consideration of the mutual covenants, promises and agreement herein contained, agree as follows:

**II. SCOPE OF CONTRACT:** The Contractor shall provide the operation and management of the George Mason University Bookstore, the George Mason University Bookstore eCommerce site, Patriot Tech located in the University Bookstore, the Mason Square regional campus bookstore, seasonal pop-up support for the Sci Tech regional campus, the George Mason University Athletics in-venue locations, and the George Mason University Athletics eCommerce site of George Mason University as set forth in the Contract documents.

**GEORGE MASON UNIVERSITY CAMPUS STORES**

eCampus will serve as the prime Contractor and program owner for the full bookstore ecosystem, while Rally House will operate the George Mason University and Mason Square Campus Stores and regional pop-up support at the Sci Tech campus as the eCampus’ on-site retail subcontractor. The prime Contractor shall remain fully liable and responsible for the work performed by its subcontractor(s) and shall ensure compliance with all requirements of this Contract, including all payment obligations and each contractual term and condition.

**SCOPE OF WORK**

**ECAMPUS RESPONSIBILITIES**

- Management of all course material operations
- Integration with University systems and Canvas
- Consolidated reporting and financial transparency
- Program governance and a single point of accountability to the University
- Coordination of all retail and course material alignment

**RALLY HOUSE RESPONSIBILITIES (AS ECAMPUS SUBCONTRACTOR)**

- Day-to-day operation of the physical campus stores and an online retail merchandise website
- Staffing, merchandising, inventory planning, and retail execution
- Apparel, gifts, technology accessories, and convenience assortment
- In-store events, athletics activations, NIL merchandising, and community engagement
- Execution of store renovations and physical upgrades

**CAPITAL INVESTMENT AND STORE TRANSFORMATION**

Rally House has committed **\$250,000** in capital to improve fixtures and merchandising presentation.

This investment is not cosmetic. It is designed to elevate the campus store into a modern, branded retail environment consistent with Rally House’s 300-plus store portfolio while remaining tailored to Mason’s identity.

Improvements will include:

- Updated fixtures and flexible merchandising systems
- Enhanced visual presentation aligned with George Mason brand standards
- Clear zoning for course materials, spirit wear, technology accessories, and gift categories
- Improved traffic flow and peak period service functionality
- Dedicated space to support campus milestones and limited-edition drops
- Integrated in-store pickup and fulfillment workflow to support online ordering

The objective is to create a store environment that feels contemporary, energetic, and distinctly George Mason while meeting the operational expectations of a high-performing collegiate retail location.

The Contractor shall work in with University Libraries, Disability Services, the Division of Learning Technologies, and other applicable university units as necessary to ensure timely and equitable access to required, recommended, and optional course

materials for all students.

- a. The confidential booklist for each academic term shall be provided to University Libraries and Disability Services in accordance with university timelines;
- b. Special orders for students requiring accommodation, coordinated with Disability Services, shall be fulfilled promptly and at reasonable cost;
- c. The Contractor shall cooperate with University Libraries and Disability Services to support the provision of materials in alternative or accessible formats when required.

**III. PERIOD OF CONTRACT:** Five (5) years from Effective Date of contract with one (1) successive five-year mutually agreed upon renewal option (or as negotiated). It is intended to have a contract in place and be effective for July 1, 2026. This would include any transitional time between the awarded vendor and George Mason University.

**IV. FINANCIAL COMMITMENT:** The financial commitments outlined in this section constitute the Contractor's full obligations for the first year of the contract.

All guaranteed and calculated commission payments must be made via ACH. Payments will be made quarterly and paid within 30 days after the close of the quarter in which they were earned.

The University will receive the greater of the Minimum Annual Guarantee or calculated commissions in any given contract year

- **MINIMUM ANNUAL GUARANTEE**

For the initial contract year, **eCampus will provide** a minimum annual guarantee of **\$315,000**, inclusive of all commissions and incentives earned. This minimum annual guarantee is based on a 12% commission on course materials and incentives. For subsequent years, the minimum annual guarantee will be 80% of calculated commissions from the prior year.

For the initial contract year, **Rally House will provide** a minimum annual guarantee of **\$500,000**, 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**

- **12%** - Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products.

Course Material Gross Product Sales are defined as:

- a) eCampus.com owned physical course materials, gross product sales less any customer returns, non-returned rentals, sales tax, collected shipping revenue, order cancellations, and
- b) for marketplace, digital products, or Inclusive Access products, net revenue earned by the eCampus.com on such marketplace, digital products, or Inclusive Access products less any customer returns, non-returned rentals, any third-party billing, sales tax, collected shipping revenue, and order cancellations. All course material adoptions added or changed within two weeks of the course start date are excluded from the calculation of gross sales and not eligible for commission.

- **COMMISSION ON BOOK BUYBACKS**

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

- **COMMISSION ON APPAREL & MERCHANDISE SALES**

Gross Sales are net of credit card fees up to 2%, gift cards, discounted employee or school purchases, discounted clearance items 40% off or greater.

- **20%** - Gross Revenue of Apparel & Merchandise Sales, in-store and from the George Mason University Online Bookstore.
- **5%** - Gross Sales on Sales Generated from Paid Search

- **ATHLETICS SURPLUS REVENUE SHARING**

Rally House will manage any athletics department surplus sales and handle the sale of all game-used equipment with a 50/50 split of gross revenue.

- **SIGNING BONUS** - eCampus will provide a **\$25,000 signing bonus** paid within 30 days of the Fall 2026 semester start date and paid via ACH.
- **UNRESTRICTED ANNUAL CONTRIBUTIONS** – All annual contributions and investments will be paid within 30 days of the start of the Fall semester via ACH.
  - eCampus will provide **\$15,000** in unrestricted annual contributions to be paid within 30 days of each fall semester start date.
  - Rally House will provide **\$15,000** in unrestricted annual contributions to be paid within 30 days of each fall semester start date.
- **ANNUAL SCHOLARSHIPS**
  - eCampus will provide **\$25,000** in annual textbook scholarships as in-store credit over the course of the 5-year agreement. The scholarships are awarded to students at the discretion of George Mason University.
  - Rally House will provide **\$15,000** in annual scholarships over the course of the 5-year agreement. The scholarships are awarded to students at the discretion of George Mason University.
- **ANNUAL MARKETING BUDGET**
  - eCampus will invest **\$15,000** annually for marketing the online bookstore operations.
  - Rally House will invest **\$20,000** annually for marketing the retail operations.
- **ANNUAL SPONSORSHIPS**
  - eCampus will provide **\$15,000** annually for select annual fundraisers and promotional events.
  - Rally House will provide **\$10,000** annually for NIL promotions and sponsorships.
- **DISCOUNTS**
  - Faculty, Staff, Departments and Veterans will receive a **15% discount** on course supplies and materials and general merchandise purchased instore and via the George Mason Online Bookstore.
- **TECHNOLOGY INVESTMENT** - eCampus will internally invest up to \$10,000 in George Mason University Online Bookstore enhancements over the term of the agreement.
- **TECHNOLOGY MARKUP** eCampus agrees to sell DELL OptiPlex and Latitude machines to Mason Departments (those that pay with an org code or Mason Purchase Card) at a margin no greater than five percent (5%). Any bulk order (greater than \$5,000) PC (non-Apple) hardware purchase will be approved by George Mason University Procurement before fulfillment.

**V. REPORTING REQUIREMENTS:** Contractor shall provide sales data per location, and per department, monthly and submitted within 30 days after the end of each month.

**VI. CONTRACT ADMINISTRATION:** Adam Basinger, Director of Auxiliary Services, shall serve as Contract Administrator for this Contract and shall use all powers under the Contract to enforce its faithful performance. The Contract Administrator shall determine the amount, quality and acceptability of work and shall decide all other questions in connection with the work. All directions and orders from George Mason shall be transmitted through the Contract Administrator, however, the Contract Administrator shall have no authority to approve changes which shall alter the concept or scope or change the basis for compensation.

**VII. THE CONTRACT DOCUMENTS SHALL CONSIST OF (In order of precedence):**

- A. This signed form;
- B. Data Security Addendum (attached);
- C. Negotiation Response(s) dated February 9, 12, and 27, 2026 (attached);
- D. RFP No. GMU-SS1114-25, (including the scope of work) in its entirety (attached);
- E. Contractor’s proposal dated January 5, 2026 (attached);

**VIII. GOVERNING RULES:** This Contract is governed by the provisions of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ [23.1-1000](#) et seq.) of Title 23.1 of the Code of Virginia, and the “*Governing Rules*” and the *Purchasing Manual for Institutions of Higher Education and their Vendors*. Documents may be viewed at: <https://vascupp.org>.

**IX. CONTRACT PARTICIPATION:** It is the intent of this Contract to allow for cooperative procurement. Accordingly, any

public body, public or private health or educational institutions, or affiliated corporations may access this Contract if authorized by the Contractor.

Participation in this Contract is strictly voluntary. If authorized by the Contractor, this Contract will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor and shall fully and independently administer its use of the contract to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this Contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of the 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 University may request the Contractor provide semi-annual usage reports for all entities accessing this Contract. The University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the Contract. It is understood and agreed that the University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract for acts or omissions performed by other entities no matter the circumstances.

Use of this Contract does not preclude any participating entity from using other contracts or competitive processes as needed.

**X. STANDARD TERMS AND CONDITIONS:**

A. ADOPTIONS: George Mason shall be responsible for providing eCampus.com with complete and current course material adoption data. Adoption data due dates will be based on George Mason’s course registration dates, and eCampus.com will work with George Mason to be in compliance with the Higher Education Opportunity Act. Adoption data due dates may vary and will be defined in advance by the Online Bookstore management team. eCampus.com cannot be held responsible for any item not listed on the George Mason Online Bookstore that was not submitted to eCampus.com during the course material adoption process. Faculty shall not add hyperlinks or information to publishers or alternative course material providers on their course page within the Online Bookstore. George Mason agrees to allow eCampus.com to be the sole source of course material adoption information.

- The Contractor shall maintain faculty communications including but not limited to:
  - i. Contractors shall provide a convenient and efficient technology-based method for faculty to place course material adoptions. Faculty will not add hyperlinks or information to publishers or alternative course material providers on their course page within the Online Bookstore. Should links to alternative sources be identified on a course page within the Online Bookstore, George Mason will make best efforts to have them removed.
  - ii. Associated marketing, training, and notifications regarding course material adoptions are the responsibility of the Contractor.
  - iii. Adoption deadlines shall be communicated to faculty as needed throughout the adoption period.
  - iv. Problem titles shall be communicated to faculty as they become known.
  - v. Viable cost savings adoption options shall be communicated to faculty and provided, as approved by faculty, to benefit students.
  - vi. Contractors shall annually consult with academic departments regarding adoption performance, available services, available course materials formats, and opportunities for savings for students.

B. APPLICABLE LAW AND CHOICE OF FORUM: This Contract shall be construed, governed, and interpreted pursuant to the laws of the Commonwealth of Virginia. All disputes arising under this Contract shall be brought before an appropriate court in the Commonwealth of Virginia.

C. ANTI-DISCRIMINATION: By entering into this Contract, Contractor certifies to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians with Disabilities Act, the Americans with Disabilities Act and §§ 9&10 of the *Governing Rules*. If Contractor is a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the Contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Governing Rules*, § 36).

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

1. During the performance of this Contract, the Contractor agrees as follows:
    - a. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
    - b. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such Contractor is an equal opportunity employer.
    - c. Notices, advertisements and solicitations placed in accordance with federal law, rules or regulations shall be deemed sufficient for the purpose of meeting these requirements.
  2. The Contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or Contractor.
- D. ANTITRUST: By entering into this Contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under this Contract.
- E. ASSIGNMENT: Neither party will assign or otherwise transfer its rights or obligations under this Contract without both parties' prior written consent. Any attempted assignment, transfer, or delegation without such consent is void.
- F. AUDIT: The Contractor shall retain all books, records, and other documents relative to this Contract for five (5) years after final payment. George Mason, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.
- G. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that George Mason shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this Contract.
- H. AUTHORIZED SIGNATURES: The signatory for each Party certifies that he or she is an authorized agent to sign on behalf of such Party.
- I. BACKGROUND CHECKS: Prior to any of the Contractors employees, agents, or subcontractors (collectively "Personnel") performing services on any George Mason campus, Contractor shall, at its sole expense, obtain comprehensive background checks on all Personnel. Such background checks shall include, at minimum: a review of the Personnel's records to include social security number search, local and federal criminal records (any misdemeanor convictions and/or felony convictions), the Sex Offender Registry. In addition, for sensitive financial work or when operating a motor vehicle in the performance of duties for George Mason, the background investigation shall include a credit report or motor vehicle check, respectively. Contractor warrants that all such Personnel have successfully passed these background checks and are qualified to perform the contracted services. Contractor shall maintain records of all background checks and make them available to George Mason upon request. George Mason reserves the right to deny access to its premises to any Personnel based on the results of these background checks or for any other reason at George Mason's sole discretion. Contractor shall immediately remove any Personnel from George Mason's premises upon George Mason's request. Signature on this Contract confirms your compliance with this requirement.
- J. CANCELLATION OF CONTRACT: George Mason reserves the right to cancel this Contract, in part or in whole without penalty, for any reason, upon 120 days written notice to the Contractor. Upon written notice of cancellation from George Mason, George Mason shall be fully released from any further obligation under the Contract and Contractor agrees to directly refund all payments, for services not already performed, to George Mason, including any pre-paid deposits, within 14 days. 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 George Mason, George Mason or a new contractor will purchase all non-returnable inventory at eCampus.com or Rally Houses' cost.
- K. CARVEOUTS FOR AFFILIATE OR PURCHASER OF ASSETS: Except as provided in this Section, this Agreement may not be assigned or otherwise transferred, nor may any right or obligation hereunder be assigned or transferred, by either party without the express written consent of the other party; provided, however, that either party may, without such consent, assign the agreement and its rights and obligations hereunder to its Affiliate or to a

purchaser of all or substantially all of the assets of such party. Notwithstanding the foregoing, either party may, without such consent, assign this Agreement and its rights and obligations hereunder to (a) its Affiliate, or (b) a purchaser of all or substantially all of the assets of such party; provided that, in the event an Affiliate or purchaser acquires the assigning party, the parties shall execute a mutually agreed novation agreement or other documentation reasonably required to evidence the transfer and to ensure that the assignee assumes all obligations of the assignor under this Agreement. Any purported assignment in violation of this section shall be void and of no effect. Any permitted assignee shall assume all assigned obligations of its assignor under the Agreement.

L. CHANGES TO THE CONTRACT: Changes can be made to this Contract in any of the following ways:

1. The parties may agree in writing to modify the scope of this Contract.
2. George Mason may order changes within the general scope of Contract at any time by written notice to Contractor. Changes within the scope of this Contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. Contractor shall comply with the notice upon receipt. Contractor shall be compensated for any additional costs incurred as the result of such order and shall give George Mason a credit for any savings. Said compensation shall be determined by one of the following methods:
  - a. By mutual agreement between the parties in writing; or
  - b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the George Mason's right to audit Contractor's records and/or to determine the correct number of units independently; or
  - c. By ordering Contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the Contract. The same markup shall be used for determining a decrease in price as the result of savings realized. Contractor shall present George Mason with all vouchers and records of expenses incurred and savings realized. George Mason shall have the right to audit the records of Contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to George Mason within thirty (30) days from the date of receipt of the written order from George Mason. If the Parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this Contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and Their Contractors. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this Contract shall excuse the Contractor from promptly complying with the changes ordered by George Mason or with the performance of the contract generally.

M. CLAIMS: Contractual claims, whether for money or other relief, shall be submitted in writing no later than 60 days after final payment. However, written notice of the Contractor's intention to file a claim shall be given at the time of the occurrence or beginning of the work upon which the claim is based. Nothing herein shall preclude a contract from requiring submission of an invoice for final payment within a certain time after completion and acceptance of the work or acceptance of the goods. Pendency of claims shall not delay payment of amounts agreed due in the final payment.

1. The Contractor must submit written claim to:  
Chief Procurement Officer  
George Mason University  
4400 University Drive, MSN 3C5  
Fairfax, VA 22030
2. The Contractor must submit any unresolved claim in writing no later than 60 days after final payment to the Chief Procurement Officer.
3. Upon receiving the written claim, the Chief Procurement Officer will review the written materials relating to the claim and will mail their decision to the Contractor within 60 days after receipt of the claim.
4. The Contractor may appeal the Chief Procurement Officer's decision in accordance with §55 of the *Governing Rules*.

- N. COLLECTION AND ATTORNEY'S FEES: The Contractor shall pay to George Mason any reasonable attorney's fees or collection fees, at the maximum allowable rate permitted under Virginia law, incurred in enforcing this Contract or pursuing and collecting past-due amounts under this Contract.
- O. COMPLIANCE: All goods and services provided to George Mason shall be done so in accordance with any and all applicable local, state, federal, and international laws, regulations and/or requirements and any industry standards, 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), Government Data Collection and Dissemination Practices Act, Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), and Federal Export Administration Regulations. Any Contractor personnel visiting George Mason facilities will comply with all applicable George Mason policies regarding access to, use of, and conduct within such facilities. George Mason's policies can be found at <https://universitypolicy.gmu.edu/all-policies/> and any facility specific policies can be obtained from the facility manager.
- P. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The Contractor shall ensure that personally identifiable information ("PII") which is defined as any information that by itself or when combined with other information can be connected to a specific person and may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification numbers, driver's license numbers, state or federal identification numbers, biometric information, religious or political affiliation, non-directory information, and any other information protected by state or federal privacy laws, will be collected and held confidential and in accordance with this Contract, during and following the term of this Contract, and will not be divulged without the individual's and George Mason's written consent and only in accordance with federal law or the Code of Virginia.
- Q. CONFLICT OF INTEREST: Contractor represents to George Mason that its entering into this Contract with George Mason and its performance through its agents, officers and employees does not and will not involve, contribute to nor create a conflict of interest prohibited by Virginia State and Local Government Conflict of Interests Act (Va. Code 2.2-3100 *et seq*), the Virginia Ethics in Public Contracting Act (§57 of the *Governing Rules*), the Virginia Governmental Frauds Act (Va. Code 18.2 – 498.1 *et seq*) or any other applicable law or regulation.
- R. CONTINUITY OF SERVICES:
- The Contractor recognizes that the services under this Contract are vital to George Mason and must be continued without interruption and that, upon Contract expiration, a successor, either George Mason or another contractor, may continue them. The Contractor agrees:
    - a. To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor.
    - b. To make all George Mason 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
    - c. That the University Procurement 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 Procurement 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 Procurement Officer's approval.
  - In the instance of a contract termination George Mason will repurchase or require a new contractor to purchase inventory under the same terms as purchased by contractor.
  - 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). All phase-in/phase-out work fees must be approved by the Procurement Officer in writing prior to commencement of said work.
- S. CONTRACTOR DAMAGE: Contractor agrees that all persons working for or on behalf of Contractor whose duties bring them upon the premises shall obey the rules and regulations that are established by Mason and shall comply with the reasonable directions of the institution's officers. Contractor shall be responsible for the acts of its employees and agents acting within the scope of their employment while on the Premises. Accordingly, Contractor agrees to take necessary measures to prevent injury and loss to persons or property located on the Premises. Contractor shall be responsible for all damages to persons or property caused by Contractor or any of its agents or employees. Contractor shall promptly repair, to its pre-existing condition (or otherwise, to the satisfaction of Mason), any damage that it, or its employees or agents, may cause to the Premises or equipment; on Contractor's failure to do so, Mason may repair

such damage and have the option to deduct the cost thereof from amounts otherwise payable to Contractor, or Contractor shall reimburse Mason within ten (10) days of request by Mason for the cost of repair. Contractor shall perform the Services without unreasonably interfering in any way with the activities of Mason faculty, students, staff, or visitors.

T. **COMMUNICATIONS:** Contractor and Subcontractor may share customer email addresses and related contact information, provided such information has been collected with valid customer opt-in consent. Each party may use this information for marketing, promotional, and operational communications related to the bookstore program. Contractor and Subcontractor shall comply with all applicable laws governing electronic communications and data privacy, honor all opt-out requests, and maintain reasonable safeguards to protect customer information. Customer data shall not be sold or shared with unaffiliated third parties except as required to fulfill these purposes or by law. Any third parties with whom Contractor or Subcontractor shares customer information for these purposes must be bound by written obligations that provide data security and privacy protections no less protective than those in this Contract. This requirement does not apply to disclosures compelled by law.

U. **NON-RETURNABLE COURSE MATERIALS:** As part of the course materials adoption process, George Mason University's faculty and staff may adopt course materials that are custom-printed, custom-created, or otherwise non-returnable (collectively, "Non-Returnable Course Materials"). Such materials are limited to those specific to George Mason University and not adopted at any other eCampus.com-supported institution.

eCampus.com will not hold in inventory quantities of Non-Returnable Course Materials that exceed the course enrollments, unless directed to do so by George Mason University.

eCampus.com will maintain and provide George Mason University with an ongoing inventory list of all Non-Returnable Course Materials and will notify George Mason University if any such materials are no longer adopted at a minimum of each semester. The parties will work collaboratively and in good faith to encourage timely readoption and minimize excess or unused inventory.

If Non-Returnable Course Materials are not readopted within twelve (12) months, or if George Mason University cancels their use, George Mason University will purchase any remaining inventory held by eCampus.com at eCampus.com's cost. eCampus.com may recover such amounts by deducting from commissions otherwise payable to George Mason University, to the extent available.

V. **DEBARMENT STATUS:** As of the Effective Date, the Contractor certifies that it is not currently debarred by the Commonwealth of Virginia from submitting bids or proposals on contracts for the type of services covered by this Contract, nor is the Contractor an agent of any person or entity that is currently so debarred.

W. **DEFAULT:** In the case of failure to deliver goods or services in accordance with this Contract, George Mason, after due oral or written notice, may procure them from other sources and hold Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which George Mason may have.

X. **DRUG-FREE WORKPLACE:** Contractor has, and shall have in place during the performance of this Contract, a drug-free workplace policy (DFWP), which it provides in writing to all its employees, vendors, and subcontractors, and which specifically prohibits the following on company premises, during work-related activities, or while conducting company business: the sale, purchase, manufacture, dispensation, distribution possession, or use of any illegal drug under federal law (including marijuana). For purposes of this section, "drug-free workplace" covers all sites at which work is done by Contractor in connection with this Contract.

Y. **ENTIRE CONTRACT:** This Contract constitutes the entire understanding of the Parties with respect to the subject matter herein and supersedes all prior oral or written contracts with respect to the subject matter herein. This Contract can be modified or amended only by a writing signed by all of the Parties.

Z. **EXPORT CONTROL:**

1. **Munitions Items:** If the Contractor is providing any items, data or services under this order that are controlled by the Department of State, Directorate of Defense Trade Controls, International Traffic in Arms Regulations ("ITAR"), or any items, technology or software controlled under the "600 series" classifications of the Bureau of Industry and Security's Commerce Control List ("CCL") (collectively, "Munitions Items"), prior to delivery, Contractor must:

a. notify George Mason (by sending an email to [export@gmu.edu](mailto:export@gmu.edu)), and

- b. receive written authorization for shipment from George Mason’s Director of Export Controls.

The notification provided by the Contractor must include the name of the George Mason point of contact, identify and describe each ITAR or CCL-controlled commodity, provide the associated U.S. Munitions List (USML) category number(s) or Export Control Classification Number, and indicate whether or not the determination was reached as a result of a commodity jurisdiction determination, or self-classification process. The Contractor promises that if it fails to obtain the required written pre-authorization approval for shipment to George Mason of any Munitions Item, it will reimburse George Mason for any fines, legal costs and other fees imposed for any violation of export controls regarding the Munition Item that are reasonably related to the Contractor’s failure to provide notice or obtain George Mason’s written pre-authorization.

- 2. **Dual-Use Items:** If the Contractor is providing any dual-use items, technology or software under this order that are listed on the CCL in a series other than a “600 series”, Contractor must (i) include the Export Control Classification Number (ECCN) on the packing or other transmittal documentation traveling with the item(s) and, (ii) send a description of the item, its ECCN, and the name of the George Mason point of contact to: [export@gmu.edu](mailto:export@gmu.edu).
- AA. **FORCE MAJEURE:** All Parties shall be excused from any and all liability for failure or delay in performance of any obligation under this Contract resulting from any cause not within the party’s reasonable control, which includes but is not limited to acts of God, fire, flood, explosion, earthquake, or other natural forces, war, civil unrest, accident, any strike or labor disturbance, travel restrictions, acts of government, disease, pandemic, or contagion, whether such cause is similar or dissimilar to any of the foregoing. Upon written notification from George Mason that such cause has occurred, Contractor agrees to directly refund all payments to George Mason, for services not yet performed, including any pre-paid deposits within 14 days.
- BB. **FUTURE GOODS AND SERVICES:** George Mason reserves the right to have Contractor provide additional goods and/or services that may be required by George Mason during the term of this Contract. Any such goods and/or services will be provided by the Contractor under the same pricing, terms and conditions of this Contract. Such additional goods and/or services may include other products, components, accessories, subsystems or related services that are newly introduced during the term of the Contract. Such newly introduced additional goods and/or services will be provided to George Mason at Favored Customer pricing, terms and conditions.
- CC. **IMMIGRATION REFORM AND CONTROL ACT OF 1986:** By entering into this Contract Contractor certifies that they do not and will not during the performance of this Contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986.
- DD. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and hold harmless George Mason, the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of George Mason or to the failure of George Mason to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods or equipment delivered. Contractor understands and acknowledges that George Mason has not agreed to provide any indemnification or save harmless agreements running to Contractor.
- EE. **INDEPENDENT CONTRACTOR:** The Contractor is not an employee of George Mason but is engaged as an independent contractor. The Contractor shall indemnify and hold harmless the Commonwealth of Virginia, George Mason, and its employees and agents, with respect to all withholding, Social Security, unemployment compensation and all other taxes or amounts of any kind relating to the Contractor’s performance of this Contract. Nothing in this Contract shall be construed as authority for the Contractor to make commitments which will bind George Mason or to otherwise act on behalf of George Mason, except as George Mason may expressly authorize in writing.
- FF. **INFORMATION TECHNOLOGY ACCESS ACT:** Computer and network security is of paramount concern at George Mason. George Mason wants to ensure that computer/network hardware and software does not compromise the security of its IT environment. Contractor agrees to use commercially reasonable measures in connection with any offering your company makes to avoid any known threat to the security of the IT environment at George Mason.

All e-learning and information technology developed, purchased, upgraded or renewed by or for the use of George Mason shall comply with all applicable University policies, Federal and State laws and regulations including but not limited to Section 508 of the Rehabilitation Act (29 U.S.C. 794d), the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia, as amended, and all other regulations promulgated under Title II of The Americans with Disabilities Act which are applicable to all benefits, services, programs, and activities provided

by or on behalf of the University. The Contractor shall also comply with the Web Content Accessibility Guidelines (WCAG) 2.1 AA. For more information, please visit <http://ati.gmu.edu>, under Policies and Procedures.

GG. **INSURANCE:** The Contractor shall maintain all insurance necessary with respect to the services provided to George Mason. The Contractor further certifies that they will maintain the insurance coverage during the entire term of the Contract and that all insurance is to be placed with insurers with a current reasonable A.M. Best's rating authorized to sell insurance in the Commonwealth of Virginia by the Virginia State Corporation Commission. The Commonwealth of Virginia and George Mason shall be named as an additional insured. By requiring such minimum insurance, George Mason shall not be deemed or construed to have assessed the risk that may be applicable to the Contractor. The Contractor shall assess its own risks and, if it deems appropriate and/or prudent, maintain higher limits and/or broader coverage. The Contractor is not relieved of any liability or other obligations assumed or pursuant to this Contract by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types.

1. Commercial General Liability Insurance in an amount not less than one million dollars (\$1,000,000) per occurrence for bodily injury or property damage, personal injury and advertising injury, products and completed operations coverage.
2. Workers' Compensation Insurance in an amount not less than that prescribed by statutory limits; and, as applicable.
3. Commercial Automobile Liability Insurance applicable to bodily injury and property damage, covering owned, non-owned, leased, and hired vehicles in an amount not less than one million dollars (\$1,000,000) per occurrence; and
4. An umbrella/excess policy in an amount not less than five million dollars (\$5,000,000) to apply over and above Commercial General Liability, Employer's Liability, and Commercial Automobile Liability Insurance.

HH. **INTELLECTUAL PROPERTY:** Contractor warrants and represents that it will not violate or infringe any intellectual property right or any other personal or proprietary right and shall indemnify and hold harmless George Mason against any claim of infringement of intellectual property rights which may arise under this Contract.

1. Unless expressly agreed 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 Contractor (or its subcontractors) for George Mason will not be disclosed to any other person or entity without the written permission of George Mason.
2. Work Made for Hire. Contractor warrants to George Mason that George Mason will own all rights, title and interest in any and all intellectual property rights created in the performance or otherwise arising from the Contract and will have full ownership and beneficial use thereof, free and clear of claims of any nature by any third party including, without limitation, copyright or patent infringement claims. Contractor agrees to assign and hereby assigns all rights, title, and interest in any and all intellectual property created in the performance or otherwise arising from the Contract and will execute any future assignments or other documents needed for George Mason to document, register, or otherwise perfect such rights. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research contracts administered by the University's Office of Sponsored Programs, intellectual property rights will be governed by the terms of the grant or contract to George Mason to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

II. **LABOR RELATIONS:** Contractor agrees to take immediate and reasonable steps to maintain its provision of service under this Contract, without additional cost to Mason, in the event of any labor action involving its employees and/or subcontractor employees.

JJ. **LIMITATIONS ON SUBCONTRACTING:** The Contractor shall perform, with its own organization and personnel, work equivalent to at least fifty-one (51%) of the total value of services to be performed under the Contract. For the purposes of this clause, the "total value of services" shall be defined as the total Contract value less the cost of materials, equipment, or other direct pass-through supplies furnished by third-party vendors. This percentage may be reduced or waived at the sole discretion of the Procurement Officer by a written modification to this Contract. The Contractor must request the modification in writing and demonstrate that the modification is in the best interest of the University and necessary to perform the work. Notification shall be provided to Mason in the event that the contractor wishes to materially change the subcontracting arrangements represented in their proposal. Upon a material change to the subcontracting arrangements represented in the Contractor's proposal, Mason shall have the option, at its sole discretion, to terminate the contract without penalty.

- KK. NON-CONTRACTOR PERSONNEL: Contractor agrees that its employees and subcontractors (if approved in writing) shall not bring guests, friends, relatives or children to any Mason building during working hours. This restriction is in place to ensure safety, security, and efficiency at the job site. Contractor shall be responsible for ensuring that its employees and subcontractors are aware of and comply with this requirement.
  
- LL. NON-DISCRIMINATION: All parties to this Contract agree to not discriminate on the basis of race, color, religion, national origin, sex, pregnancy, childbirth or related medical conditions, age (except where sex or age is a bona fide occupational qualification, marital status or disability).
  
- MM. NON-EXCLUSIVITY: Nothing herein is intended nor shall be construed as creating any exclusive arrangement with Contractor. This Contract will not restrict or prohibit George Mason from acquiring the same or similar goods and/or services from other entities or sources.
  
- NN. PARKING: The Contractor and its employees shall adhere to the regulations of the university’s Parking Services Office. Valid contractor permits must be displayed by all contractors owned and/or employee-owned vehicles while parking on campus. Purchase of parking permits, payment of parking fines, or towing fees are the responsibility of the Contractor / vehicle owner. Contact Parking Services at 703-993-2710 or visit <https://transportation.gmu.edu/parking/> for permit information.
  
- OO. PAYMENT TO SUBCONTRACTORS: The Contractor shall take the following actions upon receiving payment from George Mason: (1) pay the subcontractor within seven days for the proportionate share of the total payment received from George Mason attributable to the work performed by the subcontractor under that Contract; or (2) notify George Mason and subcontractor within seven days, in writing, of its intention to withhold all or a part of the subcontractor's payment with the reason for non-payment. The Contractor shall collect the appropriate Tax Identification Number (Either SSN# or EIN#) based on the entity type of the subcontractor. The Contractor shall pay interest to subcontractors on all amounts owed by the Contractor that remain unpaid after seven days following receipt by the Contractor of payment from George Mason for work performed by the subcontractor under that contract, except for amounts withheld as allowed by prior notification. Unless otherwise provided under the terms of this Contract, interest shall accrue to subcontractors at the rate of one percent per month. The Contractor shall include in each of its subcontracts a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor. A contractor's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of George Mason. A contract modification may not be made for the purpose of providing reimbursement for such interest charge. A cost reimbursement claim may not include any amount for reimbursement for such interest charge.
  
- PP. PAYROLL RECORDS: Contractor agrees to maintain electronic payroll records for all personnel, including subcontractors, performing work under this Contract.
  
- QQ. PERSONNEL: All personnel performing work under this Contract, shall be an employee of the Contractor or Subcontractor. “1099 employees” or independent contractors shall not be used. The minimum wage paid to any personnel performing work under this Contract shall be, at least, the greater of \$15.25 per hour or the amount required under Virginia or Federal law. Employers will provide all equipment and supplies to their employees that are required for them to perform their duties at no additional expense to the employee.
  
- RR. PUBLICITY: Contractor shall not use, in its external advertising, marketing programs, or promotional efforts, any data, name, insignia, trademarks, pictures or other representation of the University or its employees except on the specific written authorization in advance by the University. The University must receive all requests for authorization in writing no later than ten (10) days in advance of the use date.
  
- SS. REMEDIES: If the Contractor breaches this Contract, in addition to any other rights or remedies, George Mason may terminate this Contract without prior notice.
  
- TT. RENEWAL OF CONTRACT: The initial term of this contract is for five (5) years (or as negotiated). This Contract may be renewed upon written agreement of both parties for one (1) successive five-year renewal option, or as negotiated, under the terms and conditions of this Contract. Pricing and/or commission rate adjustments may be negotiated only at time of renewal. Any adjustments must be agreed upon in writing by both parties. increases may be negotiated only at the time of renewal. Written notice of the University’s intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.
  
- UU. REPORTING OF CRIMES, ACCIDENTS, FIRES AND OTHER EMERGENCIES: Any George Mason Employee, including contracted service providers, who is not a staff member in Counseling and Psychological Services (CAPS) or a pastoral counselor, functioning within the scope of that recognition, is considered a “Campus Security Authority

(CSA).” CSAs must promptly report all crimes and other emergencies occurring on or near property owned or controlled by George Mason to the Department of Police & Public Safety or local police and fire authorities by dialing 9-1-1. At the request of a victim or survivor, identifying information may be excluded from a report (e.g., names, initials, contact information, etc.). Please visit the following website for more information and training: <http://police.gmu.edu/clery-act-reporting/campus-security-authority-csa/>.”

VV. **RESPONSIBILITY FOR PROPERTY AND ASSETS:** Mason shall bear no responsibility for the loss, theft, mysterious disappearance of, or damage to, regardless of the cause, merchandise, equipment, inventory, tools, materials, supplies, and all other personal property of Contractor or its employees, subcontractors, or materialmen. Contractor shall take reasonable precautions to protect its property and assets left on the Premises.

WW. **RESPONSE TO LEGAL ORDERS, DEMANDS, OR REQUESTS FOR DATA:** Except as otherwise expressly prohibited by law, Contractor will: i) immediately notify George Mason of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data; ii) consult with George Mason regarding its response; iii) cooperate with George Mason’s reasonable requests in connection with efforts by George Mason to intervene and quash or modify the legal order, demand or request; and iv) upon George Mason’s request, provide George Mason with a copy of its response.

If George Mason receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Contractor, George Mason will promptly provide a copy to Contractor. Contractor will promptly supply George Mason with copies of data required for George Mason to respond and will cooperate with George Mason’s reasonable requests in connection with its response.

XX. **RIGHT OF REFUSAL/CONTRACTOR REPRESENTATION:** At any time, during any term of the contract, the university reserves the right to request replacement of onsite management or other direct representation of the contractor in order to preserve and protect the contract relationship and to ensure continued contract performance in alignment with University Contract goals.

YY. **SEVERABILITY:** Should any portion of this Contract be declared invalid or unenforceable for any reason, such portion is deemed severable from the Contract, and the remainder of this Contract shall remain fully valid and enforceable.

ZZ. **SOVEREIGN IMMUNITY:** Nothing in this Contract shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia and of George Mason.

AAA. **SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent from George Mason. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish George Mason the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall ensure compliance with all requirements of this Contract. This paragraph applies to, but is not limited to, subcontractor(s) who process University Data.

BBB. **SWaM CERTIFICATION:** Contractor agrees to fully support the Commonwealth of Virginia and George Mason’s efforts related to SWaM goals. Upon contract execution, Contractor (as determined by George Mason and the Virginia Department of Small Business and Supplier Diversity) shall submit all required documents necessary to achieve SWaM certification to the Department of Small Business and Supplier Diversity within 90 days. If Contractor is currently SWaM certified, Contractor agrees to maintain their certification for the duration of the Contract and shall submit all required renewal documentation at least 30 days prior to existing SWaM expiration at <https://www.sbsd.virginia.gov/>.

CCC. **TAX EXEMPT BOND FINANCING:** The parties agree that the services may take place in buildings financed with tax-exempt bond proceeds. The parties intend that this agreement will comply with Revenue Procedure 2017-13 97-13, as modified by Revenue Procedure 2001-39 and as amplified by Notice 2016-67, and applicable successor guidelines (the “Internal Revenue Service Management Contract Guidelines”), and the implementation of the terms and provisions of this Agreement shall conform to the Internal Revenue Service Management Contract Guidelines. This Agreement shall be modified by the parties if (i) nationally recognized bond counsel determines that such modification is necessary to avoid jeopardizing the tax-exempt status of any State or local government debt obligations benefitting Mason (any such debt constituting “Tax-Exempt Debt”, or (ii) such modification is necessary in connection with the execution and delivery of any agreement between the governmental issuer of Tax-Exempt Debt (or the Customer) and the Internal Revenue Services, which agreement is being entered into to preserve the tax-exempt status of said governmental debt.

DDD. UNIVERSITY DATA: University Data includes all George Mason owned, controlled, or collected PII and any other information that is not intentionally made available by George Mason on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data. Contractor agrees to the following regarding University Data it may collect or process as part of this Contract:

1. Contractor will use University Data only for the purpose of fulfilling its duties under the Contract and will not share such data with or disclose it to any third party without the prior written consent of George Mason, except as required by the Contract or as otherwise required by law. University Data will only be processed by Contractor to the extent necessary to fulfill its responsibilities under the Contract or as otherwise directed by George Mason.
2. University Data, including any back-ups, will not be accessed, stored, or transferred outside the United States without prior written consent from George Mason. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Contractor's obligations under the Contract. Contractor will ensure that employees who perform work under the Contract have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of the Contract and to maintain the confidentiality of the University Data.
3. 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 George Mason, and Contractor has a limited, nonexclusive license to use the University Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. The Contract does not give a party any rights, implied or otherwise, to the other party's data, content, or intellectual property, except as expressly stated in the Contract.
4. Contractors will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractors 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.
5. Contractor shall notify George Mason within three business days if it receives a request from an individual under any applicable law regarding PII about the individual, including but not limited to a request to view, access, delete, correct, or amend the information. Contractor shall not take any action regarding such a request except as directed by George Mason.
6. If Contractor will have access to University Data that includes "education records" as defined under the Family Educational Rights and Privacy Act (FERPA), the Contractor acknowledges that for the purposes of the Contract it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use the education records only for the purpose of fulfilling its duties under the Contract for George Mason's and its end user's benefit and will not share such data with or disclose it to any third party except as provided for in the Contract, required by law, or authorized in writing by the University.

EEE. UNIVERSITY DATA SECURITY: Data security is of paramount concern to George Mason. Contractors will utilize, store and process University Data in a secure environment in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved. At a minimum, Contractor shall use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods to protect University Data.

1. Immediately upon becoming aware of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify George Mason, fully investigate the incident, and cooperate fully with George Mason's investigation of and response to and remediation of the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals whose PII was involved, regulatory agencies, or other entities, without prior written permission from George Mason.
2. If Contractor provides goods and services that require the exchange of sensitive University Data, the Data Security Addendum attached to this Contract provides additional requirements Contractor must take to protect the University Data. George Mason reserves the right to determine whether the University Data involved in this Contract is sensitive, and if it so determines it will provide the Data Security Addendum to Contractor and it will be attached to and incorporated into this contract. Types of University Data that may

be considered sensitive include, but is not limited to, (1) PII; (2) credit card data; (3) financial or business data which has the potential to affect the accuracy of the University’s financial statements; (4) medical or health data; (5) sensitive or confidential business information; (6) trade secrets; (7) data which could create a security (including IT security) risk to George Mason; and (8) confidential student or employee information.

- 3. George Mason reserves the right in its sole discretion to perform audits of Contactor, at George Mason’s expense, to ensure compliance with all obligations regarding University Data. Contractors shall reasonably cooperate in the performance of such audits. Contractor will make available to George Mason all information necessary to demonstrate compliance with its data processing obligations. Failure to adequately protect University Data or comply with the terms of this Contract with regard to University Data may be grounds to terminate this Contract.

FFF. UNIVERSITY DATA UPON TERMINATION OR EXPIRATION: Upon termination or expiration of the Contract, Contractor will ensure that all University Data is securely returned or destroyed as directed by George Mason in its sole discretion within 180 days of the request being made. Transfer to George Mason or a third party designated by George Mason shall occur within a reasonable period of time, and without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of George Mason or its transferee, and to the extent technologically feasible, that George Mason will have reasonable access to University Data during the transition. In the event that George Mason requests destruction of its data, Contractor agrees to destroy all data in its possession and in the possession of any subcontractors or agents to which the Contractor might have transferred University Data. Contractor agrees to provide documentation of data destruction to the University.

Contractor will notify the University of any impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and University Data and providing George Mason access to Contractor’s facilities to remove and destroy George Mason-owned assets and University Data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to George Mason. Contractor 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 George Mason. Contractor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on George Mason, all such work to be coordinated and performed in advance of the formal, final transition date.

GGG. UNIVERSITY REVIEW/APPROVAL: All goods, services, products, design, etc. produced by the Contractor for or on behalf of George Mason are subject to George Mason’s review and approval.

HHH. WAIVER: The failure of a party to enforce any provision in this Contract shall not be deemed to be a waiver of such right.

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

DocuSigned by:  
  
 \_\_\_\_\_  
 Signature

Name: Matt Montgomery

Title: President & CEO

Date: 4/1/2026

**George Mason University**

Signed by:  
  
 \_\_\_\_\_  
 Signature

Name: Dan Stephens

Title: Interim Senior Vice President / CFO

Date: 4/1/2026

**ATTACHMENT C - DATA SECURITY ADDENDUM**  
**for inclusion in GMU-SS1114-25 with**  
**George Mason University (the "University")**

This Addendum supplements the above-referenced Contract between the University and A Book Company LLC dba eCampus.com ("Selected Firm/Vendor") as of the Effective Date (the "Contract"). It is applicable only in those situations where the Selected Firm/Vendor provides goods or services under the Contract or a Purchase Order which necessitate that the Selected Firm/Vendor create, obtain, transmit, use, maintain, process, store, or dispose of University's Protected Data (as defined in the Definitions Section of this Addendum) as part of its work under the Contract.

This Addendum sets forth the terms and conditions pursuant to which Protected Data will be safeguarded by the Selected Firm/Vendor during the term of the Parties' Contract and after its termination.

**1. Definitions**

Terms used herein shall have the same definition as stated in the Contract. Additionally, the following definitions shall apply to this Addendum.

- a. **"Personally Identifiable Information ("PII")"** means any information that can be connected to a specific person and may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification numbers, driver's license numbers, state or federal identification numbers, non-directory information and any other information protected by state or federal privacy laws.
- b. **"University Data"** includes all University owned Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.
- c. **"Protected Data"** means data identified by University to Selected Firm/Vendor as Protected Data and may include, but is not limited to: (1) PII; (2) credit card data; (3) financial or business data which has the potential to affect the accuracy of the University's financial statements; (4) medical or health data; (5) sensitive or confidential business information; (6) trade secrets; (7) data which could create a security (including IT security) risk to the University; and (8) confidential student or employee information. 'Protected Data' includes both Highly Sensitive and Restricted categories of data as defined in the [University Policy 1114 Data Stewardship](#).
- d. **"Securely Destroy"** means taking actions that render data written on media unrecoverable 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.
- e. **"Security Breach"** means a security-relevant event in which the security of a system or procedure used to create, obtain, transmit, maintain, use, process, store or dispose of data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- f. **"Services"** means any goods or services acquired by the University from the Selected Firm/Vendor.

**2. Data Security**

- a. In addition to the security requirements stated in the Contract, Selected Firm/Vendor warrants that all electronic Protected Data will be encrypted in transmission (including via web interface) and stored at AES-128 encryption or greater. Additionally, Selected Firm/Vendor warrants that all Protected Data shall be Securely Destroyed, when destruction is requested by the University.
- b. If Selected Firm/Vendor's use of Protected Data include the storing, processing or transmitting of credit card data for the University, Selected Firm/Vendor represents and warrants that for the life of the Contract and while Selected Firm/Vendor has possession of University customer cardholder data, the software and services used for processing transactions shall be compliant with standards established by the Payment Card Industry (PCI) Security Standards Council ([www.pcisecuritystandards.org](http://www.pcisecuritystandards.org)). In the case of a third-party application, the application will be listed as PA-DSS compliant at the time of implementation by the University. Selected Firm/Vendor acknowledges and agrees that it is responsible for the security of all University customer cardholder data or identity information managed, retained, or maintained by Selected Firm/Vendor, including but not limited to protecting against fraudulent or unapproved use of such credit card or identity information. Selected Firm/Vendor agrees to indemnify and hold University, its officers, employees, and agents, harmless for, from, and against any and all claims, causes of action, suits, judgments, assessments, costs (including reasonable attorneys' fees), and expenses arising out of or relating to any loss of University customer credit card or identity information managed, retained, or maintained by Selected Firm/Vendor, including but not limited to fraudulent or unapproved use of such credit card or identity information. Selected Firm/Vendor shall, upon written request, furnish proof of compliance with the Payment Card Industry Data Security Standard (PCI DSS) within 10 business days of the request. Selected Firm/Vendor 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 Selected Firm/Vendor in the event Selected Firm/Vendor fails to maintain compliance with the PCI DSS or fails to maintain the confidentiality or integrity of any cardholder data.

**3. Employee Background Checks and Qualifications**

- a. In addition to the employee background checks provided for in the Contract, Selected Firm/Vendor shall perform the following background checks on all employees who have potential to access Protected Data: 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).

**4. Insurance**

- a. In addition to the insurance requirements outlined in the Contract, Selected Firm/Vendor agrees to maintain Cyber Liability Insurance in an amount not less than \$2,000,000 per incident, for the entire term of the Contract. The Commonwealth of Virginia and the University shall be named as an additional insured.

**5. Security Breach**

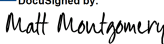
- a. Liability. In addition to any other remedies available to the University under law or equity, Selected Firm/Vendor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach of Protected Data, including but not limited to 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.

**6. Audits**

- a. Selected Firm/Vendor will at its expense conduct or have conducted at least annually a: i) security audit with audit objectives deemed sufficient by the University, which attests the Selected Firm/Vendor’s security policies, procedures and controls; ii) vulnerability scan, performed by industry-standard and up-to-date scanning technology, of Selected Firm/Vendor’s electronic systems and facilities that are used in any way to deliver electronic services under the Contract; and iii) formal penetration test, performed by a process and qualified personnel approved by the University, of Selected Firm/Vendor’s electronic systems and facilities that are used in any way to deliver electronic services under the Contract.
- b. Additionally, the Selected Firm/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 the Contract. The University may require, at University expense, the Selected Firm/Vendor to perform additional audits and tests, the results of which will be provided promptly to the University.
- c. Selected Firm/Vendor must provide the University with its current industry standard independent third-party certification/attestation such as Service Organization Control (SOC) 2 Type II audit report, ISO27001/2 or equivalent, and provide a list of all subservice provider(s) relevant to the contract. The University shall have sole discretion to determine whether the audit report/certification/attestation provided is sufficient to satisfy the requirements of this paragraph. It is further agreed that such industry standard audit report/certificate/attestation will be made available free of cost to the University, will be provided upon issuance by the auditor on an annual basis. The report should be directed to the appropriate representative, identified by the University. Selected Firm/Vendor also commits to providing the University with a designated point of contact for these reports, addressing issues raised in the report including if issues have been cited with the subservice provider(s), and responding to any follow up questions posed by the University in relation to the SOC report. Selected Firm/Vendor agrees to be held legally accountable for the accuracy of any self-attestations provided by the Selected Firm/Vendor towards fulfilling the requirements within this addendum.

IN WITNESS WHEREOF, this Addendum has been executed by an authorized representative of each party as of the date set forth beneath such party’s designated representative’s signature.

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

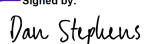
DocuSigned by:  
  
 Signature

Name: Matt Montgomery

Title: President & CEO

Date: 4/1/2026

**George Mason University**

Signed by:  
  
 Signature

Name: Dan Stephens

Title: Interim Senior Vice President / CFO

Date: 4/1/2026

February 9, 2026

Audrey Vogt  
Client Development Manager - [avogt@ecampus.com](mailto:avogt@ecampus.com)  
A Book Company LLC dba eCampus.com  
2373 Palumbo Drive  
Lexington, KY 40509

SUBJECT: RFP GMU-SS1114-25, Retail Store Management and Operations, Round 2 Negotiations

Dear Ms. Vogt:

Thank you for providing responses to the initial round of negotiation questions. We have a few additional questions we would like to ask and receive a response for no later than **3:00 pm Thursday February 12, 2026**. The questions are at the end of this letter under the heading **February 9, 2026 Additional Questions**.

**January 28, 2026 Round One Questions:**

**A. Apple Reseller Authorization (Patriot Tech)**

1. As the prime contractor, eCampus—and as subcontractor, Rally House—must be fully licensed as authorized Apple resellers and capable of continuing Patriot Tech operations within the campus store.
  - Please provide written confirmation of authorization for both entities.
  - Please confirm operational readiness (staffing, training, systems, inventory) to support uninterrupted service by July 1, 2026.

**eCampus Response:**

**eCampus and Rally House will provide Patriot Tech operations within the campus store and online.  
eCampus and Rally House will have operational readiness by July 1, 2026.**

**B. Governance, Accountability & Decision-Making**

2. George Mason University requires a single contract with eCampus as the bidder of record, with Rally House operating as a subcontractor. Please confirm acceptance of this structure. If confirmed, respond to the following:
  - Which entity will manage day-to-day store operations and how will eCampus ensure day-to-day operations are successful?
  - If operational or service issues arise, how will eCampus ensure its direct accountability for addressing them and ensuring proper communication until the issue is resolved. What role will Rally House or other subcontractors have in addressing service issues.?
  - Will George Mason University have a single primary point of contact from eCampus that will be able to address all communications regardless of whether they relate to work being performed by Rally House or any other subcontractor? How will communication occur surrounding retail and course materials and how, if at all, will George Mason University interact with Rally House or other subcontractors?

### **eCampus Response:**

eCampus and Rally House confirm acceptance of this structure.

### **Day to Day Operations**

eCampus will serve as the prime contractor and retain ownership of the overall bookstore program, including all course materials, technology, reporting, and program governance. Rally House will operate the physical campus retail store, managing in store staffing, merchandising and daily retail execution.

eCampus will establish operating standards, performance expectations, and cadence for the full program. Rally House will execute retail operations on site, while eCampus oversees performance through defined KPIs, regular reviews, and active account management. This structure ensures clarity of responsibility while allowing Rally House to bring its retail expertise directly to campus.

### **Issue Resolution and Accountability**

eCampus remains accountable to George Mason University for the performance of the overall program. All issues, whether related to course materials, technology, or retail operations, are owned and tracked by eCampus.

When an issue arises, eCampus coordinates resolution and ensures clear communication until it is closed. Retail related matters are addressed in collaboration with Rally House, which executes operational fixes within its scope. eCampus manages escalation, timelines, and confirmation of resolution. This provides the University with a single, reliable escalation path while leveraging Rally House's operational depth.

### **Communication Model and Point of Contact**

George Mason University will have a primary point of contact from eCampus who is empowered to address all matters across the program. That individual ensures continuity, alignment, and accountability across course materials and retail operations.

Day to day communication will be coordinated by eCampus, with Rally House engaged in retail discussions, planning sessions, and campus walkthroughs as appropriate. Over time, as the partnership matures, this structure allows for more direct collaboration between the University and Rally House on retail strategy and campus engagement, while preserving eCampus' s role as the program owner and integrator.

## **C. Financial Structure & Reporting**

3. Will George Mason University receive a single, consolidated P&L covering all bookstore operations?

### **eCampus Response:**

Yes. George Mason University will receive a single, consolidated P&L that reflects the full bookstore operation, including both course materials and campus retail.

As the prime contractor, eCampus will be responsible for integrating financial reporting across all components of the program and delivering a unified financial view to the University. This ensures transparency, consistency, and simplicity in understanding total performance, guarantees, commissions, and investments.

Behind that consolidated view, eCampus and Rally House will maintain the operational and financial detail needed to manage their respective areas. Over time, as the partnership matures, this structure allows for greater direct collaboration on retail performance while preserving a clear, comprehensive financial picture for the University.

4. How are commissions, guarantees, and revenue shares structured between eCampus and Rally House impact the commissions that George Mason University will receive?

**eCampus Response:**

Commissions, guarantees and revenue shares between eCampus and Rally House are structured so that George Mason University's economics are preserved in full and are not diluted by the subcontracting relationship.

Retail revenue generated by Rally House flows through eCampus for purposes of University reporting and settlement. This ensures that:

- George Mason receives the same commissions and guarantees regardless of how the work is divided
- There is no double-counting or erosion of University revenue
- eCampus retains full accountability for meeting financial commitments
- Rally House remains economically motivated to grow retail performance

From the University's perspective, the financial relationship remains simple and unchanged. George Mason contracts with eCampus, receives a single consolidated financial result, and is insulated from the internal allocation of economics between eCampus and Rally House.

5. How will financial transparency and audit rights be maintained across subcontractors so that George Mason University may receive accurate information?

**eCampus Response:**

Financial transparency is maintained through a unified reporting model led by eCampus. As the prime contractor, eCampus consolidates all financial activity across course materials and retail operations into a single, auditable financial record for George Mason University.

eCampus and Rally House will operate under defined financial standards, data-sharing requirements, and reporting cadences that align with the University's expectations. All retail transactions, adjustments, returns, markdowns, and settlements are captured in systems that roll into eCampus's financial framework.

George Mason will receive:

- A consolidated P&L covering all bookstore operations
- Standardized monthly and annual financial reports
- Clear definitions of revenue, commissions, and adjustments
- Full audit rights across the entire program

6. If awarded a contract, do you acknowledge, agree and understand that all invoices must come from and be payable to A Book Company LLC dba eCampus.com? Mason will not accept invoices from subcontractors.

**eCampus Response:**

eCampus acknowledges, agrees and understands that all invoices will come from and be payable to A Book Company, LLC dba eCampus.com.

**D. Store Operations, Staffing & Training**

7. Please provide updated responses to your proposal Questions sets 1, 2, 3, 4, 5, 6, 7, 8, 12, 13, 14, 15, 16, and 17 to highlight how the original proposal changes outside of course material management with the inclusion of Rally House as the brick-and-mortar spirit and academic shop operator.

**eCampus Response:**

Please see the provided PDF to view an updated response to George Mason University's Statement of Needs Questionnaire, which details the inclusion of Rally House as the brick-and-mortar spirit and academic shop operator.

8. Who employs bookstore staff, and how are training standards and service expectations enforced consistently?

**eCampus Response:**

Campus store staff are employed by Rally House and are trained under the same retail principles, service standards, and operating disciplines that guide Rally House's 300-plus retail locations nationwide. This ensures that the campus store reflects the same level of professionalism, customer focus, and execution found across Rally House's broader retail footprint.

That retail training is complemented by eCampus led instruction focused on course materials, academic workflows, and student support expectations. Together, these two training streams create a unified team that delivers best in class retail service while also providing knowledgeable, accurate support for course materials and academic needs.

This combined approach ensures that every staff member operates with consistent retail excellence while fully aligning with the University's expectations for academic service and student experience.

9. How will staffing levels and deployment decisions be made to ensure a seamless customer experience across course materials and retail?

**eCampus Response:**

In-store staffing models are determined by Rally House using its proven retail workforce planning approaches. Drawing on traffic patterns, transaction volume, academic calendar milestones, and event schedules, Rally House designs and deploys staffing plans that ensure appropriate coverage throughout the year.

These models are built to:

- Fully staff peak periods such as term start, add drop, buyback, and major campus events
- Balance retail coverage with course material support needs
- Flex in real time based on store traffic and service demand
- Ensure knowledgeable staff are available during high impact academic moments

This structure ensures that staffing is driven by experienced retail operators while remaining fully aligned with the University's academic and service expectations.

10. How will store staff be trained to function as campus ambassadors, not solely retail employees?

**eCampus Response:**

Store staff will be trained to serve as campus ambassadors through a blended program that combines Rally House's retail service standards with eCampus's academic and campus focused training.

Rally House provides foundational training in hospitality, customer engagement, brand representation, and in store excellence consistent with its 300 plus retail locations nationwide. eCampus supplements Rally House's training with campus specific instruction, including course material workflows, academic calendar awareness, University policies, and student support expectations.

Together, this creates a team that understands not only how to sell, but how to serve. Staff are trained to:

- Navigate course material questions and direct students to the right resources
- Understand key academic milestones and peak service periods
- Represent the University's brand, values, and culture
- Engage students, families, and visitors with confidence and empathy

Ongoing coaching, campus walkthroughs, and performance reviews reinforce this approach, ensuring staff act as informed guides and trusted campus partners rather than transactional retail clerks.

11. How does this model support student employment as experiential learning rather than hourly labor?

**eCampus Response:**

This model is designed to make student employment an extension of the educational experience rather than simply hourly work. Rally House brings a structured retail environment that exposes students to real world operations in merchandising, marketing, inventory management, customer experience, and team leadership. eCampus layers in academic context, training students on course material workflows, institutional systems, and how retail integrates into the academic ecosystem.

Student employees gain:

- Exposure to modern retail operations and data driven decision making
- Experience supporting peers through academic milestones such as term start and add drop
- Training in customer service, communication, and problem resolution

- Opportunities to grow into lead, trainer, or supervisory roles
- A deeper understanding of how auxiliary services support the University mission

This approach mirrors the successful model described in the Rally House Drexel case study, where student employment functions as experiential learning. Students are treated as contributors to a professional operation, gaining transferable skills in operations, marketing and service that align with academic and career development goals.

### **EXHIBIT A**

#### Drexel University and Rally House Partnership

#### Empowering School Spirit and Community Engagement through Strategic Collaboration

#### **Executive Summary**

The partnership between Drexel University and Rally House represents a forward-thinking collaboration designed to enhance school spirit, expand merchandise offerings, and foster deeper engagement within the Drexel community. By leveraging Rally House's expertise in collegiate retail and Drexel's vibrant campus culture, this partnership delivers value to students, alumni, faculty, and Drexel (and, Philadelphia) fans alike.

To ensure that the university store services and course delivery providers aligned with Drexel University's strategic objectives, the institution issued a comprehensive

Request for Proposal (RFP). This process was designed to evaluate a variety of model options that could strengthen the sense of community among students, faculty, and alumni, while also minimizing the cost of attendance for students. Additionally, the RFP aimed to identify solutions that would support Drexel's auxiliary revenue streams, ensuring sustainable funding for campus initiatives and improvements. By inviting competitive proposals, Drexel was able to assess and select partners whose offerings best matched the university's commitment to affordability, engagement, and financial growth.

As a result of the recent Request for Proposal (RFP) process, Drexel University implemented a dual-award approach: Rally House was selected as the official University store provider, while eCampus was awarded the contract for course material delivery, breaking the traditional university brick and mortar model. This strategic decision ensures that both campus retail and academic needs are met by institutional leaders, further strengthening the university's support for its community.

This white paper explores the goals, structure, and outcomes of the partnership, highlighting its impact on both organizations and the Drexel community.



## **Background**

Drexel University, located in Philadelphia, Pennsylvania, is renowned for its cooperative education program, innovative research, and commitment to experiential learning. With a diverse and active student body, Drexel places a high value on fostering school pride and alumni engagement.

Rally House is a leading specialty sports store that offers a wide selection of officially licensed collegiate and professional team apparel, gifts, and home décor. With a focus on local communities and passionate fan bases, Rally House has established itself as a trusted partner to athletics in colleges and universities nationwide.

This retail location is the first of its kind as a University brand shop, setting a new precedent for how collegiate merchandise is presented and accessed. By establishing a dedicated space that exclusively features Drexel-branded products, the partnership marks a significant milestone in campus retail, offering a unique shopping experience that celebrates university identity and pride.

Additionally, by leveraging Rally House's strength in sport licensed material, Rally House at Drexel University serves the greater Philadelphia community by offering a wide range of Philadelphia sports licensed fan gear. This approach not only meets the needs of Drexel students and alumni but also appeals to local fans who are passionate about supporting Philadelphia's professional teams.

This partnership not only enhances campus spirit and community engagement but also supports Drexel University's revenue-generating goals by creating new streams of income through merchandise sales and collaborative initiatives. The establishment of a dedicated retail space and expanded product offerings provides the university with additional opportunities to reinvest in student programs and campus improvements.

## **Objectives of the Partnership**

- **Enhance School Spirit:** Provide Drexel students, alumni, and fans with a broader selection of high-quality, officially licensed merchandise.
- **Expand Merchandise Access:** Increase the availability of Drexel-branded apparel and gifts both on campus and online.
- **Foster Community Engagement:** Support events and initiatives that bring together Drexel's extended community, including alumni and local supporters.
- **Support University Initiatives:** Collaborate on campaigns that promote Drexel's values, achievements, and campus events.
- **Advance Revenue-Generating Goals:** Create new streams of income for Drexel University through expanded merchandise sales and collaborative initiatives, providing additional resources to reinvest in student programs and campus improvements.

## **Structure of the Partnership**

The partnership is anchored in a multi-channel retail approach, combining Rally House's physical stores, robust e-commerce platform, and event-based pop-up shops with Drexel's on-campus presence and marketing channels. Key components include:

- **Retail Integration:** Rally House offers an expanded line of Drexel merchandise in select store locations and online, ensuring accessibility for local and distant supporters.
- **Collaborative Marketing:** Joint campaigns and promotions leverage both organizations' communication platforms to reach students, alumni, and the broader Philadelphia community.
- **Event Engagement:** Rally House participates in Drexel events such as Homecoming, Orientation, and Alumni Weekend, providing exclusive merchandise and interactive experiences.

**Benefits and Impact****For Drexel University**

- **Enhanced Brand Visibility:** Greater presence in the Philadelphia area and beyond through Rally House's retail footprint.
- **Increased Revenue:** Royalties from merchandise sales support university initiatives.
- **Improved Alumni Engagement:** Alumni have more opportunities to showcase their Drexel pride and stay connected to their alma mater.

**For Rally House**

- **Expanded Customer Base:** Access to Drexel's engaged student and alumni network.
- **Exclusive Product Offerings:** Opportunity to develop unique Drexel merchandise lines, enhancing the store's collegiate portfolio.
- **Community Integration:** Strengthened ties to the local Philadelphia market and Drexel's vibrant campus community.

**For the Drexel Community**

- **Greater Access to Merchandise:** Easier to find apparel and gifts that celebrate Drexel pride.
- **Event Experiences:** Enhanced campus events through Rally House's participation and support.

**Case Study: Homecoming 2025**

During Drexel's Homecoming 2025, Rally House played a central role by hosting a pop-up shop on campus, featuring exclusive merchandise and limited-edition items. The event saw record sales and high engagement, with students, alumni, and families participating in interactive activities and giveaways. The collaboration not only boosted school spirit but also generated significant revenue to support Drexel initiatives.

**Case Study: eCampus Partnership for Course Materials**

Notably, Drexel marks Rally House's collaboration with eCampus, setting a precedent for future collaborations between the retailer and academic platforms. Students purchase all course materials through eCampus' platform and have the option to ship material home, or to ship to Rally House at Drexel for in-store pick up. This milestone highlights Drexel's role as a trailblazer in fostering innovative vendor relationships within higher education.

The collaboration between Drexel University, eCampus, and Rally House introduced a streamlined solution for delivering course materials to students. By integrating eCampus' s digital and physical distribution channels with Rally House's on-campus presence, students gained convenient access to required textbooks and educational resources. This partnership not only improved the efficiency of course material distribution but also enhanced the overall student experience by providing one-stop shopping for both academic and collegiate merchandise.

In addition, the transition of course material sales to the eCampus platform allowed Rally House to remove physical course materials from the sales floor. This strategic change opened up valuable square footage, which was repurposed to expand the store's selection of fan gear from Philadelphia sports teams (Eagles, Phillies, Flyers, 76ers, Union). As a result, customers now enjoy a wider range of local sports apparel and merchandise, further enhancing Rally House's appeal to both Drexel affiliates and the surrounding Philadelphia community.

Faculty benefited from simplified adoption processes and timely updates about available resources, while students enjoyed greater flexibility in selecting formats and pickup options. The joint effort highlights a commitment to academic success and underscores the value of innovative partnerships in higher education.

**Case Study: Engaging Drexel Students to Create Local Co-op Opportunities**

Building on its commitment to the Drexel community, Rally House actively engaging Drexel students through its participation in the university's well-established cooperative education (Co-op) program. By offering local retail and management positions, Rally House provides students with valuable, hands-on experiences in areas such as merchandising,

customer service, and store operations. These opportunities allow students to apply classroom learning in real-world settings, develop professional skills, and contribute innovative ideas to Rally House's campus location.

The collaboration not only benefits students by enhancing their career readiness but also strengthens the connection between Rally House and Drexel University. Students bring fresh perspectives and energy to the workplace, helping Rally House remain attuned to campus culture and evolving student needs. This partnership has paved the way for deeper engagement, professional growth, and mutual success, reinforcing Rally House's commitment to supporting student achievement both inside and outside the classroom.

### **Looking Forward**

Drexel University and Rally House are committed to expanding the partnership by introducing new product lines, supporting additional campus events, and exploring innovative ways to engage the Drexel community.

Looking forward, Rally House is actively collaborating with Drexel University's Marketing and Communications team to develop a unique "Vault" clothing line. This collection will feature designs inspired by past welcome weeks, creating a nostalgic appeal that is sure to intrigue both alumni and current students. By drawing on Drexel's rich history, the "Vault" line aims to strengthen the connection between generations of Dragons while further enhancing campus pride and engagement.

This ongoing collaboration sets a benchmark for university-retailer partnerships and demonstrates the value of aligning shared goals for mutual success.

### **Conclusion**

The Drexel and Rally House partnership exemplifies how strategic collaboration can enhance school spirit, drive community engagement, and create lasting value for all stakeholders. By combining Drexel's dynamic campus culture with Rally House's retail expertise, both organizations are well-positioned to achieve continued growth and impact.

## **E. Campus Integration & Community Engagement**

12. How does a dual-operator model support the bookstore as a "third place" and campus gathering space?

### **eCampus Response:**

A dual operator model combines the strengths of both partners to transform the bookstore into a true campus destination rather than a transactional retail space. Rally House brings proven retail design, visual merchandising, and event driven engagement that create energy, relevance, and a sense of place. eCampus aligns that environment with the academic rhythm of campus, integrating course materials, orientation support, buyback periods, and faculty driven moments into the flow of the space.

Together, this allows the store to function as a third place where students linger, connect, and participate. The space becomes a hub for pop ups, product launches, campus celebrations, and academic milestones. Students can pick up course materials, discover spirit wear, meet peers, and engage with campus life in one environment that feels welcoming and purposeful.

The result is a bookstore that reflects both the social and academic identity of the University. It is not just where students buy things. It is where they gather, orient themselves, celebrate wins, and feel connected to campus.

13. Who leads campus engagement initiatives, including:

- Advisory councils
- Events and activations
- Student and faculty collaboration

**eCampus Response:**

Campus engagement is coordinated by eCampus as the program owner, with Rally House leading on campus execution and bringing daily presence and energy to the store environment.

- **Advisory Councils**  
eCampus convenes and facilitates advisory councils to ensure alignment with University priorities and representation from students, faculty, and campus stakeholders. Rally House participates actively in these forums to shape retail strategy, merchandising, and in store experience based on campus feedback.
- **Events and Activations**  
Rally House leads events and activations as the on-campus retail partner. This includes pop ups, product launches, game day experiences, seasonal campaigns, and in store programming that bring energy and relevance to the space. eCampus aligns these efforts with academic milestones and institutional priorities so that retail activity complements the rhythm of campus life.
- **Student and Faculty Collaboration**  
eCampus leads relationships with academic departments and faculty around course materials and academic initiatives. Rally House collaborates on student driven merchandise, design contests, NIL programs, and experiential retail opportunities. Together, they create meaningful pathways for students and faculty to shape both the academic and cultural dimensions of the bookstore.

14. How will this model ensure a unified brand voice and customer experience across physical and digital touchpoints?

**eCampus Response:**

Digital and physical experiences are coordinated through shared planning, aligned marketing calendars, and consistent messaging. Online course materials, in store pickup, spirit shop merchandising, events, and promotions are designed to feel like one connected ecosystem rather than separate destinations. Staff training reinforces a single tone, set of values, and service philosophy across every touchpoint.

The result is a seamless experience where students encounter the same voice, quality, and level of care whether they are ordering online, visiting the store, attending an event, or seeking academic support.

## **F. Transition & Risk Management**

15. How will the transition be managed to minimize disruption, given two operating partners?

**eCampus Response:**

The transition will be managed through a single, integrated plan led by eCampus and executed in close coordination with Rally House. eCampus serves as the program owner and establishes the transition timeline, milestones, and communication plan with the University. Rally House leads on site retail preparation, staffing, inventory conversion, and store readiness.

This joint approach ensures that:

- Course materials systems, faculty workflows, and student communications are live and tested before launch
- Retail spaces are renovated, merchandised, and staffed in parallel with academic readiness
- Messaging to students and faculty is unified across physical and digital channels
- Roles and responsibilities are clearly defined at every phase

eCampus provides the University with a single transition plan, a single point of coordination, and regular progress updates. Rally House executes on site activity within that framework. This allows two specialized partners to move in lockstep, minimizing disruption while delivering a seamless day one experience for students, faculty, and staff.

16. What are the top operational risks inherent in this model, and how are they mitigated?

**eCampus Response:**

There are three primary operational risks in a dual operator model:

**1. Fragmentation of accountability**

With two operating partners, there is risk that issues fall between organizations or that responsibility becomes unclear.

Mitigation: eCampus serves as the single program owner and escalation path. All issues are owned and resolved through eCampus. Rally House executes within its scope, but eCampus remains accountable for outcomes and communication. This model is not theoretical. eCampus operates in this structure today with hundreds of institutions where the campus or a third party runs the store and eCampus manages all course materials. With more than 25 years in higher education and over 400 partners, eCampus has built the operating discipline needed to make multi-party environments function as a single program.

**2. Inconsistent customer experience across channels**

Students could experience different service levels between online course materials and the physical store.

Mitigation: A unified training and service philosophy is applied across both environments. Rally House brings the same retail principles used across its 300 plus locations, while eCampus provides campus specific and academic training. Shared onboarding, ongoing coaching, and coordinated planning ensure students experience the same tone, clarity, and level of care regardless of where they engage.

**3. Operational strain during peak academic periods**

The highest risk occurs at term start, add drop, and buyback, when academic and retail demands converge.

Mitigation: These periods are planned jointly and well in advance. Rally House staffs to the academic calendar. During critical windows, eCampus can place experienced staff on site to support course material workflows, troubleshoot in real time, and ensure alignment between academic and retail activity. eCampus has managed these cycles across decades of academic terms and millions of students, providing proven playbooks for the most demanding moments of the year.

This dual-operator model is effective because it combines clear role alignment with deep experience. Rally

House focuses on day-to-day campus execution, while eCampus drives system integration and accountability, applying the same time-tested framework we've refined through more than 25 years of partnership with colleges and universities.

17. Please describe how performance risk will be mitigated to ensure subcontractor and partnership arrangements will not negatively impact performance. How would eCampus address subcontractor performance concerns and ensure continuity of operations if subcontracting arrangements cannot be maintained?

**eCampus Response:**

Performance risk is mitigated through clear ownership, proven operating discipline, and built-in continuity planning. eCampus remains the prime contractor and is fully accountable for program outcomes, regardless of how work is distributed. This ensures that subcontracting never becomes a barrier to performance.

This model is already in place across hundreds of campuses where eCampus provides course materials while another entity operates the physical store, whether it be a campus operated store or another third party company. With more than 25 years in higher education and over 400 partners, eCampus has extensive experience managing multi-party environments as a single, cohesive program.

Performance is addressed through defined expectations, regular operating cadence, and direct intervention when needed. When issues arise, eCampus coordinates corrective action, works with Rally House to resolve gaps, and remains responsible for communication and closure with the University. Performance concerns are treated as program issues, not vendor disputes.

Continuity of operations is protected by design. eCampus currently operates more than 15 campus stores independent of Rally House, including locations at institutions such as Miami University, Drake University, and Radford University. If a subcontracting arrangement cannot be maintained, eCampus has the operational capability to step in, deploy staffing, or transition retail services to another model without disrupting academic or retail continuity.

This ensures that students, faculty, and staff experience stability regardless of changes behind the scenes, while the University benefits from a structure that encourages innovation without sacrificing accountability or reliability.

**G. Course Materials, Affordability & Faculty Autonomy**

18. For traditional course materials, please specify your margins (percentage and/or dollar amount) applied to publisher pricing, including any variation by publisher or format. For Inclusive Access (IA) and Equitable Access (EA) models, please describe your service fee structure, including how fees are calculated and any differences by publisher, format, or program type.

**eCampus Response:**

For traditional course materials, the margin percentage is established on new products and is dictated by the commission percentage elected by the University. Pricing for new textbooks is built from eCampus's underlying cost and adjusted based on that commission structure, resulting in a typical margin of approximately 25 percent.

Discounted formats are then priced as a factor of the new price rather than on independent margins. Used textbooks are typically priced at approximately 75 percent of the new textbook price, while rental textbooks are typically priced at approximately 50 percent of the new textbook price. Digital formats follow similar market-based discounting where applicable.

This approach ensures consistent and predictable pricing across formats, maintains transparency for the University, and allows commission decisions to directly influence student costs without introducing variable or publisher specific markups.

19. How will eCampus demonstrate measurable, year-over-year affordability improvements for students?

**eCampus Response:**

eCampus demonstrates year over year affordability improvements by applying proven, data driven course material strategies that have reduced costs for millions of students across more than 400 partner institutions over the past 25 plus years.

Affordability gains are delivered through:

- Expanded access to digital and rental formats
- Price transparency at the point of registration
- Automated price comparison and competitive sourcing
- Buyback programs that return value to students
- Inclusive and Equitable Access models that lower average per course costs

These levers are not theoretical. They are the same mechanisms eCampus uses today to produce measurable cost reductions at scale across hundreds of campuses.

An important factor in affordability is the commission percentage elected by the University. That percentage directly correlates to the end student cost. The greater the commission, the higher the prices students pay. By working collaboratively with the institution to balance revenue objectives and student impact, eCampus helps ensure that affordability goals remain front and center in program design.

Affordability is tracked term over term using metrics such as:

- Average cost per course
- Percentage of students using lower cost formats
- Total student savings versus market list pricing
- Participation rates in affordability programs

Those results are reported to the institution and used to refine strategy each year. The University can see, in concrete terms, how student costs decline over time.

Because eCampus owns all course material functions in this model, it can continuously optimize sourcing, format mix, and program design to drive down cost without sacrificing access or choice. The result is a sustained, measurable improvement in affordability that compounds year after year.

20. How does your system support OER courseware and ancillary materials, such as question banks, lecture slides, and discussion forums?

**eCampus Response:**

eCampus supports OER as a core part of the course materials ecosystem and enables faculty to adopt open resources through the same workflow used for any other instructional content. OER titles, custom course packs, and zero cost materials appear seamlessly in the student experience, ensuring that affordability initiatives do not create friction for faculty or students.

The system is designed to respect how academic content is actually used in practice:

- Publisher created ancillary materials such as test banks and instructor only resources are not distributed by eCampus. These tools are intended solely for faculty use in building assessments and are accessed directly through the publisher or institutional systems.
- Lecture slides are traditionally delivered through Canvas, not the online bookstore. eCampus can support access when appropriate, provided the content does not contain copyrighted material.
- Discussion forums are supported within the Learning Management System, where faculty and students already engage in coursework and collaboration.

eCampus focuses on ensuring that required and optional course materials, including OER, are discoverable, accessible, and affordable at the point of need. Instructional tools and learning interactions have traditionally remained within Canvas. This preserves academic workflow while allowing OER and low-cost materials to scale without adding complexity.

21. What specific safeguards ensure faculty autonomy is preserved as Inclusive Access participation expands?

**eCampus Response:**

Faculty autonomy is preserved by design. Inclusive Access participation is enabled at the individual course and section level, not through blanket or master adoptions across an entire department or program. Each instructor retains full control over what materials are used in their own sections.

eCampus supports:

- Section level adoptions rather than mandatory, department wide standards
- Faculty choice across publishers, formats, and open resources
- The ability for instructors teaching the same course to select different materials
- Easy changes from term to term without administrative friction

Inclusive Access expands access and affordability for students, but it does not constrain academic judgment. Faculty continue to decide what is taught, how it is taught, and which materials best support their pedagogy. The system simply ensures that whatever is chosen is delivered efficiently, transparently, and at the lowest possible cost.

This approach allows the University to scale affordability while fully preserving academic freedom and instructional diversity.

22. Provide examples of institutions where increased adoption of OER has directly reduced Equitable Access pricing. For each example, identify the metrics, thresholds, or methodologies used to apply pricing reductions. Please provide the same information for course materials made available through the institution's library.

### **eCampus Response:**

At a high level, Equitable Access pricing is directly driven by instructional adoption decisions. Student cost is calculated by dividing the total cost of all adopted course materials by the total number of participating credit hours. When zero-cost materials such as OER or library-provided content are adopted, the total cost in the denominator is reduced, which in turn lowers the per credit hour price paid by students.

This relationship is consistent across institutions and does not rely on discretionary pricing adjustments. Affordability improves automatically as adoption choices shift.

### **Methodology Applied Across Institutions**

- Total cost includes all required course materials adopted for participating sections
- Zero-cost OER and library-licensed materials are included in the adoption set at a cost of zero
- The total cost is divided by total participating credit hours to establish the Equitable Access rate
- As the percentage of OER or library content increases, the blended per credit hour rate decreases

### **Examples from Partner Institutions**

While adoption outcomes vary by institution, the same methodology has been applied across many campuses using Equitable Access models supported by eCampus.

- At institutions where OER adoption exceeds approximately 25 to 30 percent of participating sections, Equitable Access rates have declined measurably in subsequent terms as higher-cost publisher content is displaced.
- Institutions with strong library integration, where licensed eBooks or course reserves replace commercial textbooks, see similar reductions because those materials carry no incremental student cost.
- When departments coordinate OER or library adoption across high enrollment, multi section courses, the impact on the blended rate is amplified due to the credit hour weighting of those courses.

### **Metrics and Thresholds Used**

- Percentage of participating sections using zero-cost materials
- Credit hour weighted adoption mix
- Average cost per adopted course material
- Term-over-term change in blended per credit hour rate

## Library Based Course Materials

Library provided materials are treated equivalently to OER within the pricing model. Because these resources are licensed institutionally and do not carry per-student fees, they reduce the total adopted cost in the same manner as OER. As library adoption expands, Equitable Access pricing decreases automatically without requiring changes to program structure or participation thresholds.

Affordability gains are mathematically driven, not discretionary. Increased adoption of OER and library content directly reduces the total cost pool used to calculate Equitable Access pricing, resulting in lower student costs from term to term.

23. What data and reporting will George Mason University receive to validate student savings and academic outcomes?

### eCampus Response:

George Mason University will receive clear, auditable reporting that quantifies both student savings and program effectiveness.

### Student Savings Reporting

- Average cost per course and per student by term
- Comparison of eCampus pricing versus publisher list price and market benchmarks
- Savings generated through rentals, digital formats, used books, OER, and Inclusive or Equitable Access
- Opt in and opt out participation rates at the course and section level
- Aggregate and cumulative student savings over time

### Academic and Program Outcome Reporting

- Course material availability timing and day one access rates
- Adoption completeness and on time submission metrics
- Usage and access confirmation for digital and Inclusive Access materials
- Student service volume and resolution trends during peak academic periods

### Transparency and Validation

- Term over term trend analysis showing affordability improvement
- Section level detail to support faculty and departmental review
- Standardized definitions and documentation supporting all calculations

This reporting allows the University to independently validate affordability gains, monitor participation, and understand how access to course materials supports academic readiness, while maintaining transparency and consistency across terms.

24. Please provide pricing for the following required course materials:

ISBNs:

8220128654806 (Psych)

8220128746686 (Math)

9781119682288 (Stat)

9780135311110 (Business)

9781324084013 (Anthropology)

9780679720201 (English)

9780811225137 (English)

9780706999358 (English)

9780197620649 (Art History)

For each title, indicate whether a marketplace price comparison is available. Responses should describe how pricing options and alternative formats (e.g., new, used, rental, digital, third-party sellers) are presented to students to support informed, cost-conscious purchasing decisions.

### **eCampus Response:**

NOTE: Student pricing for course materials is directly influenced by the commission level selected by George Mason University.

That commission is embedded in the end price students pay. As a result, higher commission levels correspond to higher student prices, while lower commission levels allow course materials to be offered at a lower cost to students. This creates a transparent and deliberate tradeoff between institutional revenue and student affordability.

The textbook pricing provided reflects an 8% commission on course materials.

#### **ISBN 13: 8220128654806**

Title: The Science of Psychology

Pricing: Not available

Note: Old edition, unless this is a Custom package put together, which we will not have in our system at this time.

Similar editions: <https://www.mheducation.com/highered/product/the-science-of-psychology-an-appreciative-view-king.html?viewOption=student>

We have multiple formats available for this title. <https://www.ecampus.com/science-psychology-appreciative-view/bk/9781264194957&terms=9781264194957>

#### **ISBN 13: 8220128746686**

Title: Calculus, Early Transcendentals-

Access Pricing: Not available

Note: Old edition, unless this is a Custom package put together, which we will not have in our system at this time.

Similar adoptions are found at <https://www.cengage.com/c/calculus-early-transcendentals-9e-stewart-clegg-watson/9781337613927/>

We have multiple formats available <https://www.ecampus.com/calculus-early-transcendentals-9th-stewart/bk/9781337613927&terms=9781337613927>

#### **ISBN 13: 9781119682288**

Title: Statistics: Unlocking the Power of Data Loose-leaf with WileyPLUS NextGen Card

Pricing: New \$150.57, Rental \$136.57 and Digital \$92.34

#### **ISBN 13: 9780135311110**

Title: Business Analytics (Digital Update) [Rental Edition]

Pricing: Used \$174.99, Rental \$84.99 and Digital \$59.94

**ISBN 13: 9781324084013**

Title: Essentials of Biological Anthropology

Pricing: New \$152.48, Used \$114.47, Rental \$79.28, Digital \$79.03 and Marketplace \$121.24

**ISBN 13: 9780679720201**

Title: The Stranger

Pricing: New \$15.20, Used \$11.52, Rental \$5.60, Digital \$11.99 and Marketplace \$2.17

**ISBN 13: 9780811225137**

Title: The End of Days

Pricing: New \$18.06, Used \$13.56, Rental \$9.39, Digital \$15.95 and Marketplace \$5.49

**ISBN 13: 9780706999358** - incorrect ISBN provided & listed on website

**ISBN 13: 9780199536856** - Correct ISBN per listed edition & publisher on website

**ISBN 13: 9780140449440** - Alternate print from Penguin Random House publisher

Title: Therese Raquin

Pricing: New \$11.94, Used \$8.96, Rental \$5.98, Digital \$4.99 and Marketplace \$7.69 Note: Print from Oxford publisher was out of stock &amp; is considered hard to find.

**ISBN 13: 9780197620649**

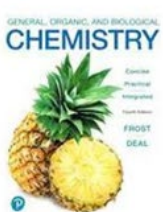
Title: Art Matters A Contemporary Approach to Art Appreciation

Pricing: New \$143.60, Used \$108.80, Rental \$65.28, Digital \$56.99 and Marketplace \$72.40

eCampus presents all available pricing options and alternative formats within a single, side-by-side course materials listing to support informed, cost-conscious purchasing decisions, as shown in the below online bookstore course listing. For each required item, students can easily compare new, used, rental, and digital formats, along with third-party marketplace options, clearly displaying availability, pricing, rental terms, and access duration where applicable. This transparent presentation allows students to quickly evaluate cost differences across formats and select the option that best fits their budget and learning preference; while ensuring they are purchasing the correct, faculty-adopted materials.

**CHEM 100 401 46098 Spring 2021**

**Required**



Write a Review

**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

[Other versions by this Author](#)

	CURRENT PRICE
<input type="checkbox"/> <b>RENT BOOK</b> <span style="float: right;">▼</span>	
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> <span style="float: right;">▼</span>	
In Stock	<b>\$104.28</b>
<input type="checkbox"/> <b>BUY NEW</b>	<b>\$236.01</b>
In Stock	
<input type="checkbox"/> <b>RENT DIGITAL EBOOK</b> <span style="float: right;">▼</span>	
<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>

Complimentary 7-Day eTextbook Access - [Read more](#)

[eCampus.com Device Compatibility Matrix](#)

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

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

**February 9, 2026 Additional Questions**

1. Confirm that you will be able to send the University Libraries and Law Library a list of book adoptions upon request with the following criteria:
  - The file must be in Excel format or in comma or tab delimited format that can be easily imported into Excel.
  - The data must be able to be sorted and filtered in Excel without further work by the libraries. For the sake of clarity, this means that there should not be merged cells, hidden rows, protected sheets, mixed data types, or other issues that would prevent sorting and filtering.
  - The file must have all adopted materials, including no cost and for cost materials.
  - There must be delivery of the file within three business days of the request by the libraries. Multiple requests may be made at different times for each semester.
  - Each line of data must include, at a minimum, the ISBN, title, author, publisher, edition/year of publication, price, pricing model (standard, access code, inclusive access, etc.), format (such as online or print), department, course number, section number, required/not required status, campus, in-person/online class, and professor's name.
  - The data must be comprehensive for each semester upon request rather than a rolling window or sent only in batches.

**eCampus Response:**

Yes, eCampus will fully support this requirement.

2. Confirm that you will work with the University Libraries and Law Library to clearly notate course materials that are already held by the libraries in the online course materials selection platform so that students are aware of these resources when they are making their purchase selections. The libraries might choose to limit this to unlimited or high-level simultaneous user online materials to ensure availability for students.

**eCampus Response:**

Yes, eCampus will fully support this requirement.

3. Confirm that course materials provided by the libraries, OER materials, and Open Access materials will be included as zero cost items when calculating Inclusive and Equitable Access rates.

**eCampus Response:**

Yes, eCampus will fully support this requirement.

4. Please use the table below to show the cost of the course materials from the previous question 24 using a **15% commission** instead of 8%.

	Title	Availability	New	Used	Rental	Digital	Marketplace
ISBN 13: 8220128654806	The Science of Psychology *	n/a	n/a	n/a	n/a	n/a	n/a
ISBN 13: 8220128746686	Calculus, Early Transcendentals **	n/a	n/a	n/a	n/a	n/a	n/a
ISBN 13: 9781119682288	Statistics: Unlocking the Power of Data Loose-leaf with WileyPLUS NextGen Card	Yes	162.98	147.82	100.45	99.95	n/a
ISBN 13: 9780135311110	Business Analytics (Digital Update) [Rental Edition]	Yes	n/a	189.40	91.99	64.88	n/a
ISBN 13: 9781324084013	Essentials of Biological Anthropology	Yes	165.04	123.90	85.81	85.55	131.22
ISBN 13: 9780679720201	The Stranger	Yes	16.45	12.47	6.06	12.98	2.35
ISBN 13: 9780811225137	The End of Days	Yes	19.55	14.68	10.16	17.26	5.94
ISBN 13: 9780706999358		n/a	n/a	n/a	n/a	n/a	n/a
ISBN 13: 9780199536856		n/a	n/a	n/a	n/a	n/a	n/a
ISBN 13: 9780140449440	Therese Raquin	Yes	14.06	10.54	7.31	5.40	8.32
ISBN 13: 9780197620649	Art Matters A Contemporary Approach to Art Appreciation	Yes	155.43	117.76	70.66	61.69	78.37

**\* The Science of Psychology Note:**

Unable to find. No pricing available. Either an old edition, or a Custom package put together for GMU. We do not currently have in our system.

Similar editions: <https://www.mheducation.com/highered/product/the-science-of-psychology-an-appreciative-viewing.html?viewOption=student>

We have multiple formats available: <https://www.ecampus.com/science-psychology-appreciative-view/bk/9781264194957&terms=9781264194957>

**\*\* Calculus, Early Transcendentals Note:**

Unable to find. No pricing available. Either an old edition, or a Custom package put together for GMU. We do not currently have in our system.

Similar adoptions: <https://www.cengage.com/c/calculus-early-transcendentals-9e-stewart-clegg-watson/9781337613927/>

We have multiple formats available: <https://www.ecampus.com/calculus-early-transcendentals-9th-stewart/bk/9781337613927&terms=9781337613927>

Please advise if you have any questions or need clarification before

responding. Regards,

*Sara Siddall*

Sara Siddall, CUPO  
 Strategic Sourcing Manager | Purchasing  
[ssiddall@gmu.edu](mailto:ssiddall@gmu.edu)

February 24, 2026

Audrey Vogt  
Client Development Manager - [avogt@ecampus.com](mailto:avogt@ecampus.com)  
A Book Company LLC dba eCampus.com  
2373 Palumbo Drive  
Lexington, KY 40509

SUBJECT: RFP GMU-SS1114-25, Retail Store Management and Operations

Dear Ms. Vogt:

Thank you for your negotiation response on February 12, 2026.

We would like to move forward with offering the opportunity to submit a response to the final round of negotiations. Please respond to the following areas.

## **FINANCIAL PROPOSAL – REVISIONS & ENHANCEMENTS**

*Provide a fully updated financial submission that clearly outlines the following. Please note that this response should incorporate your most competitive offer as the items listed below will factor into the ultimate award decision:*

---

### **1. Commission Structure**

- Revised commission percentage(s) on Gross Sales (per RFP definition)
- Tiered structures (if applicable)
- Minimum annual guarantees

---

## **MINIMUM ANNUAL GUARANTEE / COMMISSIONS**

eCampus and Rally House agree to pay George Mason University the greater of the following:

### **MINIMUM ANNUAL GUARANTEE**

For the initial contract year, eCampus will provide a minimum annual guarantee of **\$265,000**, inclusive of all commissions and incentives earned. This minimum annual guarantee is based on a 10% commission on course materials and incentives. The minimum annual guarantee will vary based on the actual course materials commission selected by the University. For subsequent years, the minimum annual guarantee will be 80% of calculated commissions from the prior year.

For the initial contract year, **Rally House will provide** a minimum annual guarantee of **\$485,000**, inclusive of all commissions and incentives earned. For subsequent years, the minimum annual guarantee will be 80% of calculated commissions from the prior year.

OR

## COMMISSION ON COURSE MATERIAL SALES

- **0-15%** - Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on gross product sales selected directly correlates with the cost of course materials for students. If George Mason University elects a lower commission rate, students receive more affordable course materials. If the University elects a higher commission rate, George Mason 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 competitive pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University.

## COMMISSION ON BOOK BUYBACKS

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

## COMMISSION ON APPAREL & MERCHANDISE SALES

Gross Sales are net of credit card fees up to 2%, gift cards, discounted employee or school purchases, discounted clearance items 40% off or greater.

- **20%** - Gross Revenue of Apparel & Merchandise Sales, in-store and online
- **5%** - Gross Sales on Sales Generated from Paid Search

## ATHLETICS SURPLUS REVENUE SHARING

Rally House will manage any athletics department surplus sales and handle the sale of all game-used equipment with a 50/50 split of gross revenue.

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## 2. Upfront & Capital Commitments

- Signing bonus
  - Annual donations
  - Annual sponsorships
  - Annual unrestricted contributions
  - Annual Marketing contributions
  - Renovation funding for:
    - Fairfax
    - Arlington
- 

## FINANCIAL INCENTIVES

### SIGNING BONUS

eCampus will provide a **\$25,000** signing bonus paid within 30 days of the first semester start date.

### UNRESTRICTED ANNUAL CONTRIBUTIONS

eCampus will provide **\$15,000** in unrestricted annual contributions to be paid within 30 days of each fall semester start date.

Rally House will provide **\$15,000** in unrestricted annual contributions to be paid within 30 days of each fall semester start date.

### ANNUAL SCHOLARSHIPS

eCampus will provide **\$25,000** in annual textbook scholarships as in-store credit over the course of the 5-year agreement. The scholarships are awarded to students at the discretion of George Mason University.

Rally House will provide **\$15,000** in annual scholarships over the course of the 5-year agreement. The scholarships are awarded to students at the discretion of George Mason University.

### ANNUAL MARKETING BUDGET

eCampus will invest **\$15,000** annually for marketing the online bookstore operations.

Rally House will invest **\$20,000** annually for marketing the retail operations.

### ANNUAL SPONSORSHIPS

eCampus will provide **\$15,000** annually for select annual fundraisers and promotional events.

Rally House will provide **\$10,000** annually for NIL promotions and sponsorships.

## DISCOUNTS

Faculty, Staff, Departments and Veterans will receive a **15% discount** on course supplies purchased via the George Mason Online Bookstore.

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to **\$10,000** for George Mason University Online Bookstore enhancements over the term of the agreement.

## RENOVATION FUNDING

The allocated amounts between Fairfax and Arlington will be determined after a thorough review of each store's needs and the University's priorities.

## SHIFTING OF FINANCIALS

At George Mason University's request, eCampus and Rally House can adjust the proposed financial model to align funding with institutional priorities. This may include increasing Capital Investment through a corresponding reduction in the retail commission rate.

---

### 3. Renovation & Capital Plan

Provide a campus-specific narrative outlining the proposed scope of work. The University seeks clear assurance that the planned capital investment will result in an in-store experience meeting the expectations of both the George Mason University community and Rally House customers.

---

## GEORGE MASON UNIVERSITY CAMPUS STORES

Under this model, eCampus will serve as the prime contractor and program owner for the full bookstore ecosystem, while Rally House will operate the GMU and Mason Square Campus Stores as the on-site retail partner. This structure combines academic content expertise with a proven collegiate retail operator, ensuring clarity of accountability and excellence in execution.

## SCOPE OF WORK

### ECAMPUS RESPONSIBILITIES

- Management of all course material operations
- Integration with University systems and Canvas
- Consolidated reporting and financial transparency
- Program governance and a single point of accountability to the University
- Coordination of all retail and course material alignment

### RALLY HOUSE RESPONSIBILITIES

- Day-to-day operation of the physical campus stores and an online retail merchandise website
- Staffing, merchandising, inventory planning, and retail execution

- Apparel, gifts, technology accessories, and convenience assortment
- In-store events, athletics activations, NIL merchandising, and community engagement
- Execution of store renovations and physical upgrades

## CAPITAL INVESTMENT AND STORE TRANSFORMATION

Rally House has committed **\$250,000** in capital to improve fixtures, merchandising presentation, and operational infrastructure.

This investment is not cosmetic. It is designed to elevate the campus store into a modern, branded retail environment consistent with Rally House's 300-plus store portfolio while remaining tailored to Mason's identity.

Improvements will include:

- Updated fixtures and flexible merchandising systems
- Enhanced visual presentation aligned with George Mason brand standards
- Clear zoning for course materials, spirit wear, technology accessories, and gift categories
- Improved traffic flow and peak period service functionality
- Dedicated space to support athletics launches, campus milestones, and limited edition drops
- Integrated in-store pickup and fulfillment workflow to support online ordering

The objective is to create a store environment that feels contemporary, energetic, and distinctly George Mason while meeting the operational expectations of a high-performing collegiate retail location.

## EXPERIENCE EXPECTATIONS

### MASON COMMUNITY + RALLY HOUSE CUSTOMERS

The in-store experience will reflect two standards simultaneously:

#### GEORGE MASON UNIVERSITY EXPECTATIONS

- Academic alignment and professionalism
- Inclusive, full-size run and gender inclusive assortment
- Strong representation of Patriot pride and campus identity
- Seamless support during peak academic periods
- Integration between physical and digital channels

#### RALLY HOUSE RETAIL STANDARD

- Modern merchandising and product storytelling
- Good, better, best assortment strategy
- Seasonal and athletics-driven product launches
- Clean, organized, high-energy retail environment
- Trained staff operating under consistent service standards

Staff will be trained under Rally House retail principles and supplemented with eCampus academic training, ensuring employees function as both retail professionals and campus ambassadors

## GOVERNANCE AND ACCOUNTABILITY

Although Rally House executes in-store operations, eCampus retains full accountability as the prime contractor

The University receives:

- A single contract
- A single consolidated P and L
- A single primary point of contact
- Full audit rights
- Clear escalation and resolution pathways

This structure ensures that capital investment, store transformation, and retail execution remain aligned with University priorities while leveraging Rally House's specialized retail expertise.

## OUTCOME

The result will be a campus store that:

- Delivers day one academic readiness through eCampus
- Provides a vibrant, engaging retail environment operated by Rally House
- Reflects Mason pride and community identity
- Meets the expectations of both a major public research university and a modern collegiate retail customer
- Is financially transparent, operationally accountable, and built to scale

This is not a traditional outsourced bookstore. It is a coordinated campus store ecosystem designed specifically for George Mason University.

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### Ownership of fixtures and equipment

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Rally House shall retain ownership of all fixtures and equipment that are not permanently affixed to the premises. Any fixtures or equipment that are permanently affixed to the premises shall become the property of the University upon expiration or termination of the partnership agreement.

---

## Depreciation schedules and buyout terms

---

The capital investment will be depreciated on a straight-line basis over the initial five-year term of the agreement. In the event of early termination prior to the conclusion of the initial term, George Mason University shall reimburse eCampus for the remaining undepreciated balance of the capital investment.

---

## CAPITAL INVESTMENT

### 4. Five-Year Pro Forma

- Projected gross sales by location and category

*Note: Financial revisions must be transparent and clearly traceable from your original submission.*

---

Please see below and on the next page for projected gross sales by location and category.

Arlington	Yr1	Yr2	Yr3	Yr4	Yr5
School Supplies	160,224	173,042	181,694	185,328	189,034
Electronics Non-Commissionable	-	-	-	-	-
Computer Peripherals	116,939	126,294	132,609	135,261	137,967
School Spirit Clothing	1,033,534	1,116,217	1,172,028	1,195,468	1,219,378
Non-Emblematic Trend	38,802	41,906	44,001	44,881	45,779
Café	444	480	504	514	524
Graduation Products	987,972	1,067,010	1,120,360	1,142,767	1,165,623
Convenience	103,761	112,062	117,665	120,018	122,419
Dorm Furnishings-	6,767	7,308	7,674	7,827	7,984
Greeting Cards	7,008	7,569	7,947	8,106	8,268
Backpacks	6,223	6,721	7,057	7,198	7,342
School Spirit, Gifts, Accessories	196,029	211,712	222,297	226,743	231,278
Prints, Frames, Museum	162,001	174,961	183,709	187,383	191,131
Miscellaneous Sales	80,616	87,066	91,419	93,247	95,112
<b>Total - Arlington</b>	<b>2,900,321</b>	<b>3,132,347</b>	<b>3,288,964</b>	<b>3,354,743</b>	<b>3,421,838</b>

Fairfax	Yr1	Yr2	Yr3	Yr4	Yr5
School Supplies	10,014	10,815	11,356	11,583	11,815
Electronics Non-Commissionab	-	-	-	-	-
Computer Peripherals	7,309	7,893	8,288	8,454	8,623
School Spirit Clothing	64,596	69,764	73,252	74,717	76,211
Non-Emblematic Trend	2,425	2,619	2,750	2,805	2,861
Café	28	30	31	32	33
Graduation Products	61,748	66,688	70,022	71,423	72,851
Convenience	6,485	7,004	7,354	7,501	7,651
Dorm Furnishings-	423	457	480	489	499
Greeting Cards	438	473	497	507	517
Backpacks	389	420	441	450	459
School Spirit, Gifts, Accessories	12,252	13,232	13,894	14,171	14,455
Prints, Frames, Museum	10,125	10,935	11,482	11,711	11,946
Miscellaneous Sales	5,039	5,442	5,714	5,828	5,945
<b>Total - Fairfax</b>	<b>181,270</b>	<b>195,772</b>	<b>205,560</b>	<b>209,671</b>	<b>213,865</b>

---

## B. Course Materials Strategy

Please provide clarification and refinement regarding:

- Textbook pricing methodology (new, used, rental, digital, IA, and EA)

---

eCampus utilizes a structured pricing methodology across all course material formats. Pricing is designed to balance student affordability, inventory sustainability, and the commission election selected by George Mason University.

## **NEW TEXTBOOKS**

New textbook pricing is established as a percentage margin applied to eCampus's acquisition cost from publishers or authorized distributors. The margin applied to new products is dictated by the commission percentage elected by the University. Typically, this margin averages approximately 25 percent, though the final margin directly correlates to the commission structure selected. A higher commission results in a higher end student price; a lower commission results in lower student pricing.

## USED TEXTBOOKS

Used textbook pricing is established as a factor of the new textbook price. Used textbooks are typically priced at approximately 75 percent of the new textbook price, subject to market availability and condition. This methodology ensures meaningful student savings while maintaining buyback sustainability.

## RENTAL TEXTBOOKS

Rental pricing is also established as a factor of the new textbook price. Rental textbooks are typically priced at approximately 50 percent of the new textbook price. Rental pricing reflects inventory ownership, expected rental turns, and recovery value at the end of the rental cycle.

## DIGITAL TEXTBOOKS & ACCESS CODES

Digital pricing is based on publisher-established wholesale pricing, negotiated institutional pricing, or Inclusive Access agreements. eCampus negotiates directly with publishers to secure institution-specific pricing where volume permits. Digital products are priced to reflect the commission election selected by the University, consistent with physical product methodology.

## INCLUSIVE ACCESS

Inclusive Access pricing is publisher-driven and often reflects reduced rates negotiated at the course or institutional level. eCampus negotiates pricing directly with publishers to secure rates below standard standalone digital pricing when possible. The University's elected commission is factored into the final per student charge. Students retain the ability to opt out by the drop add deadline.

## EQUITABLE ACCESS

Equitable Access pricing is determined by dividing the total cost of all adopted course materials by the total participating credit hours. The resulting per-credit-hour rate reflects aggregate adoption behavior, negotiated publisher pricing, marketplace availability, and institutional commission election. Adoption of lower-cost materials, including Open Educational Resources or library-licensed content, directly lowers the aggregate cost and therefore lowers the student per credit hour price.

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### Compliance with the Higher Education Opportunity Act

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eCampus will operate the George Mason University Online Bookstore and related course material services in full compliance with the Higher Education Opportunity Act and all applicable federal and state regulations governing textbook transparency and affordability.

Specifically, eCampus will:

- Support timely faculty submission of textbook adoptions to ensure compliance with adoption disclosure requirements
- Publicly display required and recommended course materials, including ISBN and retail pricing information, in advance of the registration period
- Clearly differentiate required versus optional materials
- Provide students with transparent pricing across new, used, rental, digital, Inclusive Access, and Marketplace options
- Support the identification and integration of Open Educational Resources and other low-cost alternatives

---

### Digital operational strategy:

- [Inclusive Access / Equitable Access \(if proposed\)](#)

---

eCampus's digital operational strategy is built around delivering day one access, pricing transparency, academic freedom, and administrative simplicity. Both Inclusive Access and Equitable Access models are fully supported and can operate independently or concurrently based on George Mason University's direction.

## **INCLUSIVE ACCESS OPERATIONAL MODEL**

Under Inclusive Access, digital course materials are delivered automatically to enrolled students through Canvas via Learning Tools Interoperability integration. Access is provisioned upon course registration, ensuring students have the required materials on the first day of class.

### **OPERATIONAL COMPONENTS:**

- Direct publisher integrations for content provisioning
- Automated enrollment feeds from University systems
- Course level configuration and digital content mapping
- Codeless delivery where supported by publishers
- Centralized opt-out management prior to the drop add deadline
- Post drop add reconciliation and invoicing

eCampus manages all setup, publisher negotiations, pricing configuration, and student communication. Students who opt out are directed to the George Mason Online Bookstore to purchase materials in their preferred format.

Faculty autonomy is preserved at the individual section level. No master adoption requirements are imposed across departments.

## **EQUITABLE ACCESS OPERATIONAL MODEL**

Under Equitable Access, course materials are provided through a flat per-credit-hour model covering all participating students. Digital materials are delivered through Canvas and required print materials are fulfilled and shipped prior to the start of the term.

## PRICING FRAMEWORK:

The per-credit-hour rate is calculated by dividing the total cost of all adopted course materials by the total number of participating credit hours. Adoption of lower-cost materials, including Open Educational Resources or library licensed content, directly reduces the aggregate cost and therefore lowers the student per credit hour rate.

## OPERATIONAL COMPONENTS:

- Full institutional adoption collection and validation
- Aggregated publisher negotiations
- Credit hour forecasting and reconciliation
- Individual student packaging for print materials
- Automated opt-out processing
- Pre-bill and true-up invoicing structure

This model removes the burden from students to shop for required materials while preserving the right to opt out.

## DIGITAL INFRASTRUCTURE AND GOVERNANCE

Across both models, eCampus provides:

- Integration with Canvas for seamless delivery
- Real-time reporting on participation, opt-out rates, and pricing impact
- Publisher relationship management
- Data security and FERPA-compliant workflows
- Consolidated financial reporting through eCampus as prime contractor

The University maintains oversight through consolidated reporting and a single point of accountability.

## AFFORDABILITY CONTROLS

Affordability is directly influenced by:

- Publisher negotiated pricing
- Adoption behavior
- OER and library material usage
- The commission percentage elected by the University

The commission election directly correlates to student cost. A lower commission reduces the end student price. A higher commission increases institutional revenue but increases student pricing.

This digital strategy ensures operational scalability, pricing transparency, faculty autonomy, and measurable affordability impact while aligning with George Mason University's academic and financial priorities.

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## Marketplace transparency

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eCampus operates a fully integrated Marketplace that allows vetted third party sellers to list available inventory directly within the George Mason University Online Bookstore platform. Marketplace offerings are presented alongside new, used, rental, and digital formats, giving students full visibility into all available purchasing options in a single transaction environment.

To ensure transparency and consumer protection:

- Marketplace listings clearly identify the seller as a third party
- Condition descriptions are standardized and displayed prior to purchase
- Pricing is visible and comparable to other available formats
- Estimated delivery timelines are disclosed
- Students may use financial aid for Marketplace purchases through the same checkout process

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## Concrete affordability initiatives that differentiate your offer

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eCampus's affordability strategy is not limited to format choice. It is operational, measurable, and directly tied to institutional decisions and adoption behavior. Below are the specific initiatives that distinguish our model.

### **COMMISSION LINKED PRICING TRANSPARENCY**

Student pricing is directly correlated to the commission percentage elected by George Mason University. A lower commission produces lower end student pricing. This structure makes affordability an explicit policy choice rather than a hidden pricing variable.

Unlike traditional bookstore models with embedded or opaque margins, pricing methodology is transparent and adjustable.

### **MULTI FORMAT OPTIMIZATION ON EVERY TITLE**

For every adopted title, students are presented with:

- New
- Used
- Rental
- Digital
- Inclusive Access (if applicable)
- Marketplace options

This ensures that students are not funneled into a single pricing structure. Used titles are typically priced at approximately 75 percent of new, rentals at approximately 50 percent of new, creating predictable savings tiers.

## **INSTITUTIONAL LEVEL PUBLISHER NEGOTIATIONS**

eCampus negotiates directly with publishers for course specific and volume based discounts, particularly for high enrollment courses and Inclusive Access content. These negotiated reductions often result in pricing below standard publisher published Inclusive Access rates.

## **EQUITABLE ACCESS COST COMPRESSION MODEL**

If implemented, Equitable Access pricing is calculated by dividing the total cost of all adopted materials by total participating credit hours.

This means:

- Increased OER adoption lowers total cost
- Use of library-licensed content lowers total cost
- Faculty selection of lower-cost materials lowers total cost

## **OPEN EDUCATIONAL RESOURCES SUPPORT**

eCampus supports OER discovery, integration, and reporting. When faculty adopt OER, the impact is measurable and directly reflected in reduced Equitable Access pricing or lower student out-of-pocket spending.

## **MARKETPLACE INTEGRATION WITH FINANCIAL AID**

Students can use financial aid for Marketplace purchases within the University storefront. This prevents students from leaving the institutional ecosystem to seek lower pricing elsewhere and preserves institutional oversight while still allowing competitive market pricing.

## **RENTAL OWNERSHIP MODEL**

eCampus owns its rental inventory. This allows for aggressive rental pricing and avoids reliance on third party rental intermediaries that often inflate costs. Rental availability averages approximately 95 percent on rentable titles across partner institutions.

## **FACULTY AUTONOMY WITHOUT MASTER ADOPTIONS**

Faculty maintain autonomy at the section level. There is no requirement for master adoptions. This encourages thoughtful material selection and reduces forced high-cost standardization across departments.

## **DATA DRIVEN AFFORDABILITY REPORTING**

George Mason University will receive reporting that demonstrates:

- Format mix trends
- Average selling price movement
- OER penetration
- Inclusive Access participation
- Equitable Access aggregate cost changes

This allows year-over-year improvements in affordability to be measured and documented.

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## C. Technology & Systems

Clarify:

- Compatibility with Mason Money (Atrium – JSA Technologies)

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The George Mason Online Bookstore is compatible with Mason Money through integration with Atrium Campus and can be configured to accept Mason Money as an approved tender type in accordance with University policy.

The eCampus platform supports campus card integration, secure payment processing, product-category-based tender controls, and real-time authorization and settlement. Mason Money can be enabled at checkout for eligible purchases.

In-store, Rally House will coordinate with the University and JSA Technologies to configure point-of-sale systems to accept Mason Money in alignment with University guidelines.

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## E-commerce integration

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eCampus and Rally House will operate complementary but distinct ecommerce platforms connected through clear navigation links.

## **GEORGE MASON ONLINE BOOKSTORE**

Managed by eCampus, this platform supports all course materials and academic products, including new, used, rental, digital, Inclusive Access, Marketplace, and, if implemented, Equitable Access. It integrates with Canvas, supports financial aid at checkout, and provides order tracking and customer support. All course material transactions take place on this site.

## **RALLY HOUSE RETAIL SITE**

Rally House will operate a separate ecommerce platform focused on apparel, gifts, spirit merchandise, athletics, NIL collections, and seasonal launches. Retail checkout, promotions, and fulfillment are managed through Rally House systems.

This structure provides a focused academic storefront and a retail-optimized merchandising site, linked for ease of navigation while maintaining operational independence and coordinated oversight.

---

### Real-time reporting capabilities available to GMU

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eCampus will provide George Mason University with secure reporting access covering course materials, digital programs, and consolidated bookstore financial performance, delivering operational visibility, financial transparency, and affordability insight.

## **COURSE MATERIALS REPORTING**

Reports include sales by term, format, department, and course; format mix across new, used, rental, digital, and Marketplace; average selling price trends; gross sales and commission calculations; buyback and rental activity; and inventory and fulfillment performance. Data can be filtered by date range, academic unit, or format.

## **INCLUSIVE ACCESS REPORTING**

Dashboards include participation rates, section-level opt-out data, per student pricing, and publisher cost visibility to monitor affordability and adoption trends.

## **EQUITABLE ACCESS REPORTING**

If implemented, reporting includes total adopted material cost, participating credit hours, calculated per-credit-hour rate, OER and library impact, opt-out levels, and pre-bill and true-up reconciliation summaries to validate year-over-year affordability movement.

## **RETAIL FINANCIAL REPORTING**

Retail data flows through eCampus for consolidated reporting, including a single bookstore P and L, merchandise sales, commission calculations, marketing investments, and year over year performance.

## **ADMINISTRATIVE TOOLS**

Adoption tracking, historical comparisons, and format mix analysis tools support compliance and inform the affordability strategy.

---

## Merchandise & Licensing Strategy

Provide detailed clarification regarding:

- Apparel pricing and operational strategy

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## APPAREL PRICING AND OPERATIONAL STRATEGY

Apparel and merchandise operations will be managed by Rally House, leveraging its collegiate retail experience to offer a campus-specific, merchandise-rich environment for George Mason University.

### PRICING STRATEGY

Rally House uses a tiered, market-driven pricing model with “good, better, best” price points across core categories. This includes basic tees and hats at accessible prices alongside premium branded items (e.g., Nike, Cutter & Buck, Peter Millar) that reflect quality and elevated fit. Rally House also regularly offers promotions, clearance events, and loyalty incentives that create value opportunities for students and fans.

### ASSORTMENT STRATEGY

The apparel program will include:

- Core emblematic t-shirts, crewneck sweatshirts, hoodies, and headwear
- Gender inclusive and full size run offerings
- Athletics and NIL-focused collections
- Licensed accessories, keychains, drinkware, and fan memorabilia
- Seasonal and event driven launches tied to key campus and athletics moments

This mirrors how Rally House merchandise assortments are developed at peer campuses such as the Drexel University Bookstore, where a wide range of officially licensed gear, accessories, and fan focused items are curated for students, alumni, and community supporters. This assortment can include professional sports team merchandise, if desired by the University

### INVENTORY AND OPERATIONS

Rally House will manage:

- Merchandise planning and open-to-buy
- Vendor relationships and brand partnerships
- Visual merchandising standards that reflect Mason identity
- In-store and online promotional cycles
- Sell-through analysis and replenishment

Peak period staffing and floor support

## ECOMMERCE AND RETENTION TOOLS

Rally House's retail platform supports exclusive online offers and clearance pricing, creating recurring engagement and value for customers. Rally House is not onboarding a new loyalty program that will be able to expand across platforms.

## OUTCOME

This strategy delivers a balanced approach that supports price accessibility, brand elevation, and sustainable retail performance. Customers benefit from competitive pricing across entry and premium tiers, while the University benefits from a robust, culturally relevant merchandising program that enhances campus pride and retail vitality.

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### Ability to act as the University's Apple reseller

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Yes, eCampus is currently an authorized Apple reseller and supports technology purchasing programs at numerous higher education institutions.

In coordination with the University, eCampus can support Apple sales and related technology purchasing programs in accordance with applicable authorization requirements and institutional guidelines.

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### Licensing compliance

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Rally House operates in full compliance with all applicable collegiate licensing requirements. As an established national collegiate retailer, Rally House maintains active licensing relationships through the appropriate licensing agencies and directly with institutions as required.

Under this agreement, George Mason will:

- Tender standard and vintage licenses to Rally House's preferred drop ship vendor Summit Sportswear to allow Rally House a seamless and integrated quick-turn resource for apparel and headwear at the retail locations and the online store.

For George Mason University, Rally House will:

- Execute all necessary licensing agreements with the University's designated licensing partner
- Submit artwork and product designs for required approvals
- Comply with trademark usage guidelines and brand standards
- Adhere to royalty reporting and payment requirements
- Maintain approved vendor and factory compliance standards

All emblematic merchandise will be sourced, produced, and sold in accordance with University licensing policies and industry compliance standards.

As part of this partnership, George Mason University will be requested to grant standard and vintage licenses to Rally House's preferred drop-ship vendor, Summit Sportswear, enabling Rally House to use a seamless, quick-turn source of apparel and headwear for both retail locations and the online store.

As prime contractor, eCampus will ensure that licensing compliance remains aligned with contractual requirements, while Rally House manages day-to-day execution within its established collegiate retail framework.

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### Athletics partnership support

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Rally House will actively support George Mason Athletics through coordinated merchandising, in store activation, and fan engagement initiatives designed to elevate Patriot pride and drive year round athletics visibility.

Support will include:

- Development of athletics-focused apparel and merchandise collections
- Game day merchandising strategy and promotional alignment
- NIL product support in compliance with institutional and NCAA guidelines
- Limited edition and championship-driven product launches
- Coordination with Athletics marketing calendars and major events

Rally House will work directly with Athletics leadership to align product assortment, promotional timing, and in-store presentation with seasonal priorities, tournaments, and high-visibility moments.

In-store space will be dedicated to athletics storytelling and team-focused merchandising, reinforcing brand presence and creating an engaging retail experience for students, alumni, and fans.

All athletics-related revenue will flow through the consolidated reporting structure delivered by eCampus as prime contractor, ensuring financial transparency and alignment with the broader bookstore program.

This approach positions the campus store as an active extension of George Mason Athletics rather than a passive merchandise outlet.

---

## Promotional and retail pop-up commitments (Spirit Days, campus events, etc.)

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Rally House will actively support George Mason University through a robust schedule of promotional activities and retail pop-up events designed to increase campus engagement, enhance school spirit, and expand merchandise access beyond the physical store.

Rally House will participate in key University and Athletics events, including Spirit Days, athletic events, orientation, move-in, homecoming, commencement, and other major campus milestones. These activations may include staffed pop-up retail locations, mobile merchandise displays, and event-specific product assortments aligned with the occasion.

Pop-up operations will be coordinated directly with University stakeholders and Athletics to align with event calendars and promotional priorities. Rally House will manage staffing, inventory, and setup to ensure a professional and seamless retail presence at each event.

In addition, Rally House will support in-store promotional events tied to athletic seasons, product launches, and campus celebrations. This may include special merchandise releases, themed promotions, and coordinated marketing initiatives that drive traffic and strengthen engagement with students, faculty, alumni, and fans.

These efforts position the campus store as an active participant in campus life, extending the George Mason retail presence beyond the store and reinforcing Patriot identity throughout the academic year.

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## Online assortment strategy (including in-store branded apparel available online)

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The Rally House online store model centers around the fact that our brick & mortar stores act as our distribution center for the online store. All school products held in either the bookstore or other retail location will be available online for sale using the same model as discussed for the retail store.

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## E. Personnel & Transition Plan

Provide an updated and executable transition plan including:

- 90-day operational readiness plan.

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eCampus and Rally House will implement a structured transition and operational readiness plan designed to ensure a seamless launch with no disruption to students, faculty, or campus operations. As prime contractor, eCampus will lead overall coordination, while Rally House will focus on physical store readiness and staffing.

## DAYS 1 TO 30

During the first 30 days, eCampus will establish a governance structure, confirm points of contact, and initiate system integrations with George Mason University, including Canvas and required data feeds. Adoption collection workflows will be activated, and publisher coordination will begin to secure course material inventory and Inclusive Access configuration where applicable. Rally House will conduct a full operational assessment of the campus store, finalize renovation and fixture plans tied to the committed capital investment, and begin recruiting key leadership positions, including the General Manager. Licensing setup, vendor onboarding, and initial merchandise planning will also begin.

## DAYS 31 TO 60

During this phase, the George Mason Online Bookstore will be fully configured and tested, including payment methods such as financial aid and Mason Money, where applicable. Course material sourcing and inventory procurement will accelerate based on confirmed adoptions and enrollment projections. Rally House will finalize hiring and training of store personnel, place initial apparel and merchandise orders, and begin implementing visual merchandising standards. Store infrastructure improvements and fixture installation will be completed during this period. Both teams will coordinate operational workflows, customer service protocols, and escalation pathways.

## DAYS 61 TO 90

In the final phase, both digital and physical operations will undergo full operational testing. The Online Bookstore will be opened to students, and fulfillment workflows will be validated. Rally House will complete store merchandising, receive inventory, and finalize in-store operational readiness. Staff training (store manager 80 hours; assistant manager 40 hours) will be completed, including course material support coordination and customer service expectations. Communication to students and faculty will be issued to ensure awareness of bookstore services and ordering timelines. eCampus will remain actively engaged on site and operationally throughout peak readiness periods to support a smooth launch.

This phased approach ensures that all operational, staffing, technology, and inventory components are fully in place prior to the start of the academic term. With more than 25 years of higher education experience and over 400 institutional partners, eCampus has implemented this transition model successfully across hundreds of campuses, ensuring readiness from day one.

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## General Manager selection process (University visibility and approval)

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The Store Manager of the George Mason campus store will be employed by Rally House and will serve as the on-site leader responsible for daily retail operations, staff management, merchandising execution, and campus engagement. The store manager will be supported internally by both a Regional and District Manager.

Given the strategic importance of this role, the selection process will include University visibility and meaningful input.

## SELECTION PROCESS

### CANDIDATE IDENTIFICATION

Rally House will identify qualified candidates with collegiate retail experience, operational leadership background, and demonstrated success managing high volume environments.

### CAMPUS INTERVIEW PARTICIPATION

The University may participate in interviews with finalist candidates to ensure alignment with institutional expectations, culture, and community engagement priorities.

### FINAL APPOINTMENT

Rally House will make the final employment decision; however, the Store Manager will not be appointed without prior consultation with the University.

## ONGOING ACCOUNTABILITY

Once appointed, the General Manager will:

- Serve as the primary on-site operational leader
- Participate in regular meetings with University stakeholders
- Engage in Bookstore Advisory Council discussions
- Coordinate closely with eCampus leadership on course material alignment and peak academic periods

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## Staffing model by campus location

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The staffing model is designed to provide strong on-site leadership, consistent customer service, and executive-level retail oversight, while scaling staffing to match traffic and operational needs at each George Mason location.

## FAIRFAX CAMPUS STORE

### EXECUTIVE AND REGIONAL OVERSIGHT

- **Regional Manager** – Provides executive oversight across the region and makes regular visits throughout the year to ensure operational excellence, merchandising standards, and alignment with University expectations.
- **District Manager** – Based locally within the area and visits weekly or bi-weekly once fully operational. During the opening period, the District Manager will spend significant time on site to support hiring, merchandising, and operational readiness.

### FULL-TIME ON-SITE LEADERSHIP

- **Store Manager** – Responsible for daily store operations, staff management, merchandising execution, and coordination with eCampus and the University.
- **Assistant Manager** – Supports floor supervision, scheduling, merchandising, and customer service.

### PART-TIME STAFF

- **Retail Associates** – Provide customer assistance, checkout support, merchandising, and omni-channel fulfillment.

### PEAK PERIOD STAFFING

- Additional temporary staff and expanded part-time hours are added during rush periods, such as term start and major athletics events, typically increasing staffing capacity by 50 percent to 100 percent.

## MASON SQUARE CAMPUS STORE

### EXECUTIVE AND REGIONAL OVERSIGHT

- Supported by the same Regional Manager and District Manager, ensuring consistent leadership presence and operational alignment across both locations.

### FULL TIME ON SITE LEADERSHIP

- **Store Manager or Store Supervisor** – Responsible for daily operations, staffing, merchandising, and customer support.

### PART TIME STAFF

- **Retail Associates** – Provide customer service, checkout, and merchandising support.

### PEAK PERIOD STAFFING

- Additional part time hours are added during peak academic periods to support increased demand.

## OPERATIONAL COORDINATION

All store personnel are employed and managed by Rally House and trained under the same retail standards used across its 300-plus store network. Rally House leadership provides consistent executive oversight through the Regional and District Manager structure, while Store Managers provide daily operational leadership.

eCampus works in coordination with Rally House leadership to ensure alignment with academic timelines, course material support needs, and University service expectations. This layered staffing model ensures both locations operate with professional retail leadership, scalable staffing, and consistent service quality.

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## Training programs

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Campus store staff will be trained using Rally House's established retail training framework, supplemented by eCampus training specific to course materials and academic support functions. This combined approach ensures staff are prepared to deliver a professional retail experience while also supporting the academic needs of George Mason students and faculty.

## RALLY HOUSE RETAIL TRAINING

Rally House provides structured onboarding and ongoing training covering:

- Customer service standards and engagement expectations
- Point of sale system operation and transaction procedures
- Visual merchandising and brand presentation standards
- Product knowledge across apparel, gifts, and licensed merchandise
- Loss prevention, inventory handling, and operational procedures

This training reflects the retail principles used across Rally House's national store network and ensures consistency in customer experience.

## ECAMPUS COURSE MATERIALS TRAINING

eCampus will provide specialized training focused on academic support, including:

- Course material formats, including new, used, rental, digital, Inclusive Access, and Marketplace
- Student ordering workflows and common support scenarios
- Rental return procedures and condition standards
- Financial aid transactions and fulfillment coordination
- Understanding Equitable Access operations if implemented

This ensures store staff can effectively assist students with course material-related questions and direct them appropriately.

## LEADERSHIP TRAINING

Store leadership will receive additional training in:

- Operational coordination between retail and course material functions
- University engagement and communication protocols
- Peak period planning and execution
- Escalation and issue resolution procedures

## ONGOING TRAINING & CONTINUOUS IMPROVEMENT

Training is not limited to onboarding. Staff receive ongoing training related to:

- Seasonal product launches and new merchandise
- New technology or system updates
- Customer service reinforcement
- Academic calendar readiness and peak period preparation

This structured training program ensures staff operate as knowledgeable retail professionals and effective campus ambassadors, delivering a consistent and supportive experience for the George Mason University community.

Please respond to this request by 3:00PM EST on February 27, 2026. I look forward to hearing back from you soon.

Regards,

*Sara Siddall*

Sara Siddall, Procurement Officer  
Strategic Sourcing Manager / Purchasing

ecampus.com®



# GEORGE MASON UNIVERSITY

## Request for Proposal

Retail Store Management and Operations

Daniel Ayers | Vice President of Strategic Partnerships  
dayers@ecampus.com | 859-806-1119

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February 2, 2026

George Mason University  
Ms. Sara Siddall  
4400 University Drive,  
Fairfax, VA 22030

Ms. Siddall,

Thank you for the opportunity to continue discussions with George Mason University regarding Retail Store Management and Operations. eCampus is pleased to provide a collaborative solution that aligns with GMU's vision—one in which eCampus manages all course material operations while Rally House delivers a modern, engaging retail experience across the GMU and Mason Square Campus Stores.

This model brings together complementary strengths. eCampus provides industry-leading expertise in course material management, digital delivery, affordability programs, and institutional reporting, ensuring students receive affordable, day-one access to required academic content through a seamless Online Bookstore experience. Rally House brings deep experience in collegiate retail, merchandising, and fan engagement—creating campus stores that reflect Mason pride, community connection, and contemporary retail expectations.

Together, this structure allows George Mason University to benefit from a best-in-class academic content partner and a proven retail operator, while maintaining a unified, well-governed campus store program. eCampus will serve as the central point of coordination, reporting, and accountability, ensuring alignment across course materials, retail operations, and institutional priorities.

We value the opportunity to partner with George Mason University and look forward to continued collaboration as we move toward implementation. Should you have any questions or require additional information, please feel free to contact me at 859-806-1119 or via email at [dayers@ecampus.com](mailto:dayers@ecampus.com). Thank you again for your time and consideration.

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

## EXECUTIVE SUMMARY

eCampus is pleased to partner with George Mason University to deliver a modern, student-focused campus store model in which eCampus manages all course material operations and Rally House operates the University's retail locations. This collaborative approach combines best-in-class academic content management with an engaging, contemporary retail experience, supporting student success, operational clarity, and campus life.

Under this model, eCampus will provide George Mason University with a comprehensive Online Bookstore solution that ensures affordable, day-one access to required course materials in print and digital formats. Our platform integrates seamlessly with George Mason's registration and learning management systems, supports Inclusive and Equitable Access programs, preserves faculty choice, and delivers transparent reporting, forecasting, and performance insights for University stakeholders.

Rally House will manage all retail operations within the GMU and Mason Square Campus Stores, delivering a vibrant, community-oriented retail environment that reflects Mason pride, student culture, and the University's global identity. Retail offerings will include emblematic and non-emblematic apparel, merchandise, technology accessories, and convenience items, supported by strong visual merchandising, event-based activations, and digital retail engagement.

eCampus will serve as the central point of coordination and accountability for the overall campus store program, consolidating reporting, governance, and strategic alignment across course materials and retail services. This structure provides George Mason University with clear oversight, consistent performance measurement, and a cohesive campus store experience—while allowing each partner to operate within its area of expertise.

Key benefits of this solution include:

- › A robust, user-friendly Online Bookstore for course materials, fully integrated with University systems
- › Affordable content delivery models that support access, equity, and academic success
- › Professionally managed campus retail stores that enhance school spirit and student engagement
- › Centralized reporting, dashboards, and financial transparency delivered by eCampus
- › Scalable operations designed to evolve alongside George Mason University's academic and campus needs

By selecting this collaborative model, George Mason University gains a trusted academic content partner and an experienced retail operator working in concert to deliver a campus store experience that supports learning, community, and institutional pride—today and into the future.

## QUESTION SET 1: 3. A. PROGRAMMATIC EXPECTATIONS

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### 1.1.1. Ensure operational capacity to support future program expansion.

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eCampus and Rally House collectively provide the operational capacity and scalability required to support future program expansion at George Mason University. eCampus continuously evaluates and optimizes its systems, fulfillment infrastructure, and technology platforms to ensure reliability, performance, and scalability as institutional needs evolve. Having onboarded more than 61 new institutional partners within the past academic year, eCampus has demonstrated the ability to scale complex course material programs while maintaining service quality and operational stability.

eCampus's course materials platform and fulfillment operations are designed to support increased enrollment, additional academic programs, and evolving delivery models. With corporate warehouse operations currently operating at less than 35% capacity, even while supporting large-scale publisher-direct rental fulfillment for partners such as Pearson Education and McGraw-Hill Education, eCampus is well positioned to absorb growth without disruption to students or faculty.

Rally House complements this scalable infrastructure through experienced, on-site management, bringing proven operational depth in staffing, merchandising, inventory management, and daily retail execution. Together, this integrated model ensures that both digital and physical components of the campus store program can expand in a coordinated, sustainable manner—providing George Mason University with the flexibility, capacity, and confidence to support future growth.

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### 1.2.1. Provide all adopted course materials in a range of affordable and accessible formats.

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## TEXTBOOK FORMAT AVAILABILITY

eCampus commits to having all required textbooks in stock and available to the course enrollment prior to students ordering from the George Mason 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-owned Marketplace. We have a very robust Marketplace that has built a successful reputation with sellers for over 20 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.

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[1.3.1. Implement Inclusive Access \(IA\) and/or Equitable Access \(EA\) programs as approved by George Mason University.](#)

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## **INCLUSIVE AND EQUITABLE ACCESS**

eCampus provides an Inclusive or Equitable Access solution that further reduces the cost of materials. Inclusive Access course materials are automatically charged to the student's 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 also help to increase retention and graduation success rates.

### **INCLUSIVE ACCESS**

As part of our comprehensive Online Bookstore solution, eCampus offers an industry-leading Inclusive Access solution that equips faculty with a vast catalog of Inclusive Access content and codeless courseware, spanning all major academic disciplines. Our team works closely with faculty to support discovery, adoption, and integration of the most effective resources for their courses. These materials are seamlessly integrated into Canvas through Learning Tools Interoperability (LTI), enabling automatic delivery to students upon course registration, ensuring they are prepared from day one.

To further support affordability and access, the eCampus account management team can negotiate institution-specific pricing for high-volume content directly with leading publishers and content providers to secure rates below standard published Inclusive Access prices. This not only lowers costs for students but also simplifies the adoption process for instructors by centralizing negotiations, streamlining setup, and reducing administrative burden.

A significant number of our partner institutions utilize Inclusive Access materials for select courses. Notable partners include Miami University, Fox Valley Technical College, and Owens Community College.

### **INCLUSIVE ACCESS MANAGEMENT**

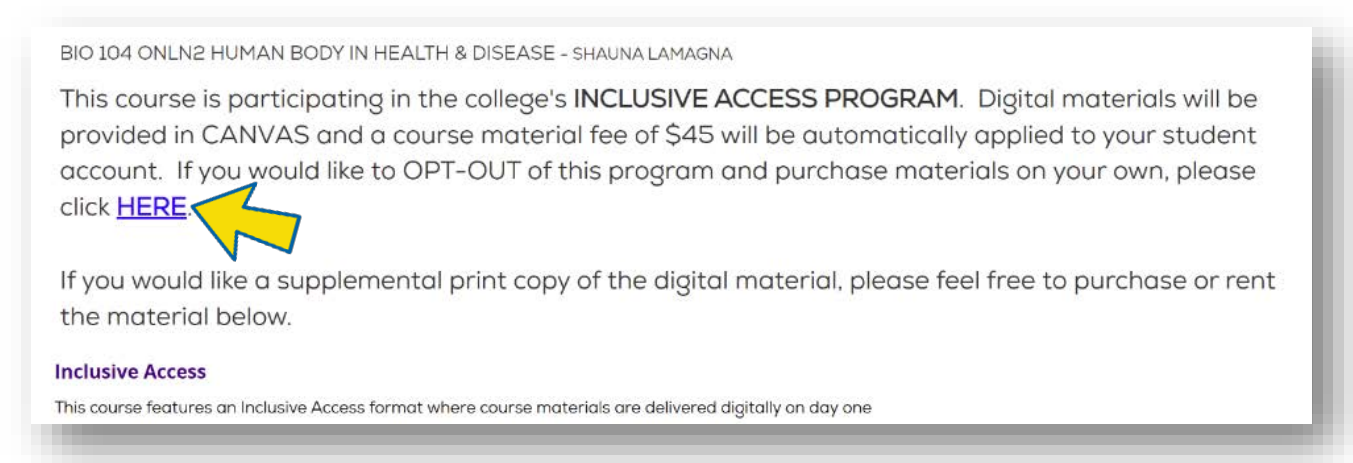
eCampus manages all facets of the Inclusive Access solution, ensuring a seamless experience for students, faculty, and administrators. Our team handles course configuration, content distribution, and the student opt-out process, providing full operational support from start to

finish. Following the institution's drop/add deadline, eCampus conducts a comprehensive reconciliation of enrolled students and Inclusive Access participation. We then provide a detailed invoice to George Mason University for all students who remain opted in—ensuring accuracy, transparency, and ease of administration. Our platform also includes robust reporting tools, enabling institutions to monitor usage, participation rates, and cost savings in real time.

## OPT-IN/OPT-OUT PROCESS

Students are automatically enrolled in the Inclusive Access solution upon registration in a course that uses IA materials. This ensures they receive uninterrupted access to required course content from the first day of class. However, if a student prefers not to participate, the opt-out process is clear, simple, and accessible. Prior to George Mason University's designated drop/add deadline, students can review Inclusive Access material costs and opt out directly through the Online Bookstore or within Canvas.

Students who choose to opt out will still have full access to a range of traditional purchasing options, including new, used, rental, digital formats, and listings from the eCampus Marketplace. This flexibility ensures that every student can select the course material format that best fits their preferences and budget. Please see the screenshot below for an example of an Inclusive Access course listing with transparent IA pricing and opt-out instructions via the Online Bookstore.



## INCLUSIVE ACCESS PRICING

eCampus's Account Management 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. Our volume purchasing power and publisher partnerships allow eCampus to often offer reduced costs for students without compromising access to quality, up-to-date content.

In addition to price negotiation, eCampus works closely with publishers to:

- › Expand access to low-cost digital formats and bundled content packages
- › Ensure early availability of required materials, avoid backorders or delays
- › Facilitate seamless content integration into Canvas
- › Support Open Educational Resource (OER) development, combining publisher and faculty-created content

## EQUITABLE ACCESS

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

## HOW IS EQUITABLE ACCESS DIFFERENT?

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

## ECAMPUS EQUITABLE ACCESS SOLUTION

eCampus has been a leading provider of equitable access solutions since 2006, offering affordable, in-tuition course materials with our solution eCampus **ALL Access**. With ALL Access, faculty have complete academic freedom in their course material selections and can select either print or digital course materials for their courses. ALL Access digital course materials will be delivered to Canvas and print course materials will be individually boxed per student and shipped for free directly to either the GMU or Mason Square Campus Store locations 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 ALL Access solution by the drop-add date. If a student were to opt-out, they would then be directed to the George Mason University branded Online Bookstore to purchase their required materials in their preferred format. George Mason University will receive commissions on course materials purchased via the Online Bookstore.

eCampus provides competitive flat-rate pricing per credit hour for ALL Access, ensuring all students receive necessary course materials, whether in print or digital format, through our program. eCampus's aggregate ALL Access credit hour pricing is **\$20.00 per credit hour**. Actual pricing for George Mason University would be determined upon receipt of current and historical adoption lists and credit hour data.

## TRANSITIONING TO ALL ACCESS

George Mason 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 George Mason University students. With eCampus, George Mason University can be assured of a seamless, efficient, and cost-effective transition that enhances the educational experience for its students.

## EQUITABLE ACCESS PRICING

eCampus determines its per-credit-hour pricing by considering various institution-specific factors, such as credit hour statistics, course enrollment figures, actual materials used and negotiated pricing specific to the institution. These factors, in conjunction with publisher pricing, wholesale pricing, marketplace pricing, and eCampus's inventory status, enable us to offer highly competitive pricing for our equitable access solution.

For George Mason University, pricing will be tailored to factors unique to the University, allowing the University to observe the positive effects of affordability initiatives, such as increased utilization of Open Educational Resources (OER) and subscription library content. Upon receiving and validating the complete adoption list data, eCampus will provide a set per credit hour price within the provided range for George Mason University.

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### [1.4.1. Offer a broad assortment of emblematic and non-emblematic apparel and gifts, from casual to professional, with full size run and gender representation](#)

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Rally House will deliver a broad, inclusive assortment of emblematic and non-emblematic apparel and gifts across the GMU and Mason Square Campus Stores and corresponding online retail channels. The merchandise strategy will be intentionally designed to serve the full George

Mason community, offering styles that range from casual everyday wear to professional and premium apparel suitable for alumni, faculty, staff, and special occasions.

Apparel assortments will include full size runs and gender-inclusive offerings across key categories such as t-shirts, fleece, outerwear, headwear, and performance apparel. Rally House's merchandising approach emphasizes representation, accessibility, and choice, ensuring that products reflect the diversity of the GMU community while accommodating varying preferences, body types, and price points. Both emblematic and non-emblematic styles will be featured to support school pride as well as broader lifestyle and professional wear needs.

Rally House maintains relationships with a wide network of nationally recognized collegiate and lifestyle brands, enabling a "good, better, best" assortment strategy that balances value-driven basics with premium and fashion-forward options. In addition to apparel, complementary gift and accessory categories, including drinkware, bags, headwear, desk items, and seasonal gifts, will be curated to support year-round demand from students, alumni, families, and campus visitors.

This inclusive, multi-tiered merchandise strategy ensures the campus store experience offers breadth, depth, and flexibility, reinforcing George Mason University's commitment to diversity, representation, and community pride while providing a retail assortment that is modern, relevant, and responsive to evolving campus needs.

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### [1.5.1. Drive year-over-year growth in total annual sales.](#)

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eCampus and Rally House will drive year-over-year growth in total annual sales through a coordinated strategy that aligns course material adoption, digital engagement, and on-campus retail performance. eCampus will lead growth initiatives related to course materials by supporting timely faculty adoption, increasing student participation, and optimizing affordability and access through data-driven tools and proactive outreach. Automated faculty reminders, real-time adoption tracking, and administrative reporting help ensure materials are available when students need them, supporting higher participation and consistent sales performance term over term.

Rally House will drive retail growth through dynamic merchandising, seasonal product strategies, and in-store and online retail activations that respond to campus demand and engagement opportunities. This includes aligning apparel and merchandise assortments with academic calendars, athletics seasons, campus events, and alumni engagement moments to

increase transaction volume and average order value across physical and digital retail channels.

Together, eCampus and Rally House will support growth through coordinated marketing and analytics. Student-facing campaigns across email, SMS, and digital channels will promote early ordering, key retail moments, and campus store engagement, while shared reporting and performance reviews provide visibility into trends, opportunities, and areas for optimization. This integrated approach ensures that both academic and retail components of the campus store program contribute to sustained, measurable year-over-year growth while enhancing the overall George Mason University campus experience.

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### 1.6.1. Commit to a substantial investment in facility improvements and upgrades.

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Rally House will provide a capital investment of **\$250,000** for improvements, fixtures, and the operation of the GMU and Mason Square Campus Stores over the term of the agreement.

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### 1.7.1. Deliver a strong and sustained financial return to the University.

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## **HYBRID, FULL-SERVICE BOOKSTORE SOLUTION**

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

eCampus and Rally House agree to pay George Mason University the greater of the following:

#### **MINIMUM ANNUAL GUARANTEE**

For the initial contract year, eCampus will provide a minimum annual guarantee of **\$265,000**, inclusive of all commissions and incentives earned. This minimum annual guarantee is based on a 10% commission on course materials and incentives. The minimum annual guarantee will vary based on the actual course materials commission selected by the University. For subsequent years, the minimum annual guarantee will be 80% of calculated commissions from the prior year.

For the initial contract year, Rally House will provide a minimum annual guarantee of **\$485,000**, inclusive of all commissions and incentives earned. For subsequent years, the minimum annual guarantee will be 80% of calculated commissions from the prior year.

OR

## COMMISSION ON COURSE MATERIAL SALES

- › **0-15%** - Course Material Product Sales

Course material commissions are based on physical gross product sales and commissions earned on marketplace, digital and Inclusive Access products. The commission rate on gross product sales selected directly correlates with the cost of course materials for students. If George Mason University elects a lower commission rate, students receive more affordable course materials. If the University elects a higher commission rate, George Mason 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 competitive pricing commission rate of 6% would provide a blend of optimal affordability for students and financial return to the University.

## COMMISSION ON BOOK BUYBACKS

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

## COMMISSION ON APPAREL & MERCHANDISE SALES

Gross Sales are net of credit card fees up to 2%, gift cards, discounted employee or school purchases, discounted clearance items 40% off or greater.

- › **20%** - Gross Revenue of Apparel & Merchandise Sales, in-store and online
- › **5%** - Gross Sales on Sales Generated from Paid Search

## ATHLETICS SURPLUS REVENUE SHARING

Rally House will manage any athletics department surplus sales and handle the sale of all game-used equipment with a 50/50 split of gross revenue.

## FINANCIAL INCENTIVES

### SIGNING BONUS

eCampus will provide a **\$25,000** signing bonus paid within 30 days of the first semester start date.

### UNRESTRICTED ANNUAL CONTRIBUTIONS

eCampus will provide **\$15,000** in unrestricted annual contributions to be paid within 30 days of each fall semester start date.

Rally House will provide **\$15,000** in unrestricted annual contributions to be paid within 30 days of each fall semester start date.

## ANNUAL SCHOLARSHIPS

eCampus will provide **\$25,000** in annual textbook scholarships as in-store credit over the course of the 5-year agreement. The scholarships are awarded to students at the discretion of George Mason University.

Rally House will provide **\$15,000** in annual scholarships over the course of the 5-year agreement. The scholarships are awarded to students at the discretion of George Mason University.

## ANNUAL MARKETING BUDGET

eCampus will invest **\$15,000** annually for marketing the online bookstore operations.

Rally House will invest **\$20,000** annually for marketing the retail operations.

## ANNUAL SPONSORSHIPS

eCampus will provide **\$15,000** annually for select annual fundraisers and promotional events.

Rally House will provide **\$10,000** annually for NIL promotions and sponsorships.

## DISCOUNTS

Faculty, Staff, Departments and Veterans will receive a **15% discount** on course supplies purchased via the George Mason Online Bookstore.

## TECHNOLOGY INVESTMENT

eCampus will internally invest up to **\$10,000** for George Mason University Online Bookstore enhancements over the term of the agreement.

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### [1.8.1. Expand and enhance the online retail platform for The George Mason Bookstore and Athletic Department.](#)

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Rally House will expand and enhance the online retail platform supporting the GMU and Mason Square Campus Stores and George Mason Athletics by delivering a robust, omnichannel ecommerce experience that extends school spirit, athletics engagement, and alumni connection beyond the physical campus. The online retail platform will feature a broad assortment of officially licensed apparel, headwear, accessories, and spirit merchandise, curated to serve students, alumni, fans, and the broader George Mason community.

Rally House’s ecommerce approach emphasizes accessibility, depth of assortment, and timely engagement through seasonal launches, athletics-driven collections, and event-based merchandise drops. Online offerings will be closely aligned with athletic seasons, campus milestones, and alumni engagement moments, ensuring that fans have access to relevant, timely products year-round. Integrated support for Name, Image, and Likeness (NIL) merchandise allows for transparent, compliant athlete-driven collections that expand fan engagement while supporting student-athletes.

The online retail experience will be supported by modern ecommerce functionality, including mobile-optimized shopping, streamlined checkout, and fulfillment options designed to enhance convenience and reliability. Digital merchandising, targeted campaigns, and coordinated promotions will reinforce consistency between online and in-store experiences, creating a seamless extension of the campus retail environment. Together, these enhancements position the online retail platform as a dynamic, scalable channel that strengthens George Mason University’s spirit presence, supports athletics engagement, and drives sustained retail growth.

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### [1.9.1](#) Provide innovative, forward-thinking solutions to meet evolving needs

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eCampus and Rally House will deliver innovative, forward-thinking solutions that respond to the evolving academic, retail, and engagement needs of the George Mason University community. Together, the partnership combines scalable digital infrastructure, data-driven decision-making, and modern campus retail strategies to create a flexible, future-ready campus store ecosystem.

eCampus will continue to drive innovation on the academic side through advanced course material delivery models, including Inclusive Access and Equitable Access, that support affordability, day-one access, and student success. These programs are supported by robust digital tools such as the Faculty Administration Support Tool (FAST), which provides real-time data, dashboards, and analytics to inform adoption decisions, forecasting, and program optimization. This technology-enabled approach allows the course materials program to evolve alongside changes in curriculum, enrollment, and instructional delivery.

Rally House will bring innovation to the campus retail experience through contemporary merchandising strategies, omnichannel retail capabilities, and engagement-driven activations across both in-store and online environments. This includes responsive product assortments aligned with campus life, athletics, alumni engagement, and emerging trends, as well as the integration of digital touchpoints that enhance discovery, storytelling, and convenience. By

continuously refreshing retail experiences and leveraging modern ecommerce and marketing tools, Rally House ensures the campus stores remain relevant and engaging over time.

Together, eCampus and Rally House create a forward-looking model that balances academic innovation with modern retail execution. This integrated approach allows George Mason University to adapt to changing student expectations, technology advancements, and market trends, while delivering a cohesive, student-centered campus store experience that is built to evolve.

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### 1.10.1. Actively participate in a Bookstore Advisory Council

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eCampus and Rally House agree to actively participate in a Bookstore Advisory Council for George Mason University.

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### 1.11.1. Engage in community outreach and help cultivate school spirit through store initiatives.

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eCampus and Rally House will engage in community outreach and cultivate school spirit through coordinated campus store initiatives that celebrate academic achievement, campus pride, and athletic excellence at George Mason University. The GMU and Mason Square Campus Stores will serve as visible hubs for Patriot pride, offering curated assortments of George Mason–branded apparel, gifts, and athletics merchandise that resonate with students, faculty, staff, alumni, and visitors.

Rally House will lead spirit-driven retail activations tied to athletics seasons, campus milestones, and major University events, including game-day promotions, themed merchandise collections, and limited-edition spirit wear. These initiatives will help build excitement around home games, tournaments, and championship moments while creating consistent touchpoints that reinforce school pride across both in-store and online retail channels.

eCampus will support these efforts by coordinating engagement across the broader campus store ecosystem and aligning initiatives with University priorities and student life programming. Together, eCampus and Rally House will participate in key campus moments such as orientation, welcome weeks, alumni gatherings, and signature events, creating opportunities for outreach, student involvement, and community connection. This integrated approach positions

the campus stores as active contributors to campus culture, strengthening school spirit, fostering engagement, and reinforcing a vibrant, connected George Mason community.

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### [1.12.1. Align with and support University-wide sustainability goals and initiatives.](#)

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eCampus and Rally House will align with and support George Mason University's sustainability goals through coordinated academic, operational, and retail initiatives that reduce environmental impact and promote responsible consumption. On the academic side, eCampus advances sustainability by expanding access to digital course materials and courseware, significantly reducing the carbon footprint associated with traditional print textbooks. Each digital course material purchased through eCampus's Online Bookstore substantially lowers emissions compared to print alternatives, directly supporting institutional sustainability and affordability objectives.

Within the GMU and Mason Square Campus Stores, Rally House will reinforce these sustainability goals through environmentally responsible retail practices and merchandising strategies. This includes prioritizing sustainably sourced and eco-friendly merchandise where available, minimizing single-use plastics, encouraging recyclable or reduced packaging, and supporting digital receipts and paperless transactions. Thoughtful inventory management and efficient replenishment practices further help reduce overproduction and waste.

Together, eCampus and Rally House will support University-wide sustainability initiatives by integrating responsible sourcing, digital solutions, and operational efficiencies across the campus store ecosystem. This cohesive approach ensures that both course material delivery and retail operations align with George Mason University's environmental values while empowering students, faculty, and staff to make environmentally conscious choices.

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### [1.13.1. Strengthen and promote the brand strategies of George Mason University.](#)

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eCampus and Rally House will work together to strengthen and promote the brand strategies of George Mason University by ensuring the campus store experience consistently reflects the University's identity, values, and strategic priorities across both physical and digital channels. Through coordinated brand alignment, the GMU and Mason Square Campus Stores will serve as visible, high-impact extensions of the George Mason brand for students, faculty, staff, alumni, and visitors.

Rally House will bring the brand to life through thoughtful merchandising, visual presentation, and storytelling within the campus retail environment. Apparel, spirit merchandise, and seasonal collections will be curated and displayed in alignment with University brand standards, reinforcing school pride while celebrating academic milestones, athletics, campus traditions, and student life. Event-driven retail activations and limited-edition collections will further amplify brand presence at key moments throughout the academic year.

eCampus will support and amplify these efforts through coordinated digital engagement, reporting, and platform integration, ensuring brand consistency across online experiences, communications, and analytics. Together, eCampus and Rally House will leverage data-informed insights, modern marketing channels, and omnichannel touchpoints to extend George Mason University's brand reach, reinforce authenticity, and maintain a cohesive, contemporary brand presence across the campus store ecosystem.

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[1.14.1.](#) Support key institutional events such as graduation and new student convocation with George Mason regalia, announcements, rings, and related items.

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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. Rally House will support regalia distribution through in-store coordination, merchandising, and customer service support during peak commencement periods.



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[1.15.1.](#) Offer a curated selection of general interest and non-adopted reading materials.

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

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**1.16.1.** Clearly demonstrate the value and benefits of the vendor’s services to academic and administrative departments.

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eCampus and Rally House together deliver clear, measurable value to George Mason University’s academic and administrative departments by reducing operational complexity, improving coordination, and enhancing the overall campus experience.

For academic departments, eCampus streamlines the course material adoption process through intuitive faculty tools, proactive outreach, and real-time visibility into adoption status and pricing. These capabilities simplify course material selection, improve accuracy and timeliness, and support affordability and day-one access—helping faculty focus on instruction while improving student outcomes. Transparent pricing models and robust reporting further support academic planning and compliance.

For administrative departments, eCampus provides centralized systems, standardized processes, and consolidated reporting that improve operational clarity and financial predictability across course materials and campus store activity. Dashboards, analytics, and regular performance reviews support informed decision-making for auxiliary services, finance, procurement, and leadership teams.

Rally House complements these services by delivering on-site retail operations that support broader administrative priorities, including athletics, student life, alumni engagement, and brand stewardship. Through merchandising, in-store and online activations, and event-driven initiatives, Rally House helps amplify institutional initiatives and provides tangible support for campus programming, community engagement, and auxiliary revenue goals.

Together, this integrated model allows academic and administrative departments to operate more efficiently while benefiting from a modern, coordinated campus store ecosystem that supports instruction, engagement, and institutional priorities.

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**1.17.1.** Design and operate the retail facility as a vibrant campus destination that goes beyond transactional retail.

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Rally House will design and operate the GMU and Mason Square Campus Stores as vibrant, experience-driven campus destinations that extend well beyond traditional transactional retail. The campus stores will be reimaged as dynamic hubs for school pride, connection, and

engagement, spaces that invite students, faculty, alumni, and visitors to gather, explore, and participate in campus life.

Rather than static, inventory-heavy layouts, the retail environment will emphasize flexibility, storytelling, and interaction. Thoughtfully curated merchandising zones, rotating displays, and seasonal features will reflect George Mason University's academic excellence, athletics, student life, and community identity. These elements allow the space to evolve throughout the year in alignment with campus events, athletic seasons, and institutional milestones, ensuring the campus stores remain relevant and engaging year-round.

Rally House will activate the campus stores through experiential retail strategies such as spirit-wear launches, limited-edition collections, event-driven pop-ups, alumni and student organization spotlights, and campus-celebration moments. Flexible layouts and adaptable fixtures allow the space to support gatherings, promotions, and engagement opportunities without disrupting day-to-day operations. These activations encourage visitors to linger, connect, and return, transforming the campus stores into destinations rather than pass-through retail stops.

By blending contemporary retail design with community-focused programming, Rally House ensures the GMU and Mason Square Campus Stores function as welcoming, energetic extensions of campus life. This approach reinforces school spirit, strengthens community connection, and positions the campus stores as vibrant destinations that support George Mason University's broader goals for engagement, identity, and student experience.

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### [1.18.1. Implement a tiered pricing strategy \(good, better, best\) for general merchandise offerings.](#)

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Rally House will implement a structured "good, better, best" pricing strategy for general merchandise that ensures affordability, choice, and quality across the GMU and Mason Square Campus Stores and corresponding online retail channels. This tiered approach allows the campus community to access a broad range of merchandise options while accommodating diverse budgets, preferences, and use cases.

The "good" tier will focus on value-driven essentials and everyday items offered at accessible price points for students, including basic apparel, gifts, and convenience merchandise. The "better" tier will feature mid-range products with enhanced materials, design elements, or brand recognition, providing additional options for students, faculty, staff, and families seeking

upgraded quality. The “best” tier will include premium and fashion-forward merchandise, licensed lifestyle brands, and elevated gift items designed to appeal to alumni, supporters, and customers seeking higher-end offerings.

Rally House will support this pricing strategy through disciplined assortment planning, vendor diversification, and ongoing market analysis to ensure each tier remains competitive and aligned with campus demand. Seasonal promotions, targeted offers, and strategic markdowns may be applied across tiers to maintain value while preserving overall assortment balance. This tiered pricing model ensures flexibility, inclusivity, and sustained retail performance while delivering a merchandise program that meets the needs of the entire George Mason University community.

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#### 1.19.1. Provide mobile and pop-up retail kiosks for the George Mason University Science and Technology (Sci Tech) campus as needed

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Rally House will support mobile and pop-up retail kiosks for the George Mason University Science and Technology (Sci Tech) campus as needed, providing flexible, on-demand access to apparel, spirit merchandise, and campus essentials outside of the primary campus store locations. These pop-up retail experiences allow GMU to extend school spirit, convenience, and engagement to additional campus locations without the need for permanent retail infrastructure.

Pop-up kiosks will feature curated assortments tailored to the Sci Tech campus community and the specific nature of each activation, such as orientation events, welcome weeks, athletics watch parties, academic milestones, or special campus programs. Merchandise selections may include emblematic apparel, spirit wear, accessories, and seasonal items designed to meet immediate student and campus needs while reinforcing George Mason pride.

To maximize impact, Rally House will coordinate promotional efforts around pop-up activations using digital communications, campus signage, and event-based marketing to ensure awareness and participation. This flexible, scalable approach allows GMU to deploy retail presence where and when it is most effective, enhancing accessibility, supporting campus engagement, and strengthening community connection across multiple campus locations.

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[1.20.1](#). Work with University departments, student groups, and other stakeholders to support sales of student-produced goods and merchandise.

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Rally House will work closely with George Mason University departments, student groups, and campus stakeholders to support the sale and promotion of student-produced goods and merchandise within the GMU and Mason Square Campus Stores and corresponding online retail channels. These collaborations provide student creators, entrepreneurs, and organizations with meaningful opportunities to showcase their work while engaging the broader campus community.

Student-produced goods may include apparel, artwork, accessories, publications, and specialty merchandise tied to academic programs, entrepreneurship initiatives, or student-led organizations. Rally House will support these offerings through thoughtful merchandising, appropriate pricing strategies, inventory planning, and point-of-sale integration to ensure student-created products are presented professionally and positioned for success alongside licensed campus merchandise.

Promotional opportunities may include featured product placements, limited-time pop-up activations, seasonal spotlights, and inclusion in campus events such as orientations, showcases, fairs, and signature programs. This approach amplifies student creativity, supports experiential learning and entrepreneurship, and reinforces campus pride, while enhancing the overall campus store experience through authentic, community-driven merchandise offerings.

## **QUESTION SET 2: 3. B. THE CUSTOMER EXPERIENCE**

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[2.1.1](#). Deliver a full spectrum of affordable, required, and faculty-recommended course materials in a variety of formats and fulfillment options.

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Please see page 4 to view details on eCampus's Textbook Format Availability, which describes eCampus's full spectrum of affordable, required, and faculty-recommended course materials in a variety of formats and fulfillment options.

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[2.2.1](#). Establish and maintain an attractive, efficient retail space that serves students, faculty, staff, alumni, fans, and visitors with a wide selection of emblematic and non-emblematic products.

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Rally House will establish and maintain attractive, efficient retail environments within the GMU and Mason Square Campus Stores that serve students, faculty, staff, alumni, fans, and visitors with a broad and thoughtfully curated selection of emblematic and non-emblematic products. The campus stores will be designed to balance school pride with everyday lifestyle needs, offering a welcoming, intuitive shopping experience for all customer segments.

Retail layouts will emphasize clear sightlines, intuitive navigation, and flexible merchandising zones that support both branded apparel and non-emblematic lifestyle and gift items. Seasonal refreshes, visual storytelling, and rotating displays will keep the environment engaging and relevant throughout the academic year, while ensuring that George Mason–branded merchandise remains prominently featured. This approach allows customers to easily discover products that reflect both institutional identity and contemporary campus life.

Operational efficiency will be supported through disciplined inventory management, data-informed assortment planning, and streamlined replenishment practices that maintain appropriate stock levels without overcrowding the sales floor. By aligning merchandise selection with campus events, athletics seasons, and customer demand, Rally House ensures the campus stores operate as vibrant, well-maintained retail destinations that effectively serve the broader George Mason University community.

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[2.3.1](#). Implement visual merchandising and retail strategies that align with the global interests and expectations of the campus community.

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## **VISUAL MERCHANDISING & RETAIL STRATEGY**

Rally House will implement visual merchandising and retail strategies that reflect the diverse, global interests and expectations of the George Mason University campus community. The GMU and Mason Square Campus Stores will be designed to celebrate cultural diversity, inclusivity, and contemporary campus life through intentional product presentation, storytelling, and flexible merchandising layouts that resonate with students, faculty, alumni, and visitors from a wide range of backgrounds.

Visual merchandising will emphasize curated displays, seasonal refreshes, and globally inspired themes that align with campus events, academic milestones, athletics seasons, and cultural celebrations. Design elements such as color stories, inclusive imagery, and lifestyle-based groupings will help create an environment that feels modern, welcoming, and representative of George Mason's global identity. Both emblematic and non-emblematic merchandise will be merchandised together in ways that feel authentic, relevant, and aligned with current retail trends.

Rally House will utilize intuitive merchandising zones, such as apparel and lifestyle collections, spirit and game-day features, graduation and milestone assortments, and limited-time thematic displays, to guide discovery and keep the retail environment dynamic throughout the year. These zones allow for quick adaptation to changing student interests, international influences, and evolving campus priorities without disrupting day-to-day operations.

By combining thoughtful visual storytelling with flexible, trend-aware merchandising strategies, Rally House ensures the campus stores remain visually engaging, culturally relevant, and reflective of the global perspectives that define the George Mason University community.

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[2.4.1. Offer a broad array of general merchandise, including school and office supplies, George Mason-branded items, convenience goods, Apple Computer products, technology products, and other relevant items with an emphasis on sourcing from local vendors when feasible.](#)

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Rally House will offer a broad, well-balanced assortment of general merchandise within the GMU and Mason Square Campus Stores designed to meet the everyday needs of students, faculty, staff, alumni, and visitors. The merchandise mix will include George Mason-branded apparel and gifts, school and office supplies, convenience goods, technology accessories, and other relevant campus lifestyle items that support both academic and day-to-day campus life.

As an Apple Authorized Reseller, eCampus and Rally House will support the sale of Apple Computer products and related technology offerings in alignment with education-preferred pricing and University purchasing needs. This technology assortment will be complemented by essential accessories and peripherals commonly required by students and faculty, providing convenient, on-campus access to trusted products without requiring off-campus purchasing.

Where feasible, Rally House will emphasize sourcing from local and regional vendors to reflect George Mason University's community values and support small businesses. Local products

may be incorporated through rotating features, seasonal assortments, or limited-edition offerings that highlight regional makers, student creators, and campus-aligned partners. This localized sourcing approach enhances authenticity, supports community engagement, and adds differentiation to the campus store assortment.

Through disciplined assortment planning, vendor diversification, and ongoing evaluation of campus demand, Rally House ensures the general merchandise offering remains relevant, accessible, and responsive, delivering a comprehensive retail experience that aligns with George Mason University's academic mission, community values, and campus culture.

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### [2.5.1. Develop community engagement programming that position the store as a welcoming destination for students, families, and the greater community.](#)

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Rally House will develop community engagement programming that positions the GMU and Mason Square Campus Stores as welcoming, inclusive destinations for students, families, alumni, and the greater George Mason community. Programming will be designed to encourage connection, participation, and school pride while reinforcing the campus stores as active contributors to campus life.

Community-driven initiatives may include student-designed merchandise showcases, collaborative pop-up events with student organizations, and themed retail activations tied to orientation, move-in, family weekends, homecoming, and major athletic events. These programs create opportunities for students and campus partners to engage directly with the store while celebrating creativity, identity, and shared experiences.

Rally House will also incorporate interactive elements such as limited-time collections, in-store voting or feedback opportunities, and event-based promotions that invite participation from both on-campus and visiting audiences. By aligning programming with the academic calendar and campus event schedule, these initiatives help drive repeat visits and foster a sense of belonging among a broad range of community members.

Through consistent, thoughtfully planned engagement programming, Rally House ensures the campus stores function as more than retail spaces, they become welcoming gathering places that strengthen community connection, celebrate George Mason pride, and enhance the overall campus experience.

## QUESTION SET 3: 3. C. MARKETING & COMMUNICATIONS

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3.1.1 Develop and execute comprehensive start-up and ongoing marketing and advertising strategies in close coordination with George Mason University's Auxiliary and Business Services Marketing department. These efforts shall include the creation and dissemination of all external messaging, with the Offeror dedicating appropriate resources to ensure consistent, high-quality execution.

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### RETAIL MARKETING & ADVERTISING APPROACH

Rally House will develop and execute comprehensive start-up and ongoing retail marketing and advertising strategies for the GMU and Mason Square Campus Stores in close coordination with George Mason University's Auxiliary and Business Services Marketing department. These efforts will ensure consistent, high-quality external messaging that reflects the University's brand standards, engagement goals, and campus culture across all retail channels.

Rally House's retail marketing approach blends traditional and digital strategies to drive awareness, traffic, and sales throughout the academic year. Marketing channels may include social media (organic and paid), targeted email campaigns, digital advertising, in-store signage, print materials, and campus-facing promotions. All campaigns will be coordinated with University stakeholders to ensure alignment with institutional messaging, major campus events, athletics schedules, and key academic milestones.

In addition to core promotional efforts, Rally House emphasizes creative, experience-driven retail marketing designed to generate excitement and repeat engagement. Campaigns may include themed promotions, limited-time offers, and event-based activations tied to both national moments and campus-specific opportunities. Examples include seasonal or themed sales, brand spotlights, campus-celebration events, and creative promotions that add personality and relevance to the campus store experience while reinforcing school pride.

Sales and promotional strategies will be intentionally aligned with campus life, including orientation, move-in, back-to-school periods, homecoming, athletic events, holidays, and alumni engagement moments. Promotions may include flash sales, storewide or collection-based offers, brand-specific events, and limited-time campaigns designed to drive both in-store and online engagement. Rally House will dedicate appropriate marketing, creative, and operational resources to ensure campaigns are executed consistently, professionally, and in a manner that elevates the George Mason University brand.

Through this coordinated, well-resourced approach, Rally House ensures the campus stores are positioned as vibrant retail destinations supported by strategic, engaging marketing that serves students, families, alumni, and the broader George Mason community.

## ONLINE BOOKSTORE MARKETING APPROACH

eCampus is committed to effectively marketing the Online Bookstore through multiple channels to drive student traffic to the George Mason 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 George Mason 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 George Mason University Online Bookstore versus alternative marketplace sellers.

## MARKETING STRATEGY

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

### TRADITIONAL MEDIA:

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

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## DIGITAL MEDIA:

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

## STUDENT MARKETING

eCampus will market the new George Mason 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 George Mason 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 will 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 George Mason University's Online Bookstore, various marketing materials will be provided for on-campus and digital distribution. Marketing deliverables include grand opening flyers,

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- 15-day returns
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- Save up to 80%
- We price match books (Find a lower price? We'll match it.)
- Customer support available via phone, email, or chat

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**eCampus.com**

digital signage, and emails announcing the features and benefits of ordering through the Online Bookstore. In addition, eCampus welcomes the opportunity to engage with student organizations to promote the new Online Bookstore. Collaboration with student feedback through event participation, additional signage, and supporting a student ambassador program on campus provides additional avenues to promote a seamless transition to your new solution.

To aid students in finding the correct resources, eCampus will generate additional marketing that can be placed in high digital traffic locations such as Canvas or the school website. By establishing good communication between the eCampus and George Mason 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 the 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.

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BEOWULF GENETIC BIOLOGY

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## MARKETING TO FACULTY

Faculty marketing is primarily focused on highlighting the benefits of students purchasing through the Online Bookstore and how to submit adoptions. Specific tactics include a series of emails containing valuable how-to's, access to videos, and step-by-step presentation files that will accompany any onsite or virtual training sessions centered around the adoption process and how to leverage our faculty adoption tool.

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

## SOCIAL MEDIA PLAN

eCampus and Rally House will collaborate to develop and maintain an authentic, engaging social media presence that supports George Mason University's campus store ecosystem and reinforces a consistent, unified brand voice. Social media efforts will be closely coordinated with George Mason University's Auxiliary and Business Services Marketing department to ensure alignment with institutional messaging, brand standards, and campus priorities.

Rally House will lead social media execution related to apparel, merchandise, and in-store retail experiences, utilizing platforms such as Instagram, Facebook, and X to promote products, new arrivals, sales, store events, athletics moments, and campus culture. Content will highlight in-store activations, seasonal collections, spirit wear, contests, and community-driven moments, while incorporating user-generated content to reflect authentic student and fan engagement. A balanced mix of promotional, lifestyle, and entertaining content will be used to drive awareness, engagement, and traffic to both physical and online retail channels.

eCampus will support social media efforts by coordinating timing, messaging, and integration with broader campus store initiatives, including key academic milestones, enrollment periods, and University-wide campaigns. Together, eCampus and Rally House will ensure that social media content feels intentional, timely, and connected to the full campus store experience rather than operating in isolation.

Recognizing the strong performance of video-first content, the social media strategy will emphasize short-form video, stories, and reels to maximize reach and engagement. A

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combination of organic and paid social media will be utilized to extend campaign visibility and drive conversion during key retail and campus moments. Posting cadence will be adjusted as needed to support promotions, events, and seasonal priorities, ensuring flexibility and responsiveness throughout the academic year.

A shared marketing and social media calendar will guide content planning and execution, incorporating major campus events, athletics schedules, and retail milestones. Ongoing collaboration with George Mason University's marketing team will create opportunities for cross-promotion and shared storytelling, strengthening brand consistency and amplifying reach. Through coordinated planning, performance monitoring, and data-informed refinement, eCampus and Rally House will deliver a social media presence that is engaging, on-brand, and reflective of the George Mason University community.

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### 3.2.1. Demonstrate a clear understanding of George Mason's academic, athletic, cultural, and social environments, and tailor all course material offerings, and emblematic and non-emblematic products accordingly, including their modes of delivery.

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eCampus and Rally House demonstrate a clear understanding of George Mason University's academic, athletic, cultural, and social environments and will tailor course material offerings, emblematic and non-emblematic merchandise, and delivery methods accordingly. As a large, public research institution with a globally diverse student body, multiple campus locations, and a mix of commuter and residential students, George Mason requires flexible, accessible solutions that reflect how students engage academically and socially across campus.

To support academic success, eCampus customizes course material delivery through a combination of Inclusive Access and Equitable Access programs, digital and physical formats, and multiple fulfillment options, including ship-to-home, ship-to-campus, and coordinated on-campus distribution. These delivery models are designed to ensure day-one access, affordability, and convenience while accommodating varying instructional formats, technology access, and student preferences. Faculty are supported through streamlined adoption workflows and data-informed processes aligned with George Mason's academic calendar and instructional needs.

Retail and merchandise offerings are tailored by Rally House to reflect George Mason's athletic identity, campus culture, and broad community audience. Emblematic merchandise reinforces school pride across athletics, student life, alumni engagement, and campus events, while non-emblematic products support everyday lifestyle and convenience needs. Assortments and

merchandising strategies are continuously adjusted based on campus trends, seasonal demand, and institutional priorities.

Together, eCampus and Rally House ensure that both academic and retail offerings, and their modes of delivery, remain relevant, responsive, and aligned with the unique academic, cultural, and social environment of George Mason University.

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### [3.3.1. Acknowledge and agree that George Mason University shall have final approval authority over all email, text, and written communications distributed to students, faculty, staff, alumni, or fans pertaining to the George Mason Bookstore](#)

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eCampus and Rally House acknowledge and agree that George Mason University shall have final approval authority over all email, text, and written communication distributed to students, faculty, staff, alumni, or fans regarding the GMU and Mason Square Campus Stores.

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### [3.4.1. Actively engage in George Mason's academic, cultural, and social life by hosting events and offering customized merchandise and services aligned with institutional initiatives](#)

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eCampus and Rally House will actively engage in George Mason University's academic, cultural, and social life by supporting campus initiatives through events, customized merchandise, and coordinated services that align with institutional priorities. Together, the partnership positions the campus stores as active participants in campus life rather than standalone retail operations.

Rally House will lead campus-facing engagement through in-store and pop-up events, themed retail activations, and customized merchandise tied to key academic milestones, cultural celebrations, athletics seasons, and signature University events. Engagement opportunities may include Welcome Week, student orientations, Homecoming, alumni gatherings, family weekends, and campus celebrations, with merchandise and promotions designed to reinforce school pride and community connection. These initiatives help create meaningful touchpoints that encourage participation and repeat engagement across a broad campus audience.

eCampus will support these efforts by coordinating engagement with academic calendars, institutional initiatives, and University stakeholders to ensure alignment across the campus store

ecosystem. This includes integrating course material awareness into orientation and enrollment-related activities, supporting campus communications, and ensuring that retail activations complement broader student success and engagement goals.

Through close collaboration with George Mason University departments, student organizations, and campus leadership, eCampus and Rally House ensure events and customized offerings are intentional, brand-aligned, and responsive to campus needs. This integrated approach strengthens community connection, celebrates George Mason's academic and cultural identity, and reinforces the campus stores as vibrant, engaged contributors to University life.

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**3.5.1.** Provide institution-specific marketing collateral including printed materials, email content, social media assets, and online advertising to support effective communication with students, faculty, staff, alumni, and fans.

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eCampus and Rally House agree to provide institution-specific marketing collateral, including printed materials, email content, social media assets, and online advertising, to support effective communication with students, faculty, staff, alumni, and fans.

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**3.6.1.** Maintain strong engagement with key campus stakeholders, including the Faculty Senate, Student Government, alumni organizations, clubs, staff advisory councils, and academic departments. The Offeror shall participate in meetings and strategic discussions to reinforce the Bookstore's role as a collaborative and valued campus contractor

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eCampus and Rally House agree to maintain strong engagement with key campus stakeholders, including the Faculty Senate, Student Government, alumni organizations, clubs, staff advisory councils, and academic departments, by participating in meetings and strategic discussions to reinforce the Bookstore's role as a collaborative and valued campus partner.

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**3.7.1.** Ensure the timely implementation of operational updates, including instructional software changes (e.g., Inclusive Access), with adequate advance notice to minimize disruption to students and faculty, particularly during key academic periods such as semester launches and exam preparation.

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eCampus will ensure the timely implementation of operational changes, including instructional software changes (e.g., Inclusive Access), with adequate notice to minimize disruptions to students and faculty, particularly during key academic periods such as semester launches and exam preparation.

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.

## **QUESTION SET 4: 3. D. PERSONNEL**

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**4.1.1.** George Mason University considers the personnel of the Bookstore to be valued members of the campus community. While non-employees of the University, these individuals will engage regularly with students, faculty, staff, and visitors. As such, they are expected to maintain a professional and courteous demeanor, consistently demonstrating a commitment to service that reflects positively on the campus environment.

---

Rally House recognizes that campus store personnel play a highly visible role within the George Mason University community and are often among the most frequent points of interaction for students, faculty, staff, alumni, and visitors. As such, all campus store staff will be held to clear expectations for professionalism, courtesy, and service excellence that reflect positively on the University's campus environment and values.

Rally House will staff the GMU and Mason Square Campus Stores with experienced retail leadership and well-trained associates who understand the importance of hospitality, inclusivity, and responsiveness in a university setting. Store leadership will be responsible for setting service standards, modeling professional behavior, and fostering a welcoming environment that supports positive daily interactions across a diverse campus community. All staff will receive training focused on customer service, product knowledge, campus awareness, and effective communication to ensure consistent, respectful engagement at every touchpoint.

Student employees and part-time staff will be integrated as valued members of the campus store team and trained to provide knowledgeable, friendly support while balancing academic commitments. Seasonal and pop-up staff will be onboarded with the same emphasis on professionalism and service expectations to ensure consistency during peak periods and special events.

Through ongoing training, performance oversight, and alignment with George Mason University's community standards, Rally House ensures that campus store personnel serve not only as retail associates, but as positive ambassadors for the University, contributing to a welcoming, respectful, and service-oriented campus experience.

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#### [4.2.1. Provide sufficient staffing to ensure effective operation of both the physical retail locations and the eCommerce storefronts](#)

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Rally House and eCampus will provide sufficient, dedicated staffing to ensure the effective operation of both the physical retail locations and the eCommerce storefronts supporting George Mason University. This coordinated staffing model ensures strong on-site execution, responsive online operations, and clear accountability across all campus store functions.

Rally House will staff the GMU and Mason Square Campus Stores with experienced retail leadership and appropriately sized store teams to support daily operations, peak traffic periods, and campus events. On-site staffing will include store management and trained associates responsible for customer service, merchandising, inventory management, and event-based retail activations. Staffing levels will be adjusted throughout the academic year to align with seasonal demand, athletics schedules, orientations, and high-volume retail periods, ensuring consistent service quality and operational efficiency.

eCampus will staff and manage all eCommerce and online bookstore operations through a dedicated account management and support structure. This team will oversee online storefront performance, course material fulfillment coordination, reporting, and communication with University stakeholders. eCampus's centralized support teams, including marketing, IT, customer service, and analytics, provide additional depth and scalability, ensuring the online platform remains reliable, responsive, and well-supported throughout the year.

Together, Rally House and eCampus maintain a collaborative staffing approach that balances on-campus presence with centralized expertise. Clear role definition, coordinated communication, and scalable staffing models ensure both physical and digital operations are

adequately resourced, professionally managed, and aligned with George Mason University's expectations for service, reliability, and performance.

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**4.3.1. Offer employment opportunities to George Mason students, with compensation aligned to institutional student wage standards.**

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Rally House will offer meaningful on-campus employment opportunities to George Mason University students within the GMU and Mason Square Campus Stores, with compensation aligned to University student wage standards. Student employment will be an integral part of the campus store staffing model, providing flexible work opportunities that accommodate academic schedules while supporting daily retail operations.

Student employees may support a variety of functions, including customer service, sales transactions, merchandising support, inventory assistance, and event-based retail activations. These roles allow students to gain practical experience in customer service, retail operations, teamwork, and communication within a professional campus environment.

Rally House is committed to creating a supportive and inclusive workplace for student employees, with training focused on service excellence, professionalism, and campus awareness. Scheduling flexibility, clear expectations, and consistent supervision ensure student employees can balance work and academic commitments successfully.

By aligning compensation with institutional wage standards and offering accessible, skill-building employment opportunities, Rally House supports student development while strengthening the campus store's connection to the George Mason University community.

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4.4.1. Designate a dedicated Store Manager and Regional Manager to serve as primary points of contact for addressing all operational and technical matters related to the Bookstore (which shall 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. 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.

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Rally House will designate a dedicated Store Manager and Regional Manager to serve as the primary points of contact for all operational and technical matters related to the GMU and Mason Square Campus Stores. Both roles will be subject to University review and approval and will maintain regular communication with University stakeholders to ensure alignment, responsiveness, and effective day-to-day operations.

Rally House acknowledges that any subsequent changes to these assignments will be made only after prior consultation with, and approval of, George Mason University. Rally House further recognizes the University's right to request the replacement of the Store Manager for good cause, or for actions determined by the University to be not in its best interests. Any such action will be taken in consultation with Contractor administrators to ensure continuity, professionalism, and minimal disruption to campus store operations.

## **QUESTION SET 5: 3. E. DATA SECURITY & ECOMMERCE OPERATIONS**

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5.1.1. Provide and maintain all systems required for the successful operation of the George Mason Bookstore, including a robust Point-of-Sale (POS) system and seamless integration with the Mason Card that resides on the Atrium platform

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eCampus and Rally House will jointly provide and maintain all systems required for the successful operation of the GMU and Mason Square Campus Stores, ensuring reliable retail operations, secure transactions, and seamless integration with University systems. eCampus will serve as the systems and technology lead, while Rally House will utilize these platforms to support daily in-store and eCommerce retail operations.

The campus stores will operate on Lightspeed Retail POS, a modern, cloud-based point-of-sale system that supports fast, reliable checkout and real-time visibility into sales and inventory.

Rally House will use Lightspeed to manage daily transactions, customer service, merchandising activity, and inventory movement across the physical retail locations, ensuring operational consistency and efficiency.

Lightspeed's inventory management capabilities support apparel and merchandise variants, purchase order creation, receiving, cycle counts, and automated low-stock alerts. Real-time synchronization across locations ensures accurate reporting, efficient replenishment, and data-informed decision-making. These capabilities allow Rally House to manage inventory effectively while maintaining a clean, organized sales floor and strong customer experience.

As the Prime Contractor, eCampus will manage system configuration, integration, and oversight, including seamless integration with the Mason Card residing on the Atrium platform. Lightspeed supports Mason Card transactions alongside other standard payment methods, ensuring convenience and accessibility for students, faculty, staff, and visitors. The cloud-based architecture provides encrypted data storage, automatic updates, and high system uptime, supporting secure, reliable bookstore operations. Together, this coordinated systems approach ensures the campus stores are fully supported by robust, modern technology aligned with George Mason University's operational and payment infrastructure.

## PAYMENT OPTIONS

eCampus and Rally House offer George Mason University a variety of convenient and flexible payment methods to accommodate the needs of all students. Available payment options include:

- › **Credit and Debit Cards:** Visa, MasterCard, American Express, Discover
- › **Digital Wallets:** PayPal, Google Pay, Apple Pay, Venmo
- › **Pay by Bank**
- › **Mason Card**
- › **Financial Aid**
- › **Third-Party Billing:** Including Veterans Affairs (VA), grants, workforce programs, scholarships, and other approved funding sources

These options are seamlessly integrated into the checkout process, ensuring a secure and user-friendly transaction experience for all users.



## ECAMPUS CREDIT MODULE

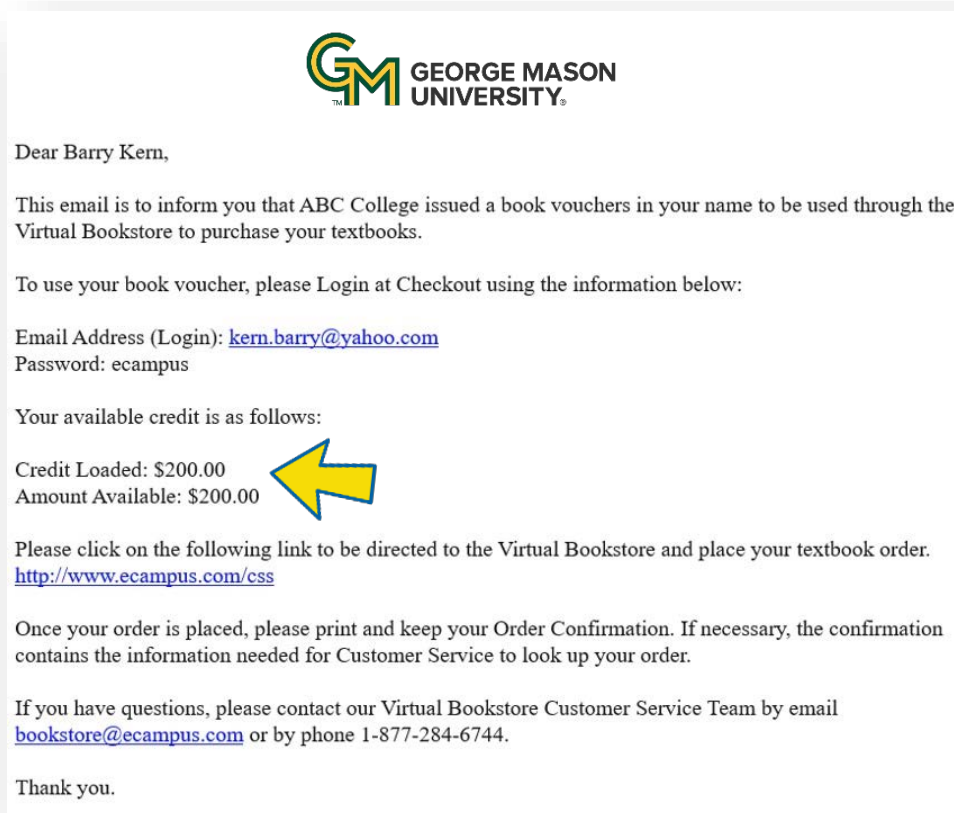
With our eCampus credit module, credit can be loaded in many forms, including financial aid, Pell Grant overages, student scholarships, athletic scholarships, charges to student accounts and third-party billing.

George Mason 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

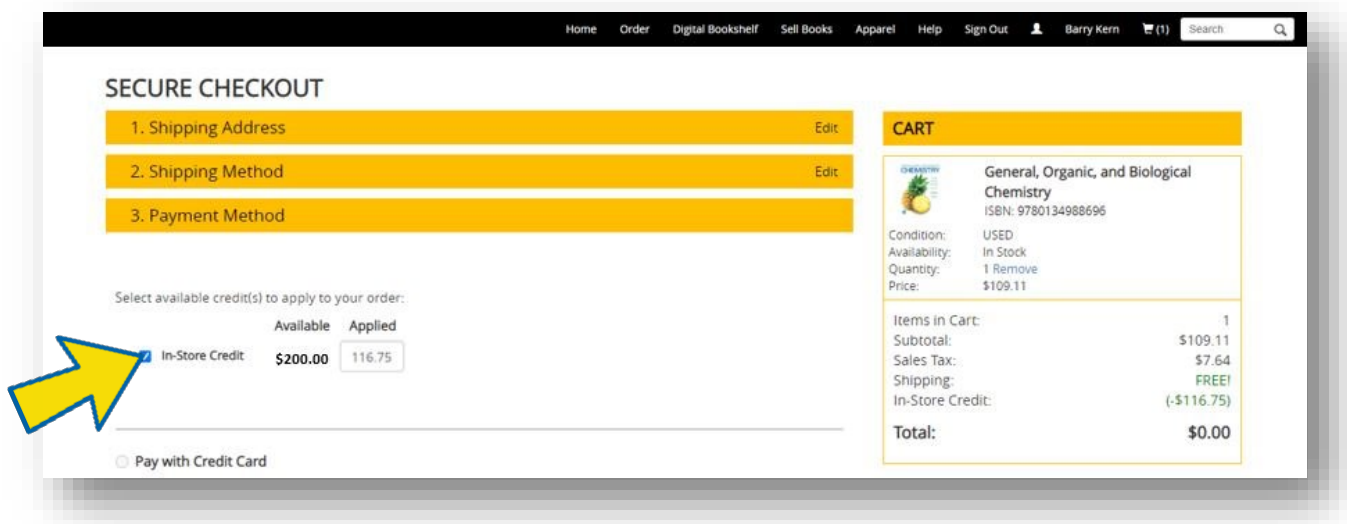
Through our credit module, George Mason University can load financial aid and send file feeds via our eCampus SFTP file server or through our eCampus API for automatic transfers of student and financial aid data and real-time reconciliation of funds used, allowing seamless access to a student's financial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

George Mason 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 George Mason University.

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[5.2.1](#). Support a comprehensive technology platform for collecting faculty-required and recommended course materials, including the ability to source and sell custom course packs requiring copyright clearance.

---

## 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 George Mason University to control adoption list submittal, course pack creation, financial aid management, storefront display design, custom reporting capabilities and more.

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

## DASHBOARD

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



## FACULTY ADOPTIONS

Please [click here](#) or scan the QR code to the right to see an overview of how an individual professor or administrator would find and submit course material adoptions within FAST.



## 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.

## COURSE ADOPTION DETAILS DASHBOARD

When faculty are submitting course adoption details within the adoption tool, they are provided with various functionalities. Faculty can select a specific format they wish for students to

purchase and can also add comments that students would see when viewing the required material for the course.

## OER COURSE MATERIALS SEARCH

When faculty or administration are selecting their course adoptions, they can click the "Search OER" button to allow a search of just OER materials. If George Mason University has an OER depository currently in use by faculty and administration, eCampus can link to FAST to allow a more seamless course adoption search.

## DESK COPY REQUEST

eCampus's Account Management Team will facilitate obtaining desk copies for faculty. eCampus will send all required sales reports to the publishers and have desk copies shipped directly to the faculty. Desk copies can be requested within FAST. eCampus does not charge for this service and any costs associated with desk copies are at the publisher's discretion.

Please see the screenshot below which details our intuitive course adoption details dashboard, including the ability to embed comments, require a specific format, search OER and request desk copies, all from one dashboard.

**COURSE ADOPTION DETAILS**

+ Add Adoption Search Catalog Search OER Save

Textbooks are not required for this course  
 Textbooks to be determined  
 OER and/or library content required for this course  
 Inclusive Access content required for this course  
 Disable fading of Choice options on course list page  
 Hide Option # Headers

View Adoption History Copy All

**Campbell Essential Biology**  
By Simon, Eric J.; Dickey, Jean L.; Reece, Jane B.  
ISBN: 9780134765037  
Edition: 7th  
Type: Paperback  
Pub. Date: 2/1/2018  
Publisher: Pearson

Request Adoption Change

**Importance**  
? Choice Request Desk Copy Log

**Purchasing Options**  
NURME

**Percent of Enrollment**  
40

**eBook Type**  
VitalSource eBook

**SKU**  
-- All SKUs --

**Book Comments**  
Please read chapters 1 & 2 before the 1<sup>st</sup> day of class.

**Pricing**

LIST PRICE	\$196.06
NEW	\$186.72
USED	\$134.39
RENTAL	
QUARTER RENTAL	\$37.25
SHORT TERM RENTAL	\$35.29
DIGITAL	
ONLINE: 180 DAYS (DOWNLOADABLE: 180 DAYS)	\$49.49
ONLINE: 1825 DAYS (DOWNLOADABLE: LIFETIME ACCESS)	\$82.49
MARKETPLACE AS LOW AS	\$60.00

\* Current pricing displayed is as of 8/12/2022 and is subject to change.

Explore Cost Saving Options

ISBN Stocking Note

SHOW Show item on site

## 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 George Mason 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 George Mason 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.

### 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.

## CUSTOM COURSE PACKS

eCampus provides support for the development and distribution of custom course materials and course packs, ensuring faculty and students receive customized content in a seamless, timely, and cost-effective manner. Our team works directly with faculty to collect course readings, copyrighted materials, and other requested content, then coordinates with publishing partners, including LAD Custom Publishing, to compile, license, and produce high-quality course packs. eCampus collaborates with publishing partners throughout the entire process, from copyright clearance to formatting, printing, and digital hosting, ensuring compliance with all licensing requirements.

Once finalized, course packs are integrated into the eCampus Online Bookstore for ordering in both print and digital formats. Students can access digital course packs through our secure delivery platform, while print versions are shipped to the student's home or to the campus for pick up. This streamlined process provides institutions with a fully managed, legally compliant solution that reduces faculty workload and ensures students receive all required custom materials on day one.

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### [5.3.1. Notify George Mason of any suspected or confirmed breach of cardholder data.](#)

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eCampus and Rally House agree to notify George Mason University of any suspected or confirmed breach of cardholder data.

---

### [5.4.1. Disclose any data or credit card breaches experienced in the past two years and accept all data security controls required by George Mason. Proposals must include detailed protocols for securing institutional data, including safeguards applied by third-party vendors involved in the Offeror's digital content programs.](#)

---

Neither eCampus nor Rally House has experienced a data security or credit card breach within the past two years. Both organizations maintain established security protocols designed to protect institutional, customer, and payment data across all systems and operations supporting the George Mason University campus stores.

As Prime Contractor, eCampus accepts and will comply with all data security controls required by George Mason University. eCampus maintains a multi-layered security framework that includes continuous monitoring, intrusion detection, and third-party validation. eCampus utilizes

TrustedSite to perform daily PCI/SANS Internet Security testing, ensuring ongoing compliance with published industry and government security standards. Additional safeguards include enterprise-grade firewalls, encryption protocols, intrusion detection systems, and managed security services to protect data across digital platforms.

Rally House similarly adheres to industry-standard security practices for retail and eCommerce operations, including PCI-DSS compliance for payment processing and secure handling of customer data within point-of-sale and online retail environments. Rally House systems and processes are designed to align with institutional security expectations and are subject to coordination and oversight to ensure consistency with University requirements.

eCampus will ensure that any third-party vendors involved in digital content, payment processing, or system integrations adhere to required security standards through contractual obligations, compliance validation, and ongoing monitoring. In the unlikely event of a security incident, eCampus and Rally House will follow established incident response protocols, including prompt notification to George Mason University and affected parties, in accordance with institutional policies and applicable regulations.

---

**5.5.1. Provide assurance regarding the protection and confidentiality of all student and customer data collected through business activities. All intended and permitted uses of this data must be clearly disclosed.**

---

eCampus and Rally House are committed to protecting the confidentiality, integrity, and security of all student and customer data collected through business activities in support of George Mason University. Data is collected and used solely for legitimate academic, retail, financial, and operational purposes necessary to fulfill contracted services and support the University community.

As Prime Contractor, eCampus maintains responsibility for data governance and oversight across the campus store ecosystem. Student and customer data may be used only for permitted purposes, including processing course material and merchandise orders, supporting Inclusive Access and Equitable Access programs, facilitating payments, providing customer service, reconciling financial transactions, and delivering required reporting to the University. Data is not sold, rented, or shared for marketing or non-contractual purposes.

Rally House adheres to the same confidentiality and data protection standards for retail and eCommerce operations, ensuring that customer information collected through point-of-sale

systems or online retail channels is used exclusively to complete transactions, support customer service, and manage inventory and fulfillment. Access to sensitive data is restricted to authorized personnel with a defined business need and governed by role-based access controls and internal security policies.

Both eCampus and Rally House comply with applicable federal and state privacy regulations, including FERPA, and maintain administrative, technical, and physical safeguards to prevent unauthorized access, disclosure, or misuse of data. Payment card information is processed in accordance with PCI-DSS standards using secure, encrypted systems. Payment data is tokenized and stored by compliant third-party processors, eliminating the need for sensitive payment data to reside within campus store systems.

Where third-party vendors are involved in payment processing, digital content delivery, or system integrations, eCampus ensures that those vendors are contractually required to meet industry-standard confidentiality and security requirements. Through transparent data use practices, restricted access controls, and continuous monitoring, eCampus and Rally House provide strong assurance that all student and customer data is handled responsibly, securely, and in alignment with George Mason University's expectations for privacy and trust.

---

[5.6.1. Develop and maintain a fully branded, 24/7 eCommerce website for the George Mason Bookstore, ensuring minimal downtime and consistent accessibility. The website should also feature additional products through vendor drop-ship integrations, expanding the online assortment beyond what is available in-store](#)

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## **ONLINE BOOKSTORE**

eCampus will provide an innovative, full-service Online Bookstore for George Mason University students to seamlessly purchase or rent all required course materials and supplies in one convenient location. Our eCommerce solution offers a secure website with multiple shipping and payment options. The George Mason 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 George Mason 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 Patriot Web. Additionally, eCampus offers Registration Integration within Patriot Web 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 Patriot Web 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

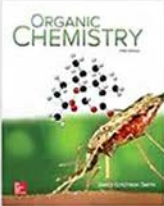
Step 1: When students click Shop-By-Schedule on the Online Bookstore, they will be redirected to log into their Patriot Web student portal.



Step 2: Once logged in, course materials will automatically populate based on the student's schedule. Students will review their required materials and choose their format to purchase/rent.

**CHEM 104 402 46495 Spring 2021**

**REQUIRED**




**ORGANIC CHEMISTRY**

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

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

This item qualifies for Free Shipping!  
 We Buy This Book Back!  
 Complimentary 7-Day eTextbook Access


**CURRENT PRICE**

**RENT BOOK** 


In Stock

Semester **\$16.99**  
 Due back 5/28/2021

Quarter **\$16.14**  
 Due back 3/26/2021

**BUY USED**  **\$116.28**  
 In Stock


**BUY NEW** **\$153.43**  
 In Stock

**RENT DIGITAL EBOOK** 


Online: 180 Days **\$47.50**  
 Downloadable: 180 Days

Online: 365 Days **\$62.50**  
 Downloadable: 365 Days

Online: 365 Days **\$72.50**  
 Downloadable: Lifetime Access

**MARKETPLACE OPTIONS**   
 Prices starting at \$36.38

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

ISBN13: 9788888896922  
 EDITION: SUPPLIES  
 FORMAT: SUPPLIES  
 PUBLISHER: CAROLINA BIOLOGICAL SUPPLY COMPANY,  
 COPYRIGHT: 1/1/2012

This item qualifies for Free Shipping!

**CURRENT PRICE**

**BUY NEW** **\$10.93**  
 In Stock


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

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**MATH 105 201 45806 Spring 2021**

INTRO COLLEGE ALGEBRA -

**REQUIRED**



**ACCESS CODE ONLY**

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

ISBN13: 978119765752  
 EDITION: 2ND  
 FORMAT: ACCESS CODE  
 PUBLISHER: Wiley  
 COPYRIGHT: 1/1/2020

This item qualifies for Free Shipping!

**CURRENT PRICE**

**BUY NEW** **\$82.62**  
 Will be added to Digital Bookshelf within 1-2 hours.

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

Following the student's selection of courses, they will proceed to checkout process as shown in Steps 4, 5 and 6 on pages 49-50.

eCampus.com & Rally House

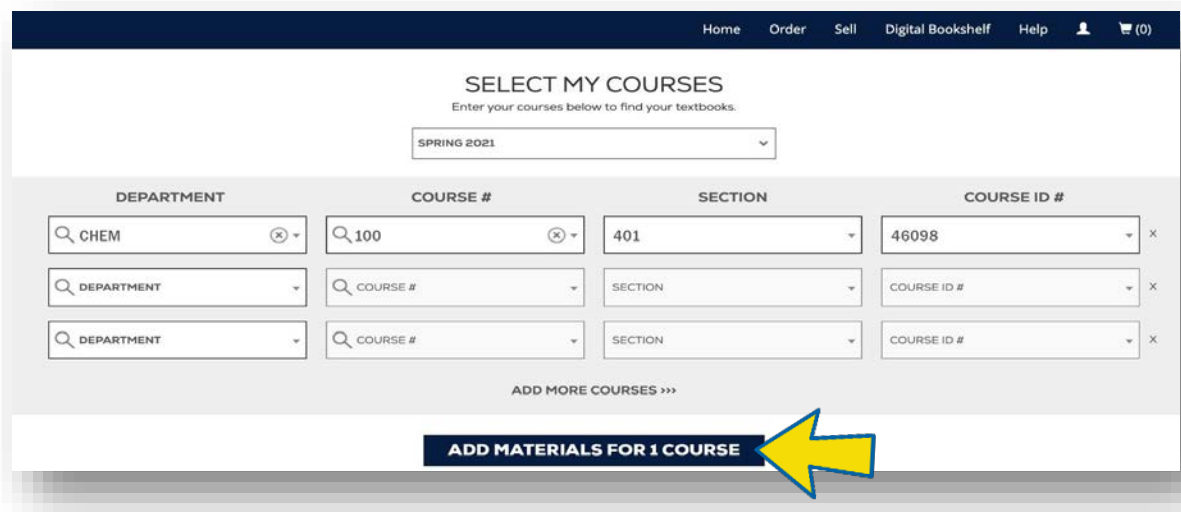
George Mason University | February 2, 2026 | 47

## SHOP-BY-COURSE MODEL

Step 1: Students visit GMU.eCampus.com to shop on George Mason University's branded Online Bookstore.



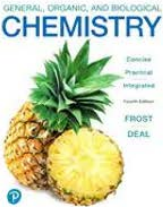
Step 2: Students shop by campus and/or semester and choose their specific course and/or section. Shopping design setup is customized based on George Mason University's needs.



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](#)

**General, Organic, and Biological Chemistry** CURRENT PRICE

<input checked="" 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>

[Complimentary 7-Day eTextbook Access - Read more](#)

[eCampus.com Device Compatibility Matrix](#)

**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 either the GMU or Mason Square Campus Store.

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

### SECURE CHECKOUT


**1. Shipping Address**

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

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

Full Name \*  
Address Line 1 \*  
Address Line 2  
City \*  
State/Province \*  
Zip/Postal Code \*  
Country \*  
Phone Number \*

**CART**

 **General, Organic, and Biological Chemistry**  
ISBN: 9780134988696

Condition: USED  
Availability: In Stock  
Quantity: 1 Remove  
Price: \$109.11

Items in Cart: 1  
Subtotal: \$109.11  
Sales Tax: \$7.64  
Shipping: FREE!  
In-Store Credit: (-\$116.75)  
**Total: \$0.00**

[Continue](#)

**2. Shipping Method**

**3. Payment Method**

**4. Review**

Step 5: Students choose their payment method.

SECURE CHECKOUT

- Shipping Address [Edit](#)
- Shipping Method [Edit](#)
- Payment Method

Select available credit(s) to apply to your order:

	Available	Applied
<input checked="" type="checkbox"/> In-Store Credit	\$200.00	116.75

Pay with Credit Card

**PayPal**  
Learn More

**PayPal CREDIT**

[Continue](#)

You will still have a chance to review your order.

4. Review

**CART**

**General, Organic, and Biological Chemistry**  
ISBN: 9780134988696

Condition: USED  
Availability: In Stock  
Quantity: 1 [Remove](#)  
Price: \$109.11

Items in Cart: 1

Subtotal:	\$109.11
Sales Tax:	\$7.64
Shipping:	FREE!
In-Store Credit:	(-\$116.75)
<b>Total:</b>	<b>\$0.00</b>

Have A Promo Code?  
  
[Apply](#)

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



Thanks For Your Order!

Online Bookstore (bookstore@ecompus.com) to me (6) 6:00 PM (0 minutes ago)

**Hello,**  
We are now processing your order (Order #).  
You may check updated order status by logging into your [Online Bookstore Account](#).

**Details of your order:**  
Order Number: 5678543  
Order Date: 12/30/2021

**Shipping Address:**  
Daniel Ayers  
3498 Sunshine Court  
Orlando, FL 45983

Item	Qty	Price
<b>General, Organic, and Biological Chemistry</b> by Frost, Laura D.; Deal, S. Todd Edition: 4th ISBN13: 9780134988696 Format: Paperback Pub. Date: 01/04/2019	1	\$104.38

Subtotal:	\$104.38
Sales Tax:	\$0.00
Shipping:	\$0.00
Discount:	\$0.00
Financial Aid:	\$104.38
<b>TOTAL:</b>	<b>\$0.00</b>

Charged on your bank statement for this order will list **A Book Company** as the merchant.

**Customer Service - How Can We Help?**

Please log in to your [Online Bookstore Account](#) for information about your orders, credits, returns, rentals, account preferences and more - 24/7. Our Help Desk is also on the Online Bookstore website.

You may also contact our Online Bookstore Customer Service department by email at [bookstore@ecompus.com](mailto:bookstore@ecompus.com) or by phone at 1-877-284-6744, Monday-Friday, 9:00am-5:00pm EST.

To ensure delivery to your inbox, please add [bookstore@ecompus.com](mailto:bookstore@ecompus.com) to your address book. If you no longer wish to receive emails from your Online Bookstore, please [unsubscribe here](#).

This email was sent by A Book Co, LLC.  
2873 Palumbo Drive | Leesington | VA | 40109

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[5.7.1](#). Be responsible for all technical systems and infrastructure required to fulfill online orders and eCommerce transactions for the George Mason Bookstore.

---

eCampus and Rally House agree to be responsible for all technical systems and infrastructure required to fulfill online orders and eCommerce transactions for the George Mason University.

---

[5.8.1](#). Provide clear and accessible options for individuals to opt out of data sharing practices.

---

eCampus and Rally House agree to provide clear and accessible options for individuals to opt out of data sharing practices.

---

[5.9.1](#). Ensure all online platforms comply with George Mason's accessibility standards, including conformance with Level AA of the most current Web Content Accessibility Guidelines (WCAG).

---

eCampus and Rally House will ensure that all online platforms supporting the George Mason University campus store ecosystem comply with the University's accessibility standards, including conformance with Level AA of the most current Web Content Accessibility Guidelines (WCAG). Accessibility is treated as a core requirement across all digital touchpoints used by students, faculty, staff, alumni, and visitors.

As Prime Contractor, eCampus maintains oversight of digital platform accessibility and ensures that the Online Bookstore and associated systems are designed and maintained in compliance with WCAG Level AA and Section 508 requirements. The eCampus Online Bookstore platform supports a wide range of accessibility features, including appropriate color contrast, keyboard navigation, screen reader compatibility, image descriptions, text-to-speech functionality, magnification options, and flexible reading and navigation controls. Alternative ordering methods, including assisted ordering through customer support, are also available to ensure equitable access for all users.

Rally House will ensure that any retail-focused digital experiences, including eCommerce storefronts and online merchandise platforms, adhere to the same accessibility standards and align with University requirements. Accessibility considerations will be incorporated into design,

content presentation, and ongoing platform updates to maintain usability and compliance over time.

---

**5.10.1.** Reserve the right to require third-party accessibility audits, at the Offeror's expense, to verify compliance.

---

eCampus and Rally House acknowledge that George Mason University reserves the right to require third-party accessibility audits, at eCampus's expense, to verify compliance.

---

**5.11.1.** Please note that student and faculty data may not be used for direct marketing by the Offeror or its affiliates unless explicitly approved by George Mason.

---

eCampus and Rally House acknowledge that student and faculty data may not be used for direct marketing by eCampus or its affiliates unless explicitly approved by George Mason.

---

**5.12.1.** Please include the following documents as attachments to your proposal submission: Attestation of Compliance (AOC) with PCI DSS, VPAT, and HECVAT.

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Please see Exhibit 1 to view eCampus's Attestation of Compliance (AOC) with PCI DSS.

Please see Exhibit 2 to view eCampus's VPAT.

Please see Exhibit 3 to view eCampus's HECVAT.

## QUESTION SET 6: 3. F. FINANCIAL MANAGEMENT

---

**6.1.1.** Have complete responsibility for the financial administration of all George Mason Bookstore sales and services. Such responsibilities include, but are not limited to, managing the campus's retail stores to the standards required by the University, processing payments for all goods, acceptance and deposit of all funds, reconciliation of accounts, preparation of monthly and annual financial reports, and all other such activities that may apply.

---

eCampus and Rally House agree to have complete responsibility for the financial administration of all George Mason University Bookstore sales and services to include such responsibilities, but are not limited to, managing the campus's retail stores to the standards required by the University, processing payments for all goods, acceptance and deposit of all funds, reconciliation of accounts, preparation of monthly and annual financial reports, and all other such activities that may apply.

---

**6.2.1.** Be responsible for assessing and paying all applicable sales tax for the George Mason Bookstore and eCommerce sites.

---

eCampus and Rally House agree to be responsible for assessing and paying all applicable sales tax for the George Mason University Bookstore and eCommerce site.

---

**6.3.1.** Allow for tax exempt purchases (both in the George Mason Bookstore and eCommerce sites (including George Mason Athletics) for faculty and staff to make purchases on their credit cards or p-cards on behalf of George Mason.

---

eCampus and Rally House agree to allow for tax exempt purchases in the George Mason University Bookstore and eCommerce sites for faculty and staff to make purchases on their credit cards or p-cards on behalf of George Mason University.

---

---

**6.4.1.** Purchase all on-hand inventory (at the time of transition) from the current operator as agreed upon by both parties

---

## LIQUIDATION OF CURRENT INVENTORY

### COURSE MATERIALS

eCampus will provide a quote to purchase all textbook inventory existing in the campus store. 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. eCampus will provide a liquidation template to populate your current textbook inventory and will provide George Mason University with boxes and/or pallets for shipment of the liquidated inventory and will cover all shipping costs.

### APPAREL & MERCHANDISE

Rally House will provide a quote to purchase saleable apparel and merchandise inventory existing in the campus store inventory purchased within the last 12 months. Rally House will provide a liquidation template to populate your current saleable apparel and merchandise inventory and will provide George Mason University with boxes and/or pallets for shipment of the liquidated inventory and will cover all shipping costs.

## QUESTION SET 7: B. 1. OPERATIONS, EXPECTATIONS, AND CAMPUS INTEGRATION

---

**7.1.1.** Balancing Innovation and Identity - George Mason is a young, forward-thinking university recognized for its dynamic spirit and ambition. How will you design and operate a bookstore that captures Mason's energy and openness to varied perspectives, while also fostering a sense of tradition and pride comparable to more established institutions?

---

eCampus and Rally House will design and operate the GMU and Mason Square Campus Stores in a way that captures George Mason University's dynamic energy, global perspective, and forward-thinking spirit while fostering a sense of tradition and pride comparable to more established institutions. Together, the partnership blends contemporary retail design, inclusive storytelling, and modern operational practices with enduring symbols of Mason's academic mission, achievements, and community identity.

Rally House will lead the design and day-to-day retail experience, creating modern, flexible environments that feel open, welcoming, and reflective of Mason's diverse campus culture. Open layouts, modular fixtures, and evolving visual displays allow the campus stores to showcase varied perspectives, contemporary trends, and student life, while intentional use of institutional iconography, color, and heritage-inspired elements reinforces continuity, tradition, and school pride. Merchandise assortments will balance modern, culturally inclusive offerings with timeless emblematic items that celebrate academic excellence, alumni connection, athletics, and key campus milestones.

eCampus will support this experience by ensuring the campus store ecosystem functions seamlessly alongside academic operations, digital platforms, and course material delivery. Efficient systems, data-driven planning, and integrated services help ensure reliable access to required materials and campus essentials, reinforcing a student-centered experience that supports academic success and engagement.

Through coordinated planning, thoughtful design, and aligned execution, eCampus and Rally House will create campus stores that embody George Mason University's ambition and openness while cultivating shared traditions and pride, delivering a retail experience that feels both distinctly Mason and enduringly collegiate.

---

### [7.2.1. Redefining Success Beyond Sales - George Mason values impact over optics. Beyond financial outcomes, what measurable indicators would you track to gauge student engagement, inclusivity, community partnership, and campus well-being?](#)

---

Beyond financial outcomes, eCampus and Rally House will evaluate success through a balanced set of measurable indicators that reflect student engagement, inclusivity, community partnership, and overall campus well-being. These metrics are designed to align with George Mason University's emphasis on meaningful impact and continuous improvement rather than purely transactional performance.

From an operational and service standpoint, eCampus will continue to track performance indicators that directly affect student experience and academic readiness, such as on-time access to course materials, order accuracy, responsiveness of customer support, and faculty adoption timeliness. These metrics ensure students are supported from the first day of class and that academic processes function reliably and equitably.

To assess engagement and inclusivity within the campus store experience, Rally House will track indicators such as in-store and online traffic trends, participation in campus events and retail activations, engagement with student- and community-featured merchandise, and utilization of inclusive product offerings (e.g., full size runs, gender-inclusive apparel, and varied price tiers). The frequency and diversity of collaborations with student organizations, local vendors, and campus partners will serve as additional measures of community partnership and representation.

Both eCampus and Rally House will actively gather qualitative and quantitative feedback through customer surveys, event feedback, and stakeholder input to assess satisfaction, sense of belonging, and perceived value of the campus store as a community space. Survey instruments may be customized in collaboration with George Mason University to align with institutional priorities and well-being goals. Feedback will be reviewed regularly, shared transparently with University stakeholders, and used to inform action plans and program enhancements.

Together, these indicators provide a holistic view of success, measuring not only how the campus stores perform, but how effectively they contribute to student engagement, inclusivity, community connection, and the overall quality of campus life at George Mason University.

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**7.3.1.** [Creating a Destination for a Modern Campus - The Fairfax campus is a crossroads of ideas, technology, and culture. How would you design the bookstore to be a true “third place”, a destination where students gather, faculty collaborate, and the Northern Virginia community engages with George Mason’s intellectual and creative life? And how do you create the same vision for the Mason Square \(Arlington\) and Sci Tech campuses.](#)

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eCampus and Rally House will design the GMU and Mason Square Campus Stores as true “third place” destinations that extend beyond retail to support connection, collaboration, and engagement with George Mason University’s intellectual, cultural, and creative life. Together, the partnership will create campus store environments that feel welcoming, flexible, and purpose-driven, reflecting Mason’s role as a crossroads of ideas, technology, and culture.

On the Fairfax campus, Rally House will lead the design and operation of a campus store that functions as a central gathering space for students, faculty, and the broader Northern Virginia community. Open layouts, adaptable fixtures, and intentional seating areas will encourage students to linger, collaborate, and connect, while flexible zones support author talks, student showcases, alumni events, and campus conversations. Visual storytelling, rotating displays, and

event-driven activations will highlight academic programs, research, student creativity, and institutional milestones—reinforcing the store’s role as an extension of campus life rather than a purely transactional space.

At Mason Square in Arlington, the campus store experience will reflect the needs of a more commuter-oriented, professionally focused population while still serving as a hub for engagement. The space will emphasize efficiency, modern design, and flexible gathering areas that support informal collaboration, networking, and connection. Curated merchandise, targeted programming, and digital integration will ensure the Mason Square Campus Store aligns with the academic and professional energy of the location while maintaining a strong connection to the broader Mason identity.

For the Sci Tech campus, eCampus and Rally House will extend the “third place” experience through intentional alternatives that maintain access and engagement. This includes a robust online storefront, centralized fulfillment options, and the use of mobile or pop-up retail activations during key campus moments such as orientations, major events, or academic milestones. These touchpoints ensure Sci Tech students, faculty, and staff remain connected to Mason’s campus culture and retail experience, even without a permanent physical store.

Together, this multi-campus approach creates a cohesive vision in which each location reflects its unique audience and purpose while contributing to a shared sense of identity, pride, and community, ensuring the campus stores function as welcoming destinations that support George Mason University’s academic mission and vibrant campus life.

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[7.4.1](#). Strategic Evolution Over Time - Transformation must be intentional. What high-impact innovations would you introduce in year one to immediately signal progress? What phased initiatives would you roll out over five years to continually evolve the store’s physical, digital, and cultural presence?

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eCampus and Rally House approach transformation as an intentional, phased process that delivers immediate, visible progress while supporting long-term evolution of the campus store’s physical, digital, and cultural presence at George Mason University. Together, the partnership balances high-impact year-one initiatives with a flexible, multi-year roadmap that allows the campus stores to evolve alongside student needs, institutional priorities, and campus culture.

## YEAR ONE: SIGNALING PROGRESS AND MOMENTUM

In the first year, eCampus and Rally House will introduce high-impact initiatives designed to clearly signal progress and establish confidence in the partnership. Rally House will lead visible enhancements to the physical retail experience, including refreshed visual merchandising, flexible layouts, and early experiential activations that position the GMU and Mason Square Campus Stores as vibrant, welcoming destinations. These efforts will be complemented by targeted retail programming tied to orientation, athletics, and key campus moments to reinforce the stores' role in campus life.

At the same time, eCampus will ensure the academic and digital foundation is strong and seamless, supporting reliable course material access, integrated systems, and coordinated marketing and communications. Early emphasis will be placed on clarity, accessibility, and operational consistency to ensure students, faculty, and staff experience immediate improvements in both service and engagement.

## PHASED EVOLUTION OVER FIVE YEARS

Beyond year one, eCampus and Rally House will implement a phased, multi-year roadmap focused on continuous improvement rather than one-time transformation. Physical spaces will evolve through incremental enhancements informed by data, feedback, and changing campus needs, allowing the stores to remain flexible and relevant without disruptive overhauls. Digital capabilities will expand through improved analytics, personalized engagement, and refined omnichannel experiences that strengthen the connection between physical and online retail.

Culturally, the campus stores will continue to deepen their role as community connectors through sustained engagement with student organizations, academic programs, alumni initiatives, and campus partners. Merchandise strategies, events, and storytelling will evolve to reflect institutional milestones, cultural moments, and emerging student perspectives, ensuring the stores remain aligned with George Mason's identity and ambition.

By combining intentional year-one signals of progress with a disciplined, adaptable long-term strategy, eCampus and Rally House ensure the campus stores continue to grow in relevance, impact, and value, supporting George Mason University's vision as a forward-thinking institution while building traditions that endure.

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### 7.5.1 Building a Team that Embodies Mason Values - How would you recruit, train, and retain a team of qualified individuals that uphold and actively engage in George Mason's mission, goals and core values rather than simply retail associates?

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eCampus and Rally House will intentionally recruit, train, and retain a campus store team that embodies George Mason University's mission, goals, and core values, serving not simply as retail associates, but as engaged members of the campus community. The staffing approach prioritizes individuals who demonstrate professionalism, inclusivity, curiosity, and a genuine interest in supporting student success and campus life.

Rally House will lead recruitment and on-site team development, seeking candidates who align with Mason's culture and values, including respect for diverse perspectives, commitment to service, and engagement with the campus community. Student employment will be emphasized as a key component of this strategy, providing opportunities for George Mason students to contribute meaningfully to campus life while gaining professional experience in a supportive, values-driven environment.

Training will extend beyond traditional retail fundamentals to include onboarding that introduces staff to George Mason's mission, institutional priorities, and campus culture. Team members will be equipped with product knowledge, customer engagement skills, and campus awareness that enable them to support a wide range of interactions, from assisting first-year students and families to engaging alumni and visitors. Training will also emphasize inclusive service practices, problem-solving, and effective communication to ensure every interaction reflects positively on the University.

Ongoing development and retention will be supported through continuous learning, feedback, and performance coaching. Store leadership will model Mason-aligned values, reinforce expectations for professionalism and community engagement, and recognize team members who contribute positively to the campus experience. Together, eCampus and Rally House will foster a team culture rooted in purpose, accountability, and pride, ensuring the campus store staff serve as trusted, welcoming ambassadors for George Mason University.

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**7.6.1. Student Employment as Experiential Learning - George Mason's students are career-driven and globally minded. How would you structure student employment programs to serve as professional learning experiences, integrated with Career Services, entrepreneurship programs, and George Mason's Innovation Ecosystem?**

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eCampus and Rally House will structure student employment within the GMU and Mason Square Campus Stores as a meaningful experiential learning program that supports George Mason University's career-driven, globally minded student population. Rather than limiting student roles to transactional retail tasks, positions will be designed to provide hands-on exposure to real-world business operations, customer engagement, marketing, merchandising, technology, and entrepreneurship within a dynamic campus environment.

Rally House will lead day-to-day student employment and mentorship within the campus stores, offering students structured roles across functional areas such as retail operations, visual merchandising, digital marketing support, inventory and logistics, event activation, and technology-enabled services. These roles allow students to develop transferable professional skills including communication, teamwork, problem-solving, leadership, and data-informed decision-making—competencies directly aligned with career readiness across a wide range of industries.

eCampus will collaborate with George Mason's Career Services and relevant academic or entrepreneurship programs to align student employment opportunities with experiential learning objectives, resume-building outcomes, and professional development frameworks. Where appropriate, roles may be connected to internship credit, capstone experiences, or career pathway exploration, reinforcing the campus store as a living learning laboratory within Mason's Innovation Ecosystem.

Advanced student opportunities may include participation in marketing campaigns, product selection feedback, pop-up retail activations, or support for student-produced merchandise initiatives, fostering entrepreneurial thinking and real-world business insight. Through intentional role design, ongoing feedback, and mentorship, eCampus and Rally House will ensure student employment contributes meaningfully to career preparation while strengthening students' connection to George Mason University and the campus community.

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### 7.7.1 Leading in an Era of Educational Change - The higher-ed retail landscape is rapidly shifting. AI, micro-credentials, and digital access models are redefining the sector. How would you position George Mason as a national leader and testbed for new bookstore models that anticipate rather than react to disruption?

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eCampus and Rally House will position George Mason University as a national leader in higher-education retail by treating the campus store ecosystem as a living laboratory for innovation, one that anticipates disruption rather than reacts to it. As artificial intelligence, micro-credentials, and digital access models reshape higher education, this partnership enables George Mason to pilot forward-thinking bookstore and campus retail models that align with its research-driven, future-focused identity.

From the academic and digital infrastructure perspective, eCampus will support emerging instructional formats through flexible course material delivery models, advanced analytics, and adaptive fulfillment strategies. These capabilities allow the bookstore to evolve alongside non-traditional academic pathways such as certificates, stackable credentials, accelerated programs, and digital-first instruction. By supporting rapid adoption cycles, modular content delivery, and scalable access models, the bookstore becomes an integrated academic support platform rather than a static retail function.

Within the physical and experiential retail environment, Rally House will continuously test and refine modern campus store concepts informed by student behavior, technology adoption, and cultural trends. This includes piloting new merchandising strategies, interactive retail experiences, limited-run product launches, and event-driven activations that reflect how today's students engage with brands, identity, and community. These initiatives allow George Mason to explore how campus retail can reinforce belonging, pride, and engagement in an increasingly digital academic landscape.

Together, eCampus and Rally House will use data, feedback, and measurable outcomes to evaluate pilot initiatives, scale successful models, and refine approaches over time. By intentionally experimenting within a collaborative, well-governed framework, George Mason University can share best practices and emerge as a national example of how campus bookstores and retail environments can evolve to support digital access, emerging credentials, and student success. Rather than following disruption, this model positions George Mason to help define the future of higher-education retail.

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### 7.8.1. Vision for the Future - Picture the George Mason University Bookstore five years into your contract term What does it look and feel like? How has it changed the student experience, elevated the George Mason brand, and strengthened the connection between the university and its communities?

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Five years into the partnership, the GMU and Mason Square Campus Stores will be recognized as a defining extension of George Mason University's identity—far more than a place to purchase course materials or merchandise. The campus store experience will feel modern, welcoming, and intentional, blending flexible design, curated retail, and seamless digital integration to reflect how students learn, connect, and express pride in Mason. It will function as a true campus destination: a space students choose to engage with, faculty view as a trusted partner, and visitors experience as a tangible expression of the University's ambition and momentum.

From a student experience perspective, the bookstore will be fully embedded in academic and campus life. Through eCampus's leadership in course material delivery, students will consistently receive affordable, day-one access to required materials across evolving instructional formats, reducing friction and supporting academic success. Complementing this foundation, Rally House will deliver a dynamic retail experience that reflects student interests, campus culture, and contemporary trends, creating intuitive, engaging spaces that support everyday campus needs while reinforcing belonging and school pride. Together, these efforts transform the bookstore from a transactional requirement into a supportive, student-centered resource that evolves alongside the student journey.

The bookstore will also play a visible role in elevating the George Mason brand. Through cohesive visual identity, intentional storytelling, and thoughtfully curated merchandise and experiences, the space will celebrate Mason's academic excellence, research impact, athletic pride, and cultural diversity. Heritage-inspired elements and institutional milestones will reinforce tradition and pride, while modern design, rotating activations, and limited-edition collaborations signal innovation and forward momentum. This balance positions the campus store as a living representation of the George Mason brand—confident, inclusive, and future-focused.

Equally important, the bookstore will strengthen connections between the University and its broader communities. Alumni, families, fans, and visitors will experience the campus store—both in person and online, as a welcoming entry point to George Mason University. Through community engagement, campus events, and accessible retail experiences, the store will foster lasting relationships beyond graduation and reinforce a shared sense of identity. By the five-

year mark, the GMU and Mason Square Campus Stores will stand as a model for how a thoughtfully designed, collaboratively operated campus store can enhance student success, amplify institutional pride, and deepen community connection while remaining adaptable to the future of higher education.

## QUESTION SET 8: B. 2. ENGAGEMENT

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8.1.1 How will you demonstrate shared ownership of goals and mutual accountability rather than a transactional relationship?

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eCampus approaches its partnership with George Mason University as a shared-ownership model grounded in mutual accountability, transparency, and long-term alignment rather than a transactional vendor relationship. As Prime Contractor, eCampus establishes the governance framework, performance expectations, and reporting structure that align course material operations and retail services with the University's academic, financial, and community objectives. From the outset, goals and success metrics are defined collaboratively with University stakeholders to ensure alignment with George Mason's strategic priorities, including student success, affordability, engagement, sustainability, and brand stewardship.

Within this framework, Rally House operates as eCampus's retail subcontractor and is fully integrated into the shared accountability model. Retail goals, service standards, and performance expectations are aligned with University priorities and coordinated through eCampus to ensure consistency across physical and digital experiences. This structure ensures that both course material operations and retail services function as complementary components of a unified campus store strategy, rather than isolated or siloed services.

eCampus provides consolidated, data-driven reporting, dashboards, and regular performance reviews that give the University clear visibility into progress, outcomes, and opportunities for improvement across all bookstore operations. Semester and annual business reviews serve as collaborative working sessions—focused not only on results, but on continuous improvement, forward planning, and shared problem-solving. When challenges arise, eCampus and Rally House work together with University partners to identify root causes, adjust strategies, and implement solutions in support of agreed-upon goals.

Through intentional governance, transparent reporting, and integrated collaboration, this partnership model reinforces shared responsibility for outcomes and long-term success. The result is a bookstore operation that operates as an extension of George Mason University's

mission and values—driven by accountability, partnership, and a collective commitment to serving the campus community.

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**8.2.1. Governance is central to collaboration. How will you ensure students, faculty, staff, and alumni voices are embedded in decision-making, perhaps through advisory councils, innovation labs, or student leadership initiatives?**

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eCampus views governance as a collaborative, inclusive process and is committed to embedding student, faculty, staff, and alumni voices into campus store decision-making in meaningful and structured ways. As Prime Contractor, eCampus will work in close coordination with George Mason University to establish formal engagement mechanisms, such as advisory councils, focus groups, or recurring review forums, that provide representative stakeholders with opportunities to shape priorities, evaluate initiatives, and guide future enhancements across both course material operations and retail services.

Student perspectives are central to this governance model. eCampus will continue to collect structured student feedback through post-purchase surveys across the Online Bookstore and campus store experiences, capturing insights related to usability, pricing transparency, fulfillment, service quality, and overall satisfaction. Survey instruments can be customized in collaboration with the University to align with institutional priorities and emerging initiatives. Feedback is reviewed regularly, analyzed for trends, and elevated into governance discussions to ensure student input directly informs operational decisions, service improvements, and innovation pilots.

Faculty and staff voices are embedded through ongoing engagement with eCampus's dedicated account management team and through formal end-of-term and annual reviews. These sessions provide opportunities to assess outcomes, review feedback, evaluate pilot initiatives, and align future plans with academic calendars and instructional needs. Alumni perspectives may be incorporated through targeted outreach, digital engagement, or advisory participation tied to brand stewardship, community connection, and long-term engagement strategies.

Retail-specific insights gathered through these forums are coordinated with Rally House under eCampus's governance framework to ensure alignment with University expectations, brand standards, and community priorities. Feedback is not treated as static input, but as part of a continuous improvement cycle that includes action planning, implementation, and communication back to stakeholders.

Through structured advisory engagement, transparent feedback loops, and coordinated governance across partners, eCampus ensures that the campus store evolves with—and not apart from—the George Mason community. This approach reinforces trust, supports innovation, and ensures that the bookstore reflects the voices, values, and lived experiences of the students and communities it serves.

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**8.3.1.** Mason’s academic and cultural calendar includes events like Amplify, Welcome2Mason, Mason Day, Homecoming, International Week, and Commencement. How would you activate these milestones within the store and across the campus to celebrate the George Mason community and its global identity?

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George Mason University’s academic and cultural milestones present meaningful opportunities to celebrate community, tradition, and global perspective through coordinated campus store and campus-wide activations. eCampus and Rally House will work together to align merchandising, experiential engagement, and marketing efforts with key moments in Mason’s academic and cultural calendar.

For events such as Amplify, Welcome2Mason, Mason Day, Homecoming, International Week, and Commencement, the GMU and Mason Square Campus Stores will serve as visible activation hubs. Rally House will support these milestones through curated merchandise assortments, limited-edition or commemorative apparel, and themed visual storytelling that reflects the spirit and purpose of each event. Seasonal refreshes and flexible displays will allow the store environment to evolve throughout the year, encouraging participation and reinforcing school pride.

eCampus will coordinate these retail activations with University departments, student organizations, and campus partners to ensure alignment with institutional initiatives and messaging. Activations may extend beyond the store footprint to include branded giveaways during welcome events, spirit-driven promotions tied to Homecoming and Mason Day, globally inspired merchandise and storytelling during International Week, and celebratory products aligned with Commencement. Digital amplification—through email, social media, and campus communications, will reinforce awareness and engagement across students, faculty, staff, alumni, and visitors.

By aligning retail experiences, marketing, and campus engagement with George Mason’s academic and cultural calendar, eCampus and Rally House transform these milestones into shared moments of connection and celebration. This approach reinforces Mason pride,

highlights the University's global identity, and positions the campus stores as active contributors to the rhythm and culture of the George Mason community.

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#### **8.4.1.** The D.C. Metro area is a dynamic ecosystem. How would you partner with local businesses, artists, and nonprofits to make the store a hub of community connection and civic engagement?

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The D.C. Metro area is a dynamic ecosystem shaped by culture, creativity, entrepreneurship, and civic engagement, and the campus store experience will intentionally reflect and connect to that broader community. Together, eCampus and Rally House will partner with local businesses, artists, and nonprofit organizations to position the GMU and Mason Square Campus Stores as hubs of community connection that extend beyond traditional retail.

Rally House will lead retail-focused community partnerships by curating locally inspired merchandise, artist-designed products, and limited-run collections that highlight D.C. and Northern Virginia creators. These collaborations may include locally produced apparel, accessories, and lifestyle items, as well as co-branded merchandise aligned with community causes or cultural initiatives. Rotating in-store features and spotlight collections will allow the campus stores to continually showcase regional creativity while offering distinctive products that resonate with students, alumni, and visitors.

eCampus will support these efforts through coordination with University stakeholders to ensure community partnerships align with institutional values, branding standards, and engagement priorities. In-store activations, pop-up features, and digital storytelling will be amplified through coordinated marketing and communications, extending the reach of local partnerships beyond the store footprint and into the broader campus community.

This localized partnership model has proven successful at peer institutions, where collaboration with regional creators has driven strong engagement and top-performing merchandise categories while strengthening campus-community relationships. By applying this approach at George Mason University, eCampus and Rally House will transform the campus stores into platforms for civic engagement, regional storytelling, and authentic community connection, reinforcing Mason's role as an institution deeply embedded in the cultural and civic fabric of the D.C. Metro area.

## QUESTION SET 9: B. 3. COURSE MATERIALS

9.1.1. How would you lower student costs while preserving faculty autonomy across hundreds of disciplines with differing needs and educational approaches?

### DATABASE SEARCH

eCampus lowers student course material costs while preserving faculty autonomy by providing transparent, data-driven tools that empower faculty to make informed adoption decisions across hundreds of disciplines. Rather than imposing restrictions on content selection, eCampus equips faculty with visibility into pricing, formats, and alternatives, allowing cost considerations to be evaluated alongside academic needs.

When faculty research materials within the eCampus Faculty Administration Support Tool (FAST) catalog, they can search by discipline, publisher, format, price, author, edition, and available OER options before selecting an ISBN for adoption. This approach ensures faculty retain full control over instructional content while being informed of cost-effective options relevant to their specific course objectives. Please see an example screenshot below illustrating a chemistry discipline search.

Title	Price (New)	Author	Ratings	ISBN	eBook	Format
<a href="#">Organic Chemistry</a>	\$375.99	McMurry, John	N/A	9781305080465	✓	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.; Kirss, Rein V.; Bretz, Stacey ...	N/A	9780393697315	✓	Paperback w/ Access Code

Once adoptions are submitted, faculty can view real-time pricing across all available formats and are presented with lower-cost alternatives when applicable. This enables faculty to proactively reduce student costs through digital formats, inclusive access options, or alternative editions without compromising academic quality or instructional intent.

By combining faculty-driven selection with transparent pricing and scalable adoption tools, eCampus effectively lowers student costs while respecting the diverse instructional approaches required across George Mason University's broad academic landscape.

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**9.2.1.** OER and open digital resources play an expanding role at George Mason. How would you collaborate with faculty, libraries, and IT to institutionalize OER support, integrate it with SIS and LMS systems, and ensure ease of discovery for students?

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eCampus collaborates closely with faculty, libraries, and IT partners to institutionalize Open Educational Resource (OER) support as a sustainable, integrated component of the course material ecosystem. Our approach ensures that OER adoption is not only faculty-driven, but also aligned with library collections, technical infrastructure, and student access workflows across the institution.

Through FAST, faculty are provided access to a broad range of OER repositories and courseware, including widely used platforms such as OER Commons, OpenStax, and other open and library-supported resources. Where applicable, eCampus can integrate George Mason University's existing library OER subscriptions and collections directly into the adoption workflow, ensuring faculty can easily identify, evaluate, and adopt institution-supported materials.

eCampus works with University IT teams to integrate OER adoptions with Patriot Web and Canvas for Inclusive or Equitable Access digital course content, enabling adopted resources to flow seamlessly from FAST into course shells for student access. Once adopted, OER materials are made available to students directly within their courses, supporting day-one access and ease of discovery. For students who prefer physical materials, eCampus also offers optional print formats for select OER content, including OpenStax.

By embedding OER into faculty workflows, library resources, and Patriot Web and Canvas integrations, eCampus ensures OER support is institutionalized, scalable, and easy to discover, reducing cost barriers while maintaining instructional flexibility and a consistent student experience.

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[9.3.1](#). George Mason's extensive graduate and professional programs require specialized materials. How would you create flexible solutions that accommodate these unique demands while maintaining affordability and ease of access?

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eCampus supports the unique needs of George Mason University's graduate and professional programs by offering flexible, program-specific solutions for specialized course materials while maintaining affordability and ease of access. As a one-stop shop for both textbook and non-textbook course requirements, eCampus partners directly with faculty and suppliers to source discipline-specific materials beyond traditional textbooks, including safety equipment, medical and clinical supplies, uniforms, nursing and lab kits, goggles, calculators, art supplies, and other program-required items.

To accommodate varying instructional formats and cohort-based programs, eCampus can assemble customized supply bundles and kits aligned to individual courses, programs, or academic terms. These bundles are defined by faculty, priced through bulk purchasing where possible, and offered in a single transaction to reduce overall student cost and simplify ordering. Where appropriate, eCampus can also provide modular purchasing options, allowing students to acquire only the items they need for a given phase of their program.

Ease of access is ensured through multiple fulfillment options, including ship-to-home, ship-to-campus, and coordinated in-store pickup, ensuring materials are available when and where students need them. By combining faculty-driven customization, cost-conscious sourcing, and flexible delivery models, eCampus delivers scalable solutions that meet the specialized demands of graduate and professional programs while supporting student affordability and academic success.

## **QUESTION SET 10: B. 3.1 EXPANDING INCLUSIVE ACCESS AND INTRODUCING EQUITABLE ACCESS**

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[10.1.1](#). How would you increase faculty understanding, confidence, and adoption of Inclusive Access models while reinforcing Mason's principles of affordability and academic choice?

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eCampus would increase faculty understanding, confidence, and adoption of Inclusive Access models by providing clear, data-driven insights and hands-on support that demonstrate how these programs enhance student success while reinforcing affordability and academic choice. Faculty would have access to real-time adoption dashboards, automated reminders, and

reporting tools that streamline course material selection and highlight cost savings for students. eCampus would also offer workshops, webinars, and one-on-one training to address questions, showcase best practices, and share impact metrics from other similar institutions. By combining transparent communication, personalized support, and evidence of positive student outcomes, eCampus ensures faculty feel confident in Inclusive Access adoption while aligning with George Mason University's commitment to affordability, flexibility, and high-quality education.

For more complete details on eCampus's Inclusive Access program, please see page 6.

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### [10.2.1. What tools, analytics, and communication methods would you use to clearly demonstrate measurable student savings, improved outcomes, and compliance with Department of Education opt-out regulations?](#)

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eCampus utilizes its Faculty Administration Support Tool (FAST) to provide George Mason University with transparent, data-driven insights that demonstrate measurable student savings, improved academic outcomes, and compliance with Department of Education opt-out regulations. FAST serves as a centralized analytics platform, providing real-time dashboards and reporting for faculty, administrators, and staff to monitor adoption activity, pricing, student participation, and course material performance across the institution.

To demonstrate measurable student savings, FAST reports track average cost per student, average cost per unit by format, OER adoption rates, and historical pricing trends compared to prior semesters. Monthly and semester reporting provides side-by-side comparisons that clearly illustrate cost reductions achieved through OER, Inclusive Access, Equitable Access, and alternative format adoption. These reports can be automated or customized based on University-defined metrics and financial transparency requirements.

FAST also supports measurement of improved student outcomes by tracking indicators such as adoption completion rates, day-one access participation, and course material availability timelines. By providing visibility into when and how students gain access to required materials, the University can evaluate the impact of course material delivery on preparedness, engagement, and academic success.

To ensure compliance with Department of Education opt-out regulations, FAST maintains detailed records of student participation, opt-out activity and communication timelines. These audit-ready reports provide clear documentation that students were informed of their options, allowed to opt out within required timeframes, and not charged for materials they declined. This

data can be made available to the University at any time to support internal reviews or regulatory inquiries.

Through robust analytics, clear reporting, and transparent communication, eCampus equips George Mason University with the tools needed to demonstrate affordability, accountability, and compliance while continuously improving the student course material experience.

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### [10.3.1. How would your strategy ensure that faculty see Inclusive or Equitable Access as empowering rather than prescriptive, especially in departments with diverse instructional approaches or open-resource preferences?](#)

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eCampus ensures faculty view Inclusive and Equitable Access solutions as empowering rather than prescriptive by providing flexible, transparent participation options that respect diverse instructional approaches, teaching styles, and open-resource preferences. Faculty maintain full control over course material selection while benefiting from data-driven insights on student engagement, cost savings, and learning outcomes. Tailored support, including workshops, webinars, training consultations, and peer success stories, demonstrates how these programs can enhance learning without limiting academic freedom.

eCampus supports campus-wide and course-level participation models, including integration alongside OER and open digital resources, optional supplemental materials in alternative formats, and discipline-appropriate implementation approaches. This flexibility allows faculty to align access programs with their unique course objectives while preserving instructional intent. By framing Inclusive and Equitable Access as tools that expand affordability, access, and student readiness, eCampus fosters trust, autonomy, and sustainable adoption across diverse departments and instructional models.

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### [10.4.1. What are your recommended steps to expand participation across disciplines while maintaining transparency and faculty autonomy in course material selection?](#)

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To expand participation across disciplines, particularly within Inclusive Access programs, while maintaining transparency and faculty autonomy, eCampus recommends a phased, collaborative approach. We begin by engaging faculty and department leadership to understand discipline-specific needs, instructional practices, and open-resource preferences. This ensures that participation is driven by academic fit rather than mandate.

eCampus then provides clear, data-driven insights on student cost savings, access outcomes, and adoption trends, enabling faculty to make informed decisions aligned with their instructional goals. Transparent communication regarding program structure, adoption processes, and student choice fosters trust and shared understanding. These same principles also guide Equitable Access implementations, ensuring consistency in faculty engagement and governance.

Finally, eCampus continuously monitors participation trends and incorporates faculty feedback to refine strategies over time, supporting sustainable growth across disciplines without compromising academic freedom, departmental priorities, or instructional diversity.

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### [10.5.1. How would you position data such as student engagement, learning outcomes, or cost comparisons to sustain long-term faculty buy-in and inform continuous improvement?](#)

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eCampus positions data as a decision-support tool for faculty using transparent, discipline-relevant insights to sustain long-term buy-in for Inclusive Access and inform the thoughtful introduction of Equitable Access. Rather than relying on high-level summaries alone, eCampus focuses on practical, course-level and program-level data that faculty can readily interpret and apply within their own instructional context.

To support sustained faculty engagement, eCampus provides clear reporting on student cost comparisons, including historical pricing trends, format-level cost differences, and savings achieved through Inclusive and Equitable Access participation. These comparisons allow faculty to see the tangible financial impact on students while retaining full autonomy over content selection. Cost data is shared alongside adoption information, ensuring affordability considerations are visible without overshadowing instructional intent.

In addition, eCampus uses student engagement and access metrics, such as digital access rates on day-one, participation trends, and material availability timelines to demonstrate how access models support student preparedness and engagement. Where available, these indicators help faculty understand how consistent, timely access to course materials can reduce barriers to learning, particularly in high-enrollment or foundational courses.

Data is shared through regular dashboards, reports, and faculty-facing reviews, creating opportunities for dialogue rather than one-time evaluation. Faculty feedback is actively incorporated into ongoing analysis, allowing eCampus and the University to refine participation

strategies, adjust implementation approaches and identify best practices over time. By presenting data in a transparent, contextualized, and collaborative manner, eCampus ensures that Inclusive and Equitable Access programs evolve continuously, guided by evidence, faculty insight, and shared academic goals.

## **QUESTION SET 11: B. 3.2 EVALUATING AND PILOTING AN EQUITABLE ACCESS MODEL**

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[11.1.1](#) What framework would you use to assess whether Equitable Access aligns with Mason's institutional priorities, culture of choice, and commitment to affordability?

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eCampus would assess whether an Equitable Access program aligns with George Mason University's priorities by focusing on three key areas: institutional goals, faculty autonomy, and student affordability. We would evaluate how the program supports GMU's mission for academic success, engagement, and operational efficiency, while ensuring faculty retain full control over course material selection and teaching approaches. Student outcomes would be measured through cost savings, participation rates, and timely access to materials. Ongoing feedback from faculty, students, and administrators would inform program adjustments, ensuring transparency, choice, and alignment with George Mason University's culture and commitment to affordability.

[11.2.1](#) How would you engage key stakeholders including faculty governance, student leadership, and financial aid administrators in evaluating both benefits and concerns?

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eCampus engages key stakeholders in evaluating an Equitable Access model through a structured, collaborative approach that ensures both benefits and concerns are openly examined before and during any pilot implementation at George Mason University. Our goal is to position Equitable Access as a shared institutional initiative, guided by faculty governance, informed by student leadership, and aligned with financial aid administration rather than a purely operational program.

Faculty governance bodies are engaged early in the evaluation process through informational briefings, data reviews, and open dialogue focused on academic freedom, instructional diversity, and student choice. eCampus presents transparent data on cost impacts, access models, opt-out processes, and peer outcomes, creating space for faculty leaders to raise

concerns, ask questions, and provide guidance on discipline-appropriate participation. Feedback from these discussions is used to shape pilot scope, participation criteria, and communication strategies.

Student leadership is engaged to ensure the student perspective remains central to program evaluation. eCampus works with student government and representative student groups to review affordability impacts, access timelines, and communication clarity, while also soliciting feedback on opt-out awareness and overall student experience. This engagement helps ensure the model prioritizes transparency, choice, and equity while addressing real student concerns.

Financial aid administrators are key partners in evaluating compliance, billing workflows and student support implications. eCampus collaborates closely with financial aid teams to review integration points, refund and reconciliation processes, and Department of Education requirements related to opt-out, disclosures and student consent. Their input ensures that any Equitable Access pilot aligns with existing financial aid policies and minimizes administrative burden.

By engaging faculty governance, student leadership, and financial aid administrators through intentional consultation, data sharing, and iterative feedback loops, eCampus supports a balanced evaluation process that builds institutional confidence. This collaborative approach ensures that Equitable Access decisions are informed, transparent, and responsive, laying the groundwork for a pilot that reflects George Mason University's values, priorities, and commitment to shared governance.

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[11.3.1. Describe your approach to piloting an EA program responsibly: what data would you collect, what benchmarks would define success, and how would you ensure transparency throughout the pilot process?](#)

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eCampus approaches an Equitable Access pilot as a structured, data-driven process designed to support informed decision-making at George Mason University. The pilot would be intentionally scoped and evaluated in collaboration with University stakeholders to ensure affordability, transparency, and academic alignment. Data collected during the pilot may include student cost comparisons to prior terms, opt-out rates, day-one access timelines, and participation across digital, print, and OER formats. Qualitative input from students and faculty may also be gathered to assess clarity of communication, ease of access, and instructional fit. These data points provide a balanced view of financial impact, access, and experience.

Success benchmarks would be defined jointly with the University and may include demonstrable student savings, high rates of day-one access, clear and well-understood opt-out participation, and accurate, timely billing and refund processes. Faculty and student feedback, along with operational performance, would inform evaluation and next steps. Transparency is maintained throughout the pilot through clear documentation, regular reporting, and scheduled review discussions with faculty governance and administrative stakeholders. By combining intentional data collection, defined benchmarks, and open communication, eCampus ensures that an Equitable Access pilot is responsibly evaluated and aligned with the University's values and long-term goals.

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#### [11.4.1. How would you address potential issues such as student opt-out rights, faculty autonomy, billing integration, and course-level flexibility?](#)

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eCampus would address potential issues with an Equitable Access program by implementing clear, flexible, and transparent processes that respect student rights and faculty autonomy. Student opt-out rights would be communicated clearly through multiple channels, ensuring students can make informed decisions without penalty. Faculty autonomy would be maintained by giving instructors complete academic freedom over course material selection and timelines, with tailored guidance and data to support adoption decisions. Billing integration would be coordinated with eCampus and University systems to ensure seamless, accurate charges while maintaining visibility for students and administrators. Course-level flexibility would be provided through customizable adoption models, allowing phased implementations, optional supplemental course content in alternative formats, or integration with OER to accommodate diverse instructional needs and departmental priorities. This approach ensures that Equitable Access solutions enhances student affordability and success without compromising academic freedom, transparency, or operational efficiency.

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#### [11.5.1. Provide examples and case studies of where you have successfully piloted or implemented similar models, including lessons learned and measurable results](#)

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eCampus brings extensive experience implementing and scaling Equitable Access programs, institution-wide affordability initiatives, and phased course material delivery models that directly inform how an Equitable Access model would be responsibly evaluated and deployed. These efforts have required the same foundational elements as an Equitable Access pilot,

including faculty engagement, student communication, opt-out compliance, financial transparency, and continuous performance evaluation.

Across multiple partner institutions, eCampus has successfully introduced access-based course material models through phased implementations, beginning with targeted courses, departments, or terms and expanding based on measured outcomes. Lessons learned from these implementations include the importance of early faculty governance engagement, clear and repeated student communication regarding participation and opt-out rights, and the use of real-time reporting to monitor cost impact, access timelines, and operational accuracy. These practices have consistently resulted in improved day-one access rates, reduced average student course material costs, and increased faculty confidence in access-based delivery models.

Measurable outcomes from these comparable implementations have included demonstrable student savings through digital-first and alternative format adoption, increased transparency into course material costs prior to term start, and improved operational efficiency through integrated adoption, fulfillment, and reporting workflows. Importantly, these initiatives have reinforced the value of treating access models as collaborative, data-informed programs rather than one-time implementations.

eCampus would apply these proven methodologies directly to an Equitable Access pilot at the University—leveraging lessons learned from Equitable Access and affordability-focused initiatives to ensure the pilot is intentionally scoped, transparently evaluated, and aligned with shared governance expectations. This approach allows the University to benefit from tested practices while thoughtfully evaluating Equitable Access within its own academic, cultural, and regulatory context.