

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, 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.

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-

This banner features the George Mason University logo and 'ONLINE BOOKSTORE' in the top left. The main image shows a person's hands holding a stack of books, including 'BEOWULF' and 'CHEMISTRY'. The headline reads 'Sell Books & Return Rentals Online'. Below this, there are two sections: 'Selling books?' with the subtext 'Earn more when you select buyback credit' and a 'Get Quote' button; and 'Returning rentals?' with the subtext 'Log in to get started' and a 'Return Now' button. At the bottom, a black box contains a white cube icon and the text 'FREE SHIPPING on all online buybacks and rental returns'. Small text at the bottom left says 'Questions? gmu.ecampus.com/help' and at the bottom right 'Powered by eCampus.com'.

This banner features the George Mason University logo and 'ONLINE BOOKSTORE' in the top left. The main headline is 'Fall 2025 Adoptions Due' with a sub-headline 'APRIL 30'. Below this, it says 'On-time adoptions ensure day-one success. We're here to make the process easy!'. There are two 'Virtual TRAINING SESSIONS' listed: one on 'MARCH 25 @ 3pm' with access code '938826' and a 'CLICK TO JOIN' button; and another on 'MARCH 27 @ 10am' with access code '764177' and a 'CLICK TO JOIN' button. At the bottom, a dark green box contains the text 'CAN'T MAKE IT? Here's a resource to help you get started!' and a link 'How to Submit Adoptions »'. Small text at the bottom left says 'Questions? gmu.ecampus.com/help' and at the bottom right 'Powered by eCampus.com'.

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

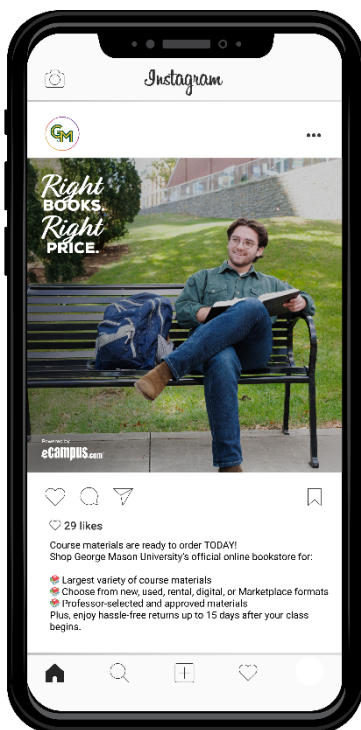
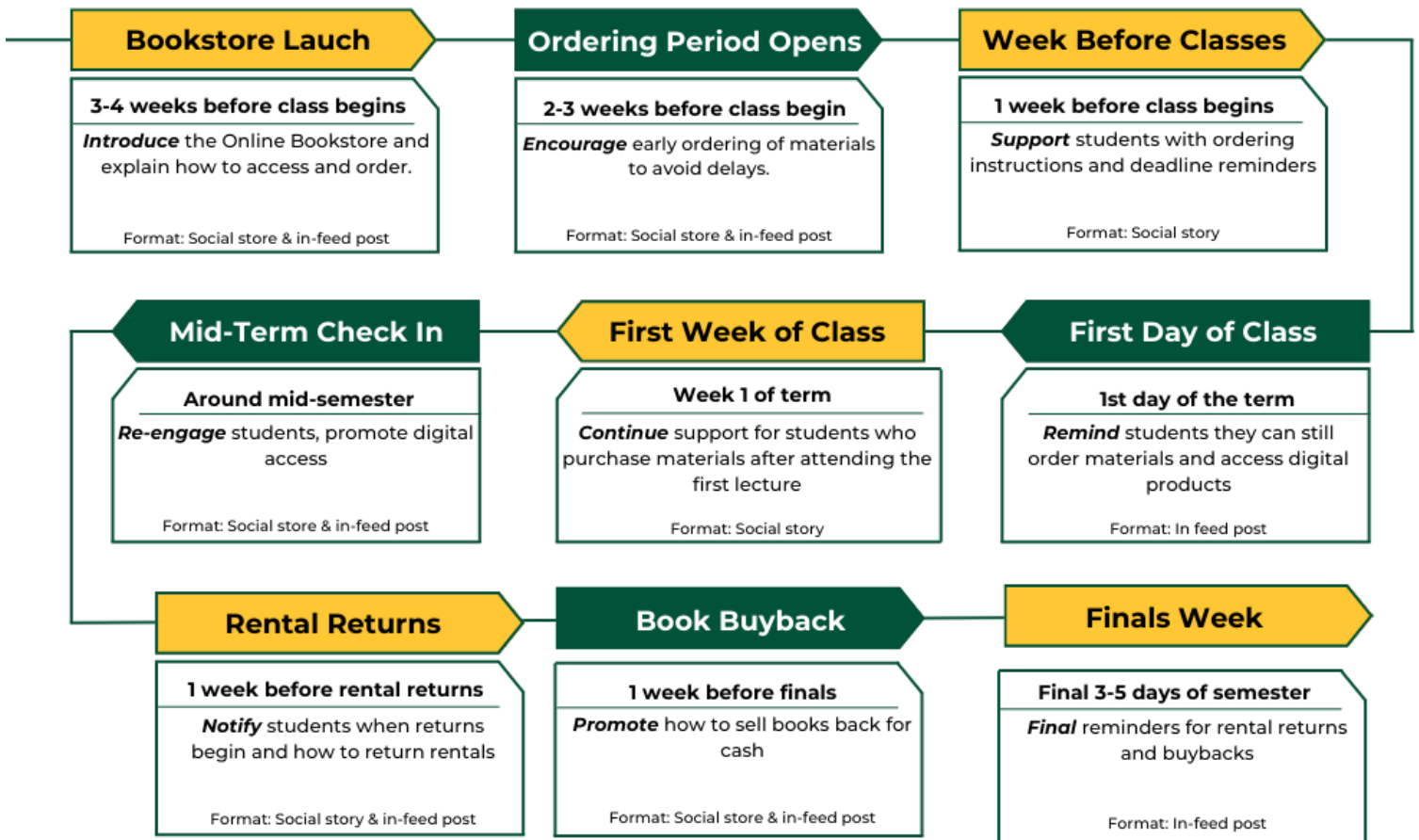
eCampus will develop an authentic and engaging social media presence for George Mason University. eCampus will primarily utilize Instagram, Facebook, and X to communicate with followers and customers to promote merchandise and sales to propel the George Mason University brand. Social media content will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

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

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

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

Social Media Timeline



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.

eCampus demonstrates a clear understanding of the diverse academic, athletic, cultural, and social environments of George Mason University and customizes course material offerings, retail merchandise, and delivery models to reflect the University’s scale, student demographics, and campus lifestyle. As a large, public research institution with a globally diverse student population and a mix of commuter and residential students, George Mason University requires flexible, accessible solutions that meet students where they are academically, physically, and digitally.

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 in-store pickup. These delivery modes are designed to ensure day-one access, affordability, and convenience while accommodating varying student preferences, course structures, and levels of technology access. Faculty are supported through streamlined adoption workflows and data-informed processes that align with George Mason University’s academic calendar and instructional needs.

Retail and merchandise offerings are similarly tailored to reflect George Mason University’s athletic spirit, campus culture, and broad community audience. Emblematic products reinforce school pride for students, alumni, fans, and visitors, while non-emblematic merchandise supports everyday campus needs and lifestyle preferences. By continuously evaluating campus trends, seasonal demand, and institutional priorities, eCampus ensures that both product selection and delivery methods remain relevant, responsive, and aligned with the unique environment of George Mason University.

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

eCampus acknowledges and agrees 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 George Mason University Bookstore.

[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](#)

eCampus actively engages in the academic, cultural, and social life of George Mason University by partnering with the University to support and participate in key campus events and initiatives throughout the academic year. Through sponsorships, on-campus presence, and coordinated marketing efforts, eCampus reinforces its role as a collaborative campus partner rather than a transactional retailer. Engagement opportunities may include Welcome Week, student orientations, Homecoming, career fairs, alumni events, fundraising initiatives, and other University-sponsored activities that bring together students, faculty, staff, alumni, and visitors.

eCampus also supports campus engagement through customized merchandise and services aligned with institutional initiatives, academic milestones, and major campus moments. Event-specific merchandise, targeted promotions, and timely retail activations help celebrate George Mason University's academic achievements, cultural events, and athletic programs while strengthening community connection and school pride. These efforts are designed in close coordination with University stakeholders to ensure alignment with brand standards and campus priorities.

In addition, eCampus participates in initiatives such as the launch and ongoing promotion of the George Mason University Online Bookstore, using orientations, campus events, and targeted outreach to educate students on course material access options and ordering benefits. By maintaining a visible, responsive presence on campus and supporting initiatives that matter most to the University community, eCampus helps enhance engagement, awareness, and participation across George Mason University’s academic and social landscape.

[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.](#)

eCampus agrees 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.

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

eCampus agrees 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.

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.

eCampus agrees that in coordination with George Mason University, 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

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.

eCampus acknowledges that as non-employees of the University, GMU and Mason Square Campus Stores employees are expected to maintain a professional and courteous demeanor, consistently demonstrating a commitment to service that reflects positively on the campus environment. Please see below and on the next page for the staffing plans for both the GMU and Mason Square Campus Stores.

CAMPUS STORE STAFFING PLAN

SENIOR DIRECTOR OF CAMPUS STORE OPERATIONS

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

REGIONAL MANAGERS

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

STORE MANAGER

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

TEAM LEADS: OPERATIONS, MERCHANDISING & COURSE MATERIALS

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

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

STUDENT STAFF

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

SEASONAL & POP-UP STAFF

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

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

RETAIL MANAGEMENT TEAM

eCampus will manage the GMU and Mason Square Campus Stores by providing a Retail Management Team dedicated to serving and supporting the faculty, staff, and administration of George Mason University. Included below and on the next page is the corporate structure staffing plan for George Mason University's Retail Management Team. These roles include:

CHIEF STRATEGY OFFICER

The Chief Strategy Officer oversees all Senior Directors, ensuring each school partner receives a high level of service and support. The chief strategy officer is responsible for developing management teams that are well-versed in all areas of campus store operations.

SENIOR DIRECTOR

The Senior Director oversees all campus store operations, including client and contract relations. Using extensive knowledge of campus stores, the Senior Director ensures our stores maintain the highest quality product, visual standards, and staff. The Senior Director provides a layer of support for our Associate Director, Store, and Merchandise teams through training and mentoring.

ASSOCIATE DIRECTOR

The Associate Director serves as the main point of contact for our Campus Store team. Overseeing the day-to-day relationship between the local campus and our store team. The Associate Director works closely with the campus store team, faculty, and staff to ensure open communication and the success of the partnership.

STORE MANAGER

The Store Manager oversees the day-to-day operations and staff of the Campus Stores, following eCampus guidelines. They are the front-line support for on-campus students, faculty, and staff as it relates to the physical campus store. The Campus Store Manager is the most visible and crucial link to a successful partnership with George Mason University.

MERCHANDISE BUYER

The Merchandise Buyer will collaborate with the Senior Director, Associate Director, and Store Manager to ensure the George Mason University Campus Store has the correct inventory to support our partnership. Working with the Store Manager, they will use campus data to create an assortment plan and replenishment system so the campus store has the right product for the right price at the right time.

ONLINE BOOKSTORE ACCOUNT MANAGEMENT TEAM

eCampus will manage the George Mason University Online Bookstore by providing an Account Management Team dedicated to serving and supporting the faculty, staff, and administration of George Mason University. Included below and on the next page is the corporate structure staffing plan for George Mason University's Online Bookstore Account Management Team.

These roles include:

CHIEF STRATEGY OFFICER

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

SENIOR DIRECTOR

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

ASSOCIATE DIRECTORS

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

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

ACCOUNT MANAGERS

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

- › Facilitate the onboarding meeting and implement the project plan
- › Provide support to the Associate Directors

ASSISTANT ACCOUNT MANAGERS

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

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

ADDITIONAL SUPPORT

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

[4.3.1](#). Offer employment opportunities to George Mason students, with compensation aligned to institutional student wage standards.

STUDENT AMBASSADOR PROGRAM

To support on-campus employment and professional development, eCampus offers a paid Student Ambassador Program. This initiative provides George Mason University students with valuable resume-building experience through peer engagement, digital outreach, and campus marketing efforts.

Ambassador responsibilities include:

- › Promoting awareness of the Online Bookstore and textbook affordability
- › Supporting students with navigating course material options
- › Representing eCampus at campus events and through social channels

This flexible employment opportunity helps students gain real-world experience in marketing, communications, and customer engagement, all while earning income and supporting fellow students.

[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.

eCampus agrees to 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). eCampus acknowledges that subsequent changes in these assignments are to be made by eCampus only after prior consultation with, and approval of, the University. eCampus further acknowledges that 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 and such action will be taken only after consultation with Contractor Administrators.

QUESTION SET 5: 3. E. DATA SECURITY AND ECOMMERCE OPERATIONS

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

eCampus utilizes Lightspeed Retail POS, a modern, cloud-based system that streamlines bookstore operations and provides real-time visibility into sales and inventory across all campus locations. Lightspeed delivers fast, reliable checkout functionality, supports multiple payment types, and integrates seamlessly with eCampus's Campus Store, Online Bookstore and Ship2Store workflows.

Lightspeed's inventory management tools allow staff to track stock levels, manage apparel variants, create purchase orders, receive merchandise, and perform cycle counts with ease. All sales and inventory activity sync instantly, ensuring accurate reporting and efficient replenishment. Automated low-stock alerts, barcode scanning, and detailed analytics help maintain optimal inventory levels and improve operational decision-making.

Designed for multi-location environments, Lightspeed supports centralized management with store-level controls, enabling consistent operations across multiple campuses. As a secure, cloud-based platform, it provides encrypted data storage, automatic updates, and reliable system uptime to support daily bookstore operations. Additionally, Lightspeed allows for the seamless integration with the Mason Card that resides on the Atrium platform, along with many other payment methods. Please see below for all payment methods accepted by eCampus through Lightspeed.

PAYMENT OPTIONS

eCampus offers 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 on the next page. This email will give students instructions on accessing their credit vouchers on the Online Bookstore.

Dear Barry Kern,

This email is to inform you that ABC College issued a book vouchers in your name to be used through the Virtual Bookstore to purchase your textbooks.

To use your book voucher, please Login at Checkout using the information below:

Email Address (Login): kern.barry@yahoo.com

Password: ecampus

Your available credit is as follows:

Credit Loaded: \$200.00

Amount Available: \$200.00



Please click on the following link to be directed to the Virtual Bookstore and place your textbook order.

<http://www.ecampus.com/css>

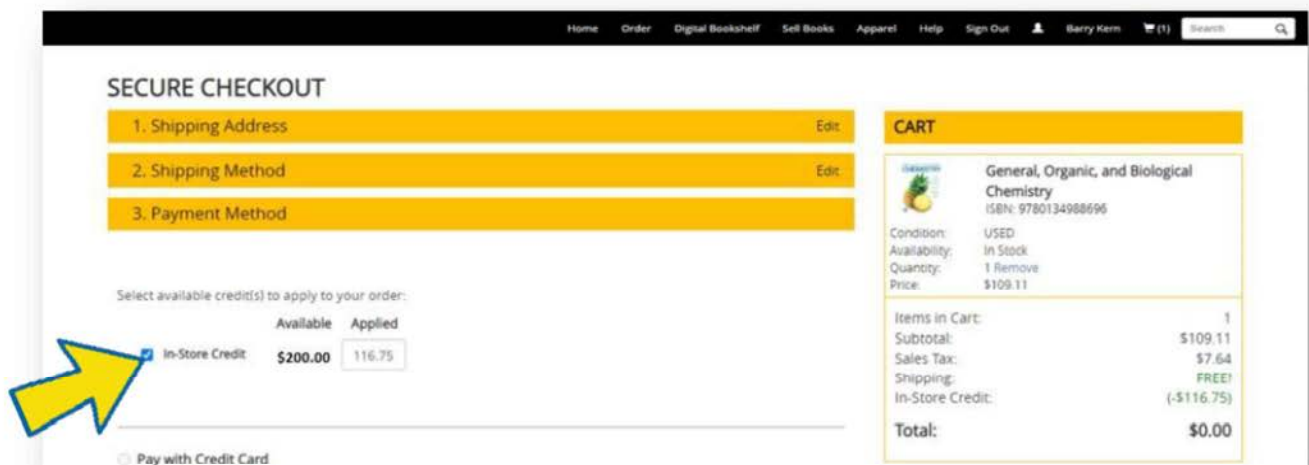
Once your order is placed, please print and keep your Order Confirmation. If necessary, the confirmation contains the information needed for Customer Service to look up your order.

If you have questions, please contact our Virtual Bookstore Customer Service Team by email bookstore@ecampus.com or by phone 1-877-284-6744.

Thank you.

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.




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
<input type="checkbox"/> Pay with Credit Card		

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

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.

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  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.




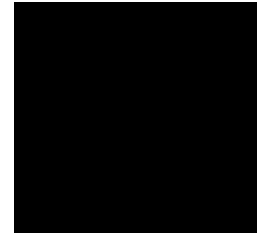
FACULTY ADOPTIONS

Please  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  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.

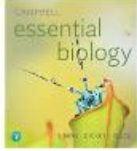
Please see the screenshot on the next page which details our intuitive course adoption details dashboard, including the ability to embed comments, require a specific format, search OER and request desk copies, all from one dashboard.

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 1st 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.

5.3.1. Notify George Mason of any suspected or confirmed breach of cardholder data.

eCampus agrees 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.

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



eCampus agrees to comply with and accept all data security controls required by George Mason University.

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

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 is committed to protecting the confidentiality, integrity, and security of all student and customer data collected through its business activities in support of George Mason University. Data is collected and processed solely for legitimate business and educational purposes related to course material delivery, retail transactions, customer service, financial processing, and operational reporting. eCampus implements administrative, technical, and physical safeguards designed to prevent unauthorized access, disclosure, alteration, or misuse of data.

Student and customer information is used only as necessary to fulfill contracted services, including processing orders, delivering course materials and merchandise, supporting Inclusive Access and Equitable Access programs, reconciling payments, providing customer support, and meeting reporting requirements. eCampus does not sell, rent, or share student or customer data for marketing or non-contractual purposes.

Access to sensitive data is restricted to authorized personnel with a defined business need and is governed by role-based controls and internal security policies. Where third-party service providers are used to support required services, such as payment processing or digital content delivery, eCampus ensures that those providers are contractually obligated to maintain appropriate confidentiality and security standards consistent with industry best practices.

eCampus complies with applicable federal and state privacy and data protection laws and maintains policies and procedures to support ongoing data security, incident response, and continuous monitoring. Any permitted uses of data are fully transparent and limited to supporting the University's academic, retail, and administrative objectives. Through these measures, eCampus provides strong assurance that student and customer data is handled responsibly, securely, and in alignment with George Mason University's expectations for privacy and trust.

PCI COMPLIANT

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

All payment authorizing information is stored on the third-party system, Chase Paymentech. Eliminating payment data from our network is the best way to help ensure that our customer's sensitive payment information is safe. Chase Paymentech Tokenization replaces sensitive

payment data with a unique identifier or token that cannot be mathematically reversed. The actual payment data is securely stored in Chase data centers.

FERPA COMPLIANT

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

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

[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

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

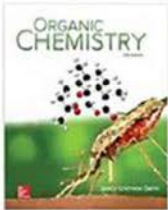
Step 1: When students click Shop-By-Schedule on the Online Bookstore, they will be redirected to log into their Patriot Web student portal.

The image shows a computer monitor displaying the George Mason University Official Bookstore website. The website header includes the GM logo, 'GEORGE MASON UNIVERSITY', 'Textbooks', a search bar, and a 'Cart (0)' icon. The main banner features the text 'Welcome to Your Official Online Bookstore' with a 'SHOP TEXTBOOKS' button. To the right, there is a 'Free Shipping ON ALL ORDERS*' offer and an image of an open book. Below the banner, there is a 'Get Your Textbooks' section with two buttons: 'SHOP BY SCHEDULE →' and 'SHOP BY COURSES →'. A yellow arrow points to the 'SHOP BY SCHEDULE' button. Below this section, there are two images: one of a person holding a stack of books and another of an open book. In the bottom right corner, a login form is displayed with the GM logo and 'GEORGE MASON UNIVERSITY.' text. The form includes fields for 'NetID' and 'Password', a checkbox for 'Don't Remember Login', and a 'Login' button. A yellow arrow points to the 'NetID' field.

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 eBook Access

CURRENT PRICE

RENT BOOK 


In Stock

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

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

BUY USED **\$116.28**
In Stock

BUY NEW **\$153.43**
In Stock

RENT DIGITAL EBOOK **\$47.50** 


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

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

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

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

REQUIRED




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

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

This item qualifies for Free Shipping!

CURRENT PRICE


BUY NEW 

In Stock **\$10.93**

*** THIS ITEM MUST BE PURCHASED NEW**

MATH 105 201 45806 Spring 2021

REQUIRED




ACCESS CODE ONLY

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

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

This item qualifies for Free Shipping!

CURRENT PRICE

BUY NEW 

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

*** THIS ITEM MUST BE PURCHASED NEW**

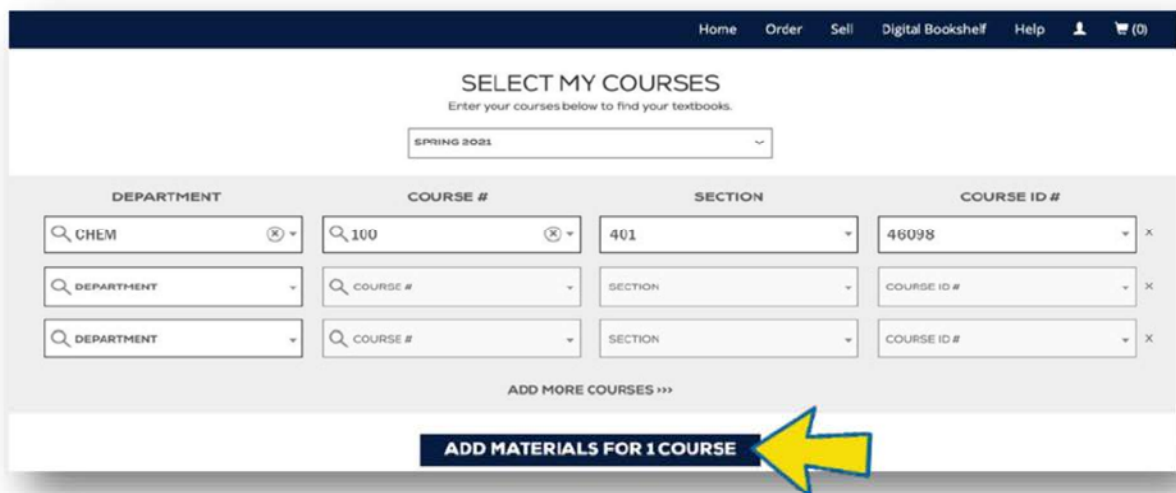
Following the student's selection of courses, they will proceed to checkout process as shown in Steps 4, 5 and 6 on pages 67-68.

SHOP-BY-COURSE MODEL

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



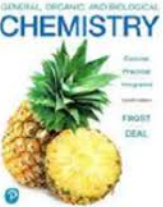
Step 2: Students shop by campus and/or semester and choose their specific course and/or section. Shopping design setup is customized based on George Mason University's needs.



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

[Other versions by this Author](#)

[Write a Review](#)

Complimentary 7-Day eTextbook Access - [Read more](#)
eCampus.com Device Compatibility Matrix

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

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

Buy from our Marketplace starting at \$52.25

Step 4: Students proceed through checkout and input their shipping address or ship to 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)
Total:	\$0.00

Have A Promo Code?

Apply

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



Thanks For Your Order!

Online Bookstore Customer@COMPUA.com 6:00 PM @ 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: 5678545
 Order Date: 12/30/2021

Shipping Address:
 Daniel Ayars
 3496 Sunshine Court
 Orlando, FL 45983

Item	Qty	Price
General, Organic, and Biological Chemistry by Frost, Laura D., Deol, S. Todd Edition: 4th ISBN13: 9780134988696 Format: Paperback Pub. Date: 01/04/2013	1	\$104.38

Subtotal:	\$104.38
Sales Tax:	\$0.00
Shipping:	\$0.00
Discount:	\$0.00
Financial Aid:	\$104.38
TOTAL:	\$0.00

Charged to your book statement for this order will be 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@compu.com or by phone at 1-877-284-6744, Monday-Friday, 9:00am-5:00pm EST.

*Online orders to our retail sites will ship to you unless you prefer to have your books shipped to your Online Bookstore account [bookstore@compu.com](#)
 **Financial Aid only for Book Co. LLC
 ©2013 Online Bookstore (Lantern) LLC 01/05/13

[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 agrees 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 agrees 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 agrees to ensure all online platforms comply with George Mason University's accessibility standards, including conformance with Level AA of the most current Web Content Accessibility Guidelines (WCAG).

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

eCampus has the following accessibility features:

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

[5.10.1](#). Reserve the right to require third-party accessibility audits, at the Offeror's expense, to verify compliance.

eCampus acknowledges 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 acknowledges 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.

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 agrees 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 agrees 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 agrees 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

eCampus will provide a quote to purchase saleable apparel and merchandise inventory existing in the campus store inventory purchased within the last 12 months. eCampus will provide a

liquidation template to populate your current saleable apparel and merchandise inventory. eCampus 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?

To capture the dynamic spirit and forward-thinking energy of George Mason University, eCampus will design and operate a campus store that thoughtfully balances innovation, inclusivity, and tradition. The store environment will be modern, visually engaging, and flexible, featuring open layouts, modular displays, and interactive elements that reflect Mason's openness to diverse perspectives and evolving ideas. At the same time, classic design elements, institutional iconography, and enduring Mason symbols will be intentionally incorporated to reinforce a strong sense of continuity, pride, and connection to the University's academic mission and legacy.

Product selection will reflect both the global awareness and diversity of George Mason's community while also celebrating timeless expressions of school pride. Alongside contemporary and culturally inclusive merchandise, the store will feature heritage-inspired and emblematic items that highlight academic excellence, alumni connection, and significant campus milestones. Seasonal campaigns, themed displays, and collaborations with student organizations, academic departments, and Athletics will ensure the store remains responsive to campus life while reinforcing shared traditions, celebrations, and institutional identity.

Operationally, the bookstore will blend efficient, data-driven inventory management with innovative digital and in-store services to deliver a seamless, student-centered shopping experience. This approach ensures reliable access to course materials, spirit merchandise, and campus essentials while supporting Mason's values of accessibility, engagement, and academic success. By integrating modern retail practices with intentional recognition of tradition, legacy, and school pride, eCampus will create a campus store that embodies George Mason

University's ambition and energy while fostering a lasting sense of identity comparable to more established institutions.

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 uses the following measurable key performance indicators to gauge student engagement, inclusivity, community partnership, and campus well-being

- › 99.8% in-stock rate of all products before the start of class
- › 98.2% customer service inquiries answered within two hours
- › 99.7% same day shipping of in-stock items
- › 99.9% order accuracy
- › 98.9% compliance of receiving faculty adoption list by due date

Additionally, please see below to view how eCampus tracks these indicators.

CUSTOMER FEEDBACK

eCampus actively gathers feedback from students to evaluate and enhance the Online Bookstore, Online Spirit Shop and Campus Store experience. After completing a purchase, customers will be randomly selected to participate in a brief survey regarding their shopping experience. These surveys collect valuable insights on key areas such as website usability, order process, and customer service. eCampus will typically offer an in-store credit incentive to encourage responses to the surveys.

eCampus will collaborate with George Mason University to develop customized survey questions that align with institutional priorities and help uncover actionable feedback to guide ongoing improvements.

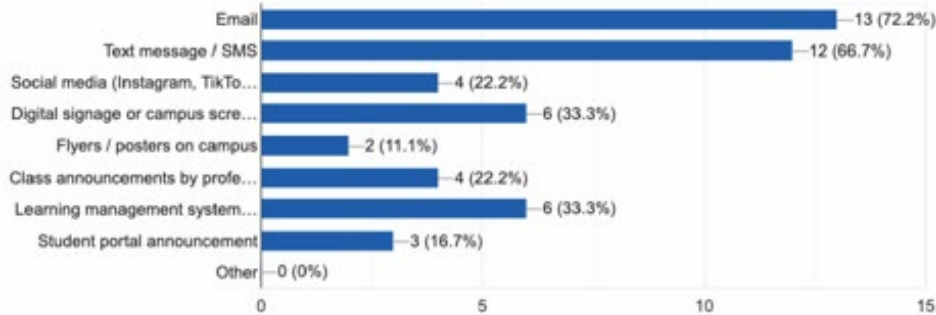
Collected feedback will be regularly reviewed and analyzed. When applicable, an action plan will be developed to implement operational enhancements. eCampus will communicate any resulting changes or improvements to all relevant stakeholders, ensuring transparency and a continuous focus on customer satisfaction.

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

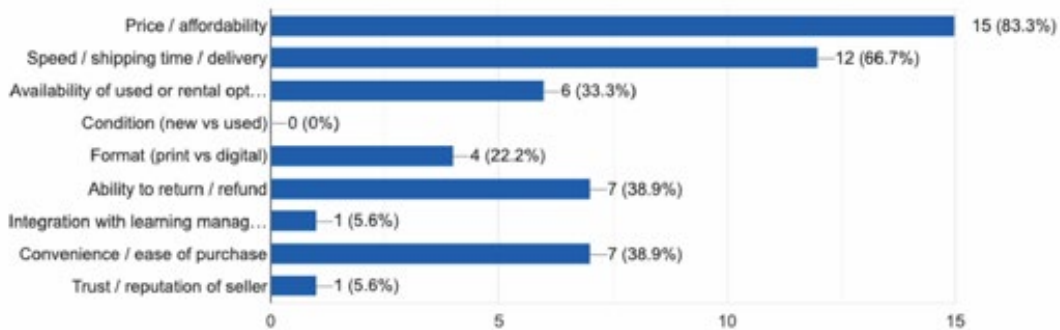
Which statement describes your ordering behavior this semester?



Which communication methods do you prefer when a bookstore wants to reach you? (select up to three)



When purchasing or renting course materials, which factors influence your decision the most? (select up to three options)



[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..

eCampus envisions the GMU Campus Store (Fairfax) and the Mason Square Campus Store (Arlington) as welcoming “third places” that extend beyond retail to support connection, collaboration, and engagement with the intellectual and creative life of George Mason

University. On the Fairfax campus, the GMU Campus Store will serve as a central gathering space where students can meet, study, and connect, faculty can collaborate, and members of the Northern Virginia community can engage with the University. An open, flexible layout, inviting seating, and interactive visual merchandising will encourage time spent in the space, while event-driven activities, pop-up features, and partnerships with campus organizations and Athletics will reinforce the store's role as a vibrant campus destination.

At Mason Square in Arlington, the Campus Store will reflect the needs of a more commuter and professionally focused population while still functioning as a community hub. The space will emphasize efficiency, flexibility, and digital integration, supporting quick visits as well as informal collaboration and engagement. Curated merchandise, streamlined services, and targeted campus programming will ensure the Mason Square Campus Store complements the academic and professional environment of the location while maintaining strong alignment with the broader Mason identity.

While the Sci Tech campuses do not include a dedicated campus store, eCampus will ensure students and faculty at those locations remain fully connected to the bookstore experience through a robust online storefront and centralized fulfillment model. Sci Tech students will have seamless access to course materials, emblematic and non-emblematic merchandise, and campus offerings through online ordering, ship-to-home, or pickup at the GMU Campus Store in Fairfax. This approach ensures consistent access, inclusion, and engagement across all George Mason locations, even where a physical retail footprint is not present.

Together, these strategies allow eCampus to create meaningful "third place" experiences where physical stores exist, while extending the same sense of connection, access, and campus identity across the University through digital and operational integration.

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?

eCampus approaches transformation as a deliberate, phased process that balances immediate impact with long-term sustainability for George Mason University. In year one, eCampus will introduce high-impact innovations designed to immediately signal progress while establishing a strong foundation for continued evolution. These initiatives include launching a modernized, omni-channel campus store experience with seamless integration between online ordering and

in-store fulfillment; implementing streamlined course material delivery models that ensure affordability and day-one access; and refreshing visual merchandising and store layouts to create a more engaging, flexible environment. Early emphasis will also be placed on campus visibility through coordinated marketing, targeted event participation, and partnerships that reinforce the GMU and Mason Square Campus Stores's role as an active contributor to campus life.

Beyond the initial launch, eCampus will implement a phased, multi-year roadmap that continuously enhances the GMU and Mason Square Campus Stores's physical, digital, and cultural presence. Over the next five years, planned initiatives may include iterative store enhancements driven by data and student feedback, expanded digital capabilities such as personalized storefront experiences and mobile-first engagement tools, and evolving merchandising strategies that reflect campus milestones, cultural moments, and institutional priorities. As the partnership matures, eCampus will introduce deeper analytics to inform space utilization, product mix, and service offerings, ensuring the store adapts alongside changing student behaviors and academic needs.

Culturally, eCampus will work collaboratively with the University to strengthen the GMU and Mason Square Campus Stores's role as a campus destination and community connector. Ongoing engagement through campus events, academic celebrations, alumni initiatives, and student organization partnerships will ensure the store remains relevant and responsive. By combining intentional year-one innovation with a flexible, phased approach to long-term growth, eCampus ensures continuous progress while preserving alignment with George Mason University's evolving vision, identity, and strategic goals.

[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?](#)

CAMPUS STORE STAFF TRAINING

eCampus's customer service training program for campus store staff is designed to recruit, train and equip employees with the skills, knowledge and mindset necessary to provide exceptional service to our customers. By investing in their training and development, we ensure that our team is retained and well-equipped to uphold and actively engage in George Mason's mission, goals and core values rather than simply retail associates.

ONBOARDING TRAINING

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

PRODUCT KNOWLEDGE TRAINING

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

PROBLEM-SOLVING TECHNIQUES

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

TECHNOLOGY TRAINING

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

CONTINUOUS LEARNING AND FEEDBACK

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

[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?

eCampus structures student employment as a purposeful experiential learning opportunity that aligns with George Mason University's career-driven, globally minded student population. Student roles within the campus store are designed around clearly defined functional areas, such as retail operations, customer experience, marketing and merchandising, inventory management, and technology-enabled services, allowing students to build transferable professional skills directly connected to their academic and career goals.

eCampus can collaborate with George Mason's Career Services to align student positions with career readiness competencies, resume-building outcomes, and professional skill development. Through structured onboarding, ongoing training, and supervisor feedback, students gain skills applicable across industries and experience in communication, problem solving, teamwork, data awareness, and customer engagement. Advanced student roles may provide exposure to marketing campaigns, merchandising strategy, and operational decision-making, reinforcing entrepreneurial thinking and real-world business acumen.

[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?

eCampus would position George Mason University as a national leader in higher-education retail by treating the campus bookstore as a living platform for innovation, one that anticipates change rather than reacts to it. As artificial intelligence, micro-credentials, and evolving digital access models continue to reshape teaching and learning, eCampus will collaborate with the University to pilot forward-thinking bookstore strategies that align with George Mason University's research-driven, future-focused identity. This approach enables George Mason University to serve as a proving ground for emerging models that enhance access, flexibility, and academic relevance.

From a digital and operational perspective, eCampus will leverage advanced analytics, automation, and adaptive fulfillment models to support evolving academic formats, including

short-term credentials, certificate programs, and non-traditional learning pathways. Course material delivery models will be designed to flex with changing instructional needs, supporting rapid adoption cycles, digital-first access, and scalable solutions that align with modular learning structures. These innovations allow the bookstore to function as a strategic academic support system, one that evolves in step with curricular experimentation and emerging educational models.

eCampus will also position the campus store as an innovation partner by continuously testing and refining new retail concepts informed by student behavior, technology adoption, and campus feedback. Data-driven insights will guide decisions around space utilization, service design, and digital engagement, ensuring the bookstore remains responsive to shifting expectations while maintaining institutional alignment. By piloting new approaches within a controlled, collaborative environment, George Mason University can evaluate what works, scale successful initiatives, and share best practices across the higher-education landscape.

Through intentional experimentation, measured implementation, and close partnership, eCampus will help George Mason University lead the next generation of campus retail—demonstrating how bookstores can support digital access, emerging credentials, and student success in an era of rapid educational transformation. Rather than following industry disruption, this model allows George Mason University to shape it.

[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?](#)

Five years into the partnership, the GMU and Mason Square Campus Stores will be recognized as far more than a place to purchase course materials and merchandise, it will be a central expression of George Mason University's identity, values, and momentum. The space will feel modern, welcoming, and purpose-driven, blending flexible design, thoughtful merchandising, and seamless digital integration to support how today's students learn, connect, and engage. The bookstore will function as a true campus destination, one that students choose to spend time in, faculty view as a partner, and visitors experience as a reflection of George Mason University's ambition and creativity.

From a student experience perspective, the bookstore will have become an integral part of academic and campus life. Course materials will be consistently accessible through flexible

delivery models that support affordability, day-one readiness, and evolving instructional formats. Retail and service offerings will reflect student needs and preferences, with intuitive layouts, curated product selections, and technology-enabled conveniences that reduce friction and enhance everyday campus life. Students will see the bookstore not as a transactional requirement, but as a supportive, student-centered resource that evolves alongside their academic journey.

Over time, the bookstore will also play a meaningful role in elevating the George Mason University brand. Through cohesive visual identity, intentional storytelling, and event-driven activations, the space will celebrate George Mason University's academic excellence, research impact, athletic pride, and cultural diversity. Heritage-inspired merchandise, institutional milestones, and collaborations with campus partners will reinforce tradition and pride, while contemporary design and programming signal innovation and forward momentum. This balance will position the bookstore as a living representation of George Mason University's brand—dynamic, inclusive, and confident.

Equally important, the bookstore will strengthen connections between the University and its broader communities. Alumni, families, fans, and visitors will experience the store as a welcoming entry point to George Mason University, whether on campus or through a robust digital storefront. Community engagement, campus events, and accessible retail experiences will foster lasting relationships beyond graduation, reinforcing a sense of belonging and shared identity. By five years in, the GMU and Mason Square Campus Stores will stand as a model for how campus retail can support student success, amplify institutional pride, and deepen community connection, while remaining adaptable to the future of higher education.

QUESTION SET 8: B. 2. ENGAGEMENT

[8.1.1](#) How will you demonstrate shared ownership of goals and mutual accountability rather than a transactional relationship?

eCampus approaches its partnership with George Mason University as a true collaboration based on ownership of goals and mutual accountability rather than a transactional relationship at every level. From the outset, we work with University stakeholders to define objectives aligned with George Mason University's strategic priorities: academic success, student engagement, sustainability, and community impact, establishing performance metrics and timelines collaboratively to ensure a shared understanding of desired outcomes. eCampus provides regular, data-driven performance reporting and dashboards to track progress, paired with

semester business reviews and ongoing check-ins from account management teams that promote transparency and enable course corrections when needed. eCampus actively engages faculty, student organizations and University departments to co-develop programs, merchandise offerings, events, and marketing campaigns, ensuring the GMU and Mason Square Campus Stores operate as an extension of the University's mission. When challenges arise, our team takes ownership alongside the University, proposing solutions, testing alternatives, and iterating strategies to achieve shared objectives. Through these practices, eCampus fosters a mutually accountable, transparent, and collaborative relationship, reinforcing a long-term commitment to George Mason University's goals, culture, and campus community.

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?

eCampus views governance as a shared, collaborative process and is committed to ensuring that student, faculty, staff, and alumni perspectives are meaningfully embedded in decision-making related to campus store operations and services. To support this approach, eCampus will work closely with George Mason University to establish structured engagement opportunities—such as advisory groups, regular review forums, or working sessions—that provide representative stakeholders with a voice in shaping priorities, evaluating initiatives, and guiding future enhancements. These forums ensure that decision-making is informed not only by operational data, but also by lived campus experience and institutional values.

Student voices play a critical role in this governance model. eCampus actively gathers student feedback through post-purchase surveys for the Online Bookstore, Online Spirit Shop, and Campus Store, capturing insights related to usability, ordering processes, fulfillment, and customer service. To encourage participation, students may be offered incentives such as in-store credits. Survey questions can be customized in collaboration with George Mason University to align with institutional priorities and emerging initiatives. Collected feedback is reviewed regularly, analyzed for trends, and elevated into broader governance discussions where applicable, ensuring student input directly informs operational and strategic decisions.

Faculty and staff perspectives are similarly embedded through formal end-of-term reviews and ongoing engagement with the dedicated George Mason University Account Management Team. At the conclusion of each academic term, eCampus and University representatives will review outcomes from prior feedback, assess the effectiveness of implemented action plans, and solicit

new input to support continuous improvement. Faculty and staff are also encouraged to share feedback at any point throughout the partnership, creating an open and responsive dialogue that supports instructional needs, operational efficiency, and alignment with academic priorities.

Insights gathered through surveys, audits, and direct engagement are not treated as isolated feedback, but as key inputs into a continuous governance cycle. When opportunities for improvement are identified, eCampus collaborates with George Mason University to develop action plans, implement enhancements, and communicate resulting changes to relevant stakeholders. This transparent, data-informed approach ensures accountability while reinforcing a culture of shared ownership and continuous improvement.

Through a combination of structured governance forums, ongoing stakeholder engagement, and transparent feedback loops, eCampus ensures that students, faculty, staff, and alumni are not only heard, but actively influence the evolution of the campus store experience. This collaborative governance model strengthens trust, supports innovation, and aligns campus store operations with the broader mission and community of the University.

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?](#)

eCampus would activate George Mason University's key academic and cultural milestones both within the GMU and Mason Square Campus Stores and across campus to celebrate the George Mason community and its global identity, creating immersive, engaging experiences that extend beyond traditional retail. For events like Amplify, Welcome2Mason, Mason Day, Homecoming, International Week, and Commencement, the GMU and Mason Square Campus Stores would feature curated merchandise, themed displays, and limited-edition apparel that highlight school pride, cultural diversity, and student creativity. Pop-up kiosks, interactive product displays, and designated event areas would encourage participation and foster a sense of community.

Across campus, eCampus would coordinate with student organizations, faculty, and University departments to integrate spirit-driven activations into campus events, such as distributing branded merchandise at welcome activities, hosting photo opportunities and giveaways during Homecoming, and showcasing student-produced or internationally inspired products during International Week. Digital marketing campaigns, including email, social media, and mobile

notifications, would amplify these initiatives, ensuring broad awareness and engagement among students, faculty, staff, alumni, and the surrounding community.

By aligning merchandising, marketing, and experiential engagement with George Mason University's academic and cultural calendar, eCampus ensures that each milestone is celebrated meaningfully, reinforcing school pride, fostering inclusivity, and highlighting the University's global perspective. This approach transforms the bookstore into a vibrant hub that both reflects and amplifies the energy, diversity, and creativity of the George Mason community.

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?

The D.C. Metro area is a vibrant, dynamic ecosystem shaped by culture, innovation, and civic engagement, and eCampus is well positioned to reflect that character within the campus store experience. Rather than relying on a centralized buying model, eCampus emphasizes a localized merchandising approach that allows each campus store to authentically reflect its surrounding community. This flexibility enables eCampus to partner directly with local businesses, artists, and nonprofits, curating product assortments and experiences that resonate with regional identity and campus culture.

At the GMU and Mason Square Campus Stores, this approach would translate into meaningful collaborations with D.C.-area creators and organizations, including locally produced merchandise, artist-designed products, and nonprofit-aligned initiatives. eCampus would work with University stakeholders to identify opportunities for rotating local vendor features, student- and alumni-created goods, and mission-driven partnerships that support civic engagement and community causes. In-store and digital activations, such as spotlight events, limited-run merchandise, and fundraising collaborations, would further strengthen the connection between the University and the broader Northern Virginia and D.C. communities.

eCampus has successfully implemented this localized partnership model at peer institutions. At Drake University in Des Moines, IA, the University had long sought to feature merchandise from a popular local t-shirt company, The Side Garage, without success from its previous vendor. Upon partnering with eCampus, a direct relationship was quickly established, and a broad selection of The Side Garage products was introduced in-store and online. These locally sourced items have since become top-selling products, demonstrating the value of community-aligned partnerships and responsive merchandising.

By applying this proven, campus-specific approach at George Mason University, eCampus will position the campus stores as more than retail spaces, they will serve as platforms for local creativity, civic engagement, and regional connection. This strategy strengthens Mason's ties to the D.C. Metro area while creating a retail environment that reflects the University's role as an engaged, community-centered institution.

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
	Organic Chemistry	\$375.99	McMurry, John	N/A	9781305080485	✓	Hardcover
	Organic Chemistry w/ Study Guide and Solutions...	\$246.93	Karty, Joel; Mach, Taylor ; Mach, Marie M,	N/A	9781324031765	✓	Hardcover w/ Access Card
	Chemistry A Molecular Approach	\$313.31	Tro, Nivaldo J.	N/A	9780134874371	✓	Hardcover
	Chemistry	\$161.33	Antony C. Wilbraham; Dennis D. Staley; Michael S. ...	N/A	9781323205907	✗	Hardcover
	Chemistry (Sixth Edition) with Ebook, Smartworks...	\$153.00	Gilbert, Thomas R.; Kirss, Rein V.; Bretz, Stacy ...	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.

[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?](#)

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.

[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?

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

[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?

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 7.

[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?](#)

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.

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?

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.

10.4.1. What are your recommended steps to expand participation across disciplines while maintaining transparency and faculty autonomy in course material selection?

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.

[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?

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

[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?

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?

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.

[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?

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.

[11.4.1. How would you address potential issues such as student opt-out rights, faculty autonomy, billing integration, and course-level flexibility?](#)

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.

[11.5.1. Provide examples and case studies of where you have successfully piloted or implemented similar models, including lessons learned and measurable results](#)

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.

QUESTION SET 12: B. 4. MERCHANDISE & COMMUNITY IDENTITY

12.1.1. What approach would you take to curate a product mix that aligns George Mason’s academic reputation with contemporary fashion and lifestyle trends, ensuring strong brand identity, market differentiation, and appeal to both students and alumni?

eCampus would curate a product mix for George Mason University that carefully balances the University’s academic reputation with contemporary fashion and lifestyle trends, creating a strong, cohesive brand identity that resonates across the campus community. The assortment would include emblematic George Mason University merchandise, modern apparel, and lifestyle items that reflect school pride while appealing to current styles and student interests. Collaborations with local designers, student entrepreneurs, and licensed vendors would introduce exclusive, limited-edition products that generate excitement and differentiate GMU in the collegiate retail market. The product mix would also offer a wide range of price points, ensuring accessibility for students while providing premium options for alumni and staff seeking higher-end merchandise. Seasonal collections, themed displays, and curated bundles would continually refresh the store experience, highlighting GMU's events, athletic spirit, and cultural milestones. The eCampus Retail Management team will collaborate with in-store and online merchandising to create an engaging environment that encourages exploration, supports student involvement, and reinforces the University’s identity as an innovative, energetic, and forward-thinking institution.

12.2.1. How would you align the store’s retail experience with George Mason’s “global university” narrative, connecting international students, alumni, and visitors through globally inspired collections?

eCampus would align the GMU and Mason Square Campus Stores retail experiences with George Mason University's “global university” narrative by curating merchandise and experiences that reflect cultural diversity, international perspectives, and global trends. Located in the D.C. Metro area, one of the nation’s most diverse regions, the GMU and Mason Square Campus Stores would celebrate the rich mix of cultures among students, alumni, and visitors. Globally inspired collections, such as apparel, lifestyle products, and student-produced goods, would highlight international traditions and achievements. Limited-edition collaborations with international student organizations, alumni, and local artisans would create unique offerings that resonate across campus and the surrounding community. Seasonal displays and in-store

events celebrating global holidays, cultural milestones, and international initiatives would foster inclusivity and strengthen connections among students, faculty, alumni, and guests. Both the physical and online spirit stores would feature themed collections and storytelling that reflect GMU's global identity, celebrate diversity, and reinforce pride in the University's international community.

12.3.1. George Mason alumni span the world. What strategies would you use to cultivate lifelong purchasing behavior and emotional connection, such as personalized digital experiences, milestone collections, or "Patriot for Life" campaigns?

eCampus would create lifelong purchasing behavior and emotional connection among George Mason University alumni by creating personalized, meaningful experiences that reinforce their ongoing connection to the University. Digital strategies would include targeted email campaigns, personalized online storefront recommendations, and email notifications highlighting new products, exclusive offers, and alumni-focused collections. Milestone collections, such as graduation anniversaries, homecoming editions, or limited-release apparel, would celebrate alumni achievements and create collectible, sentimental value. The "Patriot for Life" campaign would offer special discounts and recognition opportunities that foster pride and continued engagement. By integrating these initiatives across both physical and digital platforms, eCampus would strengthen alumni relationships, encourage repeat purchases, and sustain a lifelong connection to George Mason University.

12.4.1. How would you balance national and premium brand partnerships with opportunities for local, minority-owned, and student-run brands to be featured within the store?

eCampus would balance national and premium brand partnerships with opportunities for local, minority-owned, and student-run brands by creating a thoughtfully curated, multi-tiered product assortment that meets the needs of all campus stakeholders. National and premium brands provide familiarity, quality and appeal, ensuring that students, alumni, faculty, and other visitors have access to trusted collegiate apparel and lifestyle products. At the same time, the GMU and Mason Square Campus Stores would dedicate specific spaces and seasonal features to highlight locally sourced, minority-owned, and student-run merchandise, including limited-edition collaborations, pop-up shops, and themed displays that celebrate creativity,

entrepreneurship, and cultural diversity. Partnerships with local artisans and student entrepreneurs would be promoted through social media and campus events, giving these brands visibility while connecting them to GMU's community and values. By intentionally blending national, premium, and local offerings, the GMU and Mason Square Campus Stores become a dynamic retail environment that fosters inclusivity, showcases innovation, and encourages meaningful engagement, while maintaining a strong and cohesive George Mason brand identity.

12.5.1. What innovative technologies, customer service strategies, and/or interactive features could be introduced to enhance the overall shopping experience and foster stronger connections with the George Mason Community in managing and enhancing the operations of the existing Patriot Tech Department in the GMU Bookstore?

eCampus would enhance the operations of the Patriot Tech Department in the GMU Campus Store by positioning it as a modern, interactive technology showcase that supports discovery, informed decision-making, and engagement for the George Mason University community. Patriot Tech is designed to complement the campus store experience by connecting students, faculty, and staff with the tools and information that support academic success and campus life.

Within the GMU Campus Store, eCampus would feature a dedicated technology display area where customers can see and interact with sample devices commonly used in academic settings. This hands-on environment allows students to explore device size and design, compare options, and gain familiarity with technology offerings in a comfortable, low-pressure setting. Clear signage, visual guides, and curated product information help customers understand available options and make confident, informed decisions.

Customer engagement within Patriot Tech is centered on knowledgeable guidance and product education. eCampus staff assigned to this area are trained to provide general information about technology features, compatibility considerations, and product use in academic contexts, ensuring customers receive helpful support. To foster stronger connections with the George Mason community, Patriot Tech can be activated through targeted initiatives such as back-to-school readiness campaigns, technology spotlight features, and coordinated promotions aligned with academic milestones or campus events. These efforts reinforce Patriot Tech's role as an engaging resource within the Campus Store.

Supported by eCampus's omni-channel customer service infrastructure, Patriot Tech will deliver a consistent, supportive experience across all customer touchpoints. This approach enhances the overall shopping experience while strengthening Patriot Tech's role as a modern, community-focused component of the GMU Campus Store.

QUESTION SET 13: B. 5. ATHLETICS & NIL

[13.1.1.](#) How would you grow athletics merchandising while respecting licensing agreements and ensuring NIL opportunities are transparent and widely available?

eCampus would grow athletics merchandising for George Mason University by expanding offerings that complement existing licensed apparel and creating clear, equitable NIL opportunities, all while respecting established brand agreements. eCampus will work in partnership with Adidas and Game One, who currently serve as the official authorized supplier of uniforms, footwear, and performance apparel. All athletics merchandise bearing official marks would continue to be sourced and managed in compliance with licensing requirements, ensuring quality and brand consistency across retail channels. eCampus would work with the University and licensing partners to introduce enhanced product lines, such as expanded headwear, performance wear, and limited-edition game-day collections, while maintaining strict adherence to trademark and contract guidelines. To support NIL opportunities, eCampus would establish transparent participation criteria and communication structures for student-athletes, ensuring that collaborations on signature merchandise or special releases are fairly compensated, compliance-reviewed, and widely promoted through in-store, online, and digital channels. This approach responsibly grows athletics merchandising, uplifts the GMU Patriot brand, and supports student-athlete engagement within the boundaries of licensing and institutional policy.

[13.2.1.](#) What innovative retail activations would you create to deepen fan engagement across athletics, esports, spirit, and student pride?

In previous retail activations or collaborations involving athletics, esports, spirit and student pride, we have partnered with student-athletes to create successful NIL campaigns, such as limited-edition merchandise featuring their logos or slogans and leveraging their presence on social media to amplify campaigns. We've also collaborated with athletes to host meet-and-

greet and autograph-signing events within the campus stores, enhancing their connection with fans and the University.

[13.3.1](#). What guiding principles would shape your NIL strategy at George Mason, and how would you ensure that it aligns with institutional values of fairness, transparency, and student success?

eCampus's guiding principles for George Mason University around Name, Image, and Likeness (NIL) focuses on empowering student-athletes to maximize their personal brand potential while aligning with GMU's values of institutional values of fairness, transparency, student success and compliance requirements. We aim to create a collaborative ecosystem that supports student-athletes through personalized merchandise, marketing opportunities, and educational resources. By leveraging NIL, we can work with athletes to develop co-branded merchandise that highlights their individual appeal, such as jerseys and exclusive apparel lines.

QUESTION SET 14: B. 6. TRANSITION & IMPLEMENTATION

[14.1.1](#). What visible and symbolic changes would you prioritize in the first 90 days to demonstrate transformation and credibility?

In the first 90 days, eCampus will prioritize highly visible actions that demonstrate momentum, credibility, and a successful transition for George Mason University. These early changes are designed to be immediately recognizable to students, faculty, staff, and campus leadership while establishing a strong foundation for long-term transformation.

Key priorities include introducing updated in-store signage and wayfinding to signal a new operational approach and launching a refreshed Online Bookstore aligned with George Mason's brand, improving clarity around course materials, pricing, and access. Additionally, eCampus will establish a dedicated on-campus presence and course material account management structure, ensuring clear points of contact and responsive support from day one.

Symbolically, eCampus will emphasize early engagement and transparency through faculty outreach, stakeholder meetings, and visible participation in campus activities. Smooth course material delivery, reliable customer support, and early access to reporting tools will reinforce

confidence in execution and demonstrate eCampus's commitment to partnership, accountability, and student success from the outset.

14.2.1. How would you communicate the transition to George Mason's students, faculty, and staff in ways that build enthusiasm, transparency, and community pride?

eCampus will clearly communicate the transition to George Mason's students, faculty, and staff in ways that build enthusiasm, transparency, and community pride by implementing a coordinated, omni-channel communication plan. This plan will include advance announcements, campus-wide emails, targeted messaging to key stakeholder groups, dedicated transition webpages, and consistent updates through social media and digital signage. eCampus will collaborate closely with University communications, student organizations, and faculty leadership to ensure messaging is aligned, timely, and responsive to campus needs. Engagement initiatives, such as welcome events, promotional giveaways, and in-store activations, will highlight the benefits of the transition while reinforcing GMU's identity and values. By prioritizing clear communication, open feedback channels, and celebratory moments, eCampus will ensure a smooth transition that fosters trust and excitement across the George Mason community.

Please see below and on the next page for eCampus's complete Implementation Plan and Process.

IMPLEMENTATION PLAN AND PROCESS

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

COMMITMENT TO COMMUNICATION

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

CLEARLY DEFINED TEAM

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

INTEGRATIONS

All Patriot Web and Canvas integrations will be fully tested and operational.

RELIABLE INFRASTRUCTURE

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

24/7 ONLINE OPERATIONS

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

IMPLEMENTATION TIMELINE

Over the past 25+ years, we have developed an implementation plan that includes on-campus meetings, marketing campaigns, post-launch audits and more. Please see the below and the next page for a sample high-level timeline customized to a July, 1, 2026 contract commencement.

UPON CONTRACT EXECUTION

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

10+ WEEKS PRIOR

- › Begin IT system integrations
- › Faculty submit Fall 2026 booklist
- › Establish advisory committee and plan first meeting with committee members
- › Evaluate campus store and determine campus store needs
- › Evaluate campus store staffing and requirements
- › Hold marketing and licensing planning meeting
- › Determine store logo/artwork requirements
- › Develop campus store refresh plans and approval

8 WEEKS PRIOR

- › Post open campus store positions
- › Fall 2026 booklist review & approval
- › Begin engagement with campus departments
- › Build marketing campaigns to announce campus store & online bookstore grand opening
- › Coordinate press releases with campus contact
- › Finalize Fall 2026 adoption list

6 WEEKS PRIOR

- › Create initial merchandising plan & review current licensed vendors

- › Schedule inventory deliveries
- › System integrations tested and operational
- › Begin interviews for open campus store positions
- › Follow-up meetings with key campus contacts

4 WEEKS PRIOR

- › Integrated storefront launch
- › Online bookstore and Spirit Shop live for student ordering
- › Marketing campaigns – Course materials now available
- › Review upcoming campus events
- › Confirm store materials and equipment deliveries
- › Confirm store marketing material deliveries

2 WEEKS PRIOR

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

1 WEEK PRIOR

- › Grand opening of the GMU and Mason Square Campus Stores

QUESTION SET 15: B. 7. STORE RENOVATION AND PHYSICAL TRANSFORMATION

[15.1.1](#) Design Philosophy and Vision - Describe your design philosophy for transforming the George Mason Bookstore into a modern, flexible, and welcoming environment. How will the physical space embody George Mason's identity innovation, inclusivity, and community while remaining adaptable to future retail trends?

eCampus's design philosophy is grounded in flexibility, inclusivity, and evolution. Our vision is to create campus store environments that are modern, welcoming, and reflective of George Mason University's innovative and community-driven identity. These spaces are intentionally designed to remain adaptable, evolving alongside changing student behaviors, academic needs, and retail expectations over time. Modular fixtures, rotating activations, and integrated digital touchpoints allow the space to continuously adapt to emerging retail trends, technology advancements, and changing campus priorities without requiring structural redesign.

Please see page 29 for additional details of eCampus's vision for the GMU and Mason Square Campus Stores.

15.2.1. Scope and Phasing - Outline your proposed scope of renovation and improvement. Which areas would you prioritize (sales floor, course materials, technology zone, apparel, spirit shop, storage, etc.)? How would you phase renovations to minimize disruption to daily operations?

eCampus approaches store renovation as a strategic, phased transformation designed to enhance the customer experience while minimizing disruption to daily operations at George Mason University. Rather than undertaking a single large-scale renovation, eCampus prioritizes targeted improvements that deliver visible impact, operational efficiency, and long-term flexibility.

Initial renovation priorities focus on high-impact, customer-facing areas, beginning with the sales floor and apparel/spirit shop zones, where refreshed layouts, updated fixtures, and improved visual merchandising can immediately elevate the store's look and feel. These updates reinforce school pride, improve navigation, and create a more welcoming, engaging environment. Alongside these efforts, eCampus would enhance the technology zone as an interactive showcase area, allowing students to explore and engage with technology offerings in a modern, intuitive setting without expanding operational complexity.

The course materials area would be addressed through a reduction in permanent shelving and back-of-house storage requirements, enabled by eCampus's centralized fulfillment and pre-packaged distribution model. This shift allows formerly inventory-heavy areas to be repurposed for flexible, student-centered uses while maintaining efficient course material access during peak periods. Storage and back-of-house spaces would be optimized to support streamlined operations, improved organization, and staff efficiency rather than expanded inventory capacity.

Renovations would be phased deliberately to avoid service interruptions, with work scheduled around academic calendars, peak rush periods, and major campus events. Improvements would be completed in manageable sections, allowing the store to remain fully operational throughout the process. By prioritizing visible, functional upgrades and sequencing improvements thoughtfully, eCampus ensures that store renovations deliver immediate benefits while supporting long-term adaptability. This phased approach allows the GMU and Mason Square Campus Stores to evolve into a modern, flexible campus destination without compromising daily operations, academic timelines, or customer service expectations.

15.3.1. Collaborative Design Process - Detail how you would engage George Mason's campus community of students, faculty, and staff in shaping the renovation vision. What forums, design sessions, or visual mockups would you utilize to ensure shared ownership and transparency?

eCampus approaches store renovation as a collaborative, community-informed process that actively engages students, faculty, and staff at George Mason University. Early in the design phase, eCampus will host targeted listening sessions and design discussions with representative campus stakeholders to gather input on functionality, layout, and overall experience, ensuring alignment with academic and student life priorities.

To support transparency and shared ownership, eCampus will develop visual mockups, concept boards, and layout renderings that clearly illustrate proposed changes. These materials may be shared through presentations, open forums, or digital channels to invite feedback and guide iterative refinement. Regular updates demonstrate how community input informs decisions, resulting in a renovation vision shaped collaboratively and reflective of the George Mason campus community.

15.4.1. Sustainability and Accessibility - Sustainability is central to George Mason's mission. How would your renovation plan integrate environmentally responsible materials, energy-efficient systems, and accessible design features consistent with LEED and ADA standards?

Sustainability is a core consideration in eCampus's approach to operating and refreshing the existing campus store spaces at George Mason University. eCampus focuses on operational, merchandising, and fixture-level sustainability practices that align with the University's environmental goals and LEED principles while working within the existing facility and University-provided FF&E.

Within the store environment, eCampus emphasizes the use of efficient, reusable, and adaptable fixtures to extend lifecycle value and reduce waste associated with frequent replacement. Visual communication strategies prioritize digital and low-waste solutions, such as QR codes and digital signage for informational materials, promotions, and policies, reducing reliance on printed flyers and paper signage while improving clarity and accessibility for customers.

From a product and sourcing perspective, eCampus partners with vendors that offer sustainably produced and environmentally responsible merchandise, including apparel made from recycled fibers, organic cotton, or responsibly sourced materials. These options allow the campus store to reflect Mason's sustainability values through the products offered, while still meeting quality, durability, and brand expectations.

CAMPUS STORE ACCESSIBILITY

The GMU and Mason Square Campus Stores will comply with all applicable ADA Standards for Accessible Design, ensuring inclusive access for all members of the campus and broader community. Accessibility considerations are integrated into store layout, merchandising, and customer service practices to support ease of navigation and equitable access to products and services.

Key accessibility features include:

- › Accessible entrances and interior routes with compliant aisle widths and turning clearances
- › At least one accessible checkout station with appropriate counter height and usable payment devices
- › Accessible merchandise access with staff assistance available upon request
- › Clear, intuitive wayfinding supported by tactile or Braille signage where required
- › Emergency exits and alarms will meet accessibility standards
- › Service animals will be accommodated in accordance with ADA guidelines

In addition, eCampus provides staff training focused on accessibility awareness and inclusive service, ensuring team members are prepared to assist customers respectfully and effectively. Through thoughtful space planning, operational practices, and staff readiness, eCampus ensures the campus store environment is welcoming, navigable, and accessible for all users.

[15.5.1. Technology Integration - The bookstore of the future must blend digital and physical experiences. How will your renovation integrate technology, interactive displays, digital signage, mobile checkout, self-service kiosks, and smart inventory systems to enhance engagement and operational efficiency?](#)

eCampus integrates technology into the campus store environment by thoughtfully connecting digital systems, operational tools, and low-profile in-store touchpoints that enhance engagement and efficiency while preserving a welcoming, uncluttered space at the GMU and Mason Square Campus Stores. Rather than relying on high-tech fixtures or self-service

hardware, our approach emphasizes seamless system integration and intuitive information access.

Technology integration is primarily driven through back-end systems and data connectivity that link the Online Bookstore, inventory management, course material fulfillment, and reporting platforms. These integrated systems provide real-time visibility into product availability, demand trends, and replenishment needs, allowing for accurate inventory planning, reduced overstock, and more efficient use of sales floor and storage space. This approach supports operational efficiency without disrupting the in-store experience.

Within the GMU and Mason Square Campus Stores, digital engagement is supported through simple, accessible tools such as QR codes and web-based content that allow customers to access product details, policies, and campus information using their own devices. This approach reduces reliance on printed materials, supports sustainability goals, and provides customers with on-demand information while keeping the environment clean and flexible. By aligning in-store operations with robust digital infrastructure, eCampus ensures consistency across physical and online experiences. Customers benefit from clear information, reliable fulfillment, and efficient service, while staff are supported by integrated systems that streamline daily operations. Together, these technology-enabled practices create a modern, connected digital and physical experience that enhances engagement and operational performance without introducing unnecessary complexity.

[15.6.1. Community and Gathering Spaces - How would you reimagine the bookstore as a place for connection that offers seating areas, event spaces, or collaborative zones for author talks, student showcases, and alumni gatherings? How would this align with George Mason's culture?](#)

eCampus proposes reimaging the GMU and Mason Square Campus Stores as a dynamic campus hub that fosters connection, collaboration, and school pride in alignment with George Mason University's culture. Rather than functioning solely as a retail environment, the GMU and Mason Square Campus Stores would serve as a welcoming "third place" where students, faculty, alumni, and visitors can gather, engage, and interact.

The redesigned space could incorporate a variety of seating options, including lounge areas, seating, and quiet nooks to support informal studying, conversation, and downtime between classes. A centrally located, flexible event space would accommodate author talks, student showcases, book signings, and alumni gatherings, supported by movable furniture and

integrated technology to allow seamless transitions between everyday use and programmed events. Collaborative zones with modular furnishings and writable surfaces would further support group meetings, student organization activities, and interdisciplinary engagement.

This vision aligns with George Mason University's culture of innovation, inclusivity, and community engagement. By creating an adaptable, student-centered environment, the GMU and Mason Square Campus Stores will become more than a place to purchase apparel and merchandise, they will become a shared campus destination that strengthens connections, amplifies student voices, and reinforces GMU's identity as a forward-thinking and collaborative institution.

15.7.1. Branding and Visual Identity - How will your renovation reinforce George Mason's visual and cultural identity regarding color palette, typography, imagery, and storytelling through architectural details, signage, and merchandising presentation?

The renovation would reinforce George Mason University's identity by integrating its green-and-gold color palette, approved typography, and brand standards throughout the space. These elements would appear in architectural accents, furnishings, signage, and wayfinding to create a cohesive and recognizable environment. Imagery and graphics would highlight GMU's diverse community, campus life, and academic mission through photography, murals, and displays. Merchandising would be thoughtfully presented to showcase branded apparel and products in a way that feels authentic and student-centered. Together, these strategies ensure the bookstore reflects GMU's culture, values, and sense of pride while maintaining a modern, welcoming atmosphere.

15.8.1. Timeline and Project Management - Provide a proposed timeline for renovation design, approval, and execution. How will you coordinate with George Mason's project management team to ensure timely completion, cost control, and minimal operational disruption? Note: it is George Mason's intent that the renovation would occur during the first year of this agreement.

eCampus approaches renovation at George Mason University as a targeted, first-year refresh process rather than a full-scale redesign, recognizing that the existing campus store spaces are functional, well-maintained, and relatively modern. Our focus is on selective enhancements that

improve flexibility, clarity, and engagement while preserving the University's existing FF&E and minimizing disruption to daily operations.

During the initial 60–90 days of the agreement, eCampus will complete a collaborative planning and assessment phase. This includes confirming scope based on insights gathered during the pre-bid site visit, validating opportunities for minor layout adjustments or fixture updates, and incorporating feedback already collected through campus engagement and stakeholder discussions. During this phase, eCampus will work closely with George Mason's project management team to align priorities, review constraints, confirm approvals, and establish a mutually agreed-upon schedule and budget parameters.

The design finalization and approval phase will follow promptly, focusing on modest, high-impact updates such as fixture refreshes, visual merchandising enhancements, signage improvements, and reconfiguration of select areas to support evolving use. Design concepts and phasing plans will be reviewed with University partners to ensure alignment with campus standards, operational needs, and approval protocols. Execution will occur in carefully phased increments within the first year, coordinated around academic calendars and peak retail periods to maintain continuous store operations. Work will be sequenced to allow individual areas to be refreshed while the remainder of the store remains fully open and functional. Where feasible, updates will be completed during off-hours or low-traffic periods to further reduce disruption.

Throughout the process, eCampus will coordinate regularly with George Mason's project management team through scheduled check-ins, progress updates, and cost tracking to ensure transparency, accountability, and timely completion. This collaborative, disciplined approach ensures that first-year renovations deliver visible improvements, stay within scope and budget, and enhance the campus store experience without unnecessary disruption or structural change.

15.9.1. Capital Investment and Ownership - Outline your proposed capital investment for renovations, including design costs, construction, fixtures, less your technology and systems. How will you structure financial responsibility and ensure that investments are both measurable and enduring?

eCampus's capital investment approach for the George Mason University campus stores is intentionally targeted, measurable, and enduring. Consistent with the University's goals, investments focus on refreshing and enhancing existing spaces rather than undertaking a full-scale renovation. Please see page 12 to view eCampus's proposed capital investment for

renovations, including design costs, construction, fixtures and operating expenses for the GMU and Mason Square Campus Stores.

First-year investments will prioritize selective, high-impact improvements such as design services, refreshed fixtures where needed, signage and visual merchandising enhancements, and limited reconfiguration of customer-facing areas to improve flexibility, navigation, and engagement while preserving the University's existing FF&E. These improvements will be designed to deliver immediate value without disrupting daily operations. Financial responsibility and oversight will be clearly structured and coordinated with the University's project management and approval processes. eCampus will manage design coordination, procurement, and execution within agreed-upon budgets, with cost controls in place to ensure alignment with approved scope and institutional priorities.

To ensure investments are measurable and enduring, eCampus emphasizes durable materials, modular fixtures, and adaptable layouts that extend lifecycle value and reduce the need for future capital outlays. Success will be evaluated through observable improvements in functionality, customer flow, and visual presentation, ensuring that capital investments support both immediate enhancement and long-term value for the University.

15.10.1. Post-Renovation Maintenance and Refresh - Describe how you will maintain the renovated space throughout the term of the agreement. What is your plan for ongoing refresh cycles, fixture updates, and technology upgrades to ensure the store remains contemporary and relevant?

eCampus maintains renovated campus store spaces through a proactive, disciplined approach that prioritizes consistency, longevity, and adaptability throughout the term of the agreement. Ongoing maintenance is integrated into daily operations, with regular inspections of fixtures, signage, and customer-facing areas to ensure cleanliness, safety, and visual consistency, and to address normal wear and tear promptly. Rather than relying on large-scale renovations, eCampus implements planned, phased refresh cycles designed to keep the store contemporary while minimizing disruption and capital expense. These refreshes may include seasonal visual merchandising updates, selective fixture adjustments, remerchandising of key areas, and periodic signage or wayfinding enhancements. This approach allows the space to evolve over time without structural changes. To ensure continued relevance, eCampus also evaluates opportunities for incremental technology and content updates, such as refreshed digital messaging, QR-based information access, and system-level enhancements that support communication and operations without altering the physical footprint. Through consistent

upkeep and intentional refresh planning, eCampus ensures the campus store remains modern, welcoming, and aligned with evolving campus needs over the life of the agreement.

QUESTION SET 16: B. 8. PATRIOT TECH

16.1.1. If your proposal includes selling IT products (computers, laptops, accessories), please specify how you will ensure competitive pricing and/or apply limited markups for Mason faculty and staff making purchases for university business purposes.

eCampus supports the sale of IT products through a competitive, education-focused pricing model designed to meet the needs of George Mason University faculty and staff making purchases for official University business. Technology devices are offered through the Online Bookstore, providing transparent pricing, streamlined ordering, and consistency across all University purchasers.

As an Apple Authorized Reseller, eCampus provides access to genuine Apple products at education-preferred pricing that is competitive with other major authorized retailers such as Best Buy



and Walmart. Pricing reflects Apple's standardized education programs, ensuring faculty and staff purchasing for University business receive consistent, market-competitive pricing backed by manufacturer warranties and support. In addition to Apple, eCampus partners with Douglas Stewart to offer a curated selection of leading technology brands, including HP, Dell, Lenovo, and Chromebook providers. This broad vendor network enables competitive benchmarking across brands and models, allowing faculty and staff to compare specifications and pricing in a single, centralized platform that supports informed purchasing decisions and budget transparency.

Additionally, eCampus can support an in-store technology experience by setting up a dedicated display table within the GMU and Mason Square Campus Stores. This display will feature demo Apple devices and select products from other partner brands, allowing students to explore and engage with the technology in person and benefit from hands-on exposure to key products. Standard tech accessories such as chargers, laptop sleeves, and headphones can be stocked and sold directly in-store to meet immediate needs and enhance the overall shopping experience.



QUESTION SET 17: B. 9. FINANCIAL MODEL & INVESTMENT

[17.1.1](#) What financial framework (guarantee, commission, hybrid) would you propose that best supports George Mason's scale and growth trajectory?

eCampus proposes a hybrid financial framework that combines a Minimum Annual Guarantee, commissions, and performance-based financial incentives to best support George Mason University's scale and growth trajectory. This approach provides the University with predictable baseline revenue while allowing financial returns to grow alongside enrollment, program expansion, and increased participation over time. Please see page 13 for complete details on eCampus's financial proposal and associated financial offerings.

[17.2.1](#) Beyond financial returns, what innovative reinvestments such as scholarships, student innovation grants, or sustainability initiatives would you commit to funding through the bookstore operations?

Beyond direct financial returns, eCampus is committed to reinvesting in the George Mason University community through a combination of a signing bonus, unrestricted annual contributions, and sponsorship support for campus initiatives and promotional events. These reinvestments provide the University with flexible funding that may be directed toward priorities such as student support, academic or co-curricular initiatives, sustainability efforts, or other strategic objectives identified by the University. By offering reinvestments that extend beyond traditional commission structures, eCampus ensures bookstore operations deliver broad institutional value while allowing George Mason to allocate funds in alignment with its evolving goals. Please see page 13 for complete details on eCampus's financial offerings and associated reinvestment commitments.

[17.3.1](#) How will you ensure full transparency through dashboards, shared forecasting tools, and regular joint financial reviews?

REPORTING & DASHBOARDS

eCampus uses the Faculty Administration Support Tool (FAST) to ensure full transparency through real-time dashboards, shared analytics, forecasting insights, and financial reporting across course materials, supplies, and other bookstore operations. Through FAST, George Mason University administrators, faculty, and staff have access to adoption dashboards, student dashboards, commission statements, and detailed reporting that can be viewed or downloaded at any time. Reports may also be automated and scheduled based on University preferences.

FAST is intuitive and requires minimal training. eCampus provides onboarding, user guides, and Zoom-based training to ensure University stakeholders can fully leverage dashboards and reporting tools to support informed decision-making.

ANALYTICS, FORECASTING, AND VISUALIZATIONS

FAST's analytics and visualization tools provide real-time insight into adoption trends, OER usage, courseware participation, average cost per student, average unit pricing by format, and historical comparisons. These insights support shared forecasting, allowing eCampus and the

University to evaluate trends, anticipate upcoming term performance, and proactively plan for enrollment changes, pricing impacts, and participation growth.

JOINT FINANCIAL REVIEWS

To reinforce transparency and collaboration, eCampus will conduct regular joint financial reviews with George Mason University. Monthly reporting provides ongoing visibility into revenue, commissions, and performance by format, while comprehensive semester reviews offer a holistic view of bookstore performance, historical trends, and financial outcomes. These joint reviews create an opportunity to validate results, discuss forecasts, and align on strategic adjustments for upcoming terms, ensuring shared understanding, accountability, and continuous improvement.

[17.4.1](#). Please provide a five-year sales projection by category in your proposal. Confirm within this questionnaire that it is included.

Please see below for the financial projections over the next five years for George Mason University. Projections are based on the previous sales history and sales formats provided for the fiscal year 2025 and are subject to change based on actual eCampus sales.

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
New textbook sales	1,294,996	1,359,745	1,427,733	1,499,119	1,574,075
Used textbook sales	377,707	396,592	416,422	437,243	459,105
Book rental	701,456	736,529	773,355	812,023	852,624
Digital product sales	3,021,657	3,172,739	3,331,376	3,497,944	3,672,842
Emblematic Apparel	1,091,287	1,145,852	1,203,144	1,263,301	1,326,466
General/Non- Emblematic Merchandise	58,989	61,938	65,035	68,287	71,701
School Supplies	176,966	185,814	195,104	204,860	215,103
Gifts, School Spirit & Accessories	206,460	216,783	227,622	239,003	250,953
Prints & Frames	176,966	185,814	195,104	204,860	215,103
Convenience, Snacks, Food, Drinks	117,977	123,876	130,070	136,573	143,402
Regalia	1,032,299	1,083,914	1,138,109	1,195,015	1,254,765
Computer Laptops & Devices	1,655,273	1,738,036	1,824,938	1,916,185	2,011,995
Computer Accessories	124,590	130,820	137,361	144,229	151,440
Other	88,483	92,907	97,552	102,430	107,551
Total Revenue	10,125,106	10,631,359	11,162,925	11,721,072	12,307,125

ADDITIONAL INFORMATION

Please see below for [Additional Information](#) key to eCampus's Proposal

CUSTOMER SERVICE STRATEGY

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

CAMPUS STORE CUSTOMER SERVICE

Our approach to providing excellent customer service at the GMU and Mason Square Campus Stores revolves around the principles below and on the next page.

FRIENDLY & KNOWLEDGEABLE STAFF

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

PERSONALIZED ASSISTANCE

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

EFFICIENT SERVICE

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

QUALITY PRODUCTS

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

RESPONSIVE CUSTOMER SUPPORT

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

COMMUNITY ENGAGEMENT

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

ONLINE CUSTOMER SERVICE

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

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

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

ONLINE CUSTOMER SUPPORT

Customer service will be available to students 7 days a week from 8:30 AM to 9:00 PM EST via live chat and email. Customer service will be available to students Monday through Friday from 8:30 AM to 6:00 PM EST via telephone support in both English and Spanish. Also, customer service contact information will be displayed on the Online Bookstore and printed on all marketing materials.

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



LIVE CHAT

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



EMAIL COMMUNICATION

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



TELEPHONE SUPPORT

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



HELP DESK

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

ORDER PROCESSING & FULFILLMENT

eCampus employs robust order processing and fulfillment procedures, along with multiple safeguards, to minimize delays or backlogs in the delivery of course materials, supplies, apparel and merchandise. eCampus owns and operates a state-of-the-art distribution center, located in Lexington, Kentucky. eCampus manages all aspects of order processing and fulfillment in-house, from inventory receiving and storage to order picking, packing, and shipping. This fully integrated approach enables eCampus to serve as a comprehensive solution for George Mason University.

Please see on the next page for a high-level overview of our inventory receiving and distribution process.

INVENTORY FLOW



RELIABLE INFRASTRUCTURE

Upon arrival at the eCampus distribution center, all George Mason University course materials and retail inventory are processed through our Warehouse Management System (WMS). Items are first routed to our Cubiscan System, which captures the weight and dimensions of each package to ensure optimal storage and packaging. Once measured, the items are routed back to the receiving area, where the WMS assigns each item to the appropriate put-away zone based on quantity and storage type.

In each zone, a member of the Put-Away Team removes the item from the tote and uses a Radio Frequency (RF) Unit to scan the ISBN. The RF Unit directs the team member to the correct bin location, where the item is placed. Once the bin location barcode is scanned, the item is officially inducted into the WMS and made available for sale.

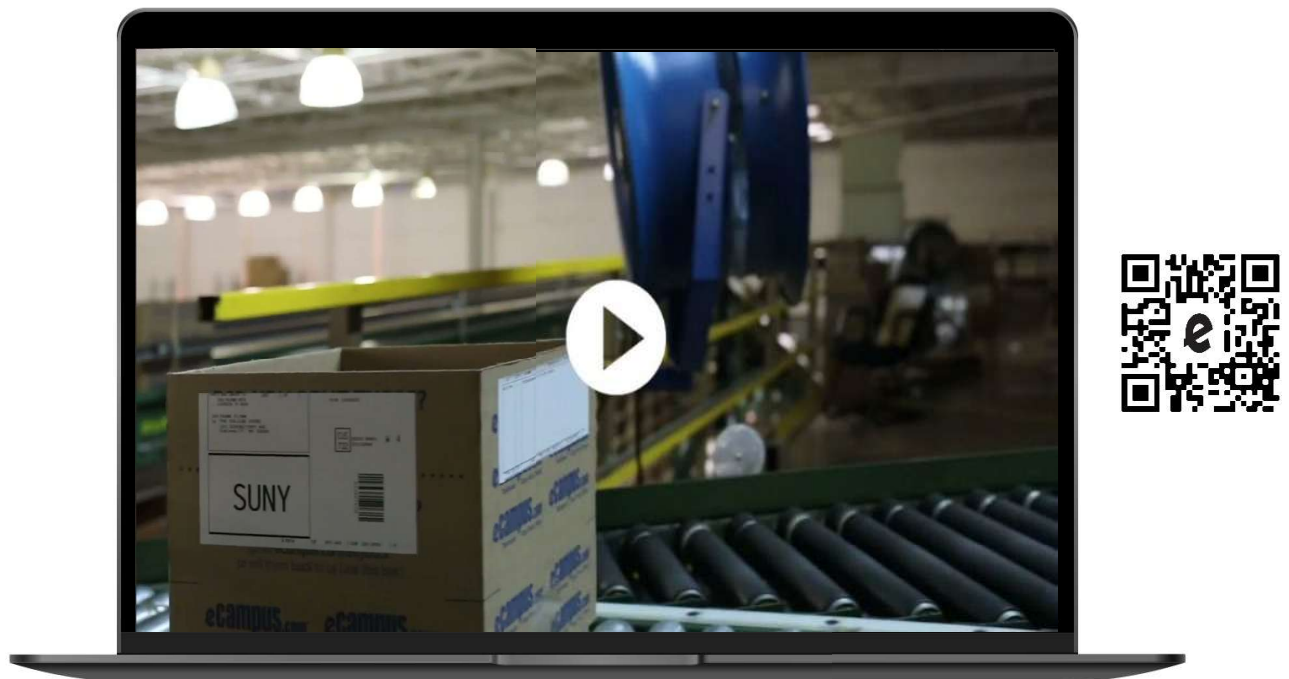


When a student order is placed, the WMS generates a picking document and corresponding shipping label based on the most efficient "Pick Path". A team member uses an RF Unit to locate the item, scans the barcode at the pick location, and places the item into a shipping carton

along with the packing slip. Each item is scanned against the order to confirm accuracy and moves to a “Pick Confirm” status in the WMS.

Cartons are then routed via conveyor to the packing station, where the carton is completed and sent to our Sealed Air eCube Machines, which use item-specific dimensions to build right-sized boxes around the contents. This sustainable packaging method reduces box size, eliminates unnecessary filler, and streamlines on-campus distribution.

To see the eCube Machine packaging in action, please view the video below or scan the QR code provided.



Once packed, the carton is scanned and weighed for manifesting and enters a “Dock Confirmed” status. After the dock scan, a shipment confirmation email is automatically sent to the student, including tracking information. Orders are placed into the appropriate shipping gayload and are routed directly to UPS, USPS, or LTL trailers for delivery. All in-stock orders placed by 3:00 PM local time are shipped the same day.

ORDER PROCESSING METRICS

eCampus maintains a 99.9% order and shipping accuracy rate. Fulfillment data is collected daily and reviewed each morning by our distribution management team to ensure consistent performance and compliance with internal service standards.

SHIPPING

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

SHIP-TO-CAMPUS

- › **FREE 2-Day Shipping** to either the GMU or Mason Square Campus Stores on all orders shipped and sold by eCampus **year-round**, excluding marketplace and oversized items

SHIP-TO-HOME

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

COURSE MATERIAL SERVICE CENTER

Under eCampus's Hybrid, Full-Service Bookstore solution, eCampus will operate a dedicated Course Materials Service Center within the GMU and Mason Square Campus Stores, providing students with convenient, year-round access to course materials and support services. eCampus will facilitate online order pick-up, rental returns, and textbook buybacks at the end of each academic term. The Service Centers will be powered by eCampus's Ship2Store software to streamline order fulfillment and enhance the student experience. The Course Materials Service Centers will include a designated service counter area and an organized storage space for receiving, processing, and storing students' online orders.

When the GMU and/or Mason Square Campus Stores receives students' orders, GMU and/or Mason Square Campus Store staff will scan packages with our Ship2Store Software and assign to a designated shelf space.



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



COMPETITIVE PRICING POLICY

eCampus provides George Mason University the option to provide students with competitive textbook pricing based on the course material commission rate selected by the University. With competitive textbook pricing, students typically will pay less for new, used and rental, but will receive the most significant cost reductions on used and rental textbooks. George Mason University can recapture textbook sales that have been lost to internet retailers by offering students competitive textbook pricing.

PRICE MATCH GUARANTEE

eCampus offers a price match guarantee on textbooks to George Mason University students. eCampus's Price Match Guarantee will price match new, used and rental textbooks on sites such as Amazon.com, B&N.com, Chegg, and local brick-and-mortar competitors. Upon validation of the price match policy, eCampus will refund the student the difference in price paid and the competitor price offered in the form of in-store credit to be used on George Mason University's Online Bookstore.



BOOK BUYBACK PROGRAM

eCampus will provide George Mason University students with a convenient opportunity to sell back their textbooks. To maximize value, students can receive up to 50% of the original selling price for titles that are readopted for future use. For non-readopted titles with market demand, competitive national guide pricing will apply. eCampus will launch multi-channel marketing campaigns in the weeks leading up to each event. This includes targeted email outreach, on-campus signage (if applicable), and strategic social media promotion designed to reach students to drive awareness and participation.

ONSITE BOOK BUYBACKS

Within the eCampus-operated GMU and Mason Square Campus Stores, we will oversee and execute all on-site book buyback and rental return events utilizing our proprietary software. These events are fully managed by eCampus, with trained staff on-site to facilitate transactions, provide cash payments for eligible titles, and process rental returns. To ensure strong student participation, eCampus will implement a coordinated in-store marketing campaign, including branded signage and direct engagement from store staff throughout the buyback period.

ONLINE BOOK BUYBACKS

eCampus also offers online book buybacks year-round, providing a flexible and convenient option for students to sell their textbooks. By selecting the “Sell My Books” icon on the Online Bookstore homepage, users can quickly enter their textbook information to receive an instant quote. Payment options include direct deposit, check, or in-store credit, with in-store credit offering an additional incentive above the standard buyback price. Once the buyback is confirmed, students can print a free USPS or UPS shipping label to send in their materials. The following pages include screenshots outlining each step of the online buyback process.

Click on "Sell Textbooks" on the Online Bookstore

George Mason University Official Bookstore Login/Sign Up

GM GEORGE MASON UNIVERSITY

Textbooks Search Cart (0)

Welcome to Your Official Online Bookstore

SHOP TEXTBOOKS

Free Shipping ON ALL ORDERS*

Get Your Textbooks

SHOP BY SCHEDULE →
SHOP BY COURSES →

SELL TEXTBOOKS

SELL MY BOOKS

HOW TO ORDER

VIEW INSTRUCTIONS

Enter an ISBN and Get a Quote

SELL TEXTBOOKS

Enter up to 8 ISBNs at a time:

9780134558695

Get Quote

Why Sell Textbooks?

Shipping Is Free!
Print your free shipping label, ship your books to us, and get paid fast!

Flexible Payment Options:

- PayPal (New!)
- Check
- Direct Deposit
- Buyback Credit

GET QUOTE **SELECT & SHIP BOOKS** **GET PAID**

The ISBN is the 10 or 13 digit number found on the back of your book.

Review Price and Sell Your Book

SELL TEXTBOOKS
Enter up to 8 ISBNs below:

Your Quote
You qualify for a Buyback Credit Bonus!

General, Organic, and Biological Chemistry
Author(s): Frost, Laura D.; Deal, S. Todd
Edition: 4th
ISBN: 9780134988696

Buyback Credit: \$80.72
Check / Direct Deposit: \$76.88
PayPal: \$76.88

Sell This Book

Sell This Book

Sell This Book

Get Quote

GUARANTEED BOOK BUYBACKS

eCampus offers guaranteed book buybacks, which ensure students receive a clearly defined minimum buyback value on select titles at the time of purchase. eCampus's Guaranteed Book Buyback policies are as follows:

- › At the beginning of each semester, eCampus will establish a guaranteed buyback price for selected titles. This price will be no less than 50% of the used selling price and will be prominently displayed to students at checkout through the Online Bookstore.
- › The guaranteed buyback price will be honored one week before the end of the semester through two weeks after the term concludes and is available exclusively to students who purchased their materials through the Online Bookstore.

TECHNICAL INTEGRATIONS

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

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

- › **Adoption Tool** – eCampus provides integrations to pass course and faculty information to our eCampus Adoption Tool.
- › **Registration Integration** – eCampus integrates with Patriot Web and Canvas to link course identifiers with course registrations.
- › **Credit Module** – George Mason University can load credit via our eCampus SFTP server or through eCampus's API to automatically load and reconcile student credit or financial aid.

- › **Single-Sign-On** – eCampus supports all single sign-on solutions, including SAML, CAS and LDAP, which can be completed for both the student interface (online bookstore) and faculty interface (our Faculty Administration Support Tool).
- › **Mason Card** – eCampus can integrate with the Mason Card to be utilized in real-time via the Campus Stores and Online Bookstore.
- › **LTI Integrations** – eCampus provides LTI integrations for direct digital courseware delivery in Canvas for Inclusive Access courses.

DATA TRANSFER METHODS

eCampus provides three primary methods for transferring data listed below.

1. George Mason University can extract files from Patriot Web and manually import them through FAST.



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



3. Our eCampus API can pass data in real-time.



RETURN POLICY & PROCESS

eCampus is committed to ensuring complete customer satisfaction, which is why we offer a generous return policy. Students have 15 days from the first day of the semester to return course materials for a full refund. Policies regarding refunds are posted within the student's Online Bookstore account. If students need to return an item, they may do so by following our return instructions on the next page:

NEW & USED COURSE MATERIAL RETURNS

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

RENTAL COURSE MATERIAL RETURNS

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

DIGITAL COURSE MATERIAL RETURNS

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

MARKETPLACE ORDER RETURNS

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

APPAREL AND MERCHANDISE RETURNS

eCampus's apparel and general merchandise return policy states that non-textbook items in resalable condition may be returned within 30 days with the original receipt.

QUALIFICATIONS AND EXPERIENCE:

ABOUT ECAMPUS

HISTORY

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

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

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

Over the course of our 26+ year history, we have continued to prove our customer-centered business model that puts our partners first. This has allowed eCampus to become the premier single-source supplier for new, used, rental and digital textbooks, general reading books, apparel, merchandise and supplies. With over 400 full-time employees, eCampus delivers the tools for success to millions nationwide, serving over 3 million students annually.

EXPERIENCE

Our first Online Bookstore management relationship began in 2002. Since then, we have continued to add private and public institutions of all sizes to our list of clients, currently serving over 435 Online Bookstore partners. Our partners range from small colleges to large public community colleges and state universities.

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



ONLINE COURSE MATERIALS

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



INVENTED ONLINE BOOKSTORES

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



PHYSICAL RETAIL LOCATIONS

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



EQUITABLE ACCESS

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

1999

2002

2005

2006



RENTAL PROGRAM

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



DYNAMIC PRICING

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



PARTNER GROWTH

eCampus experienced accelerated and continuous growth, currently operating over 425 online bookstore and campus retail partnerships.



25TH ANNIVERSARY

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

2009

2011

2019

2024

QUALIFICATIONS

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

AUDITED FINANCIAL STATEMENTS

eCampus agrees to provide annual reports and/or independently audited financial statements including its statement of financial position, statement of operations, and statement of cash flows for at least the past three years. eCampus further agrees to permit the University, upon request, to audit eCampus's books, but only as it relates to the George Mason University Bookstore account, including retail pricing, invoicing, and operational and technology controls (where applicable).

CLIENT LIST AND REFERENCES

Please see Exhibit 5 for eCampus's complete confidential client list. Please see below and on the next page for five confidential eCampus partner references, which are all similar in scope to George Mason University, and their contact information.

Miami University

Ms. Kathy Crowley
Director of Marketing for Campus Services
Oxford, OH
Office: (513) 529-6918
Email: crowlekm@miamioh.edu

Drake University

Mr. Nate Reagen
Chief of Staff
Des Moines, IA
Office: (515) 271-2949
Email: nate.reagen@drake.edu

Radford University

Ms. Crystal Cregger
Director of University Services
Radford, VA
Office: (540) 831-6244
Email: cecregger@radford.edu

Anderson University

Ms. Jody Bryant
Associate Vice President Guest & Auxiliary Services
Anderson, SC
Office: (864) 760-1187
Email: jbryant@andersonuniversity.edu

SUNY Brockport

Ms. Anna Hintz
Assistant Executive Director
Brockport, NY
Office: (585) 395-2530
Email: anna.hintz@bascl.org

LOST ACCOUNTS AND LEGAL ACTIONS

Please see below for a list of College and University accounts and the reasons they were canceled or not renewed over the past three years.

Due to confidentiality agreements, we cannot provide sales volume, length of service, and contact information for clients who have discontinued service.

Additionally, eCampus does not have any significant past or pending lawsuits or malpractice claims.

Institution	Reason
Bethany Lutheran College	Agreement Expiration
Centenary College of Louisiana	Agreement Expiration
Clarks Summit University	Closure
Iowa Wesleyan University	Closure
Lincoln University of Pennsylvania	Agreement Expiration
New York Medical College	Agreement Expiration
PennWest Clarion	Agreement Expiration
Peru State College	Agreement Expiration
Pittsburgh Technical College	Closure
Union University	Agreement Expiration
University of Wisconsin - Milwaukee	Agreement Expiration
Westmoreland County Community College	Agreement Expiration