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## 20 Under 40

by April Miller

### Up-and-coming collegiate retail leaders offer their take on a tough job and challenging industry.

What does the future of the college store industry look like? The answer might lie in the ideas and attitudes of these 20 college store professionals under the age of 40, who are already active leaders in the industry or who are poised for future leadership positions.

As with many in our industry, these individuals didn't plan to make a career in collegiate retailing. In most cases, they needed a part-time job while in college, happened to see an ad, or a friend told them about a position in a college store. But once they started working at the store they began to enjoy the people, the environment, and the feeling that their work really has an impact on people's future success.

All say if opportunities and challenges continue to present themselves, they'll stick around. And that's a good thing, because as the people who have led this industry for years begin to think of retirement, we need new leaders like those listed below to continue to drive innovation and service to higher education.

#### **Kim Ball, 29, director, Coyote Bookstore, California State University-San Bernardino**

Working her way up at the Coyote Bookstore from student employee in the book department to director has allowed Kim Ball to see the store from various positions.

"When I first started working here as a student, the store was very departmentalized and no one would help others who worked in a different area of the store," she says. "With changes in staff and a renewed effort to work as a team to accomplish goals, on any given day you can find staff, both full-time and part-time, helping each other with large or small projects."

Continuing to hire and cross-train staff will be a challenge for Ball, in addition to an expanding university enrollment, which will present space and inventory issues for the store. When it comes to industry education, Ball says the ability to attend and afford workshops is a challenge and thinks maybe some online learning opportunities would be beneficial.

She continues her learning by studying for her master's degree in integrated marketing communications.

#### **Tom Bauer, 35, director, The Huntley Bookstore of The Claremont Colleges, Claremont, CA**

Working in bookstores since age 16 (and until January 2002 all of them Barnes & Noble stores) has given Tom Bauer an interesting perspective as director of a self-operational store. Bauer inherited a store that he says was struggling; they needed someone to come in and make some changes. Finding change exciting, he says he was up for the opportunity. "The best thing about my job is that I can be as innovative as I want to be," he says.

One of those innovations was setting up a program with Office Depot, allowing supplies to be purchased online or through a catalog, and then shipped to the store for next-day pickup instead of the store stocking a full gamut of office supplies. "Store managers can be arrogant and think because we are on campus, students and faculty have to use us, and that's not the case," Bauer says. "Stores have to realize that they can't do it all. We need to form partnerships to stay alive."

What Bauer finds to be the most difficult part of his job, and an area where he'd like to see change, is in relations with faculty members. While he maintains that students should continue to be the primary focus, he would like to see more outreach to faculty.

"Student textbook prices and buyback prices are dependent solely upon the faculty member in what book they choose and when they turn in their book orders. Additionally, a faculty member that feels alienated by the bookstore is more likely to recommend an alternative source for textbook purchases, or may not place an order with the bookstore at all," he adds. "We, as an industry, need to enhance the view that faculty members are our partners, and treat them as such. We need to focus on developing outreach programs to and for the faculty to get their buy-in. Without it, students do ultimately suffer."

#### **Matthew Branca, 37, director, Pennsylvania College of Technology College Store, Williamsport, PA**

Being active in nonprofits seems to run in Matthew Branca's family. He's one of eight siblings, six of whom work in nonprofits. Working in a college store "feels like you're contributing to more than a business; you're

contributing to someone's education," he says. In addition to running the bookstore, Branca also volunteers with Habitat for Humanity. He came to that organization almost the same way he came to higher education retailing—he decided to volunteer one Saturday, and he's been with it ever since. At 24, he planned to take one year off from school before starting graduate school, but answered an ad in the newspaper for a bookstore manager and has been with the industry ever since.

He is proud of his relationship with his staff, and in turn the relationship the store has with the community. "Through careful communication and getting involved with campus-wide activities, the college store is considered one of the top places to be on campus," Branca says.

While proud of his staff, he does see finding qualified, trained personnel a long-term challenge in the industry. "The industry is slow in training and replacing staff," Branca says. "It's hard to find people who have the experience, especially in textbooks and general merchandise." To combat this problem he thinks associations should offer more mentoring and training programs, specifically regional workshops, which he thinks would be more affordable than sending staff to NACS headquarters in Oberlin, OH. "Particularly for institutional stores, it's important to have others trained; if not, it makes you more open to being leased," Branca adds.

And while he understands the concerns with bundles and overseas textbook issues, Branca cautions stores not to forget the basics of bookselling—don't overlook offering a good used book selection and check to see where your store falls in line with various industry benchmarks.

**Greg Davis, 30, director of auxiliary services and bookstore manager, Campus Bookstore, Georgia Southwestern State University, Americus**

Greg Davis has many ties with Georgia Southwestern State University—not only in his role at the bookstore, but also as an alumnus and adjunct professor for the university's school of business. Having been a student and teaching classes helps with faculty relations and in relating to the students, Davis says.

"I care about our students and take the college bookstore's role in the educational process very seriously," he says. "My work in furthering our students' lives and our university's mission is quite rewarding because of that."

A challenge for all college stores, he says, will be continuing to provide value to the students. "We need to continue to prove our value and our worth as a channel, continue to prove we know our customers and what's best for them," Davis says. "As an institutional store we need to make sure the store is still viable and valuable. I've been working a lot lately on assessment. What more can we sell besides textbooks?"

Davis enjoys the interaction with customers as one of the best aspects of his job. But yet communicating with customers, faculty, and publishers can be challenging. "You feel in the middle of a triangle at times with vendors, faculty, and students," he adds. "It's a challenge communicating with them and keeping everyone happy."

**Peter Doddema, 29, textbook manager, University Book Shop, University of Kansas, Lawrence**

"Employee-oriented" best sums up Peter Doddema. Because of past experiences with managers who only taught him the skills they needed him to have, he focuses on teaching his employees a broad range of skills to better prepare for their professional lives. "I am committed to the ongoing training and betterment of my employees," he says. "I feel that they should have the opportunity to receive as many skills as possible on the job. I realize that their time with me is usually temporary, and we use that time to give them skills that they can use beyond their work here."

Not only does he strive to educate and empower his employees, but Doddema is also proactive in hiring people with disabilities. "For several years I have partnered with local health agencies to interview, train, and hire their clients. I'm proud of the small part that I've played in their hiring, training, and ongoing support," he says.

Lack of communication and the escalating price of textbooks are two challenges Doddema sees in the industry. He specifically notes coursepacks and order changes as situations that could be handled more smoothly if publisher strategies were communicated to stores. "Industrywide pressure needs to be put on publishers' sales staff," he says. "Lots of times I do not see the reps—stand-ins will call, and I don't know who they are." He would like to see the reps visit stores more often and work on building connections with the bookstore staff. As for the rising costs of books, he wonders if they will eventually price publishers and bookstores out of business.

**Erin Evans, 31, bookstore manager, Wake Forest University Stores, Winston-Salem, NC**

Prior to joining the higher education retailing industry, Erin Evans had worked in a variety of retail settings, most recently as a manager of Staples. The experience she gained there was a good fit when she joined Wake Forest University Stores she says. The area of the store Evans manages sells a variety of trade books, office and school supplies, health and beauty aid items, flowers, and pastries. There's also an Office Depot and a Starbucks within her area. While she offers a wide variety of items, she says a long-term challenge will be keeping students focused on buying these products on campus.

Another challenge is having the most up-to-date products available. "I listen to what the students are asking for, vary the mix, and keep it fresh," Evans says.

She's excited about the industry and encourages others to take advantage of all learning opportunities.

**Dirk Fecho, 36, professional/regional campus stores division manager, UConn Co-Op, University of Connecticut, Storrs**

When Dirk Fecho joined the Co-op, he brought with him years of retail experience—ranging from books and music to gourmet foods, cameras, and supplies. Deciding he wanted to work closer to home, he left his management position at a Barnes & Noble superstore to become the professional/regional campus stores coordinator and quickly rose to division manager—managing six UConn campus stores.

He finds his current job exciting and likes to be around students. Yet, with six stores, the farthest being 100 miles away, there is the challenge of managing from a remote location. Fecho says striving to be a good communicator and building relationships will all staff helps this challenge. His communication and leadership skills also receive a workout as manager and coach of a local softball team.

Fecho finds all facets of textbooks to be his biggest challenge, including educating customers and faculty about them. He'd also like to see changes in the relationships publishers have with bookstores. "This needs to be more of a partnership, and bookstores don't feel they are partners," Fecho says. Inventory control is another area he'd like to improve.

The excellent people he works with helps to make his job rewarding, he says. But one frustration "is reactions from students regarding price or buyback."

"I want to educate and listen to them, but I don't think I'm always heard or understood," Fecho adds.

**Patti Haas, 37, director, activities office and bookstore, Thomas Jefferson University Bookstore, Philadelphia, PA**

Learning the bookstore industry was a baptism by fire for Patti Haas. She had been serving as the director of the University Activities Office at Thomas Jefferson University since 1998, and when the bookstore manager position became vacant in 2001, administrators decided to combine the two positions.

While she began to learn the business, the administration examined outsourcing the store management to a lease operator. Working closely with university senior administration to analyze the store's policies and operations, Haas says the group decided to leave the institutionally owned and operated structure in place.

Haas' baptism continues, as she recently implemented a new POS system, and the store is preparing to move to a new location. These challenges don't appear to deter her from wanting to stay with the bookstore, however. "The first year was tough," she says. "But this March was my first CAMEX and I was impressed with everyone in the industry helping one another."

To continue to learn more about the industry, she's joined the NACS Health Sciences Committee. And to learn more about what role the bookstore can play on campus she formed a bookstore advisory committee. "The committee was formed to advise the bookstore management and to foster communication between the bookstore and the campus community," she says.

Some challenges she sees facing the store include maintaining margins while providing service to students, and working with limited resources.

**Jay Hartfield, 36, coordinator, B&N University South Florida Health Sciences Bookstore, Tampa, and USF St. Petersburg Campus Bookstore, St. Petersburg, FL**

When Jay Hartfield saw an ad for a student assistant at his college's bookstore, he figured that since he already was attending class, why not work there? He eventually became a full-time employee and, with the encouragement of his boss, Sarah Emerson, CSP, says he realized this could be a career path.

After spending 10 years at Hillsborough Community College Bookstore in Tampa, FL, he moved to his current position. One change was that the new position allowed for more customer interaction. "The best rewards are from the customers," he adds. "You can make someone's day better. It doesn't seem like that would be possible in a bookstore, but it is. I recently received an e-mail from a student who had attended for four years—a quiet student, but a wonderful e-mail thanking me and the store staff."

Staying on top of trends and listening to customer needs are always challenges, as is encouraging faculty to promote their books and use the material they choose, Hartfield says. Developing an ongoing relationship with faculty has been one of his priorities.

Looking ahead, he would like to see more store employee participation in state and regional associations. "We are all that we have. My most valued ideas have come from other people in other stores when I see them at meetings and conferences," Hartfield says.

**James Howard, 39, textbook department manager, OSU Bookstore Inc., Oregon State University, Corvallis**

Shocked by the costs of his store's course materials (and in response to customer complaints), James Howard wanted to find a way to make books more affordable. He developed the SOU Bookstore/Library Textbook Share Program while he was textbook department manager at Southern Oregon University Bookstore in Ashland. "I didn't want the price of a textbook to be the breaking point for a student of whether or not they would be able to afford school," he says. A used copy of any new book priced at \$80 or more is placed in the library reserves and can be taken out for two hours at a time. Howard says this hasn't affected sales, but the store has received positive feedback.

As stores continue to deal with state budget cuts, he sees a long-term challenge in trying not to pass costs onto students due to the effects of those cuts. "Being able to serve their clientele and meet the demands of the institution, it's a difficult place for stores," Howard says. "Stores need to practice efficient fiscal management, use vendor programs, bring in goods cheaper, do more with less, and cut back on positions. We're all doing a little more."

He says regional and national industry organizations should work more closely with bookstore issues and needs, with a stronger focus on the bookstore perspective—not the view of publishers, as he sometimes thinks they tend to do. State budgets along with administrations not putting enough emphasis on education are the most difficult aspects of his job, but the people he works with are the best.

"Those who gravitate to this field tend to be sharp, educated, a certain type of person. I find them engaging," Howard adds. "Also who we serve, the faculty and students. Every term there's energy and change."

**Jim Kownacki, 35, assistant store manager and book manager, Carnegie Mellon University Retail Stores, Pittsburgh, PA**

Flexibility is key to surviving in this industry, says Jim Kownacki. "Everyone gets stuck in a rut, thinking that the store is the only place to buy books, and it is not. You have to take for granted that 20% of your students are not going to purchase from you," he adds. "Think outside the box to get people to come to the store. Focus on higher-margin merchandise, such as video games and personal electronics. Strive to be more of a destination store for students."

Working with the students and faculty, while at times difficult, is also the best part of the job, Kownacki says. To build relationships with them, he has sponsored numerous student focus group meetings and co-hosted an academic administrator networking luncheon.

Textbooks pose both immediate and long-term challenges, Kownacki says. He plans to begin purchasing international editions of books, and hopes value can be put back on college textbooks.

"The value is decreasing as newer editions are adopted, and as faculty are adopting books and then not using them," Kownacki adds. "Most are just ordered by faculty as reference material, where it used to be used more in the classroom. Students wait and see if they really need the book, and don't buy if they don't."

**Darrin Lyons, CSP, 37, director of bookstore services, The College Bookstore FSA, State University of New York College of Agriculture and Technology, Cobleskill**

When he's no longer being challenged, Darrin Lyons says it will be time to do something different, but until then he's happy with his position. "I like to be continually challenged and I am always looking for new revenue sources for my store," he says.

While he says there are many challenges in the industry, he sees these as opportunities as well. "I think eventually most books are going to be in some type of electronic format. The question is how we are going to be a part of this," Lyons says. "Is it going to be on the distribution side, the formatting side, or not at all? If we are not going to be a part of this, as some would like, then we are going to need to find ways to generate new revenue streams and services that only we can provide to our students."

Lyons says providing the best customer service and continually finding new ways to satisfy customer needs are key to staying viable. "I think there is going to be a lot of competition for what we do, and the only way to set ourselves apart from the rest is to make our stores the best at what we do. We know we are the best and it is time for the rest of our industry to know it too."

**Lara Mann, 39, director, Southern Oregon University Bookstore, Ashland**

Lara Mann spends her life around kids these days, her own (a seven-year-old daughter and one-year-old son) and students in the store and on campus, but not as the teacher she once planned to be. She earned a degree in English, and while looking for a teaching job decided to take a part-time cashier job in a bookstore at the University of Washington. It was fall rush, and by December she took a full-time position at a medical bookstore. Mann continued to look for a teaching job for about a year, but ended up staying with bookstores. "Never in a million years thought I would be a business person," she says.

As in all states, Oregon's economic ills and budget cuts pose the biggest immediate challenge to her store and campus, she says. "The store, which had in the past been looked at as a cost center, is now, as a goal, being asked to produce a profit," Mann says. "This is a real challenge for us philosophically. We are looking at how we buy, how we manage markdowns, saving wherever we can, and squeaking up our margins."

As for the industry, Mann, who is also chair of the Board of Directors for the Independent College Bookstore Association and has been involved with the Northwest College Bookstore Association, thinks education needs to improve, both at the national and regional levels. "We need training on buying, financial management, and operational management," she says. "We should address all retailing issues, as many people do not come to bookstores with a retailing background."

The people and the camaraderie is what Mann likes best about her position. "I have a great staff, the best staff in the college store business; I would put them up against anybody," she says.

**Chuck Morrow, 34, division manager-book and supply services, Students Book Corp., Washington State University-Pullman**

Chuck Morrow believes the college bookstore business is about relationships. "I think we, as bookstore people, spend a lot of time trying to solve issues such as bundling, overseas sales, and other textbook problems by focusing on the world of publishing," he says. "Publishers have their own set of problems and bottom lines, and although they are a partner in our business, they shouldn't be our focus. We need to begin focusing on our students and our faculty. If bookstores strengthened the relationships they have with students and faculty, I believe we could greatly reduce many of our problems."

In addition to building relationships, Morrow encourages others in collegiate retailing not to overlook the basics of daily business. He notes the "consistent turnover of independent bookstores to contract management" as proof that many have forgotten the fundamentals.

"We get so wrapped up in the latest fads and techno-gadgets that we lose focus on the simple but crucial aspects of our businesses, such as creating a strong buyback program, selling used textbooks, and building strong relationships with the campus community," Morrow adds.

Morrow says that variety is the best aspect of his job, but expensive textbooks are the worst. Whether good or bad, Morrow says he works to live, not live to work, and that his greatest accomplishment is nothing he's done in his career, but rather his wife and children. "All I can say is that the value my family brings to me can neither be explained by words nor understood by anyone other than myself, but anything else I have done in my career can hardly compare to the life I have at home," Morrow says.

**Mark Patten, 37, coordinator, MacEwan Bookstores, Grant MacEwan College, Edmonton, AB, Canada**

The support, trust, and encouragement he receives from his college is the best part of his job, says Mark Patten, although he says one difficulty is that it can be hard for academic institutions to rationalize business concerns, versus academic concerns.

And it's those business concerns, such as watching costs, keeping margins reasonable, and enticing customers to the store between terms that Patten says are the most immediate challenges to the industry. How does he go about combating those challenges? "Through promotions, through beautiful-looking stores, and through provocative visual merchandising," he says. "Our mandate right now is to focus on being a business about books that is beautiful. We have to keep customers coming back, make the price fair, and make sure our stores keep up with the shopping environments our customers love to shop in. It's Abercrombie and Anthropologie for the campus bookselling set."

Patten says it's also important for stores to continue to provide financial and campus life support to the community. How he achieves this: "Hug our faculty and student associations; make our customers feel special; gladly open our purse to student and campus events; tell our bosses how many bucks we created for the campus; benchmark our performance against best of breed and contract operators; and above all, keep coming up with new and crazy ideas to drive the business forward."

When asked his opinion about changes for the industry, Patten offers the following: Find ways to work with publishers to make the supply chain more efficient; leverage collective industry power better through consortiums, management systems, and collective campus store business units; and shift thinking from campus bookselling to retail operations serving a campus. "That's the key, remembering that we are a business that's chosen the campus environment to operate in," he says.

**Keith Penner, 35, textbook director, The Co-Op Store, Indiana University of Pennsylvania, Indiana, PA**

Keith Penner has seen the bookstore industry from a variety of viewpoints—he has worked as a trade book buyer at an institutionally operated store, a textbook manager at a privately owned store, and has owned his own college store.

And while he likes that his job is constantly changing, he says the most difficult aspect is "that from a store point you are sometimes being pulled in three or four different and sometimes mutually exclusive directions. Faculty, students, publishers, and administrators—the store is both a customer and supplier to these," Penner says. "We continue having to educate faculty and students about what we're doing and why, and battle the perception of the store."

The digitization and costs of course materials are of concern to Penner. He says his impression is that costs increase faster than inflation, and it's difficult to educate students why textbooks cost so much. With no end in sight, he says he wonders if the cost of course materials will be sustainable. "I don't know that stores can do a whole lot about this. We can emphasize used books and educate faculty on potential low-cost alternatives, but I'm not sure that's always an option," he says.

With alternate forms of course materials becoming more prevalent, Penner says he would like to see discussions take place regarding standards for content delivery among stores, publishers, and vendors.

"Businesses as a whole are expected to do more and more, and have more options available to their customers," Penner says. "Who knows what will be necessary in the future? What will the expectations of the store be? Of publishers? And will finances be available to build that up?"

**Garrett Pless, 29, assistant manger, Hillsborough Community College Bookstore, Tampa, FL**

Garrett Pless' first encounter with a college store wasn't exactly positive. Irritated that the store wouldn't purchase his book during buyback, he threw it in the garbage. On his way out of the store he noticed a help wanted sign, applied, and soon learned the other side of buyback, as well as the rest of collegiate retailing. He joined the store as a part-time student assistant, and within eight months was hired full time and continued taking on more responsibility while still attending school full time. "It was good to come up through the system. First you are asking permission, and now you're granting permission," Pless says.

With the recent retirement of long-time store manager and former NACS President Sarah Emerson, CSP, the store is currently in transition. While stressful at times, it's being faced with different challenges every day that makes the job rewarding, Pless says. "Dealing with the people that you just can't please, that 1% of customers, is the worst part," he adds.

When it comes to challenges in the industry, Pless, who is also a board member of the Florida Association of College Stores, notes bundling issues are of particular interest. "Packaging is a big issue for us," Pless says. "You have to find ways to get around it or use it to your advantage."

**Patty Sansom, 27, textbook manager, Kennesaw State University Bookstore, Kennesaw, GA**

Like most in the collegiate bookstore industry, Patty Sansom didn't expect her long-term career path to include a bookstore. Starting as a temp at 19, opportunities continued to open and she found she was enjoying her work, so much so that she eventually switched her major from early childhood education to marketing.

While she admits stress can definitely be part of the job, it's the difficult duties she enjoys the most. "I love the challenge of getting everything for rush pulled together at the right time. I enjoy creating and building relationships with the faculty, students, vendors, and others on campus," Sansom says. "I tend to be calm in the midst of the storm of rush and work on problem-solving to create a workable solution for whatever text problem there may be."

As for industry changes, she would like to see publishers and bookstores work more closely together. "Each seems to be doing their own thing, but really we are working for the same goal," Sansom adds.

#### **Melanie Sparks, CSP, 39, director, University of New Mexico Bookstore, Albuquerque**

Following in her father's footsteps by working in a bookstore came unexpectedly for Melanie Sparks. As a student at the University of Colorado at Boulder, she took a part-time bookstore job, with no intention of staying. But as it so often happens, opportunities became available and a career was formed.

Sparks has made her job more than just a career: She gives much of her free time to the industry as well. She's chaired the NACS Course Materials Committee, served as president of the Rocky Mountain Skyline Bookstore Association, is a current member of the NACS Board of Trustees, and has taught NACS educational sessions.

"Teaching for NACS was one of the most rewarding personal experiences. I learned just as much from the class as they did from me," Sparks says. "It's such a wonderful opportunity to interact with others that want to be in this business and to learn."

Challenges she's currently facing include positioning the bookstore as more than just a service. "I don't want to say that we're now seen as a profit center, but we are seen as a business in addition to a service," she says. "So there's a challenge balancing this issue."

An industry-wide challenge she sees is the relationships between publishers, faculty, students, and stores becoming more intertwined. She notes that while all have their own niches, all also need to be able to work together.

"I really do love this job. I love being part of the university, with a new set of kids every year, every semester. It's so rewarding being part of the educational process for a young person," Sparks adds. "I enjoy the people aspect of the job. To see staff get recognition and step up to the plate, working with faculty on achieving their goals and missions, and feeling we're an indispensable part of the community."

#### **Hiromi Ueha, 30, course materials manager, UCI Bookstore, University of California at Irvine**

Tired of going to school, Hiromi Ueha decided to take a part-time job at a campus bookstore, and found that she enjoyed her co-workers so much, she decided to stay. She eventually did finish school, earning a double degree in political science and Japanese language and literature.

"The best thing about the job is the people. The students keep you young and the people I work with are great," Ueha says.

With students having other sources for everything, she says being able to satisfy customer needs is an ongoing challenge. "We are constantly trying to make ourselves better, be more customer-friendly, and always trying to put the store's name out there," she adds.

A change she would like to see in the industry is for everyone to work together. "The faculty, publishers, and bookstores all need to be on the same page," Ueha says. "The student is our concern, we have the same goal. It's a challenge, and bookstores are caught in the middle."

In addition to her duties in the course book department, Ueha also keeps busy with her son Chandler's soccer and tennis matches, and serves as an elected official for the Japanese American Citizens League.

*\*Ages accurate at time of interview.*

### **Our Selection Process**

A call for nominations for this article was posted in *Campus Marketplace* newsletter, *CM Bulletin* newsletter, and on several NACS electronic discussion lists. Individuals could either be nominated by someone or nominate themselves. After editorial review, 20 people were selected. To help narrow the field, associate members were not considered for this article—only those currently working in a bookstore.

*April Miller (also under 40) is associate editor in the Publications Department at NACS.*

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