Role & Mission

The Mission of Duke University Stores Operations is to be an integral component of the educational, research, and patient care functions of the University by providing books, educational resources, convenience products, and service contributions to enhance the quality of life in our community. We are committed to sound management of University resources, providing a fair return on investment, and offering quality products and services at competitive prices in a professional and customer-driven manner.
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History of Duke Stores

Today the basement level of Union West barely fits an earlier characterization of it as “the university’s ‘Main Street,’ a veritable beehive of activity from early morning until late at night.” Before the opening of the Bryan Center, student activities and services were centered in the Union Building.

For years, the center of West Campus activity was the Union basement “Dope Shop.” The unusual name often caused quizzical looks including those of John F. Kennedy who stopped by for a hamburger on the way to a Page Auditorium lecture the night before he announced his candidacy for president of the United States. Years ago “dope” was a Southern slang term for a cola drink, perhaps due to the belief that Coca-Cola contained a small amount of cocaine. The term was used on campus from at least before World War I when enterprising students opened a shop for candy and tobacco in Epworth and later Aycock dormitories. The most popular drink in the West Campus Dope Shop was a delicious thick milkshake. Quick service was the main appeal, but at various times the store had booths for socializing and a pool table and jukebox as well.

Next door was the University Store selling everything a student needed including school supplies from slide rules to examination “blue books.” In September 1972, male students were surprised to discover items like Cosmopolitan and hair spray in “their store” as women moved into West Campus residence halls for the first time. In former years, the clothing portion of the store was known as the Haberdashery, a place “with the well dressed university man in mind.” Gradually Duke-imprinted items took over as tastes changed and formal attire gave way to more casual dress.

Across the hall, the University Bookstore sold course required textbooks only. The extremely cramped quarters necessitated sales of most textbooks at the beginning of each semester in the concourse of Cameron Indoor Stadium where course registration was held.

The Barbershop carried on a campus tradition dating from 1912 when the college first employed two experienced barbers. In 1941, the West Campus shop kept six barbers and two shoeshine boys busy. It too changed with the times employing the first African American barber in 1969 and the first woman in 1972. The slogan “where friends meet for better service” remains true today as this part of “Main Street” continues in the same location.

Quick service was the main appeal, but at various times the store had booths for socializing and a pool table and jukebox as well.

—an excerpt from If Gargoyles Could Talk by former University Archivist, William E. King, Ph.D. Reprinted by permission of the author.
Duke Stores Today

The era of quaint shops on the “Main Street” of Union West is long gone and the Bryan University Center now forms the hub of student activity. So, too, has Duke University Stores experienced change. From that single store in the basement of Union West to 16 different retail, book, and office service organizations situated both on and off campus, Duke University Stores is the ninth largest independently operated college store in the U.S. and ranks first in sales per student. Duke Stores recorded the second highest sales of emblematic products online, the second highest convenience store sales, and the fifth highest computer product sales within the Association of Independent College Bookstores, Large Stores Group, which includes more than 85 stores of similar size.

Fiscal Year '09-'10 brought significant change to Duke Stores. In the course of a year, we opened a new store in the Athletic Facilities area, moved two existing stores, and managed the merchandising demands of a 4th NCAA Basketball Championship. It was, indeed, a year of many victories.

Our newest addition to the Duke Stores lineup, the Duke Team Store, focuses on the sale of Nike branded apparel. The store, located adjacent to Cameron Indoor Stadium, was a resounding success from the day the doors opened in mid-September. The Uncle Harry's Convenience Store, one of two stores relocated during the fiscal year, operated out of a small, temporary location for the majority of the school year. In April of 2010, the store moved to one of the buildings in the renovated Mill Village at Central Campus, an architectural reproduction of the original nineteenth-century Mill Village once located on that site. Shortly before May 2010 graduation, the Medical Center Bookstore relocated to a newly created space on the lower level of Duke Hospital South adjacent to the food court. The success of the men’s basketball team capped off the year by creating significant additional business for Duke Stores. At the close of the fiscal year, Duke Stores transferred over $850,000 to the Athletic Department as a result of the championship.

While Duke Stores experienced more change in physical operations this past year than in the last 10 years, we have not changed our commitment to providing quality services and products to the University and Medical Center students, faculty, staff and visitors. Our continual analysis of policies and procedures has resulted in the lowest shrinkage rates in the college store industry, while simultaneously achieving the highest sales rates per student as compared to similar institutional operations.

Duke Stores has grown from $11,493,201 in gross revenue in 1985 to $43,301,250 in Fiscal Year '09-'10. This remarkable growth has rarely been achieved through physical growth, but, rather, has been the result of our constant attention to customer service, to trends in the marketplace, to expanding areas with potential growth, and to contracting in areas when business trends change.
March Madness 2010: The Road to the NCAA National Championship

Each year, Duke fans anxiously await the coming of spring. Why, you ask? The answer is obvious, to a Duke fan. It means March Madness, a time of year filled with excitement, passion, and the hope for another National Championship title. Not since 2001 has Duke taken home a trophy. This year, the basketball team did not disappoint and on Monday, April 5, 2010, the Duke Blue Devils won their 4th National Championship.

For Duke Stores, March Madness is one of the busiest times of the year. Preparations start soon after the ACC Tournament in mid March, but the real work begins just days before the final game. With so little time to prepare, it takes a team to get the job done and the Duke Stores employees rose to the challenge. In the retail stores, sales floors were reset to accommodate products and maximize traffic flow. Store security was increased and temporary staff hired, some brought in early to train on cash registers. Signage, banners, and advertising went into production. Every detail required thought, even air conditioning needs and housekeeping services. In the Mail Order Department, additional toll free lines were installed and packing and shipping areas reorganized to handle the influx of merchandise. On the web server, National Championship products were staged in preparation for going public when the game finished. With the help of Sequoia Retail Systems, the systems vendor for Duke Stores, the web server was prepped to handle the demands of heavy traffic. Bandwidth, the data transmission rate, was increased and the website homepage stripped down and optimized to improve load time.

All preparations paid off when the buzzer rang and fans flocked to the website to purchase their piece of history. Traffic rates surged to 170 then 200 hits per second and remained at that level throughout the next day. On Tuesday, after the game, customers packed the Welcome Ceremony concession stand and mobbed stores eager to buy Championship products. The response exceeded expectations with revenues coming in at 25% more than anticipated. In the first 10 days, web sales were up 100% from the win in 2001, and up by 60% in the following weeks with a continuing increase in sales to this date. In total, over 130,000 pieces of NCAA merchandise sold. More than 110,000 t-shirts sold. Mail Order processed over 35,000 National Championship orders.

Key factors in the sales increase included fan loyalty, a larger selection of products than other retailers, and a generous return policy. The link from www.goduke.com also played a big role. Inventory efficiencies deserve credit as well. The installation of the Sequoia POS inventory system in recent years, made it possible to track NCAA sales separately from regular items. Doing so, prevented excess ordering, streamlined reordering, and allowed for the transfer of merchandise between stores when inventories diminished.

To Duke Stores and its employees, the 2010 NCAA Men’s Basketball National Championship meant excitement, passion, and pride in our team, but also accomplishment in a job well done.
New Stores, New Directions

Duke Team Store

In the spring of 2009, the Duke Athletic Department came to Duke Stores with a proposal to create a Nike Concept Store in vacant space adjacent to the athletic facilities. The proposed space, once a dining room, is located in the corner of Card Gym, with windows facing Cameron Indoor Stadium and Wallace Wade Stadium. Nike®, Duke Stores, and the Athletic Department partnered to renovate the space. The store opened in September of 2009 and was named the Duke Team Store. The Duke Team Store offers a complete selection of Nike® clothing and headwear in addition to a variety of gift items. The store is open 6 days a week and offers extended hours during sporting events.

Medical Center Bookstore

In late spring 2010, The Medical Center Bookstore relocated, oddly enough, to a space once occupied by the Patient Resource Transit (PRT) lobby and train tracks in Duke South. The move made way for the Duke Medical Center’s new and expanded cancer center. Construction on the new bookstore location began by filling in the train docking area. The space quickly transformed into a functional and attractive retail setting. New fixtures, the preserved natural Duke Stone on one interior wall, and two walls of windows that flood the store with natural light make it a very appealing place to shop. The move made good business sense as well. The original two-story location created staffing and management difficulties. The new single level location is more efficient and is located, conveniently, in the center of activity within Duke South.

Uncle Harry’s

In June of 2009, the Uncle Harry’s convenience store closed its doors to make space for the construction of a new dining facility in the Central Campus student housing district. The Uncle Harry’s store, housed on the Yearby Street site since 1982, was demolished and construction began immediately on a new restaurant facility. Just up the hill from the old location, another project took shape. The construction of the Mill Village, an effort to invigorate the social scene on Central Campus, had begun. The proposed Mill Village is an architectural reproduction of the nineteenth-century old Mill Village once located on that site. Attractions of the new Mill Village were to include a bistro, a recreation center with the latest athletic equipment, a study area, and a pub with the renovated Uncle Harry’s grocery store as the centerpiece. Due to the immensity of the project, completion was not expected until spring 2010. In the interim, a small, temporary store opened in a 260 sq. ft. laundry facility offering basic essential items to Central Campus residents. Construction on the Mill Village was completed in early April 2010. The new Uncle Harry’s features modern fixtures and a vibrant color scheme that complement the “Wild West” appearance of the Mill Village. The store has become a popular destination for the Central Campus Community.
Financial Overview

Total Stores sales volume for FY 2009-10 increased approximately $1.1 million over FY 2008-09 sales levels to $43,301,250. Our retail operations lead this increase due largely to the opening of a new retail store adjacent to the athletic areas, as well as the increased sales that resulted from the NCAA Basketball Championship. There were not any significant revenue declines in operations outside of the retail division, thus leading to the overall revenue increase. This type of increase in retail operations is beneficial to the contributions that Duke Stores can make to the University due to the high margins on these types of products. Based on prior experience, it is anticipated that these increased revenues will continue in the retail operations well into FY 2010-11.

**Total Operating Expenses** for the FY 2009-10 were $41,882,055, of which $23,715,220 or 58.74% were attributed to cost of goods sold.

**Gross Margin** is commonly expressed as a ratio to sales. The gross margin rate for FY 2009-10 was 45.24% overall. This represents a return to Duke Stores of approximately 45 cents on every dollar spent in the stores. The gross margin rate for 2009-10 improved by 9% over the previous year due, mainly, to a continued shift of total sales away from low margin items to higher margin products.

**Net Income** represents the amount of sales and other income remaining after deducting merchandise costs and expenses. This figure is mandated by the University and represents actual dollars returned for use in the general fund. In FY 2009-10, the Net Income was $1,419,195 or 3.27% of sales.

While Net Income is important as it relates to use of funds for University initiatives, the Net Income figure is only a small portion of the financial value returned to the University by Duke Stores. In FY 2009-10, Duke Stores returned $6,987,358 or 16.14% of sales revenue to Duke University based on the following categories:

- Profit
- Depreciation*
- Direct University Support (G&A charges)
- Auxiliary Services Support
- Space Rentals
- Commissions
- Donations/Discounts
- DukeCard Fees
- Copier Endowment Income
- Community Affairs Donations

* Depreciation is reported since these funds have been targeted in the past for use outside of Duke Stores.
Returns to the University from Divisional Operations

<table>
<thead>
<tr>
<th></th>
<th>FY 05/06</th>
<th>FY 06/07</th>
<th>FY 07/08</th>
<th>FY 08/09</th>
<th>FY 09/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Profit</td>
<td>2,145,159</td>
<td>2,135,966</td>
<td>2,086,226</td>
<td>633,555</td>
<td>685,983</td>
</tr>
<tr>
<td>Commissions</td>
<td>1,104,321</td>
<td>933,529</td>
<td>930,527</td>
<td>1,047,069</td>
<td>1,911,523</td>
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<tr>
<td>Rent</td>
<td>738,176</td>
<td>780,455</td>
<td>551,918</td>
<td>753,271</td>
<td>664,124</td>
</tr>
<tr>
<td>G&amp;A</td>
<td>210,717</td>
<td>327,012</td>
<td>347,867</td>
<td>356,333</td>
<td>346,283</td>
</tr>
<tr>
<td>Auxiliary Support</td>
<td>973,676</td>
<td>777,605</td>
<td>889,926</td>
<td>916,623</td>
<td>881,501</td>
</tr>
<tr>
<td>Duke Card Fee</td>
<td>103,454</td>
<td>111,500</td>
<td>110,994</td>
<td>110,643</td>
<td>107,829</td>
</tr>
<tr>
<td>Depreciation</td>
<td>698,650</td>
<td>670,641</td>
<td>629,124</td>
<td>136,750</td>
<td>483,348</td>
</tr>
<tr>
<td><strong>Total Returns</strong></td>
<td><strong>$5,974,153</strong></td>
<td><strong>$5,736,708</strong></td>
<td><strong>$5,546,582</strong></td>
<td><strong>$3,954,244</strong></td>
<td><strong>$5,080,601</strong></td>
</tr>
</tbody>
</table>

Total Return to University from Duke Stores*

<table>
<thead>
<tr>
<th></th>
<th>FY 05/06</th>
<th>FY 06/07</th>
<th>FY 07/08</th>
<th>FY 08/09</th>
<th>FY 09/10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$6,550,082</td>
<td>$6,688,751</td>
<td>$7,174,972</td>
<td>$5,431,923</td>
<td>$6,987,358</td>
</tr>
</tbody>
</table>

* Total returns from Duke Stores include returns in addition to those generated through the actual Stores’ operations. These returns include items such as rent paid by support units, administrative support costs paid to groups outside Duke Stores, as well as donations to the University and discounts extended to the campus community.

Returns to the University

<table>
<thead>
<tr>
<th></th>
<th>Net Profit 20.31%</th>
<th>Commissions 33.75%</th>
<th>University 5.19%</th>
<th>Aux Support 13.12%</th>
<th>Depreciation 6.92%</th>
<th>AIS Charges 2.67%</th>
<th>Discounts 2.96%</th>
<th>Endowment .06%</th>
<th>Duke Card Fee 1.54%</th>
</tr>
</thead>
</table>

Total Store Sales

![Bar chart showing total store sales from 2006 to 2010](chart_url)
Operating Expense Summary
Fiscal Year Ended June 30

<table>
<thead>
<tr>
<th>Personnel Expenses</th>
<th>FY 06/07</th>
<th>FY 07/08</th>
<th>FY 08/09</th>
<th>FY 09/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>4,905,720</td>
<td>4,909,943</td>
<td>4,996,983</td>
<td>4,969,087</td>
</tr>
<tr>
<td>Temporary Services</td>
<td>234,364</td>
<td>267,288</td>
<td>287,125</td>
<td>345,595</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintenance &amp; Repairs</td>
</tr>
<tr>
<td>Store and Business Supplies</td>
</tr>
<tr>
<td>Freight In &amp; Out</td>
</tr>
<tr>
<td>Professional Services</td>
</tr>
<tr>
<td>Advertising</td>
</tr>
<tr>
<td>Credit Card Fees</td>
</tr>
<tr>
<td>Duke Card Fees</td>
</tr>
<tr>
<td>Travel</td>
</tr>
<tr>
<td>Office Products Lease Fees</td>
</tr>
<tr>
<td>Computer Support</td>
</tr>
<tr>
<td>Telephone Charges</td>
</tr>
<tr>
<td>Commissions</td>
</tr>
<tr>
<td>Vehicle Expenses</td>
</tr>
<tr>
<td>Parking Charges</td>
</tr>
<tr>
<td>Business License Taxes</td>
</tr>
<tr>
<td>All Other Expenses</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Distributed Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent</td>
</tr>
<tr>
<td>Auxiliary Support</td>
</tr>
<tr>
<td>University Overhead</td>
</tr>
<tr>
<td>Depreciation</td>
</tr>
</tbody>
</table>

| Total Expenses | $16,186,345 | $17,311,850 | $16,798,096 | $18,166,835 |

Inventory Management

A key factor in evaluating sound retail management is the amount of shrinkage a store experiences in a given year. In this area, Duke Stores has consistently outperformed industry peers. The retail industry average for shrinkage is approximately 1.8%. InFY 2009-10, Duke Stores experienced a .5% annual shrinkage rate, a rate 28% below the industry average, which is largely the result of established controls. In retail sales figures, this difference constitutes a real dollar savings of approximately $66,000 to Duke University as compared with the general retail average of $433,000.
Active Service: Duke Stores’ commitment to the Duke Community.

Service Programs

Blue Devil Delivery is a unique reservation and delivery program designed to help incoming freshmen ease into life at Duke. The program allows students to preorder textbooks, computers, linens and a variety of other items and have them available for pickup at convenient locations during check in. The textbook program has served well over 50% of the freshman class. The computer program delivers units to nearly 100% of the freshmen who purchase computers through Duke.

Duke University Collection of Gifts is a full-color clothing and gifts catalog mailed each year to over 225,000 alumni and customers. The catalog features nearly 400 unique Duke items.

Student Activities Calendar is distributed to students and to the Duke Community free of charge during fall rush. The planner includes information about the academic calendar, and events and activities at Duke. Duke Stores produces and distributes 10,000 copies each year.

Krzyszkiville is a tenting village built by Duke students waiting to obtain tickets for certain, important home games. Duke Stores participates by providing meals for students during the Duke v. UNC campout. Employee volunteers prepare and distribute food the night before the game. Duke Stores serves nearly 500 students during this event.

Textbook Buyback allows students to sell books back to the Textbook Store each semester at several convenient locations on East, West, and Central Campus. Students can access buyback prices on the Stores’ website and compare the Duke Textbook Stores’ prices against other internet competitors.

Managing Buybacks internally is labor intensive but allows Duke Stores to sell books to multiple wholesalers which ultimately provides the greatest return to the students. Over the past five years, Duke Stores has paid students more than $2 million through this program.

Cap & Gown Distribution. Prior to graduation, Duke Stores offers fitting services for graduation regalia in the Bryan Center. At the graduation ceremony, employees are on hand to supply items that may have been forgotten by the graduate. Faculty gown rental is also available for any event in which academic apparel is required.

DevilSpeak is an online customer feedback forum allowing customers to voice questions or concerns directly to the management team at Duke Stores. To submit comments, customers select from a list of stores in a dropdown menu and enter comments or questions. The message is directed to the appropriate manager who responds within 48 hours.

Park Free On Me. Duke Stores offers free parking coupons to customers with a minimum purchase of $10.00 at the Gothic Bookshop, the Duke Computer Store, the University Store and/or the Textbook Store.

Be The First To Know is a permission based e-mail marketing program that offers customers the ability to control the amount of advertising they receive. Customers can sign up for as many as six different e-mail lists and choose to opt out at any time.

Used Books Classifieds is a free online service allowing Duke students to sell their textbooks to other Duke students. In the past two years, over 800 students have taken advantage of this service.
Yorkey-Rainey Invitational Golf Tournament

Each year, Duke University Stores sponsors the Yorkey-Rainey Invitational Golf Tournament to recognize outstanding contributions made to Duke University by Randy Yorkey and Harry Rainey. Randy, a Duke Stores Manager, was tragically killed in an automobile accident in 1980. Harry, the former Director of Duke Stores fondly referred to as “Uncle Harry,” lost his battle with cancer in 1993.

Money raised during the tournament is divided equally between the Randall F. Yorkey and the Harry G. Rainey Endowments. The Harry G. Rainey Endowment Fund supports cancer research at the Duke University Medical Center, and supports the Duke University Institute of the Arts and the Yorkey Endowment. The Yorkey Endowment provides scholarship support to replace the loan and/or work portion of a financial aid package for select students employed by Duke University Stores. The scholarship award is based on financial need, length of service, dedication to working with both employees and customers, and a demonstrated initiative to go beyond the normal expectations. Since 1980, 78 students have received scholarship awards amounting to more than $382,812. In the 2009-10 academic year alone, $59,025 was awarded.
Donations and Fund Raising

Donations

Duke University Stores donated gifts and merchandise to Duke student groups, Duke faculty, civic groups, schools and charitable organizations including:

- Donations of gifts and merchandise within the Duke Community.
- Donations of gifts and merchandise to the local and regional community.
- Discounts on merchandise to the Duke and Durham communities.

Examples:
- Donated merchandise for Keep Durham Beautiful golf tournament fundraiser.
- Donated merchandise for the Duke First Year Student Open House.
- Donated T-shirts for the class of 2013 photo.
- Donated merchandise for the North Carolina School of Science and Math Science Olympiad Team swap meet.
- Donated merchandise and drinks for the Walltown and Crest Street Community Days
- Donated merchandise for the 5th Annual Duke DPT 5K Run/Walk and Kid’s Fun Run to support the Easter Seals United Cerebral Palsy of North Carolina.
- Donated ice for the Preston Robert Tisch Brain Tumor Center’s Angels Among Us Walk.
- Donated merchandise for NC State “Play for Pink” golf tournament to raise money for cancer research.
- Donated gift cards for fundraiser for Durham-based organization: Family Health Ministries
- Donated ad space to Hoof ‘n’ Horn for spring musical, RENT.
- Donated cleaning supplies to the Ronald McDonald House of Durham.
- Donated merchandise to a variety of schools across the nation for fund raising events.
- Donated printers and computer accessories for the 2009 TechExpo.
- Donated merchandise and provided discounts for the Duke Women’s Basketball, 2nd Annual True Blue Golf Classic.
- Donated Merchandise for the 2009 Student National Medical Association Region IV Annual Medical Education Conference
- Donated gift cards for a drawing at Live for Life Annual Health Fair
- Donated merchandise to a number of schools across the nation for fund raising events.
- Donated merchandise for Duke Health Inequalities Program giveaways to Durham families living in poverty.
- Donated merchandise to the Department of Theatre Studies for a Duke sponsored trip to Nairobi, Kenya to teach writing in a poverty-stricken area.
- Donated door prizes for the American Association for Affirmative Action.
- Donated merchandise for a Summer Enrichment Program held in East Durham.
- Donated merchandise for the Student National Medical Association - SNMA Silent Auction.
- Donated merchandise for the Raleigh Lions Club golf tournament.
- Provided free gift wrap and gift boxes to customers.

Fund Raising

Duke University Stores raised money for the following causes:

<table>
<thead>
<tr>
<th>Causes</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Scholarships through the annual Yorkey-Rainey Invitational Golf Tournament.</td>
<td>$59,025</td>
</tr>
<tr>
<td>Support for the Duke-Durham Campaign.</td>
<td>$12,515</td>
</tr>
</tbody>
</table>

Total Duke University Stores giving for FY 2009-10 $266,101
Duke Stores means business: It is

FY 2009-10 Sales by Location

University Store

**Location:** Bryan Center
**Employees:** 11

- Offers a complete line of gifts, clothing, electronics, school and office supplies, Duke memorabilia, greeting cards, graduation announcements, and academic regalia.
- Provides free same day delivery service on select items to departments located on Duke's main campus.
- Offers a Custom Orders Department to help University and Medical Center departments and student organizations purchase high quality, custom merchandise at competitive prices. The program saves Duke approximately $45,000 per year.
- Assembles and offers special delivery of products for Duke VIP's and customers anywhere in the world, at no additional cost outside of freight charges.
- Offers discounts to the Duke Community.
- Conducts special raffles and merchandise giveaways for holidays and special events.
- Provides free Duke gift boxes and Duke wrapping paper year-round.

Terrace Shop

**Location:** Doris Duke Center, Sarah P. Duke Gardens
**Employees:** 2

- Full service gift shop with an emphasis on garden related merchandise.
- Offers line of Sarah P. Duke Gardens clothing.
- Provides free Duke gift boxes and Duke wrapping paper year-round.
- Profits from operation of store are directed to continued support of the Sarah P. Duke Gardens mission.
a retail and service organization.

Mail Order Department

Location: 3523 Hillsborough Road
Employees: 5

- Maintains a complete line of Duke clothing and memorabilia offered online and by mail.
- Publishes and distributes approximately 225,000, full-color, 40 page, *Duke University Collection of Gifts* catalogs annually.
- Offers various specialty product lines serving specific interests within the Duke community.
- Processes special orders for products only available in the University Store and other specialty retail locations.
- Named second in insignia sales among the Independent College Bookstores, Large Store Group.

Nasher Museum Store

Location: Nasher Museum
Employees: 2

- Operates inside the Nasher Museum of Art.
- Offers a wide variety of gift items related to contemporary art and design, including books, jewelry, tableware, Nasher logo merchandise, toys, personal accessories and more.
- Profits from operation of store are directed to continued support of the Nasher Museum of Art mission.

Duke Team Store

Location: Card Gym
Employees: 3 part-time

- Offers complete selection of Duke Licensed Nike apparel and hats.
- Offers a variety of gifts and collectables.
- Open extended hours in support of athletic events

Merchandise Concessions

- Conducts all retail sales at sporting events.
- Coordinates and operates retail clothing and gift sales at offsite sporting events (ACC Tournament, ACC/Big Ten Challenge).
Textbook Store

Location: Bryan Center  
Employees: 6

- Provides the largest and most complete selection of new and used course materials for undergraduate, law and business courses at Duke.
- Carries 4,000 titles and places more than 80,000 texts on the shelves in a single semester.
- Processes between 700 and 800 book orders each semester (of the 1,000 Duke faculty members).
- Stocks supplementary course materials and study aids, and offers a binding service for theses, periodicals and books.
- Packages special art kits for students and offers them at a 10% discount.
- Participates in the Blue Devil Delivery (BDD) program that allows freshmen to reserve their textbooks online or by mail prior to the fall semester. Orders are packed and distributed at a convenient location during freshman check-in.
- Provides online ordering and text reservations for upper class students. The books are packed in the store and ready for pickup when students arrive on campus.
- Processes desk copy request forms for Duke faculty and loans desk copies if necessary.
- In collaboration with the Office of Information Technology and the Provost's Office, supports a system interface that provides textbook cost information to students registering for classes.

Medical Center Bookstore

Location: Room 0001, Lower Level, Duke Clinic  
Employees: 5

- Provides medical reference books, textbooks, electronic products and instruments for Duke Medical Center students, faculty and staff.
- Stocks supplementary course materials and offers a binding service for periodicals, theses and books.
- Offers a variety of Duke memorabilia, medical uniforms, scrubs, greeting cards, office supplies and other general merchandise.
- Takes special orders, via walk-in and phone, on any available medical text that is not carried in the store. Orders are processed daily with a three to four day turnaround.
- Provides customized reference lists addressing topics and discussions for various medical and nursing conferences on campus.
- Offers discounts on medical instruments at an annual sale.
- Maintains an online store featuring medical books and Medical Center gift and clothing merchandise. Items or books can be shipped directly to customers or held for in-store pickup.
- Offers a line of Duke Department of Surgery clothing and gift items.
- Conducts off-site sales of books and equipment for various departments and events.
Gothic Bookshop

Location: Bryan Center
Employees: 4

- Provides scholarly, reference, computer and general titles to the Duke University Community, worldwide.
- Provides book support for all student and faculty events, receptions, and speakers (approximately 50 events annually).
- Processes special orders on nearly any book in print in the U.S. and abroad at no extra charge.
- Offers special promotional sales throughout the year (Poetry Month, Martin Luther King holiday, Censorship Month, etc.).
- Organizes autographing sessions, promotional events and receptions for Duke authors and Internationally renowned writers.
- Conducts a large promotion of Duke authors annually during graduation.
- Maintains an online store offering a wide variety of books in print, staff suggestions, and links to store events.

Office Products and Services

Location: 3540 Kangaroo Drive
Employees: 7

Departmental and Midrange Copier Program
- Provides copier equipment and service through contracts with IKON, Xerox, and Sharp USA. There are currently over 1,400 copiers in service through this program. The departments are billed directly on a monthly basis.
- Installs and maintains public copiers throughout campus and the Medical Center. Copies are paid for by a preloaded DukeCard or by cash.
- Produced 97 million copies in FY ’09-’10 between the Departmental and Midrange Copier Programs.

Endowment Program
- Operates copiers in select departments (Library, Law School) and donates the proceeds to various Duke initiatives, such as the Duke/Durham Campaign. This program generates approximately $12,500 in revenue each year, with a 25% return for these initiatives.

Fax/Office Machine Program
- Repairs and sells small office equipment (adding machines, facsimile machines, etc.) and coordinates service contracts through local vendors.

Copy Center
- Offers full copy services, binding services and full-color copy production through a contract with Large and Small Graphics (LSG).
- Offers design services for custom documents and publications.
- Produced 8 million copies in FY ’09-’10.
Computer Store

**Location:** Bryan Center
**Employees:** 7

- Provides all computer hardware and software technology needs within the University and the Medical Center.
- Participates in the Blue Devil Delivery (BDD) program that allows freshmen to reserve their computers online or by mail prior to the fall semester. Orders are distributed at a convenient location during freshman check in.
- Offers customers the ability to configure and price computer equipment online and submit orders to the Store.

Computer Repair

**Location:** 3523 Hillsborough Road
**Employees:** 6

- Offers warranty and non-warranty repair services for Duke departments, employees, and students.
- Offers drop-off service at the Hillsborough Road facility and at the Computer Store in the Bryan Center.
- Performs warranty work at no cost to the owner.
- Installs new equipment at the department level and images drives when applicable.
- Maintains the Devil’s Pledge Warranty program in which the Computer Repair department acts as the warranty and repair agent for computers sold in the Back-to-School program.
Convenience Stores

Duke Stores operates three separate convenience stores on campus to serve the students, faculty, and staff. All three locations are open extended night and weekend hours to serve each particular customer base. All of the stores are lightly staffed with full-time employees and depend heavily on student labor to operate.

Lobby Shop
Location: Bryan Center
Number of Employees: 4

• Serves the most general customer base as it is located in a high traffic area. This is the busiest and the smallest convenience store.
• Offers a wide range of convenience store items including various prepackaged foods and bulk candy.

East Campus Store
Location: East Campus Union building
Number of Employees: 3

• Serves the residents on East Campus.
• Offers an expanded line of convenience store items, as well as a large selection of frozen foods.
• Carries a large selection of Duke clothing and memorabilia.

Uncle Harry’s
Location: Central Campus
Number of Employees: 4

• Serves the residents on Central Campus.
• Offers a complete line of grocery and specialty items as well as clothing, greeting cards, and school supplies.
• Offers an online shopping and delivery service.
Vending

Number of Employees: 4

Overssees all vending operations for the University and Medical Center including:

**Food and Snack Machines**
- Manages the pricing, product selection, and machine placement for all snack machines located on campus and in the Medical Center.
- Coordinates machine service and customer accessibility issues.
- A sizable portion of revenue generated from sales is distributed to Dining Services and to the Medical Center.

**Office Coffee Program**
- Overssees the office coffee service used by the majority of University and Medical Center departments and serves as primary contact point for customer service issues.

**Microfridge Program**
- Contracted to Collegiate Concepts in 2008, the program rents microfridge units to students. Duke Stores includes information about this program in an annual mailing to new students.

**Washer & Dryer Program**
- Overssees the placement of machines and the redesign of laundry room locations when necessary.
- Manages customer service issues.
- Pays a portion of revenue for rental charges.

**Barbershop**
- Overssees the contract for the Barbershop.

**Blue Devil Concessions**
- Coordinates all the food service operations at sporting events (approximately twenty vendors selling a variety of food products).
- Operates five concession stands and two specialty trailers staffed by local civic and church groups. These groups receive a portion of the sales generated within their stands.
Distribution Center

Location: 3523 Hillsborough Road
Employees: 8

• Receives, processes, and stores approximately $20 million worth of merchandise annually for all retail and computer operations using state-of-the-art wireless technology.
• Transfers and delivers merchandise to individual Stores based on requests submitted electronically.
• Supports special events such as the graduation trustee fitting room and off-site sales.
• Coordinates on-campus delivery of technology products.

Marketing

Employees: 1

• Designs and produces all advertising, store signs, and publications.

Accounting, Information Systems, Web, Loss Prevention

Employees: 4

• Manages fiscal transactions and budget development.
• Oversees technology (cash registers, back-office inventory system, personal computers).
• Manages all aspects of website development and expansion.
• Develops all documentation and manuals related to systems operations.
• Oversees loss prevention functions for all store operations.

Administrative Office

Employees: 6 (Including Director and Operations Manager)

• Oversees all aspects of the Duke Stores operations including payroll administration and human resources.
• Administers Duke's Trademark Licensing Program, which defines the use of Duke University trademarks by outside entities.
• Responsible for emblematic clothing and gift purchases and oversight for all purchases in Duke Stores.
Plans for the Future

Alta Gracia.

Duke University Stores, in cooperation with the Worker Rights Consortium (WRC), accelerated its efforts to promote workers’ rights and living wages by being the first University to commit to the purchase of clothing products from Alta Gracia. Alta Gracia, located in the town of Alta Gracia in the Dominican Republic, is a subsidiary of Knight’s Apparel, the largest vendor of collegiate branded apparel in the United States. Alta Gracia manufactures its clothing line in the first WRC endorsed factory that pays a living wage, a wage three times the regular wage for a factory worker in the Dominican Republic. In addition, the Alta Gracia factory adheres to rigorous labor standards. In committing to the purchase of $250,000 worth of products from Alta Gracia, Duke Stores has reaffirmed its position as a leader in promoting workers’ rights and wage fairness across the globe. The Alta Gracia clothing line will be introduced in the fall of 2010.

System Integration.

Duke Stores, in partnership with Duke Financial Services, is working on a project to integrate the Duke Stores Point-of-Sale (POS) inventory management system with the Systems, Applications, and Products (SAP) system, the financial accounting system used by the University and Medical Center. The integration will allow Duke Stores to upload purchase orders and merchandise receipts to the SAP system directly from the POS system. On receipt of vendor invoices, the SAP system will electronically match invoices with receipts and submit them for payment. This removes Duke Stores from the payment process thus reducing effort on the part of the individual stores. The new system will minimize errors, a major cause of inventory variances in a retail environment, particularly in the college store industry. This move toward additional systems integration continues Duke Stores decade long efforts to enhance technology, thereby creating greater efficiency within the organization.

Textbook Rentals.

In the fall of 2010, Duke Stores plans to launch a small-scale test project to gauge interest in a textbook rental program. The textbook rental market has grown in the past few years as stores consider ways to retain textbook sales on-campus or, when that fails, to earn commissions on sales that occur off-campus. Duke Stores is creating a small pilot program that will offer a select group of books as rentals. In future semesters, the number of book rentals available will depend on customer demand.

While rental programs are not, initially, profitable for stores, they can become as profitable as a traditional textbook sales model over time. Textbook rental programs generally offer moderate savings to students especially when compared against new book costs.

Duke Stores, in partnership with Sequoia Retail Systems, the Duke Stores point of sale vendor, has applied for a federal grant from the Department of Education to help support the textbook rental program. If awarded, the grant will be used to underwrite program expansion and to develop technologies to streamline the rental process.
Trademark Licensing

Duke University has a long-standing policy of protecting the symbols that are associated with its name and its reputation as one of the finest universities in the country. Duke owns and controls its name(s) and other marks, logos, insignias, seal, designs, and symbols that have become associated with the University, and prohibits their unauthorized use.

The Trademark Licensing Program was established to protect, preserve, and maintain the integrity of Duke University’s identifying marks on commercial products, and to ensure that Duke’s trademarks are associated with quality goods and services. The program promotes and enhances the University’s image through the use of its name and logos. The Trademark Licensing Program is administered by the Trademark Licensing Office under the direction of Jim Wilkerson, Director, Trademark Licensing and Stores Operations.

The Trademark Licensing Office created a new Trademark Licensing website to ensure that all information related to Duke’s Trademark Licensing Policies & Procedures is easily accessible by the Duke community and other affected persons. The goal of this website is to enhance communication and understanding of Duke’s Trademark Licensing Policies & Procedures. It can be found at www.trademarklicensing.duke.edu.
CONGRATULATIONS
2010 NCAA LACROSSE NATIONAL CHAMPIONS

We are your official 2010 NCAA Men’s Lacrosse National Champions merchandise headquarters.

Available at the following locations:
The University Store
Duke Team Store

IN-STORE SPECIAL
Coaches’ 100th Commemorative T-Shirt
Coach’s 100th Commemorative T-shirt
00th, 00th, Commemorative T-shirt

$18

Available at the following locations:
The University Store
Duke Team Store

CONGRATULATIONS!
We are your official 2010 NCAA National Champions merchandise headquarters.

The University Store
Duke Team Store

ADVERTISING & MARKETING
We are your place for officially licensed NCAA Champions merchandise.

You’ll see why this is where real Duke fans shop!

We are a proud supporter of Duke Athletics.

www.shopdukestores.duke.edu

Duke University Stores
SPOOKTACULAR SALE
31% off Clothing & 10% off Gifts
FREE CANDY! PRIZE DRAWINGS!

There will be a total of 8 drawings per location.
*No purchase necessary to enter

Sign up to win!

Sign up for our BFTK e-mail exclusives program and be entered to win an iPod touch* or one of the following: Extreme Pumpkins or Ghost Stories Deck.

*No purchase necessary to enter. Limited to one entry per person. Entries are entered into a single contest per person.

The University Store
Duke East Campus Store
Medical Center Store
The Terrace Shop

23 Duke University Stores
Over 30 Years of Service
Della Adkins
James Bragg
Mac Holeman
Ilean Howard
Larry Kerr
Calvin Mitchell
Diane Smitey
Cheryl Tate
Patricia Walker

21 - 30 Years of Service
Eleanor Adams
Jimmy Aiken
Ethel Caine
Andromeda Connor
Stanley Cooper
Tom Craig
Karen Hicks
Richard Hunter
Abe Lewis
Ricky Mason
Bernard Milliken
Tonda Parker
Derrick Peaks
Jeffrey Perkins
Anthony Satterfield
Leola Smith
Jim Wilkerson
Willie Williams
James Zechini

16 - 20 Years of Service
Donnie Barbour
Kenneth Blevins
Elizabeth Cameron
Maynard Childress
Arlene Delong
Walter Dewinter
Susan Hemingway
Linwood Long
John Micol
Clarence Morgan
James Rigney
Roy Shambley
Edward Swank
Barbara Whitlow

11 - 15 Years of Service
Manuel Alvarez
Willa Berry
Angela Bowling
Roland Falana
Daniel Fitzgerald
Regina Frazier
Marc Greenway
Sandi Hinshaw
Patti Silver
Twanda Whitten
Arthur Zimmerman

6 - 10 Years of Service
Vicki Baker
Margaret Bradford
Kiesha Brown
Brian Buttram
Johnny Campbell
Karen Combs
Annette Fairley
David Garcia
Kenneth Gregory
Laura Kennedy
Michael Leathers
Jane McNeill
Louise Perry
Mary Pridgen
Millicent Rogers
Antonio Smith
Bob Walker
Philip White
Perry Willis

1 - 5 Years of Service
Randy Askew
Winston Balaoro
Jonathan Blanding
Christopher Boyd
Brittney Brown
Jacqueline Campbell
Arienne Cheek
Gregory Cole
Stephen Conrad
Rebecca Dincher
Brittany Farrell
Carlos Fernandez
Donna Frank
Brandy Henry
Donald Lazaro
LaToya Manning
Kimberly McNeely
Vashyra Morris
Brittany Moss
Joel Myers
Aekunle Oresanya
William Verner
Katherine World