



**John Parry**  
 Director, CSU Bookstore  
 ICBA Chair of the Board

## Greetings, ICBA friends and colleagues

I have been led to believe there is something very nice about the Oregon coast in the late summer—the beauty of the surroundings and the sound of the waves as they crash upon the beach. I can almost imagine the scene now. This year the ICBA Board meeting will be at Cannon Beach on the Oregon coast from September 13 to 17. The only problem with the picture is that most of what the Board members will see each day will be the same four walls and Stacy’s smiling face as he tries to get just a couple more agenda items completed before break!

Every year the ICBA Board of Directors meets to discuss initiatives and plan for the future. During this time we share a house, meals, laughs (and frustrations) as well as great ideas. We will tackle many topics important to our rapidly changing industry, with the goal of improving ICBA programs and services yet again so our membership can continue to make good stores better.

This year’s agenda includes continued discussions about the ICBA 2007 Retail Conference & Exposition and the structure that best meets members’ needs, as well as the Web resources initiative. We will also meet with our vendor liaison, Bonnie Mueller from JanSport, and spend many hours setting goals and planning for the future.

With this in mind, I am asking for input from all ICBA owners to ensure everyone’s voice is heard. What are your questions and concerns? How can we as a Board better meet the needs of your store, customers, or institution? If you have ideas, questions, or concerns that you would like to bring to the Board, please let one of the Board of Directors, or me, know by September 8 so we can include them in our discussions during this meeting. You can reach me at [john.parry@colostate.edu](mailto:john.parry@colostate.edu) or by phone at 970.491.3939. Contact information for other Board members can be found on page 5 of this newsletter.



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**The icba Mission**

**To provide the programs and services that will establish the institutional store model as the preferred management solution for higher education.**

# Call for ICBA Board Nominations

Deadline is September 8, 2006

Please regard this call for ICBA Board nominations as a priority. It is essential that all owners feel their needs are represented through the composite membership of the Board. Important considerations include representation with regard to store size, regional location and diversity of the Directors. A strong Board membership representing balance and excellence in both individual members and as a leadership body is essential for continued growth and improvement in ICBA's performance.

The ICBA Nominating Committee seeks nominations to fill these Board positions, which commence in February 2007:

- 2 four-year Director positions
- 1 two-year Director position

**Director Qualifications** (four-year terms): Each director must either be the manager of, or an official of the institution that has oversight over, a store that is a voting member of the corporation in good standing. Each director must also have attended and fully participated in at least one (1) official event of the corporation.

**Director Qualifications** (two-year term): This director must be employed by a store that is a voting member of the corporation in good standing. This director does not need to be a store manager or director, but must also have attended and fully participated in at least one (1) official event of the corporation.

**Duties:** As the governing body of our association, ICBA Directors make decisions and provide leadership that affects all of us as the ICBA owners. This is a working Board and our Directors actively participate in conducting association business. Nominees should be highly qualified bookstore directors or staff with a history of proven, successful performance in operating a college bookstore. Given ICBA's purpose and visibility in the industry, special attention should be given to nominating individuals who are held in high esteem by their colleagues and are viewed as industry leaders.

To assist in considering nominees, the following current ICBA Board members will be continuing their terms through 2007–2008:

John Parry, Chair  
Colorado State University  
970.491.3939  
john.parry@colostate.edu

Sherry Pollard  
University of Missouri  
573.882.7611  
pollards@missouri.edu

Catherine "Katie" Lee  
Auburn University  
334.844.4241  
leecath@auburn.edu

Brenda Pace  
Linn-Benton Community College  
541.917.4953  
paceb@linnbenton.edu

Kim Thomas  
Boise State University  
208.426.3048  
kthomas@boisestate.edu

The ICBA Nominating Committee welcomes your nominations. The deadline for nominations is September 8, 2006. Please contact us directly:

Mark Frisby  
Montana State University  
406.994.2811  
mfrisby@montana.edu

Richard Hayes  
North Carolina State University  
919.515.3523  
Richard\_hayes@ncsu.edu

Thank you for your membership and participation in ICBA!



# ICBA Strategic Institute

## Advocacy Training for Institutional Stores

ICBA Strategic Institute

*“Whoever is first in the field and awaits the coming of the enemy, will be fresh for the fight; whoever is second in the field and has to hasten to battle will arrive exhausted.”*

—Sun Tzu  
*The Art of War*

If your boss informed you today that your school administration was preparing an RFP to review leasing what would you do? What are you prepared to do? Are you prepared for and waiting the coming of the lease question or will you arrive at the RFP review exhausted?

ICBA will debut its new Strategic Institute at the ICBA 2007 Conference. Our goal is to apply ICBA’s successful Institute training model to the critical issue of self-operation and leasing. ICBA’s mission is to provide the programs and services that will establish the institutional store model as the preferred management solution for higher education. ICBA’s primary concept is that a successful, academic retail operation is where you must begin as an institutional store. Performance is number one.

The second step is to identify the key decision makers in the administration and to understand the demands, pressures, and culture in which they work. The third step is to find and employ the most effective and exciting way to market your performance to that audience. The Strategic Institute will deliver a road map you can use to position your store toward defining the debate around leasing and establishing your accomplishments and your image as a successful collegiate retailer.

**The prerequisite for attending the Strategic Institute is two consecutive years of participation in the ICBA Operating Survey or completion of Strategic Institute Preparation (SI Prep).** SI Prep is a full day of training in financial analysis, benchmarking, survey participation, and application of survey results. In fact, SI Prep is open to everyone,

and may be of benefit to directors and managers who have been participating in the Operating Survey for years, or to the key members of your management team. Registration for the Strategic Institute includes admission to Strategic Institute Preparation. SI Prep is Wednesday February 14.

The Strategic Institute is Thursday, February 15. The curriculum is built around these core topics:

- Administrator Culture and Environment
- Critical Issues
- Relevant Benchmarks to Administrators
- Creating Value
- Marketing to Administrators and Faculty
- Design and Development of Your Marketing Plan

Friday is the ICBA EXPO. On Saturday the Strategic Institute merges into the traditional ICBA Conference Program for store directors, which includes several sessions directly related to the Institute. The Conference Program is included in your Strategic Institute registration.

- Color, Style and Image with the Doneger Group
- Future of Licensing
- CBA Operating Survey Presentation
- Best Practices and Top Performers Presentations
- Bookstore Innovation Showcase

Start making your plans to join your fellow institutional store colleagues at the ICBA Strategic Institute. Take action now!

# Why Do You Belong to ICBA?

That question is the tag line of the annual ICBA Membership Satisfaction Survey. The survey is designed around six elements: Store Information, Overall Satisfaction, Programs and Services, Customer Service, Retail Conference & Exposition, and Improvements.

Following are some of the highlights from the 2005–2006 survey, which was completed by a total of 58 store directors/managers in June. The future success of our cooperative efforts is founded on communication between you and your Board of Directors. We rely on and appreciate your participation in this annual survey.

## Store Information

ICBA member stores dues are determined by sales volume and are divided into five groups. The table below shows the responding store size percentage versus the actual membership store size percentage.

Size	Responding %	Membership %
< \$1 million	3.4%	3.2%
\$1 – \$3.9 million	27.6%	33.9%
\$4 – \$6.9 million	22.4%	14.5%
\$7 – \$9.9 million	22.4%	16.9%
Over \$10 million	24.1%	31.5%

## Overall Satisfaction

Overall satisfaction with ICBA remains high. One hundred percent (100%) of those responding rated Overall Satisfaction as Excellent (75.9%) or Good (24.1%). The Excellent rating is up from 2004–2005, which was 64.9%.

The graph on page 5 shows Overall Satisfaction for 2005 and 2006.

## Operating Survey

• Over 65% (65.5%) of the respondents participated in the Operating Survey. The Annual Operating Survey received high marks for value with 71.1% saying it is Very Valuable and 21.1% saying it is Valuable. The Very Valuable rating is up from 57.4% for last year.

*“The continued focus of ICBA remains keeping independent college stores focused on delivering the best possible prices and strategies for competing in this incredibly dynamic marketplace.”*

—Jamie Burns, Director  
Kennesaw State University Bookstore

## Customer Service

• 83.9% of those responding said that the response they receive from ICBA is Excellent (64.3%) or Good (19.6%). The Excellent rating is down from last year’s 81.0%.

• The majority (91.3%) of those responding said that their Quality of communication with ICBA was Excellent (86.0%) or Good (5.3%).

• 77.2% rated ICBA’s performance in helping them solve problems as Excellent (57.9%) or Good (19.3%). The overall rating for Excellent and Good is down from last year’s 94.7%.

## Concerns & Improvements

Nineteen directors submitted concerns about the future of ICBA. Issues included:

- Store innovation
- Access to ICBA resources
- Maintaining the institutional store model
- Smart growth
- Cooperation with NACS.

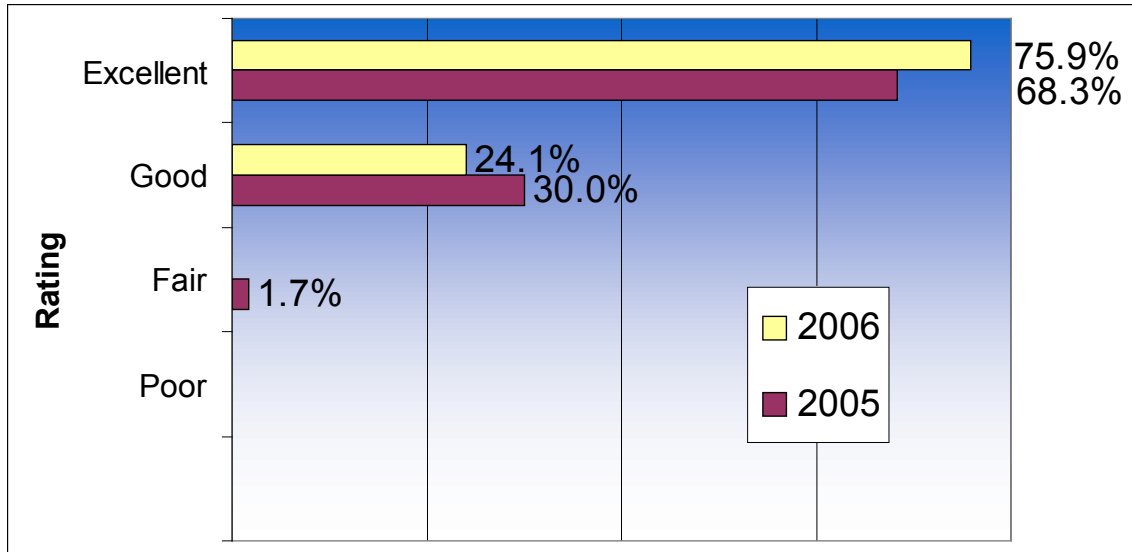
Areas for improvement included:

- Website and newsletter could be made more valuable to the membership.
- Customer Service response time and problem solving is down from last year. We need to assess the reasons.
- Improving communications to store directors regarding PRIMETIME.

If you have questions, or would like more information, contact Kathy Griffin, ICBA Administrative Assistant at [Kathy@ICBAinc.com](mailto:Kathy@ICBAinc.com).

# Survey Results

## Overall Satisfaction



## Board of Directors

### Chair

John Parry, Director  
Colorado State University  
970.491.3939 john.parry@colostate.edu

### Vice-Chair

Sherry Pollard, Assoc. Director Branch Operations  
University of Missouri  
573.882.7611 pollards@missouri.edu

### Treasurer

Jim Williams, Director  
University of Oregon  
541.346.4331 jwilliam@uoregon.edu

### Secretary

Richard Hayes, Director  
North Carolina State University  
919.515.3523 Richard\_hayes@ncsu.edu

### Directors:

Mark Frisby, Director  
Montana State University, Bozeman  
406.994.2811 mfrisby@montana.edu

Jim Kyle, Supply Buyer/Manager  
University of Minnesota Twin Cities  
612.626.0522 Kylej001@umn.edu

Catherine "Katie" Lee, Director  
Auburn University  
334.844.4241 leecath@auburn.edu

Brenda Pace, Director  
Linn-Benton Community College  
541.917.4953 paceb@linnbenton.edu

Bryan Pearce, Director  
University of Washington  
206.634.3400 x392 bdpearce@u.washington.edu

Kim Thomas, Director  
Boise State University  
208.426.3048 kthomas@boisestate.edu

# ICBA Program Updates

Independent College Bookstore Association emails changes, additions, and improvements to its merchandise programs directly to Store Directors and Buyers. During the past few months a number of emails regarding the ICBA merchandise programs have been sent.

*Please Note:* A complete, updated ICBA Buying Program CD was mailed to Store Directors, Managers, and Buyers at the end of July. This updated CD contains all of the product and pricing information from our vendor partners in addition to the recent program updates and new additions to the ICBA Buying Program.

## School & Office Supply

### Program Updates

- **Mead/Westvaco** reported to ICBA that there will be an average 3% price increase on all Mead products, effective for all orders placed on or after July 1, 2006. Over the past 12 to 18 months, Mead has seen significant increases in the cost of raw materials, energy, and transportation, specifically, increases in paper stock, natural gas, and petroleum used to produce their products. Freight and transportation costs have also been dramatically impacted. Although Mead has implemented aggressive cost reduction programs to mitigate these costs, there remain cost increases above and beyond what Mead was able to negate.

The 3% increase has been accepted through all Office Product Channel customers. The new ICBA pricing will be effective on all orders placed after July 1, 2006. All orders that had been placed before July 1 will receive the current (old) ICBA pricing even if they are scheduled to ship after July 1, 2006. New buying program pages were emailed to buyers on May 10, 2006.

### New Programs

- **Sustainable Group** was added to the 2006–2007 ICBA Supply Program. Sustainable Group is an innovative product company that provides environmentally responsible office products at competitive prices. It is dedicated to building an economic and social value while decreasing the environmental impact of producing and distributing product. Sustainable Group creates environmentally conscious products that look good, function well, and are innovative and durable. All products are made from high-content recycled material, manufactured locally, and are reusable and recyclable. Their products are both accessible and affordable and will change the way you think about Earth-friendly office products. New buying program pages were emailed to buyers on June 27, 2006.

## Apparel

### Program Updates

- **Campus One** is pleased to offer a 1% discount off your entire invoice (minus royalty costs), just for paying your invoice within ten days of the invoice date. Simply deduct 1% from the invoice total and submit your payment in the same fashion you are currently paying. Any deductions taken for payment made after ten days from invoice date will be charged back to the customer. Information was emailed to buyers on June 20, 2006.

### New Programs

- **adidas Team** was added to the 2006–2007 ICBA Soft Goods Program. adidas Team offers t-shirts, fleece, performance-wear, team replica and authentic jerseys, as well as licensed headwear, licensed accessories, and children's licensed styles. adidas strives to be the global leader in the sporting goods industry with sports brands built on a passion for competition and a sporting lifestyle. New buying program pages were emailed to buyers on July 25, 2006.

- **Andrew Rohan Sweaters** was added to the 2006–2007 ICBA Soft Goods Program. Andrew Rohan Sweaters is a leading distributor of embroidered sweaters in the college market. Over 70 styles are available in cotton and acrylic, and all are made in the USA. New buying program pages were emailed to buyers on May 23, 2006.

## Miscellaneous

### New Programs

- **Vojo Energy Mints** from Verismo was added to the 2006–2007 ICBA Buying Program. Vojo Energy Mints are the only upscale energy confection in the market today. Vojo mint packaging features a mirrored lid. New buying program pages were emailed to buyers on July 10, 2006.

- **China Star Gifts** from Verismo was added to the 2006–2007 ICBA Buying Program. China Star Gifts offers a wide selection of Eastern imported gift products including silk purses, cloisonné jewelry, and calligraphy sets. New buying program pages were emailed to buyers on July 10, 2006.

## Technology Products Program

### New Programs

- **ID Pilot Labels** was added to the 2006–2007 ICBA Technology Products Program. ID Pilot offers an innovative product that provides immediate identification of electrical devices and appliances throughout the home, office, and dorm room. ID Pilot labels eliminate the confusion and aggravation of determining which plug belongs to which device by accurately identifying each one at the source. ID Pilot labels also correctly identify charger bases and AC adaptors for wireless devices. New buying program pages were emailed to buyers on May 30, 2006.

- **Power Squid** from Verismo was added to the 2006–2007 ICBA Technology Products Program. Power Squid transforms the static power strip into a dynamic power delivery device. By freeing the independent outlets from the confines of the box, it gives the user flexibility, greater reach, and ease of use, while easily accommodating transformer blocks. New buying program pages were emailed to buyers on July 10, 2006.

## Store Services

### New Programs

**UAI Vending** was added to the 2006–2007 ICBA Store Services Program. UAI Vending is the leader

## Keep us updated... we'll keep you updated!

We want you to have the latest information about the ICBA Programs. Do we have your correct email address? If you have not received these updates and additions, please contact ICBA Administrative Assistant Kathy Griffin at [Kathy@ICBAinc.com](mailto:Kathy@ICBAinc.com) or 800-888-9222 (toll-free).

in college bookstore vending. The UAI Vending product line consists of three models: the Supply Vendor, the Test Form Vendor, and the Convenience Center machine. The Supply Vendor and Test Form Vending machines can vend Scantron Sheets, Blue Books, Computer Accessories, Stationery Items, Note Pads, Pens & Pencils, Erasers, Hi-Liters, Staplers, Scotch Tape, Zip Drives, Cassette Tapes, Batteries, Diskettes, CD-ROM's, Calculators, Paper Refills, Mono Tapes, Folders, etc. The newly engineered Convenience Center Vending Machines are specifically designed to sell a wide variety of personal and convenience items including Tissues, Lip Balm, Batteries, Pain Relievers, Mouthwash, Feminine Hygiene Items, Nail Care Products, Lighters, Personal Protection Items, Lotion, Deodorant, Shaving Products, Eye Care Items, Cough Drops, and much more. You can now offer your students 24/7 convenience on many of its everyday essential items. New buying program pages were emailed to store directors and managers on June 27, 2006.

## ICBA Staff Contact Information

### ICBA Business Office

287 Fourth Street, Suite 4  
P.O. Box 951  
Ashland, OR 97520.2091

Toll-free 800.888.9222  
Phone: 541.488.2591  
Fax: 541.488.4286  
[Office@ICBAinc.com](mailto:Office@ICBAinc.com)  
[www.ICBAinc.com](http://www.ICBAinc.com)

Stacy Waymire  
Executive Director  
[StacyWaymire@ICBAinc.com](mailto:StacyWaymire@ICBAinc.com)

Kathy Griffin  
Administrative Assistant  
[Kathy@ICBAinc.com](mailto:Kathy@ICBAinc.com)

Judith Spelman  
Administrative Assistant  
[Judith@ICBAinc.com](mailto:Judith@ICBAinc.com)

### ICBA East

618 Sunnybrook Drive  
Brentwood, TN 37027.7867  
Toll-Free 866.841.4222  
Phone: 615.831.2050  
Fax: 615.833.0807

Marty Duncan  
Program Manager  
[MartyDuncan@ICBAinc.com](mailto:MartyDuncan@ICBAinc.com)

### ICBA Central

P.O. Box 2979  
Iowa City, IA 52244.2979  
Toll free: 800.618.0530  
Fax: 319.337.5907

Sadja  
Member Services Manager  
[Sadja@ICBAinc.com](mailto:Sadja@ICBAinc.com)

# What Is the ICBA Pitch Book, Anyway?

The Pitch Book is a proactive tool to build relationships and effectively market your store's success to the administration. It isn't simply a fact book or a financial report. It puts character and faces to your store, and identifies and builds your strengths. It is a relationship tool used to clarify to administrators how your store fulfills their mission, and goes beyond meeting their needs, and it gives them specifics to be proud of. Your Pitch Book is only as good as your store's performance. The difficulty is that many successful stores have not yet marketed their achievements to the campus administration.

Recently, ICBA collaborated with the Northwest College Bookstore Association to provide more than 40 attendees with concepts and strategies to help them develop Pitch Books for their stores.

During the workshops, students learned basic components and tips on how to create a Pitch Book including graphics, text, language, content, and presentation. Students were also introduced to the culture, critical issues, and pressures affecting administrative decision-makers. Prices, peer pressures, advertising, customer services, and perceptions are only a few of the variables that administrators review when considering outsourcing.

The ICBA Pitch Book model was originally developed by University of Missouri, and was first presented to members at the ICBA 2001 Retail Conference & Exposition. During the 2002 and 2003 Conferences, additional sessions focused on how stores successfully used their Pitch Books, and presented strategies and campaigns used by lease operators. The goal of the Pitch Book is to get out ahead of the issue of leasing—to tell your story—before an RFP is even considered.

*“Putting off an easy thing makes it hard. Putting off a hard thing makes it impossible.”*

—Charles E. Wilson  
Engineering Westinghouse,  
President General Motors,  
U.S. Secretary of Defense

*If you are a proactive store, ready to create your story, here are some opportunities for you:*

## Pitch Book at ICBA 2007

Part of the Strategic Institute at ICBA 2007 Retail Conference & Exposition in San Antonio (February 20 to 25, 2007) will include a class to teach you how to create your Pitch Book, identify your audience, reach your administrators, and “deliver it.” Other topics include adaptation methods and how to build administration and faculty partnerships and relationships.

## Pitch Book Resources Online

To find the ICBA Pitch Book online at

[www.ICBAinc.com](http://www.ICBAinc.com)

1. Click on **Forums** or **Market Share** — found on the left side bar.
2. Once in **Forums**, click **Marketing**, then select **Market Share Marketing Library—Advertising Depot**
3. Once in the Market Share Marketing Library, you will find several options:
  - Pitch Book: each section in a PDF format
  - Pitch Book Workshop handouts
  - Pitch Book word document templates: word documents in individual sections for you to use and adapt as needed
  - Pitch Book PDF: all of the sections combined into one PDF

## Additional Support

Use your ICBA List Serve and ICBA Forums to seek additional assistance from your peers.



# The ICBA Legend

## Train. Play. Go Home.

The ICBA annual conference has a reputation for being a legendary event, and the 2007 Conference will confirm it. This is not because it is the best version of a typical bookstore meeting, but because it is different than any other state, regional, or national event in our industry. First-timers often arrive with a mistaken expectation that the ICBA conference will be like all of their industry experiences. ICBA is different. For veteran ICBA members, the ever-expanding value that ICBA delivers to a wider and wider number of store staff begs the question, Who will stay home to keep the store open?

### TRAIN

ICBA's industry-leading education and professional development institutes are focused on delivering relevant and meaningful training you can take back to your store and use to achieve stronger results in all aspects of your operation. At the ICBA conference you will not find a buffet of education sessions to mull over and choose from. Whatever your job, the ICBA conference will provide you with training tailored to your professional needs through a specific series of sessions. What does this mean?

Here are the results when we asked the more than 300 people who have participated in ICBA Institutes how valuable they were:

- 90% to 100% said the Institute was the best industry education they have attended.
- 100% said they would recommend the Institute to other buyers.
- 95% to 100% said they would attend another Institute.



Consider PRIMETIME, the industry-changing buyer and vendor exchange. What happens in PRIMETIME cannot happen on a regular

**PRIMEtime**  
ICBA Buyer and Vendor Exchange

trade show floor. PRIMETIME unites buyers and senior level executive vendors in a unique setting for a series of private, scheduled appointments. In one sense, PRIMETIME results in mutual, retail training for both buyers and vendors.

You will not find this quality of training at any other event!

### PLAY

Networking, networking, networking . . . and the fun that accompanies it. This is the unique culture of institutional stores. As ICBA enters our eightieth year of business we continue to be the only organization in the industry dedicated exclusively to institutional stores. It is in this environment of cooperation that we are free to open up to each other, to share the details of success and difficulties. At ICBA our commitment to mutual success is evident and makes it possible for old and new friends to share the joy of great locations and great times.

More fun than any other event!

### GO HOME

Working hard, playing hard, and takin' it home. People returning from the ICBA Conference are brimming with new solutions, contacts, products, marketing, managing, buying, selling and other retail ideas. Whew! By the end of an ICBA Conference we are ready to go home and start applying improvements.

No other event will send you home this enthusiastic!

The legend of the ICBA Retail Conference is based on the culture, strength, and commitment of institutional stores. Are you ready for ICBA 2007?



# Store Savings Recap

Earlier this year, we mailed your 2005 ICBA Savings Report. This report helps you determine the value of ICBA buying programs. Although actual dollar amounts are important, we go beyond just dollar amounts to include the range of savings from each vendor, and we indicate if the vendor offers ICBA stores its best-in-industry pricing.

Our goal is to calculate your savings based on the understanding that best-purchasing practices are already in place by the buyers in your store. Although we could show greater savings by comparing ICBA prices to the vendor's highest price, we do not feel this approach would be accurate.

In reviewing this report, the following numbers caught my attention:

- **113 vendors comprise ICBA Merchandise and Service Programs.**

ICBA's focus is on quality—having the best and most important vendors as our partners—not on how many vendors are involved. I believe you will see our industry's most important vendors are part of ICBA programs and this report.

- **70 of these vendors submitted sales reports.**

Each year we make a serious effort to increase this response rate. Some vendors have told us they will not provide sales data because of competitive concerns or corporate confidentiality. When a vendor sales figure is missing, we have supplied you with the savings percentage for that vendor. You have your store's purchasing information and can calculate your savings.

- **\$44,383,561 in goods and services were purchased by ICBA stores from just these 70 vendors.**

While this figure is impressive, it most certainly is an understatement, because many of the vendors that did not report sales provide us with some of our highest ticket items and greatest savings. Please take the time to calculate your savings using your own record of purchases and add them to your report.

- **\$5,000,919 in total savings was achieved by ICBA stores.**

This figure represents a cumulative savings of more than 10%. However, when considering the non-reporting vendors, ICBA stores' savings could be significantly greater than this amount.

Help us improve the accuracy of this report. Are the purchases reported by the vendor correct for your store? I ask for your help to improve the accuracy and value of the ICBA Savings Report. Please review the information on your store's report with your buyers. Remember that the report is based on the 2005 calendar year (January to December). Did you actually buy more than is reported? You can help both ICBA and our vendors provide you with the best information possible. Please report any differences to me, Marty Duncan, ICBA Program Manager, at [MartyDuncan@ICBAinc.com](mailto:MartyDuncan@ICBAinc.com) or toll-free at 866.841.4222.

Your fellow ICBA owners rely on you to help their stores succeed by using ICBA Programs. On their behalf, I thank you for your participation. Together we are making good stores better!

## CALENDAR

Deadline for ICBA Board Nominations  
September 8, 2006

ICBA Board of Directors Meeting  
September 13–17, 2006

ICBA 2007 Retail Conference & Exposition  
February 20–25, 2007

## WELCOME TO ICBA!

### New Member Store

University of Iowa  
University Bookstore & Hawk Shops  
George Herbert, Director  
(319) 335-3179  
[george-herbert@uiowa.edu](mailto:george-herbert@uiowa.edu)

Richard Shannon, Assistant Director  
(319) 335-3194  
[Richard-shannon@uiowa.edu](mailto:Richard-shannon@uiowa.edu)