On campus, diversity among faculty, administrative staff and students are each increasingly important issues. Although our final goals for each are very similar, the ways in which they may be achieved differ. We share goals with the commercial world, but the settings involved are very different. In this posting we take a look at how diversity training is done among the huge banks that are part of commerce—to see what we can take from what they have learned, frequently the hard way. Although management in their case would seem to be simpler, as all involved are employees working for the same chain of command, and in-house or outside legal assistance must
be readily available, they have frequently failed to measure up by judicial standards and the
dollar cost has been substantial. According to a recent article in the Harvard Business Review;
along the way they may have learned something about what works and what doesn’t. Maybe we
can profit from their experience.

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Fortune 500 and Campus Diversity
Posted By PLink Admin, Wednesday, July 13, 2016

By: Neil Markee
Editor in Chief-Purchasing Link

Remember when diversity was a simple word without a valence that referred to
variety within a group? During the past decade or two, diversity has developed a
much more inclusive working definition, become a core institutional goal on campus,
and the word has gained a valence. We have judged diversity to be an important and
valuable asset for any college or university. When I picked up the July/August issue of the Harvard
Business Review, I noted that the lead articles dealt with the problems associated with diversity
efforts in the business world and promised solutions. “Most programs don’t work. Here’s what to
do about it.” Actually there were three articles,” Why Diversity Programs Fail,” “Designing a Bias-
Free Organization, and “We Just Can’t Handle Diversity.” I focused on the first to see what might
be gleaned from what had been learned in the big-time, commercial world that might be useful on
campus. The article has two authors. Frank Dobbins is a professor of sociology at Harvard
University. Alexandra Kalev is an associate professor of sociology at Tel Aviv University. All three
articles are worth your time to read and your boss might find them thought-provoking as well.
More than likely, your library can provide access.

As with many subjects discussed in the pages of this
publication, the importance of an issue and what to do about it
is tied to a cost-benefit determination and the dollar signs have
been huge by higher education standards. "In the late 1990s
and early 2000s Morgan Stanley shelled out $54 million—and
Smith Barney and Merrill Lynch more than $100 million each—
to settle sex discrimination claims. In 2007, Morgan was back at
the table, facing a new class action, which cost the company
$46 million. In 2013, Bank of America Merrill Lynch settled a
race discrimination suit for $160 million. Cases like these
brought Merrill’s total 15-year payout to nearly half a billion
dollars.” More than likely, that is a big enough hit to the bottom
line to guarantee the continued attention of those in the corner offices.

In the national media, when diversity on campus is on the table, the mix of students enrolled is
usually the focus, although employees are not ignored. Whereas in the situations discusses in the
HBR article, the people are usually all employees, that is not the case in higher education. They
probably see our students as our customers, and that seems to be increasingly the case on
campus. There was no mention of corporate customers in the article. However, more than likely,
business leaders realize that their reputation for diversity and fairness in general can have an
effect on their relationship with customers. Although the environments and decision-making
processes vary a great deal, in the end both corporate America and academic institutions report to
the same sovereign and there is a good bit of commonality here. In corporate America, the
success or failure of a diversity effort is dependent on an employee-to-employee process. Both
report through a common chain of command up through the board room and eventually to the
judicial system. Whereas on campus diversity within the student body is largely the result an
employee-to-student, or perspective-student, relationship, the success or failure of the program is
frequently publicly judged by the students themselves and there is no formal common senior
Frequently, publicly judged by the student outcomes and there is no common success. Diversity in administrative staff is probably much more closely related to practices in the commercial world. Faculty diversity is a more complex issue. Many of the diversity headlines related to higher education concern the hiring of high-profile faculty. Lately, the lack of political diversity within the faculty has become an issue covered in the national media. I doubt anyone knows where that may go, especially if government gets involved via legislative or judicial action.

Considering the dollars involved, I think it is reasonable to assume that corporate efforts in diversity areas is given a high priority and may well be diligently pursued by sincere managers, but given their experiences with the legal system, it's probably safe to say that in the recent past, few viewed the results as successful. Progress was spotty, at best. Good results in one area would be offset by a decline in another. The article measures success by the percentages of Hispanics, white women, and black men in management positions at commercial banks, and concludes that most diversity programs had not increase overall diversity. Mandated training programs that may have been designed to reduce legal exposure have proven to be counterproductive in reducing bias and in many cases, "... laboratory studies show that this kind of force feeding can activate bias rather than stamp out." The authors argue that a less heavy-handed voluntary approach that increases personal contact and promotes "social accountability" and is more effective. "That's why interventions such as targeted college recruitment, mentoring programs, self-managed teams and task forces have boosted diversity in business." Hard-nosed, top-down attempts that provide simple, seemingly clear, guidelines may only help subordinates know what to say if asked. Threats have proven to be ineffective when it comes to getting managers on board with increasing diversity in the workplace. Low-pressure, voluntary training, they say, is likely to be more effective—because the people on hand are there because they want to be. I wondered a bit at that assertion, as I suspect many managers would like to be where their boss would like them to be. But whatever the motivation, the process seems to work if at least the appearance of choice is present.

The article suggests that uniform hiring tests designed to screen candidates for employment have proven to be ineffective, apparently because managers who will be held responsible for the performance of their employees want to hire the applicants they feel are most likely to succeed. Although annual performance reviews may help defend against charges of unfairness, they are not effective in promoting diversity, say the authors, as biased managers will find ways around them. The article suggests that grievance procedures that allow employees to contest what they see as biased treatment don't work very well either and actually may be counterproductive. Many discrimination complaints are met with retaliation that discourages people from raising the issue and managers, seeing the drop-off in claims, tend to view it as evidence of reduced bias.

If none of the above frequently employed approaches seem to work, then what does work? The authors asked, "If these popular solutions backfire, then what can employers do instead to promote diversity?" The authors provided options. "A number of companies have gotten consistently positive results with tactics that don't focus on control. They apply three basic principles: engage managers in solving the problem, expose them to people from different groups, and encourage social accountability for change." Engagement here means enlisting managers in the effort to achieve organizational goals. As they become involved in solving the problem, they are likely to become more invested in its success. The sort of contact envisioned here has to do with people working directly together on a routine basis. Teams made up of a diverse group of people are more likely to develop attitudes supporting a diverse workplace down the road. Social Accountability in this case has to do with transparency. Publishing performance ratings and salary increases of disparate groups exposed bias and is likely to lead to reduction in discrimination, they say.

Although measuring performance wasn't discussed in depth in this article, it was clear that the numbers matter. How many of which disadvantaged group have achieved the level of success defined by the title "manager" seems to be the benchmark. Maybe salary level would serve as well. In any case, it was clear that for diversity to work, program performance must be measured,
just as about every other important effort within the organization. Higher education frequently
measures racial, ethnic and geographic diversity similarly—by head count. Measuring financial
diversity among students, and especially among candidates for staff positions, must require a
more sophisticated system. There was no mention of financial diversity in the article, although
there has been some serious discussion on campus.

Clearly, the sort of program envisioned by the authors
would have direct application among college or university
employees and probably some relevance within the student
body. But it’s hard to imagine an institution with
consistently high marks for student body diversity without a
strong commitment to diversity within the administration
and faculty. NAEP Members, as business leaders, are among
the people on campus who hire staff, evaluate
performance, and help make decisions on compensation and promotions. As such, they are part of
the institution’s diversity program, just as are managers in the commercial world, and probably
would benefit from the same sort of training.

A stated commitment to diversity, the article notes, can have at least one downside for some—
most notable its effect on white men—if it appears to mean that the organization is prepared to
discriminate against one group in favor of another. Discrimination against one group to make up
for past discrimination against another isn’t justice, it’s just more discrimination.

How is diversity training handled on your campus?

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From the President
Posted By PLink Admin, Wednesday, July 13, 2016

Kelly Kozisek - NAEP President
Chief Procurement Officer
Oregon State Universit

Persistence Pays Off

These are exciting times for Procurement at Oregon State University (OSU). We are working with
two GPOs to offer a couple of major contracts to other public entities. We are getting close to
releasing an RFP for the construction of two Regional Class Research Vessels, representing one of
the highest value procurements in OSU history. Oh, yes, and we just got the funding to implement
a source-to-settle eProcurement system. That last one is a major milestone, so allow me to share
our experience in how persistence can pay off.

Four to five years ago we decided that, to be a best-in-class and strategic organization,
Procurement really needed a fundamental component: eProcurement. We started by turning to
our NAEP colleagues to find out how they were able to get funding for eProcurement and hear
about their experience with implementation, lessons-learned, etc. We learned everything possible
about the available systems and actually became knowledgeable about various system
capabilities, integration with ERP systems, implementation strategy and support. We addressed
questions and apprehension from our stakeholders and constituents. We chipped away to slowly
break down the wall of resistance, until something interesting happened. A few people were
starting to see this as a good idea! We slowly continued to pursue and gain support until, finally,
major stakeholders were asking “Why don’t we have this already?” It took a strong, valid value
proposition and persistence to get us to the point where our executive leadership actually
charged us with making this happen! A strong business case, consistent communication, and
consensus among the procurement team is necessary for this to happen smoothly.
Call for Proposals for 2017 Annual Meeting

Procurement professionals can't always have all the answers but when they do, they share. Share what makes you a professional and submit your success stories for presentation at the 2017 NAEP Annual Meeting in Reno, Nevada, March 26-29. The NAEP Call for Proposals is now open through August 12, 2016. We want to shine a light on the talented, knowledgeable procurement experts who are doing amazing things at institutions large and small across the country. To share your own story, go to the online submission form.

You will be asked to create a profile. Then upload one or more presentation topics for consideration. Note: You will need to create a profile even if you applied last year.

Two Ways to Win Free Annual Meeting Registration

Early Submission Contest
If you submit a program proposal by Friday, July 22 and your session is selected by the Program Committee to be placed on the conference agenda, your name will be entered into a drawing for a complimentary registration to the 2017 Annual Meeting in Reno, Nevada.

New Submitter/Presenter Contest
NAEP is encouraging program submissions from first-time presenters. If you are a new presenter and your session is selected by the Program Committee to be placed on the conference agenda, your name will be entered into a separate drawing. Two winners will be selected from this group to receive a complimentary registration to the meeting in Reno.
Still Time to Register for Supplier Diversity

Posted By PLink Admin, Wednesday, July 13, 2016

Register now to be in Kansas City at the end of the month for the Supplier Diversity Institute. Whether you are just getting your program off the ground or are looking to make diversity both sustainable and revenue producing, this institute will meet your program needs. Take steps to advocate for your program and learn to create specific metrics to measure your success. Learn from subject matter experts as well as your peers from across the country. Review the full agenda here.

You will have a chance to expand your network of local and national diverse businesses during a vendor fair on Monday evening with over 20 vendors. Afterwards, enjoy the company of your colleagues with the food that Kansas City is known for while exploring the Negro League Baseball Museum at an evening reception. Our host committee is hard at work putting the finishing touches (along with a few surprises) on an evening you won’t forget!

On Tuesday after a keynote council from leaders in economic diversity and several educational workshops, finish the institute sharing best practices at one of the many Mind-Exchange tables. Table topics include The Business Case for Supplier Diversity, Effective Outreach, ISM Supplier Diversity Certification and seven other topics!

Register here.

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Strategic Procurement Institute II: August 28-31, Denver

Posted By PLink Admin, Wednesday, July 13, 2016

“From Theory to Practice”

This Institute is Part 2 of NAEP’s extremely successful Strategic Procurement Institute. Whether or not you attended Part 1, you will benefit from this course. The knowledge you will gain will increase the value of what you can take back to your institution—and implement immediately.

The Institute provides a practical, hands-on approach to the four pillars of spend management:

- Opportunity assessment
- Business case development
- Cost management execution
The primary objective of the Strategic Procurement Institute II is to dig deeper into these pillars — going from theory to practice. Using live data sets, the institute focuses on the practical application of each pillar. In-class time is concentrated on practical “How-to” roadmaps, combined with extensive class discussion with your colleagues, facilitated in a manner to increase the value of what you can take back to your institution for immediate application.

**When:** August 28-31, 2016

**Where:**
University of Colorado - Procurement Service Center
1600 Grant St.
Denver, CO

**Presenters:** Sandy Hicks, Assistant Vice President & Chief Procurement Officer, University of Colorado;
and Jim Knight, Stonebridge Ventures

Questions about the event? Contact Melanie Freeman at NAEP mfreeman@naepnet.org

- SPI II Course Schedule
- SPI II Registration Page

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**Complimentary Webinar: Accessing the Data Needed to Make Key Spend Decisions**

*Posted By PLink Admin, Wednesday, July 13, 2016*

Learn how your university can access the data needed to better manage Travel & Expense (including air and hotel bookings), identify ways to help keep students and faculty safe while they’re traveling and respond in a crisis situation, and how to best manage multiple card programs.

**Dates:** July 26; Part 2: July 19; Part 3: July 26

**Time:** From 2:00 PM until 2:30 PM

Click Here to Register

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**Promote Your Professionalism!**

*Posted By PLink Admin, Wednesday, July 13, 2016*

Take a shopping trip via the NAEP website to our own Lands' End Apparel Store, where you'll find a huge selection of men's, women's, and kid's apparel. Not only is our selection vast, but we also offer unbeatable prices that are hard to resist. With everything from casual to formal wear, you're sure to find something that suits your style.

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Regional Meeting this year!

Browse NOW: https://business.landsend.com/store/naep/
Sustainability on Campus

Portland State Earns Bee Campus USA Designation

Portland State University was named this spring as the 10th Bee Campus USA campus in the nation by Bee City USA, for its commitment to minimize the use of harmful chemical pesticides. In an effort to improve the university’s urban ecosystem and provide an educational opportunity for the community, the Student Sustainability Center has installed two hives with as many as 100,000 honeybees near a community garden and orchard at the edge of campus.

Quote of the Month

“Working for the right thing is probably more important than...”
— Anon

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