From the Editor

This month, we provide an opportunity to lift your shoulder from the wheel and take a look around to check on what else you might add to your list of concerns. Procurement demands attention to detail. After all, the business leaders involved are charged with the prudent conservation and expenditure of large sums of money that are not their own. They serve virtually every unit within the institution daily and must be willing and able to account for the important decisions they make on behalf of many others,

Green eyeshades may be relics but a nose-to-the-grindstone outlook can still limit your ability to look down the road a bit to anticipate new responsibilities that may be coming your way, beyond the current norm. Articles published in the Chronicle and national media provide an opportunity to understand what others see in the future for higher education. Whatever that is, purchasing will be involved. Take a look, what's coming your way? Then let me know what you see. Predictions welcome!

Commentary: Additions to Your Agenda?

By: Neil Markee
Editor in Chief-Purchasing Link

Here we are – it's still July and a mini-heatwave is in the forecast for next week, but by the time you get this, the month will be August. Traditionally, summer will be drawing to a close, the lifeguards will be leaving, and soon the return of students will quicken the organizational heartbeat on campus. Now, I know business leaders on campus are pretty much engaged year-round, but there must be a feeling that a new year is about to begin as September approaches. We live in a rapidly changing environment, and how well we adjust to it will define success for both of the enterprise and personally.

As reflected in the press, what were the issues most talked about within higher education over the past several months and where does purchasing in support of higher education fit in?

Affordability

According to my quick, informal survey of a pile of copies of the Chronicle of Higher Education and my personal clipping file, the topic of affordability is at, or near, the top of the list. Institutional financial aid, federal programs such as Pell Grants, and the rate of increase in costs versus declining support from state government were all discussed frequently. Economic pressure on families, related to increased costs, has driven an ongoing, national discussion of the cost-benefit ratio of higher education. Most agree that a college degree is a good thing to have, but some argue its cost is too high. With the national election on the horizon, the notion of free college has been floated – but what the debate is really all about is who should pay. At least a few institutions are in serious financial trouble. Sweet Briar College, in Virginia, made the news, both when it announced its planned closure and when it came up with the cash needed to keep its doors open. Cost containment is one area where purchasing has and will continue to have a significant role, although procurement officers typically have little opportunity to provide input when the discussion is focused on how savings should be allocated within the institution's budget.

Diversity

All aspects of diversity continue to be near the top of the most discussed topic list. Diversity affects how we recruit our students, who we hire and how we spend our money. And the latter is usually where procurement fits in most meaningfully. Purchasing officers are aware of the need not only to avoid illegal or unethical discrimination in purchasing decision-making but to insure that their list of potential suppliers is as inclusive as practical. Recently I had a brief discussion about discrimination with a retired business executive who had worked in a labor-intensive industrial setting. He noted that the word “discrimination” had developed a bad reputation and some folks thought that all discrimination was or should be banned. He argued that discrimination on the basis of non- or poor performance was an integral part of effectively managing an enterprise. For example, not buying products that don't get the job done or not retaining employees who don't come to work or don't work when they are in should not be considered illegal or unethical discrimination.
Title IX Issues
Title IX issues dominated coverage of higher education’s goings-on for some time in the national media coverage. The core issue was how to deal with matters related to sexual assault on campus – and colleges and universities were not treated gently by the media. The consensus seemed to be that institutions had clumsily managed their responsibility to provide both empathy and justice (both victim and accused student are entitled to both) and writers wondered if, given the pressure exerted under Title IX, involved institutions were, or could be, equipped to deal in-house with the reality at hand in an evenhanded manner. It may well be that institutions will retain outside agencies such as law firms with special expertise in these matters for on-going assistance, just as they might for other serious crimes thought to have occurred on campus. In that regard, it is conceivable that at some institutions procurement will be involved with drafting the contracts defining and establishing the sensitive relationship.

Sustainability
Sustainability and other aspects of the environmental debate continue to be front-burner issues. Long ago, Brian Yeoman convinced me that paying attention to the environment was worth my time, and how right he has been. What to do about the issues involved has become a political football. With political opinion on most national issues evenly divided right and left, it’s no wonder that we have not developed a consensus on environmental issues. One side argues that the need for discussion has passed, as scientific fact has established what is happening and made the path forward clear. The other side counters that it’s not what you say is happening that is important, it’s what to do about it and who should pay the costs that matters – and that’s not a discussion that will be ended by a scientific finding. How is purchasing involved? Just about every dollar we spend has some impact on the environment. Some of that spend might be redirected to minimize our negative effect. One of our responsibilities is to stay informed.

Fresh-Water Conservation
Recently, fresh-water conservation has been added to the public discussion, even here in the U.S., where its availability seemed to be without limit. Maybe the most recent example of the political nature of the discussion has been the debate over water allocation in the drought-stricken west. The water shortage could become a dominant issue for institutions in the drought areas, if that is not already the case. The papers say that tan has become a popular landscaping color in parts of California. That may become a trend.

Big-time Athletics
The topic of big-time athletics has been covered extensively in both the Chronicle and the national media. Some of the coverage concerned sporting activities on the field. There was extensive and sometimes critical coverage of the huge amounts paid to coaches directly by the institutions involved as salary and via other at least semi-official organizations affiliated with the institution. More troubling was what didn’t happen, that was supposed to happen, in the classroom. The University of North Carolina was on the poster, but just about nobody believed that they were the only, or one of a few, big-time athletic powers that may have allowed athletes to maintain eligibility by unethical means. Carolina may be in the crosshairs but you have to wonder how many other coaches, athletic directors, and presidents elsewhere have been holding their breath. Maybe it’s time for annual audits of big-time programs conducted by an outside organization or a blue-ribbon, internal panel of academics, business leaders and alumni, chaired by the chief business officer. Either way, of course, results would have to be made public to be credible. The audit might cover all sources of departmental revenue and all expenditures, and that’s where purchasing and the business office would fit in. Even stronger action may be required. Big-time athletics is increasingly seen by the general public and fans as a big business. Maybe it’s time to make that impression a fact by spinning off big-time sports to a tax-paying subsidiary.

Fraud in Research
Reports of fraud in research have given one of the major contributions of higher education a black eye. Some of the historic research frauds discussed in the media went undetected for years. Generally, the business side of the house, including procurement, has little to do with how research is conducted on campus. Their role is generally limited to helping manage the expenditure of the needed resources. Few business leaders would question a researcher’s need for a specific product or service, if the chain of command involved had approved the expenditure. But maybe it’s time for institutions to more carefully oversee the research they finance.

Tenure
Issues related to tenure may be the most consistently discussed topic in the Chronicle. Other than human resources and perhaps the chief business officer, campus business leaders have little to do with tenure itself, although procurement professionals deal with tenured faculty every day. However, the rapid growth of adjunct faculty has shifted much of the instructional faculty into the non-tenured category. When adjuncts are discussed, unionization is likely to be on the table, and their inevitable employment and benefits contracts may well fall under the purview of purchasing and/or human resources.

My short list of seven concerns – affordability, diversity, Title IX issues, sustainability, big-time athletics, research fraud and tenure – includes several that, at first glance, are not likely to be seen as high on the list of concerns of purchasing professionals. However, I have long believed that the role of procurement professionals includes serving as members of the chief business officer’s cabinet and, as such, their responsibilities extend well beyond managing the acquisition

http://web2.naepnet.org/plink/August2015/
of the goods and services needed by the institution.

What's happening on your campus?

From the President: The 'M' Word

Lisa Deal, C. P. M.
University of Florida
NAEP President 2015-2016

The M word. – you know, “mandate.” During most of my public purchasing life, I wished that my boss would make a mandate on our campus for folks to do one thing or another – attend procurement training, use a specific campus-contract (or all of them), or the appropriate business methods. Have you ever wished that? I urge you to think carefully.

A relatively short while ago, Purchasing did some analysis that demonstrated significant potential savings if we standardized print-output devices on campus – copiers, fax machines and printers. An assessment brought to light that there were more than 350 different makes and models of equipment on campus. The IT folks were having a heck of a time supporting such a varied equipment-base, and the total purchase cost for toner – some sitting on shelves un-used – was pretty high. The CFO saw the potential savings, took the matter to the president, and together they were ready to make participation in a managed print-program mandatory. Finally the M word goes into action. Have you heard that saying, be careful what you wish for?

After the CFO told me I was getting my wish, I sat down to think about it, and realized I needed to be careful about what I wished for. Making the campus do something wasn’t the right answer for our corporate culture. So I talked my boss out of mandating participation in the program. Instead, we worked on showing the value of the program. We worked with our awarded supplier to quantify current institutional costs (not standard industry costs) based on unit usage, and then using that data, projected savings based on proposed equipment configurations. After units had equipment installed, we calculated real savings and shared the data in campus news-outlets. After those newsletters and emails shared the data, more departments contacted us about participating. Eighteen months later, the campus had saved more than a million dollars – and departments weren’t mandated to participate. No one likes being told what to do, especially on a campus. Providing data that will help folks make informed decisions is a better way to go. I’m sure there’s a place for the M word but, in the future, I will think a lot more carefully before I wish for it.

Pro-D Committee: NAEP Mentor Program Pilot

Karen Harthorn
AVP for Procurement
University of St. Thomas, Minnesota
NAEP Professional Development Committee

The Professional Development Committee of NAEP is very excited to announce a new mentoring program! This program will be piloted at the fall regional meetings for TOAL (Rogers Arkansas, September 20th-23rd) and Great Plains (Overland Park Kansas, September 13th-16th). The program will receive feedback from these regions with an anticipated national roll-out goal of 2016.

The NAEP Mentor Program will formalize and extend the mentoring relationships that we all have been informally developing through our professional connection with the National Association of Educational Procurement for years. It will offer great volunteer opportunities (to act as a mentor) to the more senior members of the profession while giving newer members a great way to learn more about professional development in higher education procurement. In addition, in bringing these two groups together in a more formal way, we also hope that it will add even greater strength to the NAEP organization as a whole.

My own experiences with both formal and informal mentoring relationships have been very important for my career development. Informal mentoring (including networking and benchmarking) have been critical to many of dimensions of my career including; employee training & coaching, departmental structure redesign, implementing eProcurement systems, taking on additional responsibilities (in my case Accounts Payable, Furniture, Fixtures & Equipment, Insurance & Risk Management and Travel) and being promoted to an Associate Vice President role. Without the opportunities to connect with other NAEP professionals, many of these opportunities would have been much more difficult. I have also benefited from mentoring
others. I can quite honestly say I have made some very good friends by acting as a mentor both formally and informally. I also know a director level individual that signed up as both a mentee and a mentor in a formal mentor program. Truly, I think he’s a great model who recognized that we all have things to learn and things to teach.

The pilot NAEP Mentor Programs will start with a mentor/mentee application. Mentors and mentees will then be matched in pairs for a 6 month commitment of 1-2 hours per month. The mentor/mentee pairs will meet at their regional meetings where the pilot program will be kicked-off in a break-out session. The pair will then plan their mentor discussion (likely by conference call) over the next 6 months. The Professional Development Committee will survey the pilot mentors/mentees prior to the national conference and make program improvements based on the feedback. Mentor/mentee topics can vary from procurement skills to resume building/writing to all of the various soft skills needed to take a career to the next level.

Every TOAL and Great Plains member is VERY welcome to participate in this pilot program and provide national level feedback. First time attendees at a regional conference will be encouraged to participate in the program as mentees. Past presidents and the current regional boards will be encouraged to participate as mentors (and yes, we will actively recruit if needed)! Even if you are already in a supervisory position in your organization, you are welcome to sign-up as a mentee and we will work very hard to make appropriate ‘matches’. A mentor relationship offers developmental opportunity to both the mentor and the mentee. We are looking forward to getting started and to your participation!!

Call for Presentations: 2016 NAEP Annual Meeting – Mapping Procurement’s Future

Share your expertise with your Association friends and colleagues by presenting an educational session at NAEP’s 95th Annual Meeting & Exposition, which will be held May 22-25, 2016 in San Antonio, Texas.

Attendees from prior meetings have requested additional professional development opportunities. To meet this need, we introduce new tracks for materials management, contract management and small-sized institutions. The addition of these tracks offers attendees more options to meet their specific needs and interests.

Additionally, a presentation format introduced during the 2015 annual meeting, “Peer-to-Peer” returns. This platform provides an expanded opportunity to network, share new ideas and best practices. During this session, attendees will gain valuable knowledge from subject matter experts and their peers through small group discussions.

Click here for a detailed description of the program topics and to submit your proposal. Submit by the closing date of August 28, 2015. If you are a new presenter and your session is selected by the Program Committee, you will be entered into a drawing to receive a complimentary registration to the meeting!

NAEP Forums: A Better Way to Connect

Have you used the new NAEP Forums yet? This new technology makes it easy for you to connect with your colleagues across the country and keep abreast of what’s going on. Designed to improve upon the listserv experience, the forums are a 3-D version of that older technology. Now, when a question is asked on the forum you can follow in real-time the answers that are posted!

What is the best part about the new forums? No more out-of-office replies when you post! This enhanced communication feature is available for NAEP members. Be sure to sign into the website to access both the national forum and your regional forum as well.
Upcoming Pro D/In-Person Events:

Contract Management Institute, December 6-8, 2015, Las Vegas
Clear contract drafting is a skill that must be learned. The ability to draft procurement-related documents clearly is essential to lowering risks and increasing compliance. This class will introduce you to the skills needed to draft clear documents, policies, and procedures.

Who Should Attend:

- Attorneys
- Contract officers
- Purchasing officers
- Business officers
- Anyone who needs to know more about contract drafting

The event starts on December 6 with an evening reception and closes on December 8 at 12:00 noon.

Instructor: Ken Adams
Ken Adams is chief content advisor for ContractExpress, the leading software for automated contract creation. From 2006 to 2012, he was a lecturer at the University of Pennsylvania Law School, where he taught the school’s first course on contract drafting. He is currently an adjunct professor at Notre Dame Law School. His book, *A Manual of Style for Contract Drafting*, is widely used throughout the legal profession.

Strategic Procurement Institute, August 30 – September 2, 2015, Denver
NAEP’s Strategic Procurement Institute explores the leading practices being leveraged today within higher education and among top-flight organizations in healthcare and corporate environments. The Institute takes place August 30-September 2, 2015 on the campus of the University of Colorado in downtown Denver.

Participants will learn the key enablers and leverage points involved in Strategic Procurement disciplines, such as strategic sourcing, supplier relationship management, and centers of excellence. You’ll also learn a methodology and process to execute Strategic Procurement and gain insights from colleagues and leading practitioners within and outside of higher education. Finally, you’ll take home a framework to assess your organization’s readiness to create value through Strategic Procurement. Register soon to secure your place at this popular learning event. Attendees are eligible for 18.25 credit hours.

Women’s Leadership Institute, December 6–9, 2015, Amelia Island, Florida
The Women’s Leadership Institute is the premier program for women leaders across campus. The program is held at a resort-style location to maximize learning and minimize distractions, and is designed for women who aspire to new leadership positions on campus. The institute features a curriculum with an overall focus on building the next generation of leaders in higher education administration and student affairs. This is a wonderful program for women of all ages to come together to learn and network with one another, forming bonds that will last a lifetime.

NAEP Joins Broad Coalition In Support of Open Education Resources
NAEP, along with a broad coalition of more than 90 education, library, technology, public interest, and legal organizations, called on the White House to take administrative action to ensure federally funded educational materials are made available as Open Educational Resources (OER) that are free to use, share, and improve.

The call comes in response to the White House Office of Science and Technology Policy’s (OSTP) request for ideas to strengthen the U.S. Open Government National Action Plan, which is currently under development. The executive action envisioned by the coalition would build upon the Administration’s strong leadership in advancing public access to publicly funded resources.
with a strong Executive Branch-wide policy for the open licensing of educational, training, and instructional materials created with federal funds.

The coalition has outlined five core principles for Administration policy on this issue:

1. Adopt a broad definition of educational materials;
2. Provide free access via the Internet;
3. Create conditions for resources that enable reuse;
4. Require prompt implementation; and
5. Regular reporting of progress and result

This coalition hopes to ensure that educational materials arising from programs funded with billions of taxpayer dollars are freely open to the members of the public that invested in them. The Administration has both an educational and economic imperative to increase access to learning and workforce development opportunities. Further, it has the opportunity to spur innovation through opening access to a wealth of resources that can be improved and built upon.

Read the letter at www.oerusa.org.

Purdue University’s Jesse Moore Receives Governor’s Award

Jesse Moore, Director of Supplier Diversity at Purdue University, recently received the Governor’s Award for Achievement in Civic Leadership in Community Service. You can read about the award and Jesse’s accomplishments in the Summer 2015 issue of Purdue University’s The Catalyst.

Jesse was the recent Program Committee Chair for the 2014 NAEP Supplier Diversity Institute held in Chicago last August.

Congratulations Jesse!

Read Article in Summer Edition of "The Catalyst"

Sustainability on Campus

Michigan State University Stops Burning Coal
In a move that will reduce emissions at its power plant as well as significantly advance its Energy Transition Plan, Michigan State University is taking steps to stop burning coal by the end of 2016, with a majority of coal purchasing and burning ending in 2015.

St. Olaf College Acquires Land to Achieve 100 Percent Carbon-free Electrical Power
St. Olaf College (Minnesota) announced plans to lease 90 acres of land for the development of 15 one-megawatt solar electric arrays. The college will acquire 40 percent of the project's output. This along with 10 percent from another project enables the college to achieve 100 percent carbon-free electrical power.

Dalhousie University Partners with Sustainable Seafood Program
Dalhousie University recently received its first shipment of seafood from the Ecology Action Center’s Off the Hook program, which provides fresh, local, high-quality fish caught by fishermen in Nova Scotia via environmentally friendly methods. This, along with a Marine Stewardship Council partnership, allows that all seafood at the university can be traced back through the entire supply chain.

Calendar of Events
Strategic Procurement Institute  
August 30 – September 2, 2015  
Denver, CO

Contract Management Institute  
December 6-8, 2015  
Las Vegas, NV

2016 Annual Meeting  
May 22-25, 2016  
San Antonio, TX

2016 Procurement Academy  
Foundation | Professional | Professional Plus  
January 31 – February 2, 2016  
Phoenix, AZ

RFP Process Institute  
February 2-4, 2016  
Phoenix, AZ

Federal Procurement Institute  
February 2-4, 2016  
Phoenix, AZ

Regional Meetings  
Click here for the calendar of regional meetings to register for your event today!

Complimentary Webinars

New Travel & Expense Technology Roll-Out and Change Management  
August 11, 2015

Optimizing Your Travel & Expense Program  
August 18, 2015

Fleet Utilization & Your Bottom Line  
August 25, 2015

New webinars are added all the time! Visit www.naepnet.org to see a full calendar of complimentary webinars on various procurement topics.

Contest: First-time Annual Meeting Presenters Could Win Free Registration

To encourage submissions from first-time submitters, if you are a new presenter and your session is selected by the Program Committee to be on the conference agenda, your name will be entered into a drawing. Two winners will be selected from this group to receive a complimentary registration to the meeting in San Antonio.

Quote of the Month

“How can I help you?” This question alone has brought me more connections and more profits than any other question I have ever asked. It is more than a question; it is a way of being. It is a lifestyle.”

– Larry Benet