From the Editor  Click here to read

<table>
<thead>
<tr>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New England Gold Dust</strong></td>
</tr>
<tr>
<td>&quot;So little time and so much gold to share&quot;</td>
</tr>
<tr>
<td><strong>By Neil Markee</strong></td>
</tr>
<tr>
<td>Click here to read</td>
</tr>
<tr>
<td><strong>For What Its Worth—Productive Diversity</strong></td>
</tr>
<tr>
<td>&quot;Not a cookie cutter organization&quot;</td>
</tr>
<tr>
<td><strong>By Tory Windley</strong></td>
</tr>
<tr>
<td>Click here to read</td>
</tr>
<tr>
<td><strong>Professional Seals</strong></td>
</tr>
<tr>
<td>&quot;The venerable seal still reigns&quot;</td>
</tr>
<tr>
<td><strong>By Lloyd Rain</strong></td>
</tr>
<tr>
<td>Click here to read</td>
</tr>
</tbody>
</table>
NAEP Bulletin Highlights

From the President ~ NAEP Update
Letter from the CEO
Early Bird Registration Ends January 25 ~ 2007 Annual Meeting
WIN A $25 GIFT CARD!
New! Nominate Your Own Department for Excellence in Procurement Award Deadline January 1
New! Young Professional in Procurement Award Deadline January 1
Tregoe Scholarship Deadline January 31
Calendar of Events
Member News
Tell Us All About It: Member News
Princeton University's Pilot Program for Student Travel
Sustainability on Campus ~ Colleges and Universities Form National Coalition on Renewable Energy; EPA Report: Promoting Green Purchasing
Latest Developments in Sustainability ~ Visit Brian Yeoman
The Top 10 Ways to Solve a Problem
Quote of the Month

Note from Editor: Letters, articles, or announcements for publication in the NAEP Bulletin are due on the 5th day of the month preceding publication. E-Mail to nmarkee@naepnet.org

The E&I Report Highlights

Member Success
For the University of Notre Dame, Saving with E&I Has Become Tradition
Competitive Program Update
RFP Update
New at E&I
Introducing the 2007 Nominating Committee
Enhancing Our Contract Portfolio through Knowledge: E&I and NAEP Conduct Valuable Spend Survey
Waste Reduction Efforts Recognized: Steelcase Honored by the Environmental Protection Agency
Knowledge Resource
Department News
Ramp Up to Greater Facilities Maintenance Efficiencies - Join Us for An Exciting Sexauer/E&I Webinar
Calendar
Save the Date! Upcoming Events You Won't Want to Miss!
In 1964, I flew to Boston, boarded an already-venerable Douglas DC-3 for a hop to Portland, Maine, and then drove on to Orono, Maine (with E&I CEO William S. Price) for my first New England Regional meeting. I was a brand new Co-op employee at the time. Since then, I have been to many of these ever-evolving but always productive meetings. The latest was this past October. This month, I'll share with you the gold dust I brought back.

While I was in North Conway, New Hampshire, Tory Windley was at NAEP’s TOAL and Ohio meetings. Tory has been to more than a few NAEP regional meetings and has noted that they are as diverse as the institutions that are members of this Association. And, as she explains this month, she sees our diversity, like diversity in others areas, as a source of strength.

Lloyd Rain traces the use of official seals—from the days when your fate could be sealed with the impression of a ring in wax to modern-day use of seals—to nail down who is responsible for what among certain professionals serving the construction industry. Much of what he has to share should find its way into your training manual. Take a look—it's a lot of solid information in a user-friendly package.
Commentary, December 2006

New England Gold Dust

By Neil Markee, Editor-in-Chief

The 312-mile trip from Port Jefferson to North Conway, New Hampshire began with the Long Island Sound ferry to Connecticut and took about seven hours overall, although the mid-day/mid-week the traffic wasn't bad. Our room at the classic Red Jacket Inn was ready when we got there and large enough to accommodate a family, with a sleeping loft complete with its own plumbed vanity and TV. For my wife Susan and me, the regional meeting started that evening with a well-provisioned and well-attended reception with old friends like Jake Bishop, Bill Baker and Mary Dukakis and included the challenge of putting the names and faces together for many people I may have met for the first time three years ago at the group's meeting on Cape Cod. We enjoyed the reception but folded our tent long before some of the younger set did.

Strategic Purchasing Finds

The next morning we got down to work. ASU's John Riley and Penn's Ralph Maier teamed up to discuss purchasing's strategic role as they saw it, and Frederick Community College's Jim Markel followed them with more on the same topic. Jim was a member of this regional group until recently and is also the newest addition to Purchasing Link's cadre of columnists. The meeting in North Conway was something of a homecoming for him and his wife.

How can you know if purchasing is seen as playing a strategic role on your campus? One sure indicator is when people who are gathered to discuss an important topic look around and ask, "Why isn't purchasing here?".

What can you do about maverick spending? See it as an opportunity. Check it out and if they got a better deal, or even think they got a better deal, use what you learn to build a better contract and offer it to everyone on campus.

Not every customer sees purchasing's role the same way. Ralph Maier noted that top-level management is focused on cost containment and revenue. How bad can purchasing's image get? One faculty member at a nameless institution saw purchasing as a speed bump in his path to a Nobel.

How do you earn a seat at the table where strategic issues are discussed?

- Seek involvement with change on campus.
- Develop a reputation for thinking long-term.
- It's all about relationships.
- Focus on what is important to your customers.
- Submit reports built around your boss' definition of performance.
- Adopt end-user vision as your own.
- Look beyond suppliers as only sources of products and services.
- Offer viable options not visible to others.

Whose priority? Order placement convenience, product or service cost, and the time needed for process and delivery may be the three basic elements of customer service—but the priority order of these three will vary with circumstance. End-user priority must be your priority every time to deliver satisfactory service.

What about that local distributor? Cutting out the middleman may not always be a good idea.
He may have enough volume to get a price that would be unavailable to you on a direct basis and still earn his commission.

Is strategic purchasing something new? Maybe not, but our ability to use technology to mine and better understand data and communicate more effectively has changed the landscape.

Is a purchasing system that employs cutting-edge technology strategic? Not necessarily. But a department focused on strategic purchasing that does not take advantage of available technology is hard to envision.

Cost Savings
How do you measure cost savings? An able panel wrestled with this difficult topic without reaching agreement. Clearly, a saving brought about through the involvement of purchasing can be defined as the difference between the cost paid and what would have been paid were it not for the contribution made by purchasing professionals. The amount paid is easy to determine, but knowing what would have been paid otherwise is a challenge that NAEP members have not overcome to the satisfaction of all, despite our best efforts.

Why are purchasing professionals concerned with reporting savings? Generally, they see this as an effective way to justify the cost of their operation to their bosses and others on campus, including themselves. Some are convinced that there are more effective approaches.

Several specific examples of cost savings were discussed. Jake Bishop noted that the University of Massachusetts had been paying $105 per ton to dispose of 2000 tons of refuse at the landfill until they began recycling and cut the amount sent to the landfill to 1000 tons recording a $105,000 saving. But can you legitimately count this as a saving after the first year? I'm not sure what the consensus answer was, if one developed.

Another member was able to donate 700 rooms of used, student furniture, rather than send it to the dump. Because purchasing knew of another acceptable source, one institution was able to buy factory-reconditioned office furniture rather than new. Even if the end-user used the saving to buy additional furniture or anything else, I'd see this as a saving. Would it make your list of savings? An online travel agency can be much less expensive that a bricks-and-mortar company, said one participant. Another noted that paying a premium for a product with a long-term guarantee, when you'll probably only keep the product a few years, doesn't make much sense.

Are earned commissions cost savings? Some say yes, if the money goes to the general fund and no, if it goes directly to the end-user department as a supplier provided incentive. But suppose purchasing negotiated the incentive commission where none had existed before? I didn't get a chance to ask that question.

Should you deduct cost increases from your savings report? Some do. However, consider this. If the savings under discussion are those associated with the enlightened efforts of purchasing, it doesn't seem reasonable to me to deduct increases, unless they have come about as the unhappy result of the involvement of purchasing. Perhaps this practice was put in place to help add credibility to the notion of savings reports. Using this approach would have guaranteed that just about nobody would have had a positive report back in the days of "stagflation." But the credibility of savings reports on campus was clearly a major concern.

Sustainability
What about sustainability? Moderator Walter Lind conceded that Northeastern University was just starting to pay attention to this topic. He noted that sustainability was a potential cutting-edge issue that hasn't found a home on most campuses and saw this as an opportunity for purchasing to step into the vacuum and take the lead. Following a nudge for purchasing and others on his campus, Northeastern now has a sustainability committee and purchasing is represented.

Tufts University does have a formal program in this green area and Sarah Creighton is the university's Director of Sustainability and Director of the Tufts Climate Initiative. She noted that progress required patience and persistence and that, unfortunately, despite our best efforts, institutions are less sustainable now than they were even a few years ago. She did report a few "wins." Tufts is buying cleaner hydro power from Canada and recently upgraded the heating capacity in older buildings, rather than adding boiler capacity to accommodate a new building.
Commentary Neil Markee December 2006

Purchasing and the Law
Former Cornell chief procurement officer Vince Patriarco, who is now part of the E&I Cooperative team, took on a topic that, for decades, was "owned" by James J. Ritterskamp. Some might recall that quintessential chief business officer Ritterskamp served as president of NAEP, NACUBO, and earlier of NACS, the bookstore association. Jim, who was the first recipient of the Association's Bert C. Ahrens award, had built a lecturing career within higher education around this topic and had literally written the Prentice Hall-published standard. How did Vince, a nonlawyer, fare? Vince had big shoes to fill and he did an outstanding job by sticking to what he had learned in his years at Cornell. Vince got the discussion rolling and kept enthusiastic audience participation on track so well that we ran out of time. Well handled, this is always an interesting topic.

Best Practices
The meeting was scheduled to wind up Friday at noon. Those who showed up at 8:30 a.m. for Steve Mack's workshop were rewarded with the best review of how to revitalize a purchasing department that I have heard. Steve's chief business officer, an ex-military general, had charged his newly hired chief procurement officer with:

- Developing a purchasing program at the University of Arizona that would be nationally recognized as one of the premier campus purchasing efforts in the U.S.,
- Introducing an effective E-Commerce system,
- Ratcheting up the efficiency of the purchasing process on campus more than a few notches.

"And by the way," he said, "no additional funds were available to get all this done."

What worked at Arizona? Steve empowered his staff and made time to focus on strategic concerns, he used money not paid to fill authorized, but open, staff positions to fund installation of a comprehensive computerized system, and he found more than enough P-Card supplier money to launch an E-Commerce initiative. His comments and audience participation held our attention until we ran out of time at 9:45 a.m.

Steve credited a boss who was seeking change, and a state law that allowed him to shift unspent money from payroll accounts to other uses, with enabling him to overhaul and change the focus of the purchasing department at the University of Arizona. But as I listened, I knew that providing a seasoned chief procurement officer who had a vision with the freedom to make changes had been the key.

If you see that Steve Mack is speaking on this topic at another NAEP meeting, and you weren't at the meeting in North Conway, do yourself a favor and go to the workshop. Come to think of it, even if you were at the Red Jacket, go anyway. I'll be there, if I can be.

You probably know that, among other things, Stephen G. Mack is a NAEP Board member, a faculty member at the Association's Senior Procurement Institute, and a columnist for Purchasing Link.

More Workshops Than Time
There were too many workshops for me to attend all of them. But those I attended made it clear to me that this group, which has long been one of the strongest within the Association, hasn't lost a step since I went to my first New England regional meeting at the University of Maine in Orono back in 1964.

The drive back to the ferry terminal in Bridgeport, Connecticut was through the rain, but we managed to be about the third-to-last car to squeeze on board. The ferry company clerk had been sure that, "This time of year you will not need a reservation," when I had called. I guess he was correct.
For What It’s Worth—Productive Diversity

By Tory Windley, Director of Procurement Services, University of Delaware

I haven’t seen it yet, but as I draft this article, I hear Neil Markee is writing in Purchasing Link this month about the New England regional meeting he attended. I, too, would like to share some musings about this fall’s regional meeting season.

I think all of us, as part of our professional duties, and as part of procurement best practices, make every attempt to be inclusive in our buying activities. That is, to diversify our spend among large, small, local and underutilized businesses. Some of us have full-time staff positions to ensure this diversity, by identifying, implementing, and measuring methods and tools that increase the opportunities for MBEs and WBEs.

Sitting in the Columbus, Ohio airport, returning from the ONAEP meeting, it strikes me that it is appropriate for us to professionally encourage the inclusion of underutilized firms and increase the diversity of our spend. To do that is to be reflective of the makeup of NAEP itself, and the varied regional meetings I have and will attend this year have shown me this.

I arrived on the last day of the TOAL meeting, in preparation for teaching the Foundation Procurement Academy. There were lots of attendees from all over Texas, Oklahoma, Arkansas and Louisiana and I was part of their last evening’s extravaganza of a host event. It included a Renaissance theme, complete with a castle and folks in period dress, a murder mystery, and rock stars of the ‘80s. There was music late into the night, and yet, early the next morning, the room was full for the final sessions of the morning. Lots of people worked tirelessly to put this meeting together—and help prepare for the associated Procurement Academy that followed.

The meeting I left this morning was a smaller affair, with attendees from Ohio only (with the notable exceptions of Barbara Torre, NAEP National Office, and me).

This meeting is also a meeting of the IUC, an Ohio consortium with membership overlap with NAEP. The meeting was a showcase for Columbus State Community College—with its striking, expanding campus and its atmosphere and mission of access for the community. The President of the College and the Vice President over Purchasing both took time to address the group of 40-plus attendees.

A few weeks ago, I attended my home District II meeting in Hampton, Virginia. This meeting is like a true family reunion for me, as I have been active here for fifteen or more years. Here I know almost everyone and many, if not most, of the sessions are case studies by members. There is true collegiality demonstrated within this group—in the learning, networking, and social activities.

In a few weeks, I will attend TAGM (Tennessee, Alabama, Georgia, and Mississippi). Although I’m a Jersey girl by birth, after being married to a Tarheel for almost thirty-five years, I do feel at home well south of the Mason-Dixon Line, so I’m quite looking forward to this meeting in Atlanta.
These four meetings are representative of the diversity within the regions of NAEP—and the meetings celebrate this diversity. It’s an opportunity for true showcasing of the differences between areas of our big country and NAEP’s national—and some international—membership. In years past, I have been part of many NAEP national board discussions about assisting regions that are not as active as others offering dynamic meetings, encouraging regional or district leadership, and increasing regional membership. I think these are all good goals. While I know there are a few regions that struggle with programs, membership, and attendance at meetings, these four meetings I attended are not among those. The folks at these conferences are meeting the needs and wants of their memberships in quite different ways.

The sessions at these meetings take on unique flavors. It’s refreshing to know we’re not part of a cookie-cutter approach to regional meetings. It’s good to know regional folks are providing meetings of regional value. They all have common traits of good networking, being like family reunions, but the colors, the sounds and the content are all unique.

How terrific that, as an association, we have provided a framework within which we afford this opportunity for professional development. Let’s do celebrate the difference, the diversity, the NAEP fall season.
Commentary, December 2006

Professional Seals

By Lloyd Rain, Purchasing Link Contributing Editor

Very Brief History
Since early in the history of western civilization, the seal or stamp has been recognized as a formal symbol of authority and responsibility. Emperors and kings, other heads of state, religious leaders and various potentates customarily signed and sealed important documents using wax and a sealing ring. Many of these impression mechanisms were worn as rings on the fingers or on neck chains of regal personages. Neil notes that in earlier times seals were extensively safe-guarded because kings really had the power of life and death over almost everyone—and that probably accounts for seals in form of rings that the king could wear easily to bed without fear of misuse by his underlings while he slept.

Fast Forward 5,000 Years or So
Now in every state, drawings and specifications intended for use as construction documents must bear the seal and signature of the registered design professional who created them. By using the seal, the signor certifies that he or she has exercised professional judgment in making decisions on all matters contained in the "sealed" documents. Any preparer who has applied his or her seal to plans or reports cannot deny responsibility for the work at some later time.

The statutes establishing uses of seals for engineers in Oregon are contained within Oregon Revised Statute ORS 672.020(2), which states:

In order to safeguard life, health and property, no person shall practice or offer to practice engineering in this state unless the person is registered and has a valid certificate to practice engineering issued under ORS 672.002 to 672.325.

Each state, of course, has similar language in its statutes.

The Scope of This Article
Many other professionals also use seals; attorneys, court systems, judges and notaries are a few. Each has different rules and limitations placed upon the use of seals. This article deals only with construction professionals in certifying their work.

**The Use of the Seal**

There are four basic categories of construction professionals who use professional seals to signify registration and accountability.

- Architects (excluding naval architects)
- Professional Engineers (Civil, Structural, Mechanical, Electrical, not railroad engineers and not operating engineers)
- Landscape Architects
- Land Surveyors

One traditional relationship of these professionals to the Owner is shown in Figure 1 below.

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**Figure 1: Typical Construction Project Organization Chart**

This chart is not meant to be all-encompassing, nor does it represent all the variables in organization. Many organizations are very different, depending upon the skills of the Owner, the need for a Construction Project Manager, and the particular ways an architect’s contract is structured. This chart is only one of many optional configurations of a construction project. All the positions shown may not be necessary and some may be required for short periods only.
As noted above, the purpose of today’s professional engineer seal is to safeguard the public in the design and construction of buildings and other public works.

Purchasing professionals who regularly contract for professional services that are “ruled by the seal” need to understand the significance of the seal on drawings and reports.

**Basic Needs**
In the United States, the multi-billion-dollar design and building industry has evolved at rapid social speed. The professional services required for every aspect of construction include the provision of all our basic physical needs including:

- shelter
- health issues
- public safety
- water supply
- power supply
- fuel supply
- security

The complexities of modern life have added more:

- transportation
- information technology
- water and waste treatment
- power stations, and,
- institutional and public facilities

Well-educated, registered professionals are essential for the development of technical solutions to all these societal needs.

The professional seal is the common thread that binds these professionals together. In keeping with the interdisciplinary nature of the construction industry, the seal guarantees the high quality of the associated design services. The professional purchaser, especially those who are procuring construction services and the associated professional services, must know the uses and prohibitions of the professional seal.

**An Actual Case**
Problems may arise when portions of a project are subcontracted to different design professionals (mechanical, electrical, and structural portions of projects are frequently subcontracted to the respective professionals by a senior professional — see Figure 1). In this case, a civil engineer subcontracted with a geotechnical engineering firm tasked to determine the suitability of soils for a multi-million-dollar development. The geotech applied his seal to a report stating that the lots in question were “suitable for development” and, as such, took de facto responsibility for the determination. The project was approved by the various jurisdictions and was ultimately accepted by management for the total investment.

A year later, most of the property sustained egregious differential settlement and was found to be completely unsound for the proposed development. This discovery resulted in law suits against the owner, the architect, the engineers and the general contractor. As the litigation proceeded, a significant portion of time and effort
was devoted to ascertaining who ultimately had responsibility for defining the soil stability.

After numerous arguments and depositions, it was the owner of the seal on the soil report who was held liable for the faulty determination. It was that seal that pointed finger of responsibility toward the geotechnical engineer who made the judgments that resulted in the use of that site. It was that geotech who should have cautioned the developer. That's what the geotech was retained for. The seal ruled.

**Current Sources of Seal Rules**
The use of the professional seal is documented in the statutes and/or codes of each state and the rules vary somewhat from state to state. Organizations such as the NCARB and the ASCE meet regularly to exchange ideas on the practice of their respective professions. They not only provide advice to legislators, but provide members to assist in drafting legislation; this is why a good deal of existing legislation is similar across state lines and even across international boundaries.

**When Does an Architect Seal?**
Under conditions defined by NCARB and mirrored in almost every state’s rules, an architect may sign and seal documents only if those documents are:

- prepared by the architect;
- prepared by persons under the architect's direct control;
- prepared by another architect registered in the same jurisdiction if the signing architect has reviewed the other architect's work and has integrated the work into his/her own documents;
- prepared by an out-of-state architect if the sealing architect has reviewed the other architect's work and has integrated the work into his or her own documents.

The other three professionals, engineers, landscape architects and land surveyors, are subject to similar limitations.

**Key Seal Rules and Reg’s**
Most of the professional practice described below is similar throughout America and in many cases throughout Canada, Great Britain, Australia and other countries. What follows are the basics, more or less, of the use of professional seals in America and some rules regarding registration of the users.

*Who may be called an architect, professional engineer, or professional land surveyor?*
Only those persons duly registered as such by their respective state boards.

*Must every professional have a seal?*
Invariably, each registered professional must have a seal approved by its state board. The seal is usually a flat circular object containing the name of the licensee and the words "Licensed Landscape Architect, State of Missouri" (as applicable) and other words or figures as the board considers necessary, usually the registration number. It is invariably mounted on some sort of handle for ease of application. All drawings and title pages of specifications prepared by that person or under his/her supervision must be stamped with this seal. The seal is used in two forms; an inking seal used for paper from which copies will be made, and an embossing imprinter punch from which an imprint is indented onto a piece of paper.

*When are architects or professional engineers required to use their seals?*
All architectural work requires the seal of a registered architect and all engineering work requires the seal of a
registered professional engineer, unless the project is exempted from that requirement by being below a minimum number of square feet, stories, dollars, etc., which makes preparation of the plans and/or reports by a registered architect or professional engineer unnecessary. For example: structures less than 5,000 square feet of floor space, or less than three stories tall do not require professional seals in some states.

When may the seal of the registered architect or professional engineer be used?
The laws consistently prohibit the use of a professional seal on drawings that have not been prepared by the licensee himself/herself, or by someone who has not been directly and personally supervised by that licensee e.g., a regularly employed subordinate of that licensee under the direct, personal supervision of that licensee.

What constitutes an acceptable seal?
Seals, or embossing presses, for architects, professional engineers, and professional land surveyors are the only types of imprinters allowed. Digital seals (computer generated or other electronic images) do not comply with most existing laws and regulations. Most licensing laws and regulations require that all sealed drawings and specifications be dated and have an original signature. Professional engineers are also required to indicate the discipline in which they are registered when they seal their drawings or reports.

May an architect, professional engineer, or professional land surveyor seal the work of other professionals?
Yes, but only on work or services prepared under his/her direction for which he/she will be responsible. Notwithstanding some of the exceptions mentioned above, professionals may not affix their signatures or seals to any drawings or documents dealing with subject matter in which they lack competence.

May an engineer use his/her seal outside of his/her discipline or specialty?
Yes. The laws usually do not limit the professional engineer to the discipline in which he/she is registered, but allows the registrant to practice in branches of engineering in which he/she is competent, even though outside the discipline indicated on his/her seal. Should a question be raised as to that competence, the burden of proof of competence rests with the registrant. In other words, should any professional be sued, the onus is upon the registrant to prove his/her competence in the relevant discipline.

May business entities such as firms, partnerships or corporations provide professional design services?
Yes. However, at least one partner must be registered to practice in the state in which the services are being provided. That registrant must also be the person who signs all contracts for the performance of services on behalf of the entity and must either personally perform or personally supervise the preparation of any documents that require the seal of that professional. When the entity performing the services is a corporation, at least one of the officers established by the articles of incorporation or the corporation's bylaws must be an in-state registrant and that officer must sign the contracts and prepare or supervise the preparation of the documents.

May an architect or professional engineer do work in each other's discipline?
Most state laws permit some professionals to perform work that is incidental to the practice of another professional. For example, a registered professional engineer may do architectural work that is incidental to his/her work and a registered professional engineer qualified in the branch of civil engineering may perform land surveying incidental to his/her engineering work (excluding property line determination, which is the exclusive domain of the land surveyor).

Note that most state laws do not provide a definition of the word "incidental." Thus, professionals who extend their work into other domains must be guided by professional judgment. Licensed architects, engineers and land surveyors must practice within their areas of professional competence and consult with...
other design professionals when the work falls, in their own judgment, outside their areas of competence.

Who is responsible for enforcing the regulations and statutes governing professional practice as an architect, professional engineer, and professional land surveyor? Usually the state attorney general enforces the statutes through the Department of Justice. However, all registered professionals have an ethical responsibility to govern and regulate the practice of their disciplines and to assist those charged directly by the Governor or the courts in discharging their duties and in safeguarding the health and safety of the public.

How are disagreements among professionals or between employee and employer annotated? Application of the seal and the associated signature indicate acceptance of responsibility by the registrant for all work shown in the document, unless clearly indicated otherwise in writing on each sheet. Registrants must notify their client or employer (and such other authority as may be appropriate) when their professional judgment is overruled under circumstances where life, health, property, or welfare of the public is endangered. Such notification shall be in writing when and where practical.

Registrants must be objective and truthful in professional reports, statements, or testimony. They must include all relevant information in such reports, statements, or testimony.

The National Council of Architectural Registration Boards (NCARB) (1) (2)

The NCARB is typical of many of the professional boards that govern the various professional practices in the United States.

The mission of NCARB is to safeguard the health, safety, and welfare of the public and to assist Member Boards in carrying out their duties. The Council develops standards for architectural registration and for regulating the practice of architecture. It provides processes to Member Boards for certifying an architect for registration and represents the interests of Member Boards before public and private agencies.

The Issue of Litigation

Because there is always the specter of litigation and because the professional seal is prima facie evidence of responsibility, it is a rare event that a seal is affixed to a document by any professional without considerable diligence.

In the Final Analysis...

The application of a professional seal indicates that the professional has exercised direct control and personal supervision over the work to which the seal is affixed. Therefore, no professional may affix a name, seal or certification to a plat, drawing, design, specification or other work constituting the practice of architecture, engineering, landscape architecture or land surveying that has been prepared by an unlicensed or uncertified person or firm unless such work was performed under the direct control and personal supervision of the licensed professional.

When any aspect of a sealed document is called into question, one need only contact the owner of the seal. That registrant should be able to provide all information on the issue in question. If he or she (or a subordinate) cannot, the issue of why that seal is on that document immediately arises!
Note: This article has been prepared by me, a non-lawyer; thus, this commentary should not be construed as legal advice. If you are seeking legal advice of any kind, please consult your local Bar Association, not my Web sites or my articles.

(1) For the most up-to-date information about sealing matters, check the current edition of NCARB's Legislative Guidelines, which can be accessed via the Council Web site (www.ncarb.org).

(2) The National Council of Architectural Registration Boards (NCARB) is a nonprofit corporation comprising the legally constituted architectural registration boards of the 50 states, the District of Columbia, Guam, the Northern Mariana Islands, Puerto Rico, and the U.S. Virgin Islands as its members.

(3) American Society of Civil Engineers

Lloyd Rain retired as Purchasing Director of Lane Community College in October 2003 and is now the principal of Lloyd Rain Associates, a firm that provides solicitations for public agencies (www.rainassoc.com).
December 2006

Table of Contents

- From the President ~ NAEP Update
- Letter from the CEO
- Early Bird Registration Ends January 25 ~ 2007 Annual Meeting
- WANT TO MAKE A FAST $25? ~ CLICK HERE
- New! Nominate Your Own Department for Excellence in Procurement Award Deadline January 1
- New! Young Professional in Procurement Award Deadline January 1
- Tregoe Scholarship Deadline January 31
- Calendar of Events
- Member News
- Tell Us All About It: Member News
- Princeton University’s Pilot Program for Student Travel
- Sustainability on Campus ~ Colleges and Universities Form National Coalition on Renewable Energy; EPA Report: Promoting Green Purchasing
- Latest Developments in Sustainability ~ Visit Brian Yeoman
- The Top 10 Ways to Solve a Problem
- Quote of the Month

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From the President

NAEP Update

I thought this would be a good time to share with you some of the things that have been happening at NAEP over the last few months. NAEP continues to work with associations such as HEASC, CHEMA, ACE, NACUBO and others to support and promote the value of educational procurement. NAEP also provides high-quality professional development opportunities and access to new and updated technology, where possible. Some examples of these are as follows:

HEASC’s (Higher Education Association Sustainability Collaborative) goals include, but are not limited to, modeling sustainability, a LEED-like equivalent in higher education to measure genuine progress toward sustainability in learning and practice, and assist in the design or the process for development of an assessment system. NAEP’s own Director of Professional Development, Brian Yeoman, recently attended HEASC’s 3rd meeting.

CHEMA (Council of Higher Education Management Association) met this summer in Albuquerque, New Mexico. This meeting included the chief volunteer officers of each of the higher-education associations. Lorelei Meeker, NAEP Senior Vice-President, attended this year. The core purpose of CHEMA members is to work together to achieve their strategic goals and enhance operational capabilities. For the member associations, the value proposition is the many opportunities for collaboration resulting in better services, cost savings or increased revenues; effective practices; relationships and contacts. The value proposition for the volunteer leader is a broader understanding of HE management association issues; networking; relationships that help in leading the association; validation and affirmation—we are not alone.

ACE (American Council on Education). NAEP was selected to do a Procurement Assessment for ACE. NAEP member Rex Hardaway conducted an on-site assessment.

COTF (Campus of the Future) held in Hawaii, July 8-12. NAEP did two sessions. (1) A cross-association program session on Procurement Lessons Learned in a Disaster, presented by Brian Yeoman. There were about 50 attendees and Brian received many kudos from the business officers in attendance. (2) NAEP presented a poster session entitled “Procurement Drives Sustainability in the Campus of the Future.” We created a micro site on our Website for our members to see what we are doing. This, too, was well attended.

NIGP (National Institute of Governmental Purchasing), August 5-8, was attended by yours truly. There were more than 1500 procurement professionals (including many NAEP members) attending the meeting, themed “Spanning the Future.”

NCPCC (National Council for Public Procurement and Contracting) is the vehicle for bringing seven associations together to develop partnerships and programs that benefit their respective association members, while influencing and promoting the value and recognition of the profession.

The seven chartered associations, which hold equal representation in the Council, are:

- The California Association of Public Purchasing Officers (CAPPO)
- The Florida Association of Public Purchasing Officers (FAPPO)
- The National Association of Educational Procurement (NAEP)
- The National Association of State Procurement Officials (NASPO)
- The National Contract Management Association (NCMA)
- The National Institute of Governmental Purchasing (NIGP)
- The National Purchasing Institute (NPI)

The Council’s mission is to augment the work of each member association by developing a collaborative network that promotes the public procurement and contracting profession through:

- Advocacy of public procurement principles
- Education, training and professional certification
- Applied research studies and activities
- Strategic marketing of the public procurement and contracting profession

2007 NAEP Annual Meeting and Exposition

NAEP Senior Vice-President Lorelei Meeker (Director of Purchasing, Indiana University) and her 2007 Annual Meeting Program Committee are working very hard to offer you one of the best-ever annual meetings in March 2007. This year’s theme is “Ambient Leadership.” The keynote speakers have been selected:
Opening Session: Susan Taylor, Editorial Director of Essence magazine

Buffet Breakfast: Martin Latz, founder of Latz Negotiation Institute

Closing Session: Stan Slap, president of the international consulting company called “slap,” on leadership—“I left My Heart in Conference Room B”

This year there has been an overwhelming response to the Call for Programs, which provides the Program Committee the opportunity to choose the best from among the best. So you can look forward to some great sessions this year.

Web Site Update
NAEP now has a document-sharing forum for working committees to utilize. The 2007 Program Committee was a beta test and it has worked well so far. You, as members, now have online access to your data records to update and maintain as you see fit. The member of record can add new members and inactivate retiring staff members. Also, the NAEP Member Directory is now online—give it a try.

Letter from the CEO

November 21, 2006

Dear NAEP Member,

As 2006 draws to a close, I thought it was important to recap a few key changes made earlier this year which affect the dues renewal process.

- **Our fiscal year has changed from July 1st – June 30th to a calendar year of Jan 1st-Dec 31st starting January 1, 2007.** This board decision has enabled us to more efficiently manage our financials. For example, expenses for major activities such as the annual meeting now occur in the same calendar year in which they are reported.

- **Our dues have increased – for the first time in over six years.** Since 1999 we have been able to maintain our membership rates, as well as hold back increases in other areas, including registration fees to the Annual Meeting and other key professional development opportunities. In order to sustain these programs and deliver other relevant services to our membership, we found it necessary to revamp our dues structure. The increase implemented is well in line with or below current industry trends. This increase is even less significant if you consider that it is the first one in 6 years. We also increased our dues tiers above 25,000 FTEs to align the larger schools with the industry.

The last invoice sent to the Member of Record at your institution in July 2006 was for the 6 month period (1/2 year’s dues) of July 1st – December 31st, 2006. This half year payment enabled us to bring everyone into the new calendar fiscal year by January 2007.

Please note that your institution’s 2006 dues need to be paid or your school’s member of record will not receive a renewal notice for 2007. As is our policy, if you have been a member within a 24 month period, back dues must be paid to reactivate your institution’s membership – so please don’t delay. If you have any questions or concerns about your school’s membership status, please contact Barbara Torre in the National Office immediately at 443-543-5540 or by email at btorre@naepnet.org.

- **You will receive a 2007 invoice in January for a full year (12 months dues) for Jan 1st-Dec 31st, 2007 and annually in January thereafter.**

In order to give our members time to adjust to these changes, we have provided member schools with a longer grace period during which you can continue to enjoy the benefits of membership, including the listserv, member pricing on annual meeting, academy and institute registration.

It’s important to note that although we held dues and professional development costs static for the membership for over six years, we have still made major investments in:

1. **Elevating procurement’s sphere of influence** with key on-campus associations including ACE, CHEMA, NACUBO, SCUP, APPA, ACUHO-I, CUPA-HR, NACAS, NACS, URMIAX and other influential associations. The more familiarity these influential on-campus groups have with NAEP, the easier it will be for you to take a leadership role in procurement for your campus.
2. **Enhancing Member Services and Support** through major upgrades in our website, listserv platform, and solutions to manage annual meeting programming and e-commerce for registration. As soon as these solutions are smoothly operational, it is our plan to make many of these services available to the regions at cost or at no charge.

3. **Face-To-Face and Web-Based Learning Programs:** This past year we’ve redefined our professional development product offerings adding key new delivery platforms such as webcasts and podcasts, making continued learning affordable and accessible to as many members as possible with site licenses to most webcasts rather than the industry-standard per-participant charge.

4. **Registration fees to our Annual Meeting, Procurement Academy and Institutes** have not increased recently even though our offerings have continued to be improved and enhanced.

5. **Increase the influence and reach of the NAEP community** with initiatives such as the Business Affiliate Program. Although only in its first year, this program has delivered over 20 businesses large and small to our community to share their intellectual capital and other valuable resources as members of our community.

Consider carefully the value of all the great benefits your entire institution receives as a member of NAEP — including access to our sister organization, Educational & Institutional Cooperative Service. Your membership dues can be easily recouped in what you save your institution with your first purchase through the cooperative. Just to refresh you on the key benefits of membership in NAEP:

**E&I Cooperative Service**— The Power of Collaboration in hard dollars and sense. Come together with your colleagues to leverage the efficiencies of aggregated purchasing. Many competitively bid and regional contracts compliment a cache of negotiated contracts to enable members to provide their institutions access to incredible discounts and savings.

**NAEP Listserv** — National, regional and topical listservs offer instant information and is rated one of our most valued services year after year, providing immediate access to nearly 6500 procurement professionals for advice and best practices at any time.

**NAEP Website** — Access the “members only” area to personalize your experience on-line with My NAEP, search for any member in our online member directory, and access dynamic on-demand webcasts.

**The Educational Procurement Journal** is rated by our membership and others allied to the profession as the best source of purchasing articles, news, facts, and figures for the all things procurement in higher education.

**The Purchasing Link** — written for our members by our members, The Purchasing Link is our joint on-line monthly newsletter with E&I, designed to keep you up-to-date with all new professional development, community development and collaborative development opportunities available to you.

**Regional Membership** — National membership dues automatically qualify you for membership in your region.

Regardless of the size of your staff our membership is institutionally based so everyone is covered for one price. Anyone from any department on-campus is eligible to attend any of our professional development events at member rates and get the benefit of the numerous resources NAEP makes available to help your school work smarter, faster and with fewer resources than ever before.

Don’t let your institution’s membership in the National Association of Educational Procurement expire, taking with it all of the great benefits you and your staff have enjoyed. To make it fast and easy for you to renew your membership in the only association to focus on the needs of procurement in education, [click here](http://www.naepnet.org) to go directly to the online, secure renewal form. You can also access this form by visiting [www.naepnet.org](http://www.naepnet.org) and selecting NAEP MEMBERSHIP DUES RENEWAL at the bottom of our homepage.

If you prefer, print and mail the renewal form to NAEP at 5523 Research Park Drive, Suite 340, Baltimore, MD 21228 Attn: Membership Dues

We appreciate your support and look forward to serving you in the coming year. If you have any questions concerning the renewal process, either on-line or manually, please email me (dmurner@naepnet.org) or call (443) 543-5540.

Sincerely,

Doreen Murner, Chief Executive Officer
National Association of Educational Procurement
Early Bird Registration Ends January 25 ~ 2007 Annual Meeting

Register by January 25 and qualify for the reduced Early Bird discount, offered to both members and nonmembers. For hotel, travel, exhibit, sponsorship and program: http://www.naepnet.org/AnnualMeeting/2007/index.html

WIN A $25 GIFT CARD!

Are you doing business with a company that should be exhibiting at our 2007 Annual Meeting? If you recommend a company that has not previously exhibited or currently signed, and our exhibit partner, MRA Services signs them up for our 2007 event, you’ll win a $25 gift card! It’s that simple. Your recommendation can be anonymous if you choose. But don’t delay – click here to send the company and contact information! See you in San Jose!

86th NAEP Annual Meeting & Exposition ~ Ambient Leadership
March 25–28, 2007 ~ San Jose, California

Ambient Leadership ~ the integration of harmonious influences stemming from a combination of traditional and new approaches

The 2007 NAEP Annual Meeting will have four tracks, each incorporating specific topics identified by our membership as crucial to their further professional development.

**Track 1: Administration/Management/Leadership**
Issues in Campus Administration, Change Management, Interpreting Financial Statements, Contract Management, Life-Work Balance, Elevating Procurement on Campus, Socially Responsible Procurement, and more.

**Track 2: Procurement**
Current Industry Issues, How to Leverage Our Buying Power, Procurement Cards and Sustainability, Best Practices on Campuses, Cutting-edge Solutions.

**Track 3: Commodity Specific**
Construction and Facilities, Athletics, Print & Mail, Bookstores, Food Service, Travel Management, IT, other.

**Track 4: Business Diversity**
Federal Requirements, How to Start a Diversity Program, How to Manage an Existing Diversity Program, Best Practices, the Latest Initiatives.
Nominate Your Own Department for Excellence in Procurement Award Deadline January 1

Who will be considered?
Institutions may be self-nominated or may be nominated by any other active NAEP member.

What are the criteria?
Winners are selected by the NAEP Awards Committee on the basis of the procurement department's contribution to and support of the mission of their institution. Applications are evaluated on the basis of: scope and complexity of the endeavor, technological leadership, benefit to the institution and key constituents, and demonstration of excellence and professionalism. The endeavor, product, or service should be innovative and exemplary, and provide significant advantage to the institution, faculty, staff, and/or students.

Up to three awards may be given annually, to one institution in each of three enrollment categories: Category 1, fewer than 5,000 students; Category 2, 5,000-15,000 students; Category 3, more than 15,000 students.

For nomination form and details click here.

Young Professional in Procurement Award Deadline January 1

A brand new award category intended to recognize the efforts of an outstanding young procurement professional. Nominated members must have fewer than 10 years experience in the education procurement industry and be 40 years old or less and must be an NAEP member for at least one year. Criteria and application: click here.

Tregoe Scholarship Deadline January 31

Established by NAEP in 2005 in memory of Nancy Tregoe, a longtime active volunteer and leader in our association, this scholarship provides professional development opportunities for a current member who has made contributions to NAEP and E&I. Criteria and application: click here.

Calendar of Events

February 4 - 7, 2007
NAEP Procurement Academy Tier 3: Senior Professional
Online NAEP registration
Hotel Monteleone, 214 Rue Royale, New Orleans, Louisiana 70130
Phone 800. 535-9595. Room rate: $149/night plus tax

March 25-28, 2007
86th NAEP Annual Meeting & Exposition
Online NAEP registration
Headquarter Hotel: San Jose Marriott
301 South Market St, San Jose, California 95113
Phone 408.280.1300; Fax 408.278.4444, Room rate $144
**Member News**

**Suzette Compton**, C.P.M., Ph.D., retired from Ferris State University on September 29. She has moved on as a Project Manager for SunGard. Her current assignment is assisting Lansing Community College with their Banner implementation. Suzette can be reached at Suzette.Compton@sungardhe.com. Her colleagues at Ferris and at NAEP wish her all the best.

**Betty Dent** retired in November from Drew University, where she was Assistant Director of Purchasing for the past nine years. She previously worked at Georgia Tech and Spelman College and has been an active member of NAEP throughout her career. Betty plans to return to her native state of North Carolina to enjoy her retirement. Enjoy, Betty!

**Tim Gibney**, C.P.M., Assistant Vice President at the University of Notre Dame, has accepted the position of Assistant Commissioner of Procurement for the Department of Administrative Services, State of Georgia. In his new role, he will serve in support of statewide agencies and indirectly support the state’s colleges and universities. He will have responsibility for implementing procurement transformation initiative under the Governor’s “Commission for a New Georgia.” The position is located in Atlanta, Georgia. Tim starts there on December 12. Good luck from all your NAEP friends, Tim.

**Bill Hochstin**, Director, Materials Management, Dartmouth College, was inducted into the National Order of Omega as an honorary member. He was given this honor for his assistance in implementing the coed fraternity/sorority system at Dartmouth College and for helping students to start their own United Way campaign, which he will chair.

**Rex Janne**, Director of Administration/Department of Strategic Sourcing & Purchasing Services, Texas A&M University. Texas A&M reports the following changes within his department: **Debi Maeger**, who was Sr. Buyer for the Office Products Buying Team, has recently been promoted to Associate Director. She will now direct both the Scientific Team as well as the Office Products Team. **Patty Winkler**, who was a Buyer on the Scientific Team, has been promoted to the Sr. Buyer for the Office Products Team. **Rick Wolf**, who was a Buyer on the IT Team, has been promoted to the Sr. Buyer for the IT Team.

[Several members of the NY Upstate Region jointly submitted this announcement on the December 2006 retirement of their colleague Walter J. Wontz, Director of Procurement Services at SUNY New Paltz.]

**Walter J. Wontz** began his career with the State University in 1979 as Business Management Assistant in Accounts Payable. Walter’s career in Purchasing, along with his involvement with the SUNYPA, started in 1980 and eventually found him becoming Director of Procurement Services. Walter’s service to his profession is highlighted by his role as President of SUNYPA during 1989-1995, 2001-2003, and serving as Director 1995-2000. Along with this professional commitment to the State University System, Walter was elected Secretary to the Upstate NY region in 1995, rotating to role of President in 1998. Walter was instrumental in merging the Upstate NY Region of NAEP and SUNYPA, so the annual fall meeting finds professionals from both organizations joining together and sharing experiences and resources. He has presented at NYSID, SUBOA, Physical Plant Administrators Association, and Empire State Development conferences and the Regional Officers Meeting of the 1997 National Association of Educational Buyers (yes, at that time it was NAEB). A journey that started with Walter earning his B.A. from Syracuse University found him weaving an exciting professional career that had a positive influence on numerous individuals and educational institutions. Although he will be ending his professional affiliation with both the Upstate NY Region of NAEP and the SUNY Purchasing Association, he will leave behind a legacy of professional innovation and leadership within both organizations and the Procurement Services Department at SUNY New Paltz. A consummate professional, Walter has been there to provide assistance or guidance to everyone at all times and a terrific friend to those fortunate enough to have spent time with him. The staff at SUNY New Paltz, along with the entire membership of Upstate NY NAEP and SUNYPA extend our gratitude for his commitment to our profession and wish Walter the very best with his impending retirement. He will be missed.
Tell Us All About It ~ Member News

Tell us all about your own—and your staff’s—latest certifications, job changes, appointments, honors, achievements, awards, and any other profession-related happenings.

Please send news items and photos for the NAEP Bulletin to btorre@naepnet.org

Princeton University’s Pilot Program for Student Travel

[Donald E. Weston, Director of Purchasing, Princeton University, submitted this article describing a new student travel tracking system Princeton is testing.]

Introduction
This article identifies a new student travel tracking system Princeton is testing. We just completed a pilot program with our Woodrow Wilson School of Public and International Affairs. We had 81 students traveling to all corners of the world, in addition to each traveler receiving direct alerts that were either informational, warning, or of a critical nature, we were able to track their whereabouts and send broadcast messages to all travelers with one click. The students have returned and will participate in an upcoming debriefing session. It appears from all indicators that this pilot program was very successful.

With the increased emphasis on internationalism and volunteerism, and more and more students taking advantage of study abroad programs, and travel and research opportunities, Princeton University this year undertook a comprehensive review of student initiated travel.

Program Details
In the spring of 2006, an ad hoc Travel Committee led by the Office of the Vice President for Campus Life set out to learn about specific travel approval processes, distribution of funds and the supporting infrastructure for students journeying abroad. The review focused on current policies relating to student-initiated travel for undergraduates.

To ensure that every aspect of the travel policies received full attention, the Travel Committee comprised representatives from across campus, including Risk Management, University Health Services, the Office of the Dean of the College, the Office of the Dean of Undergraduate Students, the University's PACE Center, which focuses on civic engagement efforts, and the Office of General Counsel. Committee members also had conversations with administrative staff from the Office of the Dean of the College, The Woodrow Wilson School of Public and International Affairs, the Graduate School and a number of academic managers.

The comprehensive review found well-established processes for project approval and identified the need to investigate a universal alert and notification system. A universal system ensures reasonable support for all University-sponsored student travel and permits an appropriate response in the unfortunate event of a crisis, natural disaster or violent political action that would require us to respond quickly.

The Travel Committee investigated a commercial resource that could be used as a possible tool to support students studying and traveling abroad on University-sponsored programs. The committee hopes to determine the benefits of a commercial emergency-notification and alert system that could track the whereabouts of registered travelers and facilitates immediate notification (via e-mail or text messaging) should a crisis or emergency arise in the traveler's vicinity from a pilot program with the Woodrow Wilson School of Public And International Affairs during the Fall break. Any new resources would complement other Risk Management products currently available to support University travelers, including International SOS.

Experience over the last few years has raised awareness of the changing complexity of international study, work and travel. Having an emergency alert and notification tool will provide good and timely support. Institutions of higher education must recognize the responsibility of ensuring that members of their community are safe when traveling.
Sustainability on Campus

Colleges and Universities Form National Coalition on Renewable Energy

The American Council on Renewable Energy (ACORE) has established a Higher Education Committee. Chaired by David Hales (President of College of the Atlantic), the coalition and academic leaders have called upon American institutions of higher learning to commit to renewable energy by greening their campuses, investing in the industry and teaching future generations about renewable energy.

The initial goals of the HEC will be to encourage 100 U.S. colleges and universities to make the following commitments:

- to purchase 100 percent renewable energy by 2010;
- to invest, by 2010, at least 10 percent of their endowments into funds to support renewable energy companies; and
- to create renewable energy courses of study by 2010.

Further information:

http://renewableenergyaccess.com/rea/partner/story?id=46505
http://www.acore.org/programs/hec/

EPA Report: Promoting Green Purchasing

EPA’s Environmentally Preferable Purchasing (EPP) Program has announced the availability of a new document entitled "Promoting Green Purchasing: Tools and Resources to Quantify the Benefits of Environmentally Preferable Purchasing." This brief guide, developed to help EPA meet its own environmental purchasing goals, is a compilation of tools and resources that will be useful to any organization trying to estimate the environmental and economic benefits of both past and projected EPP choices.

Further information: http://www.epa.gov/epp/tools/epp_metrics.pdf

Latest Developments in Sustainability ~ Visit Brian Yeoman

Brian Yeoman, NAEP’s Director of Education, is editor of NAEP’s sustainability microsite. Go here for the latest—and often fascinating—news on renewable energy, demolition waste, green building, green purchasing, and Brian’s Top 5 Sustainability Articles © AASHE Bulletin, September 28,October 10, 2006

http://www.naepnet.org/Microsites/sustainability/sustainability.html

The Top 10 Ways to Solve a Problem

1. Ignore it for a while; see if it solves itself.
2. State it to be a crisis and invest many resources to solve it.
3. Give the problem to someone whose job it is to solve it.
4. Identify the source of the problem first.
5. Throw money at it.
6. Realize that it’s NOT a problem at all and treat it like the opportunity that it is!
7. Do the opposite of what you’d normally do to solve the problem.

8. Identify the 5 steps that will solve the problem.

9. Extend your boundaries immediately so that this type of problem doesn’t happen again.

10. Change yourself, or increase your context/perspective, so that it’s no longer a problem.

By Thomas J. Leonard, © 2001 CoachVille

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**Quote of the Month**

The most important thing in communication is to hear what isn’t being said.

~ Peter Drucker