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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

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This month Tory Windley recounts an experience with an airport security guard and the system that reminded her of how purchasing may appear to end users on campus in settings where customer service has not yet become the measure of performance. Lloyd Rain chronicles the development of laws concerning antitrust practices—from the dark ages of business through the trust-busting years to the present—in a two-part article. In Part One, he even manages to note the legal exemption that allowed Cornell’s George Frank and his fellow EBA members to organize the E&I Cooperative way back in 1934. Next month in Part Two, Lloyd provides a brief summary of the Sherman Antitrust Act and the Robinson Patman Act—including several cases that represent how the FTC and the Supreme Court are applying these laws as we enter the 21st century. And we continue our exchange of letters initiated by Arizona State University’s John Riley. This month John discusses business alliances as a cost-cutting tool and notes a critical contribution to the achievement of an institution’s strategic goals that only a well-managed purchasing department can make. Did you ever wonder what purchasing can do to help the university recruit and retain sought-after faculty?
Commentary, June 2006

The Paradigm-Shift Dialog Continues

By Neil Markee, Editor-in-Chief

Last month, we posted a series of email exchanges focusing on the need for campus purchasing to find new approaches for effectively dealing with important, time-sensitive acquisitions. Interestingly, an article and a letter published in recent issues of *Aviation Week and Space Technology* magazine demonstrated that a similar discussion is underway within their segment of the commercial world of purchasing. They discussed *time-certain purchasing* that allows a supplier "30 days to design and deliver combat hardware" and the new buyer/seller relationships this system required.

Another voice joined our discussion when Tom Chapman (Brigham Young University) basically asked: How can we get the job done if we spend so much time and treasure on instituting changes in purchasing? He was reasonably concerned with the cost/benefit ratio. Although Tom didn’t say so, like many others, he may have been troubled with the potential loss of focus that could be associated with the time purchasing spends handling special cases and accommodating exceptions.

I responded to Tom’s inquiry and so did John Riley (Director of Purchasing, Arizona State University). John’s thoughtful reply provided new insight into purchasing’s ability to contribute to the institution’s strategic goals in a way that I had not considered before. If you take a look, you might want to join the conversation.

3/28/06

From: Tom Chapman (Tom_Chapman@byu.edu)
To: Neil Markee (nmarkee@naepnet.org)
Re: Latest article from John Riley

Each Purchasing Link brings additional information as to new technology being employed by purchasing departments nationwide. Although I agree that purchasing needs to modify and upgrade in order to be of service its customers, I often wonder where the point of diminishing returns is.

Does anyone (University unit) take the time to step back, review what has been invested & the costs/time involved and determine if the changes are fiscally appropriate? It seems that each department is so busy trying to "stay ahead on the edge of technology" that
tremendous amounts of money could possibly be wasted in the effort.

3/29/06

From: Neil Markee (nmarkee@naepnet.org)
To: Tom Chapman (Tom_Chapman@byu.edu)
cc: John Riley (john.riley@asu.edu)

When purchasing has an effective and constantly improving purchasing system in place, well able to handle 95% of the large and small transactions, they can probably afford to invest the time and treasure in other aspects of strategic purchasing. The potential savings associated with "big ticket" items come to mind. But strategic purchasing is certainly more than just finding the time to focus of the "big ticket" items that may make up the other 5% of transactions and John Riley and I were wrestling with another aspect of the notion of strategic purchasing. How important the specific transaction is matters, too.

His concern was with items that are all but impossible to acquire using conventional means. When purchasing is supporting rapidly evolving research, the end user may not know what will be required in time to acquire the product or service within an acceptable time-frame. One solution might involve a new relationship with a supplier or several suppliers. If suppliers were allowed to be close enough to the research to be able to partially envision or even start developing solutions to problems as yet not fully understood, we might be able to reduce reaction time. Working in parallel could make a difference if we could figure out how to do that effectively.

Managing the business relationship is one of the challenges for purchasing. How do you compensate the supplier(s) for effort invested in inevitable dead-end projects? Who decides how much is appropriate? What about confidentiality? Who owns the technology? If Uncle Sam is involved, how will federal auditors react? The solution needed by the end user might not be expensive to produce if it existed but it could be of strategic importance.

As you know, we didn't come up with a solution. Maybe one of our readers has a key part of the answer. It could be worth a lot to someone. Kicking an idea around in print via Purchasing Link can be pretty cost-effective.

Thanks for joining the exchange

3/30/06

From: John Riley (john.riley@asu.edu)
To: Tom Chapman (Tom_Chapman@byu.edu)
cc: Neil Markee (nmarkee@naepnet.org)

Tom, you make an excellent point. There should be a cost-benefit analysis for every contemplated improvement or investment. However, dollars are not the only cost or benefit. In our case, we compete on the basis of speed. If we can deliver a renovated laboratory to a researcher faster than any other institution that wants to attract this researcher, we improve our chances of landing that researcher. So, we will spend money to
gain the benefit of speed. Further, a key factor in our decision to deploy e-business technology was the gain in laboratory safety and security, and the reduction in hazardous waste it would provide. Dollars were only a part of the consideration.

I contend that many decisions made in higher education are not based on a cost-benefit analysis, or arguably, even logic. We see some of our clients making decisions based on convenience rather than cost. Many outsourcing decisions are made because administration no longer wants to manage the function rather than because an outsourced firm can provide the goods or services better, faster, cheaper.

The point of diminishing returns is always where your clients and your supervisors say it is; it is not where we say it is.

Great progress can be made in strategic purchasing by simply thinking and acting strategically. When we do a solicitation, we try to always turn that into a longer-term requirements contract. We do not just want to buy one; we want to buy one now, and potentially buy more over the next five years. And we provide information to our clients so that they are buying wisely from our contracts while still believing they have the ability to choose whatever they want. In other words, if all of their choices are under contract, they get a good deal no matter what they decide to buy.

Our current thinking is that you are correct. If we invest in technology, we will make mistakes in doing so. And even when we invest in the appropriate technology, it will be obsolete before we finish fully deploying it. We believe there is an alternative. Work with strategic alliance firms to jointly develop state-of-the-art solutions to our continuing problem of how to best provide research, instruction, and community support. We are no threat to them. We are not a profit-making entity, and not a competitor of theirs. So if we pool our resources, we and our alliance partners can develop some really cool stuff.

What do we bring to our alliance partners? Knowledge. Certainly the research knowledge we have. But also all of the information we have on our students. We know what courses they are taking, what jobs they are likely to take upon graduation, where they are likely to live, what they are likely to buy. The solutions we jointly deploy with our alliance partners place them first in the minds of our soon-to-be great consumers.

In the case of our alliance firms, we are identifying them based on their capacity to enter into an alliance, their ability to continually innovate, and their willingness to enter into the alliance. These criteria have little to do with the goods and services they can currently provide. They are indicators of what firm is most likely to assist us in developing goods and services we can use over a long time into the future.

Have fun.
Commentary, June 2006

**For What It's Worth—We Know the Rules**

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

I traveled quite a bit this winter and spring. Some for work, some for pleasure, some were road trips and some by air. On one of my trips, I left a bag in the lady’s bathroom of the airport upon arriving home. I realized it when I had already exited the secure area of the terminal. Thus began my personal interaction with airport security.

The details of the story aren’t all that important other than to tell you that an hour later I was finally heading (with my forgotten bag) towards baggage claim, to get my suitcase and golf clubs and head home. I was very glad I was traveling alone and hadn’t inconvenienced anyone else. Then something else occurred to me—the thought that purchasing used to be the "airport security" of college campuses.

Airport security folks know their jobs. They know all the rules. They are there to keep us safe. They take pride in shepherding the multitudes through checkpoints and stopping anyone from taking any other route. They aren’t allowed to think outside the box, and more importantly, they keep you from doing anything outside the box. Creativity and customer service are not requirements or desired in their jobs. They take their direction from decision makers in Washington, D.C. and fulfill their responsibilities to the letter of those directions.

Purchasing can be a lot like airport security. We know the rules. We know whose money it is. We take our direction from Regents, or Trustees, or State Legislatures, or Presidents. We know about funding, and the rules that come with the monies. We know about capital equipment. We know about bidding. We know about suppliers—how to “handle” them. We pride ourselves on the volume of transactions we process and we count our savings.

Before true “customer service,” as in “customer advocacy,” became a value in my department, our customers knew how to get around us. Before we made efforts to understand the nature of our customers’ needs, we were viewed as the final obstacle on the path to the delivery of goods and services.

An interesting thing happened on our way to best-in-class customer service. As we have gotten better at understanding and truly servicing our customers, they have come to rely on us for assistance. We are regularly included in the planning phase of large procurements. We have gotten out of the way of small-dollar transactions with the use of procurement cards and more contracts.
I’m fairly certain had I told the airport security person that my left bag contained presents for my granddaughter, she still would not have walked the 20 yards or so to retrieve it for me, and I still would have been sent to wait in line at the ticket counter for a gate pass, wait in the security line, and then grab my bag and go. But I know that here in our purchasing operation, we now try to be part of the answer to the question “How can we help you?”—instead of always knowing why you cannot do certain things. We have made the transition by doing a lot of small things, but the big thing we’ve done is get to know our customers. Airport security probably won’t get there, but where is your department in customer service?

If you are still in the mode of always knowing “why you cannot” and not thinking “how can we?” it’s time to rethink your position. If you still think “It’s not their money,” rethink that too. It is their money. If researchers leave your institution in part because the bureaucracy is too bad to deal with, they take “their” money with them. If you still operate at arm’s-length with suppliers, it may be time to take another look. Supplier representatives are often highly educated in their fields and with their products, are looking to be partners with your institution, and can provide expertise in areas that buyers could never achieve. It’s helpful to better understand the relationships your end-users develop with these representatives, and why.

If some of these ideas seem revolutionary, they’re not. They are evolutionary. It took us a while to rethink ourselves and we certainly aren’t perfect. We do answer to more than one higher power. A lot of what we do, needs to be balanced. But we can take pride in not being as rigid as airport security any more. What they do is important. What we do is important. We have an opportunity to impact the missions of our institutions in important ways. It’s up to us how far we go. That’s an option security folks don’t have. I wouldn’t want to give it up.
Adam Smith Sets the Stage

"People of the same trade seldom meet together, even for merriment and diversion, but the conversation ends in a conspiracy against the public or in some contrivance to raise prices." This observation was made by the economic philosopher Adam Smith over 200 years ago. Most public officials of the times were inclined to treat trade associations as simply "permanent conspiracies" of their members.

The public was enraged at the pervasive power of the trusts. Even in complacent, distant Nebraska, such public demands were on display during the fall elections of 1890, causing Nebraskans, for the first time, to vote Democratic and to send William Jennings Bryan to Congress to make their case against the trusts.

In response to the fears of the "grave evil of vast fortunes in single hands" (Senator George Hoar, R-Mass., 1877-1907), Congress passed the Sherman Antitrust Act in 1890. The legislation was a ceremonial concession to an overwhelming public demand for some kind of reassuring action against the trusts.

Capitalism in the 19th Century

As capitalism evolved in the 19th century, more and more businesses found it in their interest to combine with their competitors in huge trusts or cartels in order to control prices and production. Competition, which America's founding fathers had expected to regulate the market, seemed, instead, to be encouraging monopoly. Government indifference to these combinations prevailed until the 20th century, when the state was often called upon to restore and preserve freedom of competition. “Agreements in restraint of trade” and practices of “unfair competition” were finally outlawed in 1890 and aggressive enforcement action began in 1901. The theory of combinations, however, was not abandoned; it was credited with lowering consumer prices by eliminating the high costs of competition—and it still exists and is widely practiced in international circles today.

In the late 1800s, the largest industrial corporations—steel, oil, rail, agriculture—formed giant combines that fixed prices, gouged the public, drove farmers into bankruptcy and forced competitors out of business. Competitors rarely cooperated other than for the purpose of suppressing competition.
Eventually, public outcry against these monopoly abuses became so loud that John Sherman, long-term Republican Senator from Cleveland, Ohio and leader of numerous high-powered committees including Finance and Agriculture, proposed "anti-trust" laws that made it illegal for businesses to combine together to set rates and prices. President Benjamin Harrison signed the Act into law.

**Congress Has Had Enough**

In 1890, responding to a troubling increase in huge, industry-dominating companies, Congress finally put its foot down. The sweeping and radical Sherman Act outlawed "every contract, combination in the form of trust or otherwise, or conspiracy, in restraint of trade or commerce." It criminalized monopolization, and it provided enforcement, not by a new agency but by the courts, giving them great leeway to interpret the Act's occasionally vague language. "Sherman" was the first of the major legislative acts that really took the whole economy as the focus. It completely keel-hauled business attitudes in America and, indeed, was a revolutionary concept worldwide. Many thought it would be the beginning of the end of business transactions as they knew them. After all, who could have conceived of actually going to jail for the common and convivial act of fixing prices among a few of your best friends!

The act was based on the constitutional power of Congress to regulate interstate commerce. Essentially, it declared illegal every contract, combination or conspiracy in restraint of interstate and foreign trade. A fine of $5,000 and imprisonment for one year were set as the maximum penalties for violating the act.

The Sherman Act authorized the federal government to institute proceedings against trusts in order to dissolve them, but Supreme Court rulings prevented federal authorities from using the act for over ten years. As a result of President Theodore Roosevelt's "trust-busting" campaigns, the Sherman Act began to be invoked with some success, and in 1904 the Supreme Court upheld the government in its suit for dissolution of the Northern Securities Company. The act was further employed by President Taft in 1911 against the Standard Oil trust and the American Tobacco Company.

**Scofflaws Swallow Hard**

During the first decade of the twentieth century, it didn't take long for government antitrust lawyers to successfully convince most of the recalcitrant business scofflaws that price fixing and similar anti-competitive agreements were simply a quick ticket to jail and treble damages.

The law particularly targeted trusts—large combinations of similar businesses controlled by a few people. The most egregious example was the Standard Oil Trust, which so dominated the oil industry that its owner, John D. Rockefeller, amassed a personal wealth equaling more than 2 percent of the U.S. gross national product!

Ten years after President Harrison signed "Sherman" into law, President Teddy Roosevelt assumed the image of a trustbuster and initiated over 40 antitrust suits between 1901 and 1909. Theodore Roosevelt beefed up the government's ability to investigate potential violations by dedicating some of the Justice Department's lawyers directly to antitrust action.

Then, Woodrow Wilson further strengthened federal antitrust legislation with the Federal Trade Commission Act of 1914 to help enforce the antitrust laws.
The Clayton Act of the same year diminished economic concentration by limiting corporate mergers (but, oddly, it exempted farm cooperatives from the reach of the antitrust laws). The Clayton Act gave the government even more regulatory clout by prohibiting interlocking directorates and outlawing mergers that lessened competition.

Thus, in the space of a mere 25 years, antitrust was fully solidified in America.

**Sherman Act Sets the World Stage**

As powerful as the government is, the Sherman Act has been an even more potent weapon for private companies, which have used it successfully to sue rivals and collect damages. It is partly because of the Sherman Act that the United States is the most entrepreneurial country in the world. Other countries have taken note. Parts of our antitrust policy have been adopted by Australia, Poland, Romania, and even Japan. "It's a distinctly American creation," says William Page of the University of Florida's Levin College of Law. "And it's one of our most successful legal exports."

**More of Same a Century Later**

It was almost the perfect crime. There was little risk of law enforcement detection, a very low probability that the victims would know they were being ripped off, and hundreds of millions to gain.

ADM had attained worldwide market leadership in lysine, a corn-based feed additive, one of its most profitable products. The perpetrators, all lysine international owners, divvied up the world market and gave each member a slice. Penny-by-penny, they stole from customers for three years. They met under the ruse of a trade association, setting prices and negotiating their share of the take. They kept tabs on each other through monthly reports, and designed a buy-back system in case anyone cheated—all in a market big enough to be profitable, but small enough to attract little public attention. They got caught. It was pretty spectacular. In October 1995, the corporate headquarters of Archer Daniels Midland, a huge trader of agricultural products, was actually stormed by 70 FBI agents!

The thievery came to an end when one of ADM’s own captured executive conversations on tape was produced by the FBI. On September 17, 1996, a Chicago jury found three former top Archer Daniels Midland Company executives (Michael D. Andreas, Mark E. Whitacre and Terrance S. Wilson) guilty of violating the Sherman Antitrust Act by fixing the price and allocating the volume of lysine. They served prison sentences ranging from 24 to 36 months and were fined millions. Nevertheless, in the fine tradition of Boss Tweed, Andreas’s nephew became CEO a few years later while his uncle was in jail.

ADM also pleaded guilty to price-fixing in citric acid. Following antitrust convictions, ADM set aside $279 million to cover fines, settlements and litigation expenses.

**But That Wasn’t All**

During 1988-1992, more than 20 global cartels were formed by manufacturers from Europe, Asia and North America, mostly by food/feed ingredients industries. Between 1996 and 2002, five global cartels had corporate fines totaling $2.8 billion imposed on them jointly by the US, the EC and Canada. As you can see, ADM’s quarter of a billion was only a fraction. Keeping the crooks at bay is a full-time job for the FBI, the FTC and the DOJ.
Current Successes

In the US and Canada, price-fixing is a per se offense. In other words, no evidence on economic impact need be presented to prove allegations of price-fixing. Since 1994, Congress has hiked the maximum penalties three times—from $50,000 then, to nine times the illegal profits now, the individual penalties from $50,000 then to $25 million now, and from 12 to 36 months in prison.

Coming in Part 2

Next month in Part 2, I’ll provide a brief summary of the Sherman Antitrust Act and Robinson Patman Act. I’ll include several interesting cases that represent how the FTC and the Supreme Court are applying these laws as we enter the 21st century.

End

[1] Per Se is a Latin phrase meaning "by itself." In law, it means that it stands alone without the need for supporting or corroborating evidence; a per se offense is intrinsically obvious, with no requirement to prove that the offence was known or intended. In other words, if it quacks like a duck, it’s a duck. ‘Nuff said.

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).
June 2006

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What's Happening at Your NAEP

Staying the Course
With this *Purchasing Link* issue, I conclude my monthly contribution of “What’s Happening At Your NAEP.”

This also marks my departure as your NAEP Board President, as the gavel has been passed to my good friend and most capable Board colleague, Bill Hardiman from George Mason University. Please extend to him, and all of the NAEP Board Members, the same willingness and passion to serve this wonderful Association that you’ve given me during my term as your President.

It’s been a grand time and I’ve enjoyed tremendously the opportunity to be of service to NAEP.

Much work has been accomplished in support of the Membership. Still, there is much work yet to do. Thanks to the many, many volunteers that have banded together to help us “Stay the Course.” And thanks in advance to all of the Members who will step forward to help shape and grow our future as *The* Association serving Higher Education Procurement. It is indeed a bright one. Continue to do great things!

Peace.

JohnStephenKlopp
NAEP Board President, 2004–2006

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**From Incoming NAEP President**

**William R. Hardiman**

*Speech delivered at 85th Annual Meeting  
May 10, 2006: Baltimore, Maryland*

I hope you have had the opportunity over last couple of days to take advantage of everything this conference has had to offer. In so doing, I also hope that you feel that you and your organization have benefited from your participation this week.

At this time, there are a few individuals I want to thank.

I want to thank Marilyn Bottrell and Wayne Holly for their work and leadership in putting together this year’s program.

I want to thank Greg Husband and Tory Windley for their work and leadership for the Gerald F. Evans Annual Golf Classic, benefiting the NAEP William E. Haas Scholarship Fund.

And thank you Stan Behnken and Bruce Schabdach for your work and leadership for the host committee event at the Aquarium and to all the host committee members who have been a great help...
to us all.

In addition, I want to recognize and thank the National Office staff for everything they have done in making this conference a premier event for you, the membership, who embody the Association’s value propositions of Professional Development, Community Development, and Collaborative Development.

While I’m in the process of thanking people, I want to thank George Mason University and the university’s Assistant Vice President for Fiscal Services, Beth Brock, for allowing me the time to participate as volunteer to NAEP and E&I during these past years.

There are so many others to whom I owe gratitude for their guidance, knowledge, and support over the years, but I have two very special people I would like to recognize now. One person I owe my professional start to: I want to say thank you to Larry Howard, who is now deceased, and was the former Director of Purchasing at Western Kentucky University.

And last, but not least, I want to thank my wonderful better half, my wife, Jan.

Tonight is about many things, but primarily two: to recognize members for outstanding contributions and extraordinary service during this past year and to celebrate the Association’s 85th anniversary year.

I want to start by asking a few of you to stand up. If you have done any of the following, please stand up: Stand if you have: Served on the NAEP Board of Directors; served on the E&I Board of Directors; served as a Regional or District Officer; served on a National Committee (including annual meeting program, host and golf committees); served as an E&I Regional Advisor, RFP Team Member, or Strategic Sourcing Committee Member; presented or moderated at an annual meeting; presented at a Regional or District Meeting; served on a Regional or District Committee.

For all of you who have just stood up—you are the people in this Association who have IT! What is IT, you ask? IT is the spirit, the willingness, and the commitment necessary to be a volunteer. I know that almost to the person, everyone who has preceded me at this podium has talked about volunteerism and what IT means to be a volunteer and how important volunteerism is to your Association. In fact, this Association would not exist in its current form without you. So those of you who just stood up, along with the other volunteers who have worked so hard in the past 85 years, should take pride in what has been accomplished.

But wait! To quote a good friend, Dick Scharff, who said in his comments, both as incoming and outgoing President for NAEP, “There is still much to do.” And there is MUCH TO DO. So there is no resting on our accomplishments to date, because we are not done and likely, if we do it right, will never be DONE.

I hope some of you are asking yourself, “What do we have to do?” To answer this question would take most of our time tonight, so I’m not going to try. However, I would like to ask that, upon your return to your respective institutions, all pumped up with new ideas and a new fresh approach to your daily routine, take a few minutes and go to NAEP’s Website and review YOUR Association’s Strategic Goals. These Strategic Goals are, in fact, YOUR Association’s roadmap for the next three to five years and will show you where the Association is likely to be in 2010 by staying the course.

My message tonight is simple: we have achieved success through volunteerism, and we will continue to be successful only through continued volunteerism. Committed volunteers are why YOUR Association has been able to manage change. Change is the tool that will allow YOUR Association to meet current and future challenges that pose as both opportunities and threats in the same instance of time.

As YOUR Association continues to implement its Strategic Plan and evaluate ever-existing Strengths, Weaknesses, Opportunities, and Threats, YOUR Association will need YOU, the Volunteer with IT (the spirit, the willingness, and the commitment) to face whatever tomorrow may bring.

So I challenge you tonight to become engaged with YOUR Association as a volunteer. If you are already engaged, I encourage you to make to a commitment to become even more engaged. YOU are
needed—that includes member volunteers from all types and sizes of institutions.

As you leave here tonight, after dancing and enjoying the sounds of the BaHa Brothers, I hope you will leave with this thought in mind: “I’m going to see how I can volunteer my talents to MY Association”.

I look forward to working for you in the future, and wish you the best in the days to come.

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**Parting Comments by John Stephen Klopp**  
**Outgoing NAEP Board President**

*Speech delivered at 85th Annual Meeting  
May 10, 2006: Baltimore, Maryland*

Andrew Carnegie once said, “Teamwork is the ability to work together toward a common vision. It is the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

The founders of this great Association were visionaries who believed that through collaborative efforts on the part of numerous people volunteering their time and talents, uncommon results can be attained. By our attendance here, we are a testament and validation of those beliefs. We have achieved much through your efforts and commitment of service to NAEP.

Our core mission, embodied within our Code of Ethics, has stood the test of time. Our profession is better because of the foundation and cornerstones our forbearers laid so long ago. They provided the first road map. Through your continued involvement and sharing our story, you will help your colleagues to Stay the Course of this diverse Association.

This week we have celebrated our 85th Anniversary as *The Association* serving the higher education procurement professional. To achieve a milestone of this significance, many people need to be thanked. While time will not permit me to recognize everyone, let me mention just a few.

To our most capable and conscientious Board of Directors, thank you for your diligent work this past year. I applaud your efforts and significant accomplishments you have achieved in support of the Members. Let us give these good people a round of applause.

To the Regional officers—thank you for your productive and collaborative efforts.

To the Committee Chairs and Members—thank you for all of your hard work.

To the first-time attendees—thank you for sharing your time with us. You are our legacy that will forge stronger bonds into the future, ensuring continued success of this Association. We look forward to your enthusiastic participation and untold accomplishments yet to be realized.

To our International Colleagues—thank you for your continued involvement with NAEP. While miles may separate us, may we carry on with meaningful exchanges of information with one another, which benefit those we serve in higher education procurement.

To the Board of Directors and Staff of E&I Cooperative—thank you for all of your good work in support of our shared Membership.
To the entire NAEP National Office Staff—thank you for your dedication and unceasing efforts.

To the University of Iowa’s Department of Business Services and Purchasing Department—for your support of my involvement with this Association, I give you my heartfelt thanks.

A special thanks to my family for their encouragement and support.

And last but not least, thanks to all of you, the Members of NAEP. You are the fuel that feeds the fires in our pursuit of excellence and stewardship for this Association. To paraphrase our colleague, Brian Yeoman, continue to do great things! Give yourselves a round of applause!

It has been my honor to walk with you. It has been my privilege to be of service.

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2006 Annual Meeting Highlights

Annual Recognition Award Winners

Lorelei Meeker (Indiana University), Chair of the Awards Committee, announced the following winners during the May 10 Awards Banquet at the Annual Meeting in Baltimore, Maryland.

**Distinguished Service Award**
For extraordinary service to one’s institution, the higher education community, the Association, or the purchasing profession

**Robert Ashby**, University of Nevada, Las Vegas (retired)

**Professional Prospective Award**
For the most valuable article published in the 2005 NAEP *Educational Procurement Journal*

**Michael LaGrassa**, Woods Hole Oceanographic Institute (retired)

**Nancy Tregoe Scholarship**
To provide professional development opportunities for a current member who has made contributions to NAEP and E&I

**Eileen Miller**, Chemeketa Community College

**David H. Lord E&I Cooperative Purchasing Award**
For exceptional contributions to E&I over a comprehensive period of time through volunteerism in the area of Cooperative Purchasing.

**Guy DeStefano**, Indiana University (retired)
Bert Aherns Achievement Award (no nominations)
Neil D. Markee Communicator of the Year Award (no nominations)

**Golf Tournament Winners**

As is our NAEP tradition, the Annual Meeting was again launched with the Gerald F. Evans Golf Classic, benefiting the William E. Haas Scholarship Fund. When the dust had settled, the winners were:

Rex Janne, David Lord, Guy DeStefano, Jim Dunlop (Low Gross)
Bob Looney and Friends (2nd Low Gross)
Gary Wilson, Frank Meyran, Dan Martens, Marilyn Bottrell (Low Net)
Jan Hardiman, Bill Hardiman, Dick Scharff, Keith Stewart (2nd Low Net)

**Sponsors of 85th NAEP Annual Meeting**

- CDWG
- E&I Cooperative Purchasing
- eDynaQuote
- Fisher Scientific
- Gali Service Industries, Inc.
- GE Corporate Payment Services
- GovConnection, Inc.
- Hewlett Packard
- JPMorgan Chase
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- MasterCard International
- MSC Industrial Supply Company
- SciQuest, Inc.
- SEHI Computer Products, Inc.
- Staples Business Advantage
- visionGATEWAY
- VWR International
- Whalen's Allied Van Lines
Call for Volunteers

The rewards of NAEP volunteering are many: Besides nurturing the organization that supports your own profession, you gain the satisfaction of passing on your experience; of gaining new experience; and last, but certainly, not least, of meeting colleagues who will serve as resources in your work-life and, often, good friends in your personal life.

The NAEP Committees are continuously restructured to reflect the changing needs of our association. From time to time, some committees are eliminated and new committees created, based on member input and evaluation by the NAEP Board of Directors. At any time during the year, you may inquire about serving on committees or other volunteer projects in the following general areas:

Editorial Board/Publications
Membership
Professional Development
Technology

To sign up online, please click here.
Columbia University has announced that it will divest from and prohibit future investment in direct holdings of 18 companies with business in Sudan. The University's decision is based on the unanimous recommendation of its Advisory Committee on Socially Responsible Investing. All 18 companies are either in the oil and gas industry or are providers of Sudan's infrastructure, specifically in the energy/utilities and telecommunications sectors. "Columbia University strongly condemns the genocidal actions being committed in Darfur and the Khartoum government's complicity in these atrocities," said University President Lee C. Bollinger.

American University Asks Kimberly-Clark to Use More Recycled Fiber
The Facilities Management Director at American University has sent a letter to the Kimberly-Clark Corporation expressing concern about the company's "continued reliance on fiber from ancient and endangered forests for disposable tissue paper products." The letter asks Kimberly Clark to: not source fiber from endangered forests; greatly increase the use of recycled fiber, including post consumer content, in all paper products; and only source virgin fiber from logging operations that have been certified to the standards of the Forest Stewardship Council.

University of Massachusetts-Lowell Receives Award for Renewable Energy
University of Massachusetts-Lowell has been awarded almost $20,000 to fund environmental projects on campus, including installations of solar panels and a more efficient water pump. The award was given by the Massachusetts Executive Office of Environmental Affairs to recognize UMass-Lowell for being the first state agency to use renewable energy. Thirteen percent of the University's electricity consumption comes from renewable sources. "The university's primary mission is sustainability," said Diana Prideaux-Brune, vice chancellor of UMass-Lowell.

University of Toronto at Mississauga's Green Dorm Wins Award
The designers of University of Toronto at Mississauga's Erindale Hall have been selected for a Governor General's Medal in architecture. The 200-bed residence hall is sited and configured to preserve environmentally sensitive plant communities that include mature trees and a wetland. Other green features include heat recovery from exhaust air and specially insulated outer walls.

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June 19 Proposal Deadline for AASHE Conference
The Role of Higher Education in Creating a Sustainable World

October 4-6 (Wed-Fri), Arizona State University, Tempe, AZ
www.aashe.org/conference
2nd Call for Proposals, and Extended Deadline: June 19, 2006

The Association for the Advancement of Sustainability in Higher Education has extended the deadline for submission of abstracts of proposals to **June 19th**. Please see submission details below.

**About the Conference**

The theme of this North American conference is “The Role of Higher Education in Creating a Sustainable World.” AASHE 2006 aims to significantly advance sustainability efforts in higher education, with an emphasis on “next steps” and “beyond the low-hanging fruit.” There will be a special focus on incorporating *all* dimensions of sustainability - not just the environment – in decision-making.

The conference is open to participants from every sector of higher education as well as interested businesses and NGO’s. Anticipated attendees include administrators, faculty, students, sustainability practitioners, facilities officers, operations staff, consultants, vendors, higher education leaders, government representatives, and many others. The program format will promote the active exchange of ideas and knowledge through highly interactive forums, informal networking, and open, facilitated discussion.

Come join this unique and exciting gathering of the higher education sustainability community. For more information visit [www.aashe.org/conference](http://www.aashe.org/conference).

**Keynote Speakers**

- **Ray Anderson** - chairman and founder of Interface, Inc.
- **Hunter Lovins** - president and founder of Natural Capitalism, Inc., and co-founder of the Rocky Mountain Institute.
- **Bill McKibben** - author and scholar whose books include *The End of Nature* and *Hope, Human and Wild*.
- **Beverly Wright** - founder of the Deep South Center for Environmental Justice.

**Special Features**

- Plenary sessions on food & dining issues, energy & global warming, and accelerating curriculum change.
- Roundtables on standardizing campus sustainability assessment, incorporating social equity in sustainability, and other key issues for the campus sustainability community.
- Outdoor expo in conjunction with ASU's Suppliers Showcase (which adopted a sustainability theme for this event).
- AASHE campus achievement awards, certificates of recognition, and other honors following dinner on Thursday.
- Meetings/receptions for the Higher Education Associations Sustainability Consortium (HEASC), COPLAC (Council of Public Liberal Arts Colleges), campus sustainability coordinators, regional consortia, and other groups.
- Pre-conference workshops on diversity (Angela Park), green building (USGBC), and campus planning (SCUP).
- Post-conference Student Convergence (and a strong student voice in plenary sessions).
- Purchase of carbon offsets for all greenhouse gas emissions
- A “green” and socially responsible conference. (Attendees are encouraged to bring a coffee mug and their collections of badge holders and conference bags for reuse at the conference.)

**Registration**


All presenters must register and pay by **September 1** or your name will not appear in the program. A discount is available for teams of four or more from a single campus.

**Submission Details**

Proposals for papers, posters, panels, workshops, roundtables, and field reports are invited in the following categories:
Abstracts of proposals must be 200 words or less and should be submitted online for review at [http://www.aashe.org/conference/submit.php](http://www.aashe.org/conference/submit.php). Abstracts that incorporate and show connections between all the dimensions of sustainability, including social justice, are especially encouraged. (The deadline for poster and workshop proposals is Aug. 1; all others are due by June 19.)

Questions?
Email questions to [conference@aashe.org](mailto:conference@aashe.org).

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**Arkansas State University Signs Talloires Declaration: International commitment to sustainability on campus**

On April 21, Dr. Les Wyatt, President of Arkansas State University in Jonesboro, signed, on behalf of the University, the Talloires Declaration. Drafted in 1990 at an international conference in Talloires, France, this is the first official statement made by university administrators of a commitment to environmental sustainability in higher education. The Talloires Declaration is a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. To date, it has been signed by more than 300 university presidents and chancellors in about 40 countries. Arkansas State joins an impressive group of committed universities and is the first in Arkansas to sign this declaration.

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**Calendar of Events**

**2006 Regional Meetings**

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<td>September 24-27</td>
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<td>DC/MD/VA</td>
<td>October 4–6</td>
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Yet another meeting, and you can't wait until it is over so that you can do some real work, right? So when you get to your desk do you immediately start working on the next awaiting project? If you do, the probability is that your meeting is not complete, and that you will therefore not get from it the benefit that you might. What
needs to be done after a meeting in order to complete it? If these tasks are left until later they may become tolerations, irritations, unnecessarily bogging down your thinking because you know that they remain undone. Some suggestions to consider:

1. Personal follow-ups
Was there anyone at the meeting who you agreed to meet again? Would like to meet again? There's no time like the present for making the phone call or sending the email or note, while you and they still have each other clearly in mind. They will be flattered that you contacted them so promptly. Who do you need to thank? Thank you notes are an integral part of networking, a way to let someone know that something they did or said was important and positive for you.

2. Send
Did you offer to supply information, background, or other materials to participants at the meeting? How long will you remember it if you don't do it soon? Will they even remember why you are sending it if it is delayed?

3. Enter personal information
Who did you meet for the first time? Do they belong in your Contacts database? Who else gave additional information that you might do well to add? Will you still remember next time you 'have a minute?'

4. Enter actions agreed to by you
What did you say that you'd do? By when? Where do you need to note this?

5. Clarify
Were tasks delegated to others? Do you all have the same understandings on this? Is it appropriate for you to follow up, clarify, and set deadlines?

6. Mend fences
Did disagreement come up? Did anyone (including you) leave the meeting feeling that there had been misunderstandings or that they had not been heard? Are fence-mending or clarification needed so that nothing will fester or negatively affect the long-term purpose of the meeting? Will progress be improved if you take some peace-making action?

7. Mentally integrate
Were you able to think through the important nuggets from the meeting and integrate them into your pre-existing mental picture? Has anything changed? What are the consequences of that change? How does your overall picture of events and plans change as a result?

8. Disseminate
Who needs to know what was decided? Were there absentees who should be informed? Other interested parties? Can be done by circulating minutes, but a specific on-line file accessible to all may be more efficient.

9. Integrate
Is there an existing file on the topic of the meeting? Is just filing new notes enough or does information need to be integrated with what already exists?

10. File
Agendas, handouts and notes, do not need to go on top of the stack on your desk, unless that stack is an in-basket and you have a caste-iron system for dealing with that stack on a regular basis. If you file them now, you will be able to find them whenever you need them. Before filing, discard whatever is irrelevant and make clarifying notes if relevance may not be apparent at a later date.
Everyone is entitled to his own opinion, but not his own facts.

—U.S. Senator Patrick Moynihan, 1926-2003