BREATHING ROOM FOR TIGHTER BUDGETS.

With E&I, you’ll save thousands of dollars on hundreds of office items like these. We’re the buying cooperative established in 1934 by members of the National Association of Educational Procurement (NAEP) to serve colleges and universities. By working with over 5,000 on-campus purchasing professionals at more than 1,500 colleges and universities, our combined purchasing power allows us to lower costs for member institutions. E&I is available through NAEP. Call 800-283-2634 ext. 228, e-mail us at membership@eandi.org, or visit us at www.eandi.org, and let the savings begin.
Letter from the CEO

4 The Value of the Purchasing Professional
Doreen Murner, CEO, NAEP
Doreen Murner discusses how Procurement can help your administration and add value by supporting the bottom line.

Features

8 Orientation: Starting Vendors on the Right Path
Charlene Lydick, C.P.M., and Sandy Hicks, CPPB
Acclimating new vendors to your campus can be time-consuming and frustrating. The University of Colorado shares tips on how to plan a successful Vendor Orientation program.

12 Cradle-to-Cradle: Sustainable Procurement Using Life Cycle Assessment
Valerie Fanning
Cloth vs. disposable? Paper vs. Styrofoam™? Automated dispensers vs. manual dispensers? These are questions facing sustainable Procurement departments worldwide. Establishing valid policies for sustainable product standards and using a life cycle assessment can help your institution take the necessary steps toward going green.

14 Communication and Relationship-Building – The Essence of Your Job
Karen Leland
No matter the industry, communication and relationship-building are key. This guest author shares with the Journal exactly why it’s so important.

Departments

6 Heard on the Street
Cory Harms
Most of us would love to be able to read other people’s minds. Use surveys, follow-up cards and focus groups to learn what others are saying about your Purchasing department.

16 Certification
Bob Ashby, C.P.M., CPCM
The Institute of Supply Management has upgraded the C.P.M. certification to CPSM, encompassing the entire supply chain, not just Purchasing. Our certification expert shares everything you need to know about the CPSM versus the C.P.M.

18 Roamin’ with Yeoman
Brian Yeoman
Quick fixes, routine upgrades and capital projects are just three initiatives your campus can take to reduce greenhouse gas emissions and make energy-saving improvements.

20 Best and Final
Victoria (Tory) R. Windley
Crazy day? The University of Delaware lists the top country songs that will make even the craziest day fade away.
For more information on any of our programs or to register, go to www.NAEPnet.org.

NAEP Tier III Senior Professional
(co-located with TOAL Regional Meeting)
OCTOBER 31 – NOVEMBER 2, 2007
Hilton Galveston Island Resort
5400 Seawall Boulevard | Galveston, TX 77551
Tel: (409) 744-5000 | Toll-Free: (800) 445-8667

Mark your calendar for this upcoming webinar:
“Legal Aspects of Procurement”
NOVEMBER 7, 2007
Be sure to check our Web site at www.NAEPnet.org frequently for new webcasts, podcasts and other on-demand learning options!

“Value Continuum” 87th Annual Meeting
APRIL 6 – 9, 2008
Austin Convention Center; Austin, Texas
Call for programs still open!
Tel: (443) 543-5540

Regional Meeting Schedule

<table>
<thead>
<tr>
<th>REGION</th>
<th>DATE</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carolinas</td>
<td>September 30 – October 3, 2007</td>
<td>Charlotte, NC</td>
</tr>
<tr>
<td>District II (DC/MD/VA/DE/PA/WV)</td>
<td>September 26 – 28, 2007</td>
<td>Harrisburg, PA</td>
</tr>
<tr>
<td>District VI</td>
<td>October 7 – 10, 2007</td>
<td>Coeur d’Alene, ID</td>
</tr>
<tr>
<td>Florida</td>
<td>Spring 2008</td>
<td>Jacksonville, FL</td>
</tr>
<tr>
<td>IWAG &amp; Indiana</td>
<td>October 4 – 5, 2007</td>
<td>Merrillville, IN</td>
</tr>
<tr>
<td>Kentucky</td>
<td>September 22 – 24, 2007</td>
<td>Dale Hollow, KY</td>
</tr>
<tr>
<td>Michigan</td>
<td>November 2, 2007</td>
<td>Lansing, MI</td>
</tr>
<tr>
<td>MINK</td>
<td>September 16 – 19, 2007</td>
<td>St. Louis, MO</td>
</tr>
<tr>
<td>MN/DK</td>
<td>September 30 – October 3, 2007</td>
<td>Rapid City, SD</td>
</tr>
<tr>
<td>New England</td>
<td>October 23 – 26, 2007</td>
<td>Hyannis, MA</td>
</tr>
<tr>
<td>Ohio</td>
<td>October 24 – 26, 2007</td>
<td>Oxford, OH</td>
</tr>
<tr>
<td>TAGM</td>
<td>October 28 – 31, 2007</td>
<td>Auburn, AL</td>
</tr>
<tr>
<td>TOAL</td>
<td>October 28 – 31, 2007</td>
<td>Galveston, TX</td>
</tr>
<tr>
<td>Upstate NY</td>
<td>October 2 – 5, 2007</td>
<td>Binghamton, NY</td>
</tr>
</tbody>
</table>

* These suppliers offer NAEP members significant savings on products and services through contracts with NAEP member-owned E&M Cooperative Services, Inc.

EDUCATIONAL PROCUREMENT JOURNAL
INNOVATIONS FOR THE mailstream

Earn an advanced degree in cost savings.

Make the grade with lower mail and shipping costs—we’ll show you how.

Learn About the Proposed USPS® Rate Increase
Visit pb.com/rateincrease and see how you can save!

Master your mailstream with Pitney Bowes—and you’ll discover ways to streamline operations, reduce waste and pay less for postage.

Many colleges and universities have learned to save significant money with enhanced barcoding, personalization and automation technologies, and now our certified mailstream consultants can customize a course of action for your institution, too.

Whether you’re looking to track packages, safeguard mail privacy or deal with a postal rate increase, you can aim higher with Pitney Bowes. To learn more, just mention NAEP when you call us at 1-877-258-2742.

© 2007 Pitney Bowes Inc. All rights reserved.
The Corporate Design, Pitney Bowes and Engineering the flow of communication are trademarks owned by Pitney Bowes Inc.
USPS is a registered trademark of the United States Postal Service.
The Value of the Purchasing Professional

Well, summer's almost over and our attention is once again on the start of a new school year. This issue of the Journal is focused on learning and communicating. So, let's talk about... talking.

"Let us make a special effort to stop communicating with each other, so we can have some conversation."

Judith Martin, Miss Manners

Last year, one of our members, Linda Collins from UC San Diego, conducted a survey on how effectively we talk to our campus administration for an article she was writing for the Journal. She issued the challenge to our membership to take a brief questionnaire to their business officers to get a reading on how well Procurement understands the expectations and business objectives of their administration. The number of respondents was disappointing – moreover, it pointed to a challenge we have in the profession – being comfortable stepping out of the back office and into a leadership role. How can we expect those who can determine the future of the profession on campus to be aware of the value and innovation that Procurement brings to the team if we don't tell them? We need to stop simply pushing information out and start opening a channel that enables a meaningful, ongoing dialog with our campus customers and administration – a dialog that ebbs and flows with the currents of business on campus. A conversation that keeps us dynamically involved and recognized for the unique skill set that only we bring to the team.

"To succeed as a team is to hold all of the members accountable for their expertise."

Mitchell Caplan, CEO, E"Trade Group Inc.

As an association, we've been working toward paving the way for our members to have those conversations. A clear focus on elevating the awareness of Procurement's value has been our lodestar in almost every activity we undertake on behalf of our members.

Educating campus administration about the value Procurement delivers is essential, and it's accomplished through a variety of means. Most recently at the July 2007 NACUBO Annual Meeting, we conducted a poster session entitled "Procurement: A Tradition of Value and Innovation," which can be viewed on our Web site at www.naepnet.org. The objective of that activity was to specifically highlight schools and members that are valuable players on their campus teams, in ways exclusive to a Procurement skill set.

NAEP is very involved with key associations such as AAPP, SCUP, NACUBO, ACUHO-I and NIGP. We communicate on a regular basis with these organizations and take a leadership role on high-profile issues like sustainability with our participation in HEASC – the Higher Education Associations' Sustainability Consortium. The members who attended our recent Sustainability Institute had access to Arizona State University's incredible Decision Theatre to build a sustainability model for all of our members to communicate back to their campuses. NAEP has taken a leadership role in the creation of the NCPPC – The National Council of Public Procurement and Contracting – along with six key public sector associations serving the public procurement and contracting profession. This National Council is the vehicle for bringing the seven associations – NIGP, NPI, NASPO, NCMA, CAPPO, FAPPO and NAEP – together to develop partnerships and programs that benefit their respective membership while influencing and promoting the value and recognition of the profession.

So as an association we are communicating. As a profession we are contributing. And our campus administration is learning just how valuable our role is to their bottom line. Let's keep moving it forward.

Doreen Munner
CEO, NAEP

Educating Higher Education

Help us to tell your story, and give yourself and Procurement deserved recognition. Send us your ideas, articles and thoughts. Contact JournalEditor@naepnet.org.
Behind Every Product Lies 120 Years of Experience.

ekö Swing-Away

American Seating is committed to a strong stewardship of our environment.

www.americanseating.com
1-800-748-0268
Most of us would love to be able to read other people’s minds; to know what people are thinking in a negotiation; to know when your buddy is bluffing in poker; and for me, as a husband, to understand all those things my wife thinks I should already know but am too clueless to get. And then there are times when we wouldn’t want to know; after we cut someone off in traffic; when we run into someone we know, not quite looking our best; or when we have had to enforce some purchasing policy or, heaven forbid, state law.

As troubling as it may be to know what our campus thinks of us as a Purchasing department, it really is important for us to know those thoughts, both good and bad. It is also critical that we know what Purchasing-related matters are important from their perspective.

One way to do this is through a survey. Client surveys can be used to gather data anonymously from campus users. Typical surveys begin with gathering data about the client (e.g., faculty or staff, how often they interact with Purchasing and the primary mission of their department), the importance of different factors of Purchasing (e.g., how important is it that staff respond quickly, assist in problem resolution and create cost savings), followed by a rating of the same factors on a satisfaction scale. The last part of the survey can be left for open-ended comments. Typical questions here include asking how Purchasing can improve as a resource, how we can communicate more effectively with them as a client and at what point Purchasing should be involved with their projects to provide better service. There are some online survey tools that cost as little as $20. They can help you automate your survey, increase response rate and do some data analysis.

Another tool that can be used is a Procurement follow-up card. This is similar to a comment card from a business or restaurant. Agents send cards to departments at the conclusion of a bid process, contract negotiation or complicated procurement.

These follow-up cards are brief—typically three or four questions—and ask how satisfied the client was with the transaction, if their needs were met, how can we improve the process, etc. These cards give agents a ground-level view of transactional satisfaction compared to the broader view that the client survey gives.

Focus groups can also be used to gauge client satisfaction. Groups can talk about system changes you are planning, Web site updates or additions that they would like to see, or to discuss requisitioning and Purchasing Card systems. Focus groups generally spark great discussion and bring to light many ideas that can enhance processes, and that can provide badly needed information.

What we learn when we communicate with our campus can be exciting and enlightening. Although it can be scary at times to hear what people are saying (and there are some people who will tell you exactly what they think), it is generally helpful and sometimes quite a bit more positive than we imagine.

Good luck, and don’t be afraid to read your clients’ minds.

Cory Harms is the associate director of purchasing at Iowa State University. He is first vice president of the MINK (Missouri, Iowa, Nebraska and Kansas) region and serves on the NAEP Editorial Board. He has presented at both regional and national NAEP meetings and has spoken for the Missouri Association of Public Purchasing (MAPP).

E-Mail: charms@iastate.edu
Giving you better ideas. And the tools to make sure they happen.

Simply put, OfficeMax Education Solutions has the unique education products, tools and programs to easily achieve your higher education or K-12 goals.

We are proud to be a supporter of the National Association of Educational Procurement and supplier to the E&I Cooperative.

Solutions Based Programs

SelectSave Program™
Identify top spend items and offer lower cost solutions

Compliance Driver™
Promote awareness and participation in ordering via one complete supplier

Customer Insight Reports™
Drive compliance
Benchmarking analysis
Purchasing activity at end-user level

Diversity programs in partnership with mentor protégés
Concerto
Guy Brown Products
Historically Underutilized Businesses (HUBs)

OfficeMax Education Solutions
For more information, call 1-800-472-6473.
www.officemaxsolutions.com

OfficeMax Education Solutions
Education Solutions
Orientation: Starting

“For vendors unfamiliar with your campus, just finding the right door to knock on or the correct phone number to call can be a Herculean task.”
Vendors on the Right Path

by Charlene Lydic, C.P.M.
University of Colorado, and

Sandy Hicks, CPPB
University of Colorado

"Where am I supposed to be? Why is it so hard to find my way around campus? I hope these forms are filled out correctly. Why do they make it so complicated? I wish there was someone who could help me."

While these questions and comments could be the musings of a new student coming to campus, they are not. They are the frustrated thoughts of vendors new to the world of higher-ed purchasing.

For vendors unfamiliar with your campus, just finding the right door to knock on or the correct phone number to call can be a Herculean task. Most Purchasing offices are usually located in an out-of-the-way location. There are no brightly lit signs or blinking arrows pointing the way. Sometimes, the Purchasing office may be located off campus. Even the Internet — that source of endless information intended to make life easier — can be a time-consuming hurdle. Does one search under “Purchasing” or “Procurement” or “Buying and Contracting” or “Finance” or “Business Operations”? Whether large or small, public or private, institutions of higher education can be daunting places for businesses, especially small businesses that may not have a dedicated sales force. It would seem imperative to assist these vendors by reaching out. The question is how?

At the University of Colorado, the answer is Vendor Orientation.

We have found our Vendor Orientation program to be very effective. Though not mandatory for new vendors, the feedback we’ve received is positive.

There are benefits to the Purchasing staff too. Having vendors attend orientation can save staff time by not having to schedule individual meetings. An educated supplier base is less likely to ask questions and need hand-holding. Vendors who understand your procedures are more likely to respond to solicitations and therefore increase competition. A well-planned Vendor Orientation program can be a win-win proposition.

Tips to a Successful Vendor Orientation

Publish a schedule and stick to it. Depending on the size of your institution, community need and staff, you can conduct an orientation session every month, every other month or twice a year. Whatever you decide, plan well in advance and don’t cancel. Be consistent.

Promote the Session. If vendors don’t know about orientation, they can’t come. Get the word out through your local Chamber of Commerce, attend trade fairs, advertise on your Web site, send out news releases, publicize in your Purchasing newsletter (you do have one, don’t you?) and notify the local Small Business Administration office or Small/Minority Business Development Center.

Keep the Length Reasonable. Most vendors, especially small businesses, can’t afford to spend a large block of time away from their business. One to two hours should provide ample time.

Be Consistent. Have an agenda and talking points. Within reason, always cover the same topics. (See suggestions on what to discuss below.)

Know Your Audience. You’ll likely have vendors with differing levels of knowledge and sophistication about the Purchasing process. Be ready to provide a deeper level of detail if needed.

Be Prepared. Know your subject; have an outline but know it well enough to talk without constantly referring to your notes. Use PowerPoint as background, not as a crutch. Have one or two staff members who are responsible for the presentation.

Have Handouts. You’ll be covering lots of material. Vendors will retain more if they don’t have to take copious notes. Put the handouts in a folder for ease of handling and filing.

Provide a Giveaway. Give a pen or promotional item with your school logo and Purchasing department Web site. It’s a small token but one that vendors appreciate.

Leave Time for Questions. You may think you’ve covered everything, but inevitably there will be something you’ve missed.

Topics to Cover

Overview of Your School. Include background information, which will help the vendors understand the culture of your institution. This could include when your institution was founded, number of students, if it includes research, whether it is a single or multiple campus and what significant events are coming up.

Purchasing Department Organization. Be sure to provide Purchasing responsibilities, staff names, phone numbers and e-mail addresses.

Procurement Rules. Is your school public or private? Is your school governed by your state’s rules or does it have its own? Are the rules available for public review?

Purchasing Thresholds. Do you have a small-dollar threshold? At what dollar limit is a competitive solicitation required? Are different types of solicitations required at certain thresholds?

Solicitation Definitions. Explain the differences between Quotes, Requests for Information (RFI), Requests for Proposals (RFP) and Invitations to Bid (ITB).

Solicitation Process. Provide details, details, details: length of time each type of solicitation is published; what nonresponsive means; how to ask questions; importance of timeliness; and sealed versus informal.
Whether large or small, public or private, institutions of higher education can be daunting places for businesses, especially small businesses that may not have a dedicated sales force.

**Solicitation Notification.** Are solicitations posted electronically? Where? Are they e-mailed or mailed to a select group of vendors? How do vendors get on your list?

**Small Business or Supplier Diversity Programs.** Promote it if your school has one. Even if you don’t, you can still provide pertinent information, such as definitions (use your state/federal guidelines), marketing tips, contact information for support groups, leads to other organizations and contact and Internet information for Small Business Administration and similar offices.

**Green Purchasing Initiative.** If your school has a sustainability policy, explain the details and the benefits. Discuss your environmentally responsible Purchasing policy.

**Tips on Navigating Your School’s Web Sites.** The more robust a Web site, the more time-consuming it can be to find information. Make it easier by providing a list of useful URLs.

**What’s Next?** Is it permissible to contact campus departments directly? If appropriate, provide the vendors with contact names, phone numbers and e-mail addresses. Have them meet with your Purchasing staff at the end of orientation.

**Assess Your Success.** Follow up. Send a thank-you note. Include a brief survey of the orientation session. This will help you measure your program’s effectiveness.

A Vendor Orientation program does require an investment in time and resources. At the University of Colorado, we believe that the benefits of strong vendor relationships are well worth it. 

---

**Sandy Hicks, CPPB,** is Director of Purchasing for the University of Colorado. In her current position, Ms. Hicks is responsible for overseeing the procurements of the three-campus University of Colorado (CU) System. She currently serves as the 2nd Vice President of NAEP. She is Past President of the NAEP Rocky Mountain Region and served as the Program Committee Co-Chair for the 2007 NAEP Annual Meeting.

E-Mail: sandy.hicks@cu.edu

**Charlene Lydick, C.P.M.,** is a Manager, Purchasing Services, and the Small Business Liaison Officer (SBLO) at the University of Colorado (CU), a three-campus system. In addition to managing CU’s Small Business Program, Charlene supervises an Assistant SBLO, a team of three contract administrators and a team of three Purchasing Agents. With a background in private sector procurement, Charlene entered the world of public purchasing and higher education in 2003.

E-Mail: charlene.lydick@cu.edu
Are you tired of bluffing when it comes to your document handling needs? From wasted money on improperly addressed envelopes to unprofessional looking mail going out the door, trying to get a handle on your document handling requirements might seem daunting. That's where Hasler can help you stay in the game.

Our full line of powerful document handling solutions can save you time, frustration and money. With high-capacity folder/inserters that increase efficiency and high-speed address printers that give your mail a professional look, Hasler has a document handling system perfect for your needs.

So stop gambling when it comes to your organization's bottom line and call us today to locate a Hasler dealer near you.
Cradle-to-Cradle

Sustainable Procurement Using Life Cycle Assessment

by Valerie Fanning
University of California
San Diego

Cloth vs. disposable? Paper vs. Styrofoam™? Automated dispensers vs. manual dispensers? These are questions facing sustainable Procurement departments worldwide.

With consumption patterns across the globe increasing and adding to the Earth's workload of sustaining humanity, more and more institutions are buying green. Many colleges and universities have already adopted policies regarding green building and climate change. It would seem appropriate for Purchasing organizations to follow suit and adopt Environmentally Preferable Purchasing (EPP) policies. EPP is a strategy that seeks to procure products and services with reduced or minimal environmental impact.

Due to the consumption of resources in the United States alone (25 percent of the world's resources with only 5 percent of the world's population), the U.S. federal government has issued an executive order requiring all federal Procurement officials to assess and give preference to products and services that are environmentally preferable. As the largest single consumer of goods and services in the U.S., the federal government realizes its influence on what products and services are produced. EPP works to leverage this power and affect positive environmental change.

For Procurement processes to add to the effectiveness of an organization's sustainability goals, sustainability must be placed alongside other value-for-money considerations such as price, quality and after-sales services. Simple sustainability needs to be incorporated into day-to-day procurement processes. To achieve this end, an EPP policy should be developed. At an organizational level, real long-term gains can only be made if policies that support the principles of sustainability are implemented.

To create a valid policy, consider these key points:

- Gather support;
- Analyze Purchasing practices;
- Target a few products initially; and
- Work with suppliers.

Sustainable product standards are already gaining market share. The international standards that have been developed include transparent, life cycle and consensus base metrics, and are allowing this new economy to come into being.

The requirement for suppliers to produce sustainable products should be incorporated into contracts, with the Procurement policy clearly outlined in the contract language. Written guidance may help. Organizations should call for suppliers to initiate best practices within their own enterprises as well as embedding them in the products they supply.
Life Cycle Assessment as an Evaluation Tool

A product’s potential impact on the environment includes:
- Product design and construction (e.g., materials used in manufacture);
- Packaging, packing and crating;
- Transportation and delivery;
- Operation and maintenance; and
- End-of-life disposal.

These components make up the life cycle of a product. The International Standards Organization (ISO) Life Cycle Assessment (LCA) series (14049-14049) ensures improving entire systems, not fixing one environmental problem and causing another (e.g., decreasing air pollution but increasing water pollution). Whenever any product communication claims to be green, sustainable or environmentally preferable, international law requires the statement(s) to be backed by LCA.

Experts from industry, government and business organizations realize that making life cycle assessment as part of the way products and services are delivered and acquired will help lessen or reverse the demands on the environment.

There is a wide availability of standards that measure sustainability. Examples include the Forest Stewardship Council Certified Wood, Clean Vehicles, Certified Organic Labeling, Certified Green e Power and the U.S. Green Building Council LEED Rating System. Product-specific standards can be found at the Web site of The Institute for Market Transformation to Sustainability (see sidebar).

The LCA Tool requirements cover an extensive array of environmental concerns. Areas covered include climate change, acid rain, other air emissions, water pollution, natural resource depletion, solid waste, indoor air quality for building projects, stratospheric ozone depletion, smog, ecological toxicity, human toxicity, inflows and outflows, use and habitat alteration.

Evaluation of each area is extensive. Over 60 chemicals contributing to climate change are measured for their impact potential. More than 10 gases are evaluated to determine the acid rain contributions in a product’s life cycle. Ammonia, nitrogen, phosphorus, hydrocarbons and metals are measured to determine their contribution to water pollution. The weight of nonrecyclable solid waste is tracked for products over a 50-year period to determine soil and groundwater contamination. There is extensive data analysis for the environmental impact of flooring and carpeting, relating mostly to indoor air quality. The EPA LCA for human toxicity evaluates over 100 pollutants that are identified in the Clean Air Act, Clean Water Act, Safe Drinking Water Act and others. Inflows and outflows measure raw materials, purchased energy, purchased fuels, products, pollutants, solid waste and recovered matter. The use phase evaluates the life of the product, weight and density, if the product is recyclable, distance transported and mode of transport. All the data are compiled and interpreted for environmental assessment, good or bad.

Now you ask, for example, which is better: paper or Styrofoam? According to a group of University of California San Diego students, Styrofoam might be the friendlier choice.

Web-Based References and Resources

USEPA EPP
www.epa.gov/epp/index.htm

AClCA
www.lcacenters.org

SETAC
www.setac.org

UNEP DTIE
www.unep.org

green goods
www.greengoods.nsw.gov.au

ISO
www.iso.org/en/ISOOnline.frontpage

MTS
http://mts.sustainableproducts.com/standards.htm

Sustainable Products Corporation
www.sustainableproducts.com/susprodef.html

Valerie Fanning is the Environmental Compliance Officer for the Environment, Health and Safety department at UCSD. She has a Chemistry degree from UCSD and over 15 years experience in environmental compliance, permitting and hazardous waste management. Along with many other duties, she is responsible for environmental reporting to local, state and federal agencies. Valerie also teaches Environmental Stewardship, which is a requirement for the UCSD Department Safety Coordinator Certificate Program.
Communication and Relationship-Building – The Essence of Your Job

by Karen Leland
Sterling Consulting Group

Imagine it’s a busy Monday morning at the office, and suddenly Oprah Winfrey shows up and announces she’s doing a special on “A Day in the Life of the American Worker.” She wants to follow you around with a camera for an entire day, videotaping everything you do (with the exception of a few personal moments). At the end of the day, Oprah invites you to view the tape. As you watch, you notice that you’re resourceful under pressure, productive, efficient and good-looking. That’s probably the reason they picked you.

However, seeing yourself on the video confirmed your suspicions: A day at work is rather like a trip down a raging river. After you walk in, everything switches into high gear and is a crazy and fast-moving whirl of doing this, that and the other thing until you leave for the day. The tape demonstrates how surrounded and submerged you are by ringing telephones to answer, e-mails to read and write, paperwork to process, meetings to attend, problems to solve, fires to put out and so on.

These incessant tasks that make up your day are the functions of your job. Thinking that all the paperwork, e-mails, memos and meetings are the whole story is tempting, but if you look a little deeper, you find two common threads that link together the fabric of everything you do at work, regardless of whether you’re a plumber, a teacher or an IRS auditor.

The first common thread is communicating with other people. Although plumbers may spend most of their day alone under a sink with only a wrench for company, their communication skills are what count when they explain to you what the problem is and what it will cost to fix it. A teacher’s ability to make a subject utterly fascinating or boring has a great deal to do with the way he or she talks about it. Even the IRS has instituted customer communication improvement programs in recent years! The bottom line is that everyone, regardless of whether they work alone or in a group, uses some form of communication to get their job done. Remember, communication isn’t just about talking. It’s also body language, writing and, in today’s world, online interaction.

The second common thread of the workplace routine is establishing relationships with other people. Relationship usually refers to a personal connection, such as a friend, spouse or family member. However, in the service game, the
word relationship means connecting with another person to accomplish something. Go back under the sink and visit with your seemingly solitary plumber, and you'll discover that he or she has relationships with customers, vendors and fellow plumbers. The same applies to the schoolteacher, who not only has relationships with the students but also with their parents, fellow teachers and school administrators. IRS auditors likewise have relationships with tax accountants, citizens and the U.S. government.

Although your job has many functions, communicating and establishing relationships are at its essence. As a customer, you feel more recognized — and consequently more connected — whenever the sales assistant takes the time to smile at you and call you by your name when handing your credit card back to you.

On the other hand, a bad impression can develop just as quickly. When you call a company on the phone and the telephone rings 10 times before someone answers it, what kind of bond has that company established with you? More than likely, the poor response created a negative relationship before any business has transpired.

These brief actions or instant connections are what Jan Carlzon (the former president of SAS Airlines) calls moments of truth. A moment of truth occurs whenever a customer comes in contact with your organization and forms either a negative or positive memorable impression. These moments of truth usually take no longer than 20 seconds but have a lasting impact on a customer's judgment.

Creating positive moments of truth is easy when you're not under pressure. However, when you're faced with having too much to do and too little time to do it, you can get so caught up in your daily to-do list that it's all too easy to forget that the essence of your job is serving the customer.

If you forget this principle, the customer suddenly becomes an inconvenience, and you project an attitude that the customer somehow is interrupting your job. That attitude is what leaves customers with the feeling they're unimportant to you and that the organization has little or no regard for their needs. Alternatively, when you create a customer-friendly attitude by viewing the customer as the job, the customer feels valued by your organization.

"I don't have the time to create a relationship with every customer." An often-heard comment, but consider this: When you have a customer-friendly attitude, you naturally develop a partnership with the other person, and solving a problem with a partner takes much less time than it does with someone who's an adversary. One survey found that 98 percent of customer interactions were faster and more efficient when the service provider took enough time to establish a relationship and create rapport with the customer.

The Certified Professional in Supply Management (CPSM)
Are You Ready to Test for It?

by Bob Ashby, C.P.M., CPCM
University of Nevada, Las Vegas (Retired)

As discussed previously in this column and at the NAEP Annual Conference, ISM (Institute of Supply Management), the organization that grants the Certified Purchasing Manager (C.P.M.) professional certification, is upgrading its certification program to encompass the entire supply chain, not just Purchasing. As a result, the C.P.M. certification is being replaced with the CPSM (Certified Professional in Supply Management). We have noted that while the C.P.M. is not "going away"—holders of the C.P.M. may retake the exam through December 31, 2008. This means that those wanting to obtain their C.P.M. have less than one-and-a-half years to obtain it.

NOTE: Sessions at past Annual Conferences, and at the 2008 Conference, address the relative merits of the C.P.M., the CPSM, the CPPP (Certified Purchasing Officer), the CPPR (Certified Purchasing Buyer) and other professional certifications available to those of us in our chosen profession. Those sessions will explain what these certifications are, why and how you should obtain one, and what materials and methods we recommend to obtain them. While future articles will address those certifications, this article is solely about the new CPSM and how to be one of the first to test for it.

While we have encouraged our members to obtain the C.P.M. before it is replaced, ISM has been writing CPSM exam questions for the three exams that must be passed in order to obtain that new designation. ISM must, of course, test to assure the validity of its new tests. To do this, they will conduct a "pilot program" and let CPSM candidates take those tests. (Existing C.P.M.s will have a one-time opportunity later, not now, to take a single Bridge Exam to "bridge" over to the CPSM. That Bridge Exam has not yet been developed and is not part of this pilot program.)

Are you interested in being part of this pilot program? Here are the particulars:

- The pilot program will be given ONLY between February 1 and March 31, 2008.
- Only existing C.P.M.s with a four-year degree from a regionally accredited institution may test.
- The exams will only be given by ISM affiliates and companies with at least five candidates or five exams to test (fewer than five individuals may take multiple exams). The five exams must be scheduled on the same day. Tests can be given on multiple dates but must have at least five exams on each day. (NAEP will not meet during this time period so we will not be able to test as a group. You must contact your local ISM affiliate.)
- The three exams are:
  - Exam 1: Foundation of Supply Management, 165 questions, 2 hours and 45 minutes.
  - Exam 2: Effective Supply Management Performances, 165 questions, 2 hours and 45 minutes.
  - Exam 3: Leadership in Supply Management, 180 questions, 3 hours.
- Exams may be taken in any sequence.
- The CPSM pilot testing exams will be paper and pencil only and not computer based. Scores might not be mailed to candidates until mid-May.
- The CPSM Bridge Exam will not be offered during the pilot testing. All three exams must be offered before ISM can offer the Bridge Exam. The first Bridge Exam will be offered at ISM's International Supply Management Conference, May 4-6, 2008, in St. Louis, Missouri.
- CPSM pilot testing proctors will be excluded from ever taking CPSM Exams 1, 2 and 3 as well as the CPSM Bridge Exam. An HR representative must proctor the CPSM pilot exam, not a C.P.M.
- CPSM pilot testing fees are $50 per person per exam for ISM members as well as nonmembers.
- CPSM Study Materials—Participants will be able to purchase the CPSM Study Guide and the CPSM reference book series as a package for the discounted fee of $99. After May 1, 2008, the price for this package will increase to $259. To order materials, participants can call ISM's customer service department at (800) 888-6276 or (480) 752-6276, ext. 401, or order on-line at www.ism.ws late Fall 2007.
- New exam registration forms and a proctor criteria page that clearly outlines that they will be excluded from ever taking CPSM Exams 1, 2 and 3 as well as the Bridge Exam, are available only from ISM affiliates.
- To participate in this pilot program, have your ISM affiliate contact Kathy Brassle or Trish True at ISM, (800) 752-6276, ext. 3086.
- The exam testing fees are as follows: February-March 2008—$50 per exam; April-August 2008—$100 per members, $182.50 for nonmembers; after September 2008—$180 for members, $265 for nonmembers.
- Additionally, once the test is passed, application will have to be submitted to ISM to actually receive the CPSM certification. Those application fees are: February-August—$45 members, $75 nonmembers; after September 2008—$90 members, $150 nonmembers.
- There is no information yet on the cost of the Bridge Exam.

If you have any questions, go to the ISM Web site, www.ism.ws, or contact me at the e-mail address below.

Bob Ashby, C.P.M., CPCM, recently retired from his position as the Director of Purchasing and Contracts for the University of Nevada, Las Vegas (UNLV), where he also served as an adjunct professor in the Management Department. Bob has been active in NAEP for 9 years and in 2006 was given NAEP's Distinguished Service Award.

e-Mail: ashbybob@sbcglobal.net
NAEP and E&I have served a common membership of procurement professionals within educational institutions since 1934. Join today to take advantage of all the cost-saving, time-saving and career-building benefits that dual membership offers.

NAEP facilitates the development, exchange and practice of effective and ethical procurement within higher education and associated communities through continuing education, networking, public information and advocacy. E&I helps members lower total costs by aggregating their purchasing power and delivering a broad portfolio of competitively awarded contracts from top suppliers.

Lower your purchasing costs while enjoying all the knowledge and support of the nation’s largest organization for procurement professionals.

JOIN NAEP AND E&I TODAY!

We’re so confident that you’ll find membership beneficial, we guarantee that if you’re not 100% satisfied with our services in the first 12 months of membership, we will refund your first year’s membership fees.

Visit us at www.naep-candi.org to learn more.
Talk about an Opportunity

by Brian Yeoman
NAEP

If you are looking for evidence that the green revolution is underway, look around you now. On May 17, the Clinton Foundation announced a $5 billion effort to retrofit buildings in 16 major cities around the world. Three of those cities are in the US and one is in Canada. London and Johannesburg RSA are included. There is nothing in the announcement that precludes colleges, universities, and K-12 schools in those cities from entering into the program; in fact they are encouraged to participate. Imagine what is now possible for our members in New York City, Chicago, Houston, Toronto, London Johannesburg and the other cities!

The Clinton Foundation operates what may be the world’s largest consortium purchasing operation. Imagine the conversations and negotiations that went into securing a $5 billion dollars credit commitment from five of the biggest banks in the world, ABN Amro, Citigroup, Deutsche Bank, JP Morgan Chase and UBS and four of the premier Energy Services Corporations (ESCO’s); Johnson Controls, Honeywell, Siemens and Trane.

The program includes opportunities for the private sector as well as the public. Former President Clinton made sure that the program will work with minority contractors and local energy services companies.

The goal is to dramatically improve energy efficiency in buildings, the source of more than 50% of global greenhouse gas emissions. The scope of work begins with an energy audit. The discreet steps are known as energy conservation retrofits.

What is an energy conservation retrofit?

An energy conservation retrofit involves incorporating energy saving devices, technologies, materials and tactics into older buildings to modernize them, make them more energy efficient, and thus more cost effective to own and operate in today’s environment.

What is Energy Performance Contracting?

Energy Performance Contracting is a construction method that allows a building owner to complete energy-saving improvements within an existing budget by financing them with money saved through reduced utility expenditures. In our instance the budget to finance the initial outlay is being provided by our banking partners. The cities involved will make no up-front investments and instead finance projects through guaranteed annual energy savings.

To enter into a guaranteed energy savings performance contract, typically the building owner will issue a tender known as a Request for Qualifications (RFQ) to select a performance contractor, deliberate and negotiate with the intended performance contractor, usually an energy service company who is called or known as an (ESCO) is selected.

The ESCO and the building owner subsequently engage in a detailed analysis of energy usage, categorization of the building inventory, identification of retrofitting options and finally cost benefit analysis and prioritization of potential projects. When an agreement is reached mutually, the work is contracted and executed within the terms of the financial arrangement. During construction, monitoring equipment is put in place to insure the integrity of the work measures up to the performance guaranteed.

The building owner recovers the cost of the project through the savings delivered by the improvements. In our case, the building owner pays the banking partner typically in annual payments. To protect the owner, we require that the performance contractor guarantee that the savings will always be at least equal to the payments for the cost of the improvements and the annual interest.

Setting Priorities

There will be many different approaches to doing this. However, in the end it is highly likely that we will end up with three major categories: quick fixes, routine technology upgrades, and major strategic capital projects.

Quick fixes are just that the low hanging fruit; e.g. lighting retrofits, occupancy sen-
sors, incandescent lamp replacements, exit signs conversions for high voltage to low voltage etc.

Routine technology upgrades includes items such as improving roof insulation, windows replacement with high performance insulated materials, lighting control systems, data acquisition systems, solar hot water systems, reductions in pump and fan energy, replacement of oversized motors, and the application of variable speed drives.

Major Strategic Capital Projects are also self-explanatory. Examples might include chiller replacement for AC systems, central controls implementation, replacing air cooled condensers with cooling towers, replacing central plumbing system for hot water with a distributed one, replacing transformers, installing power factor correction capacitors and peak load shaving technologies.

Commissioning and Ongoing Maintenance
To ensure that these items and procedures are not sub-optimized, it will be important to properly commission the work to be done, to train the maintenance staff, and secure long term training and sufficient operating monies for the technologies. Without long term effective maintenance, we will not be able to deliver promised benefits on a sustained basis.

Presidents Climate Initiative
The green revolution is happening all around us and maybe it has happened on your campus too. Twelve new institutions have signed the (ACUPCC) American College & University Presidents Climate Commitment in the last week. These campuses have committed to develop comprehensive plans for achieving climate neutrality. 284 college and university presidents and chancellors have now signed the Commitment. Higher education is stepping up to the plate. What is happening on your campus?

In the Private sector
The private sector is heating up too. Both General Motors and Ford Motor Company are speeding up production of their electric cars. A major banking system, Wachovia announced it intends to build 300 LEED®-certified banks throughout the US starting this year. Michael Dell announced that he was going to begin building the "greenest P.C. on the planet." And Atlanta based world leader in soft drink beverages, Coca-Cola, announced that it will reduce its water use, recycle more water used in manufacturing, and work to conserve freshwater resources worldwide.

Some of these announcements seem unlikely and for some, I am sure they are unimaginable but change is happening. Corporations are beginning to compete on environmental issues! Who would have thought that could happen so quickly? Wal-Mart changed the equation with compact fluorescent lamps and their partnership with General Electric. They have caused more change in the last six months than all the rest of the world's activity in the prior ten years.

So it proves true again Baby Steps Do Count. What are your baby steps? What are you doing on your campus to facilitate the green revolution and the reduction of climate changing emissions? Remember that you too can do great things!

Brian K. Yeoman,
Director of Education and Development at NAEP, is the retired Associate Vice President for Facilities Planning and Campus Development at the University of Texas Health Science Center at Houston.
e-Mail: byeoman@naepnet.org
Runs quietly in the halls.

The tough, agile Speed Scrub® cleans fast and never misses the tight spots.

- Cleans quietly (only 67 dBA) and floors dry in seconds
- Reduce accidents - NFSI Certified to deliver high traction
- FaST® technology uses 70% less water and chemical - saves money and environment
- Easy to operate, rugged and dependable

For more information, see your local dealer today, call 800.328.5727 or visit www.nobles.com/speed
Sing Away Your Crazy Day

by Victoria (Tory) R. Windley
University of Delaware

Have you ever had one of those days when you wonder just how crazy can things get? Do things in your office ever feel like a country song? You know, no dogs, or pickup trucks or broken hearts, but a good heart-wrenching melody to make you feel better. So if you're having a "Make the World Go Away" (Eddie Arnold) day, just hum a few bars to yourself and you'll feel better.

When a large research institution got word that a dean had committed to purchase $60,000 worth of sweatshirts, tee shirts and hats to resell to support college operations, but didn't have the money to cover the costs and would most likely not sell that many items in five years, a certain Purchasing agent was hoping that dean was musing "What Was I Thinking?" (Dierks Bentley). The Purchasing agent appropriately did not respond, "If You've Got the Money, I've Got the Time" (Lefty Frizzell).

"Fiscal Year-End" – three little words that shake us to our boots. You might think "Funny How Time Slips Away" (Willie Nelson) when you're still working way past dark trying to get everything possible processed before the cutoff – or maybe it would be "How Forever Feels" (Kenny Chesney).

The next time a contractor comes running into your office four minutes past due-time on a bid submittal, you could do a lovely rendition of "It's a Little Too Late" (Tanya Tucker).

Unusual reimbursement requests routinely have one asking, "What Kind of Fool Do You Think I Am?" (Leroy Parnell), and when a request is rejected but the denial is appealed, you might be thinking, "She Still Thinks I Care" (George Jones) or "Here's a Quarter, Call Someone Who Cares" (Travis Tritt).

If things get real bad, saying, "Take This Job and Shove It!" (Johnny Paycheck) to your boss is probably not your best option, even if the boss doesn't understand the full impact of the "Revenge of a Middle-Aged Woman" (Tracy Byrd). If you think your boss would understand, maybe "Fax Me a Beer" (Hank Williams, Jr.) might be a better choice.

Every office and office group is different, but here we keep "Linda on My Mind" (Conway Twitty), and those of you that know us, know that's a good idea. So if you need a few musical bars to get you through your day, here are a few more good options:

"What Might Have Been" (Little Texas), "I Think I'll Just Stay Here and Drink" (Merle Haggard) or "How Do You Like Me Now?" (Toby Keith).

So when you're cruising down the road listening to your local country station, the play list might just give you some unexpected comfort for your work day. It's always fun to find smiles in unexpected places. Keep on humming!
For tuition, books, even meals, administrators, students and parents will all appreciate the ease, speed and convenience of accepting MasterCard®. Schools can offer a higher level of service, better control over parents’ money, and the flexibility of time payments. At the same time, schools get paid faster, lower processing costs, and lose many of the problems associated with cash or checks. Acceptance also lets you explore more cost-saving options like telephone, Internet or kiosk transactions. So, with your permission, we’d like to offer you a lesson in how MasterCard can benefit you. Just go to www.mastercardmerchant.com/edu/naeb.
Drive the car of your dreams. Save $30 on weekend rentals.

When you rent a car from the Hertz Prestige Collection, Fun Collection™ or Green Collection, the make and model you reserve is the make and model you'll get. Only Hertz offers you this special service, so you can drive the car of your dreams, not someone else's.

And only Hertz offers $30 off and a NAEP member discount when PC# 100122 and CDP# 9755 are added to three-day weekend rental reservations of Hertz Prestige, Fun and Green Collection vehicles, now through December 31, 2007.

Go to hertz.com for low web rates and other special offers, call Hertz at 1-800-654-2210 or call your travel agent. Always remember to mention discount CDP# 9755.