Cover Story
NAEP’s 90th Annual Meeting

In This Issue
The True Value of Supplier Relationships—and Why It Pays to Be Strategic
Strength Through Partnership: Vendor Support for Campus Initiatives
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Competitively Bid Contract Purchasing Solutions
Letter from the CEO

8 NAEP: Happy 90th Birthday!
Doreen Murner, CEO, NAEP
Ninety years ago, a few visionary purchasing professionals from a handful of schools formed the Educational Buyers Association. 1,400 Institutions and 90 years later, both the profession and the Association have grown in ways our founding fathers could not have foreseen. Times may have changed, but our Members continue to keep the Association vital—as the watering hole around which they share industry intelligence, best practices and innovative approaches that help their institutions to graduate the future of America!

Features

10 The True Value of Supplier Relationships—and Why It Pays to Be Strategic
Nicole Katz
Long gone are the days of regarding suppliers as worthy of suspicion. Suppliers should be viewed as integral to the institution’s mission and vital to its success. This article offers excellent advice about getting the most out of your supplier relationships.

14 Strength through Partnership: Vendor Support for Campus Initiatives
Valerie Rhodes-Sorrelle, M.P.A., C.P.M., A.P.P.
More and more, suppliers are being viewed as strategic partners in the accomplishment of missions, rather than as adversaries to be loathed and avoided. In this article, we read how Grand Valley State University partners with a particular supplier to accomplish important sustainability initiatives.

17 Maximizing the Value of Your Vendor Database
Cory Harms, M.S.
An institution’s vendor database is a great deal more than a place to keep names, addresses, and phone numbers. Vendor databases have become extremely valuable tools in the overall management of the procurement function. Mr. Harms shares wonderful tips and advice for getting the most out of these information storehouses.

Departments

9 Heard on the Street: Getting the Most from a Vendor Show
Cory Harms, M.S.
Vendor shows (at conferences) aren’t just ways to fill schedules, win prizes, and kill time. They’re a vital part of a procurement professional’s overall success. Attending vendor shows with the right objectives in mind, purchasing professionals can maximize value for themselves and their institutions. Read these thoughts and tips from a vendor show aficionado.

20 Roamin’ with Yeoman: Maybe the Toughest Issue of All
Brian Yeoman
While many businesses have actively adopted the practice of Corporate Social Responsibility, the notion has yet to gain a pervasive foothold in the overall scheme of things. Higher education, and more specifically, higher education purchasing, is well positioned to demonstrate leadership in augmenting the momentum.

23 Certification: I Did It!
Bob Ashby, C.P.M., CPCM
Yet one more time, Bob Ashby demonstrates why he is a paradigm of persistence and accomplishment. We listen, pay attention to, and heed Mr. Ashby to our excellent advantage.

26 Best and Final: Never Nap at Work: Be Alert to Humor When It Breaks Out at the Office (and it will)
Craig Passey, C.P.M.
Staying alert and vigilant at the office has its rewards, not the least of which is observing both the obscure and outrageous moments of humor that will arise more often than not.
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**2011 Regional Meeting Schedule**

<table>
<thead>
<tr>
<th>REGIONS</th>
<th>MEETING DATE</th>
<th>CITY/STATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>March 3–4</td>
<td>Daytona Beach Plaza Resort</td>
</tr>
<tr>
<td>MINK/MN-DAK</td>
<td>September 25–28</td>
<td>Sioux, SD</td>
</tr>
<tr>
<td>Great Lakes</td>
<td>October 5–7</td>
<td>Westin Downtown Indianapolis, IN</td>
</tr>
<tr>
<td>Upstate NY</td>
<td>October 11-14</td>
<td>Crowne Plaza Resort &amp; Golf Club, Lake Placid, NY</td>
</tr>
</tbody>
</table>

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LETTER FROM THE CEO

Happy 90th Birthday!

Doreen Murner
CEO, NAEP

His year, NAEP is celebrating our 90th year in service delivering community, best practices and intelligence to procurement professionals in higher education. In a decade that marked the most extreme business climate in living memory, the landscape of higher education is rapidly changing and procurement professionals are working hard to not only keep pace but get ahead of the curve for the good of their institutions. Private sector businesses are disappearing and new businesses are slow to start up.

In this decade of uncertainty NAEP’s 90-year track record speaks very loudly, indeed, and what we hear is that Strategic Procurement is essential to the success of both public and private institutions as we blaze our way into the 21st century.

We tend to get mired in the reality of today—budget cuts, economic troubles, vanishing resources, and global competition. It’s always fun to take a retrospective perspective at times such as these, because every generation believes the pool buying of alcohol was discussed. Yes, alcohol. According to my facts, 1921 would have been well into the “Noble Experiment,” as it was called in those days—Prohibition. Yearly dues of $5.00 per institution were proposed to defray stationery, printing, and postage costs. Buyers from 16 different schools were in attendance, and representatives from Michigan, Illinois, Minnesota, and Indiana assumed leadership roles in the fledgling organization that was eventually to become the National Association of Educational Procurement.

We’ve come a long way since 1921, but we have not lost touch with our roots or our purpose—which is to help graduate the future of America. When these men met back in 1921 (yes, they were all men at that time) the average workday was 12 to 14 hours long. Without any of the technology we currently leverage today to work faster, smarter, and more effectively, they faced the same challenges we face today, only with fewer tools to help accomplish their goals. In fact, it was in 1921 that the very first coast-to-coast telephone call was placed. So, your predecessors were typing and mailing memos and letters, or sending telegrams if something was really time-critical. But these 16 folks were visionary in their efforts, creating an organization that has not only stood the test of time but has evolved with our Membership to face an exciting, if not challenging, future. But one with the very same goal—graduating the future of America.

Formation of NAEP

I hope to see you all in Memphis for our landmark 90th Annual Meeting & Exposition. Here’s to another 90 years!
Whether it’s NAEP, PITTCONN, NACUBO, or other national or regional meetings, one of my favorite parts of these conferences is the vendor show. It’s not for the giveaways, the door prizes or the candy. Okay, sometimes the candy gets me in the door, but I relish the opportunity to visit with vendors and find new ideas and opportunities.

Vendor shows can be a great opportunity to talk one-on-one with vendor representatives, speak candidly with them about issues, resolve problems that you may have had difficulty with locally, voice opinions, see new products or get new ideas, and make new contacts that can assist you later.

I remember one particularly beneficial PITTCONN vendor show where I solved a difficult issue and also received a valuable donation for my University.

The difficult issue was related to a piece of equipment that had shipped damaged, and we had particular difficulty getting resolution from our current salesperson. While visiting that particular booth, I engaged in a conversation with a very distinguished gentleman who I assumed was one of their lead salespeople. After discussing the issue, I came to find out that the “salesperson” was, in fact, the president of this rather large company. Not only did we get the issue resolved, but we also received some free product to use with the equipment, and the communication, from then on, with our salesperson (a new one) was vastly improved.

The second issue that led to the donation was with a vendor that I met on the shuttle to the vendor show. We were discussing some of the research that was going on at the University and he asked if we would be interested in a piece of their equipment that they were looking to donate. It happened that we had a use for the equipment, which was valued at $50,000 to $60,000.

There have been shows at NAEP, both nationally and regionally, where I learned new solutions to problems, found new vendor contacts, or discovered vendors that I had not been aware of. I remember one particular RFP that I was getting ready to release but was having difficulty finding vendors to send it to. After canvassing the NAEP national vendor show, I found two vendors that could perform the work—vendors that, previously, I didn’t have a clue about.

I think I get a lot of value from the show because I like to talk to people. I like to ask questions and talk about what the vendor can offer me, even if it isn’t in my commodity area. My hope is that I can bring something back to another agent or department. I sometimes would like to see less of the games that center around getting something from the vendor and more of the random drawing kind. I think it’s great that vendors participate, but sometimes it seems like a lot of people are just going to visit the vendors to get the next sticker or puzzle piece. Probably not a popular thought, but, oh well, I am hoping to spark thought or discussion on this.

Here are my five keys to getting the most value out of the vendor show.

1. Take the time to talk, ask questions, and start conversations.
2. Make appointments outside the show to visit with vendors that you have issues with or need expertise from.
3. Visit every booth and talk to every vendor. (You might be surprised sometimes by things they can offer.)
4. Stay for the whole show.
5. If you have visited everyone, go back to your top vendors and engage them some more.

Remember that the vendors need value from the show. That way, they come back, and that supports the conference.

The common theme is to work the show. Give the vendors as much time as you can and make it worthwhile for them, and hopefully, you will reap the rewards. Not every one of the vendors that you need will be at every show, but by making the show successful, vendors will return and you can lobby your favorite vendors to make an appearance.

If you are going to the NAEP National Meeting in Memphis or another conference this spring or fall, I hope you will take this to heart and make your best effort to get the most out of the vendor show.

Cory Harms, M.S., is Associate Director of Purchasing at Iowa State University. He is a Past 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). Email: ciharms@iastate.edu.
The True Value of Supplier Relationships—
and Why It Pays to Be Strategic

by Nicole Katz

Are you getting the most out of your supplier relationships? It’s an important question to ask, given the tenuous economic climate that continues to plague today’s higher education institutions.

Supplier relationships are critical to any organization’s success. For higher education in particular, successful supplier relationships can create increased value, cost-efficiency, and effectiveness.

There are many ways higher education is partnering with suppliers to develop innovative solutions that meet a particular need on campus. There is a greater focus on customer service, customization, and total value, rather just cost. And collaboration is key.

Strategic supplier partnerships, leveraged properly, can help tackle much more than cost savings.

The University of Pittsburgh (Pitt) is a thriving city within a city, currently serving a population of more than 34,000 students.

The task of keeping Pitt running smoothly often includes the buy-in of everyone, from faculty and staff members to procurement and facilities managers. It also includes the collaboration of a number of industry-leading suppliers. One such supplier is Grainger.

Pitt has been using E&I Cooperative’s Grainger contract as a primary source for all of its MRO, janitorial, electrical, and plumbing needs for years. The University’s projected spend with Grainger is between $1.5 to $2 million campus-wide.

While Kevin Maloney, Manager of Supplier Management, estimates that Pitt realizes an upfront savings of 20–30 percent on Grainger purchases, he’ll tell you they are getting much more than that.

“We turned to Grainger to help us with a number of important initiatives on campus, including the reduction of our inventory investment,” he said. “Once this process is fully implemented, we will reduce our inventory by more than $500,000 campus-wide.”

Take one visit to the Pitt Housing and Food Services Department stockroom, and the Grainger solution speaks for itself. With the help of a Grainger On-Site Specialist (OSS), the room has literally been transformed from chaos to calm. Every last item is placed in its designated storage bin, complete with corresponding bar codes and pictures.

Grainger offers the services of an OSS to help higher education institutions manage their MRO purchasing processes. “Our Grainger On-Site Specialist, Nate Witt, is skilled in modern inventory process development, possesses extensive product knowledge, and demonstrates outstanding customer service skills,” Maloney explained. “The level of service and attention we’ve been given throughout this entire process really distinguishes Grainger from its competitors.”

After months of planning, preparation, and a complete overhaul, the Housing and Food Services stockroom is now loaded into Grainger’s inventory management/reorder system—a tool that identifies how to reduce or eliminate stocking items.

This revolutionary project has become the standard of success in terms of inventory reduction at Pitt. “We often discuss our work with Grainger...”
with other departments on campus, who we believe can benefit from implementing a similar process,” Maloney explained.

At the end of the day, Pitt found a way to leverage its relationship with Grainger to develop an innovative solution to a unique problem. It’s an important lesson about the power of partnership. By collaborating with an OSS, the University was able to revolutionize the Housing and Food Services Department stockroom, and is now on the fast track to increasing its savings exponentially.

It goes without saying that for today’s higher education procurement professionals, pricing is always important. Sometimes, you’ve got to take it one step further and ask, “What else can we do together?”

**It’s one thing when a supplier can help you save money. It’s another thing entirely when they help you make money.**

Barry University, a private university located in Miami, Florida, boasts a student enrollment of 8,800 and a staff of 1,650 employees.

According to Nicole Diez, Barry University Associate Vice President for Business and University Budget Officer, this decision was the beginning of great things. “Through our collaboration with American Express, my team has gained increased visibility into our expenses, and we’ve drastically improved internal controls,” she said. “This has helped us reduce inappropriate charges and drive down costs dramatically.”

On top of that, Diez noted the time savings. “We’ve decreased the amount of purchase orders by 1,000 from one year to the next, which is significant,” she said. “This has really allowed us to focus our attention on more strategic projects and initiatives. That means a lot to us.”

In a culture that is typically resistant to change, Diez pointed out that end-users on campus have been extremely satisfied with the American Express solution. This, she says, is due in large part to the training, customer service, and incredible support they have received. “About 95 percent of our end-users have adapted to the change, and that’s not an easy thing to accomplish in this environment. Honestly, the customer service we’ve received from American Express is unmatched. They have become a true partner on campus. The way that they handled the training at our law school is evidence of that.”

**This revolutionary project has become the standard of success in terms of inventory reduction at Pitt.**

Continued on page 12
Barry University’s Law School is located on a separate campus in Orlando, Florida. Diez spoke about the challenges that distance often poses when dealing with procedural changes.

“Because the Law School is located about 250 miles away, staff members there are historically our latest adopters for new policies/procedures, and it usually takes three-to-four training attempts to make that happen,” she explained. “American Express actually flew in a representative to work with us on facilitating the training in Orlando. This left no room for non-compliance, and it really had a huge impact on our success. It's the first time we've actually gone live on the first try.”

There's more. As part of the American Express program, customers earn a cash-back rebate based upon purchase volumes. Barry University’s monthly charge volume for September exceeded $1 million, resulting in a sizeable rebate. So what did they do with the funds?

“The University had a goal this year to complete a Compensation Study and evaluate employee salary ranges,” Diez explained. “The revenue produced from the American Express rebate provided a portion of the funds to help increase employee salaries in the areas where an increase was deemed necessary. It may seem small, but these days, every bit helps.”

By establishing a true partnership with American Express, and collaborating to develop a successful p-card program, the procurement department at Barry University has actually become revenue producing. That’s a strategic relationship that has literally paid off.

Timing is everything. Sometimes it’s as simple as that.

“When we are talking about best value available through a supplier, we’re looking at things like customer service, timing, availability, and an eagerness to serve us,” said Debi Maeger, Associate Director of Purchasing at Texas A&M University, College Station. “These things are equally as important as pricing in terms of developing a strategic supplier partnership.”

Texas A&M University, College Station, is the nation’s sixth largest university in enrollment, with more than 49,000 students and 2,900 faculty. Due to a recent re-structuring, the University was left without the much-needed services of an on-campus moving crew.

“Our Facilities Services Department operated a moving crew that was charged with the task of handling all campus moves,” said Jeff Zimmerman, who is also an Associate Director of Purchasing for the University. “Unfortunately, as a result of the reorganization, that crew was eliminated. There was work that had to be done, and we did not have the resources on campus to do it. We were faced with the challenge of finding a supplier who could step in and begin work immediately. The clock was ticking.”

Realizing that there was no time to conduct a lengthy bid process, Texas A&M instead turned to an existing moving agreement available through its membership in E&I Cooperative Purchasing.

“We were able to enlist the services of Conlee-Garrett, our local Mayflower agent, to provide an immediate solution,” Maeger explained. “The timing couldn’t have been better. This particular supplier was aggressively looking to become more involved in local campus moves, and we had an immediate need.” As an added bonus, the supplier qualifies as a Historically Underutilized Business (HUB), helping Texas A&M fulfill its requirement of purchasing from a local HUB entity.

While a number of factors have contributed to the successful collaboration between Texas A&M and Conlee-Garrett, Maeger places great emphasis on the company’s availability and willingness to collaboratively resolve the situation immediately. “It isn’t always about price,” she said, “sometimes you just have to work with your suppliers to develop creative solutions to a particular problem.”

And that’s being strategic.

There’s no doubt about it: Today’s higher education procurement professionals are forced to walk a financial tightrope between spending and saving. It would be wise to remember to lean toward your suppliers to help you maintain balance along the way.

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Collaborating, partnering, relationship building and trust are all ingredients necessary to support campus initiatives. Whether it’s a one-time campus event or an ongoing program commitment, people and ideas are needed for success. In some cases, initiatives become campus policies or procedures, which makes it even more important to collaborate with the campus community during the planning and development stages.

This article describes how Grand Valley State University (GVSU) has partnered with one of its suppliers of maintenance, repair, and operations (MRO) products to accomplish several campus initiatives toward becoming a more environmentally friendly campus.

MRO Supplier Background

Established in 1936, this supplier is a regional distributor of custodial and packaging supplies in the Great Lakes Region. It serves more than 4,000 customers from various industries focusing on industrial, health-care, education, government, retail, and lodging. Its supply base consists of corporations such as 3M, Spartan Chemical, Kimberly Clark, Georgia Pacific, Windsor, Clarke, Highlight Industries, Sealed Air, and AEP. It has a comprehensive green cleaning program that includes products for facilities maintenance along with the education, training, and support to implement such a program within facilities, regardless of whether certification for Leadership in Energy Efficiency Design (LEED) is involved. Indeed, this supplier achieved the certification for Existing Building Operation and Maintenance (LEED-EBOM) for its corporate facility.

How the Partnership Began

In the fall of 1997, GVSU had many vendors supplying our custodial needs. There were four to five different chemical dispensing systems, as well as many ready-to-use products. Our campus was growing rapidly at the time, with several new buildings going up each year. It became apparent that we needed to select one primary system that would provide a variety of effective, but environmentally friendly, chemicals along with a type of dispenser needing a minimum amount of wall and shelf space. Our first salesperson from this supplier helped us introduce a single system to the campus, even providing and installing the dispenser units. Later, the supplier won the competitive bid for our paper supplies and environmentally friendly trashcan liners. On a different occasion, because our then-engaged equipment vendor dropped our brand of choice, this supplier picked up the distributorship for that line. The supplier then purchased the small business we were using for the equipment repairs, remaining to this day our vendor of choice.

GVSU’s Sustainability Initiative

GVSU has been committed to sustainability for a number of years. A good example is our construction of LEED-certified buildings. GVSU has been a pioneer in West Michigan and now has 11 certified buildings (more than 935,985 square feet, and more than any other building owner in Michigan). Finding supply partners with the demonstrated understanding of, commitment to, and leadership in sustainability was very important to us. In 2003, the concept of green cleaning was brought to GVSU’s Custodial Team, through a visit with a member of the Ashkin Group, now an internationally recognized authority on green cleaning. As a result, in 2009 GVSU achieved a LEED Green Cleaning Innovation credit for its Laker Turf facility. The policy and documentation for GVSU’s Green Cleaning Program has now been approved for any new building pursuing LEED certification.

In 2009, the supplier offered to assist GVSU in implementing APPAs Custodial Staffing Guidelines and the accompanying CleanOps application software. This is a recognized cleaning standard for higher education and it prepares GVSU for LEED-EBOM in the future.
Lean principles for manufacturing have been around since the 1970s, but they are applicable to any industry. Our supplier often offers training workshops, and in the summer of 2010, GVSU Custodial Team Leaders attended its workshop on Implementing Lean in Facility Departments. The supplier is now assisting to implement LEAN 5S with our custodial team. Bringing new ideas and concepts is important to us.

Other ways this supplier has assisted with sustainability initiatives include presentations shared at GVSU’s Campus Sustainability Week and providing data related to the metrics GVSU tracks for sustainability and carbon footprint measurement.

A True Story
Here is an example of the dedication and partnership. Our primary MRO supplier understood our goals and stepped up to the challenge:

“Four a.m.,” she said.

“Really?” I thought.

Without hesitation, our supplier responded, “Done. We’ll be there.”

Earl Nightingale, American motivational speaker and author, tells us that we only have one boss—the customer. Both GVSU and this supplier agree. Servicing a higher education campus dictates delivery of service at all times of day and night. By working with the immediate supervisory staff, who generally work either second or third shifts, this supplier has been able to help with GVSU’s green initiatives.

GVSU defines its suppliers by their actions. After all, if you do what you say, the reward is a strategic partner.

Having similar values and interest in our sustainable initiatives the supplier has produced a scholarship for GVSU students. The Sustainability Scholarship Award was established in 2007 to recognize students focusing on sustainability and serving on GVSU’s Sustainable Community Development Initiative Advisory Board. The purpose of the award is to: honor students who want to make a difference in environmental, social, and fiscal responsibility (triple bottom line); draw attention to students’ commitment to making a difference regarding sustainability; and acknowledge those who make strides toward their commitments. This scholarship is...
given in the spring for use during the following academic year. Typically, there are one or two recipients, and the dollar amount varies from $500 to $1,000.

GVSU continues to have several goals to make its campus green. In doing so, it has partnered with a supplier who believes in those goals. Tools that have helped put campus initiatives into action are well-thought-out plans, extensive research, measurable goals, and knowledgeable suppliers. Equally important is GVSU’s custodial staff. Their participation and feedback have been extremely valuable to the success of GVSU’s initiatives.

The Procurement Services Department has built a trusting and respectful relationship with both the Facilities Services department and this supplier.

Partnering with this supplier has been the foundation for many of our accomplishments in creating a more environmentally friendly and sustainable campus. Meeting our customer needs as well as establishing a scholarship for our students definitely identifies this supplier as a partner who has embraced our initiatives and goals.

Although one company has been highlighted in this article, GVSU has established similar partnerships with other suppliers who are highly valued in visible areas on campus.

Acknowledgements
Renae Hesselink, Vice President of Sustainability, and Glen Huizenga, Sales Leader, both of Nichols Paper & Supply, contributed to this article.

Valerie Rhodes-Sorrelle, M.P.A., C.P.M., A.P.P., is Senior Strategic Sourcing Specialist at Grand Valley State University, Allendale, Michigan. She currently serves on the NAEP Board of Directors as Second Vice President and on the Editorial Board of the Educational Procurement Journal. Valerie is a corporate member of the Michigan Minority Supplier Development Council and member of the Positive Black Women organization, where she served as Treasurer for more than 10 years. She has served on the Executive Committee for the Michigan Women’s Foundation for more than a decade. She has a B.S. degree from Ferris State University and a Master of Public Administration from Grand Valley State University. Email: rhodesv@gvsu.edu.

Special thanks to Steve Leeser, Facilities Services Operations Supervisor, Grand Valley State University, for input to this article.

Think Green and visit NAEP’s Sustainability Web Page today!
http://www.naepnet.org/sustain
A vendor database is a valuable tool that is familiar to any purchasing department, but many times is not utilized to its full potential. It is used daily to assign vendors to requisitions and quotes, issue purchase orders, find phone numbers, emails and addresses, and accomplish a host of other necessary day-to-day activities. It may also share or receive data from payables functions, quote and e-procurement systems, vendor applications, and databases containing certificates of insurance and contractor registrations. This makes monitoring and protecting the integrity of the database an important priority to ensure that the information can be used as effectively as possible. (See page 18: 10 Tips To Clean Your Vendor Database.) It also makes the acquisition of that data a crucial step in the process.

The vendor application is one of the main ways that purchasing departments acquire detailed vendor data for their systems. Two key steps in minimizing errors are to automate your process, eliminating errors in re-keying, and to require that certain data fields be completed. A web form that allows the data to transfer to your existing database is one way to do this. In order to get the most value from an application, it is important to ensure that it contains the necessary elements to make the data effective for your system. (See page 18: Important Elements of a Vendor Application.) It is also beneficial to evaluate the application and remove nonessential information to make the application as valuable and user-friendly as possible.

There is no argument that maintaining the integrity of the data through a good vendor-application process is important, but our vendor databases have a host of other benefits that can be enjoyed, if we gather the right data and use it. Our vendor databases can be used to provide services like automatic bid notifications, vendor classification, revenue generation from discounts, creation of bid or vendor commodity lists, diversity spend identification, 1099 reporting, and emailing of quotes and purchase orders.

It is always difficult to remember to notify every vendor who may want to bid in a certain commodity area, but by gathering a few items of information, it is possible to automate your bid-notification process. This can be done by gathering email addresses and commodity codes like Standard Industrial Classification (SIC) codes, North American Industry Classification System (NAICS) codes, or other similar codes on the vendor application. This data becomes part of the vendor record and when an RFQ or RFP is issued in those commodity areas, an email is sent automatically to the vendor notifying of the posting. You can still send a formal notice to your beginning bid list, but the above approach will help catch vendors that slipped your mind or are new to your database.

Some public and private schools must report the amount of business conducted with different categories of vendors (e.g., small business, minority- or women-owned, etc.). Gathering and storing information like business organization (e.g., corporation, partnership, non-profit), sales information, number of employees, business status (e.g., rural, historically underutilized [HUB], federal small) can be used to automatically calculate the business type for your organization. The first step is to create a matrix of the conditions that allow you to classify the vendor into a type. The application should then be evaluated to make sure you capture that information. Programming should then be performed to calculate the matrix and create the vendor type or classification in the database.

Budget cuts have created the need for us to be more entrepreneurial in our thinking, directing us to reduce costs and generate revenues to support our mission. One example of revenue generation or cost recovery is through our purchasing card program rebates. Another avenue is encouraging our vendors to offer early payment discounts. One way is to add the payment terms option to your vendor application and make sure our drop-down begins with the terms most favorable to the university. A second way is to direct communications to vendors, encouraging them to offer the discount in exchange for faster payment terms. These more favorable terms are then entered

Continued on page 18
into our vendor database and incorporated into any order we send to the vendor. While not exactly generating revenue, the savings increase that our efforts make can be reported back to the university as costs savings or added value.

Another benefit to having a robust vendor database is the ability to create bid lists or vendor commodity lists by querying your data to identify vendors in a particular commodity area. The commodity codes you gather with your vendor application can be searched to create a list of vendors and contact information for these commodity types.

Some federal grants and contracts require a minimum spend with diversity vendors. The ability to look through your database and identify diversity vendors in specific commodity groups can be extremely helpful. It can also help you identify targeted groups like HUB zone, local, or disadvantaged businesses to add to bid lists or to invite to vendor orientations.

In the near future, 1099 reporting is going to become a more arduous and involved process, and our vendor databases can become a tool to help us gather the necessary data. There are many required data items that we may need to collect in order to comply. Purchasing departments should be in tune with the needs of the payables staff to ensure we are not only collecting the correct data, but cleaning up our data to meet the needs of the IRS (e.g., correct tax identification numbers, legal business names, etc.).

Many purchasing departments are moving towards or are already automating their bid process. This may involve emailed links for bids, web posting of bid documents, receipt of bids by email or through a web form, or similar types of transmissions. The vendor database is an important part of this. The vendor record needs to be set up to house those vendor emails, preferably more than one and perhaps even a descriptor field that differentiates those emails by product or location type. Those emails can be used to transmit bids, bid invitations, amendments, award data, purchase orders and any other bid transmission needs.

I have touched on just some ways that our vendor database can be used to maximize its value. I am sure that many of you might also add using the database to house payment information like electronic funds transfer (EFT) or ghost card data, to validate vendors for federal debarment, to check for contractor registration or insurance information, or a host of other uses. This article will get you to think about your data, how it is used, how it is maintained, and where the data comes from. I wish you luck and success!

10 Tips To Clean Your Vendor Database

1. Institute a Naming Convention: Create a document that shows how vendors are entered including how you deal with “The,” special characters, abbreviations, etc. Try to closely match the IRS naming conventions to make TIN matching easier.

2. Purge Old Records: Institute a policy on when and why records are deleted. Make sure you retain deleted names on PO’s and quotes, but clean them out of the database.

3. Save the Trash: As stated above records should be cleaned up on a regular basis, but don’t forget to dump the data into an excel spreadsheet or something similar in case you need to recover any records.

4. Control the Input: Make sure that the entry of new records is restricted and controlled and only open to personnel who don’t process orders.

5. Inform Vendors of the Value: Communicate to vendors the value of doing an application to give you complete information.

6. Gather only Necessary Information: Evaluate what you have and eliminate any data you are collecting that is not used.

7. Gather New Information: Gather any information that you are not currently getting like payment terms, order email, DUNS #, etc. that can help you.

8. Utilize Free Services: The IRS has a free service to validate TIN numbers with a vendor legal name and there are free sites like http://smallbusiness.dnb.com that help with DUNS number lookup.

9. Review Regularly: Query the data to clean up problems, look for words, abbreviations for common items that may need to be standardized.

10. Track Progress: Document the numbers of vendors in your database, the percentage with FEIN, number of applications, etc. regularly to note progress.
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<td>Golf Tournament</td>
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Corporate Social Responsibility (CSR), just a glimmer of an idea a mere 15 years ago, now finds itself at the center of the sustainability storm. In those early days, the battle for acceptance was all about the why. Why should purchasing departments become involved in these oft-times messy, political, and, for some, highly emotional issues? Recall the early dialog on sweatshops, fair trade coffee, local food. On endowment investments in oppressive nations and in global conglomerates who had checkered human rights track records. On the location of high-toxity factories in urban landscapes dominated by people of color. On women-owned business requirements, and on reinvestment in small and minority business communities. Recall the launch of Public Law 95-507, the widespread student protests at the local bookstores over the made-in-Timbuktu-labeled goods, and the shame of blood diamonds.

The situation in higher education is unique. First, we are not corporate, thus mitigating some of the controversy. Second, the notion that we as institutions who celebrate our ability to attain and maintain harmony and, therefore, embrace our responsibility for the impact of our activities on the environment, consumers, employees, communities, students, stakeholders, and all other members of society is not necessarily new. In fact, the notion of social justice is centuries old and has its roots in the relationship between the church and higher education. Although CSR and social justice are not strictly interchangeable concepts, they do have a great deal in common, particularly with regard to human rights and equality of economic opportunity.

Fortunately, those days of conflict are largely over now in higher education. CSR is important. Social justice is important. The battle was waged and won. But now the real war begins. CSR must transform itself out of the lofty and high-minded intentions of its founders and into the belly of the beast where the devil is in the details. Needed now are the implementation tools, techniques and tactics that can be widely employed and inculcated within the academic and business communities as the journey toward a more just future takes shape. There are going to be big changes along the way.

One of the earliest casualties will likely be the current notion of best practice. Best practice is apt to perish because all too often it is a celebration of one-off partnerships that suck down immense amounts of time and resources without addressing the core issues or the scalability of the tactics themselves. The future lies in business processes having biological or systems approaches to producing goods and services in a wide range of environments and conditions. We know this is what is required to address some of the major issues of the world, such as climate change, habitat loss, biodiversity, carbon poverty and human rights abuses. Sustainability is necessarily local; therefore, the notions of “one size fits all” and “best practice” fail the test of adaptability, which must take into account the differences between, for example, small private institutions in hot and humid southern climates versus large public universities in cold northern climates.

The transformation will be difficult but it is absolutely necessary. How difficult? NAEP has the experience and the data to answer the question. In its two Green Procurement Surveys (2009 and 2010), NAEP asked: Based upon the NAEP definition of green procurement, does your institutional policy on green procurement include:

a. Environmental considerations
   Yes; No; Not Yet; or Don’t Know
b. Economic considerations
   Yes; No; Not Yet; or Don’t Know
c. Social justice considerations
   Yes; No; Not Yet; or Don’t Know
The definition is: “Green procurement shall be defined as the method wherein environmental and social considerations are taken with equal weight to the price, availability and performance criteria that colleges and universities use to make purchasing decisions. Green procurement is a serious consideration of supply chain management. Green procurement minimizes negative environmental and social effects through the use of environmentally friendly products. Green procurement attempts to identify and reduce environmental impact and to maximize resource efficiency. Green procurement is also known as “environmentally preferred purchasing (EPP), green procurement, affirmative procurement, eco-procurement, and environmentally responsible purchasing.”

The results have been quite telling. The 2009 data is in the left columns, and the 2010 results are in the right columns. The respondent base for 2009 was 125; it was 230 for 2010.

Does your institutional policy on green procurement include environmental considerations?

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Does your institutional policy on green procurement include economic considerations?

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</tr>
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Does your institutional policy on green procurement include social justice considerations?

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The most obvious observation to be drawn is that social justice and thus CSR was not a significant component of respondents’ green procurement policies. Further, the trend is basically a continuation of business as usual with very little growth in including CSR into the definition of green procurement.

Perhaps the single largest obstacle is not the policy itself but the lack of tangible tactics, techniques, case studies, and sharing of war stories that accompany the implementation of any large-scale change project. Until there is a more robust body of literature and work, we are concerned that strengthening the weaving of social justice into the fabric of higher education will be slow and incremental. Should this deter us? No, it should inspire us. We are the leaders. We are the innovators. We are superb at sharing our experience. We simply need to take those baby steps and accept that we may fall down along the way. But in a relatively short period of time, we will be running.

My good friend Ray Jensen, Arizona State University, former NAEP President, has openly said “This is the single toughest issue facing the historic implementation of the broadest based and most forcefully supported higher education sustainability initiative in the country.” We should heed his wisdom. We also should hearken back to the earlier statement that the future is not about best practices but about collaborative, biologically based, systems thinking. This will drive the integration of CSR into the fabric of higher education’s business practices and, therefore, into green procurement on campus.

Higher education is frequently a test laboratory. If we cannot experiment in the research institutions of this country, then we have a larger issue to face. So it is with great confidence that you are urged—remembering that all sustainability is local—to go forth and create the needed tactics, techniques, policies, and procedures, and to measure what you do along the way. Clearly, this is the case that you, too, can do great things. And you will.

And we, as a community, will benefit from your learnings.

Brian K. Yeoman is Director of Sustainable Leadership at NAEP and is the retired Associate Vice President for Facilities Planning and Campus Development at the University of Texas Health Science Center at Houston. Email: byeoman@clintonfoundation.org.
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I Did It!

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

No, wait, that’s we did it—you, me, my coaches, my mentors, and my teammates. On October 25, 2010, I ran the whole 26.2 miles of the Dublin, Ireland, marathon.

I have asserted previously that no one can increase his or her educational level, whether it be a degree or professional certification, unless he or she sets a goal, determines a date, defines a path, and engages a coach. I used that same approach in achieving my goal of running the Dublin Marathon.

As a two-time cancer survivor, I set a goal of helping the Leukemia and Lymphoma Society (LLS) raise at least $5,000 for cancer research. I asked my supporters, which included many of you, to sponsor my efforts on behalf of family and friends who had suffered the agonies of blood cancers such as leukemia and lymphoma. To help keep me focused, I asked each supporter for the name of a family member or friend who may have been touched by my form of cancer so I could write that person’s name on my running shirt. I ended up with 99 names! They were my persistent reminders of why I was running and raising money.

I also contacted LLS’s Team In Training, a group of coaches and mentors who provide the roadmap and the training so that novices like me can accomplish the seemingly impossible goal of running a marathon. I then followed their instructions to a “T.” This is, of course, similar to the many folks who contact NAEP and me, asking for the roadmap and instructions to obtain their degrees or professional certifications.

The whole adventure—successful solely because of my mentors, coaches and teammates—was more than I could possibly have expected. Here are the high points:

- I personally raised over $6,000 for cancer research. Our Nevada Team raised more than $120,000.
- Counting the teams from Arizona and Utah, we raised more than $200,000.
- Including teams from as far away as New York, we raised more than $600,000! And that was the most important part of my adventure.

Overall I met my goals of:
- Raising awareness of LLS and what it does for cancer research and patient advocacy;
- Obtaining many (129) small donations instead of going after one larger corporate donation—which closely relates to my first goal, above;
- Introducing folks to the concept of running marathons to raise money; I plan to run more marathons and raise more; and
- Finishing a very grueling task.

At the Dublin Marathon there were 13,420 runners. I finished number 9,834 (17th in my age group). I finished behind 9,833 runners—but ahead of 3,568. You know which of those stats I brag about.

To see pictures, go to www.marathonphoto.com. Under “select race,” select “Adidas Dublin Marathon 2010,” enter Ashby and bib # 17677. Then click to see the photos. If you want to see a video, go to www.dublinmarathon.com, then link to Dublin Marathon 2010 Monday 25 October 9:00

Continued on page 24
A.M., then link to Results, then enter Ashby and bib #17677. My traveling partners took hundreds of photos of the race, each other, and Ireland and are putting them on a DVD, which should be available by the time you read this.

I have consistently emphasized that if you have not identified the one thing that will motivate you to start your journey of furthering your education, you will never take that first step. What was my motivation for running a marathon? To help raise money to beat cancer. I have been diagnosed twice with cancer and have undergone chemotherapy each time. The first time, in 2000, the chemo did not completely work, and I needed four shots of an experimental drug that cost $45,000 per shot. In 2009-2010, I had that same drug and, because of research, it was no longer experimental. It was mainstream and cost less than 10 percent of the original cost. My oncologist says my type of cancer will probably come back. If it does, I want to make sure much more research has been done.

Selfish? Yes, but consider (source: Surveillance, Epidemiology, and End Results, Cancer Statistics Review, National Cancer Institute, 2009):

- An estimated 912,938 people in the United States are living with, or are in remission from leukemia, Hodgkin lymphoma, non-Hodgkin lymphoma, or myeloma.
- Leukemia causes more deaths than any other cancer among children and young adults under the age of 20.
- The relative five-year survival rate for patients with leukemia has nearly quadrupled in the last 48 years!
- There are an estimated 601,184 people today living with lymphoma.
- The five-year relative survival rate for Hodgkin lymphoma patients more than doubled between 1960 and 2005, to just over 86 percent.
- The five-year relative survival rate for non-Hodgkin lymphoma patients rose from 31 percent in 1960 to nearly 69 percent in 2005.
- Since its founding in 1949, LLS has invested more than $600 million in leukemia, lymphoma, myeloma, and myelodysplastic syndromes research. LLS-funded research has led to key advances in understanding blood cancers and has helped produce new treatments to enhance and prolong lives. But, since there’s still plenty of work to be done to beat these diseases, I am glad to have you on the Team, saving lives—one mile at a time.

Now, what about you? Stop and think about what will be the one thing that will push your button and motivate you to do what you know you must do. Talk to me. Talk to NAEP. Talk to your mentor. Talk to yourself. But get started.

Bob Ashby, C.P.M., CPCM, is retired from his position as Director of Purchasing and Contracts for the University of Nevada, Las Vegas, where he also served as an Adjunct Professor in the Management Department. Bob has been active in NAEP since 1997. In 2006, he received NAEP’s Distinguished Service Award, and in 2008, he won the newly established Mentor of the Year Award. NAEP renamed the award in his honor to the Bob Ashby Mentor of the Year Award in 2009. Email: ashbybob@embarqmail.com.
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For 30 years, I have been entertained by spontaneous humor at work. Following are a few from my file.

June 20, 1995
At a strategic sourcing seminar, the instructor handed each of us a piece of paper to write our response to the heading **Criteria for Choice of Supplier**. I had written stability, service, quality, availability, right product, reliability of delivery, and cost. I glanced at my co-worker’s paper. He had changed the word “criteria” to “criterion” and in large letters had written one word: Cheap! So much for breaking away from the stereotype.

March 18, 1997
I was working on an invoice problem with a woman in accounts payable. A purchasing co-worker passed by carrying a folded easel over his shoulder. It looked as if he were carrying a cross. Without thinking, I remarked, “Each person has a cross to bear.” She added, “Yes. That’s his and he’s mine!” A second woman in the adjacent cubicle yelled, “Ditto!”

I’ve noticed over the years that when someone is “on my list,” they seem to be on everyone’s.

April 16, 1997
In order to foster teamwork and idea-sharing, we were asked to brainstorm other ways to present our organizational chart instead of the usual top-to-bottom method. I am thinking, “What a farce!” Will the boss now share his salary with me? Joint checking account, perhaps? A peer verbalized the first idea: “We could have the chart go from left to right, with the people who are really forward in the forward part, and the people who are really backward in the backward part!” The idea wasn’t really plausible…because some of us are both.

Spring 1998
Abbreviating addresses to fit the computer data field can have interesting effects. A teammate kept getting unwanted fabric samples from a company in New York. The vendor was abbreviating Architectural Building Division as ARCH/BLD DIV. Unfortunately, my co-worker’s last name is Archbold.

Probably the same reason a previous business card title which read, Craig Passey, Group Manager, the Church of Jesus Christ of Latter-Day Saints appeared on a catalog label as Craig Passey, Manager of Jesus Christ. Where would that place me on the org chart? Does it come with a job description?

Fall 2000
I have encountered my share of obnoxious and aggressive sales people at large trade shows who, as you are trying to gracefully escape, ask if you have a card. I am, sometimes too passive to say no, but don’t want to invite a flurry of emails and phone calls over the next five years either. While going through my file, I came across the last of a batch of business cards I had custom printed for just such an occasion. Printed on tan stock in dark brown ink, the only information on the card reads simply: “This is my card.”

Finding humor in our daily routine is the perfect antidote for stress. There are many other examples from my file, which would require more explanation than they’re worth. As Mark Twain once observed, “Explaining a joke is like dissecting a frog. It can be done but the object of study dies in the process.”

**Never Nap at Work: Be Alert to Humor When It Breaks Out at the Office (and it will)**

by Craig Passey, C.P.M.
Brigham Young University
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- **Achievement Award**
  - Bob Ashby
- **Mentor of the Year Award**
  - Distinguished Service Award
- **Nancy Tregoe Scholarship**
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- **Professional Perspective Award**
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