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Letters from the CEO

8 That’s a Wrap! Survey Says...
Doreen Murner, CEO, NAEP

Our 91st Annual Meeting has come to an end, but your feedback continues to stream in and we’re grateful for it. Volunteerism was at an all-time high; the sessions were what you were looking for; and the feedback you’ve been providing is exactly what we need as we plan for 2013 in Orlando. We can’t wait to see you there!

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26 Best and Final: The Art of Conference Attending
Craig Passey, C.P.M.

It’s been said that every lump of coal could potentially be a diamond. “Mining” sessions at a conference may sometimes feel like digging for coal, but often real gems can be found.
Register now for these dynamic face-to-face professional development opportunities that are being offered in 2012.

**Facilities Institute**
July 9-12, 2012
Hotel Alden, Houston, Texas
Event Registration: www.NAEPnet.org/Facilities
Cost: $695 per person
Hotel Reservations: 877.813.1888 (reference Group Code: FINAEP for $139/night rate)
Registration is NOW OPEN!

**Supplier Diversity Institute**
August 27 – 29, 2012
Hotel Alden, Houston, Texas
Event Registration: www.NAEPnet.org/SupplierDiversity
Cost: $695 per person
Hotel Reservations: 877.813.1888 (reference Group Code: DINAEP for $139/night rate)

**VISA Webcast Series**
Mark your calendars for the following dates at 1:00 PM EST; watch www.NAEPnet.org for additional information and registration information.
June 14    July 12    August 9    September 13    October 11    November 8    December 13

**Co-Located Procurement Academies**
(Tiers I - Foundation, II – Professional & III – Senior Professional)
October 29-30, 2012 (Registration will be opening soon)
Embassy Suites Indianapolis-Downtown, Indianapolis, Indiana
Registration Rates: Tier I - $625  •  Tier II - $825  •  Tier III - $825

**SAVE THE DATE!**
**NAEP’s 92nd Annual Meeting & Exposition**
April 7-10, 2013
The Contemporary, Walt Disney World
Orlando, Florida

**2012 Fall Regional/District Meetings**

**Carolina Region**: TBD

New England
October 21-24
Red Jacket Inn & Resort  •  North Conway, NH

**District II** (Includes the following regions):
Metro NV/NJ, DC/MD/VA & DE/PA/VA
Theme: Navigating the Waves of Change
Attendee & Exhibitor Registration is now open
September 24-26
Wyndham Virginia Beach Ocean Front Hotel
Virginia Beach, VA

**Kentucky**
September 23-25
Lake Cumberland State Resort Park  •  Lure Lodge, KY

**Great Lakes**
Attendee & Exhibitor Registration is now open
October 24-26
The Westin Downtown  •  Cincinnati, OH

**Michigan**
October 25
Michigan State University Union Ctr.  •  East Lansing, MI

**MINK and MN/OK**
October 7-10
Mid American Center  •  Council Bluffs, IA

**TOAL**
Theme: Generating Purchasing Power
September 23-26
Embassy Suites Hotel & Exposition  •  Norman, OK

**District VI** (Includes the following regions): Northwest, Pacific & Rocky Mountain
October 7-10
Marriott University Park Hotel  •  Tucson, AZ

**Upstate NY**
Attendee & Exhibitor Registration is now open
October 2-5
Crowne Plaza  •  Syracuse, NY

**TAGM**
November 11-14
IP Casino & Resort  •  Biloxi, MS

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That’s a Wrap!
Survey Says…

Doreen Murner
CEO, NAEP

We just wrapped our 91st Annual Meeting & Exposition in Anaheim, California, and what a terrific event it was! From the opening day with our Golf Classic, Leadership Forum for our regional leaders, Texas Hold’em fundraiser and Welcome Reception to our closing keynote, we delivered nearly four full days of the kind of programming our Members want and need. Here’s some of the feedback we’ve already received from our Annual Meeting survey:

• 96% of attendees said that the number of sessions offered, the amount of exhibit time and the networking opportunities were: Good (28%); Very Good (40%); or Excellent (28%);

• 96% of the attendees said that the value and benefits of attending the Annual Meeting as compared to the cost was: Good (31%); Very Good (37%); or Excellent (28%);

• 90% of attendees said that they met a supplier on the exhibit floor that they were not familiar with before coming to the NAEP Annual Meeting.

This year we made Speed Dating available to all of our Members and exhibitors with great success. 50 Members had a chance to speak with 50 Exhibitors in a very focused and exciting event. Our feedback tells us we need to expand this again for next year. Our content once again raised the bar for professional development for everyone, from the most senior Member to the newest to the profession, and everything in between.

All in all, our 91st Annual Meeting & Exposition was a huge success for our Members. From the selection of sessions and keynotes, to the networking opportunities and exhibit hall activities, our community is vibrant with best-practice sharing, innovations and new professionals coming into the profession. But you don’t have to believe me. See for yourself what your colleagues have to say:

…time with the suppliers was invaluable….
Loved the speed dating….
Being a first time attendee, I was pleased that you had a special session just for us….
This was my first time attending and the meeting completely surpassed my expectations.
…a great conference with excellent content.
NAEP 2012 provided an excellent foundation for connecting our missions and visions on Supplier Diversity / Social Responsibility track. The networking events were great – overall a great NAEP year.

Loved the speed dating….
I thought it was a great conference….The networking experience was fantastic. Also the MindXChange is extremely valuable….I look forward to participating in next year’s conference.

I thought the meeting was awesome. I met new Members and visited with longtime colleagues. I learned fresh ideas to bring back to my University to implement.

Really relevant topics and a great venue.

I’m a relatively new buyer. I found the sessions extremely helpful and the networking opportunities very useful.

Very educational…The sessions were good and sparked some lively debate within our own organization. I am very glad I had the chance to attend, and look forward to next year.

It was great. I learned a lot and made some great contacts….all in all, it was excellent.

Really great topics this year…NAEP does a great job in program development for its Members.

So there you have it! We hope to see you in Orlando next April 7 at our 92nd Annual Meeting & Exposition!

District VI emerges as the champions of the Rock ‘Em Sock ‘Em Host Event at 300 Anaheim. Congratulations, District VI!
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Get Up and Fight Like a... Purchasing Agent

by Cory Harms, M.S.
Iowa State University

I sat in my office yesterday and looked at the pile of issues on my desk. On top was a list of 20 purchasing cards that we had to cancel for fraud. Under that was an invoice from one of the many dreaded toner-phoners that had attempted to scam one of my departments. Under that was a phantom invoice from an IT company that claimed it was time for me to renew my telecommunications support, which is funny because our university provides its own phone system. The list can be endless: emails from Nigerian bankers, bills for phony yellow pages directories, phishing emails—it makes me tired just thinking about it.

Even though these things can be frustrating, there are ways to fight back! We can assist our campuses by making changes to our p-card programs, working more closely with our Accounts Payable (A/P) staff, and communicating with our campuses through our websites and listservs.

While analyzing our p-card program, we stumbled onto a very powerful tool strictly by accident. My university was experiencing a high level of fraud from a particular vendor, and we were working with our p-card bank to develop a solution. In these discussions, we found some interesting facts relating to fraud. The bank pointed out that as Europe had moved to the “chip and PIN” technology, instances of fraud there had decreased. Unfortunately, those fraudsters have begun to move their operations to the U.S., thereby increasing fraud here. Further, an analysis of our fraud showed us that a majority of our fraud was originating overseas. In talking with our bank, we found out that we could move some of our cards to a different set-up that would block transactions outside the United States. After analyzing our cardholder records, we found that very few of our cardholders actually utilize overseas vendors on a regular basis. We plan to move most of our cards to this new U.S.-only platform and leave cards open only to individuals who absolutely need it. We estimate this will reduce our fraud by more than 80 percent, freeing up staff time in purchasing and eliminating the hassle for cardholders who have to wait for new cards after fraud has hit.

Another strategy is to work with your A/P staff to keep them in the loop on some of these scams perpetrated with phantom invoices. By phantom, I am referring to those bills that come in for services or products that were never ordered. The invoice itself is the solicitation. The most common of these is the phone directory listing invoice that mimics a more well-known company. The newest one I have seen is for telecommunications support. It is always good practice to communicate with your campus users when these scams pop up, but notifying A/P may have more impact in the long run. Your campus may have thousands of people that you need to reach and continue to educate; your A/P staff is smaller and can keep an eye out for those invoices. By training A/P to watch out for those phantom invoices, you may be able to deflect other scam invoices that could bypass purchasing, and they may also catch new ones that crop up.

Purchasing also becomes aware of many other issues that occur on campus. Examples could be the companies who call and ask for model numbers of printers or copiers to sell poor-quality, over-priced toners, phishing emails that claim to be from your p-card provider (even though bank name is wrong), or maybe just companies that are soliciting on campus and have poor track-records or are trying to undercut your contracted vendors. In any case, purchasing should communicate this out to departments through scam-alert emails, outreach to departments, and website resources for people to report and check scam information.

Scams and fraud can cost us time and money, but by working with your p-card provider to generate ideas on how you can reduce fraud, training your A/P folks on ways to catch fraudulent invoices, and communicating with your campus on deceptive practices, you can add value and eliminate frustration for your departmental clients.

Cory Harms, M.S., is Associate Director of Purchasing at Iowa State University. He serves on the NAEP Board of Directors as First Vice President. 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: clharms@iastate.edu.
NAEP's 91st Annual Meeting & Exposition in Anaheim this past April brought together over 600 procurement professionals and solutions providers to confront shared challenges and best practice solutions. Dynamic and interactive, this year's meeting was replete with networking, learning, recognizing Member achievements and giving back to the community. New uses of technology were also brought into play when we introduced the use of QR codes and text messaging for updates throughout the meeting, which also supported sustainability initiatives.

This year's program took on a new look and feel to it when we recognized a few of our prestigious award winners during our opening general session. The Association’s highest honor, the Bert C. Ahrens Award for outstanding contributions to the procurement profession over an extended period of time, was presented during this session to John Riley, Arizona State University. John has been a long-term supporter of NAEP and the procurement profession. He is an innovator in P-Cards, eCommerce, performance-based contracting, web technology, energy performance contracting, and public-private partnerships for residence hall construction. He turned research done at the College of Business Supply Chain Management program and the School of Engineering Performance Based Studies Research Group into practical applications that have been adopted by many other universities. A champion of sustainability, he was selected by the Clinton Climate Initiative to develop energy performance contracting procedures for use by third world cities. John then convinced the Clinton Climate Initiative to distribute the procedures to smaller colleges and universities so they could use them. He has given many presentations at regional and national NAEP events, and is a frequent respondent to questions on the listserv and in Neil Markee’s Purchasing Link column. Despite all that he has personally achieved, he would say that he is most proud of the accomplishments of his teams. He feels strongly that purchasing is a team sport, and assistance given to other purchasing professionals enhances us all. It is no surprise that our highest honor goes to such a selfless and tireless friend and champion to the Association and to the procurement profession.

NAEP’s Award of Excellence in Procurement is the only NAEP award to recognize an entire procurement department within a Member institution on the basis of the procurement department’s contribution to, and support of, the mission of their institution. Applications are evaluated on the basis of: scope and complexity of the endeavor, technological leadership, benefit to the institution and key constituents, and demonstration of excellence and professionalism. The endeavor, product, or service must be innovative and provide significant advantage to the institution, faculty, staff, and/or students. We were proud to present this award to two recipients this year: Boston College and The University of St. Thomas.
Another highlight of the meeting is our Awards and Recognition Luncheon, where we recognize top performers and achievers in our community as well as our sponsors and exhibitors.

**Our Additional 2011 Award Winners, recognized in April 2012:**

**Distinguished Service Award:**
Charlene Lydick, C.P.M., Associate Director of Procurement, University of Colorado

**Professional Perspective Award:**
W. Timothy Hill, CPSM, Executive Director, Brigham Young University, for his article in the 2011 Winter *Educational Procurement Journal* titled: “Customer Service: Educational Procurement’s New Value Proposition.” To view this article, go to www.NAEPnet.org/Perspective.

**The Neil D. Markee Communicator of the Year Award:**
Nancy Brooks, MPA, Director of Purchasing, Iowa State University

**The Bob Ashby Mentor of the Year Award:**
Jerry Robinson, Purchasing Agent, University of Richmond

**The Young Professional in Procurement Award:**
Farrah Bustamante, Strategic Sourcing Specialist, Colorado State University

**The Nancy Tregoe Scholarship Award:**
Karen Khattari, Purchasing Manager, Cedar Crest College

We would like to thank all of our 2012 sponsors for their partnership and support:
The Volunteer of the Year Award, brand new for 2011:
(3 recipients)
- Karen Gross, C.P.M., CPPB, CTPM, Manager, Supplier Diversity Programs, University of Texas Medical Branch
- Therese (Terri) Locher, Director of Purchasing, SUNY Buffalo State College
- Duane Tucker, CPPB, Strategic Contracts Manager, University of Colorado

NAEP once again gave back to the local community by having a food drive to benefit a local restaurant that feeds “motel kids” every single night.

In 2005, Bruno Serato and his mother, Caterina, visited the Boys and Girls Club of Anaheim, where his mother noticed that there was a 6-year old boy eating potato chips for dinner, because his family couldn’t afford a proper meal. Caterina insisted that Bruno make some pasta for the child. They soon realized that there were many more of these hungry ‘motel children’, so Bruno began making pasta for 72 children, 5 nights a week. Today, that event has now expanded to feeding nearly 300 kids, 7 nights a week and over a quarter of a million meals to date. To our attendees — thank you all for the generous donations you have provided both monetarily and with the nonperishable food items you contributed to this cause.

The Volunteer of the Year Award Winner, Karen Gross.

Volunteer of the Year Award Winner, Terri Locher.

Volunteer of the Year Award Winner, Duane Tucker.

Congratulations to our winning New Attendee Orientation Team 4, the Spring Bucks.

Joan Rivers talks with the paparazzi and interviews Members on our red carpet heading to the Welcome Reception.

NAEP 2011-2012 President Carol Barnhill cuts the ribbon at the Exhibit Hall Grand Opening.

NAEP’s 2012-2013 President Bill Harris, with his wife, Bonnie, enjoy the President’s Reception.

Stars Shined Bright, continued from page 13

Rock ‘Em Sock ‘Em Bowling Champions Emerge!
District VI emerges as the bowling champions from our Host Committee Event, which was held at 300 Anaheim (see photo on page 9). They will receive $2,000 in the District VI Treasury, which can be distributed to Members in the form of scholarships or used in any fashion deemed suitable by the District.

The Scholarship Committee Brings Back the Raffle and Silent Auction
Our Scholarship Committee continued to sell raffle tickets for chances to win items that were generously donated by Members and partners in addition to having an area for items in our traditional Silent Auction format. Competition was fierce, but enjoyable and also very rewarding, bringing over $2,000 into the fund! All proceeds benefit the William E. Haas Memorial Scholarship Fund which awards grants to Members for professional development opportunities. Thanks to the generosity of you – our donors and attendees - this was once again a very successful event!
To view all photos that were taken in Anaheim, visit www.NAEPevents.shutterfly.com.
Special thanks to Tom Hoffmeyer, Baylor University, for taking so many wonderful photographs in Anaheim.

Mary Jantz, University of Northern Colorado, displays her caricature from our Host Event.

Professional Perspective Award Winner
W. Timothy Hill
Presented by Craig Passey

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Sehi understands this digital age. We have been delivering technology solutions to CA Schools for over 25 years. We know college students are working hard to prepare for their futures and that technology helps to lead the way.
All of us in higher education have experienced the effects of the economic crisis. Colleges and Universities are being hit by declining investments, reductions in state funding, credit tightening, and declining private contributions from individuals and corporations. Likewise, all of us have experienced the result of this perfect storm including, for example, freezing of discretionary spending, suspension of capital expenditures, and reductions in staff and employee furloughs. There are significant organizational forces requiring us to reduce and contain costs, improve efficiencies and become more accountable.

How can we meet these challenging demands while ensuring that our fellow employees and colleagues are productive and motivated? We can do so by attending to the culture of our organization as much as to the individuals within the organization. We need to focus on a common purpose. A common purpose motivates people by building an environment of inclusiveness and creating a sense of “we.” Management theory has long concluded that people work for more than a paycheck. They seek personal fulfillment and self-expression. Employees want to make a difference, participate in the organization’s successes and be recognized for their achievements.

Recognize That We Are All in This Together

Individual success depends upon how everyone in the organization works together, and the organization’s success depends on individuals doing their work well. People certainly want a good salary and benefits but they also want to be challenged, to grow, and to attain a sense of accomplishment. This works best when an organization creates a place where people feel they are a part of something bigger than themselves and that their personal success will affect the organization’s success.

Sometimes leaders and managers attempt to create a common purpose by resorting to a culture of “us versus them.” This stifles a sense of unity and breeds a climate of self-protection and perpetuates suspicion and frustration.

Build Trust

Trust within an organization is essential to creating a sense of harmony and unity. Simply put, trust is confidence in people’s capability and reliability. Trust is a tricky thing; it is difficult to create and must emerge over time when the right conditions are in place to encourage it. Trust is more often built up over time by small acts and events. An environment of trust can be built in the organization in several ways:

Establish and maintain integrity: Integrity is the foundation of trust in the organization. This means keeping promises, following through on commitments, and being transparent.

Communicate: Communication is essential to creating trust in the organization. Be open and honest. Do not be afraid to admit mistakes. Share information with others and encourage participation.

Be ethical: Do the right thing. Don’t have hidden agendas. Be consistent in relations with others.

Embrace Individuality

Creating a common purpose does not mean suppressing individuality. All of us have hopes, fears, ambitions, and dreams. We want to express ourselves. We want to contribute and to belong. Differences between individuals provide additional perspectives to work and add depth and breadth to an organization’s culture. To work with others with different values and beliefs offers an opportunity for all of us to grow and learn.

When you create an organization with a common purpose, individuals become committed to the organization’s goals because working toward attaining them is consistent with their own needs. Respecting employees and the work they do is important to the common purpose. Employees who feel they are respected feel less threatened and more apt to engage with fellow employees and participate in team activities.
Develop a Sense of Community

Community, in essence, is about engaging everyone more effectively to achieve personal and organizational objectives. A positive, work-oriented community is not built accidentally. Community must be encouraged from within the organization. Challenges to creating and sustaining community are greater than ever before. The rapid pace of change, the temporary nature of today’s jobs, and the decrease in face-to-face communication are examples of the many obstacles.

Organizations can encourage community efforts by creating opportunities that promote community-building behaviors among employees. There are many ways to accomplish this. Empowering employees by providing them with authority and responsibility, commensurate with their experience and expertise, and holding them accountable for the completion of specific tasks all aid to increase their contribution to the overall goals of the organization. Promoting shared decision-making, where employees have input and influence over how they do their jobs, is also important in developing a sense of community. Employees who feel they are actively participating in matters affecting the organization feel a greater stake in the desired outcomes.

Creating a common purpose in the workplace is not an easy task in the higher education community. It would seem that a flatter, more democratic organization that occurs with a common purpose would be ideally suited in an environment where open discussion is encouraged and ideas flow freely. Ironically, the higher education environment can actually inhibit a common purpose because the organization is a loosely coupled system where separate units have diverse and sometimes competing goals. This, of course, results in what we all know as organizational silos that create an environment where sharing and collaborating, except for each silo’s own interests, seem nearly impossible.

However, when people are explicitly united in a common purpose, they are truly colleagues working toward the same goals. When created and nurtured, it produces a true sense of “we,” and it promotes feelings of belonging and connection. A common purpose establishes the reasons for working together and reinforces the alignment of the individual and the organization to successfully accomplish its goals and objectives.

Bill Harris, CPPO, Director of Purchasing at the University of Kentucky and President of NAEP, has more than 30 years’ experience in overseeing procurement organizations, in both municipal government and higher education. Before joining the University of Kentucky, Bill served as Chief Procurement Officer at the University of Missouri System, responsible for purchasing, accounts payable, central stores and asset management of four campuses. He has served as president of both the Illinois Association of Public Procurement Officials and the Kansas Association of Public Purchasing Professionals. Bill was an Adjunct Professor of Purchasing and Materials Management at Washburn University, where he is currently a faculty member, conducting classes in purchasing policies and operations for the College Business Management Institute (CBMI). He has a Bachelor’s degree from Western Illinois University and a Master’s in Public Administration from the University of Illinois–Springfield. Email: harriswl@uky.edu.
Maximizing Your Staff’s Potential

by Mike Chmielewski, C.P.M.
Law School Admission Council

While most of us feel that our procurement staffs are performing well, none of us would object if we start to observe them working harder and producing more. We are all being forced to do more with less, especially now in the current economic climate.

It is not so much of a problem for me at my institution since I am the purchasing staff (and I think I do a particularly good job). I do try to keep my purchasing talents sharp by constantly learning new things. Other departments frequently provide training opportunities for their staff as well.

Our Information Systems Division seems to be the most active at keeping its professionals up to date: Technology is constantly changing, so they can’t afford to fall behind. With regard to customer service, they had a unique idea involving two small, stuffed dogs, each covered in a writeable cloth. They encouraged people from other departments to recognize any staff who had done a good job by writing a thank you note on one of the dogs. It became a badge of honor.

I especially appreciate that other departments hold sessions to let the rest of us know what they do and how they further the mission. It is good for us purchasing people to know what other departments do so that we know how important it is when we place orders for them. It also lets us know their busiest times during the year.

More to the point, I asked some of our NAEP Member-colleagues to relate to me what they do to help get the most out of their staff.

David Errickson at Millersville University tells about a program called “Leadership MU.” The full program takes several months to complete, and each employee who finishes it is said to graduate. It helps to instruct each employee in the Millersville way of doing things.

Don Krech at Bucknell University describes a program called CLIMBucknell. CLIM stands for Challenge, Leadership, Innovation and Motivation. The venue is a retreat about nine miles from campus and features a 70-foot climbing tower, a 400-foot zip line, and several high-ropes activities. It encourages group participation, leadership and cooperation. Other group challenges don’t require heights, and some must be accomplished in total silence.

One colleague claimed that his boss uses a Communication, leadership, and cooperation skills are at least as important as the knowledge of the nuts and bolts of procurement.

whip and a chair, and sometimes a TASER. I’m sure he was joking. Well, pretty sure.

Chris Mihok at Yale said that he likes to switch commodities among his buyers. It provides them with new challenges and allows them to hone their skills in new areas. One of his buyers used newly learned skills to obtain rebates and bonuses from a previously untapped source.

Brian Walters with Danbury Hospital related that, a few years ago, his department head awarded bonuses based on cost-savings. It created some healthy competition among the staff, and helped to motivate and stretch them.

Iowa State’s Cory Harms answered that his staff is currently taking the Dale Carnegie speaking-effectiveness course. He sees it as a great resource for improving communication and leadership skills.

Sandra Auld at Union County College (New Jersey) said that her staff recently took classes in Microsoft Excel, Word, and Outlook. It helped improve departmental efficiency and proficiency in those tools.

Of course, NAEP is a wonderful resource. There is the Annual Meeting, the regional conferences, and the various institutes. The NAEP Journal of Educational Procurement is another avenue. Networking and communicating on the listserv are other great opportunities.

Many times the way to improve our staff’s potential doesn’t come directly from purchasing courses. Since we all have to deal with people, it is crucial that we learn to work together with all kinds of personalities. Communication, leadership, and cooperation skills are at least as important as the knowledge of the nuts and bolts of procurement. Sometimes even games and other group activities can help. Getting staff away from the office to meet people in other departments can improve customer service and earn the purchasing department more respect for reaching out.

What are you doing to maximize your staff’s potential? Let me know at mchmielewski@lsac.org.

Michael A. Chmielewski, C.P.M.
is Purchasing Agent and Project Manager for the Law School Admission Council (SLAC) in Newtown, Pennsylvania, where he has worked in purchasing for 24 years. He received his B.S. in Accounting from Drexel University in 1994. Mike has been involved with NAEP for many years, serving as President of the DE/PA/WV Region and as an active Member of that region’s Host Committee. Currently, Mike is Co-Chair of the NAEP Editorial Board. Email: mchmielewski@lsac.org.
Greening Higher Education—
What Does It Mean?

by Dominic LoTempio, M.S.
State University of New York at Buffalo

While there are differing views on the definition of what is a sustainable practice, there are two basic outcomes that help define a practice as sustainable: The practice should have a reduced social and environmental impact compared to the previous practice and/or the initiative should have long-term feasibility and stability, which in turn should lead to long-term cost reductions.

The outcomes of sustainable or “green” purchasing can provide benefits such as:

- Lower long-term operating costs (institutional impact);
- Improved employee and student health (social impact);
- Reduced dependence on natural resources (environmental impact);
- Increased emphasis on local sourcing (communal impact).

While these outcomes are desirable, there is still resistance by some areas to use green practices. Some of the common objections from departments and purchasing agents might be:

- Going green costs too much!
- The departments won’t listen to me, so why should I try?
- I don’t have time to worry about being green; I already have to worry about—being within state/grant compliances.
- I’m just a (insert position here); let someone else take on the challenge.
- Going green is not part of my job description, so why should I even care?
- What exactly is green?
- So where do we begin?

An easy place to make a start is with your cleaning/janitorial services. As per the Toxic Substances Control Act (TSCA), enacted in 1976, companies are not required to test chemicals for harmful health properties (toxicity). According to Chec’s HealthHouse (the resource for Environmental Health Risks Affecting Your Children), “Within 26 seconds after exposure to chemicals such as cleaning products, traces of these chemicals can be found in every organ in the body.”

That’s pretty scary to think about. Now, imagine you’re a janitor working with these chemicals on a daily basis. The reality is that it’s not just janitors who are affected. Employees and students are also being subjected to these chemicals. To fix this horrific epidemic of chemicals infecting our institutions, green cleaning practices can be incorporated into our policies and daily actions. Green cleaning is performed without the use of chemicals. This includes, for example, the use of citrus and bio-based products, the use of reusable and washable microfiber rags and mop heads, and similar innovations. Green cleaning should, at the least, prove to be zero-sum (cost) initiatives in the short term. The social and environmental aspects of green cleaning will prove to be positive-sum that takes into account a long-term reduction in sick time, which in turn leads to a reduction in costs of lost productivity, and to a moderation of costs associated with health care benefits. Georgia Tech’s Green Cleaning Initiative is an excellent example.

“We don’t just clean buildings for aesthetic reasons. We clean buildings to protect human health. How can anyone claim to be protecting human health if they are using chemicals known to be hazardous? Safe products are commercially available at little to no additional cost. They work just as effectively as the other products. Why would anyone use anything else?”

—Scot Case, former Director of Institutional Purchasing, Center for a New American Dream

Another area where quick impact can be made is plumbing. The average bathroom faucet pumps out 2.2 gallons of water per minute. This is overkill for actions like rinsing hands or brushing teeth after lunch. Let’s say the average worker uses the bathroom faucet twice a day for 30 seconds each time. That’s a total of 2.2 gallons of water used. Now consider that there are five floors in the building, with 60 employees per floor. The amount of water used would equal 660 gallons per work day (3,300 gallons per work week). Multiply this number by all the buildings at an institution, and the campus could easily be using over 15,000 gallons of water per day via bathroom faucets. Not to worry, there is a quick and easy fix. Most bathroom faucets have a detachable aerator, which regulates the water pressure at 2.2 gallons per minute. Simply unscrew the aerator and replace with a 1.0 gallon per minute aerator. The savings are thousands of gallons of water per day (1.2 gallons per minute of use). The change-out also saves energy by reducing the demand for hot water. Aerators can be purchased for around $2 each (any buyer worth his/her salt should be able to negotiate bulk economies-of-scale pricing). Saving water and energy leads to saving money.

Saving money should make your boss happy, as well as your boss’s boss. You’re now a hero (at least for the moment). Go celebrate. Ask for a promotion.

Going green does not have to be difficult or complex. You don’t have to lead a large-scale solar energy project or start a composting program to do your part (although doing both would be great). Simple decisions can produce significant results. Lead your department and organization towards the green light at the end of the tunnel. Enjoy long-term stability and reduced costs along the way. Progress will not come to the stagnant.

Dominic LoTempio, M.S., is a Buyer for the State University of New York at Buffalo. He is the Social Media Coordinator for the National Association of Purchasing Management’s Western New York chapter, is a recent addition the NAEP’s Sustainability Committee, and also works with his university’s Environmental Committee. He has a B.S. in Psychology and a M.S. in Supply Chains and Operations Management, both from the University at Buffalo. Email: dsl4@buffalo.edu.
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Sleeping Bear or Caffeinated Squirrel?

by Cory Harms, M.S., Iowa State University
Cathy Beckman, Iowa State University
Jodi Essex, Iowa State University
Kelly Okken, James Madison University

I was talking with a vendor the other day and was really surprised when he said, “I bet you can’t wait until summer when nothing will be going on here so you can get caught up.” I think that many people assume that, as summer comes, the university goes into hibernation like a big, old bear. Students are gone, faculty are on vacation; nothing to do but kick back and enjoy life.

Too bad that is not the case for most of us. Summer means fiscal year-end and annual contract renewal, summer remodels, conferences, classroom upgrades, and dorm clean-ups. It appears more like a caffeinated squirrel than a sleeping bear.

For many universities, summer may be the only time when certain things can happen. The key is to be prepared, sometimes starting weeks or months ahead to ensure availability of products or contractors. One of these projects is mattresses. Cathy Beckman, Purchasing Agent, Iowa State University, provides some insights into how you can be successful bidding this commodity.

Summer Mattress Bids

One item that most universities purchase every summer is replacement mattresses for residence halls. Iowa State University has purchased anywhere from 700 to 1,500 mattresses for our summer replacement cycle, and this year we are looking at purchasing more than 2,000. Typically, these are quantities that cannot be purchased at the last minute. Some vendors may be able to help out with a quick purchase, but there may be a premium for that last-minute buy.

There are several things to consider when you prepare to bid mattress replacements. What quantity do you need? When do you need them? How soon can they be produced and shipped? What sizes and styles? Are you changing any rooms or bringing any new rooms online? Are you going to dispose, donate or recycle? Is there other work occurring that will affect the mattress switch out? This is why good planning is important.

Planning will ensure that you receive the product you need at the best price. This includes understanding the lead-time involved for production of the mattresses and working with your Residence Department to know what sizes and styles are needed for all areas. If your enrollment changes, this may also mean that you need to replace singles with doubles or add more rooms; meaning more mattresses. Meeting with your Residence Department early in the spring will help start the thought-process to determine the needs.

Another consideration is the disposition of the mattresses you are replacing. In the past, many mattresses were donated to homeless shelters or other nonprofit agencies, and the remainder were land-filled. As landfills have stopped taking mattresses, the amount of used mattresses has increased, making donation difficult. A new initiative Iowa State University tried in 2010 was the recycling of the used mattresses. We sent out a separate bid, requesting a company that would pick up and recycle our old mattresses. While there is a cost associated with this, it is a sustainability issue that must be addressed. This year, we made the recycling of the used mattresses part of our bid for the purchase of the new. The company that is supplying our 2,000 new mattresses will also be removing 1,500 old mattresses, to be recycled. A benefit of having the same company recycle the old mattresses and supply the new eliminates the need to store the old units until they can be picked up. Having the company use the same new mattress-delivery truck to pick up the used mattresses increases efficiency.

Finally, the Residence Department must coordinate the removal and installation of the new mattresses around any other repair or remodel work that may be going on at the same time. This means working with the Facilities Department to coordinate other contractors that may be supplying carpet, painting, or providing moving services.

Planning is the key. Understand the needs of your Residence Department, the industry conditions and lead times, and coordinate the work that may affect the mattress change-out. This will ensure a better price, a more sustainable outcome and a smoother changeover.

— Cathy Beckman, Purchasing Agent, Iowa State University

Whether it is mattresses, new furniture, painting or carpeting, universities may need to contract with outside sources to provide moving services. Jodi Essex, Purchasing Agent, Iowa State University, relates some of her experience to assist you when contracting for this type of moving.

Summer Moving

Most colleges and universities have furnished dorms and apartment-style accommodations for students, and it is certain that the students are not spending their nights and weekends cleaning and taking care of those spaces the way your grandparents would have. That leaves the university responsible for re-carpeting, painting, and repairing all the items that were neglected during the school year. In order to accomplish those tasks, you may need to hire a service to remove all the furniture and appliances from those spaces and then move it back after the work is completed. Sounds simple, right?

It’s not rocket science, but there are definitely several things to consider. First, you have to decide where you are going to store the furniture once it is removed. Do you have an empty room in the building, an offsite storage facility.

Continued on page 22
or mobile trailers? Create a plan to move the furniture the shortest possible distance and reduce the number of times the furniture is handled. This will save on cost and reduce the chances for damage to the furniture.

Then you must consider timing. If it’s a big project, it is likely that you will have a very rigid moving schedule, since you will be coordinating the work with all the other vendors (carpet installers, painters, etc.). As with any big job, not everything is going to go according to plan, so your moving company must also be flexible. This may make it difficult for one vendor to accomplish the entire job from the scheduled start to finish, which means that there could be subcontractors! You must know your subcontractors and make sure they satisfy all the requirements of your primary contractor.

One of the most important factors that may be overlooked is safety. Bringing these individuals onto campuses into students’ living spaces (whether the buildings are occupied or not) is a huge liability. It is important to know who is going to be in the buildings, by requiring background checks and having the movers wear name badges/credentials identifying who they are. Also, ask your contractor how they plan to accomplish the job and how many supervisors will be onsite. A good moving company will be able to explain exactly how things will flow and how their employees will be supervised.

Finally, if you are doing an RFP for a large job, require attendance at the walk-through. This will eliminate unforeseen problems and ensure that interested suppliers have the total picture of what needs to be done, how many man hours the job will take, and what types of equipment will be needed. It is also an opportunity for those suppliers to offer suggestions or make you aware of things you might have overlooked.

So before you start moving things around remember to:

• Create a timeline and plan of action.
• Do your due diligence on the vendors. Think Safety!
• Require vendors to visit the site before accepting their bid.

This will ensure a successful summer move.

Jodi Essex, Purchasing Agent, Iowa State University

Mattresses and moving are only part of what summer may hold for Purchasing. Many of our construction, remodeling and maintenance projects can only be undertaken in the summer break. Kelly Okken, Facilities & Capital Procurement Manager, James Madison University, gives some advice on how to ensure those projects succeed.

Summer Maintenance

Summer is fast approaching and the students at James Madison University are anxious for the summer break. While the students look forward to time off from studying and the academic side of campus may gear for a slower pace, our Facilities Departments ramp up their planning and scheduling for summer maintenance.

Like many universities, James Madison has many projects to undertake in the short, summer season. Summer is the time for installing new flooring, cleaning out ducts, re-caulking showers and bathrooms, landscaping, washing windows, repairing and upgrading spaces, maintaining parking garage and parking lot areas, demolishing old buildings, and painting interior and exterior areas. These are probably very familiar items to most of you, as well.
It is easy to be overwhelmed by the amount of projects that we undertake during summer break. The key to success is the coordination that goes into the scheduling process. Scheduling maintenance projects takes much more coordination than one would think. It’s more than, “We need to have the windows washed in building X this summer.” There are many things that have to be considered, such as whether there are summer classes scheduled in this building and which rooms they will be in; are there any renovations or other projects taking place in this building during this time? Where will the landscapers be that day because the contractor will be bringing in a lift to wash the exterior of the windows? We also have to worry about special events that could be taking place on campus during those times so that we do not cause disturbances in those areas or become eyesores to the activity.

As a procurement officer, one must look at the bigger picture and understand the activities of the campus and what disturbances you may cause to others. Although Procurement is not directly responsible for coordinating maintenance projects, it is essential that purchasing understands and is able to relay that information to the contractor during the solicitation process. Procurement should take an active role in working with facilities management to be sure that all contracts are successful and are the right fit. By taking the extra time to understand the facilities pieces and educating our facilities employees on the procurement process, it will become a beneficial working relationship.

It always seems that no matter how much procurement or facilities management try to prepare for the anticipated flurry of activities over summer break, somehow we find that we are never prepared enough. There is always that odd project that we haven’t encountered before, that project that does not fit into an existing contract, or what we’ve done before just doesn’t meet today’s standards. It takes careful planning to be sure that everything is covered and scheduled for summer maintenance activities. This is the most important reason why Facilities and Procurement must work together closely and communicate clearly on the timeline, as well as the must-haves and would-like-to-haves. We must organize, prioritize, and mobilize all our efforts and talents to ensure our beautiful campuses are ready for the start of another academic year.

– Kelly J. Okken, Facilities & Capital Procurement Manager, James Madison University

Even though most of our students are gone and less people are around campus, summer is one of the busiest times for purchasing. Each of these commentaries makes one clear point: Planning and coordination are vital. I wish you luck on your next summer project.
I Am Ready for Anything—Or Am I?

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

I recently flew out to the University of North Carolina-Chapel Hill to run a 5K race with my niece and grandniece. I had practiced, heeded all the training tips of my coaches, ate all the healthy foods, and was totally prepared—so much so that I finished first in my age group.

Things continued to go so well that as I boarded the plane for the first leg of my return to Las Vegas (Charlotte to Atlanta), I asked for an exit-row seat. Great for my long legs! When the flight attendant asked those of us in the row if we were prepared to handle the exit door in the event of an emergency, I said, “Yes.”

As we neared Atlanta, we hit turbulence. It was wicked—cups flying, luggage falling, passengers bouncing. It was only then that I started thinking of my responsibilities and realized I was not prepared. I hadn’t read the safety information that the flight attendant had instructed us to read. If “pop” came to “boom,” I was probably going to fail miserably.

Did my life did flash before my eyes during all this? No. But later I did think of those times when I was well prepared and was able to reap the benefits. My best examples had to do with education.

As a brand new enlisted man in the Navy, I had observed that officers (management) lived much better than the enlisted (labor). They made more money and had better perks. I understood that the main difference between them and me was that they had college degrees. I decided that if I wanted better, I needed to improve the level of my education. I prepared myself, and it worked. I reaped the benefits and rose from laborer to professional.

Feeding on that momentum, I returned to school to earn my MBA, preparing for that moment when a management position might become available. It paid off, and I was again able to advance.

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What does any of this have to do with exit rows? The better you prepare, the better your chance of delivering—for yourself and for others.

What is your mindset about education and certification? Are you just sitting back, waiting? Could you truthfully tell an interviewer for a new job or promotional opportunity that you are prepared? If you want to get prepared, contact an NAEP Board or Staff Member and ask when the next CPSM, CPSD or the new CSM Certification class will start. If your preparation includes obtaining a degree, find out what assistance is available. In this day and age, any of us may have to man our own personal exit row. Can any of us afford to not be prepared?

Have questions? Contact Bob Ashby at ashbybob@embarqmail.com.
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I’m not sure if attending conferences and tradeshows is an art or a sport. Either way, it takes time and effort to master. Respectful of spending limited resources, as attendees we feel an obligation to be “engaged” when we get there, but from my observation, not necessarily “married” to the events and schedules.

My very first NAEP seminar was “How To Buy Scientific Equipment and Supplies,” held in New Orleans. I desperately needed the expertise of the instructors and was committed to full participation. On the other hand, my spouse traveled with me. Neither of us had ever seen the Mississippi, and we were anxious to take a steamboat tour. A conflict between the 75-minute tour and the hour allowed for lunch breaks was problematic. Reviewing the schedule, I noticed a 1:00 pm session entitled, “Lab Safety,” in which I had no interest.

I booked the river cruise and skipped the session. We had a great time and, regardless of what I missed, there would be no regrets.

The seminar was in the grand old-pre-Katrina-Fairmont Hotel on Canal Street. Returning, I cracked the door open and looked in cautiously. To my great relief, they were showing a film on an old 16mm projector. “Perfect!” I thought. “I’ll be able to sneak back into my seat and when they turn up the lights, perhaps no one will even notice my absence.”

Making my way to my empty chair, I accidentally tripped over the power cord, plunging the room into total darkness. Helpless, I had no choice but to wait until the instructor blindly searched for and found the light switch. Immediately the room and my actions were illuminated for everyone. All eyes were on me as I sheepishly smiled and said, “Hi?”

How embarrassing! I committed then-and-there to NEVER miss another session in the future, a resolve that lasted nearly eight years.

On another occasion, two of us (a co-worker and I) were attending a national business travel conference at the Moscone Center in San Francisco. A dilemma we all know well: there were more promising sessions than bodies to attend. Planning carefully, we each agreed to attend different sessions to cover as much as possible.

As I was entering the room for the first breakout, I observed my partner sitting on a comfortable lobby sofa talking to some guy. After the session, there he was—still talking! I was furious. I was holding up my part of the bargain and would surely miss the much-needed notes from the session he ignored.

This happened not just once, but for the next three sessions!

It wasn’t until we were able to talk on the plane ride home that I learned he had singled out a top-paid industry consultant who had graciously outlined for him exactly how to set up and run a successful travel department. On that advice, a highly successful plan was executed.

That’s when I learned that many conference gems mined were in unexpected sessions, poorly named, which I was forced to attend because the session I wanted was full. Conversations in hallways, at impromptu dinners and lunches, and on similar occasions have proven priceless. Friendships forged at such gatherings are at the core of our professional survival. They are both endearing and enduring.
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