

**2019 NAEP Elected Officer  
Candidate Nomination Application for Elected Office**

The following criteria represents the standard information about potential candidates for elected office required by NAEP's Nominating Committee. This basic form should be completed by each candidate. A resume may be attached to further describe detailed information but should not be submitted in lieu of this application.

**About You:**

Position of Interest: 2<sup>nd</sup> Vice President

Name of Candidate: Gregory Macway

Title: Director, Administration and Finance – Supply Chain Management

Institution: University of California, San Francisco

Address: 1855 Folsom St Suite 304 Box 0910  
San Francisco, California 94143

Telephone: 415-476-4537 (office) 650-465-1308 (cell)

Email: greg.macway@ucsf.edu

**Questions:**

**1. Number of years as an active member of NAEP:**

6. I attended my first NAEP National Conference, April 1<sup>st</sup> 2012 in Anaheim, CA

**2. Types of Service to NAEP and or the regions:**

**a. Participation on committees, task forces, special projects and other functions**

- Pacific Region President (3 year Ascending)
- District 6 Host Committee Chair 2018
- District 6 Program Committee Chair 2017
- EPJ Editorial Board Member (since Summer 2015)
- National Program Committee Member 2016, 2017, 2018
- Innovators Forum Participant (2017 – Data Analytics)
- Regional Meeting Facilitator
- Regional Guidance / E&I strategic vision co-author
- NAEP Executive Director Search and Interview Committees (2018)

**b. Author of an article(s), monograph(s), book(s) or other publication for NAEP**

- EPJ Columnist (Heard on the Street, beginning Winter 2015)
- Co-Author - 2017 Innovators Forum White Paper, Data Analytics

**c. Recognition, Awards and/or Certificates of Achievement**

- NAEP Communicator of the Year (2016)
- NAEP Volunteer of the Year (2017)
- NAEP Young Professional of the Year (2017)

**d. Presentation(s) at meeting(s) or educational programs**

- Multiple presentations at NAEP national and regional conferences beginning at the annual conference in April 2013 in Orlando, FL.
- Co-presented at NACUBO 2016 in Montreal, Canada with fellow NAEP members

**3. Service to an associated professional organization (whose principal purpose is the betterment of the procurement profession or education community)**

- None outside NAEP and University of California related initiatives and committees.

**4. Educational achievement (higher education institution and/or certification, NAEP's Institutes or Academy, etc)**

- CPSM Certification in progress
- PMP Certification (November 2016)

**5. Procurement positions held (title/institution/organization)**

- Director, Administration and Finance – Supply Chain Management
- Coordinator, Strategic Initiatives – Supply Chain Management
- Strategic Sourcing Analyst – Campus Procurement & Contracts

All positions held were at the University of California, San Francisco

**National board member selection criteria:**

**Please provide a comprehensive statement to the below questions. You only have to answer the questions that apply to your personal experiences.**

**1. Do you possess an area of expertise that helps the association meet one or more of our strategic initiatives (see attached Strategic Plan)**

Of the seven goals outlined in the NAEP Strategic Plan, my expertise can be leveraged to address four; Communications, Influence/Collaboration. Organizational Infrastructure and Joint Relationship/Operations with E&I.

On Communications: As the Director of Administration & Finance, communications is my area of responsibility for the Supply Chain Management Department. I have built a team to facilitate communications, outreach and engagement with the 3,000 customers at UCSF as well as the 125 internal staff. My role as EPJ Editorial Board Member has provided familiarity to the current resources available to the organization for communication to the NAEP Membership.

On Influence and Collaboration: As a strategist within the Supply Chain Management department, it is my responsibility to ensure key initiatives are clear of hurdles and championed by key influencers in the organization. One recent example is negotiating off-cycle exceptional equity increase and re-classes for 38 Supply Chain staff, increasing our Personnel expenditures by \$1M. By developing key relationships with HR management, this process was completed in under 3 months with minimal friction. Collaboration is one of my core values. Diversity in opinion, thought, expertise and background is key to achieving collective goals.

On Organizational Infrastructure: I have been fortunate enough participate in various organizational redesigns. In 2018, our Supply Chain Management department did a ground up rebuild of the organization to provide better support infrastructure and become more focused on customer need. In 2012 University of California Procurement revisited their strategic vision resulting in a more comprehensive engagement, extending beyond strategic sourcing to shared systems and procurement governance. I was responsible for the design and analysis of many of the functions, strategies and engagements still in effect today. Finally, my experience with the retooling of roles and responsibilities within NAEP District 6 can be leveraged in this role. I am currently leading an initiative to rewrite and/or eliminate regional bylaws to reflect the collaborative district approach we've adopted.

On Joint Relationship/Operations with E&I: As co-author of the E&I strategic goals and regional guidance document, I am well positioned to support this goal. I have a clear understanding of the goals, vision and resources of both institutions and am committed to their joint success.

For the remaining 3 goals, I am committed to support these initiatives in any way I can. Also, I look forward to contributing to a revised strategic plan.

**2. Broader perspective: Please list other noteworthy voluntary contributions of time, effort, resources and leadership abilities to NAEP and the procurement profession.**

Listed in the participation and recognition sections of this application and the examples given in the previous question highlight my contributions to NAEP and the higher education procurement profession. Generally, I approach my work with an 'anything is possible' mentality. I search for innovative solutions and take care to validate the approach and assumptions with my peers. I like to jump-start initiatives by delivering an initial work product, then collaborating with my peers to refine collectively. Not only has this approach proven successful in meeting goals, it has contributed to developing meaningful, professional relationships.

**3. Provide examples of the ability to develop strategic direction/vision and/or implement a strategic direction/vision. Have you been identified by peers as a thought leader?**

In addition to the examples given previously, I have had the honor of leading and participating in various strategic initiatives. Here are a few examples:

UCSF Finance & Administration (FAS) Customer Satisfaction Initiative – Co-Lead

The UCSF Finance and Administration Division consists of HR, Finance, Real Estate, Facilities, Auxiliary Services and Police. Management of these functions had been segmented with little visibility to their collective impact on the UCSF community. In conjunction with the Chief of Staff to the Vice Chancellor of Finance and Administration, we developed and implemented a cross-functional survey tool based on the American Customer Satisfaction Indexing methodology. The tool measured current satisfaction and the impact of improvements in areas of focus to future results across the various services provided. This effort also reduced the survey fatigue our customers were experiencing and became the foundational measurement tool for strategic initiatives across the

organization.

#### UC Davis Inaugural Exploration Committee for Strategic Solutions – Committee Member

This committee explored continuous improvement opportunities in the administrative management of the University. I was the only member from another University invited to participate. This program was initiated to kick-start sourcing initiatives at the UC Davis campus and provide executive sponsorship to the resulting sourcing efforts.

#### UCSF 2025 Visioning Exercise– Winning Team Lead

In May 2013, UCSF Chancellor Susan Desmond-Hellmann presented a TEDTalk on the use of big data and data science for the advancement of research and patient care. In 2013 UCSF engaged in a crowdsourced visioning exercise to reinvent UCSF through innovation called UCSF2025. Staff, Faculty, Students and Patients were all invited to participate. At the same time, Campus Procurement was struggling to get recognized as a strategic partner on planning activities at the university. Given the high visibility of this event and sponsorship by the chancellor, this was the perfect opportunity to get campus procurement noticed and contribute to the advancement of the university. I reverse engineered the event engine's scoring criteria, identifying how points were earned and how to "win". By recruiting participating members into engaging conversations and including the #procurement tag, we were able to jump to the top of the leaderboard. This opportunity triggered a series of successful engagement initiatives that have proven foundational to the success of UCSF Supply Chain Management.

All of the above examples were collaborations with my peers and partners. Without their trust and confidence that I can lead them in these areas, we would not have been successful.

#### **4. Do you recognize and promote trends, issues and best practices for your institution and profession? Please describe.**

I strive to identify innovations, trends and best practices both within our institutions and profession and from related and complementary areas of focus. Procurement and Supply Chain functions within Higher Education share basic structural components with all service professions and many other activities. I am always looking at how things work and how they can be leveraged within our profession. I would rather adopt and modify a known solution to a similar problem instead of building a solution from scratch.

#### **5. Please describe how you would confidently and articulately lead discussions and express opinions in a collaborative, collegial manner.**

One of the reasons I love my job and our profession is the collaborative and collegial sharing of ideas and information. Most other industries would file away solutions to shared problems claiming they are 'trade secrets'. To be successful in our profession an inclusionary approach to problem solving and idea generation is required. My approach to lead these discussions is to be inclusive and transparent. I would strive to create clarity to the topic or issue and ensure we have a common understanding. Once clarity is achieved, I would encourage participation of all members in the idea generating process. Understanding there is diversity in how people process information and participate, I would check in with all members to ensure their thoughts are included and issues of concern are addressed or recorded. Depending on the intensity of the discussion or extreme variance of the opinions expressed, a break to reflect and process the information may be warranted. This break is also a great opportunity to connect with

participants socially, outside of the topic at hand. Finally, once a solution or path forward is identified, I would ensure the information is documented and shared with the team.

6. **Do you mentor, engage and share information with current and potential NAEP national, regional or committee leaders? Or with staff?**

My working style preference is to collaborate with my superiors, peers and staff. Barring sharing confidential information or betraying the trust of a confidant, I prefer to share all relevant information when discussing important matters. By sharing information and receiving feedback and opinions divergent from my own, I feel better informed and ultimately able to make better decisions. In my role as Host Committee Chair for the District 6 Annual Conference in 2018, I had to rely on the expertise and opinions of the other regional leaders. Not only did this work to solve problems efficiently, it built a level of trust and understanding within the team.

7. **What vision do you have for NAEP during your term? (Biggest challenges and how to solve them).**

In my conversations with National Board Members and Regional Leaders, here are a few of the opportunities I look forward to exploring with the board.

National Office Resourcing and Support Model - Given the recent transition of leadership in the national office, we have the opportunity to right size the responsibly, oversight and resources. This seems fundamental to developing revenue and regional engagement strategies.

Strategic Relationship Management – Membership fluctuations (and revenue decreases) seem to be rooted in budgetary constraints at member campuses. One opportunity to combat those pressures is to align membership to larger institutions like NACUBO. On the opposite end, best practice sharing and possible membership increases may come from partnering with similar associations to NAEP.

Communication and Brand Identity - The public procurement profession is experiencing a transition in member demographics and member institution's role within colleges and universities. Strengthening the tools used to engage membership and ensuring the NAEP brand is prominent during this transition is a critical opportunity to increasing membership, promoting volunteerism and ensuring the long term success of the association.

Thank you for your consideration. I am honored to be nominated and look forward to working with you.

*Candidates should also have a commitment to contribute the time, interest, ability and resources necessary to complete assignments promptly and professionally.*

**IF SUCCESSFUL, FINAL CANDIDATES WILL BE REQUESTED TO PROVIDE THE FOLLOWING INFORMATION:**

Candidates for national board positions should have the support of their employer organization

to attend all board meetings, in addition to other related activities, as appropriate for the duration of their term of office:

2<sup>nd</sup> VP: 5 year term

Please provide a recommendation letter (by the direct supervisor, indicating if the person is elected the institution and supervisor will support the candidate and allow him/her to participate as part of his/her professional development).