PLink Article Submission Policy

Submissions of letters, articles, or announcements for publication in the NAEP Bulletin are due on the 5th day of the month preceding publication. E-Mail to Neil Markee, Editor in Chief, Purchasing Link, at nmarkee@naepnet.org. The editors reserve the right to edit articles for content, length, grammar, NAEP style, and readability.

Article: Does Management Matter?

"Based on decades of reading what is discussed in the Chronicle of Higher Education every week, I think it's safe to say the gritty business-details of how money is spent within higher education has rarely been high on the list of concerns within the academic community that is their readership...."  

Read Article

From the Editor: Does Management Matter?

There it was, right on the clean, crisp pages of the Harvard Business Review, an article titled "Does Management Really Work?" Blasphemy, I thought, but given the source, there was never any doubt in my mind as to what the answer would be. As I read their copy, I learned that the article was really about the role of management and why and how to measure management performance. I wondered what those involved with purchasing in support of higher education in a largely not-for-profit setting might learn from a survey of commercial manufacturing firms. Some have argued we don't have the discipline of a bottom line with a dollar sign to buttress the reality of our self-evaluation, but that seems to be changing. We have peers who are willing to share what might be considered confidential information in the commercial world to use as a yardstick to allow us to measure our own performance. We may find ourselves comparing financial data as we seek to evaluate programs.

— Neil Markee

From the President: Back to School - and That Means You, Too!

Valerie Rhodes-Sorrelle, M.P.A., C.P.M.  
Grand Valley State University  
NAEP President 2013-2014

The summer is certainly moving by fast and soon students from all across the country will be returning back to school. Whether it's grade school, high school, or college, students will be headed back to the classroom eager to see old friends that they have not seen during the past few months, as well as to make new ones. Students are excited about learning and college students are ready to pursue desired careers. We all, as procurement professionals, should be excited about the prospect of learning new things and teaching others. Well, this fall you will have an excellent opportunity to continue or restart the learning process by attending your regional conference. That's right - your regional conference is just around the corner!!!

This fall, I encourage you to continue to educate yourself and strive for professional growth by attending your regional conference. Your regional conference will give you an opportunity to catch up and network with colleagues and to meet new ones. What better way to collaborate and develop partnerships with other local or regional institutions and suppliers? Your attendance at your regional conference will also give you an opportunity to earn certification credits, and we all know the value in obtaining our professional certification. There are several certification opportunities available to procurement professionals that may assist in your advancement possibilities. Getting credit for sessions attended at your regional conference will help in achieving certification goals. Go for it!!!

Expanding your knowledge in a variety of procurement and procurement-related areas
such as supplier chain management, strategic sourcing, inventory management, logistics, accounts payable, spend analytics, and p-card administration, just to name a few, is very important for professional growth.

I have viewed many regional calls for programs and read several program informational flyers. And I must say I would like to attend them all! The content looks awesome. If you decide to attend, you will not be disappointed!!!

This fall take advantage of it all!!!

Article: Does Management Matter?

By: Neil Markee, Editor in Chief-Purchasing Link

Based on decades of reading what is discussed in the Chronicle of Higher Education every week, I think it's safe to say the gritty business-details of how money is spent within higher education has rarely been high on the list of concerns within the academic community that is their readership. It's the product that matters many say, not the business-management details of the process. Yes, but maybe the balance is shifting a bit.

Some might argue that, ideally, procurement in support of higher education along with the rest of business services should be managed so quietly and effectively that the effort goes all but unnoticed. On the other hand, the low profile they seem to cherish all but guarantees that anybody not working in the business side of the house will not pay much attention to what is going on in their world - and that can make selling business policy and process change a challenge. Inevitably, low visibility leads to difficulty in obtaining the attention, support and resources needed to make improvements. "Out of sight out of mind," I guess. If end-users are happy with the status quo, should the details of business management on campus be of serious concern to the enterprise? The editors of the Harvard Business Review could certainly be expected to respond, "Yes!"

I suspect most professionals involved with higher education would agree that the industry is in an extended period of transition. And right now, end-users may not be as "happy" as they once were. Many are experiencing uncomfortable levels of uncertainty, as they are obliged to accommodate substantial changes in direction when difficult issues are addressed. Most of these changes are driven by financial considerations.

The increasingly evident potential of information-sharing technology and the realities of current economics have combined to produce a new normal for everyone on campus, but especially for the academic side of the house, and the debate as to what should be or can be is underway. If for no other reason than the most pressing problems are economic, the business side of the house is or should be involved in the discussion because it has to be. For example, the growing reliance on adjunct faculty and the debate over the appropriate role of MOOCs is largely driven by economic considerations. Increasingly, our functional bottom-line seems to be preceded by a dollar sign.

And not all of the key financial decision-makers are part of the traditional day to day campus community anymore, as parents and students examine the cost-benefit ratio offered by individual institutions, just as customers in the commercial world might. The competition for the students everyone wants enrolled on their campus is sharpening and economics is playing a growing role in the decision-making process, at all but the most selective institutions. The daunting challenge is to maintain quality and reduce the cost of the educational services we offer. The quality of business management on campus, and how it affects the effective use and allocation of resources, matters to everyone involved. Students, their parents, government and donors all require that business leaders be able to demonstrate that they will made good use of the resources that others are asked to provide. If that reads more than a little like the sort of assurances stockholders might seek, maybe it's because, increasingly, institutions of higher learning are viewed as businesses.

As the competition for scarce dollars grows more intense on campus and every cost is publicly scrutinized, there has been some serious finger-pointing. The front page headline on the April 13, 2013 issue of the Chronicle declared defensively, "College's Cost Isn't Due to Jumps in Pay, AAUP Says."

As you might expect, topics covered in the Harvard Business Review suggest its editors see how management is conducted as key to the success of the enterprise in a commercial context. The table of contents of the November 2012 issue asked, "Does Management Really Work?" The authors, from Stanford, Harvard Business School, and the London School of Economics and Political Science, ask in the opening paragraph "Are organizations more likely to succeed if they adopt good management practices?"
They developed "testable hypothesis." studied "thousands of organizations" and came to the conclusion that "good management can yield practical improvements. I wasn't surprised. However, I don't think any institutions of higher learning were involved and you might reasonably ask if any of what they learned might be of practical use to campus procurement professionals in the U.S. or Canada. I think, "Yes," but your call might be determined by whether or not you see colleges and universities as "businesses" and, perhaps, the people who pay tuition and fees, as well as tax payers and donors, as "customers."

The HBR identified "three practices generally considered to be the essential elements of good management." And they asked three probing questions.

- **Targets:** Does the organization support long-term goals through tough, but achievable, short-term performance benchmarks?
- **Incentives:** Does the organization reward high performers with promotions and bonuses, while retraining or moving underperformers?
- **Monitoring:** Does the organization rigorously collect and analyze performance data to identify opportunities for improvement?

**Targets**

I think it's safe to say that, if asked to identify their overall number-one goal, campus procurement officers would point to better-quality service at reduced process-cost. Some have developed metrics and established short-term targets in specific areas. But the question raised above dealt with organizational goals that we might refer to as strategic goals. So the question becomes, does purchasing support the institution's strategic goals with a series of challenging short term goals? Some do.

**Incentives**

The article calls for rigorous performance-measurement and powerful incentives. Can you have the former without the latter and resources to invest? I haven't heard much about incitement among chief procurement officers on campus. Financial incentives have been hard to come by for probably half a decade and the most likely positive career-path for ambitious chief procurement officer often leads off the campus. Can we effectively employ a demanding performance measurement approach when cash to support innovation and our ability to provide effective incentives is lacking? Maybe, if there is more flexibility within departments than I know of, but providing resources and meaningful positive incentives is at least challenging - and I wonder what NAEP Member institutions have found to be effective. Are you able to support and reward high performers? To a limited extent.

**Monitoring**

HBR researchers dealt with a wide variety of commercial organizations in this study. Most were involved with manufacturing. They no doubt noted a wide variety of maybe unique performance measures appropriate to the individual business involved. Comments made at the NAEP Annual Meeting workshops suggest that the purchasing departments at many institutions, "...rigorously collect and analyze their own performance data to identify opportunities for improvement" for their own institutions. But does our extensive data collection and sophisticated analytics contribute the formulation and achievement of the institution's strategic goals? Some do.

**Measuring Management Performance**

Although institutions of higher learning in the U.S. and Canada are organizationally unique in detail, they probably have much more in common than what might be expected within a good-sized sample of commercial manufacturing firms spread over several European nations, and that may present an opportunity. Traditionally, we have argued that - lacking a generally accepted bottom-line-style commercial standard - effectively measuring the management performance of any institution is probably best done by gently using comparisons to peers. The challenge has been to identify true peers and to find ways to usefully compare one institution with another. But maybe that is changing as if institutions become more "business-like." We may find ourselves comparing our performance to the financial performance of our peers, and that's a good bit more sensitive.

Arguably, campus business leaders would be better able to identify peers and evaluate the effective management of their institutions if they had access to common performance measurement benchmarks. The Association's benchmarking study had that as a goal more than a decade ago but we didn't ask much about financial performance. We now have sharper tools and have learned a lot about data collection, processing and metrics since our initial effort. Maybe now would be a good time to take another look at performance measurement benchmarks, including comparative financial-performance within higher education.

The authors of the HBR article found, "Leaders often initiate transformations in response to extremely challenging conditions." And noted, "The recent global recession is just that kind of extreme challenge." The political mantra, "Never let a serious crisis go to waste." might apply here. Those who cut back spending - in response to what were thought likely to be relatively short-term, recessionary hard-times - rather than investing in transformation (and that could well include most institutions) may have missed an early opportunity to restructure their organizations to better address the challenges that the new normal will bring. But short-term has proven to last longer than anticipated, and maybe it's not too late to act. Having useful comparative data available could provide a cost-effective shortcut.

O.K., if sound business-management is key to the success of the enterprise, where does purchasing fit in? As a member of the staff of the chief business officer, one of the chief procurement officer's roles might be to help develop viable options or to help vet the viability of options proposed by others. What's the current proper role of purchasing in the financial and other management of an institution and what's
happening on your campus?

Take a Look
The article goes on for several pages and if you'd like to read a well-reasoned and insightful discussion of the role and value of management, you might want to access an online copy of the November 2012 issue of the Harvard Business Review and check out the article on page 77.

Meet Your Regional Officers and Leaders
Do you know who your Regional President and Board Members are? Find out with a quick click just which NAEP colleagues are leading your group.

Now is a good time to contact them to find out how you can help out at your own regional conference or on an ongoing basis, throughout the year. There's always another job to be done so, your volunteering offer will be enthusiastically received. And once you are involved, you will find that your NAEP networking benefits truly become magnified!

Click Here to visit the Regional Resources page on our website to learn more about all the NAEP Regional groups.

Call for Papers 2014 Annual Meeting
NAEP is currently accepting proposals for program presentations for our 2014 Annual Meeting, which takes place May 18-21, in Louisville, Kentucky. Share your knowledge and expertise with your colleagues in higher education by discussing purchasing issues, creative solutions you've developed, and the successful results you've attained.

Presentations will be grouped by subject categories. There are several different presentation style options to consider for 2014. View Call for Papers FAQ.

To submit a presentation for consideration, use the online submission form on the NAEP website. You will be able to create a profile and upload one or multiple presentations for consideration. You'll have the opportunity to review and even edit your presentation topic after you submit (through the submission deadline), should you need to change or update the presentation parameters.

The Call for Papers is open now through August 2013.

This year's theme, Procurement in the Winners Circle, reflects the value that procurement professionals in higher education bring to their institutions and the celebration and recognition of this input. Whether Members have achieved recognition or are working toward it, NAEP applauds their work and through this year’s meeting, provides resources and opportunities to continue moving forward successfully. Registration and hotel reservations will open later in the summer. Make your plans now to be at the Annual Meeting. This is the one event you can't afford not to miss!

Calendar of Events

Complimentary Webinar from NJPA: Addressing the School Readiness Crisis
August 8, 2013
Webinar

Strategic Procurement Institute - Sold Out
August 26 - 28, 2013
Denver, Colorado

Legal Aspects of Procurement Webinar Series: Contracting Law Basics
August 22, 2013
Contracting Authority & Relationship with Legal Counsel  
October 29, 2013  

Special Issues in Contracting  
March 19, 2014  

Purchasing Policies and Special Issues in Contracting  
April 29, 2014  

Complimentary Webinar from NJPA: Savvy Sourcing - Best Practices for Strategic Sourcing  
September 12, 2013  

Procurement Academy (Tiers I, II & III)  
February 2-4, 2014  
New Orleans, LA  

RFP Process Institute  
February 5-6, 2014  
New Orleans, LA  

2014 Annual Meeting  
May 18 - 21, 2014  
Louisville, Kentucky  

2014 Supplier Diversity Institute  
August 4-5, 2014  
Chicago, IL  

ACUI Women's Leadership Institute  
December 3-6, 2013  
Ritz-Carlton Amelia Island  
Amelia Island, FL  

Contracting Law Basics Webinar  

This is the first in a series of webinars focused upon the legal aspects of procurement. Contracting Law  
Basics, scheduled for August 22, 2013 at 2:00 pm EDT, will help procurement professionals relate legal  
issues to the practical aspects of purchasing and contracting.  

All procurement professionals should have at least a basic knowledge of contract law. This helps you  
recognize what is within your realm and when you need to seek expert advice. As a result, you will be  
able to effectively do your job while reducing risk.  

By the end of the webinar, you will be able to apply basic concepts of contract law; identify if a contract  
contains the necessary elements and if not, what is missing; recognize when a breach of contract  
occurs and understand usual remedies; understand common contract clauses. Attendees will receive  
1.0 credit hours for attending. Register for all four webinars in the series and save 10%.  

Plan Now for 93rd Annual Meeting, May 18-21, 2014  

The NAEP 93rd Annual Meeting and Exposition will be held May 18-21, 2014 in Louisville, Kentucky. This year's theme, Procurement in the Winners Circle, reflects the value that procurement professionals in higher education bring to their institutions and the celebration and recognition of this input. Whether Members have achieved recognition or are working toward it, NAEP applauds their work and through this year's meeting, provides resources and opportunities to continue moving forward successfully.  

The headquarters hotel for the 2014 Annual Meeting is the Louisville Marriott, in the heart of downtown Louisville. The hotel is just steps from the Kentucky International Convention Center, the KFC YUM Center, and the entertainment district, 4th Street Live. NAEP has negotiated a discounted hotel room rate for the Annual Meeting of $159 per night, plus tax.  

Continuing Education  

Continuing Education Hours (CEH) will be available for attending this meeting. The number will be determined after the program has been established.
Networking & Special Events
Check the NAEP website for upcoming details on the Host Committee event, golf and charity events or the William E. Haas Memorial Scholarship Fund and the Sons & Daughters Scholarship, special events in the Exhibit Hall, and other networking events to connect with your colleagues.

August 8 - Free Webinar: Addressing the School Readiness Crisis
NJPA will host a complimentary webinar for NAEP on August 8 entitled: "Addressing the School Readiness Crisis: An Innovative Strategy for Completing Your Repair & Maintenance Schedule." This in-depth webinar will discuss the unique challenges faced by higher education facilities and their construction schedules as it relates to repair, renovation and alteration work in a minimal timeframe. Learn about "Job Order Contracting (JOC)," a procurement method enabling school administrators to complete a large number of routine, straightforward repair and renovation projects with a single, competitively-bid contract. Hear how JOC can be applied to the issues specific to higher education with detailed case studies. The seminar airs at 2:00pm EDT/11:00 a.m. PDT. Registration for the complimentary August 8th webinar is provided by NJPA and now open.

NJPA will host a second complimentary webinar September 12, 2013 on "Savvy Sourcing - Best Practices for Strategic Sourcing". It will discuss Strategic Sourcing and E-Procurement, Post Negotiation and Contract Roll Out, and how to measure success.

Women's Leadership Institute, December 3-6, 2013
Plan now to join us for this year's Women's Leadership Institute in Florida at the Ritz-Carlton Amelia Island on December 3-6. The Institute targets educational and programmatic offerings to all levels of professional employment - from students, to women with one or two years of experience in the field, to women who are already in higher-level leadership positions.

Registration begins soon. For further information and to review the learning outcomes, please visit the ACUI Woman's Leadership Institute website for details.

2014 Annual Meeting Call for Papers Is Now Open!
The Call for Papers for the 2014 Annual Meeting in Louisville, KY is open. Now is your time to showcase your talents and share your knowledge, expertise and best practices.

Presentations will be grouped by subject categories. There are several different presentation style options to consider for 2014. View Call for Papers FAQ

To submit a presentation for consideration, use the online submission form on the NAEP website. You will be able to create a profile and upload one or multiple presentations for consideration. You'll have the opportunity to review and even edit your presentation topic after you submit (through the submission deadline), should you need to change or update the presentation parameters.

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Member News

Congratulations to the following members who have earned their CPPO designation:

- Mary J. Jantz, University of Northern Colorado
- Jodi S. Hart, Palm Beach State College
- Brenda K. Mowen, West Virginia University

Congratulations to the following members who have earned their CPPB designation:

- Eric J. Dickey, University of Alabama
- Gae A. Purvis, University of California, Riverside
- Jodi S. Hart, Palm Beach State College
- Melissa A. Camillo-Castillo, University of Miami
- Christopher D. Hutchins, University of Miami
- Stacy N. Sassman, Iowa State University
- Michelle L. Dugger, Indiana University - Bloomington
- LaDonna M. Purcell, Morehead State University
- Ginger R. Line, National Joint Powers Alliance
- Eva Hajian, West Virginia University
- Michelle E. Royce, West Virginia University
- Heather M. Cooney, Oregon State University
- Laurie L. Jackson, University of South Carolina
- Ann Kokx-Templet, San Jacinto College District
- Phung T. Nguyen, Tarrant County College District
- James L. Bocks, III, Tarrant County Purchasing

Congratulations to Jesse L. Moore, Director of Supplier Diversity Development at Purdue University. Jesse was recently honored at a breakfast ceremony at the 43rd Annual Indiana Black Expo as the Mayor's Minority- and Women- Business Enterprise (M/WBE) Advocate of the Year.

Tresa Fredericks, Purchasing Contract Manager, Indiana University Procurement Services

I received news of an expected grandchild due on Thanksgiving and it's a boy! This is such a blessing because I currently have three granddaughters and only one grandson so the new addition will even up the odds a bit!

I also am a veteran ASA umpire and will be umpiring the Men's Class D State Slow-Pitch Tournament hosted in Bedford, IN on July 19-21 and the Women's Open Class Competitive State Slow-Pitch Tournament hosted in Bedford, IN on July 26-28. I have umpired adult league softball and youth fast pitch for over 20 years. I currently umpire adult league softball (all levels) a couple nights each week for the Bloomington Parks & Recreation Department and travel somewhere in the state each weekend to umpire tournaments. It keeps me active and I love the game and socializing. It provides a great opportunity to meet new people and contacts.

Happy Birthday:

- Nancy Brooks, Iowa State University - June 29th
- Josie-Rose Cajipe, College of the Marshall Islands - June 30th
- Craig Norcross, Delaware Valley College - July 1st
- Melissa Lee, Tarrant County Purchasing - July 2nd
- Karen Harthorn, University of St. Thomas—Minnesota - July 3rd
- Jeff Darling, University of Colorado - July 4th
- Darius Kimble, Wiley College - July 6th
- Karen Walls, University of Arkansas - July 12th
- Karen Khattari, Cedar Crest College - July 14th
- Terence Haley, University of Alabama - Huntsville - July 21st

Sustainability on Campus

Hartnell College Installs Solar Panels Atop Parking Lot

The new panels are expected to pay for 90 percent of its campus electric bill, which amounts to $240,000 per year. The college will also integrate the project into its education programs.

University of Texas Austin Reduces Irrigation Usage by 66 Percent
With its automated irrigation system, installed in 2011, the university has reduced irrigation usage by 66 percent and saved 90 to 100 million gallons of water. The university also saves water through xeriscaping and a campus chilling station that is connected to the City of Austin's reclaimed water system.

Cornell University Opens Institute for Climate Change and Agriculture Developed from a need to help farmers adapt to changing climates, the institute will act as a clearinghouse for research, climate monitoring, decision-support tools and applications at the intersection of climate and agriculture. An early step will be developing a website for disseminating and gathering information on farm-level impacts and trends, losses and gains resulting from warming and extreme weather.

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New Salaries & Status of Sustainability Staff in AASHE Report
A new (July 2013) AASHE publication outlines the 2012 results of its biennial campus sustainability staffing survey. Findings indicate significant growth for sustainability positions in the last two years including full-time positions focused on sustainability.

Campus sustainability staff positions are growing fast on campuses, according to the latest Salaries & Status of Sustainability Staff in Higher Education report by AASHE. Sponsored by Aramark Higher Education, the publication outlines the 2012 results of AASHE's biennial campus sustainability staffing survey.

Download the Survey Report

Quote of the Month

“We Judge ourselves by our Intentions, and we Judge others by their Actions.”
— Steven Covey.