From the President: What happens in Orlando, shouldn’t stay in Orlando

By Bill Harris, CPPO, University of Kentucky

"Unlike the famous saying about Las Vegas, there are numerous opportunities for you to acquire valuable and relevant information to take home to share with your institution..."

Neil Markee

From the Editor: What Would Be Your Institution’s Federal Cost-Benefit Ratio

A few days after I sent this month’s posting, “Metrics Needed,” off to Annette Kirk, our proofreader extraordinaire, I found a must-read article in the Thursday, February 21, Wall Street Journal. In the U.S. News section, under the subhead “CAPITOL,” was an article by reporter David Wessel titled, “Obama, Rubio Take on Colleges.” The article discussed several topics including, how the accrediting system got started, how the GI Bill changed our world, and quirks in the regulations concerning massive open online courses (MOOGs). The author mentions the ingrained resistance to change within the university establishment. But what caught my eye was the shared criticism of the lack of accountability and transparency in how our industry uses the $175 billion the government provides for “grants, contracts loans and tax breaks for students.” In essence, the article suggests that, since at least the previous administration, government has seen a need for a yardstick or metrics to measure the cost-benefit ratio of institutions. Mr. Obama is quoted as having said, “There has got to be a way to get more bang for your educational buck.” His focus is on how effectively institutions use tax dollars provided. The President and Mr. Rubio are concerned with the cost of providing educational benefits and how the money is spent. And the article closes with, “If you don’t fix this, be prepared for more government meddling.” I couldn’t agree more.

– Neil Markee

Article: Metrics Needed

By: Neil Markee, Editor in Chief-Purchasing Link

"It is now beyond argument that, to survive on just about any campus, chief procurement officers must be prepared to demonstrate and articulate the positive Return on Investment (ROI) delivered by the purchasing departments they lead..."

Neil Markee

From the President: What happens in Orlando, shouldn’t stay in Orlando

By: Bill Harris, CPPO, University of Kentucky

http://localhost/PLink/March2013/index.html
It's not too late to register for NAEP's 92nd Annual Meeting in Orlando, Florida from April 7th through April 10th. This year’s program provides a wide range of interesting topics offering a great learning experience. Unlike the famous saying about Las Vegas, there are numerous opportunities for you to acquire valuable and relevant information to take home to share with your institution. Don’t leave Orlando without a mind full of ideas!

Here are some of the great learning opportunities available for you at the Annual Meeting:

• **Keynote Speakers:**

  Dr. Brad Wheeler, Vice President and Chief Information Officer at Indiana University will share his experience in developing some of the most innovative software and service collaborations in higher education today. Additionally, Larry Johnson of the Johnson Training Group will present a lively discussion on absolute honesty. Honestly he will.

• **Educational Sessions:**

  Wow, have you seen the Program at a Glance? If not, here is a link. There is a wide variety of topics including, for example, supplier diversity, negotiations, supplier relationship management, contract administration, strategic procurement, sustainability, and many more too numerous to mention. And, back by popular demand, is the Member MindXChange.

• **Exhibit Hall:**

  No better opportunity exists for procurement professionals than to peruse dozens of suppliers in one location in the Exhibit Hall. Here is a chance to locate new sources of products and services to better serve your school. Bring your business cards, grab a bag, and let the fun begin.

Speaking of fun, I don’t wish to leave the impression that the Annual Meeting is all work and no play. There are plenty of fun activities (what better setting than Disney’s Contemporary Resort) including golf, the Host event, a Texas Hold’Em Tournament, Zumba fitness as well as the many receptions and local entertainment.

So come to Orlando. Your school (and you) will be better for it.

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**Article: Metrics Needed**

*By: Neil Markee, Editor in Chief-Purchasing Link*

The first of the “Eight key strategies for moving procurement forward” in the report covering the 2012 NAEP Innovators Forum is “Calculate ROI and Communicate Value Proposition.” And it is now beyond argument that, to survive on just about any campus, chief procurement officers must be prepared to demonstrate and articulate the positive Return on Investment (ROI) delivered by the purchasing departments they lead. Similar requirements probably exist for every one of higher education's other business leaders, from the chief business officer on down. ROI is part of the ongoing discussion of cost-benefit ratio as applied to higher education. Potential students, their supporting parents, campus administrators, governing boards, and government officials are all considering the cost-benefit ratio associated with higher education, from one perspective or another. Our focus is on where procurement in support of higher education fits in.

The traditional role of the business side of the house has been to facilitate the realization of the basic goals of the institution by providing resources and helping the academic side make effective use of budget allocations to deliver educational and other services. ROI might not be measured primarily in dollars everywhere on any campus. But purchasing’s core responsibility for the productive expenditure of the institution’s always-scarce dollars in support of its strategic interests has long put emphasis on measuring cash saved, although many argue, plausibly, that delivering outstanding service as seen by end-users remains their number-one priority.

The opening sentence of the report for this subsection doesn’t mention either service or money but I think the message is clear. “Procurement must define and calculate its ROI using standardized metrics to track efficiency and improvements in spending, purchasing, strategic sourcing and supply-based management – then leverage real data to communicate its value proposition to the university system.” Unfortunately, I think it’s safe to say that nothing close to a comprehensive, universally accepted, standardized metrics system to measure purchasing performance exists. And maybe that sets the bar too high. Perhaps trying to reach agreement on generally accepted metrics covering the most important aspects of purchasing management would be more realistic, at least initially.

Certainly, just about all purchasing departments have long individually used surveys, in one form or another, to measure service quality by tracking end-user satisfaction. Many submit reports covering process-cost reductions and purchase price of savings, as well. But these institutional efforts don’t provide the credibility that those based on standardized, industry-wide metrics might. The challenge, of course, is to develop “standardized metrics” that are both understood and accepted by senior business leaders on campus, faculty, government and, maybe, interested taxpayers as well. Once we have that, we will be able to collect and disseminate the “real data.” But I don’t think we have the metrics we need.
The report lists two metrics suggested by the by Aberdeen Group to identify Best-in-Class Enterprises within, I suspect, industrial or commercial settings.

1. Percentage of spend actively managed by the procurement organization; and
2. Percent of formally negotiated savings realized. (The ability to convert those savings that translate to an organization's bottom line.)

A high level of voluntary compliance is probably a key goal of every purchasing professional in dealing with end-users and probably the most reliable gauge of overall service quality. Earning the confidence of management and customers via higher levels of customer satisfaction leads to increased percentages of total spend managed by procurement and improved ROI. The second metric has to do with developing realistic estimates, using professional negotiating skills and persistent, effective follow-through, all basic characteristics of a professionally led purchasing department. Few would argue with these metrics, but I think we need more specific ways to measure performance.

Cash savings principally come in two or three areas, process-cost optimization, purchase-price reductions, and cost avoidance. Is higher education's bottom line financial — a number with a dollar sign? Somebody said, "When you hear it's not about the money, it's about the money." Financial health is clearly about the money and a key strategic goal for every institution that has the attention of everyone on campus. At least partially, because we have not yet achieved anything close to universally accepted metrics to define and measure cash savings, credibly reporting these savings as a result of procurement involvement remains a challenge.

Internal process-cost savings, although genuine, can be difficult to measure in dollars, other than through staff reductions. Doing more with less has been a recurrent theme within the business side of the house for some time. However, unless the business process is actually made more efficient/effective, staff reductions can amount to shifting costs elsewhere within the organization, or to suppliers, or simply doing less. Doing less to deliver savings in purchase price or the long-term total cost of ownership or process-costs reduction or revenue generation isn't likely to produce increased institutional cash savings.

Calculating credible savings in purchase price remains an issue we have been wrestling with for decades. Obviously, purchase price can be known and the long-term cost of ownership can be estimated. But knowing how much the price paid was influenced by the involvement or lack of involvement of a purchasing professional, directly or indirectly, is not easy to know with any precision. Isn't cost avoidance really an all-but-impossible to record subset of purchase price reduction? Nothing much has changed recently in calculating savings in purchase price.

In recent years, there has been spirited discussion of the revenue purchasing might be able to generate through sharing in savings earned by taking steps to reduce suppliers' cost of doing business. Many argue that the best way to realize these savings is via reductions in the cost at acquisition. But it is certainly more dramatic when a supplier mails purchasing a check made out to the institution. Others argue that unless the cash involved is returned to the administration for reallocation, there has been no true saving for the institution, as the money will surely be spent by the department. They might argue that although enhancing departmental efficiency is certainly a good and desirable happening, to be credited as savings the institution, the revenue must be made available for other needs. The debate over how to realize, measure, and what to do with these savings/revenue, seems to have become bogged down.

The report mentions leverage and I wasn't sure what was intended. Perhaps leverage in purchasing is best defined as how much an effectively led purchasing process adds to the value delivered by all of the departments served. What is it worth if a researcher is able to quickly and easily obtain whatever is needed at the lowest cost possible? How much does it save in terms of staff effort? How much is faculty retention related to end-user satisfaction worth to the institution?

I suspect we have a long way to go in developing the "standardized metrics" needed in these and other areas. Governments use standardized testing to rate secondary schools. Most of the focus seems to be on the academic performance of the students but the basic motivation is provided by a desire to better measure and influence the cost-benefit ratio associated with the use of the tax dollars invested. Eventually, governments may develop standard measures to evaluate the performance of colleges and universities that receive public money one way or another — and that includes just about all of them. And when they do, procurement will be close to the center of the discussion.

Currently, the country is involved in a hot discussion of gun control and the second amendment to the Constitution. A frequently heard complaint is that many of the politicians and other involved in drafting legislation don't know much about whatever it is they seek to regulate and are using ineffective measures to address the issues. About the same goes for state-wide efforts to measure the performance of public school teachers. Just about none are happy with the progress in place or contemplated. We'll hear similar complaints if we wait for government to establish metrics to measure performance in our bailiwick.

Rather than wait to see what metrics they produce, we probably should establish a proactively and visible effort to develop and use what we consider to be appropriate standardized metrics. To produce a useable range of relevant measurement tools that are, at least, endorsed by a majority of the opinion leaders within the profession, will be a challenge. But without them, we probably will not be able to effectively establish a credible ROI that is understood and recognized internally by business and academic leaders serving higher education and externally by government and maybe even taxpayers.

Obviously, when we are able to agree on metrics, we will be better able to communicate what we are doing to the political and campus decision-makers involved. Ignoring existing or anticipated reporting requirements and other strings that accompany government support is ill advised.
The challenge is how to develop those metrics. I think important parts of many of the individual metrics needed exist in specialized form on campuses across the country. Can we collect and distill input from many fragments to assemble a short list of useful metrics applicable to large and small, public and private institutions? That might not be an impossible task, if we were to call together a dozen or so of our most thoughtful opinion-leaders and task them with collecting input and drafting metrics. What do you think?

Deadline March 5 for NAEP Board Elections Vote

Attention NAEP Voting Members Only

Please be sure to exercise your voting power on behalf of your institution by casting your electronic vote via our website. Elections opened on February 5, 2013. The deadline for your vote is March 5, 2013 at 10:00 a.m. Eastern Standard Time. Please note that only the designated Member-of-Record of a Voting Member institution is eligible to cast a ballot in this election. Associate Members and non-Members-of-Record are not eligible to participate.

How to vote: Log into NAEP’s electronic voting systems at: https://vod.votenet.com/naep To be sure that your voice is heard, please contact Shaunte Shelton-Slappy at 443.543.5541 to verify that your institution's primary institution contact information is correct in our database.

Meet the Candidates: 2013 Board Nominees:

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<td>2nd V.P.: Kelly Kozisek</td>
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<td>Muhlenberg College</td>
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| 2nd V.P.: Travis Ball     | District II Director: Thomas E. Youngs, Jr. |
| Texas A&M University      | University of Pittsburgh |
| • view Q & A              | • view Q & A              |
| • view Resume             | • view Resume             |

| Treasurer: Chad Anton     | District V Director Rob Parker |
| University of Cincinnati  | LSU Health Science Center    |
| • view Q & A              | • view Q & A                |
| • view Resume             | • view Resume               |

| Treasurer: Mike LaGrassa  | District V Director: Kevin Holmes |
| University of Massachusetts Dartmouth | OSU-Tulsa |
| • view Q & A              | • view Q & A                |
| • view Resume             | • view Bio                  |

Annual Meeting Countdown: Five Weeks Away

April 7-10, 2013 at Disney’s Contemporary Resort, Orlando, Florida “The Magic of Collaboration & Partnerships”

As this issue of Purchasing Link arrives on your desk, the 2013 NAEP Annual Meeting & Exposition is only five weeks away. There is still time to register for these four information-packed days of workshops and networking sessions. Click here to register online today.

See the Program at-a-Glance
To see a detailed listing of the four-day program for NAEP’s 92nd Annual Meeting & Exposition in Orlando, Florida click here.
You’ll see all the workshop sessions with titles and names of presenters, general sessions, social events, keynote speakers, and Exhibit information.

**Important Message Regarding Hotel Rooms**
Rooms at Disney’s Contemporary Resort are becoming extremely limited. Please call the WDW Group Reservations Office directly at 407-939-4686. There is no current availability at the Contemporary for your stay but you will be able to receive the NAEP discounted rate of $189/night at the Grand Floridian as long as rooms are available.

**Discounted Theme Park Tickets for Meeting Attendees**
Meeting attendees and their families/companions are eligible for discounted tickets for Walt Disney Theme Parks. Tickets may be ordered in advance from Walt Disney World. Click here or phone 407-566-4985.

**NAEP Fitness**
We are excited to introduce a new program to our Annual Meeting – NAEP Fitness. This event will take the place of the Fun Run/Walk event that was held in past meetings. More details will follow and we can guarantee that all who participate will find a healthy way to start the day and have a great doing it.

**Mini Learning Sessions at the NAEP Booth**
On Tuesday, April 9th, stop by the NAEP Exhibit Booth for a brief mini-session on the Microsoft applications you use on a daily basis. Take a few tried and true tips and tricks back to the office and increase your productivity!

- Schedule in the NAEP Booth:
  - 10:00am – Word tips & tricks
  - 10:30am – PowerPoint tips & tricks
  - 11:00am – Excel tips & tricks

**Annual Meeting Registration Form & Companion/Spouse Tickets**
For the Annual Meeting Registration Form, click here. Event tickets for companions/spouses may be purchased in advance or at the NAEP Registration Desk in the hotel foyer.

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<td>Host Event - Monday</td>
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<td>Exhibit Hall Pass Grand Opening</td>
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<td>Exhibit Hall Pass - Tuesday</td>
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<td>Golf Tournament</td>
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**Join the NAEP Orlando eMail List**
Join the NAEP Orlando eMail List to communicate with all of your fellow Meeting attendees. A perfect way to find a ride or even share a room with other meeting attendees.

Sign up here for the NAEP Orlando eMail List.

**Merchandise Needed for Our Silent Auction Fundraiser**
Whether or not you are attending NAEP’s Annual Meeting this year, you can take part in one of the meeting’s most enjoyable traditions, the Silent Auction, a fundraiser that supports both the William E. Haas Memorial Scholarship Fund and the Sons & Daughters Fund.

You, our Members, donate merchandise from your institution’s bookstore or just any useful or fun item representing your state or city. It might be a desk accessory, a T-shirt bearing your state’s logo, ear muffs in your school’s colors, anything that might catch someone’s fancy. The items are displayed by the Host Committee. Attendees bid on the items, in a silent auction, throughout the meeting. All money raised goes to both...
the William E. Haas Memorial Scholarship Fund and the Sons & Daughters Funds to support our Members’ professional development opportunities through annual scholarships. If you plan to donate an item, please contact Lois Sarfo-Mensah at the National Office. Lois will provide detailed information including shipping instructions. You can bring your item in your suitcase (or send it with someone else who is attending), and deliver it to the Host Committee Area, but let Lois know what you are bringing!

We Thank Our 2013 Annual Meeting Program Committee

The nearly two dozen NAEP Members who comprise the 2013 Program Committee worked tirelessly over the past year developing the content of our 92nd Annual Meeting. The National Office staff, interacting with them, provided input and administrative support. As in a symphony orchestra, each person involved had something unique to contribute and when the task was completed, they had created an opus that our Association can be proud of. Here are the Committee Members:

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Member News

NAEP would like to congratulate Jesse Moore, Office of Supplier Diversity Development at Purdue University! Jesse was selected to receive the 2012 Martin Luther King Dreamer Award from Purdue University.

The Dreamer Award, established in 2004, is given annually to an individual or organization within the Purdue community whose contributions embody King’s vision of service to others and furthers the university’s commitment to diversity. Jesse Moore is the first director of Purdue’s Office of Supplier Diversity. The office was created in 2005 to help minority and women-owned businesses work with the university.

Jesse received the award on Thursday, January 24, 2103, as part of Purdue’s ceremony celebrating the life and legacy of Dr. Martin Luther King Jr. Watch Jesse’s video acceptance speech of the Dreamer Award.

Birthdays:
Pamela Risaliti, Yavapai College – February 1st
Edward Acuff, Florida State University – February 3rd
Rosaleen Cardillo, Vassar College – February 6th
Cathy Barker-Simonds, University of Missouri System – February 13th
Judy Rees, Embry-Riddle Aeronautical University – February 13th
Diane McDonald Osbahr – February 20th
Greg Husband – February 26th
Ted Nasser – February 27th

Have a birthday or an update for your colleagues? Announce it on the NAEP Facebook page!

After close to thirty years of working within higher education, we bid Tom Week, University of New Mexico - Main Campus farewell. Tom retired effectively on January 18th. Please join the NAEP National Office in thanking him for his continued support and volunteerism.

Olga Bookas Director of Purchasing - Wesleyan University currently serves as the President of the Ladies Philoptochos Society (Friend of the Poor), a national organization of women helping the needy people at their church. Olga started her local chapter 30 years ago and has been the President off and on for 17 years!

A Special Visit
NAEP staff met with three public procurement officials and researchers from the Institute of Public and Regulated Procurement at the Russian State University of Trade and Economics on Thursday, January 31, 2013. Our guests were in town to learn about public administration practices with an interest in procurement practices and contracts. Doreen Murner and Melanie Freeman led the group in vibrant discussion on ethics and procurement best practices in the United States. The visit was coordinated by the International Visitors Program at the World Trade Center Institute (WTCI) in Baltimore.

Pictured from left to right: Andrey Khramkin; Anna Ermakova; Olga Vorobyeva; Doreen Murner; Melanie Freeman

Calendar

of

Events
Regional Meetings:

TOAL – September 15-18
Theme: Let’s Wrangle Up Some Savings
Embassy Suites Hotel & Convention Center | Frisco, TX

TAGM – September 22-25
Nashville, TN

Great Plains – October 6-9
Ramada Mall of America | Minneapolis, MN

District II: (includes Metro NY/NJ, DC/MD/VA & DE/PA/WV) – October 7-9
Theme: Race for the Future
Dover Downs Hotel & Casino | Dover, DE

Upstate NY – October 8-11
Niagara Falls, NY

Great Lakes – October 9-11
South Bend, IN

District VI (Includes Northwest, Pacific & Rocky Mountain) – October 13-16
Sunriver Resort | Sunriver, OR

Carolinas – November 16-20
The Grove Park Inn | Ashville, NC

Webinars Series:

Save the dates for three webinars presented by Concur Technologies in late April through early May. Tentative topics include:

• Understanding Automation and the Benefits for Higher Ed
• Why Procurement Drives Automation
• Next Steps: Building a Business Case for an Institution-Wide Change

Cooperative Agreements: The Timing is Right, Now!

What exactly are cooperative agreements?
Duff Erholtz of the National Joint Powers Alliance (NJPA) tells you everything you need to know about them in his article reprinted here from College Planning and Management. Below is an excerpt.

"Whether your school does it all – 'We don’t bid anything, we only shop cooperative contracts' – or merely fills a gap with an occasional solution better served through a cooperative agreement, the ability to choose is what matters. 'To bid, or not to bid...' that is not the question. The real question is when to bid and when to look at cooperative agreements. The choice will still always be yours. I happen to think the time is right now."

Download the full article here.

It’s Time to Make Your Purchase Card Program Work Harder

By Orson Morgan
Sr. Account Executive, Public Sector/Higher Ed, Visa, Inc.

Data indicate that while colleges and universities recognize the value of purchasing cards and are using cards more frequently for more purchases, they lag behind the private sector in fully leveraging the purchase card program to drive enhanced savings and a more efficient procure-to-pay process.

Best-practice institutions that do effectively leverage their card programs do so in two ways: They uncover business need and match card product and automated payables efficiencies with those needs.
Uncover the Need
To uncover needs, best-practice institutions first consult with representatives from their institutions' departments that are affected by the card program (e.g., purchasing, finance, accounting, budget, facilities, human resources and auditing). This collaborative approach helps to uncover opportunities where the card program can improve efficiency, realize additional cost savings, all while maintaining control and accountability. This type of program optimization analysis can also deliver important ROI data by helping to quantify the potential savings and benefits that can be expected from a card program enhancement or expansion. Typically, the types of opportunities uncovered during the collaborative process will usually include increasing the types of purchases made using the card, converting more suppliers to the card program, exploring additional card product solutions, and enhancing payables automation.

To increase the types of purchases made on the card, institutions with leading purchase card programs first look to remove small dollar transactions from their procure-to-pay process. To determine what your small-dollar transaction threshold is, run a query to determine how many transactions fall within specified size ranges (e.g., under $500, $500-$1000, $2500-$5000). Data indicate that the majority of purchase card transactions range from $100 to $1,000.1 Compare that range to your own average spend range. By increasing your transaction capture rate, you most likely will increase procure-to-pay process savings.

Purchase cards deliver more efficient spend control, improve vendor management, and reduce the cost of purchasing, so it follows that the greater number of ways the card is used, the greater the benefit to the institution. Many purchases – both products and services – may be processed comfortably with a purchasing card, including: postage, recurring payments like subscriptions, mobile phones, conference fees, leasing contracts (e.g., copiers), office suppliers, office equipment, computers, furniture, and even automobiles. Higher education institutions are increasingly widening the scope of card usage to include higher-value more strategic transactions, as long as the purchasing process is accompanied by proper controls.

Key to a successful purchasing program is supplier acceptance. Many card issuers have supplier onboarding programs to help enrollment, but it is also important for the institution to educate suppliers about the benefits that they will receive. Those benefits often include prompt payment, enhanced cash flow, and a reduction in their paperwork and administration costs improved DSO. Onboarding more suppliers to your card program benefits your institution as well, delivering keen visibility into transactions that can be leveraged when renegotiating supplier contracts.

Match the Card Program Capabilities to the Need
Commercial purchasing cards offer a wealth of innovative applications specific to the needs of higher education. Consider the utility of ghost cards or virtual cards, which are card accounts issued to a specific supplier to process all the institution’s transactions. Purchases are only finalized after the charges are authorized to the account, so overspending are prevented. Other emerging purchase card trends for the higher education sector include prepaid cards with multiple currencies that are useful for students studying abroad; integration of financial aid disbursements into student ID card accounts; and meeting cards for approved event-planning employees.

Another way to leverage purchase card utility is by incorporating card programs into business continuity planning. Having a card dedicated only for emergency use facilitates the continuation of business operations when minor or major disruptions occur (e.g., system outages, natural or man-made disasters). Having a purchase card available for these situations can reduce the need to process emergency cash advances and check requests, and facilitate reporting for insurance claims and state and federal aid.

Finally, enhancing payables automation can drive additional cost savings and efficiency. When you integrate your commercial purchasing card program with your enterprise resource planning (ERP) solution, you can gain better visibility into institution expenses and greater control over outgoing payments. When you automate payables, you send accounts payable files directly from your ERP to your card processor or bank for payment. A supplier-specific virtual account is then used to pay suppliers’ invoices. After payment, you receive reconciliation reports, so invoices can be matched to payments more easily. This automated process reduces errors and time spent processing invoices and responding to inquiries, compared to paper-based invoice processing and reconciliation.

Your card issuer is an excellent resource to help you expand your card program. Take the time now to learn how to enhance and expand your purchase card program in order to deliver more savings and a more efficient purchase process.

1Source: RPGM Purchasing Card benchmark Survey 2012

Report from NAEP's ProD Committee
It is hard to believe that another year has gone by and that, by the time you read this, we will all be preparing for the 2013 National Conference in Orlando.

As a part of their commitment to improve communications among Members, NAEP formed the Pro-D Committee (Professional Development and Electors (Professionals)). Any NAEP Member may join this committee, where they can share their knowledge and commitment to the procurement profession. Monthly meetings are held via conference calls and minutes of the meetings are provided to the NAEP Board of Directors.
Your Pro-D committee has been hard at work during the last year and we are proud of all we have accomplished. We had enough committee members this year to break down into subcommittees for each of our seven charges, which are listed here with the name of the leader for each charge:

1. In cooperation with the National Office staff, continue to develop alternative professional development opportunities that provide positive revenue streams at competitive prices (Institutes, Academies, Webcasts, etc.). Find and/or develop content for said programs. (Rosey Murton)
2. If appropriate, collaborate with other NAEP committees to determine how Pro-D can assist with attracting and retaining Association Members. (Jerry Robinson)
3. Review competency skill sets for new buyers and senior buyers. Update where necessary. Identify specific educational needs for the higher ed procurement professional. (Jim Hudson)
4. Evaluate RFP library for missing RFPs and solicit Membership. Make recommendations to National Office staff on where RFPs should be in the library and recommend key words for each RFP. Evaluate the job description library and all document libraries for recommendations and solicit Members for missing and additional descriptions, research, etc. (Sandy Benoit)
5. Recommend potential committee members to the Board of Directors for 2013-2014. (all committee Members participated)
6. In cooperation with the National Office Staff, help develop a recruitment and training program to identify a faculty pool for the NAEP institutes, mini-institutes and those envisioned. (Brian Williams)
7. Write an article for NAEP’s media, minimum of 500 words, describing the value of this committee to the Association, the Membership, the profession, or a combination of all of the above. Why is this committee important and what are the intended outcomes? (Karen Harthorn)

We have had many successes this year, including updating our competency skill sets, having another successful RFP/job-description submission competition, reviewing current educational offerings, and publishing several articles. Additionally, we will be making several mini-presentations at the Annual Meeting in conjunction with the membership committee, so please stop by and introduce yourself. If you would enjoy working with this team and would like to get involved, we invite you to sign up as a volunteer by clicking here or stop by and visit the NAEP booth at the Annual Meeting in Orlando.

ProD Committee Members

Denise Finn, Lead Co-Chair, University of Kentucky
Mary Ellen McClellan, Co-Chair, Emory University
Sandy Benoit, Co-chair, University of Richmond
Kevin Carr, University of Maine System
Paul DiRoma, Westchester Community College
Bob Fishbein, Berkeley College
Karen Harthorn, University of St. Thomas, Minnesota
James Hudson, Ivy Tech Community College of Indiana
Rosey Murton, University of Illinois

Evan Nash, Johnson & Wales University, Charlotte
Jerry Robinson, University of Richmond
Stacy Sassman, Iowa State University
Brian Williams, National Collegiate Athletic Association

NAEP Board Liaisons:
Tom Fogarty, HACC, District II
Barry Swanson, University of Kansas, District V

NAEP Staff:
Doreen Murner
Melanie Freeman

The Power of Networking

By Kevin Carr, C.P.M., Director of Strategic Procurement, University of Maine System
Member, Professional Development and Electronic Communication

Undoubtedly, you have seen those nice emails and reminders to register for the NAEP Annual Meeting coming up later this spring. The lure of Mickey Mouse and his friends is likely palpable, but, really, what are the benefits of attending?

As a member of the NAEP Professional Development and Electronic Communication Committee, I am somewhat biased about the value of the education sessions. But today, the topic is networking or, more importantly, the power of networking. The notion that networking with peers provides value to our professional development is one that I personally hold dear. This really hit home with me as I attended a networking session last week hosted by NAPM-Maine, our local regional ISM association. As a board member for that group, I share the responsibility of finding ways to engage our members and grow their attendance at our events. What struck me that evening was the power of the networking that was happening. We were a diverse group, representing both the public and private sectors, from manufacturing and non-manufacturing industries. But despite that diversity, there was sharing of ideas and expertise abounding.
We have had some great successes here at the University with eProcurement that we were able to share with our peers, while at the same time gathering valuable information about approaches to strategic sourcing – one of our next big initiatives. Likewise, there was great comfort gained with the realization that we are not alone in some of our challenges, struggles and frustrations.

I found myself informed and energized after the event ended. The reality is that I just needed to invest a couple hours of my time, for which I saw a great return. Just imagine the value of spending a few days with higher education peers networking and sharing. Priceless!

One Bin for All, a Revolution in Trash

One Bin for All is a revolutionary idea for residents to discard all materials in one bin, treating "trash" as valuable assets, dramatically increasing recycling using game changing technologies.

Vote Now for One Bin for All and Change the Way the City Handles Trash

Houston, we know we have a problem and with your help we can solve it! What if everything you put in a waste bin could be recycled? What if "trash" became extinct? And what if you no longer had to sort your plastic cups from your glass jar from your banana peel?

One Bin for All is a revolutionary idea for residents to discard all materials in one bin, treating "trash" as valuable assets, dramatically increasing recycling using game changing technologies.

Houston is one of the 20 national finalists chosen by Bloomberg Philanthropies to receive a generous grant to help implement One Bin for All. You can help the City of Houston's idea become a reality!

Vote now for One Bin for All in the fan favorite contest.

Vote today and then tell your friends, family and colleagues to vote until the contest ends on Wednesday, March 6, 2013.

With One Bin For All, residents can put everything from soda cans, paper and plastic to food scraps, rubber, wood and glass into one bin, then technology does the rest. By relying on state of the art technology and new process systems to sort trash from recycling, Houston would be able to achieve recycling rates of up to 75%.

Help bring to Houston an easy to use service that will increase Houston's recycling and waste diversion, improve air quality and lower costs to our city!

To learn more about One Bin for All and watch Houston's video, click here.

Sustainability on Campus

Universities Cut Ties with Adidas Over Labor Concerns

Several institutions, including Cornell University, Oberlin College, Georgetown University, Rutgers University, and the University of Washington, have ended their relationships with Adidas over accusations that the company owed money to workers at an overseas manufacturing plant that closed in 2011.

Ohio State University Signs 20-Year Agreement to Purchase Wind Power

Ohio State University will purchase 50 megawatts of energy annually from Blue Creek Wind Farm, a commercial wind farm with 152 turbines. The school expects to save about $1 million in energy costs for each of the next two years. University researchers will also have access to the farm for market data research.

Unity College Offers Local Organic Milk in Dining Hall

Unity College's dining services has partnered with Maine's Own Organic Milk and began offering MOOMilk on a daily basis in February (2013). Over the past several semesters, the college has been using MOOMilk as an example of sustainable enterprise, and students have pursued a variety of projects with the company, including visiting family farms and pursuing marketing projects.

http://localhost/PLink/March2013/index.html
The NAEP Document Library: RFPs, Job Descriptions and more...

The NAEP Document Library provides hundreds of documents that are important for any procurement office. From sample RFPs and Job Descriptions to our Forms and Manuals, this online library is your best resource.

- RFP Library
- Job Description Library
- Forms Library
- Manual Library
- NAEP Forms & Documents Library

Join AASHE in Nashville for AASHE 2013: Resiliency & Adaptation

Transform your role in higher education at the largest higher education sustainability conference in North America. Be surprised and inspired by different ways of thinking. Leave with tools and strategies to move the higher education sustainability movement forward. From the exploratory phase of sustainability to curriculum transformation, social justice, climate action and behavior change (just to name a few), AASHE 2013: Resiliency & Adaptation will represent and inform the full spectrum of sustainability challenges and best practices in higher education today. **Sign up to be notified** when AASHE launches early bird registration this spring!

Submit Your Abstract for AASHE 2013 by March 21

AASHE is looking for presentations that will surprise, inspire, empower and motivate conference attendees into action on their campuses and surrounding communities. With this year's theme in mind, "Resiliency & Adaptation," **AASHE 2013 is an opportunity** to share the innovations, activities, frameworks, learning outcomes, tools, strategies, research, theory and leadership initiatives that are changing the face of sustainability in higher education. Visit the Abstract Submission Packet for detailed instructions or go straight to the AASHE 2013 submission site here. Please contact conference@aashe.org with any questions.

NPI Achievement of Excellence in Procurement

The National Procurement Institute, Inc. (NPI) Achievement of Excellence in Procurement (AEP) is awarded annually and applications are due May 31, 2013. This prestigious award is earned by those organizations that demonstrate excellence by obtaining a high score based on standardized criteria. The criteria are designed to measure innovation, professionalism, productivity, e-procurement, and leadership attributes of the procurement organization.

Top 10 Leadership Qualities

What does it take to make it in the business world nowadays? What are the qualities employers are looking for in a leader? Here is a list (in no particular order) of ten skills you need to make it big in the business world.

1. **Good external management skills**
   What does that mean? Most companies rely on suppliers. Suppliers will provide you with goods or services to make your business. That means that by extension, they work for you. You need to be able to manage your suppliers effectively and deal with them in a manner that makes the business relationship both pleasant and effective. If you don't know how to treat your suppliers you could be in for a rough time trying to get things done.

2. **Good financial skills**
   It's all very well if you can manage people, but if you have no clue how a departments finances work, you're going to be fairly useless. A basic understanding of how to turn a profit is a great skill to have in any business. It is also really helpful if you can communicate clearly how your department/business spends its money (especially when you're trying to justify bigger budgets to turn more profit).

3. **The ability to strategize**
   It's all very well having goals, but if you can't come up with a clear plan on how to achieve those goals then you might as well not even bother creating goals in the first place. In order to be a good strategist, you need to understand the industry you are in and how to manage the people on your team. Your plans need to be realistic and attainable. A little bit of creativity also goes a long way when you're strategizing.
4. Handling expectations

If you’re going to be in charge of a team, you’ll need to manage the expectations that will be placed on the team and the expectations within the team. You’ll find that at certain times you will need to act as a buffer between what is expected of your team and what they can actually deliver. For instance, if it is expected that a deadline will be met, but realistically it won’t be met, you’ll need to absorb the obvious flack you’re going to get. You’ll also need to keep your team motivated so that they will not become disheartened when deadlines are not met. It’s a very fine balancing act.

5. Being tech savvy

It’s the 21st century. If you don’t know how to use a computer, you’re already way behind the pack. A good leader knows how to use technology and make it work for the benefit of the company. That means having a sound understanding of the benefits of computers, keeping abreast of the latest technological developments, and understanding how to implement them.

6. Team management

You need to know how to manage people effectively. Many people mistake management for asserting authority and delegation. This is not true. A good manager knows how to positively motivate his team in order to create a highly productive, yet pleasant working environment. A good manager will recognize the strengths and weaknesses within his/her team and learn how to use them to the advantage of the business.

7. Motivational skills

Being able to motivate the troops go a long way to building a strong team. There are approaches to motivating people that are destructive, e.g., fear, intimidation, etc. While these approaches can seem very effective in promptly motivating people, the approaches are hurtful, and in addition, they usually only motivate for the short-term.

8. Vision

Many people come to work and go through the daily grind without a single creative thought entering their heads. A visionary is someone who finds inspiration through his/her work. A visionary is someone that can come up with the next big idea to get the company moving in to the future. Unfortunately, if you’re not passionate about your work, it’s hard to be visionary about it.

9. Managing politics

Office politics can be a difficult subject to handle. A good leader knows how to manage office politics without getting involved in them. This is more like a black art than a scientific skill, but if you are a good listener and an approachable person, you’re already half way there.

10. Communication

If you can’t communicate effectively, you’re in a bit of trouble. Good leaders are characterized by their ability to communicate. If you go through all the previous points, you’ll see that communication is the core skill that drives good leadership. Fortunately, good communication skills are something that can be learned, practiced, and perfected.

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Quote of the Month

For the past 33 years, I have looked in the mirror every morning and asked myself: If today were the last day of my life, would I want to do what I am about to do today? And whenever the answer has been ‘No’ for too many days in a row, I know I need to change something.

– Steve Jobs