

Supporting Higher Education Business Leaders

# EnvisionED

Vol 1 | Issue 1



## THE GOOD STEWARDS

How today's universities  
are building and  
maintaining lifelong  
sustainability practices

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In 1995, the Future Authors Project began as a community outreach program of Océ North America (now Canon Solutions America) and the School District of Palm Beach County to stimulate young minds, and inspire middle and high school students to consider careers in the field of writing and publishing. Since then, hundreds of students from schools, including Jericho High School and Drexel University, have experienced the thrill of becoming published authors and the rigors of learning what it takes to transform thoughts and ideas into publishable works.



*"This is our 10th year for the project. Now we have several hundred students apply each year. We provide all the real world experiences the kids need... The kids work together to publish this book. What makes it so unique is when they get to see all their work come to print. That wouldn't be possible without Canon."*

— **Diane Fedderman**,  
Director, Secondary Education,  
School District of Palm Beach County

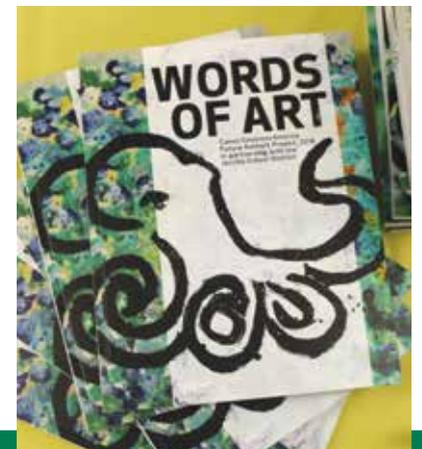
*"The idea of being published gives the students a sense of confidence and pride. Once you have the ability to take a poem and turn it into a visual that people will see, the students want to do better... inspires them to even work harder."*

— **Suzanne Valenza**,  
English Teacher,  
Jericho High School



*"With writing there are no limits and no rules. It's something that doesn't really have an answer; it's basically what you feel. I think it's cool to be published when you are only 16."*

— **Susan Baek**,  
Student/Author



Generations change and landscapes morph. The challenges for higher education institutions to keep pace and build long-term sustainability are constant. In turn, the individuals who run a campus must stay alert, educated, and inspired in order to lead.

Running a college or university is running a big business and it comes with a whole host of challenges. Technology evolution, changes in learning facilitation, sustainability, personal safety, data security, brand relevance, and community relations weigh on the collective minds of the facilities and planning personnel of an institution. In many ways, you need to become a master juggler.

*EnvisionED will provide us an opportunity to listen better and improve our understanding. In many ways, we are defined by this community and we believe creating thoughtful content is a great way to give back.*

Welcome to *EnvisionED*—an endeavor to support your juggling act through thoughtful stories, inspiration and useful insights. *EnvisionED* was created from listening to higher education business officers, including facilities and planning personnel across the country. We discovered that there is a community that craves new ideas, strategies, and an ongoing dialogue about the issues you face each and every day.

Sponsoring this content platform allows us to research the items you may not have time to look into on your own, and to join the conversation.

*EnvisionED* also will provide us an opportunity to listen. We believe that creating thoughtful content is a great way to give back. And much like the community of higher education business leaders, Canon's corporate philosophy, Kyosei, is rooted in a determination to live and work together for the common good. *EnvisionED* will be focused on supporting your greater good through the creation of thoughtful and useful content about what matters to you most.

We know you maintain a deep commitment to social and environmental responsibility. We share this commitment and will provide you the type of content that will aid your efforts to secure your current community and build a robust future.

In our cover story, "The Good Stewards," we discuss how sustainability for schools is determined by the relevance it has to the community, the alumni, suppliers, and generations of students. Social behavior matters, along with the school's ability to adapt. The article discusses the variety of shareholders that a school serves and key concepts needed to build long-term sustainability.

Our second feature, "Under Lock & Key," highlights the fact that security and compliance are major issues for universities. This is one of the main areas that keeps facilities planning personnel up at night, and this article delves into the biggest challenges and concerns relative to security while including helpful strategies.

We really hope you enjoy our inaugural issue of *EnvisionED*. We are excited to bring it to you and we are even more thrilled with the people we have connected with and the wonderful ideas they have shared. If you have topics you want to see covered, please email us at [envisionED@csa.canon.com](mailto:envisionED@csa.canon.com). Together, we can make a difference.

Warmest regards,

**Peter Kowalczyk**  
*President*  
Canon Solutions America

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# The Good Stewards

**How today's universities are building and maintaining lifelong sustainability practices**

**E**very student in Xavier University's Health Services Administration (MHSA) Graduate Program has to take the HESA 599 Capstone Course. The class, taken whether they are full- or part-time students, not only showcases mastery of their domains and competencies, but also enables the students to perform a project of significant value as a consultant would do. In the end, the students should be able to answer the question, "How are we good stewards of our organizations?"

Xavier's MHSA Graduate Program is one of only seven elite programs in the country that requires a full third-year administrative residency. The coursework pays off, as the program's graduates, well-versed in health services administration skills such as healthcare management, financial, quantitative, strategic, clinical, policy, ethics, and analytical proficiencies, are readily employed.

If this isn't enough to help make the Xavier MHSA Graduate Program a model of sustainability to follow, Sister Dr. Nancy Linenkugel says there is much more.

For example, the three-year program also is CAHME accredited, which serves an even higher purpose for Xavier graduates. Defined by its core values of integrity, excellence, transparency, fairness, and recognition, the nationally-ranked program helps prepare leaders in healthcare management. It's a stamp of approval that ensures students are walking into their professional lives prepared to be good stewards.

"Sustainable universities adapt as well as innovate, since there are new emphases and techniques for students to get credentialed toward their career prize," says Linenkugel, chair of the Department of Health Services Administration at Xavier University.

Sustainability in higher education boils down to a basic philosophy of staying power, more so than the common concepts of environmental sustainability, like recycling. Being stuck in one way of thinking gets you nowhere as an individual, and the trend is toward a learner-centered model as opposed to the lecturer-centered model.

**"For us to remain relevant, we must understand what is needed for tomorrow's workforce and be able to adapt our programming and academic offerings to meet the demand."**

— **Cody Powell**, Miami University of Ohio

Since 2008, Xavier has been part of the American College & University Presidents Climate Commitment and maintains a "Climate Action Plan." The university's active Sustainability Committee includes opportunities for students to take the lead on a variety of initiatives, including sustainability internships, the Urban Farm, the compost "factory" and waste management, Ride Board (carpools), and Sustainability Club, among others.

Linenkugel says a scholar/practitioner model is implemented, meaning that the academics of the MHSA degree are important. It is a master's degree, so students have to master something. But the practitioner side is equally important to ensure that graduates take their places in health services administration positions to make healthcare better.

Over the years, Xavier has had 43 student projects focused on sustainability issues, including a

Comprehensive Facility Energy Sustainability Action Plan for a multi-location ambulatory surgery practice, business/strategic plan for a neighborhood health center (FQHC) (clinical and physical facility issues), and a Community Health Assessment and Action Plan for a local village, to name a few.

The program encourages and teaches the selection of environmentally friendly technologies and procedures that contribute to effective sustainability initiatives. Take energy efficiency for example. Xavier holds two classes in offsite locations that provide learning about facility sustainability. One location is the local academic medical center, which has grown exponentially over 100 years on a limited urban site with very real issues of historical preservation, domino-effect of needed changes, and traffic flow pattern challenges. Each impact energy and efficiency. The other is a local children's medical center, which has added a suburban campus and is poised for robust technology to run energy systems for maximum efficiencies.

Programs like Xavier's full-time MHSA work because almost 100 percent of residents get job offers at the conclusion of their administrative residency. Those who don't are usually in organizations that don't have a position available, but definitely would retain the resident if it were possible.

"I know that when our students cross the commencement stage to receive their MHSA degrees, these talented persons are on the way to their career pathways," Linenkugel says. "Health services administration isn't just about leading hospitals, but MHSA is much broader with health systems, healthcare consulting, health insurance, medical group management, post-acute services, etc."

**"Sustainable universities adapt as well as innovate, since there are new emphases and techniques for students to get credentialed toward their career prize."**

— **Sister Dr. Nancy Linenkugel,**  
Xavier University

### **TIME TESTED**

To remain relevant, universities must constantly check their brands against today's social norms and the demand for the programs they offer. They must offer evidence of value for the cost—the return on investment.

And while trends in education come and go, Cody Powell says institutions must be flexible and able to adapt to attract students. "All of this must be done in a cost-effective way to ensure student expectations are met within what is perceived as an acceptable cost," says Powell, associate VP, facilities planning and operations at Miami University of Ohio.

Public universities, in general, are growing more tuition-dependent, struggling financially in many states. "Higher education was once heavily subsidized by state governments that have been forced to increase the cost of attendance as this subsidy naturally declines," Powell says.

Further, demographics in many areas of the country show a decrease in the volume of college students as birth rates decline. The competitiveness of each university becomes critical, and universities must show their ability to operate efficiently, provide education that matches workplace needs, and develop trust with the students and community that there is a return on their significant investment.

Powell says this trust can only be built through relationships and developing results. These results are best seen through alums and their accomplishments. Families are becoming far more educated as consumers, and they are developing certain demands and expectations on outcomes.

“For us to remain relevant, we must understand what is needed for tomorrow’s workforce and be able to adapt our programming and academic offerings to meet the demand,” Powell says. “The university can no longer simply rely on developing well-rounded students trained using classical pedagogy.”

That is the emphasis educators at the MHA Program at the University of Memphis School of Public Health, another CAHME-accredited program, put behind its coursework. Sustainability, especially through cultural competency, quality improvement, and community engagement, is a hallmark of the Memphis MHA experience, says Erik L. Carlton, DrPH, MS, assistant professor and MHA Program Director.

“We have been sustainability leaders,” Carlton says. “Our two-year program integrates sustainability and social responsibility throughout our courses and other professional development activities. We invest heavily in developing our students’

competencies throughout our curriculum and provide professional development seminars, networking opportunities, and a leadership development retreat to ensure our students are among the best trained and leader-ready graduates.”

Alumni are another powerful tool universities are looking at to expand their sustainability prowess. They are ones who had cast their lot with the university for a particular degree way back when. The Memphis MHA currently has alumni in 32 states and five countries, with nearly 49 percent still in the metro Memphis area.

“This allows for deep and consistent involvement in our program,” Carlton says. “Our alumni serve a critical mentoring function to our students. Through their work in quality analytics, population health improvements, and facilities planning and construction, they provide our students invaluable exposure to sustainability in practice.”

Simply put: When your graduates are successful in their careers, they pay forward. “They recognize that a good part of the credit for their success belongs to what the university contributed in their lives,” Linenkugel says. “Current students need successful role models, and this is who alumni are.” ■

## BUILDING GOOD STEWARDS

For nearly 50 years, the Commission on Accreditation of Healthcare Management Education (CAHME) has worked closely with academic programs such as Xavier University - Cincinnati, University of Alabama - Birmingham, University of Michigan - Ann Arbor, and healthcare practitioners to ensure that graduates entering the healthcare field have undergone an educational process meeting rigorous, measurable standards for effectiveness.

Securing a CAHME accreditation establishes the standard of measurement of graduate healthcare management education for the world community. The accredited program which includes formal academic training and practical experiences, enables new graduates to quickly add value to an organization and grow into future leaders.

Each year, CAHME recognizes excellence in graduate healthcare management education with CAHME-accredited programs. These valued programs are recognized for driving innovation, improving the student experience, and expanding the presence of graduate healthcare management education.

In 2017, Xavier University’s MHA Program was recognized with the “CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice.” University of Alabama - Birmingham, and University of Michigan - Ann Arbor are recent awardees and have achieved high rankings for their programs.

# Under Lock & Key

## STRATEGIES FOR HIGHER ED SECURITY

**THEY HIT WITHOUT WARNING.** In April 2015, an attack group called Orangeworm used the Kwampirs (Trojan.Kwampirs) backdoor to target organizations in the healthcare sector and related industries in the United States, Europe, and Asia. According to cyber-defense firm Symantec, Kwampirs was found on software used for X-rays and MRIs. The malware—the signature of either an individual or small group of people operating in parts unknown—also targeted systems used to assist patients in completing consent forms for required procedures.

While Orangeworm's motives for specifically targeting healthcare-related industries were not entirely known, their intentions were crystal clear—corporate espionage. This scenario plays out in many verticals today.

Stories like this define our times. In his book "Future Crimes," noted law enforcement and technology thought leader Marc Goodman said, "When everything is connected, everyone is vulnerable." *The New York Times* and *Wall Street* best-selling author provided an intensely riveting glimpse into the dark side of technological innovation and the unintended consequences of our connected world. For example, The Ponemon Institute's "2018 Study on Global Megatrends in Cybersecurity" shows that 67 percent of 1,100 senior information technology practitioners surveyed around the world believe they're at risk of cyber extortion.



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“People are your weakest link or your strongest defense. Everyone—your administrators, teachers, students—plays a role in protecting your organization.”

— **Mark Sinanian**,  
*Sr. Director Solutions Marketing*  
Canon Solutions America

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These are the types of things that keep Carlos A. Fernandes up at night. As the managing principal and CEO of Agile Cybersecurity Solutions (ACS), Fernandes sits on the front lines of the cybersecurity crisis, which continues to grow in complexity and volume. The Washington, D.C.-based firm’s client base is a who’s who of governmental agencies and major private sector companies. Over the past seven-plus years, Fernandes has assembled a team of “Cyber SEALs” dedicated to establishing security protocols, mitigating risks, and providing incidence response when needed.

“As we ubiquitously integrate technology into every area of our lives, cybersecurity is the glue that keeps it all together,” Fernandes says. “Security is a journey, not a destination. There is no such thing as 100 percent cybersecurity.”

When it comes to protecting your university’s digital assets, that last statement should be taken very seriously. As Fernandes freely admits, today’s universities are not taking the proper precautions to protect themselves and their students from the advanced and persistent threats of cyberattacks. Most schools default to availability and ease of use versus the implementation and regular assessment of cybersecurity best practices.

In the current landscape, being proactive is the new normal. Fernandes believes that because universities are in the education business, they should lead by example when it comes to cybersecurity practices. That not only means creating risk management and threat mitigation systems, but also serving as an education resource for their faculty and students.

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— **Carlos A. Fernandes**, Managing Principal & CEO, Agile Cybersecurity Solutions

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“Because of the persistent threats we face every day, you must build an effective security framework,” Fernandes says. “You can no longer depend on the traditional ways of protecting yourself. It is naive to think that you can connect another ‘shiny’ cybersecurity product to your network and expect it to be cyber secure.”

### **PREDICT. PREVENT. PERSIST.**

Employing what Fernandes calls an agile mindset (the framework to predict, prevent, and persist) is the key to staying ahead of the cybersecurity game and not reacting after something happens.

Asking “how” to get started the right way is the best jumping off point. “I get asked this question every day,” Fernandes says. “What most people want is a checklist—a quick fix. Cybersecurity does not work like that. There is no one-size-fits-all approach.”

His first recommendation is to confirm your current security posture—your “as-is.” The most cost-effective approach is to hire a well-qualified cybersecurity service provider to perform a vulnerability assessment. Once you have a clear understanding of your vulnerabilities and/or gaps in your security posture, you can develop a prioritized plan for next step actions.

“Most do not need another ‘shiny’ product peddled from a cybersecurity vendor,” Fernandes says. “In reality, what you need most is a cybersecurity professional who can assist with maximizing your existing investment.”

Colleges and universities that believe they have what they need are often short-sighted. In most cases, adding another layer of protection is the best course of action. It’s called avoiding the “pay me now or pay me a lot more later” mistake, says Mark Sinanian, senior director, senior advisor for Canon Solutions America’s Enterprise Services & Solutions division.

“When it comes to cybersecurity, it takes a meeting of the minds to get everyone on board, all of the stakeholders in the organization,” Sinanian says.



Sinanian believes universities must take a serious look at all of the places of entry, including students in the lounge using their computers or smart devices. “Hackers are able to find any way that they can to get an in. The best way to look at it is that people are your weakest link or your strongest defense. Everyone—your administrators, your teachers, your students—plays a role in protecting the organization. Your cybersecurity is reliant on your habits.”

It is estimated that over the next decade, cyber espionage against U.S. corporations from foreign actors could result in serious consequences to the U.S. economy. Fernandes recommends that U.S. corporations, including higher ed institutions, must focus on best practices, starting with the basics.

“Assess your current security posture and maximize your existing investment before buying the next great cybersecurity product,” he says. “Resist the desire to complicate matters. Simplicity is key and cybersecurity’s best friend.” ■



## 5 things YOU CAN DO NOW TO BE CYBER STRONG

- 1 BE ALL IN.** Discuss your organization’s regulatory compliance obligations and any security policies that need to be monitored or enforced. Remember: Security is everyone’s responsibility.
- 2 ASSESS YOUR RISKS.** Organizations should be aware of their risks, i.e., how their habits and behaviors can lead to problems. Go in with your eyes wide open and you will be able to better see where strategies can be defined.
- 3 THINK LEAN.** Employ a lean mindset (build, measure, learn). Define the goals you want to meet. Measure the results qualitatively and quantitatively. Learn and continually monitor the process.
- 4 CHECK YOUR CULTURE.** Some organizations develop a culture that makes process improvement efforts difficult. Redefine the way your employees conduct themselves online. That takes more dedication and guidance from leadership.
- 5 REFINE YOUR PROCESS.** Without good processes in place, productivity can be impacted. Building good processes from the onset will help streamline your cyber culture.



# BUILDING BLOCKS

## CURRICULUM SURFING

Why it's not all about grades anymore

It's a given that grades are the most important factor that colleges consider when evaluating applications. But it might be worth noting that there are other factors universities are reviewing to determine a student's college readiness. According to the National Association for College Admission Counseling (NACAC), college prep courses (like AP or IB classes) are becoming more of a barometer. NACAC says that 71 percent of colleges rated grades in college prep courses as "of considerable importance." That means students must make sure their curriculums are challenging enough. They also need to know how to recognize grade problems and how to seek help to improve their academic performance, the group says.

## ARE YOU READY?

Report shines light on staff time for college counseling

One of the many functions of a school counselor is postsecondary admission counseling. According to the "State of College Admissions" report by the National Association for College Admission Counseling (NACAC), time spent typically differs based on the school's characteristics. For example, the counseling staff at private, non-parochial schools spent an average of 54 percent of their time on college counseling, compared to 39 percent at private, parochial schools, and only 21 percent at public schools. On average, the time that counselors in secondary schools spend on various tasks breaks down in the following way:

- 30% Postsecondary admission counseling
- 20% Choice and scheduling of high school courses
- 22% Personal needs counseling
- 12% Academic testing
- 6% Occupational counseling and job placement
- 6% Teaching
- 5% Other non-guidance activities



## ARE COLLEGE WAITING LISTS OUT OF CONTROL?

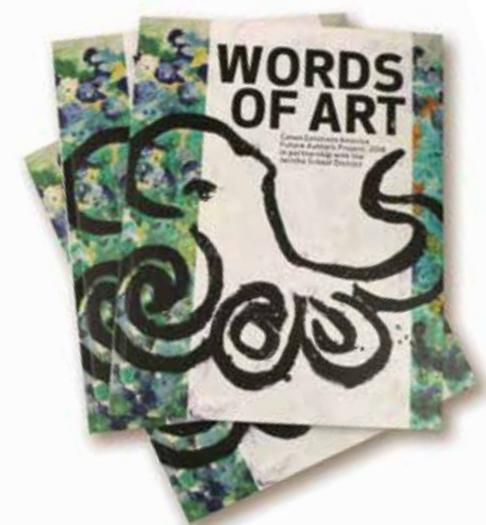
Most college students have a story about how a college dropped them off the waiting list at some time during the process. Looks like the struggle will continue. According to the "2018 Survey of College and University Admissions Directors" report by Inside Higher Ed/Gallup, 61 percent of college admission directors say waiting lists are just too long. Seems many colleges are expanding their lists to include more names than can be enrolled for a first-year class. Here's a look at how they view the practice:

**15%** Those who have not admitted students off a waiting list

**68%** Those who have admitted some students that way, but **less than 5 percent** of their class

**17%** Those who have admitted **more than 5 percent** that way

**48%** Those who say applicants would be better served by being rejected than placed on a waiting list



# FAST FORWARD

## How Canon Solutions America's Future Authors Project is building tomorrow's writers

Books have always served as a kind of window into our souls—a collection of thoughts, that when pieced together with the right execution, can make a lasting impression on any reader. In a time when the art of storytelling is hitting new strides, the Canon Solutions America Future Authors Project is the right program, at the right time.

Its mission is to help develop the next generation of writers by providing students with insight into the process of writing, editing, and digitally publishing books. They are assisted by certified teachers, interactions with Canon experts, and insight from local published authors. And for the cool stuff, Canon cameras and instructional classes are also shared, which help provide vivid photography to accompany their writing.

Created 12 years ago in Palm Beach County, Florida, as a community outreach program by Canon Solutions America's predecessor, Océ North America, it was expanded to Jericho, New York, in 2017. The groundbreaking program offers high school students perspective into the full process of writing—from idea conception, drafting and editing, through to publication. More than 500 students in Palm Beach County have benefited from the program since its inception.

While the Jericho School District was the first to participate following the expansion, the program has since branched out to other areas, including the TRIPOD at Writers Room, developed in cooperation with Drexel University. TRIPOD takes the series to new heights with a multigenerational program that includes local underserved members of the West Philadelphia community, along with students from the university.

“The resources and expertise make possible a whole new level of engagement,” says Roger Kurtz, a professor and head of the department of English and Philosophy in Drexel’s College of Arts and Sciences. “We are creating new opportunities for Drexel students, faculty, staff, and community members to learn and grow together.”

The Future Authors Project stands as a compelling example of the power of collaboration between school districts and the business community. The winners are the students. Throughout the workshop, they are able to work on crafting poems, essays, and short stories that help bolster their writing,



**“The practice these students had with both writing and editing is a learning experience that will stick with them as they move into higher education and careers.”**

— **Diana Fedderman**, Assistant Superintendent, School District of Palm Beach County

editing, story development, and critical thinking skills. In the end, the students come out of the project as proud, published authors with their first co-authored book in their hands.

“The practice these students had with both writing and editing is a learning experience that will stick with them as they move into higher education and careers,” says Diana Fedderman, assistant superintendent of the School District of Palm Beach County. “We truly work together with Canon to provide real world experiences the kids need. The thing that really makes it so neat is when they get to see all of their work come to print.” ■



# Q&A

## 5 questions with...

**Don Buffum,**  
Mississippi State  
University



### **PERFECTING THE ART OF FINANCIAL ACCOUNTABILITY**

Innovation. Efficiency. Financial accountability. These are the commitments that Don Buffum, FNIGP, CPPO, brings to the job every day. As Mississippi State University's director of procurement and contracts, Buffum is tasked with safeguarding public resources in everything he does, overseeing the offices of accounts payable, travel, property and receiving, mail services, and fleet management.

Since 2007, Buffum has directed and supervised all procurement and contract activity for the land-grant university, which enrolls more than 20,000 students and has some 4,500 faculty and staff. Over the years, the 39-year veteran has initiated a number of projects that have added value to MSU students and taxpayers, including the development of a strategic procurement philosophy, increased use of the procurement cards for efficiency, and the standardization of service contracts and contract processes, among others.

Last year, he received the "Albert H. Hall Memorial Award" from the National Institute for Governmental Procurement Inc. (NIGP). The award, NIGP's highest honor, recognizes innovation in changing procurement concepts and procedures, among other attributes. In 2015, he also received one of the state's highest honors, the "Excellence in Local and District Government Award," which recognizes the development of innovative systems of public administration. We sat down with Buffum to get his take on the day in the life of higher ed procurement practices.

#### **What is a typical day in the procurement segment and how has it changed over the years?**

Today we spend a lot of time working with departments trying to determine the best way to meet their needs within the confines of laws and regulations, while also trying to maximize the value. Developing RFPs or other techniques that allow for more flexibility and evaluation based on the desired characteristics rather than the lowest prices. I spend more time negotiating terms and conditions related to services contracts. Previously, more time was spent on transactional purchase of commodities and equipment with low bid being the prime determining factor.

#### **How do you build (and maintain) relationships with vendors?**

I have an open door policy that invites them to visit whenever they feel they have something worth discussing. This could include problems they're having or ideas they have. I urge them to meet with our departments, not to sell products or services, but to offer solutions. We try to enter into more long-term agreements, whereby the vendor/supplier/partner can help us find better ways to do business while providing value to both parties.

#### **Why is this important?**

Short-term, low-bid relationships tend to breed animosity where each party is trying to get the better of the other. As with any relationship, this

may create a short-term gain, but typically it creates long-term problems. A vendor that has won based on the lowest possible bid will tend to look for ways to reduce their costs, which usually ends up with a reduction in services. Our team then spends more time policing the contract and the end result is poor results. Contracts built on trust and mutual respect tend to create situations whereby the contractor and the entity are working together and often create much better results, thus offering more value to the taxpayers.

**Can you share what Best Value Procurement means to you and how you accomplish it?**

Best value means to get the most value over the life of a project. To do this we must include all costs, benefits, and risks. A lighting contract cannot be looked at on the basis of the cost of the fixtures or the light bulbs, but must include the cost of replacing those light bulbs and the cost of energy over the full 15-20-year life cycle of the project. A contract provides greater value if the contractor and the government are working together. Maybe the contractor provides a suggestion that reduces the government costs or increases the services; maybe the contract rewards the contractor by giving them a percentage of the savings. It's a win-win-win situation. The contractor makes more money, which is why he is in business,

and the government saves money or provides greater services. The public has increased services or their tax dollar can be spent on other priorities.

**What are some of the biggest opportunities and challenges the university procurement sector is facing?**

Regulations and laws often create a situation where we are spending our time trying to ensure compliance rather than being able to seek the best value. Procurement professionals should have more latitude to negotiate agreements that provide an equitable and realistic level of risk for both parties given the value of an agreement. We should be able to use the right tools, be it IFB, RFP, reverse auction, Public Private Partnership, negotiation, etc., rather than having laws that dictate the procedures to be used in every situation.

University procurement officials have a huge opportunity to assist academia and research to acquire the items and services needed to make the world a better place. By getting involved early, the procurement official can often ensure better prices, value-added opportunities, and timely acquisitions which are within the boundaries set by laws and policy. ■



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