# FALL 2012 BOARD MEETING MINUTES

## BOARD OF DIRECTORS STRATEGY AND STUDY SESSION

**Meeting Date/Time:**
- Thursday, November 1, 2012 @ 1:00 PM
- Friday, November 2, 2012 @ 9:00 AM
- Saturday, November 3, 2012 @ 9:00 AM

**Meeting Location:**
City Hall Room, 2nd Floor, Sheraton Centre
Toronto, Ontario

**Chair:** Bobbi Matthews, CPPO, CPPB
**Board Secretary:** Rick Grimm, CPPO, CPPB

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## NIGP’s Mission

Develop, support and promote the public procurement profession through premier educational and research programs, professional support, and advocacy initiatives that benefit members and constituents.

## Roles of the NIGP Board of Directors

- Set Direction
- Ensure Adequate Resources
- Provide Program Oversight

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**Note:** Supporting documents and attachments that are referenced in both the Study Session Agenda and the Official Board Meeting are provided within the Study Session agenda.

## AGENDA ITEM

<table>
<thead>
<tr>
<th>THURSDAY, November 1, 2012</th>
<th>ACTION TAKEN</th>
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<tbody>
<tr>
<td><strong>STRATEGY SESSION</strong> * SET DIRECTION 1:00 PM</td>
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<tr>
<td>1. Call to Order, Introductions, and Opening Comments from President Bobbi Matthews</td>
<td>President Matthews called the meeting to order at 1:17 pm Eastern</td>
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**Board Members in Attendance:**
- Bobbi Matthews CPPO CPPB – President
- Marcheta Gillespie CPPO, CPPB, C.P.M., CPM – 1st Vice President
- Don Buffum, CPPO – 2nd Vice President
- Ron Blendermann, CPPO, CPPB – Region 1
- George Nader CPPO – Region 2
- Joan Graham, CPPO, CPPB - Region 3
- Kathy Elgin CPPO, CPPB – Region 4
- Keith Glatz CPPO – Region 7
- Keith Ashby CPPO – Region 10
- Denni Baumer, CPPO, CPPB, C.P.M. - Region 11
- Nelson Park, CPPO, CPPB - Region 12
- Gord Sears CPPB – Region 13
2. Facilitated Discussions with Bob Berger on Strategic Planning

Bob Berger began the discussion with comments on the 2009 strategic plan which he felt had been executed well. That notwithstanding he foresees challenges moving forward in what could be considered an aging profession. His stated goal for the meeting was to produce a solid idea of what the strategic plan will be for the next 3 years.

In round-robin fashion, Bob Berger asked each of the Board members to introduce themselves and select one of 4 questions to share with the group.

To enhance open-mindedness and challenge current perception and perspective, Bob Berger provided visual illusions and opened the discussion to the Board.

Bob Berger provided a hand-out of the Board Survey results (Attachment A) highlighting significant points:

- Answers to Q1, referring to the 1st aspect of 2009 Strategic Plan, indicate overall the Board felt had been executed fairly well.
  - Repurposing of 25% educational content/material was not rated highly
  - Education was rated relatively low compared to the rest of the survey questions.

  After discussion, it was determined that the low rating for education was due to the term "repurposing" and a misunderstanding of the question.

- Answers to Q2, referring to the 2d aspect of the Strategic Plan, Gaining Public Recognition was rated highly.
### Review of Board Survey
- Review of existing strategies
  - eLearning
  - Principles and Practices

### Planning Base: Where are we now?
- Review of the 2009 SWOT
- SWOT update
- Review of Key Initiatives
  - CIPS and the Partnership for Public Procurement
  - Chapter Relations

### Required Results: Where Do We Want to Be?
- Review of Mission and Values
- What objectives do we want to accomplish in the next strategic plan?

### Wrap-Up
- Summary of the Day
- Overview for Day 2

Bob Berger asked the Board to break down to smaller groups and discuss whether NIGP should develop a new plan or continue to build on the strengths of the 2009 plan.

Carol Hodes presented an overview of the accomplishments of the education program and where NIGP is currently *(Attachment B)* and opened the discussion to Q&A.

Most significantly, the NIGP course materials related to certification must be re-aligned by 2014 when the number of domains is reduced to six from ten by UPPCC. This is because each knowledge statement on the UPPCC Body of Knowledge is mapped to a chapter within the NIGP curriculum. NIGP has received the domains but not the corresponding knowledge statements to align the courses.

Tina Borger provided an update on progression of Principles and Practices, highlighting that we're on target to have 30 complete. Most notable is that the chapters and agencies are adopting the principles.

Bob Berger provided a summary review of the 2009 SWOT and provided an updated SWOT based on the survey results of Board Members *(Attachment C)*. The Board broke into groups to discuss the draft SWOT and highlighted common areas such as Perception, Value, and Technology that should be areas of focus.

Tina Borger reviewed the key principles of the CIPS partnership *(Attachment D)*. Specifically, the global market will be served by CIPS and NIGP in a non-competitive fashion. The current business model indicates an ROI within 24 months with the intent of reinvesting the initial funds back into the partnership. Current achievements include a new webpage for the partnership and the co-development of a new agency certification program.

Rick Grimm provided an overview of Chapter Relations indicating the transition began after Forum and is expected to culminate by the next spring meeting of the Board.

Bob Berger reviewed the Mission Statement followed by discussion regarding its intended direction. The Board reached general consensus that:
- Vision was too detailed. The Vision should be, "Develop, support, and promote the public procurement profession."
- Values should be written to reflect internal values, not as procurement guiding principles.

Bob Berger asked each of the Board members to write down their vision or dream of where they want to see NIGP in 2015. Bob will review the dreamscape papers and note duplicate visions among Board members.

It was agreed the day had been inspiringly productive. It was noted tomorrow would be a review of the dreams and steps to take to document and achieve NIGP's goals.

It was agreed to start Friday's meeting an hour earlier. The Strategy Session recessed at 5:30 pm Eastern.
FRIDAY, November 2, 2012

STRATEGY SESSION CONTINUED * SET DIRECTION
8:00 AM

<table>
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<tr>
<th>Review of the Day/Day 2 Agenda</th>
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<tr>
<td>How: How Will We Get There?</td>
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<td>Build on initiatives from the 2009-2012 plan? (Continue, extend, expand?)</td>
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<td>• New initiatives/strategies/programs</td>
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<td>• Prioritization of Initiatives</td>
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<td>• Implementation</td>
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Draft of Strategic Plan

The Strategy Session reconvened at 8:03am Eastern.
Welcome Lourdes Coss, CPPO, Region 8 to the session.

Bob Berger provided an overview with the goal being to identify common goal areas and establish the next steps to achieve them.

Bob Berger provided a review of the Board's dreamscaping papers identifying a consistent theme within each of the goals was to be The Resource.

Overall, there were 9 identifiable topics:

- Governance
- Technology
- International Opportunities
- Partnerships
- Training/Education
- Chapter Relations
- Deploying Values
- Sales Force
- Elimination of Dead Wood

Other notable points included succession planning, involvement of a younger generation, and a lobbying staff to promote legislation.

After discussion, the Board voted to move forward on 4 of the initiative topics:

- Governance
- Technology
- Education
- Sales Force/Advocacy

The Board held rotational table discussions of the topics with the goal of drafting an initiative for each. After each group reviewed and edited the drafts, and discussed again as a whole, the Board further refined the drafts and agreed upon the wording for each initiative:

**Governance**
Ensure that NIGP is structured to address the dynamic global marketplace.

- Develop the optimal governance model for the Institute as a non-profit professional association.

**Technology**
Build a robust technology framework in order to deliver services more effectively.

- Establish relationship with IT firm by March 2013. The IT firm will perform needs assessment and review of current capabilities
that are available in the marketplace
- Develop a technology plan by fall Board meeting
- Establish an IT reserve fund to be able to proactively fund technology needs by March 2014
- Report and discuss changes in technology at each fall Board meeting as recommended by IT partner

**Education**
Develop and deliver a world-class education and training curriculum by increasing technology-based delivery, partnering strategically and mixing traditional and distance learning delivery.
- Identify other delivery methods (higher programs) simulcasting conferences
- Identify specific partners to provide delivery of services
- Review and integrate partners’ materials as relevant
- Consider the need to translate materials for other languages and cultures

**Sales Force and Advocacy**
Increase awareness of NIGP by developing a marketing strategy that promotes products and services in new and existing markets and advocates for the profession.

Bob Berger requested a review of the session. The Board concluded that:
- The Education initiative needed to be re-framed with specific, measurable objectives; and directed staff to bring back recommendations to the Board at a later date
- The Sales Force and Advocacy initiative would remain on the 2013-16 Strategic Plan but suspended for further action until the Governance and Technology initiatives are clarified and refined

The Board agreed it was a great strategy session and the assistance of Bob Berger was instrumental in the development of the 2013-2016 Strategic Initiatives and provided the framework for progress.

The Strategy Session was adjourned at 12:30 pm Eastern.
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<th>FRIDAY, NOVEMBER 2, 2012</th>
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**BOARD STUDY SESSION**  
ENSURING ADEQUATE RESOURCES  
PROVIDING PROGRAM OVERSIGHT

The Board Study Session convened at 1:37 pm Eastern.

3. **Verbal Updates**
   - **A. Progress on the Consultancy Program Business Plan (Grimm)**
     - Rick Grimm provided an update on the Consultancy Program Business Plan explaining there had been a two-week delay in getting a draft business plan from Periscope. The Task Force will meet again on November 13 and anticipates an update for the BOD during the 12/18 meeting.
     - Rick Grimm reaffirmed with the Board that the direction for the proposed plan with Periscope remained the same with regard to Board review and acceptance, then staff negotiating and finalizing the details of the business plan.

   - **B. KPIs and Financial Reports: First Quarter FY13 (Grimm) (distributed prior to meeting)**
     - Rick Grimm reviewed the financial reports highlighting key areas:
       - Cash flow is slightly lower and receivables are slightly higher due to Forum costs and typical seasonal changes regarding classes.
       - With regard to budget numbers, the Institute is ahead by $222k in revenue which is more than witnessed in previous years.
       - Expenses are slightly higher than last year but lower than budgeted expectations.
       - Net Assets are $347k greater than last year though this will adjust going forward with salaries and other funded areas.
       - Accounts Receivable shows 20% in 30-60 day delinquency. Tina Borger explained Accounting has started a monthly follow up on 30+ day accounts. The Board would like to be kept up to date on A/R.

4. **Board Reports**
   - **A. ESR on Impact of the UPPCC Job Analysis on NIGP Products and Curriculum**
     - Carol Hodes had previously provided the report and opened the discussion to the Board. Points highlighted during the discussion:
       - When comparing total students in 2011 to 2012, NIGP is off target. Though numbers are expected to increase this spring, compared to the last 5 years, the numbers overall show a decrease in participation.
       - There are redefined qualifications for CCPO/PPB certifications, which will affect course participation. NIGP expects increased student flow before the new qualifications take effect.
       - Another consideration is the possible trend that individual states are beginning their own certification programs and providing training on state regulations.
B. ESR on eLearning Initiatives and the Strategic Plan

- It was agreed that course participation overall is a concern and we need to have a better understanding of the indicators prior to the start of the peak season beginning in February.

**Action:** Staff to review to determine if there is a parallel between participation in face to face courses and e-learning.

Carol Hodes provided a summary report on the eLearning initiative. The response has been greater than anticipated, especially participation in webinars.

Overall, though the pricing for webinars has been lowered and despite advertising, members in general do not seem to be aware. Nonetheless, NIGP is 30+% exceeding the year end goal for eLearning on all fronts.

C. ESR on the FY12 Independent Audit

Tina Borger provided an updated regarding the auditor's report, which described a clean audit without recommendations and comments. The Audit Task Force is reviewing the report and we're awaiting the Task Force's approval prior to presentation to the Board, which is anticipated to be available during the December meeting. The Board congratulated Tina Borger for her efforts and achieving such a clean report.

D. 2012 Demographics Report

Rick Grimm presented the 2012 Demographics Report prepared by Belinda Sites, highlighting notable findings:

- Agency memberships: Whereas Federal and Utilities have dropped slightly there has been a growth in K-12 and State agencies.
- Florida still has largest contingency.
- Ethnicity demographics show little change.
- The majority of members that are reporting have a Bachelor's degree or higher education, though 25% only have HS diploma.

5. Board Actions

A. ESA on Adoption of Budget and Fee Structure for the 2013 Forum in Orlando, FL

Rick Grimm explained that the proposal represents small, incremental increases in registration fees over the next few years and anticipates a 25% increase in participation based on the results of previous years in that region.

The Board issued concern over the fee increase with an expected increase in participants and reviewed possible alternative avenues including the possibility of no fee increase in order to keep net income at a reasonable level. Some Board members commented that the Board had previously agreed to small, incremental fee increases on an annual basis so that net income is sustained year after year. After discussion, the Board generally agreed that the budget as proposed should be approved; reiterating the real goal for Forum is not to make money, rather not to lose money.

B. ESA on 2017 Annual Forum Site Selection Recommendation

Rick Grimm presented the Forum site selection as Salt Lake City in 2017. After a series of questions and discussion, the Board generally agreed that SLC is a fine choice of cities however held reservations on the selected dates being later in the summer. Staff to inform Board of the date selection.
6. FY12 Budget Net Income

A. Net Income and Recommendations for One-Time Funding Requests

Rick Grimm recapped the parameters staff were provided prior to developing funding requests for the operational areas and opened to questions from the Board.

After discussion of each request, it was agreed to accept the one-time funding requests with the exception of two:

- The $10k request for a Chapter Consultant will be redirected to obtaining a Governance Consultant, and
- The $25k request for website upgrade will be allocated to this project but the expenditure will not occur until a review of the technology strategy had been performed.

Due to the meeting with OPBA members, at 4:05 pm the Board agreed to adjourn the Study Session for the day and address the remaining agenda items during the Official Board meeting. It was agreed the Executive Session would begin at 8:00 am Eastern on Saturday.

FRIDAY, November 2, 2012

Meeting with OPBA Representatives

Members of the OPBA were welcomed by President Matthews and the Board at 4:10 pm Eastern.

OPBA Representatives:

Lisa Buitenhuys, C.P.P., CSCMP
President, OBPA
Manager, Procurement & Supply Services
Region of Waterloo

James Macintyre, C.P.P.
Vice President, OBPA
Director, Customer Service Integration Employee and Business Services

Angela Mastandrea, CPPO, CIM
NIGP Professional Development Committee
Procurement Manager
City of Hamilton

Larry Gordon
OBPA Committee Chair, Secondary/Student Relations
Director of Supply Services
City of Kitchener

Andrea Mindenhall, CPPO, CPPB
OPBA Committee Chair, NIGP Education
Manager of Purchasing,
The Regional Municipality of Halton

Gord Sears lead the discussion welcoming the NIGP Board to Canada and shared appreciation for the support of the Board. He highlighted OPBA's history with NIGP as a chapter for 35 years, which is now the 2d largest chapter with 750 members.

Specific points of discussion surrounded furthering NIGP's support of OPBA and recognizing the trends in Canada.
| Competition: The PMAC and CPPC are competitors and diluting the marketplace |
| Membership: Canada membership is constantly growing yet national membership is not due to perceived value, not cost. OPBA offers services including a listserv form, some legal fees for smaller organizations, etc. for a lower annual fee. |
| Assistance: Increasing the NIGP presence in Canada. |
| Coursework: The coursework NIGP produces has no geographical barriers yet the perception is that coursework is US-specific. |
| NIGP Event Registration: Allowing Canada members to register with the chapter and eliminate the dual registration process. |

The NIGP/OPBA meeting adjourned at 5:20 pm Eastern, followed by a reception and networking with members.

| SATURDAY, NOVEMBER 3, 2012 |
| 8:00 am |
| BOARD EXECUTIVE SESSION (Closed to Staff and Guests) |
| CEO ANNUAL EVALUATION |

Results of the Staff Compensation Study and recommendations by the Chief Executive were discussed.

The Board met with Rick Grimm to discuss the annual CEO evaluation.