From the desk of Barry Coulson  
*Sector Executive Lead, ASDT Collaboration Office*

English author Edith Mary Pargeter (under her *nom de plume* Ellis Peters) famously stated, "Every spring is the only spring, a perpetual astonishment". In other words, everything begins anew – new life, new growth, new promise, and all to our very great delight. Who among us is not eagerly anticipating the longer, warmer, dryer, sweetly-scented days of spring?

Looking back at my past year as Sector Executive Lead for the ASDT Initiative – the final year of its three-year implementation phase – I am struck by how much progress has been made. The tremendous sharing of our collaborative ideas, expertise, talents and resources has been condensed into a new three-year strategic plan, which was approved by the ASDT Steering Committee this spring. Many successful initiatives were launched during the year, including the move of the ASDT joint procurement Centre of Expertise (CoE) under the BCNET umbrella, effective April 1st.

As to beginning anew, and based on the new strategic plan, we are poised to enter a transition phase for ASDT – that is, planning for and executing the transition of the ASDT Program to the sector. Part of this will include laying the groundwork for developing the key focus areas around which to identify, prioritize and manage ASDT opportunities, the concept of ‘centres of expertise’ (see definition next page). More details of the centres of expertise will be provided in the next issue of ASDT Update, including the launch of the Finance CoE.

Our focus is now shifting to ‘ASDT 2.0’ – our working title for the framework of governance, operations and funding of the ASDT Program during this transition. As always, we will be seeking your ideas and feedback on this framework, as part of our continuing engagement with all sector stakeholders in forging the future of the ASDT Program.

“Spring is the time of plans and projects.” – *Leo Tolstoy*
From the desk of Dennis Silva
Chief Procurement Officer, BCNET

Spring is a time of renewal, a time to refresh and prepare for another fiscal year. In our collaborative procurement journey, spring is symbolic of starting projects and generating new ideas.

These past several months, we’ve been preparing for the start of the two-year pilot of joint procurement services within BCNET. The enthusiasm, professionalism and support of the BCNET team have been instrumental in successfully establishing the administrative and governance models. The foundational elements are coming together, leading into the next steps in our journey.

At the same time, we have been working with the Facilities and Logistics Common Category Groups on the next round of procurements and opportunities. Over the next quarter, we plan to launch joint procurements for Elevator Maintenance Services and contracts related to pest control, domestic and international courier services, and fire extinguisher testing.

This spring, we will continue to build the category management model to further refine categories and identify opportunities. We will be broadening connections and dialogue by launching the next Common Category Groups for Operational Supplies and Travel, as we continue to build the procurement pipeline.

Watch for details on the next Procurement Community of Practice session in May, during which we will unveil the procurement services space within the BCNET wiki to connect sector procurement professionals, and provide updates on procurement and other initiatives.

ASDT partners with BCNET to continue sector joint procurement

The ASDT Initiative’s joint procurement services are transitioning to a new operational pilot project within BCNET, effective April 1, 2016.

The ASDT/BCNET partnership for a pilot project emerged from sector leadership, and was endorsed by the sector and approved by the ASDT Steering Committee, Joint Procurement Committee, and the BCNET Board of Directors.

The transition of the former Joint Procurement Operations Team (JPOT), led for the past year by Dennis Silva, starts the exploration over the next two years of an operational and governance model for the procurement services centre of expertise.

The partnership capitalizes on BCNET’s existing single legal entity, which will help to consolidate existing and future joint procurement contracts, several of which are currently attached to individual post-secondary institutions. Under his new title of chief procurement officer, Dennis Silva will assist institutions in transitioning existing joint procurement contracts to BCNET.

The procurement services centre of expertise will be accountable to the BCNET Board and, through the Board, to the ASDT Steering Committee.

“We see an opportunity to leverage BCNET’s governance and operations, streamline processes, move forward on initiatives faster and structure processes consistently,” says Peter Smailes, UBC Treasurer and Sector Co-chair of the ASDT Steering Committee.

Centre of Expertise – A Definition

The centre of expertise (CoE) concept is envisioned as an organizational focus for pursuing ASDT opportunities. Each CoE will build upon and leverage existing sector expertise and resources, whenever possible. CoEs will be scalable, nimble, lean and responsive to priorities. The unique business requirements of each CoE will determine its structure and governance.

Procurement Services – the former Joint Procurement Operations Team – was the first ASDT CoE to be established and is now being continued through a two-year pilot with BCNET, effective April 1, 2016. Other CoEs under consideration include Finance, Facilities Management, Human Resources/Benefits, and Ancillary Services.
BCNET IT Conference to feature four ASDT initiatives

The ASDT Initiative will be featured in four talks being presented at the BCNET 2016 Annual Higher Education IT Conference near the end of April 2016.

On day one of the conference, three representatives from the Administrative Systems Consortium (ASC) – Adrian Lim from Emily Carr University of Art + Design, Ivor Mackay from Northwest Community College, and Dianne Teslak from College of the Rockies – will share their experiences with the ‘Colleague’ Enterprise Resource Planning (ERP) system from Ellucian. Speaking on behalf of the nine BC institutions that make up the ASC non-profit society, the three presenters will discuss the ASC’s history, savings, efficiencies and success as a model for shared services.

ERP is the focus of Diversity vs. Standardization: How much ERP alignment should the BC Higher Education Sector Aim for?, presented by ASDT Sector Executive Lead Barry Coulson, Langara College CIO Jag Madan, and Ministry of Advanced Education CIO Trevor Hurst. Starting with an overview of the sector-wide ERP initiative, the discussion will include the current state of ERP systems in the higher education context, along with emerging trends and key challenges in other jurisdictions, in an effort to gauge interest and feasibility of a sector-wide ERP system strategy.

Procure-to-Pay: Is BC Higher Education Ready for On-Line Purchasing? will be a half-hour presentation and discussion led by Barry Coulson and Dennis Silva, Chief Procurement Officer, BCNET. The presenters will discuss the current state of procure-to-pay technology in the higher education context, in the private sector, and in other jurisdictions, along with key implementation challenges that have been identified by the sector.

Dennis Silva is also presenting Evolving Cooperative Procurement for Higher Education in B.C., providing a glimpse into the transition of the post-secondary education sector’s joint procurement centre of expertise into BCNET’s shared IT services model.

These four presentations are part of the three-day IT conference being held at SFU Harbour Centre in Vancouver April 26-28.

For more information visit the BCNET Conference 2016 web page at www.bc.net.

P2P Working Group collects lessons from other jurisdictions

As part of the current Engagement and Consultation phase of the Procure-to-Pay (P2P) Project, the Working Group has consulted with other Canadian universities, the BC health sector and one of the largest suppliers to Canadian universities to gain insights from their experiences that might help guide BC’s exploration of an eMarketplace.

The key learning from this exercise is that procure-to-pay adds value and plays a strategic role in improving administrative activities, but it is important to support it with strong change management and communications.

Procure-to-pay technology has been in use for well over a decade in major industries, but its introduction into the Canadian higher education sector began less than five years ago. As more institutions adopt the technology in Canada, the market is adapting to meet their needs and requirements.

Six higher education jurisdictions provided lessons learned to the P2P Working Group, and two gave demos of their eMarketplace. Several have been in operation for a few years while some are in earlier stages of the implementation process.

“These sessions have been extremely helpful in identifying key areas of focus and attention for the BC sector,” said Barry Coulson, co-sponsor of the P2P Working Group. “We learned that overall, higher education organizations have had very successful results so far. Several reported realizing significant savings within one year after implementation and expect to meet their ROI objectives in less than five years.”
P2P lessons learned (from page 3)

One of the main themes is that effective change management is critical to the success of the implementation. Adoption by both suppliers and users is key to achieving the anticipated savings and benefits. Strong communication and change management strategies can provide the needed push to continually increase the rate of user adoption. Executive support is also instrumental in getting all departments on board and obtaining sufficient and appropriate resources for the project.

Change management comes into play in the processes and procedures themselves. If participating institutions adopt procurement and workflow best practices, rather than automating existing processes, users are generally happier with the result. It was also frequently noted that supplier file cleanup in advance of implementation is fundamental.

In spite of the communication and change management challenges, other jurisdictions have recognized administrative efficiencies, savings and enhanced client service as a result of implementing an eMarketPlace solution. The BC sector continues to work collaboratively to assess the value of P2P as an ‘enabling solution’ to drive world-class education and allow post-secondary institutions to meet their mission and goals.

ERP strategy developed

The Enterprise Resource Planning (ERP) project has made strong headway since last summer, culminating in a draft ERP Strategy Report that will mark the end of the project’s strategy development phase.

A Business Analyst joined the project in September 2015 and conducted interviews throughout the fall with all 25 post-secondary institutions regarding their ERP current state and future plans. In most cases, both the CFO and CIO participated in the interviews to provide a balanced business and technical perspective.

In parallel to the institutional interview process, Gartner Consulting was contracted to research and produce a report on how other jurisdictions in North America are meeting ERP challenges and opportunities.

During January and February, based on the information from the sector interviews and the Gartner research, a draft ERP Strategy was developed with input from the ERP Working Group and BCNET. The report articulates a sector vision, highlights a set of recommendations, describes key business and technical objectives, and outlines an implementation approach.

With the pressing need of some institutions to replace legacy systems and implement major upgrades, along with the continued need to manage costs and meet expanding user expectations, the sector faces substantial challenges with respect to meeting significant ERP investment demands. The ERP Strategy Report recommends a path to increase the alignment of ERP systems over the next five years where it makes sense to do so, while recognizing the circumstances and needs of individual institutions.

The ERP Strategy Report will be tabled at the April 2016 ASDT Steering Committee meeting for approval in principle, along with a discussion of next steps.

ASDT Update available online

This and all past issues of ASDT Update are available in PDF format on the ASDT SharePoint site in the following location:

Resources Library > Communications > ASDT Update newsletter

Keeping you informed and updated on the ASDT Initiative is important to us. Please let us know if you have any comments, questions or suggestions for this newsletter through the ASDT Mailbox, AVED.ASDTOffice@gov.bc.ca
**Digital Learning Resources Network business case launched**

The Digital Learning Resources Network (DLRN) business case project is in response to the accelerating trend towards digital learning resources, the increasing use of digital textbooks (e-textbooks), the drive towards adaptive learning, and the ever-increasing costs of course materials for students.

The proposed approach seeks ways to prepare for this growing digital landscape by creating institutional and sector synergies and efficiencies, maximizing choice available to faculty in the selection of learning resources, making required learning resources more affordable, and ultimately, providing opportunities for increased student success. The proposed initiative would provide an integrated approach that allows choice from open, publisher, and other digital learning resources that are available.

As part of the sector-wide input being sought over the next few months to inform the business case, a session has been scheduled at the Festival of Learning, June 6-9 at Delta Burnaby Hotel & Conference Centre. Institutions are invited to attend the session to learn more about the DLRN project and provide input and feedback for the development of the business case.

For more information and to register in the Festival of Learning, go to: https://festival.bccampus.ca/

---

**Finance program reaches 100% participation**

The Central Deposit Program (CDP) has become the first ASDT-led opportunity to reach full participation by all 25 public post-secondary institutions (PSIs) in BC.

This milestone was achieved in March 2016, when the few remaining institutions signed banking agreements through the program.

The CDP is a cash management program, managed by the Provincial Treasury, which accepts deposits from public organizations, including post-secondary institutions, provides a competitive interest rate, directs these deposits to reduce government borrowing, and allows the institutions to withdraw funds from the program when needed.

Institutions have been making use of the voluntary program since September 2014. In the seven months between then and April 2015, a total of $109 million was deposited by PSIs through the CDP, generating $90,000 in additional interest over comparable investment options through their respective financial institutions.

---

**This update is distributed to:**

- PSI Presidents
- VPs of Finance and Administration
- Directors of Finance (FinWizards)
- Procurement Professionals
- ASDT Steering Committee
- ASDT Joint Procurement Committee
- BCAIU, RUCBC, and BCC Presidents
- ASDT Leads and Teams
- BCcampus
- Post Secondary Employers’ Association
- BCNET
- BC ELN
- Ministry of Advanced Education
- Ministry of Education
## ASDT Initiative Progress Summary – Q4 2015/16

<table>
<thead>
<tr>
<th>INITIATIVE</th>
<th>PROGRESS HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic</strong></td>
<td></td>
</tr>
<tr>
<td>Travel Management</td>
<td>Sector Travel Information Session for PSI Implementation Leads held March 31, 2016. ASDT Team and UNIGLOBE scheduling meetings with PSIs as they submit welcome package surveys. 10 PSIs engaged to date.</td>
</tr>
<tr>
<td>Sector Print Strategy</td>
<td>ASDT Steering Committee approved the recommendation to proceed with an RFI process for formal vendor information sessions, which will begin following the MFD RFP award.</td>
</tr>
<tr>
<td>In-House Exam Booklet Printing</td>
<td>2016/17 proposal for another pilot in development.</td>
</tr>
<tr>
<td>Enterprise Resource Planning (ERP)</td>
<td>See feature article in this issue. ERP Final Strategy to be presented to Steering Committee on April 27, 2016.</td>
</tr>
<tr>
<td><strong>Joint Procurement</strong></td>
<td></td>
</tr>
<tr>
<td>Vending Services</td>
<td>Work continues with vendor on execution of implementation plan. Benefits tracking and assignment of vendor contract will be transitioned to procurement services under BCNET.</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>Project schedule reset in January 2016. RFP finalization will be transitioned to procurement services under BCNET. Targeting contract award in summer 2016.</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>2016/17 plan complete. Renewal of independent Natural Gas Consultant approved by JPC and ASDT Steering Committee.</td>
</tr>
<tr>
<td>Cylinder Gas</td>
<td>RFP evaluation underway. Interviews completed, preferred proponent selected and approved by WG. Targeting contract award end of May 2016.</td>
</tr>
<tr>
<td>Multi-Function Devices</td>
<td>Seven PSIs participating. RFP evaluation underway. Targeting contract award end of May 2016.</td>
</tr>
<tr>
<td>Courier Services</td>
<td>TRU contract signing in progress with announcement of award expected in May 2016. Piggy-back clause allows other PSIs to onboard to contract.</td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td></td>
</tr>
<tr>
<td>Commercial Card</td>
<td>Ten PSIs on board. Fiscal 15/16 sector spend reached $10.7M. Achieved tier 1 rebate target level of $5M.</td>
</tr>
<tr>
<td>Central Deposit Program</td>
<td>See feature article in this issue. All 25 PSIs have signed participating off-set banking agreements and 24 PSIs have realized benefits from increased interest revenue.</td>
</tr>
<tr>
<td>Reduced Merchant Fees on Credit Cards</td>
<td>JIBC, OKAN and ECUAD successfully onboard.</td>
</tr>
<tr>
<td>Procure-to-Pay (P2P)</td>
<td>See feature article in this issue. Engagement and Communication plan drafted and reviewed with sponsors and targeted PSIs. Cross-jurisdictional lessons learned and vendor clarification complete.</td>
</tr>
<tr>
<td><strong>Ancillary</strong></td>
<td></td>
</tr>
<tr>
<td>ASC (Colleague) Consortium</td>
<td>Final report received and to be presented at May 2016 ASDT Steering Committee meeting.</td>
</tr>
</tbody>
</table>