

BC Public Post-Secondary Collaborative Services

Innovation. Collaboration. Value



2013/14 Progress Report
August 2014



Vision

Provide outstanding value to post-secondary institutions through innovation, collaboration and supply management expertise.

Message from the ASDT Steering Committee



Building on success

Creating a new partnership is never simple, but when you start with an already strong culture of collaboration and innovation, you can easily see the road to success. Since BC's public post-secondary sector has been sharing best practices, it just made good sense to build on this success. To achieve this, a formal collaborative approach through the Administrative Service Delivery Transformation (ASDT) Initiative has been established.



For the past two years, BC's 25 public post-secondary institutions have been working together with the Ministry of Advanced Education to lay the foundation for this initiative.

What's next?

This year we are pleased to launch the sector's Joint Procurement Consortium – all 25 public post-secondary institutions are members. The Consortium is moving forward with sector-wide procurement initiatives. The post-secondary institutions will also implement new shared opportunities in library services and financial services and continue to work with BCNET in the procurement, delivery and support of information technology.

The ASDT Initiative has been a catalyst for the sector to build on the existing collaboration to further benefit the sector. Benefits are achieved through cost savings, cost avoidance, enhanced services and stronger working relationships.

On behalf of the ASDT Steering Committee, we look forward to continued success achieved through secto

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Oliver Grüter-Andrew
Chief Information Officer
University of British Columbia
Co-Chair, ASDT Steering Committee

A handwritten signature in black ink, appearing to read "Joe Thompson", written over a horizontal line.

Joe Thompson
Assistant Deputy Minister
Ministry of Advanced Education
Co-Chair, ASDT Steering Committee

Leadership and Collaboration

ASDT Executive Committee

Sandra Carroll (Chair), Deputy Minister
Ministry of Advanced Education

Joe Thompson, ADM
Ministry of Advanced Education

Allan Cahoon, President
Royal Roads University

Mark Evered, President
University of Fraser Valley

Kathy Kinloch, President
British Columbia Institute of Technology

Angus Graeme, President
Selkirk College

Jim Hamilton, President
Okanagan College

Mark Dale, President
University of Northern BC

Doug Callbeck, President
Vancouver Community College

Ralph Nilson, President
Vancouver Island University

ASDT Steering Committee

Oliver Grüter-Andrew (Co-Chair), CIO
University of British Columbia

Joe Thompson, (Co-Chair), ADM
Ministry of Advanced Education

Roy Daykin, VP, Finance and Administration
Langara College

Pat Eagar, VP, Finance and Administration
Vancouver Island University

Gayle Gorrill, VP, Finance and Operations
University of Victoria

Pat Hibbitts, VP, Finance and Administration
Simon Fraser University

Jackie Hogan, VP, Finance and Administration
University of Fraser Valley

Jordan Perrey, CIO
Ministry of Advanced Education

Cathy Sousa, VP, Finance and Administration
Northwest Community College

Dianne Teslak, VP, Finance and Administration
College of the Rockies

Gordon Lee, VP, Finance and Administration
Kwantlen Polytechnic University

Bob Eby, VP, Finance and Administration
Okanagan College

ASDT OVERVIEW

Sector Led - The Administrative Service Delivery Transformation (ASDT) Initiative is a BC public post-secondary sector-led effort to find administrative efficiencies through collaboration and shared services while protecting and maximizing investments in students' education.

Builds on success - ASDT builds on the collaboration that already exists across the sector. The initiative brings together all 25 public post-secondary institutions (PSI's), providing a unique opportunity to share perspectives and best practices, innovate, and develop joint ventures that benefit the sector.

By working together the institutions capitalize on their collective strengths and enhance their ability to deliver high quality administrative services with increasing efficiency.



Sector Leadership

- ✓ All 25 PSI's participate in ASDT, and are members of a newly formed Joint Procurement Consortium
- ✓ Sector-led partnership with the Ministry of Advanced Education



Collaboration

- ✓ PSI's have a long history of working collaboratively with each other
- ✓ ASDT is providing a platform to strengthen existing relationships and forge new alliances and networks



Expertise

- ✓ Sector leadership and expertise is brought to each opportunity to ensure success
- ✓ Since its inception, more than 100 people from across the sector have participated in ASDT

What we have achieved so far

July 2012

Launch of the Administrative Service Delivery Transformation Initiative

June 2013

ASDT Sector Partnership Forum with more than 60 participants and all 25 institutions represented; identified priorities for business case proposals

Dec 2013

ASDT Sector Partnership Forum approved 11 proposals for business cases and agreed to pursue a non-legal consortium for joint procurement

\$10.5M

March 2014

Reduced costs and administrative efficiencies of over \$10.5M realized for fiscal 2013/14 through sector collaboration, and shared IT services led by BCNET

May 2014

Joint Procurement Consortium launched with 25 PSI's as members

Feb 2013

Deloitte published and presented the Opportunity Assessment Final Report

Oct 2013

All 25 institutions became members of BCNET; ASDT Collaboration Office established

BCNET



Jan 2014

Rural college collaboration efforts launched recruitment web-site "It's Good Out Here"

April 2014

10 business cases prioritized into waves for implementation; ASDT Sector Partnership Forum approved first wave for implementation. Over 100 people participated in business case development

100+ people

What we have achieved so far

Benefits of Collaboration – Reducing costs, avoiding cost increases, achieving administrative efficiencies, sharing best practices, and enhancing the quality and range of services across the sector are some of the benefits the sector is pursuing through collaboration.

\$10.5M in Cost Reductions and Administrative Efficiencies – In fiscal 2013/14, the sector reduced costs and gained efficiencies of more than \$9.4 million through the joint purchase of hardware, software and IT services led by BCNET, in partnership with the ASDT Initiative. Additional efficiencies were found through the launch of the BC rural college recruitment portal and the streamlining of payment practices.

Guiding Principles – The following list captures the guiding principles identified so far as important for the ASDT Initiative. These principles will be further defined over the next year.

- ✓ **Collaboration** – Cultivate a culture of collaboration
- ✓ **Sector Leadership** – Sector-led initiative; this needs to be led by PSIs
- ✓ **Respect Institutions** – Respect each institution's governance and unique cultures (academic freedom); protect the institution's reputation, legal issues, etc.
- ✓ **Transparent** – Provide transparency to our customers and stakeholders (students, taxpayers, faculty, staff, joint procurement team members, etc.)
- ✓ **Ethical** – We are open, transparent and fair
- ✓ **Committed** – We are each committed to achieve the value of continued collaboration and joint procurement (all 25 PSIs)
- ✓ **Value for money** – Define value not only as economic but also efficient and effective; demonstrate and measure value for money; the deals become incentives in themselves
- ✓ **Regional and Institutional Value** – Provide value to all regions in BC; need to account for individual PSIs' priorities
- ✓ **Support Programs** – Important to remember our purpose and efforts are all to support teaching, training and research (core business)
- ✓ **Risk Management** – We need to be willing to take on some risk; need to understand and control risks
- ✓ **Communicate** – Transparent and consistent sector communications; ensure institutions have access to information and are equipped to respond to questions
- ✓ **Sustainable** – Ensure a sustainable model that benefits the sector; expand sustainability to include retaining momentum of this ASDT movement; avoid anticlimactic implementation
- ✓ **Innovation** – Seek to introduce original, new and important methods or approaches that have a positive impact; apply better solutions that meet new requirements, in articulated and existing market needs.
- ✓ **Technology Investments** – Supported by leveraging technology when it makes sense.

What to expect in 2014/15

As 2014 progresses implementation will begin with the first wave of procurement opportunities through the newly established Joint Procurement Consortium. Each of the 25 PSI's, as members of the Consortium, have the opportunity to collaborate on these opportunities to achieve benefits, gain efficiencies and reduce costs.

Additional collaboration opportunities in the financial and library service areas will also be pursued. BCNET will continue to lead information technology shared services across the sector.

ASDT is building on the success of the existing partnerships and collaboration established across the public post-secondary sector. Together, the focus for this year will be to maintain the momentum, demonstrate benefits, continue to build trust and improve awareness of the ASDT Initiative.

"Through ASDT we have a unique platform to work together as a sector to innovate, share ideas and explore opportunities that will benefit our post-secondary institutions".

Roy Daykin, CFO of Langara College



"This initiative has provided an opportunity for members of the post-secondary institutions across the province to develop relationships and share best practices".

**Gayle Gorrill, VP Finance and Operations,
University of Victoria**

Joint Procurement Consortium

Building on success

The Joint Procurement Committee represents the interests of the newly formed Joint Procurement Consortium.

By working together the Consortium will capitalize on the collective strengths of the post-secondary institutions and enhance their ability to deliver high quality administrative services with increasing efficiency.



Joint Procurement Committee

Gayle Gorrill, Chair

VP, Finance and Operations
University of Victoria

Carol Baert, Vice-Chair

VP, Finance and Administration
North Island College

Gordon Lee

VP, Finance and Administration
Kwantlen Polytechnic University

Lorcan O'Melinn

VP, Finance and Administration
British Columbia Institute of Technology

Steve Grundy

VP, Academic and Provost
Royal Roads University

Mary Aylesworth

Director, Procurement Services
Simon Fraser University

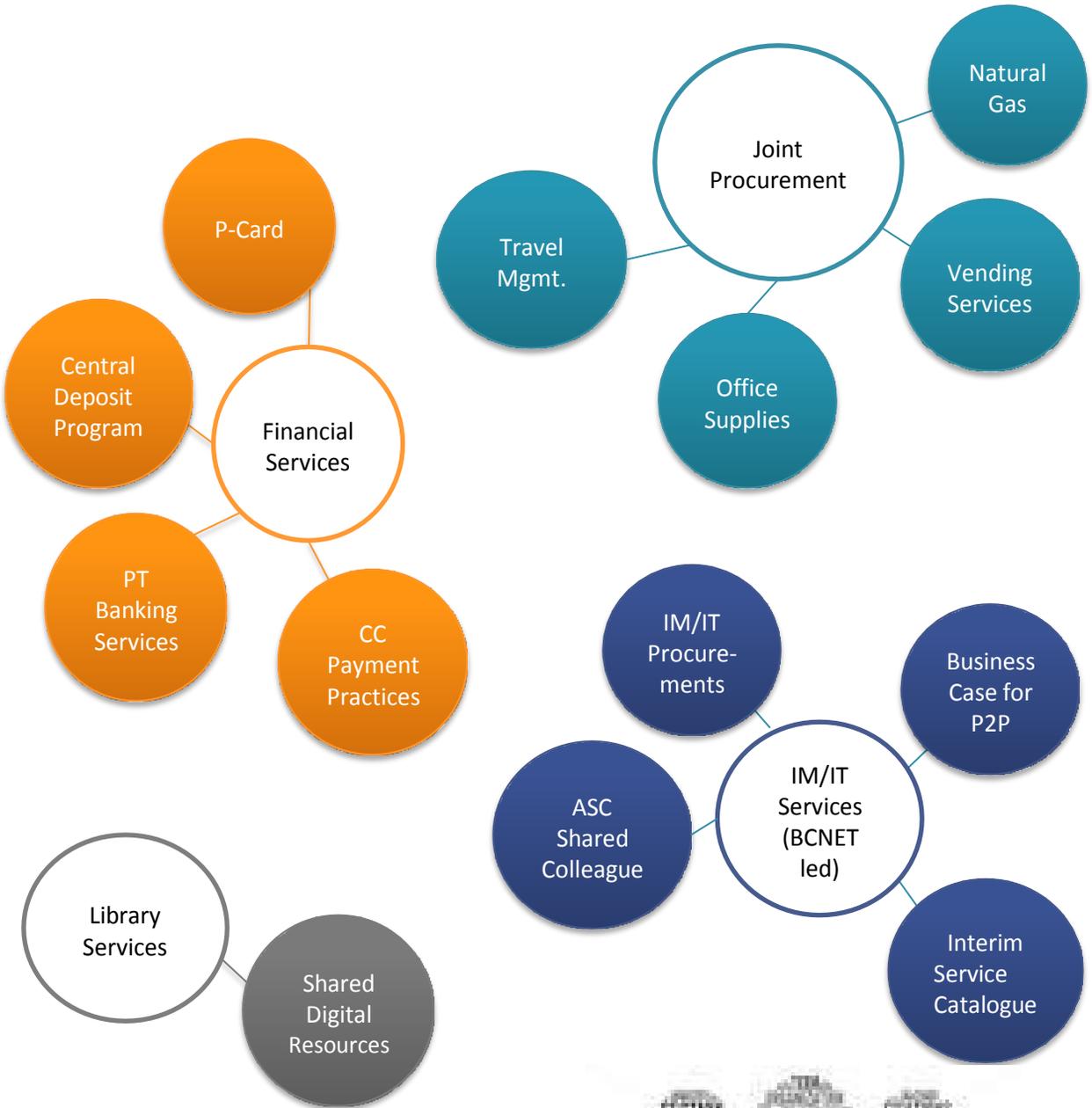
Bob Munro

Director, Supply Chain Management
Thompson Rivers University

Dennis Silva

Director,
Payment and Procurement Services
University of British Columbia

First set of opportunities being implemented



Wave 1 Opportunities - Descriptions

The following opportunities are being pursued to build on the existing collaboration and success within the sector. Each opportunity is being led by a sector representative. Each PSI will be assessing the opportunities to determine their participation.

Vending Services - Project Lead: Cameron Roy

This opportunity involves securing higher vending machine commissions by maximizing volumes through joint procurement and collaboration among PSIs. This opportunity will also work with the vendor community to identify new business opportunities to expand institutional revenue streams and meet the needs and demands of students.

Natural Gas - Project Lead: Xavier Serrano

The Natural Gas project seeks to reduce the cost of natural gas by leveraging the economies of scale across the sector, to define a common approach to demand management and consolidating the total volume of natural gas purchases, and to negotiate optimal supply arrangements.

Travel Management Services - Project Lead: Rand Sanghera

The travel project builds on existing collaboration within the sector to direct a larger portion of total Travel spend through joint procurement channels and collaborative agreements, to reduce costs, increase choices and visibility of best value options, improve demand management and enhance risk management.

The Travel project will provide guidance on how to gain value from your travel spend for air travel, hotels and rental cars. This project will rationalize the number of travel management suppliers in order to consolidate spending (1-2 providers in total) and negotiate a contract with the travel management provider(s).

Office Supplies - Project Lead: Deb Peterson

The office supplies project seeks to find cost savings in office supply procurement and to find increased efficiencies for the procurement and delivery of office supplies using a regional approach.

The team will be consolidating spend and go to market as a sector, but will first evaluate the results of the provincial Office Supplies RFP to confirm best value and approach to meet the needs of the sector.

Wave 1 Opportunities - Descriptions

Credit Card Payments/Reduced Merchant Fees - Lead: Barry Coulson

Focused on revenue recovery in the form of reducing or removing the fees paid by PSIs associated with the convenience of accepting credit cards as payment for tuition and ancillary services. The project includes leveraging the Provincial Treasury agreement to achieve more favourable merchant rates and expanding non-acceptance of credit cards for domestic tuition where it make sense.

Provincial Treasury Banking Services - Lead: Barry Coulson

Aimed at leveraging the banking services provided by Provincial Treasury to the provincial ministries and broader public sector. Services include negotiated banking services and fees. This opportunity does not require institutions to switch their existing banking institution.

Provincial Treasury Central Deposit Program - Lead: Barry Coulson

The Provincial Treasury Central Deposit Program takes deposits from entities with surplus cash, provides a competitive deposit rate return, deploys that cash to reduce government borrowing, and allows participating entities to draw on their cash balance as needed.

Purchasing Card (P-Card) - Lead: Barry Coulson

This opportunity is aimed at consolidating volumes to leverage greater rebates and employ a more strategic approach to the use of Purchasing Cards.

Wave 1 Opportunities - Descriptions

IMIT – BCNET Procurements - Lead: Dean Crawford

On behalf of its members, BCNET will work collaboratively to provide cost-effective shared solutions including desktop and laptop procurements, software licenses, and video conferencing.

IMIT – ASC - Shared Colleague Services - Lead: Kyle Loree

Review the current Administrative Services Consortium (ASC) service delivery model and identify opportunities to enhance the services while reducing the overall cost and risk to member institutions. The ASC represents nine institutions in BC using Colleague, a fully integrated student management system providing secure, easy access to the information institutions need to manage assets.

IMIT – Interim Service Catalogue and P2P Business Case - Co-Leads: Dean Crawford and Corrie Barclay

Explore technology options to share leading practices, communicate upcoming procurement opportunities and provide access to services and products procured by the Joint Procurement Consortium. Determine if benefits can be realized through the improved source-to-contract and procure-to-pay business process and enabling technology. Business Case to consider streamlined business processes enabled by an eMarket Place and eProcurement technology.

Library – Digital Resources and Institutional Repository Network - Lead: Anita Cocchia

A province wide network of institutional repositories providing access to faculty and student research output across post-secondary institutions, supporting the management of institutional digital resources, and showcasing BC as a hub for knowledge creation across Canada and around the world.

APPENDIX A

ASDT - Summary of Savings and Cost Avoidance for the period April 1, 2013 to March 31, 2014

Opportunity	Actual Savings/Cost Avoidance (\$ millions)	Description of Savings Calculation
Credit Card Merchant Fees	1.00	Savings from no longer accepting credit cards for tuition; offering instead online banking and other forms of payment.
Collaborative Employment Recruitment Web Portal	0.06	Savings from no longer needing to buy print and other forms of advertising.
TLAS* - Software and Hardware Procurements	1.65	Savings calculated by subtracting BCNET's procurement contract rates from the vendor's list price.
TLAS* - Desktop/Laptop Procurement	1.23	Savings calculated by subtracting BCNET's procurement contract rates from the vendor's list price.
TLAS* - BCNET Advanced Network Service	1.33	Savings reflect the price difference between what BCNET charges its members for access to the CANARIE Advanced Research Network and the price members would have to pay directly to buy usage on the same network.
TLAS* - Internet Transit Service	0.11	Savings are based on a cost negotiated by BCNET for added Internet bandwidth through a bulk buy for nearly the same cost as the previous year, providing a lower per-unit cost.
TLAS* - Internet Peering Service	0.91	Savings reflect the difference between what BCNET members pay for using the research Internet network to access services such as Microsoft, Google, YouTube, etc. versus using the public Internet to access those same services.
TLAS* - Storage Equipment Procurement	3.41	Savings reflect the difference between the contracted price secured through NetApp, the winning proponent of a sectoral RFP issued by BCNET in 2012, and the published educational discount list price.
TLAS* - Shared Data Backup and Storage Service	0.10	Savings reflect the difference between what BCNET charges its members for this shared service and what members would have to pay to purchase the same service from Amazon.
TLAS* - Cloud Video Conferencing Service	0.71	Savings calculated by comparing the cost per port (if each institution individually purchased the same video conferencing service) with the BCNET contract rates.
TOTAL	10.51	

Notes:

TLAS - Teaching, Learning and Administrative Systems

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ASDT Collaboration Office
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