Radford University Board of Visitors
Resolution
Approval of Radford University’s Small, Women, and Minority-Owned (SWaM) Plan for
Fiscal Years 2013, 2014, 2015, 2016 and 2017
February 8, 2012

WHEREAS, the 2008 session of the General Assembly enacted, and the Governor
signed, HB1390 and SB442 (identical bills), Chapters 824 and 829 of the 2008 Acts of
Assembly, which allow Radford University to enter into a memorandum of understanding
(MOU) with the Secretary or Secretaries designated by the Governor for additional operational
authority in two, but no more than two, of the functional areas of information technology,
procurement, and capital projects; and

WHEREAS, Radford University has selected the areas of information technology and
procurement as the areas in which to apply for additional operational authority as set forth in
§2.0 and §3.0 of Chapters 824 and 829; and

WHEREAS, the Radford University Board of Visitors approved a resolution on June 25,
2008, expressing the sense that the University is qualified to be and should be governed by such
MOU for additional operational authority in the functional areas of information technology and
procurement; and

WHEREAS, the requirements set forth in §3.0 of Chapters 824 and 829 identifies that
the institution shall adopt a small, women, and minority-owned (SWaM) business program that
is consistent with the Commonwealth’s SWaM program; and

WHEREAS, Radford University intends to renew its Memoranda of Understanding with
the Commonwealth of Virginia for operational authority in the functional areas of information
technology and procurement through June 30, 2017;

NOW, THEREFORE BE IT RESOLVED that the Radford University Board of
Visitors approves the adoption of the University’s SWaM Plan for fiscal years 2013, 2014, 2015,
2016 and 2017 as presented.
Radford University Board of Visitors  
Business Affairs & Marketing Committee  
February 8, 2012

Action Item
Approval of Radford University’s Small, Women, and Minority-Owned (SWaM) Plan for Fiscal Years 2013, 2014, 2015, 2016, and 2017

Item:
Approval of Radford University’s Small, Women, and Minority-Owned (SWaM) Plan for fiscal years 2013 through 2017 in accordance with the Restructured Higher Educational Financial and Administration Operations Act, Chapter 4.10 (§ 23-38.88 et seq.) of Title 23 of the Code of Virginia for Level II authority in procurement (§3.0 of Chapters 824 and 829).

Background:
The 2008 Session of the General Assembly adopted, and the Governor signed, legislation that provides Radford University and all other public colleges and universities in the Commonwealth the opportunity to attain certain authority and autonomy to manage its procurement operations more efficiently and effectively. Under the initial request for additional authority in procurement operations, the University was required to develop a three-year SWaM plan adopted by the Board of Visitors and approved and certified by the Secretary of Administration. The approved Memorandum of Understanding (MOU) had an initial term of three years and is scheduled to expire on July 5, 2012.

Currently, the University has applied for a five year renewal of the Level II authority and feels it prudent to adopt a five-year SWaM plan to run concurrently with the MOU. The University and the Commonwealth intend to enter into a subsequent MOU confirming continuation of the original agreement through June 30, 2017.

As was the case with the original MOU, the SWaM plan is being submitted for approval by the Radford University Board of Visitors. The five-year SWaM plan will serve as a master plan that outlines the University’s aspirational targets for utilization of small, women- and minority-owned businesses and the efforts that must be put forth to achieve these goals. On an annual basis, the Radford University Board of Visitors will evaluate the stated goals to determine if revisions may be needed to realign targets with state and University goals.

Action:
Radford University
Small, Women and Minority-Owned (SWaM) Plan for Fiscal Years 2013 through 2017
February 8, 2012

Executive Summary:

The Restructured Higher Educational Financial and Administration Operations Act, Chapter 4.10 (§ 23-38.88 et seq.) of Title 23 of the Code of Virginia, provides inter alia, that “any public institution of higher education may enter into a memorandum of understanding with the appropriate Cabinet Secretary or Secretaries, as designated by the Governor, for additional operational authority in any operational area or areas adopted by the General Assembly in accordance with law provided that the authority granted in the memorandum of understanding is consistent with the institution’s ability to manage its operations in the particular area or areas.”

At its meeting on June 11, 2009, the Radford University Board of Visitors approved the University’s fiscal years 2010, 2011 and 2012 three-year small, women, and minority-owned (SWaM) plan in accordance with the legislation requirements. On July 6, 2009, Radford University and the Commonwealth of Virginia entered into Memoranda of Understanding (MOU) granting operational authority in information technology and procurement. The MOU’s had an initial term of three years and are scheduled to expire on July 5, 2012.

The University has applied for a five year renewal of the Level II authority and feels it prudent to adopt a five-year SWaM plan to run concurrently with the MOU. The University and the Commonwealth intend to enter into subsequent MOUs confirming continuation of the original agreement through June 30, 2017. As was the case with the original MOU, the SWaM plan is being submitted for approval by the Radford University Board of Visitors.

This SWaM plan for the fiscal years 2013, 2014, 2015, 2016 and 2017 will serve as a master plan that outlines the University’s aspirational targets for utilization of small, women- and minority-owned businesses and the efforts that must be put forth to achieve these goals. The five-year SWaM plan follows the Procurement of Goods, Services, Insurance, and Construction and the Disposition of Surplus Materials as they relate to the SWaM initiative and all requirements mandated by the Commonwealth’s Executive Order 33. On an annual basis, the Radford University Board of Visitors will evaluate the stated goals to determine if revisions may be needed to realign targets with state and University goals.

I. SWaM Plan History

A. Review of Radford University’s fiscal years 2010, 2011, and 2012 approved three-year SWaM plan goals and actual spending percentages.

All targeted goals in fiscal years 2010 and 2011 were exceeded and goals for fiscal year 2012 are on target to be met or exceeded. This is due in large part to the number of capital projects in place during the time period and the second tier (subcontractors) reporting attributed to a large percentage of the SWaM spend. Policies and procedures implemented during the three-year period allowed staff to better capture the second tier information and has allowed for better and more accurate representation of the University’s SWaM spend.
For fiscal year 2010, total discretionary spend represents 73.2 percent from goods and services and 26.8 percent from capital outlay. For fiscal year 2011, total discretionary spend represents 38.6 percent was from goods and services and 61.4 percent from capital outlay. Goods and services tend to represent a larger volume of smaller dollar orders whereas capital outlay represents a few large dollar contracts. Managing the spend between ongoing goods and services expenditures and one-time capital outlay expenditures requires planning and monitoring to ensure SWaM targets are attained.

<table>
<thead>
<tr>
<th>Spending Targets (as a percentage of total university discretionary spend)</th>
<th>Minority Business Enterprises</th>
<th>Women Business Enterprises</th>
<th>Small Business Enterprises</th>
<th>Total SWaM Percentage Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targeted Goal FY 2010</td>
<td>7.00%</td>
<td>3.53%</td>
<td>17.03%</td>
<td>27.56%</td>
</tr>
<tr>
<td>Actual Percentages FY 2010</td>
<td>12.72%</td>
<td>7.61%</td>
<td>40.95%</td>
<td>61.29%</td>
</tr>
<tr>
<td>Targeted Goal FY 2011</td>
<td>7.00%</td>
<td>3.75%</td>
<td>21.03%</td>
<td>31.78%</td>
</tr>
<tr>
<td>Actual Percentages FY 2011</td>
<td>9.93%</td>
<td>7.61%</td>
<td>57.50%</td>
<td>75.03%</td>
</tr>
<tr>
<td>Targeted Goal FY 2012</td>
<td>7.00%</td>
<td>4.00%</td>
<td>25.03%</td>
<td>36.03%</td>
</tr>
<tr>
<td>Actual Percentages FY 2012 through 1st quarter (9/30/2011)</td>
<td>4.00%</td>
<td>2.90%</td>
<td>50.60%</td>
<td>57.40%</td>
</tr>
</tbody>
</table>

B. Comparisons of Radford University’s fiscal years 2009, 2010 and 2011 actual SWaM plan spending percentages with all Commonwealth Secretariats, the Commonwealth Education Secretariat and VASCUPP institutions.

During the past three fiscal years, the University has kept pace with, and in some cases exceeded, State Secretariats as a group, the Education Secretariat alone, and the University’s VASCUPP peer institutions. In years when the goals have been exceeded, a majority of the percentage of discretionary spend has been the result of capital projects and second tier subcontractor reporting. The proposed SWaM plan emphasizes the importance the University places on procuring goods and services, subcontractor reporting and monitoring the impact of large scale one-time capital projects on achieving stated goals.

A key focus over the course of the proposed five-year SWaM plan will be to increase the percentages in the Minority and Women Business Enterprises categories. While the percentages are in line with or exceed many of those Secretariats being presented, these areas have the most potential for growth given the initiation of several capital outlay projects in the coming years. Capital projects are projected to reflect a significant portion (approximately 68 percent) of the discretionary spend in fiscal years 2013 and 2014 as compared to only 20 percent in fiscal year 2016. The University plans to monitor capital projects and work with prime contractors to ensure proposed targets are attained.
Expanding the University’s outreach and presence at state-wide and regional vendor events will also be an important aspect to meeting the aspirational goals set in the five year SWaM Plan. Due in large part to the University’s geographic location, the number of minority- or women-owned businesses is lower than in more populous regions of the Commonwealth. Identifying, informing and engaging SWaM business owners with upcoming procurement opportunities at the University will continue to be a major focus of our outreach efforts. Once identified, the University will assist an eligible business in the DMBE certification process.

The chart below compares Radford University with the all Secretariats average, Educational Secretariat average, and VASCUPP average for the past three years.

<table>
<thead>
<tr>
<th>Average By Secretariat Source: DMBE Dashboard</th>
<th>Minority Business Enterprises</th>
<th>Women Business Enterprises</th>
<th>Small Business Enterprises</th>
<th>Total SWaM Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fiscal Year 2009</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Secretariats</td>
<td>5.44%</td>
<td>5.13%</td>
<td>31.31%</td>
<td>41.88%</td>
</tr>
<tr>
<td>Education Secretariat</td>
<td>6.15%</td>
<td>5.67%</td>
<td>35.58%</td>
<td>47.40%</td>
</tr>
<tr>
<td>VASCUPP</td>
<td>5.60%</td>
<td>5.61%</td>
<td>40.23%</td>
<td>51.44%</td>
</tr>
<tr>
<td>Radford University (actual)</td>
<td>7.69%</td>
<td>4.95%</td>
<td>28.40%</td>
<td>41.04%</td>
</tr>
<tr>
<td><strong>Fiscal Year 2010</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Secretariats</td>
<td>6.72%</td>
<td>5.74%</td>
<td>29.34%</td>
<td>41.81%</td>
</tr>
<tr>
<td>Education Secretariat</td>
<td>6.16%</td>
<td>6.68%</td>
<td>34.09%</td>
<td>46.94%</td>
</tr>
<tr>
<td>VASCUPP</td>
<td>6.11%</td>
<td>8.16%</td>
<td>38.85%</td>
<td>53.12%</td>
</tr>
<tr>
<td>Radford University (actual)</td>
<td>12.72%</td>
<td>7.61%</td>
<td>40.95%</td>
<td>61.29%</td>
</tr>
<tr>
<td><strong>Fiscal Year 2011</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Secretariats</td>
<td>6.47%</td>
<td>5.86%</td>
<td>27.02%</td>
<td>39.35%</td>
</tr>
<tr>
<td>Education Secretariat</td>
<td>6.52%</td>
<td>6.05%</td>
<td>30.66%</td>
<td>43.20%</td>
</tr>
<tr>
<td>VASCUPP</td>
<td>5.89%</td>
<td>7.02%</td>
<td>33.12%</td>
<td>46.03%</td>
</tr>
<tr>
<td>Radford University (actual)</td>
<td>9.93%</td>
<td>7.61%</td>
<td>57.50%</td>
<td>75.03%</td>
</tr>
</tbody>
</table>

II. Five-Year SWaM Plan for Fiscal Years 2013, 2014, 2015, 2016 and 2017

Looking ahead to the next five years, the influx of one-time capital projects provides new opportunities and will foster strategic planning efforts among the SWaM co-champions. It is projected that total discretionary spend will increase more than 50 percent in fiscal year 2013 due to the initiation of multiple capital projects. When preparing the proposed targets, the mix of
total discretionary spend projected between goods and services and capital outlay expenditures was considered.

The Small, Women, and Minority-Owned (SWaM) aspirational expenditure goals, as a percentage of Radford University’s projected total discretionary expenditures are presented below for the next five years. Goals include expenditures with prime contractors (first tier), as well as subcontractors (second tier).

<table>
<thead>
<tr>
<th>Spending Targets (as a percentage of total university discretionary spend)</th>
<th>Minority Business Enterprises</th>
<th>Women Business Enterprises</th>
<th>Small Business Enterprises</th>
<th>Total SWaM Percentage Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stated Goal FY 2012</td>
<td>7.00%</td>
<td>4.00%</td>
<td>25.03%</td>
<td>36.03%</td>
</tr>
<tr>
<td>FY 2013</td>
<td>7.20%</td>
<td>4.23%</td>
<td>27.03%</td>
<td>38.26%</td>
</tr>
<tr>
<td>FY 2014</td>
<td>7.40%</td>
<td>4.47%</td>
<td>28.03%</td>
<td>39.60%</td>
</tr>
<tr>
<td>FY 2015</td>
<td>7.60%</td>
<td>4.70%</td>
<td>29.03%</td>
<td>40.73%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>10.00%</td>
<td>8.00%</td>
<td>30.03%</td>
<td>48.03%</td>
</tr>
<tr>
<td>FY 2017</td>
<td>12.00%</td>
<td>10.00%</td>
<td>31.03%</td>
<td>53.03%</td>
</tr>
</tbody>
</table>

On an annual basis, the Radford University Board of Visitors will evaluate the stated goals to determine if revisions may be needed to realign targets with state and University goals.

III. Designation of SWaM Co-Champions

A. Finance and Administration
   Name: Albert S. Mah
   Title: Director - Contract Administration & Supplier Diversity
   Mailing Address: P O Box 6558, Radford, VA 24142
   Telephone/Fax: 540-831-5407 / 540-831-5946
   Email address: amah@radford.edu

B. Procurement & Contracts Division
   Name: Pamela P. Simpkins
   Title: Director – Procurement & Contracts
   Mailing Address: P O Box 6558, Radford, VA 24142
   Telephone/Fax: 540-831-6118 / 540-831-5946
   Email address: ppsimpkin@radford.edu

C. Facilities Planning & Construction
   Name: Roy E. Saville
   Title: Director - Facilities Planning and Construction
   Mailing Address: P O Box 6909, Radford, VA 24142
   Telephone/Fax: 540-831-7812 / 540-831-5964
   Email address: rsaville@radford.edu

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IV. Responsibilities, Policies and Procedures

A. Who is responsible for producing, implementing and monitoring the SWaM Plan?
The SWaM Co-Champions are responsible for working together with university administration, faculty and staff to achieve the University’s SWaM Plan. Co-Champions responsibilities include:

- Providing communication and awareness training to campus and to vendors.
- Assisting vendors with questions, certifications and eVA registration.
- Working with prime contractors to increase the usage of certified SWaM vendors as subcontractors.
- Researching and analyzing spend data and SWaM vendors’ commodity listings.
- Participating in state procurement and higher education outreach events.
- Participating in the Virginia Minority Supplier Development Council (VMSDC) events.
- Preparing and distributing all reporting requirements to the University administration and the State.
- Posting known procurement opportunities on the eVA “Future Procurement” site.
- Following up with SWaM vendors that choose not to bid on university solicitations to research reasons and attempt to assist if training opportunities are discovered.
- Monitoring SWaM Plan on a quarterly basis and making adjustments in activities as necessary.

A. Procurement Policies and Procedures

- Increase efforts in identifying SWaM vendors and assist them in the DMBE certification process; follow-up to ensure certification in correct category.
- Purchases under $5,000 will be to SWaM suppliers, if available.
- Purchases of office supplies will be from SWaM suppliers.
- Inclusion of 20 percent of evaluation points for small business subcontracting plans in RFPs.
- Use of eVA Quick Quote (QQ) by professional buying staff for non-complex purchases of goods and services valued between $5,000 and $50,000. QQ solicitations flow electronically to registered eVA vendors, including SWaM vendors, according to commodity code selection.
• Continued use of eVA as the campus-wide e-procurement system and increased awareness to campus on the importance of using SWaM suppliers.

B. SWaM Procurement and Contracting Strategies

• Evaluate all capital Construction Manager at Risk pre-qualifications and awards using multiple factors, including a firm’s ability to bring Women Business Enterprises (WBE) and Minority Business Enterprises (MBE) subcontractors to our area. Look closely at the maturity of the prospective firm’s internal disadvantaged business outreach program, current subcontracting database, previous history of utilizing WBEs and MBEs on similar projects, and the firm’s projected utilization of WBEs and MBEs as subcontractors on RU’s respective capital projects. Consider any company who is willing to pursue joint ventures or protégé agreements with a WBE or MBE partner on a RU capital project.

• Utilize the resources of DMBE, specifically the new DMBE SWaM Construction Administrator, for identifying WBE and MBE firms that have an interest in traveling to Southwest Virginia for work. RU will serve as a conduit to match these firms with prospective prime contractors for determination of their capacity to be engaged in future capital construction projects as a DMBE certified subcontractor.

• Require prime contractors to submit SWaM subcontracting plans. Evidence of SWaM subcontracting plan participation will be required prior to final payment being processed. The reported subcontractor spending will be reviewed to ensure the subcontractor is a certified DMBE vendor. Subcontractors found to be eligible for DMBE certification will be contacted and certification assistance will be offered.

• The ‘prior experience’ requirement in solicitation will be written so that qualified SWaM businesses will not be excluded from consideration.

• Update the eVA “Future Procurement” site as needed.

• Continue membership and active participation in the Virginia Minority Supplier Development Council (Western Region).

• Partner with DMBE to assist vendors with certification requirements.

• Review existing term contracts to identify existing and potential SWaM vendors that may already be or eligible to be on contract.

• Update SWaM designations in the Banner Finance vendor database.

• The Director of Contract Administration & Supplier Diversity will actively participate on the VASCUPP SWaM committee.
• Advertise required solicitations in statewide newspapers.

• Actively participate in VASCUPP events (SWaMfest) and other state-wide or regional outreach programs hosted by other agencies or VASCUPP peer institutions.

C. Evaluation process utilized by Radford University for SWaM procurement progress and achievement

The Director of Procurement and Contracts, Director of Contract Administration & Supplier Diversity, Director of Facilities Planning and Construction, Associate Vice President for Finance and Administration, Vice President for Finance and Administration, and the University President will evaluate the progress and achievement of the SWaM plan through SWaM reporting and university communications processes. These individuals and other University administrators will support and advocate the efforts of the SWaM plan as part of the University’s goal to spread diversity throughout the campus.

The Radford University Department of Procurement and Contracts certifies that purchasing manuals, regulations and guidelines incorporate and comply with the SWaM purchasing regulations and/or guidelines set forth in the applicable Procurement Manual, for example:

• Goods and Services – Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and Their Vendors


**Acronym Key:**

DMBE – Department of Minority Business Enterprise
eVA – Electronic Virginia, State Procurement System

MBE - Minority Business Enterprises

SWaM – Small, Woman- and Minority-Owned Businesses

SWaMfest – Annual outreach event coordinated by the VASCUPP organization

VASCUPP – Virginia Association of Schools, Colleges, and University Procurement Professionals

VMSDC – Virginia Minority Supplier Development Council

WBE - Women Business Enterprises
The University’s SWaM Plan for fiscal years 2013 through 2017 has been prepared and reviewed for submission to the Radford University Board of Visitors by:

SWaM Co-Champion: Pamela P. Simpkins  
Signature: [Signature]  
Date: 02/13/2012

SWaM Co-Champion: Albert S. Mah  
Signature: [Signature]  
Date: 2/18/12

SWaM Co-Champion: Roy E. Saville  
Signature: [Signature]  
Date: 2/13/12

Associate Vice President for Finance & Administration: Lisa H. Ridpath  
Signature: [Signature]  
Date: 2/13/2012

Vice President for Finance & Administration: Richard S. Alvarez  
Signature: [Signature]  
Date: 2/13/12