

# 2004-2005 Annual Report



**Interuniversity Services Inc.**

***Serving the Universities and Colleges in the Atlantic  
Provinces***

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## MEMBER INSTITUTIONS

Acadia University	Wolfville, NS
Atlantic School of Theology	Halifax, NS
Dalhousie University	Halifax, NS
Holland College	Charlottetown, PE
Memorial University of Newfoundland	St. John's, NL
Mount Allison University	Sackville, NB
Mount Saint Vincent University	Halifax, NS
NSCAD University	Halifax, NS
Saint Mary's University	Halifax, NS
St. Francis Xavier University	Antigonish, NS
St. Thomas University	Fredericton, NB
Université de Moncton	Moncton, NB
Université Sainte-Anne	Pointe-de l'Église, NS
University College of Cape Breton	Sydney, NS
University of King's College	Halifax, NS
University of New Brunswick	Fredericton, NB
University of Prince Edward Island	Charlottetown, PE

# ABOUT INTERUNIVERSITY SERVICES INC.

## Profile

Interuniversity Services Inc. (ISI) is a not-for-profit company incorporated in 1984 by four independent Halifax universities. ISI provides selected central administrative services to seventeen member institutions in Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland, reducing their overall operating costs, improving services, and providing a framework for cooperation among the members while maintaining their independence.

Each member institution is entitled to appoint one representative to the Board of Directors. The representative must be the Senior Administrative Officer of the member institution.

The Board appoints an Executive committee consisting of five Board members annually. The Committee is charged with the overall management of the Company on behalf of the Board of Directors.

The Chief Executive Officer is responsible for the day to day management of the Company, and serves on both the Board of Directors and the Executive Committee (non-voting). The CEO is also the Secretary/Treasurer of the Company. ISI shares office resources with and provides administrative support to Novanet Inc.

## History

In 1981 the Presidents of Saint Mary's University, Mount Saint Vincent University, and Dalhousie University approved the formation of an office to consolidate and direct the procurement of goods and services, and to give direction to their individual purchasing departments. The office was known as Purchasing and Centralized Services. Significant cost reductions resulted from the contracts consolidated for the universities. In 1983 this office was asked to operate a scientific repair service for the metro universities and affiliated hospitals. The prime focus of this new service was to maintain electron microscopes, x-ray equipment, radiation measuring equipment, and other related scientific equipment, on a fee-for-service basis and contract basis to user departments.

The Purchasing and Centralized Services office further expanded in 1984 to include the Technical University of Nova Scotia. With the increasing complexity of operations and anticipated growth and growing desire to cooperate, the four universities decided to formally incorporate the operation in late 1984 as Interuniversity Services Incorporated, a non-profit company under the laws of the Province of Nova Scotia. In April 1994, the Company was reorganized to include seventeen institutions in the four Atlantic Provinces as equal partners. University of Prince Edward Island joined ISI in June 1996.

Novanet was added as a division of the Company in 1987. Novanet was incorporated as a separate company in April 1994 with the reorganization of ISI. ISI continues to provide administrative services to Novanet. Office space is shared in partnership with Novanet.

ISI is unique in servicing the university environment in Canada. (Please refer to the Chronology on pages 4 and 5.)

## **Vision**

To be a model for University cooperation.

## **Mission**

To identify and promote opportunities for members to acquire goods and services with enhanced value and reduced costs.

## **Core Business Activity**

The core business activity of ISI is supply and services management, including Contracting, Consulting, Technical Servicing, and Facilitating.

# CHRONOLOGY

- 1981** Office called Purchasing and Centralized Services opened by Saint Mary's University, Mount Saint Vincent University, and Dalhousie University to consolidate procurement of goods and services.
- 1983** Purchasing and Centralized Services started servicing scientific equipment for the three universities and the teaching hospitals in Halifax.
- 1984** Technical University of Nova Scotia joined Purchasing and Centralized Services. These four universities formalized this arrangement to form Interuniversity Services Inc. (ISI).
- 1987** Novanet became a Division of ISI.
- 1988** ISI receives national recognition (second prize) in CAUBO's Quality and Productivity Awards Program.  
Hosted PMAC's National Conference.
- 1989** Novanet receives funding of over \$725,000 from the Province of Nova Scotia and the Windsor Foundation.
- 1990** ISI establishes Associate Member category and the Nova Scotia College of Art and Design joins as an Associate Member.  
ISI coordinates Host Conference Committee for Saint Mary's University, Mount Saint Vincent University and Technical University of Nova Scotia for the 1990 CAUBO National Conference.  
University College of Cape Breton joins Novanet.
- 1991** Acadia University, Université Sainte-Anne and St. Francis Xavier University join as Associate Members.  
ISI coordinates activities for Mount Saint Vincent University and Dalhousie University hosting the annual meeting of the Corporate Higher Education Forum.  
University of King's College joins Novanet.
- 1992** Atlantic School of Theology, University College of Cape Breton and University of King's College join ISI as Associate Members.  
Mount Allison University joins ISI as an Associate Member, and the first out-of-province member.  
Atlantic School of Theology joins Novanet.
- 1993** New Brunswick and Prince Edward Island universities conduct an independent study on cooperation that results in St. Thomas University, Université de Moncton, and University of New Brunswick joining as Associate Members.  
Memorial University of Newfoundland joins as an Associate Member.  
Novanet receives \$1.5 million to upgrade its system following a proposal to the Province of Nova Scotia and the Windsor Foundation.
- 1994** St. Francis Xavier University joins Novanet.  
ISI reorganized to make all universities shareholders in the Company.

Holland College joins ISI.

Novanet incorporated as a separate company.

**1996** University of Prince Edward Island joins ISI.

ISI hosts the first seminar for Academic Department Chairs.

**1997** ISI, representing ISINet member universities, receives a regional award under the CAUBO National Quality and Productivity Awards Program.

**1999** ISI receives recognition as one of the “best in class” in a study commissioned by the Association of Commonwealth Universities.

December 1999, ISI achieved another milestone; 15 years since its formal incorporation as a Company.

**2000** ISI hosts first Training and Development Seminar Workshop.

ISI hosts first Atlantic University Risk Management Workshop.

**2001** September 14, 2001 marked the 20<sup>th</sup> Anniversary of the formation of Purchasing and Centralized Services by Saint Mary's University, Mount Saint Vincent University and Dalhousie University, the predecessor of ISI.

**2004** ISI offers the *Certificate in Management Skills Development for University Professionals* program for the staff of ISI member institutions.

**2005** ISI hosts first Lab Safety Workshop.

## ISI CONTRACT SERVICES

ISI Contract Services coordinates contracts for materials and services on behalf of our member institutions. Annual expenditures against these agreements are in excess of \$13 Million.

Agreements for materials and services are coordinated and administered by Contract Services Staff, with input from the Supply Management Committee. The Supply Management Committee is appointed by the Board of Directors. The Committee reports through the Chief Executive Officer of ISI. Each member appoints one representative to the Supply Management Committee. Normally, the representative is the Purchasing Manager, or the employee usually responsible for the supply process within the institution. The Committee elects one of the university representatives to Chair the Committee. The Chair of the Supply Management Committee is elected from the voting membership of the Committee.

The ISI Manager of Contract Services serves on the Committee as an ex-officio member and coordinator of committee activities. The ISI Purchasing Coordinator also serves as an ex-officio member, providing a staff resource and acting as recording secretary at the Committee Meetings. Meetings are held semi-annually, or more frequently as the need arises.

On behalf of the members, the Committee provides a channel for:

- » The development of the supply management plan for ISI.
- » The communication and dissemination of information to and from member institutions on supply and contract issues.

### Objectives

***To exploit opportunities to facilitate further cooperation between the members.***

***To support the members by maximizing value, and managing the supply interface.***

***To promote the supply process as a value-added service.***

***We will encourage teamwork, promote the value of cooperating at all levels; encourage, develop, and maintain effective cross-functional teams.***

***We will ensure that the universities are at the forefront of evolving purchasing trends/technology.***

Using appropriate procurement methods, in compliance with applicable public procurement regulations, and ever-mindful of reducing risk exposure to our members, we maximize value for our members. Leveraging our members' collective volume, we reduce both the costs of goods and services, as well as administrative overhead in obtaining these goods and services.

ISI Contract Services staff also acts as a resource for and consultants to members on procurement and materials management issues.

ISI Contract Services staff provides contract management for CAUBO National Procurement Committee initiatives on moving services. Contract Services staff are the designated liaisons for our members for other NPC agreements and initiatives.

In addition, Contract Services coordinates ad-hoc committee activities for those groups that come together for specific projects. Examples are the Photocopier Advisory Group and the Nova Scotia Fuels Advisory Group.

## Highlights

**Fuel Supplies** – Fuel prices continued an upward trend during the last year, however increases in prices were offset somewhat by the increased value of the Canadian dollar, and static bunker oil markets. This year we coordinated a meeting with Imperial Oil to resolve service issues in Halifax, as well as a group meeting in May with Imperial for an overview of fuel markets. The agreement for fuel was renewed for an additional period, with a revised pricing formula. The renewal pricing formula is calculated weekly vs monthly on the previous agreement, and links prices directly to a reference index at NYMEX. A review of pricing from January to June resulted in credit notes being issued to members in Nova Scotia.

**Supply Management Committee** – The Supply Management Committee met in September 2004 at the University of Prince Edward Island and in May 2005 at St. Francis Xavier University, with full agendas at both meetings. Suppliers invited to present at SMC were: MHPM Project Management, Buyweb On-line Purchasing Solutions; and, BMO Procurement Card Solutions. On the occasion of his retirement on June 30, 2005, the SMC acknowledged the many contributions of Lloyd Spencer, Purchasing Manager at UNB. We wish Lloyd the best in his retirement.

**Photocopiers** – The ISI Photocopier Agreement was scheduled for action in 2004-2005. This is one of the largest single installs in Atlantic Canada. With industry changes from analogue to digital formats, this process required close facilitation and coordination. In 2004, ISI struck an advisory committee to represent the member institutions in the process. Members include personnel nominated by Senior Administration from areas within the institutions, including personnel from Procurement and Materials Management, Print Centre, Information Technology, and Financial Services. A preliminary meeting was held in September 2004 at Mount Allison University to provide members with a market overview from potential suppliers, and to get input as to member's requirements. A subsequent meeting was held in December at Université de Moncton to further refine requirements, and provide direction on specifications. A Request for Proposals was drafted by ISI Staff, vetted by Committee Members, and issued to potential suppliers in February. Responses to the RFP were received in March, collated, and the result provided to the members. Supplier presentations from four short-listed suppliers were held in early May, with subsequent evaluation and discussion of the results. A final meeting was held in early June. A recommendation is expected to be made in July.

**Strategic Planning** – ISI Manager Contract Services attended and participated in the Strategic Planning Session held in Saint John, NB in October 2004.

**CAUL Portal** – The agreements with SIRSI were signed on behalf of CAUL, and the administration of the project turned over to ISI Administrative Services for ongoing management.

**Staff Notes** – Contract Services staff attended several courses, including the ISI Management Development Series and the Project Management Course. ISI Manager Contract Services attended the Purchasing Management Association of Canada's 80<sup>th</sup> Annual Conference in Winnipeg, MB. Contract Services staff continue in Board of Directors positions with the Nova Scotia Institute of the Purchasing Management Association of Canada. The Manager Contract Services continues as elected director for Nova Scotia to PMAC's National Board of Directors.

## EMPLOYEE BENEFITS COMMITTEE

On behalf of the ISI members, the Committee provides an organizational channel for the development of corroborative employee benefits agreement plan, the communication of information to and from member institutions on employee benefits issues, and it reviews new areas and opportunities for members to pursue.

Meetings of the Committee are normally held semi-annually (spring and fall) or more frequently when the need arises.

At the Fall 2004 meeting the Committee reviewed the pooled group underwriting governance. The pooled group includes those institutions with under 500 lives. The pooled group uses a five-year experience rated calculation. The insurance company was setting the individual rates and there was no formula to set individual rates with the pool.

The pooling protects individual groups in bad years and realizes the gain in good years. As of the end of August 2004 there was a \$1.4 Million surplus in the pooled group.

It was agreed at the November 2004 meeting that the group adopt a model that would define a rating model that can be used to establish individual rates. It would reflect the overall groups' performance and individual performance, whether good or bad. The group moved to the revised contract rates based on a formula over 3 years. The retentions in the pooling charges would be based on a contract premium following this proposed model for the pooled group members. These include Saint Mary's University, Mount Saint Vincent University, Saint Thomas University, University of Prince Edward Island, NSCAD University, Cape Breton University, and Holland College.

The Committee reviewed the overall results from Maritime Life, which were positive on life and long-term disability. The pooled group had incurred a substantial current year surplus of over \$2 Million. This eliminated the deficit, and all other groups had a surplus, with the exception of Memorial University.

Total claims increased from \$921,000 in the previous year to just over \$2 Million.

Long-term disability claims reduced from \$113,000 to \$86,000 in the current year. There was also a decrease in short-term duration LTD claims from \$42,000 to \$33,000.

The Atlantic Blue Cross summary was also reviewed by the Committee. On an overall basis the ISI group health experience had continued to perform better than the industry. Private health care insurance plans on average are showing a 15-17% increase while ISI health claims experience showed a total increase of about 12.3%. Dental claims also did not increase to industry trends, which are between 7% and 9%. ISI dental claims were in the range of 4.8%.

The Citadel General summary was also reviewed. The ISI group accidental death and dismemberment experience had a significant improvement during the year. The basic AD&D loss ratio was 24%, and the loss ratio for voluntary AD&D was 7.1%.

The Committee also reviewed a suggested labour disruption procedure with regards to group benefits in the event of labour disruption. The Committee had agreed to review the fiduciary responsibilities of ISI Committee members. The Committee reviewed the memo from Peter Driscoll, legal counsel from Morneau Sobeco. Mr. Driscoll had reviewed various documents made available to him regarding ISI

operations and its committees, along with the articles of association of the company. Following his review, it was Mr. Driscoll's opinion that the level of exposure for liability for ISI and its Committee members was low.

The Committee also reviewed the current agreement with Morneau Sobeco including a possible escalation fee scenario. Other issues reviewed were coverage for doctoral fellows and visiting professors, the health risk assessment and wellness modules from Atlantic Blue Cross Care, a review of insurers identification of eligibility due to administrative errors, and a review with Manulife regarding collective agreements to ensure they have been reviewed and will override eligibility wording if there are differences.

The spring meeting of the ISI Benefits Committee was held at Memorial University in conjunction with the Canadian Pension and Benefit Institute National Conference.

At the spring meeting the Committee again reviewed the pooled group status, this time in conjunction with issues raised by Manulife regarding the accounting for the taxable and non-taxable plans.

ISI and Morneau Sobeco will further take these concerns up with Manulife and ask for further documentation of why they are suggesting changes must be made.

G. Forbes of Morneau Sobeco gave a presentation on issues regarding retiree coverage. Issues noted included member participation guidelines, the method of underwriting plan provision coverage, estimated costs, CICA liability requirements, administrative requirements, and the risk of members not enrolling in the provincial drug programs.

G. Forbes also gave a presentation on the emerging trends in benefit plans.

# NATIONAL PROCUREMENT COMMITTEE

As written by Chair Gwen Toole, University of Saskatchewan

## Members

Larry English, Concordia University

Pierre Garceau, École de technologie supérieure, Québec Region

Ron MacDonald, Interuniversity Services Inc., Atlantic Region

Abder Sbahi, University of Ottawa, Ontario Region

Gwen Toole (Chair), University of Saskatchewan, Western Region

The National Procurement Committee (NPC) promotes and ensures the exchange of information on supply management strategies and activities in such areas as commodity research, total cost of ownership, government regulations, contract law and identification of best practices. Through its activities, the NPC facilitates regional, inter-regional, national and international cooperation. Activities will be made available, when possible, in both official languages.

Agreements for services and some commodities are negotiated on behalf of CAUBO members by contract administrators who are responsible for managing competitive bid processes, negotiating new agreements or extensions, and handling contract or service related issues. The following changes occurred this past year: Brian Stewart replaced Danis Lee, both from the University of Alberta, as contract administrator for car rentals. Dave Tickner replaced John Bell, both from the University of Calgary, as contract administrator for courier services. Both of these individuals agreed to fill the positions on an interim basis until replacements can be appointed. Commodities that are formally contracted or handled through an annual bulk purchase are listed below (details are available on the CAUBO website at [www.caubo.ca](http://www.caubo.ca)).

Commodity	Contract Administrator
Car Rentals <ul style="list-style-type: none"> <li>▪ Budget Rent A Car of Canada</li> <li>▪ Enterprise Rent-A-Car</li> </ul>	Brian Stewart, University of Alberta
Courier Services <ul style="list-style-type: none"> <li>▪ DHL Worldwide Express</li> <li>▪ Purolator</li> <li>▪ TNT Express</li> <li>▪ United Parcel Services Canada Ltd.</li> </ul>	Dave Tickner, University of Calgary
Credit Card Merchant Rates <ul style="list-style-type: none"> <li>▪ Amex Canada Inc.</li> </ul>	Tom Murray, Interuniversity Services Inc.
Customs Clearance <ul style="list-style-type: none"> <li>▪ Commerce Customs Brokers</li> <li>▪ Livingston International Inc.</li> </ul>	Ray Williamson, University of Western Ontario
Hotel Accommodations (negotiated annually)	Connie Fabro, University of British Columbia
International Re-mail <ul style="list-style-type: none"> <li>▪ Spring</li> </ul>	Jean Lefebvre, University of Ottawa
Moving Services <ul style="list-style-type: none"> <li>▪ MT Moving Systems</li> <li>▪ Armstrong International Movers Ltd./D. Armstrong Moving &amp; Storage</li> </ul>	Tom Murray, Interuniversity Services Inc.
Tattle Tape Strips (annual volume purchase) <ul style="list-style-type: none"> <li>▪ 3M</li> </ul>	EAST: Ken White, Brock University WEST: Lori Melanson, The Alberta Library (TAL)

Performance reviews of agreements occurred at both the October and February NPC meetings. Discussions encompassed the status of agreements, volume reports, supplier performance, issues and future opportunities.

Status of ongoing projects or initiatives:

- a) Investigation of national cell phone rate agreement ongoing.
- b) Relocation services will be included as a module in the next Request for Proposal (RFP) for moving services.
- c) Investigated potential national agreements for tele-conferencing services, eBill payment solutions, toner cartridges, home and auto insurance, library serial subscription services and furniture. No further action will be taken at this time.
- d) Document management, reporting services and web payment services continue to be investigated to determine feasibility of national agreements.
- e) Ongoing exploration of alliance involving access to contracts and member services, with E & I Cooperative Service, Inc. and the National Association of Education Buyers, Inc. (NAEB).

NPC was given another opportunity to work closely with the Canada Foundation for Innovation (CFI) to assist in the development of a *Sharing of good practices – Administration of CFI Awards* document, based on feedback from CAUBO members. The information is intended to be a sharing of good practices that CFI observed or noted in discussions with personnel of various institutions. This document is available on the CFI website at [www.innovation.ca/finance](http://www.innovation.ca/finance).

The first competitive bid process was successfully managed using the new automated online procurement system. Thank you to Connie Fabro for her work with the website designer, testing the new web tool and making suggestions for improvements. The website designer will continue to work with other contract administrators as agreements expire.

In support of our mandate, Ron MacDonald contributed articles for the new *Procurement* column in the *University Manager*. The topics dealt with issues involving University Advancement and Procurement, the changing role of supply management and strategic supply management. NPC also hosted a successful pre-conference procurement seminar in Saskatoon that addressed buying consortia and what makes them work, and implementation of benchmarking and key performance indicators (KPI) for effective use in the university environment.

NPC welcomed Pierre Garceau from École de technologie supérieure, the new representative for the Québec region, replacing Robert Scardera from Concordia University.

I would like to acknowledge and thank the following people for their contributions to CAUBO and the NPC: Robert Scardera as an out-going member of the Committee, Danis Lee as he moves to a new job with the Alberta government and John Bell who retired this year. I would also like to express my appreciation for the valuable contributions and commitment of the Committee members and the other contract administrators. Many thanks to the CAUBO National Office staff – Lynne Séguin, Thérèse Chartrand, Charlotte Patry, Tamara Nemchin and Jacques Samson, for your support of our Committee.

## TECHNICAL SERVICES

ISI Technical Services Division provides full-time professional scientific equipment repair and maintenance service. Equipment service includes transmission electron microscopes, scanning electron microscopes, analytical electron microscopes, x-ray spectrometers, x-ray diffractometers, infrared spectrophotometers, liquid scintillation counters, vacuum coating systems, and cash card readers. These services have been offered since 1983 to clients in the Atlantic Provinces, including member universities, teaching hospitals in Nova Scotia and New Brunswick, organizations such as the National Research Council, and several private and corporate clients.

The Technical Services Unit net revenue contributed a positive result for the year-end March 31, 2005. It was a marked improvement over previous years. St. Francis Xavier University acquired a new EM400 electron microscope from McGill University of Montreal. ISI staff managed the equipment transfer between the universities. This resulted in a schedule that suited the universities, and a cost reduction for St. Francis Xavier University.

## SUMMARY OF TRAINING ACTIVITIES

The annual Atlantic Universities Risk Management Workshop was held in Dartmouth on April 12, 2005. The agenda included the following presentations:

- » Risk Management & Construction – A University Perspective
- » Business Resiliency Planning for I.T.
- » Emergency Planning
- » CURIE Update

The three presenters included individuals from York University, Emergency Response Management Consultants, and CURIE.

ISI, in association with HRA, continued with the Certificate in Management Skills Development for University Professionals by offering Module 2 in October 2004 in Charlottetown, Module 3 in November 2004 in Halifax, and Module 4 in March 2005 in Moncton. In addition to those participants registered for the Certificate Program, there was participation in each module by individuals wishing to take part in individual modules. There were 26 participants registered for Module 2, 22 participants for Module 3, and 19 participants for Module 3.

Twenty-one participants attended the workshop for 'Recently Appointed and Soon-to-be Appointed Academic Departmental Heads' on December 5, 6 & 7, 2004 in Halifax. The workshop was facilitated by 3 presenters who have extensive background on the subject matter which was covered during the 3-day workshop.

ISI offered its' first workshop on Lab Safety February 22 & 23, 2005 in Halifax. ISI was fortunate to have had the expertise of one of the leading authorities on lab safety facilitate the workshop. His extensive experience in both industrial and academic laboratories proved to be very beneficial to participants. Thirty-eight participants attended the lab safety workshop.

## RISK MANAGEMENT

At the October 2004 Board of Directors meeting, it was agreed that ISI would proceed to implement a central risk management service.

A job specification was outlined and the position of Manager, Risk Management Services was advertised early in 2005. Interviews have been held, and it is expected that individual will be hired during the first half of the fiscal year.

The Manager will act as a principle point of contact for Risk Management Services at ISI for the member institutions. This service will help protect the property, assets and individuals of the member institutions by mitigating potential risks of loss, damage and injury.

## ISI PLANNING SESSION

Following the Board of Directors meeting on October 28, 2004, a planning session was facilitated by Kathryn Coll of HRA Associates. Board representatives, representatives from the HR/Employee Benefits Committee and Supply Management Committee, along with ISI staff attended the session. During the session a brief review of the vision and mission had been undertaken. More importantly, the session helped to review accomplishments of the company since its inception, and develop some priorities for the future.

At the May meeting it was agreed that the current vision and mission were attainable and still relevant and should not be reviewed again for another two years. Each of the strategic priorities that were summarized in the document were reviewed by the Board and some had been added to the 2005-06 Business Plan.

The Board will review the formalized document at its fall meeting.

## OTHER ACTIVITIES

ISI provides administrative services to Novanet on a fee-for-service basis.

ISI assisted Novanet in its search for a new integrated library system. This included the entire RFP process. In December, an agreement was signed with Exlibris Inc. of Chicago. ISI assisted Novanet in its financing model for this acquisition.

Discussions are ongoing with the Nova Scotia Community College for membership in the company.

ISI now acts as the Secretariat for the Senior Purchasing Executive Roundtable, including banking and financial services, on a fee-for-service basis.

ISI assisted in the management of funds for an international conference hosted by a number of university libraries in Nova Scotia. The conference was held in October of 2004.

ISI assisted the Association of Atlantic Universities with their development of a Request For Proposal for a regional economical impact study.

In June 2004 a meeting was coordinated with the Halifax Emergency Measures Organization at Mount Saint Vincent University, and ISI provided EMO with a list of university emergency contacts.

The staff of ISI attended a meeting of AARAO in Truro in December 2004. The registrars were meeting to discuss possible implementation of EDI.

# CRKN

The Canadian Research Knowledge Network is a program of 72 Canadian universities aimed at bolstering the research and innovation capacity of Canada's universities. CRKN's mission is to expand the universe of digital research information available to Canada's academic community through the coordinated services and expertise of academic libraries.

Over the past year, CRKN and its members have been engaged in developing a content expansion project with the following objectives:

- » to make a major investment in Social Sciences and Humanities (SSH) scholarly content in digital formats; and,
- » to undertake incremental expansion of science/technology/health scholarly content in digital formats.

In Fall 2004, the CRKN Negotiations Resource Team (NRT) carried out two surveys: the first an analysis of existing licenses and renewal dates at the regional level; and, the second a gap analysis to identify CRKN members' top priorities for SSH content. CRKN then developed a shortlist of products and service that best reflected members' priorities and the following attributes:

- » that have broad appeal to CRKN members and their research communities;
- » that provide a foundation for interdisciplinary research;
- » that offer primary content and/or content from the information owner (diverse digital formats may be included: fulltext, e-books, image files, audio resources, etc.)
- » that expose more Canadian content to the user community;
- » where stable, long-term access for the user community can be assured;
- » where there is maximum potential for achieving economies of scale;
- » with innovative business and access models that promote maximum take-up and sustainability of the product by CRKN members (results in critical mass of participation among members in all regions);
- » whose licensing terms meet or exceed the guidelines outlined in the CRKN (formerly CNSLP) Principles for Licensing Electronic Resources;
- » that align well with content licensing initiatives at the regional level and with key strategic initiatives at the national level.

CRKN will be issuing a Request for Proposal (RFP) to the vendors of the short-listed content in order to secure a portfolio of research content for implementation beginning in January 2006. The goal of the RFP is to clearly articulate CRKN requirements, exercise due diligence, demonstrate commitment and capacities of all parties, and ensure that CRKN resources are expended with vendors who will deliver the highest quality of content, service, pricing and sustainability to CRKN member universities.

## MEMBERSHIPS & AFFILIATIONS

ISI has memberships in:

- » Senior Purchasing Executives Round Table
- » Metropolitan Halifax Chamber of Commerce
- » The Purchasing Management Association of Canada (PMAC), Nova Scotia Institute
- » Canadian Pension & Benefits Institute

ISI's CEO serves on CAUBO's National Procurement Committee and CAUBO's Administrative & Support Services Committee.

The CEO serves as Business Advisor on the Negotiations Resource Team for the Canadian Research Knowledge Network (CRKN) for 72 universities in Canada.

The Manager, Contract Services serves on the Board of Directors of PMAC, Nova Scotia Institute, as well as PMAC National Board of Directors.

The Purchasing Coordinator serves on the Board of Directors of PMAC, Nova Scotia Institute.

## ACKNOWLEDGEMENTS & CHANGES

- » T. Hearn joined MSVU as Director of Human Resources and the ISI Employee Benefits Committee.
- » G. Draper left Acadia University and the ISI Board of Directors.
- » J. Masterson, Chief Financial Officer at Acadia University, joined the ISI Board of Directors.
- » L. Spencer, Purchasing Manager at the University of New Brunswick, retired in June 2005.

## AGREEMENT LIST

Air Filters	International Re-Mail
Alumni Magazines	Labels – Barcode
Audio and Video Tapes	Lamping
Audio Visual Lamping Supplies	Linen
Bags – Garbage	Mattress & Box Springs
Benefits Consultants	Moving Services – National & Local
Boiler Chemicals	Paint
Bookbinding	Paper Products – Disposal
Building Supplies	Paper Supplies – Fine
C/J Supplies – Chemicals	Photocopiers
Car Rental	Photographic Film & Supplies
Courier – Local	Plumbing Supplies
Courier – Out of Town	Procurement Cards
Customs Clearances	Records Management
Electrical Supplies	Toner Cartridges & Computer Storage Media
Employee & Family Assistance Plans	Salt
Envelopes	Stationery
Fax Equipment	Stock Tab & W.P. Paper
Fuel Oil	Tattle Tape Strips
Garbage Collection	Transparencies
Hotel Rates	Travel Services
Insurance-AD&D, Basic & Voluntary	Typewriter Service
Insurance-Dental, Supp. Health	Welding Supplies
Insurance–Group Life, LTD, Optional	

## SUPPLIER LIST

A-1 Vacuum	Ikon Office Solutions
Advance Labs	Imperial Oil
Advocate Printing & Publishing	Instructor Aids
Air Liquide Canada	International Access
Aliant Telecom	International Porter Paint
AMJ Campbell	Iron Mountain Canada Corporation
American Express	Irving Oil
Armstrong International	J & M Murphy Ltd.
Atlantic Chemicals and Supply Ltd.	Kent Building Supplies
Atlantic Custom Brokers	Lehmann Bookbinding
GE Betz	Livingston International
Brock University	Manulife
Brother International	Maritime Travel
Budget Rent-A-Car	Medavie Blue Cross
Bunzl Canada	Momentum IT Group
Burnside Paint & Paper	Morneau Sobeco
Business Stationers	National Car Rental
Canada Post	NEDCO
Canadian Salt Company	Nova Specialty Building Supplies
Canadian Waste Management	O'Regan's Car & Truck Rental
Carsand-Mosher	Piercy's Building Supplies
Citadel General	Pitney Bowes
Coastal Drywall	PPG Paints-Pittsburgh Paint
Corporate Express	Provincial Sanitary Products
Crane Supply	Purolator Courier
Datarite	Sherwin-Williams
Dynamex Express	Shoreline Business Machines Service Ltd.
Eastlink	Single Source Sanitation
Enterprise Car Rentals	Sommex
Excel Business Systems	Spring
Federal Express	Symcor
FGI	Toshiba Canada
Filtration Plus	Unisource
Grand & Toy Ltd.	US Bancorp
Green Waste Systems	Wood Wyant
HRA	Xerox
I.C.I. – Glidden Paints	

# TECHNICAL SERVICES CUSTOMER LIST

## University Customers

- » Acadia University Geology ('93), Physics ('97)
- » Atlantic School of Theology ('93)
- » Dalhousie University Biology ('83), Microbiology ('84)
- » Memorial University of Newfoundland Medicine ('89), Biology ('94)
- » Mount Allison University Biology ('88)
- » Mount Saint Vincent University Biology ('85), Library ('90)
- » St. Francis Xavier University Biology ('91)
- » Saint Mary's University Biology ('83), Geology ('87), Patrick Power Library ('90)
- » University of New Brunswick Electron Microscopy Unit ('84)
- » University of Prince Edward Island Veterinary College ('92), Biology ('97)

## Hospital Customers

- » IWK Health Centre Histology ('93)
- » QEII Health Sciences Centre Virology ('83), Pathology ('83)
- » Atlantic Health Sciences Corp—Saint John Regional Hospital ('95)

## BOARD OF DIRECTORS 2004-2005

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David Myatt	Chief Administrative Officer	Atlantic School of Theology
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Dick MacDonald	V.P., Finance, Student & Admin Services	Holland College
Kent Decker	V.P., Finance & Admin	Memorial University of Newfoundland
David Stewart	V.P., Admin	Mount Allison University
Amanda Whitewood	V.P., Admin	Mount Saint Vincent University
Peter Flemming	V.P., Finance & Admin	NSCAD University
Gabrielle Morrison (Chair)	V.P., Admin	Saint Mary's University
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Larry Durling	V.P., Finance & Admin	St. Thomas University
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Gary Bradshaw	V.P., Finance & Admin	University of Prince Edward Island
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Priscilla MacKinnon	Purchasing Officer	Holland College
Brian Colbourne	Director, Financial & Admin Services	Memorial University of Newfoundland
Dale Creelman	Purchasing Manager	Mount Allison University
Dennis Digout	Purchasing Manager	Mount Saint Vincent University
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Lorris Keizer	Manager, Procurement Services	St. Francis Xavier University
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Roger Cook (Chair)	Purchasing Manager	University of Prince Edward Island
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Diana MacDonald	Purchasing Coordinator	Interuniversity Services Inc.

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Peter MacDougall	Associate V.P., Human Resources	University of New Brunswick
Peggy Leahey	Director, Human Resources	University of Prince Edward Island
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Gerard MacDonald	Director, Human Resources	Memorial University of Newfoundland
Peggy Leahey	Director, Human Resources	University of Prince Edward Island
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Ron MacDonald, B.A., B. Comm, CPP, FPMAC

Chief Executive Officer

Cynthia Martin-Magdy

Manager, Office Services

Helen Boucher-Thibeault

Administrative Secretary

### **Contract Services**

Thomas Murray, B.A., B.B.A., CPP

Manager, Contract Services

Diana MacDonald

Purchasing Coordinator

### **Technical Services**

Gordon Bruce

Manager, Technical Services

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