



PRINCETON  
UNIVERSITY

# SUPPLIER DIVERSITY

Multi-Year Plan



**Many voices,  
one future**

An inclusive Princeton

Princeton University is committed to making supplier diversity an integral part of the way it does business, consistent with its commitment to a diverse and inclusive University community that advances its teaching and research mission.

Our commitment is driven by the belief that engaging a diverse supplier base is mutually beneficial, fostering competition, opportunity, and generating considerable value by broadening the pool of supplier expertise, perspectives, and capabilities.

The University's procurement practices aim to provide competitive access to sourcing opportunities and to promote diverse supplier participation.

Princeton also seeks suppliers that share our commitment by embracing diversity within their own organizations and supplier bases.

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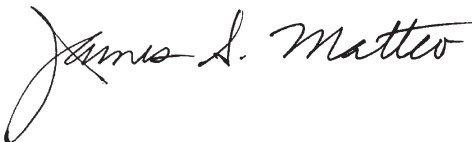
## LETTER FROM THE VICE PRESIDENT FOR FINANCE AND TREASURER

I am proud to share with you Princeton University's Supplier Diversity Multi-Year Plan. Supplier diversity is an integral part of the way Princeton does business, consistent with our commitment to a diverse and inclusive University community. The plan energizes our existing supplier diversity initiative and is consistent with actions across our campus. As President Christopher Eisgruber stated in his February 4, 2021, State of the University letter, it demonstrates a "... fresh commitment and energy in the pursuit of racial equity and inclusivity."

Building an inclusive campus has many components, including the business and financial relationships with diverse suppliers who are an essential part of our University community. Our commitment is driven by the belief that engaging a diverse supplier base helps foster competition, opportunity, and value by broadening the pool of supplier expertise, perspective, and capabilities. These actions not only strengthen the University but also the communities with whom we do business.

This plan is a tangible effort in the University's robust, persistent, and expanded commitment to supplier diversity. In addition to providing a roadmap to new, mutually beneficial business relationships, it details strategies to put the institution's values around diversity and inclusion into action. Your support of the Supplier Diversity Multi-Year Plan is vital to its success. With your partnership, we reaffirm our steadfast commitment to further our engagement with diverse suppliers in support of a more inclusive community.

Sincerely,



**James S. Matteo**

Vice President for Finance and Treasurer



*"Princeton's Supplier Diversity Multi-year Plan aspires to strengthen supplier opportunities, support the communities with whom we do business and advance our commitment to equity and inclusion."*

## EXECUTIVE SUMMARY

Under the umbrella of [priorities](#) established by Princeton University President Christopher Eisgruber to promote racial equity, the Office of Finance and Treasury has committed to leading an effort to develop and implement an institution-wide, multi-year action plan that advances our commitment to supplier diversity.

The plan is driven by our recognition that Princeton can and should assume a larger role in our nation's pursuit of equity and desire to achieve a more just society. The President's call to action rightly acknowledged that the University's influence and responsibility for an inclusive campus extends beyond our students, faculty, and staff and includes our suppliers who play a vital role in Princeton's scholarly mission and administrative operations.

Building on the current supplier diversity program, the plan will bring together, expand, and accelerate complementary efforts already underway and focused on procurement and diversification of vendors, consultants, and professional firms. With the joint goals of 1.) establishing a more diverse supplier base that will broaden the pool of supplier expertise, perspectives, and capabilities; and 2.) increased spending with those diverse suppliers, Princeton aims to transform the way it does business, enabling greater equity for diverse firms.

In pursuit of these goals, the University's plan lays out an extensive, multi-year portfolio of initiatives segmented into three priorities:

- **Do Procurement Better** – Strengthen the core processes, policies, and technology that facilitate efficient and equitable procurement;
- **Build Pathways** – Foster greater connection between the University and diverse firms, advocacy organizations, and peers who share our commitment;
- **Strengthen Supplier Capabilities** – Support capacity-building efforts that enable diverse firms to more confidently and capably meet the needs of the University and beyond.

Our approach is focused on fostering sustainable outcomes that reflect our commitment to equity. Achievement of our goals will be best evidenced by: 1.) increased competitive access for suppliers to fulfill our procurement needs; 2.) more consistent and equitable engagement with diverse firms; and 3.) greater integration of each supplier's commitment to diversity into Princeton's supplier selection process.

Princeton will hold itself accountable and assess progress using traditional measures for supplier diversity programs. We will further incorporate non-traditional measures that recognize efforts to meet the spirit of our goals, encourage innovations that challenge the status quo and isolate/address root causes that hinder engagement with diverse firms.

Collectively, the plan represents an ambitious effort with broad support throughout the University. Our desire to foster greater equity among historically underrepresented groups compels us to marshal the University's will and determination for the mutual benefit of Princeton and its suppliers.



# INTRODUCTION

Princeton University selects suppliers<sup>1</sup> based on their ability to meet the specified need for which they are being contracted. Princeton is committed to purchasing goods and services from diverse suppliers and to ensuring that such suppliers have an equal and fair opportunity to earn our business. Suppliers are a part of the campus community and greater inclusion of diverse firms strengthens not only the University but also the communities in which Princeton does business.

This plan outlines the approach and actions Princeton will undertake to achieve our desired goals of **fostering a more diverse supplier base that will broaden the pool of supplier expertise, perspectives, and capabilities and to increase spending with those diverse suppliers**. Success will be best evidenced by three key outcomes:

- 1** An increase in the scope, scale, and frequency with which the University provides competitive access to contracts for goods and services
- 2** More consistent, equitable participation by diverse firms when responding to University procurement needs and opportunities
- 3** A greater understanding of diversity and inclusion efforts among all suppliers and the integration of that understanding into Princeton's supplier selection process

All goods and services directly procured by Princeton University, as well as those where the University has significant interest, authority, or discretion to influence the selection of firms that indirectly provide goods or services (e.g., subcontractors and product resellers), are in scope.

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<sup>1</sup> The external investment managers employed by the Princeton University Investment Company (PRINCO) represent an important set of University business partners. Given the distinctive features and dynamics of these firms and PRINCO's relationships with them, as well as the PRINCO Board's role in governance, the plans for improving diversity within the manager roster are being developed, executed, and reported separately.

## MEASURING PLAN PROGRESS

The most prevalent metric used across industries to measure supplier diversity program effectiveness is the **proportion of total purchases that are made from certified diverse businesses**. This is a widely accepted measure that most directly reflects the goal of a more inclusive supplier base with equitable access to fulfilling the University's procurement needs. The goal will be supplemented by measuring **the ratio of diverse firms to the total number of firms providing goods and services to the University**. The benefit of this measure is that it will challenge Princeton to pursue inclusion across a greater range of University goods and services rather than in concentrated pockets.

Firms independently certified as at least 51% owned and operated by minorities, women, veterans or members of the LGBTQ community are the priority of the University's supplier diversity program and will continue to be under this plan. For the current fiscal year, Princeton has established an aspirational goal to direct 10.5% of all expenditures to certified diverse firms on a combined Tier 1 (direct) and Tier 2 (subcontract) basis.

Cross-industry research<sup>2,3</sup> indicates that top quartile organizations direct 80+% of their purchases to firms that are not certified diverse. While Princeton does not see a ceiling for this measure, we must balance our sincere commitment to equity with the pragmatic reality that, even under optimal circumstances, firms that are not certified diverse will continue to comprise the majority of University suppliers. Princeton's pursuit of wide-reaching and impactful outcomes compels us to seek opportunities for diversity among all suppliers who provide goods and services to the University.

While measured distinctly from certified diverse firms, Princeton will monitor engagement with firms that identify as diverse but have not pursued certification and firms in which under-represented individuals collectively constitute majority ownership. Independent resources, such as the federal government's System for Award Management (SAM), will be leveraged for confirmation.

We will also explore opportunities to highlight relationships with firms that do not qualify for certification but otherwise demonstrate the values to which we aspire and encourage among suppliers. To ignore the efforts of our suppliers within their own organizations and industries would be to neglect efforts from the majority of University suppliers. We do not see success as an all-or-none outcome defined only by greater engagement of certified diverse firms, but rather as a reflection of how Princeton's suppliers contribute to a more inclusive University community.

In Section 4, we identify priorities and action plans tied to our goals. Defining additional metrics will precede our ability to measure some aspects of overall plan progress and ultimately establish goals. We believe this focus on process-based metrics is the best way to sustainably achieve our desired outcomes rather than solely concentrating on outcomes, without regard to the means by which they are achieved.

<sup>2</sup> Amy Fong and Geoff Peters, *Supplier Diversity: Moving Beyond Compliance Drive Meaningful Value* (Hackett Group, 2019).

<sup>3</sup> *State of Supplier Diversity – Supplier Diversity Programs*, (CVM, a Supplier.io Company, 2019).

## GOVERNANCE

This initiative will have broad reaching impact, affecting all who engage with University suppliers. Achieving meaningful progress will require a significant mobilization of Princeton's will and commitment of resources to increase engagement with diverse firms.

To answer the call, the University has established a governance structure that provides sponsorship from senior University leaders and ongoing oversight by individuals spanning multiple University departments as reflected in **Figure 1: Governance Structure**.

- Three members of the President's Cabinet have provided executive sponsorship for the development of this plan to ensure it establishes a vision and approach that aligns with the University's overall equity objectives.
- An advisory group of Cabinet officers and individuals with significant interest and/or diversity/procurement responsibility will provide plan guidance as part of overall program oversight. The group will be evaluated to ensure appropriate academic unit representation.
- The plan will be further supported by a working group of individuals with responsibility for daily procurement activities who will guide the ongoing execution of plan deliverables in collaboration with University colleagues and external suppliers and partners.

### FIGURE 1: GOVERNANCE STRUCTURE

#### EXECUTIVE SPONSORS (Plan Development)

**Andrew Golden**, President, Princeton University Investment Company (PRINCO)  
**James Matteo**, Vice President for Finance and Treasurer, Office of Finance and Treasury  
**Treby Williams**, Executive Vice President, Office of the Executive Vice President

#### ADVISORY GROUP

**Jason Knoch**, Assistant Vice President for Financial Services, Office of Finance and Treasury  
**James Matteo**, Vice President for Finance and Treasurer, Office of Finance and Treasury  
**Michele Minter**, Vice Provost for Institutional Equity and Diversity, Office of the Provost  
**Ramona Romero**, Vice President and General Counsel, Office of the General Counsel  
**Lianne Sullivan-Crowley**, Vice President for Human Resources, Office of Human Resources  
**KyuJung Whang**, Vice President for Facilities, Office of the Vice President for Facilities  
**Treby Williams**, Executive Vice President, Office of the Executive Vice President

#### INITIATIVE LEAD

**Mohamed Ela**, Director, Procurement Services, Office of Finance and Treasury

#### WORKING GROUP

**Ayesha Aftab**, Data Analyst, Financial Services, Office of Finance and Treasury  
**Suzanne Bellan**, Associate Director, Strategic Initiatives, Office of Finance and Treasury  
**Robert Dennis**, Senior Contract Administrator, Facilities  
**Tim Graf**, Associate Vice President for Treasury Services, Office of Finance and Treasury  
**Michael Karl**, Director, Procurement Office, Facilities  
**Michelle Thomas**, Senior Buyer, Procurement Services, Office of Finance and Treasury  
**Joseph Woodward**, Senior Associate Director, Procurement Services, Office of Finance and Treasury

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## GUIDING PRINCIPLES

The principles below will guide the University's approach:

- **Program Sustainability** – Focus efforts on processes that are sustainable rather than short-term outcomes
- **Objective Measurements** – Develop metrics that track the key drivers and outcomes supporting our goals
- **Tracking and Reporting** – Monitor and report our progress toward achieving our supplier diversity goals
- **External Outreach Activities** – Promote active and focused engagement with our industry, regional, and professional communities
- **Communications** – Educate the community-at-large on our supplier diversity program, policies, and achievements
- **Continuous Improvement** – Improve the program over time through education around best practices and establishing feedback loops



# WORKSTREAMS

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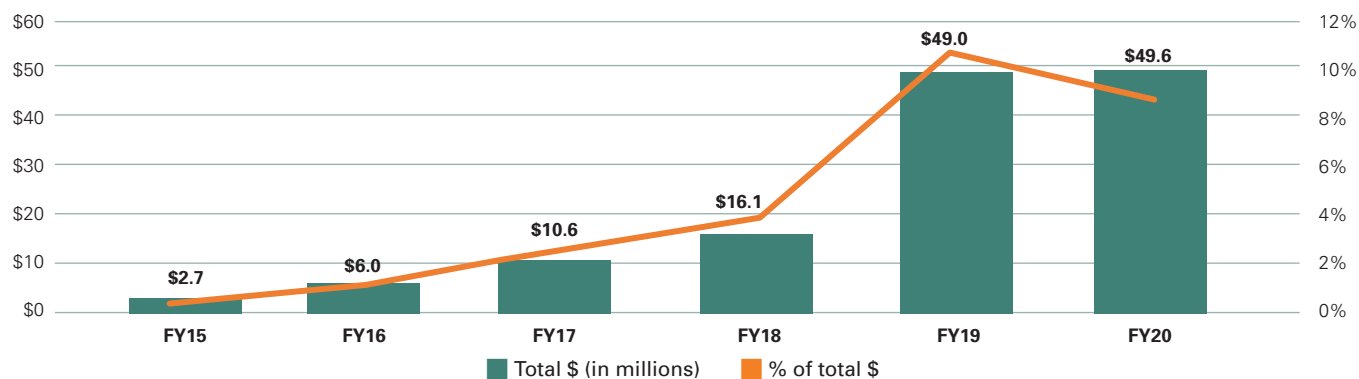
To ensure the broadest reach and to accelerate the University's efforts, this initiative will concurrently focus its efforts on the two distinct segments, **Procuring Goods and Services and Forging Financial Partnerships**, that collectively encompass all of Princeton's supplier relationships. While these segments have distinct characteristics and stakeholders, they also possess many synergies and similarities. Pursuing these segments under a unified plan provides important opportunities for collaboration, idea sharing, and communication. It further enables alignment on overall goals, guiding principles, and appropriate resourcing, as well as to develop a common framework for communication to, and engagement with, the University community.

## PROCURING GOODS AND SERVICES

Procured from several thousand suppliers and totaling over \$500 million annually, purchases in this segment encompass every aspect of the University's academic and administrative activities, from research materials to construction services to general office equipment. The nature varies widely, comprising routine/ad-hoc, low-dollar, and low-risk purchases, as well as expansive multi-year contractual commitments for mission-critical needs.

Princeton's engagement with diverse suppliers has produced meaningful results over the past six years. This is best evidenced by the growth in University purchases made with diverse firms [Figure 2]. However, **these purchases represented just 9% of all FY20 expenditures.**

FIGURE 2: EXPENDITURES TO DIVERSE SUPPLIERS BY FISCAL YEAR



Furthermore, equity for Black-owned businesses presents an opportunity for greater engagement. While the University has made substantial progress engaging diverse businesses, **Black-owned businesses have been largely absent from the gains, representing less than 1% of all expenditures** over the same period.

## FORGING FINANCIAL PARTNERSHIPS

Financial partnerships play an important role in advancing the University's goal of building wealth in diverse and historically under-represented populations. The University is committed to being a leader in higher education by targeting financial partnerships that will have positive impacts for the University, diverse owned firms, and the underrepresented communities they serve. Princeton is a large consumer of financial services, and we are committed to increasing our financial partnerships with diverse firms.

When considering financial partners, the University takes into consideration the overall return on the relationship. In some cases, this means that the University will value the long-term return on a partnership over short-term payoffs. This approach helps to evaluate potential partners over a more comprehensive spectrum, and it is our hope that this will allow for broader consideration of partners. The University views this as a necessary investment in a more equitable future.

While there are numerous forms of financial partnerships, we list below a number of categories that represent some of the more common transactions where we believe forging financial partnerships is possible.

### CATEGORIES FOR FORGING FINANCIAL PARTNERSHIPS

- **Deposits:** The University deposits funds in commercial banks in the form of demand deposit accounts, savings accounts, CD's, and money market accounts.
- **Fee-based Transactional Business:** The University engages in fee-based transactional business, in such areas as payment processing, credit card services, lockboxes, loan servicing, custody services, ATMs, etc.
- **Credit Transactions:** The University borrows money and provides guarantees of obligations working with financial partners such as investment banks and other financial firms.
- **Asset Management:** In addition to the external investment managers that invest the Endowment,<sup>1</sup> the University hires firms to manage fixed income accounts, consisting of short-term working capital and short-term operating accounts.
- **Financial Advisors:** Princeton hires financial advisors who provide the University with business advice related to the structure and strategy of its long-term borrowing and investment needs, and these engagements typically span multiple years over a longer time horizon.

<sup>1</sup> The external investment managers employed by the Princeton University Investment Company (PRINCO) represent an important set of University business partners. Given the distinctive features and dynamics of these firms and PRINCO's relationships with them, as well as the PRINCO Board's role in governance, the plans for improving diversity within the manager roster are being developed, executed, and reported separately.

- **Professional Services:** The University retains professional service providers both in an advisory capacity (e.g., financial advisors and benefit plan advisors) and in a transactional capacity. Financial transaction services include legal services, accounting services, property appraisal, and consulting services.
- **Financial Backing:** The University may extend credit or guarantees to support the financial standing of various partners. This may include trade credit, financing credit, and credit guarantees.



## APPROACH

In order to create a more inclusive environment for diverse suppliers and financial partners, Princeton must commit to expanding its use of competition to select suppliers. Historically, the University has awarded roughly one-third to one-half of its purchases through competitive bid processes, electing to fulfill the remaining needs through a bid waiver process that bypasses the evaluation of alternative suppliers.

The absence of competition presents a procedural hurdle for all prospective suppliers but disproportionately affects diverse suppliers who also face systemic barriers. Princeton's approach will rely on creating a more equitable and rigorous competitive environment for procuring goods and services from suppliers. Competition opens the door for prospective firms to register their interest and demonstrate their capability. It is an essential investment Princeton must make to realize greater diversity among its suppliers.

Our experience has demonstrated that when diverse firms have the opportunity to compete in fair and open purchasing processes, they receive University contracts one-third of the time, an exceptionally high result that validates the notion that access is an equalizer. With the President's call to action, the University's supplier diversity program will leverage this plan to raise the bar it has traditionally used to define success by seeking not just equality in our procurement processes but also equity.

Leveraging competition as the foundation for greater inclusion is the right approach for Princeton. As stewards of the University's resources, **advancing our efforts through competitive access enables Princeton to maintain a much-needed high standard of qualification for any firm interested in becoming a University partner while sustainably leveling the playing field for diverse firms.**

This approach will challenge the status quo as competition is the single most impactful mechanism for promoting equity among suppliers but may not alone overcome the systemic challenges diverse firms experience.

To increase competition, the University will concentrate its efforts on three strategic priorities outlined below. Recognizing the significant change management impact that this approach may have on the University's procurement activities, many of the actions will be piloted within the Office of the Executive Vice President and the Office of Finance and Treasury to establish optimal approaches before introduction to the broader University.



- **Do Procurement Better:** Princeton will enhance its general procurement processes, policies, and technology to more effectively support University needs while leveling the playing field for all firms interested in doing business with the University.
- **Build Pathways:** Princeton will foster connections between the University and diverse firms, advocacy organizations, and peers who share our commitment to more equitable supplier relationships.
- **Strengthen Supplier Capabilities:** Princeton will support capacity-building efforts that enable diverse firms to more confidently and capably meet the needs of the University and beyond.

Collectively, these priorities provide a path to greater diversity. They position the University to provide more equitable consideration to all those interested in supplying goods and services while concurrently promoting pathways for diverse suppliers to be more competitive. They further extend our efforts to the University's many suppliers by making a commitment to equity across all protected categories a consideration in doing business with the University.

## TIMELINE

Princeton University seeks sustainable outcomes that will persist and adapt to the needs and motivations of the University and beyond. Therefore, this action plan lays out a high-level timeline without a specified end date and establishes priorities that can be initiated **quickly** (current fiscal year) and then segmenting the remaining actions to be pursued in the **short** (within 12 months), **medium** (1-2 years) and **long** term (2+years) based on an assessment of impact and resource capacity. The order and timing of priorities reflects growing program maturity over time. Some priorities will continue beyond the initial effort and are further identified as **ongoing**.

As a result, actions to improve procurement processes are largely front-loaded, establishing a foundation from which pathways can be built over the middle periods of this plan. Implementing capacity-building efforts tend to be indicative and more evident in leading programs, a position Princeton ultimately aspires to assume. For that reason, capacity-building efforts are primarily concentrated in year three and beyond. Many of the actions will be iterative in nature and revisited at periods throughout the plan. In addition, we expect new actions will be identified and incorporated into the plan in a continuous manner.

## RESOURCES

The timeline as noted is aggressive and assumes resource needs well beyond what is identified in the working group. Current resources identified to lead and execute the action items are not dedicated to this effort. For the remainder of FY21, almost 20 high priority actions have been identified, many of which will require significant commitment from working group participants and colleagues across the University.

We continue to assess the scope and effort for each action as it will directly impact the scale of actions that can be pursued at any time. For that reason, we recommend supplementing the working group with dedicated resources to support this initiative and the ongoing activities that will survive the eventual retirement of this plan. Among the recommended positions are:

- **Supplier Diversity Manager:** Considered a leading practice, the individual would support the efforts to build pathways between the University community and the external community of diverse suppliers, advocacy organizations, and peers.
- **Strategic Sourcing and Procurement Specialists:** Central to the approach outlined in this plan is an increased focus on competition. While key to meaningful change, it is a more resource-intensive process than the more commonly used practice of bypassing competition through a bid waiver. Expanding support both within Procurement Services and the Facilities Procurement Office may alleviate a portion of the demands that would be placed on academic and administrative units.
- **Contracting Support:** The Procurement Services department provides contract negotiation and drafting support to all departments and the service has proven extremely successful. University support is beginning to strain as the sole resource is currently oversubscribed. Much of the work associated with developing preferred supplier relationships will require considerable contracting support for which capacity has not been allocated.

At this time, we have not accounted for resource impact to the University's academic and administrative units which will be impacted by process revisions and may be asked to support various initiatives in which they have a significant interest in the approach and outcome.

# PRIORITIES AND ACTION PLANS

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## DO PROCUREMENT BETTER

WE COMMIT TO INCREASING THE REPRESENTATION OF DIVERSE FIRMS PROVIDING GOODS AND SERVICES TO THE UNIVERSITY THROUGH THE ADOPTION OF LEADING PRACTICES THAT PROMOTE VISIBILITY TO EXISTING RELATIONSHIPS AND PROVIDE COMPETITIVE BUT EQUITABLE ACCESS TO UNIVERSITY NEEDS.

Improving overall University procurement processes is our most effective way to advance supplier diversity. The planned actions in this objective are largely foundational in nature and evident in organizations with high performing procurement functions. Most importantly, **successful supplier diversity programs are an outcome of good procurement practices**. Many of these actions will benefit all suppliers; however, it is diverse suppliers who stand to benefit the most. We've identified the following actions to help us do procurement better:

Priority	Time Frame <sup>4</sup>	Actions
Strengthen University procurement organizational capability to support increased focus on competition and diverse supplier engagement	Quick	Create and fill the role of Supplier Diversity Manager to coordinate University activities, provide education and outreach and manage key programs such as the Tier 2 efforts
	Quick	Engage a diversity advisory firm to assess program effectiveness, direction and opportunities for greater impact
	Quick	Re-establish the Procurement Leadership Group (PLG) to share best practices and establish a greater connection among the departments responsible for more than 80% of University purchases
	Short Term	Expand benchmarking across the IvyPlus group and other external organizations
	Long Term	Assess campus procurement roles and resources for synergy with central functions
	Ongoing	Develop greater staff competency and fluency in the case for business diversity through continuing education, professional development opportunities, and certification programs

<sup>4</sup> **Quick** = FY21, **Short Term** = within 12 months, **Medium Term** = 1-2 years, **Long Term** = 2+years, **Ongoing**

Priority	Time Frame <sup>4</sup>	Actions
Improve training content and delivery for campus	Quick	Mandate foundational training for relevant procurement systems during access requests and/or new hires
	Short Term	Refine existing procurement training content and develop new material focusing on four needs: <ul style="list-style-type: none"> <li>• Extend training to campus decision-makers and their role in promoting competition and supplier diversity</li> <li>• Create more comprehensive materials that reinforce competition and strategies for engaging diverse suppliers</li> <li>• Formalize procurement training curriculum to strengthen relevant competencies for individuals with significant procurement responsibilities</li> <li>• Develop periodic refresher training for requisition creators, approvers and those involved in supplier selection</li> </ul>
	Short Term	Develop a central “How to Buy It” guide or website to provide end-users with all pertinent information for a type of purchase in one place
Implement enhancements to Princeton’s e-commerce site, the Prime Marketplace, that make it easier for shoppers to find what they need, identify diverse suppliers and procure via preferred methods	Quick	Partner with the Prime Marketplace application vendor to conduct an optimization review, including options for Tier 2
	Quick	Expand the use of the Prime Marketplace as the central hub for procuring goods and services by expanding the population of products available through it
	Ongoing	
	Short Term	Establish a featured supplier section in the Prime Marketplace that can be used to highlight diverse firms and firms committed to diversity under contract with the University
	Short Term	Develop and post onto the Prime Marketplace a list of procurement staff responsibilities including categories, programs, and expertise
	Short Term	Deploy a more user-friendly solution to search for diverse suppliers
	Medium Term	Integrate the Contracting and Agreement Tracking System with the Prime Marketplace
	Medium Term	Leverage forms capability to support configurable product purchase requirements
	Medium Term	Enhance Prime Marketplace search capabilities to highlight/promote results from preferred suppliers and restrict results from non-preferred providers
	Medium Term	Utilize the Prime Marketplace internal catalog capabilities for suppliers without e-commerce capabilities
	Ongoing	
	Long Term	Develop a strategy for making the Prime Marketplace the common front door for procurement needs

<sup>4</sup> **Quick** = FY21, **Short Term** = within 12 months, **Medium Term** =1-2 years, **Long Term** = 2+years, **Ongoing**



Priority	Time Frame <sup>4</sup>	Actions
Adopt category management leading practices that promote use of preferred suppliers, limit access to alternatives, and promote reuse/expansion of services from individual departments to the whole University	Long Term	<p>Implement strategies to consolidate the current population of suppliers for select goods and services and promote them as the University's preferred providers. Opportunities include designating internal service providers as the University's provider of choice, executing strategic sourcing events to identify preferred suppliers, highlighting those firms in the Prime Marketplace, and limiting University options to pursue alternative suppliers.</p> <ul style="list-style-type: none"> <li>Temporary Staffing</li> <li>Janitorial Services</li> <li>Shredding Services</li> <li>Promotional Items</li> <li>Graphic Design</li> <li>Printing Services</li> <li>Janitorial Supplies</li> <li>IT Hardware</li> </ul>
	Long Term	Evaluate how Procurement Services can increase involvement in campus procurements (i.e., establish a dollar threshold requiring Procurement Services involvement)
Implement solutions and strategies to support Princeton's desire to more frequently bid procurement needs	Quick	Publicly post all Procurement Services competitive bids
	Quick	Revise and communicate new guidelines and policy for completing the competition summary form to encourage more competition, develop and incorporate a diverse supplier attestation component, and require more robust justifications for non-competition including senior officer approval
	Quick	Issue Request for Proposals (RFPs) or engage in a similar competitive bidding process when hiring professional services firms for miscellaneous financial transactions, such as property appraisals, accounting opinions, etc.
	Short Term	Incorporate procurement best practices into existing University evaluation processes that may include a purchase (e.g., Strategic Advisory Group on IT (SAGIT), Project and Technology Consulting Office (PATCO), and Grant Proposals)
	Short Term	Issue RFPs or engage in a similar competitive bidding process when hiring financial partners to meet the University's depository, fee-based transactional, or credit needs, specifically targeting those services with the greatest impact
	Short Term	Issue RFPs or engage in a similar competitive bidding processes when hiring asset managers or financial advisors to meet the University's needs related to the structure and long-term strategy of its borrowing and asset management, specifically targeting those services with the greatest impact
	Medium Term	Issue RFPs or engage in a similar competitive bidding process when hiring Investment Managers to meet the University's fixed income working capital and short-term investment needs
	Medium Term	Develop templates and guiding materials to assist campus users executing self-service competitive bid processes
	Long Term	Implement reverse auctions to simplify the competitive bid process for commodity purchases
	Long Term	Develop a process to publicly post campus-initiated bids

<sup>4</sup> **Quick** = FY21, **Short Term** = within 12 months, **Medium Term** = 1-2 years, **Long Term** = 2+ years, **Ongoing**

Priority	Time Frame <sup>4</sup>	Actions
Diversity program enhancements	Quick	Improve reporting capabilities to provide departments with greater visibility to suppliers, categories, and spend including details of competitiveness, diversity, and contracts
	Short Term	Formalize efforts to identify non-certified firms and partner with them to pursue certification
	Short Term	Expand access to diverse supplier search tools for campus users
	Short Term	Establish a periodic attestation process for the top 50 suppliers outlining their commitment to diversity, equity and inclusion (DE&I)
	Medium Term	Expand the Tier 2 program to a larger pool of suppliers
	Medium Term	Establish methods to identify and measure commitment to diversity among firms that are not certified as diverse, such as the adoption of organizational diversity best practices
	Medium Term	Establish department diversity spend and engagement goals

<sup>4</sup> **Quick** = FY21, **Short Term** = within 12 months, **Medium Term** = 1-2 years, **Long Term** = 2+ years, **Ongoing**

## BUILD PATHWAYS

WE COMMIT TO PROVIDING EQUITABLE ACCESS TO THE FULL BREADTH OF RESOURCES AND OPPORTUNITIES OFFERED BY PRINCETON BY BUILDING GREATER CONNECTIONS BETWEEN THE UNIVERSITY'S DECISION-MAKERS AND THE DIVERSE FIRMS WHO SEEK TO PARTNER WITH US, AND TO SERVE AS A CATALYST AMONG PEERS AND THE ADVOCATES WHO CHAMPION DIVERSITY TO CREATE GREATER ECONOMIC INCLUSION REGIONALLY AND IN HIGHER EDUCATION.

Building relationships between the University and external organizations will align the University with peers outside of higher education who have realized the value of strong partnerships and sustainable engagement. Princeton will focus on three separate but related groups of organizations: 1) prospective and incumbent diverse suppliers; 2) organizations that have traditionally advocated for diverse suppliers among the Fortune 500 such as the National Minority Supplier Development Council (NMSDC); and 3) cross-industry peers who share our commitment to equity and inclusion for diverse suppliers.

Priority	Time Frame <sup>4</sup>	Actions
Increase direct engagement with current and prospective diverse suppliers	Quick	Allow suppliers to report diversity affiliation information during the competitive bidding process
	Quick	Refine the prospective supplier intake process to acknowledge every inquiry and provide direction on opportunities to do business with the University
	Quick	Standardize business cards to include a Quick Response (QR) code for prospective suppliers to onboard themselves directly from a Princeton business card
	Quick	Work with the Office of General Counsel when engaging outside legal advice related to commercial and investment banking transactions
	Short Term	Explore depository, fee-based transactional, credit, financial advisory, and asset management opportunities with more diverse financial partners, specifically targeting those services with the greatest impacts
	Long Term	Create a "Yelp"-like system to allow departments to provide feedback on supplier performance to provide insight for other departments who may be reluctant to consider alternate suppliers
	Ongoing	Partner with diverse suppliers to develop roadshows, meet and greets, discuss experiences and challenges, and offer capabilities presentations as facilitated discussions to introduce prospective and contracted firms to key University decision-makers
	Ongoing	Expand participation in networking events and formalize the intake process to evaluate newly identified prospective vendors
	Ongoing	Update website content to further promote engagement

<sup>4</sup> **Quick** = FY21, **Short Term** = within 12 months, **Medium Term** = 1-2 years, **Long Term** = 2+ years, **Ongoing**

Priority	Time Frame <sup>4</sup>	Actions
Increase internal engagement opportunities that provide persistent awareness of this initiative	Ongoing	Formalize the diverse supplier fair into an annual event
	Ongoing	Establish recurring outreach efforts to share departmental progress with each cabinet officer and their leadership teams
	Ongoing	Modify the postponed professional services symposium for a virtual audience and explore opportunities to develop similar sessions for other goods and services
	Ongoing	Promote greater supplier and professional services diversity by actively participating in professional organizations and symposia
Increase commitment to diverse advocacy organizations	Quick	Join leading advocacy organizations including the Women's Business Enterprise National Council (WBENC) and National Minority Supplier Development Council (NMSDC) to demonstrate commitment and leverage networking resources
	Ongoing	
	Quick	Evaluate sponsorship and collaboration opportunities with local/regional chambers
	Ongoing	
	Long Term	Develop partnerships that establish a focus on higher education-specific needs (e.g., lack of minority-owned firms in the sciences)
	Ongoing	Establish greater engagement with higher education focused initiatives that have a DE&I platform, such as the National Association of Educational Procurement (NAEP) and/or the National Association of College and University Business Officers (NACUBO)

<sup>4</sup> **Quick** = FY21, **Short Term** = within 12 months, **Medium Term** = 1-2 years, **Long Term** = 2+ years, **Ongoing**



## STRENGTHEN SUPPLIER CAPABILITIES

WE COMMIT TO LEVERAGING THE FULL INSTITUTIONAL MIGHT OF PRINCETON UNIVERSITY TO PROVIDE EQUITABLE OPPORTUNITIES TO DIVERSE FIRMS SEEKING TO DO BUSINESS WITH THE UNIVERSITY, THROUGH INVESTMENT, CAPACITY-BUILDING, AND PROACTIVE MEASURES TO ENSURE RACIAL EQUITY AND INCLUSION ARE CORE TO PROCUREMENT ETHOS.

Leveraging competitive access as the primary means for increasing engagement with diverse suppliers will require additional actions to ensure those firms are prepared to meet the University's requirements. Princeton will harness its skill and will to implement processes that provide equitable opportunities to the University's procurement needs.

Priority	Time Frame <sup>4</sup>	Actions
Build proactive measures that support successful outcomes for diverse suppliers	Quick	Actively provide feedback to both diverse and firms that are not certified as diverse, enabling such firms to more thoroughly understand the University's needs, thereby empowering the submission of proposals that are as comprehensive and competitive as possible
	Short Term	Implement periodic supplier check-in/account reviews
	Ongoing	
	Long Term	Using the Request for Information (RFI) process, perform market/vendor capability assessments before competitive bids to proactively identify circumstance that may prevent diverse suppliers from being competitive
	Long Term	Consider breaking solicitations into multiple opportunities by size, geography, milestone or skill/service to allow for specialists rather than generalists
	Long Term	Identify opportunities to establish partnerships between diverse and firms that are not certified as diverse in the provision of goods or services to the University
Leverage non-traditional resources and subject matter experts to provide insight and research that supports diverse suppliers	Short Term	Include a program component for student involvement and engagement
	Medium Term	Partner with internal subject matter experts to develop information sessions for diverse suppliers in often neglected areas that may assist growing suppliers (e.g., information security, audit and compliance)
	Medium Term	Explore potential synergies with the Princeton Entrepreneurship Council
	Long Term	Pursue partnerships with the University's academic community and leverage expertise and research to support economic benefits and social impact

<sup>4</sup> **Quick** = FY21, **Short Term** = within 12 months, **Medium Term** = 1-2 years, **Long Term** = 2+years, **Ongoing**

## GLOSSARY

**Certification Agency** — A certification agency is a third-party organization specializing in certifying business diversity status. Certification usually includes a review of owner gender or heritage, ownership, and financial documents and an onsite visit or interview.

**Diverse Certification** — Diverse certification is when a diverse-owned organization employs a third-party certification agency to validate their diversity category and ownership status. Being certified as a diverse business is a best practice in the realm of supplier diversity and is often required when participating in a corporate supplier diversity program.

**LGBTE (Lesbian, Gay, Bisexual and Transgender-Owned Business Enterprise)** — An LGBT-owned business is defined as: Majority (at least 51%) owned, operated, and controlled by an LGBT person(s) who are either U.S. citizens or lawful permanent residents; exercises independence from any non-LGBT business enterprise; is headquartered in the United States; has been formed as a legal entity in the United States.

**MBE (Minority Business Enterprise)** — An MBE is a business that is at least 51% owned, operated, and controlled by one or more minorities. Minority groups include African Americans, Hispanic Americans, Native Americans, Alaska Native Corporations, Indian Tribes, Native Hawaiian Organizations, Asian Pacific Americans, or Subcontinent Asian Americans. Individuals must be U.S. citizens and have at least 25% heritage in one of the minority groups.

**NACUBO (National Association of College and University Business Officers)** — NACUBO is a membership organization representing more than 1,900 colleges and universities nationwide.

**NAEP (National Association of Educational Procurement)** — The NAEP is a membership organization advancing best practices in procurement in colleges and universities.

**NMSDC (National Minority Supplier Development Council)** — The National Minority Supplier Development Council advances business opportunities for certified minority business enterprises and connects them to corporate members.

**Tier 1 Spend** — The amount of spend, or procurement dollars, that an organization spends directly with its diverse suppliers.

**Tier 2 Spend** — Tier 2 is a synonym for subcontractor. A tier 2 vendor would be a supplier for the tier 1 vendor that supplies goods or services to the customer.

**VBE (Veteran-Owned Business Enterprise)** — A Veteran-Owned Business is a business that is at least 51% owned, operated, and controlled by one or more U.S. military veterans.

**WBE (Women's Business Enterprise)** — A business that is at least 51% owned, operated, and controlled by one or more women.

**WBENC (Women's Business Enterprise National Council)** — The Women's Business Enterprise National Council (WBENC) is the largest certifier of women-owned businesses in the U.S. and a leading advocate for women business owners and entrepreneurs.



PRINCETON  
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# IN THE NATION'S SERVICE AND THE SERVICE OF HUMANITY

## FOR QUESTIONS OR COMMENTS

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