

# Building Momentum

**ASDT 2014/15 Progress Report**  
April 1, 2014 to March 31, 2015

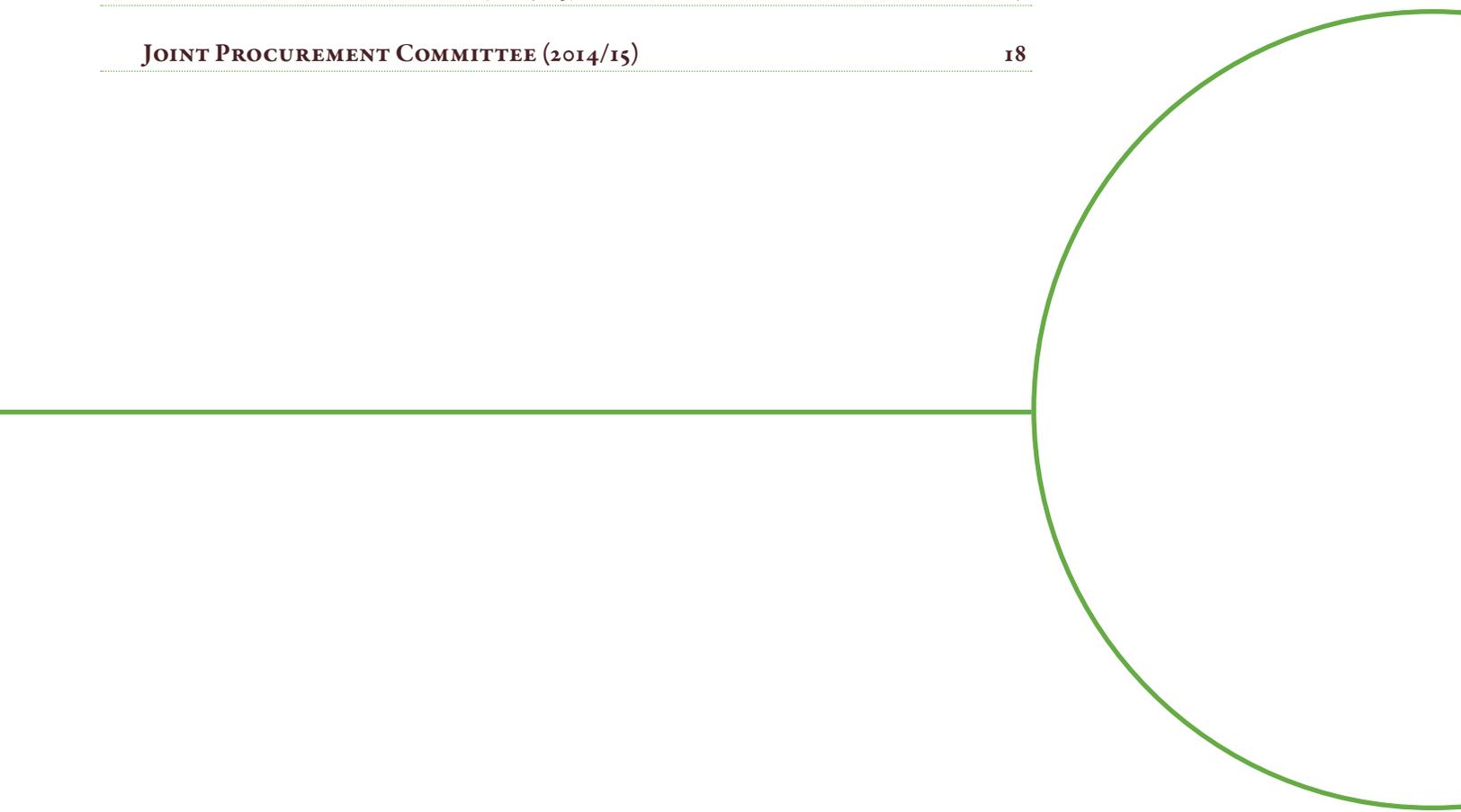


Post Secondary Administrative Service Delivery Transformation



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## Co-Chairs' Messages

**IT HAS BEEN MY PRIVILEGE TO SERVE** as a sector Co-Chair of the ASDT Steering Committee in 2014/15. In this timeframe, the ASDT Initiative has delivered on reducing and avoiding costs, finding administrative efficiencies, and sharing expertise. Sector partnerships have been central to the success of the initiative, and key among them is our partnership with BCNET, which accounted for a great share of the benefits reported in this period.

We can celebrate the accomplishments of the joint procurement initiatives, which were chosen as the initial opportunities that would generate collective value. The success of these initiatives is largely due to the expertise and contributions from within our sector, and our appreciation extends to the project working groups that helped bring these opportunities to reality. There are great opportunities ahead through our continued collaboration.

### *Oliver Grüter-Andrew*

Sector Co-Chair  
Chief Information Officer Emeritus,  
University of British Columbia

*(Note: Oliver moved from the post-secondary sector to the health sector in 2015. His contributions to, and support for, the ASDT Initiative are greatly appreciated.)*

**THE SUCCESSES OF FISCAL 2014/15**—ASDT's second full year in operation – have included savings and cost avoidance of more than \$30 million as well as the strengthening of relationships across the sector. The momentum behind the ASDT Initiative generated this fiscal year is a tribute to the individual and collective efforts by so many across this sector.

I have appreciated working with the members of the ASDT Steering Committee, to whom I owe many thanks for their dedication, insights, and contributions. I also want to acknowledge the hard work of the members of the Joint Procurement Committee, and the sector associations for their continued support and feedback. Finally, I would like to acknowledge the contributions of the ASDT Collaboration Office in so capably maintaining the focus on our sector initiatives.

### *Jeanne M. Sedun*

Ministry Co-Chair  
Executive Director, Ministry of Advanced Education





## In Memorium: Pat Hibbitts

**ON JUNE 2, 2015**, the post-secondary community lost a friend and colleague, Pat Hibbitts, Vice-President of Finance and Administration at Simon Fraser University. Pat was a distinguished member of the community whose wisdom and insight into the issues facing the sector—always delivered with her signature wit—were greatly valued. Pat played a significant role in the ASDT Initiative, including as a member of the ASDT Steering Committee. Her guidance and input will be missed.

## Building Momentum Through Collaboration

**IN FISCAL YEAR 2014/15**, the Administrative Service Delivery Transformation (ASDT) Initiative continued its focus on administrative services in the BC public post-secondary sector in the areas of procurement, finance, human resources, information technology, library services and ancillary services.

The ASDT Initiative builds on the successful collaboration and sharing of best practices and services that has been part of the public post-secondary sector way of operating for many years.

Think of ASDT as a value-added enabler, bringing BC's post-secondary institutions together to find collaborative solutions to common problems. In this sense, the ASDT Initiative is a hub that facilitates the sharing of ideas, best practices and sector resources in the pursuit of administrative efficiencies.

A significant share of the benefits and success of the ASDT Initiative can be attributed to the collaborative activities with BCNET, an organization with a 25-year track record of providing cost-effective information and communications shared solutions for higher education and research institutions.

Helping to hold the focus and build momentum and awareness of the initiative, the ASDT Collaboration Office provides a central pool of expertise in project management, communications, change management and business analysis. In support of the ASDT Initiative's joint procurement efforts, a Joint Procurement Operations Team (JPOT) was established in the spring of 2015 to provide dedicated expertise in identifying, evaluating and managing collective procurement of goods and services across the sector.

In fiscal year 2014/15, its second full year of operation, the ASDT Initiative made significant strides on a number of fronts. The bottom line is a further building of relationships, synergies and efficiencies across the sector, while helping to generate cost avoidance and financial savings of more than \$30 million during the fiscal year.



# Key Highlights

## Governance & organizational development

- ASDT Collaboration Office supported through ongoing operational funding and support provided by the Ministry of Advanced Education
- Project management, change management, communication and coordination/analysis services delivered
- Joint Procurement Consortium formed; Memorandum of Understanding signed by Presidents of all 25 public post-secondary institutions
- Joint Procurement Committee formed to help govern joint procurement efforts
- Joint Procurement Operations Team established to help manage joint procurement strategies and tactics
- Joint Purchasing Consortium Members' Guide released

## Sector-wide collaboration opportunities and benefits

- Wave 1 opportunities launched (see list in Major Activities: A Year in Review)
- Wave 1 sector Working Groups formed
- First sector master services agreements signed
- Benefits reporting methodology established
- Initial project benefits reported (see Benefits Through Collaboration)

## Operational funding

- Ministry investment of \$1.9 million to fund ASDT Collaboration Office and projects
- Sector in-kind contributions
- Savings/cost avoidance of \$30.66 million generated through Wave 1 and other activities (see Benefits Through Collaboration)

## ASDT Vision

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

# Major Activities: A Year in Review

- Wave 1 implementation launched:
  - Joint procurement and ancillary services opportunities—Natural Gas, Office Supplies, Vending Machines and Travel Management Services
  - Financial and IM/IT opportunities—Purchasing Card program (renamed Commercial Card for implementation), Procure-to-Pay Strategy, Provincial Treasury banking services, Central Deposit Program, Reduced Merchant Fees for credit cards and Interac
  - First ASDT RFP posted on BC Bid: procure services of a natural gas consultant to support the sector's joint procurement strategy and action plan to procure natural gas

- University of Victoria signs Letter of Agreement with Shell Energy North America (Canada) Inc. to supply natural gas for large Transport accounts

- University of Victoria signs Letter of Agreement with Access Gas Services for the natural gas Customer Choice program on behalf of the sector; each participating institution enters into individual contracts with the supplier
- Natural Gas Transport accounts start to flow under Shell
- First ASDT master agreement awarded to Scotiabank for new Commercial Card; seven initial institutions participate
- Travel Management Services RFP posted on the MERX commercial tendering site by SFU on behalf of the sector

- Procure-to-Pay (P2P) business case project launched, to help determine the feasibility of a sector-based solution as the foundation of an online procurement marketplace

**APR  
2014**

- Joint Procurement Consortium formed; Memorandum of Understanding signed by the Presidents of BC's 25 public post-secondary institutions
- Joint Procurement Consortium strikes Joint Procurement Committee to govern sector procurement opportunities

**MAY  
2014**

**JUL  
2014**

- Joint Purchasing Consortium Members' Guide released

**AUG  
2014**

- ASDT RFP posted on BC Bid, by Langara College on behalf of the sector, for Commercial Card Services

**SEP  
2014**

- RFP for Natural Gas Customer Choice Program posted on BC Bid by University of Victoria on behalf of the sector
- RFP for Vending Services posted on BC Bid by University of the Fraser Valley on behalf of the sector

**OCT  
2014**

**NOV  
2014**

- Customer Choice program starts to buy natural gas through the new agreement with Access Gas Services

**JAN  
2015**

**FEB  
2015**

**MAR  
2015**

- Commercial Card pilot implementation complete at College of New Caledonia

# Collaboration at Work: A Year of Engagement

**IN ADDITION TO NUMEROUS** project-specific working group and monthly ASDT governance meetings held throughout the year, the following key stakeholder events were held:

**APR  
2014**

ASDT Partnership Forum (50+ sector participants)

**MAY  
2014**

ASDT Wave 1 Implementation Launch (20+ sector participants)

**SEP  
2014**

ASDT Governance Workshop (15+ sector participants)

**OCT  
2014**

- ASDT Wave 1 Leads and Joint Procurement Legal Working Group Workshop (20+ sector participants)
- FinWizards meeting (25+ sector participants)

**DEC  
2014**

ASDT Wave 1 and Procurement Leads Workshop (30+ sector participants)

**JAN  
2015**

ASDT Partnership Forum (50+ sector participants)

**MAR  
2015**

Joint Procurement Community of Practice Session (20+ sector participants)



## Collaboration by the Numbers

**11** Opportunities launched

Tender documents posted

**5**

ASDT master agreements signed

**3**

**25** B.C. post-secondary institutions served



**8**

Sector working groups

**9** Broad sector engagement meetings held

**75** Sector working group meetings held



*Does not include BCNET's 200+ working group and committee meetings*

**5** BCNET shared services RFPs issued



**\$30.66 M**

Total cost avoidance/savings in fiscal 2014/15



ASDT governance (Steering Committee and Joint Procurement Committee) meetings held **22**

# Looking Ahead: What to Expect in 2015/16

- Seek sector feedback on opportunities for the future and position ASDT to support these opportunities.
- Investigation of long-range projects such as Procure-to-Pay (P2P) and Enterprise Resource Planning (ERP).
- Development of a joint procurement category management model and pipeline for opportunities.
- Continued sector-wide engagement and communication to ensure there is appropriate input and feedback on procurement initiatives and other opportunities.
- Leverage momentum, clearly demonstrate benefits, continue to build trust and increase awareness of the ASDT Initiative.
- Continued collaboration with BCNET in pursuing opportunities for increased IT services, efficiencies and savings and cost avoidance for institutions.

# 2014/15 ASDT Opportunity Overview

## Opportunities Wave 1

- Natural Gas
- Travel Management
- Vending Services
- Colleague Business Model
- Procure-to-Pay Strategy
- Merchant Fees
- Central Deposit Program
- Credit Cards Practice Change
- Commercial Card
- BCELN
- Rural Recruitment Portal

## Opportunities Wave 2

- Office Supplies
- Courier Services/Freight
- Trade Equipment
- Cylinder Gas \*
- Sector Print Strategy
- In-house Print
- Managed Print
- ERP Strategy \*

\* Deferred to 2015/16

## Legend

- |                     |                    |
|---------------------|--------------------|
| Joint Procurement   | Financial Services |
| Ancilliary Services | Library Services   |
| IM/IT Services      | Human Resources    |

# Benefits Through Collaboration

## Summary

**THE FOLLOWING TABLE SUMMARIZES** the ASDT opportunity types and associated sector savings/cost avoidance for fiscal 2014/15 (i.e., April 1, 2014 to March 31, 2015). Further details are provided in the opportunity descriptions following the table.

Opportunity Type	Benefits for 2014/15 (\$M)
Financial Services	1.94
Human Resources	0.07
Joint Procurement	1.40
Library Services*	–
Ancillary Services*	–
IT (BCNET)	27.25
<b>Total Benefits</b>	<b>30.66</b>

\* Note: Several projects were initiated in this opportunity type, but no benefits were reported during fiscal 2014/15.

## Opportunity Descriptions

### Financial Opportunities

#### Credit Cards Practice Change

This initiative involves minimizing the costs to participating institutions of providing inbound payment channels at no or minimal cost to the parties making the payments. The primary activity to date has been to restrict the use of credit cards for various receipts while providing other low-cost alternatives.

*Number of participating institutions: 3*

*Sector Lead: Barry Coulson, Langara College*

*Benefits for 2014/15: \$1.85 million*

#### Commercial Card (G-Card)

This financial project is aimed at consolidating purchasing volumes to obtain greater rebates and employing a more strategic approach to the use of Purchasing Cards (renamed Commercial Cards to recognize their travel and entertainment component).

*Number of participating institutions: 7*

*Sector Lead: Barry Coulson, Langara College*

*Work accomplished: Sector working group established; procurement strategy developed; implementation strategy developed; tendering and award completed; implementation initiated*

#### Central Deposit Program

This Provincial Treasury program accepts deposits from participating institutions, provides a competitive deposit rate of return, directs these deposits to reduce government borrowing, and allows these institutions to withdraw funds from the program when needed.

*Number of participating institutions: 16*

*Sector Lead: Barry Coulson, Langara College*

*Benefits for 2014/15: \$0.09 million*

#### Merchant Fees

This initiative focuses on revenue recovery in the form of reducing or removing the fees paid by institutions associated with the convenience of accepting credit cards as payment for tuition and ancillary services. The project includes leveraging existing agreements to achieve more favourable merchant rates.

*Number of participating institutions: 2*

*Sector Lead: Barry Coulson, Langara College*

*Work accomplished: Sector working group established, onboarding process developed, sector-specific agreement initiated, implementation (2 PSIs) initiated.*

*Benefits for 2014/15: N/A*

## Human Resources Opportunities

### Rural Recruitment Portal

Launched in January 2014, this Internet portal is a collaborative effort of seven rural colleges in BC to extend their recruitment efforts beyond the regular advertising channels to a single website that collectively promotes working at the regional colleges of BC. This initiative is generating savings by coordinating advertising efforts through a single portal, in addition to strengthening the network of Human Resources professionals.

*Number of participating institutions: 7*

*Benefits for 2014/15: \$0.07 million\**

*\*Participating institutions' estimates of savings/cost avoidance from diverted advertising costs*

## Joint Procurement Opportunities

### Courier Services

This initiative seeks to find cost-savings in courier and freight services – the packaging and postal delivery services to the post-secondary institutions – as well as efficiencies in the procurement of courier services.

*(Note: This Wave 1 project was deferred to Wave 2)*

### Natural Gas – Transport (Larger Accounts) and Customer Choice (Smaller Accounts)

This initiative reduces the cost of natural gas by leveraging economies of scale across the sector, defining a common approach to demand management, consolidating the total volume of natural gas purchases, and negotiating optimal supply arrangements.

*Number of participating institutions: 17*

*Sector Lead: Xavier Serrano, University of Victoria*

*Benefits for 2014/15: \$1.40 million*

### Office Supplies

This initiative seeks to find cost savings in office supply procurement by consolidating spend for volume discounts, and to find increased efficiencies in the procurement and delivery of office supplies using a regional approach.

*Number of participating institutions: TBD*

*Sector Lead: Deb Peterson, Okanagan College*

*Work accomplished: Sector working group established; business strategy; developed data collection*

### Travel Management Services

Builds on existing collaboration within the sector to direct a larger portion of the total travel spend through a travel program aimed at reducing costs, increasing choices and visibility of best value options, improving demand management and enhancing risk management.

*Number of participating institutions: 18*

*Sector Lead: Rand Sanghera, BCIT*

*Work accomplished: Sector working group established; procurement strategy developed (Best Value); implementation approach developed; tendering and evaluation completed; vendor negotiations started*

## Ancillary Services Opportunities

### Vending Services

Involves securing higher vending machine commissions by maximizing volumes and dealing with a sole vendor partner to provide hot and cold beverage services and snacks for participating institutions. Also involves work with the vendor to identify new business opportunities to expand institutional revenue streams and meet the needs and demands of students.

*Number of participating institutions: 13*

*Sector Lead: Cameron Roy, University of the Fraser Valley*

*Work accomplished: Sector working group established; procurement strategy developed (Best and Final Offer); RFP posted and evaluated*

### Sector Print Strategy

Two sector print-related initiatives were approved by the ASDT Steering Committee for implementation:

1. Exam Booklet in-house printing pilot project, to encourage sector collaboration
2. Print Strategy Report, to be completed by an independent contractor for
  - a) Distributed print environment
    - Managed Print Services
    - Multi-Function Device to go to RFP to address current need
  - b) Centralized print environment

*Number of participating institutions: 24 (13 for distributed environment; 11 for centralized)*

*Sector Lead: Mark McLaughlin, Simon Fraser University*

*Work Accomplished: Working groups established; data gathering; external consultant engaged to develop Sector Print Strategy*

## Library Opportunities

### BC Electronic Library Network (BC ELN)

Under development, this province-wide network of institutional repositories will make faculty and student research accessible across all institutions, support the management of institutional digital resources, and showcase BC as a hub for knowledge sharing across Canada and around the world.

*Number of participating institutions:* 7

*Sector Lead:* Anita Cocchia, BC ELN

*Work accomplished:* Business case completed and approved; advisory committee established; implementation planning complete

## Teaching, Learning and Administrative Systems Opportunities

### Procure-to-Pay (P2P)

P2P refers to the workflow and supporting tools to make the initial decision to purchase a good or service (shopping), source the procurement (buying), and receive and pay for the good or service (paying). For the user, this creates an intuitive online shopping experience and results in overall administrative efficiencies and lowers costs through strategic sourcing, early payment discounts and streamlining of current paper-intensive processes.

*Number of participating institutions:* TBD

*Business Sponsors:* Barry Coulson, Langara College; Casey Black, North Island College; Dennis Silva, UBC

*Work accomplished:* Sector working group established; business case initiated

### Administrative Services Consortium (ASC)

Review of the current ASC service delivery model and identification of opportunities to enhance the services while reducing the overall cost and risk to the nine member institutions using Colleague, a fully integrated student management system.

*Number of participating institutions:* 9

*Sector Lead:* Kyle Loree, Camosun College

*Work accomplished:* initiated development of a paper on a sustainable service delivery model for ASC

### BCNET Advanced Network Service

An ultra-high-speed (up to 100-gigabit), fibre optic, shared infrastructure dedicated to the needs of post-secondary institutions across the province. The high-capacity network is used for data-intensive, collaborative research, distance teaching and learning and as a powerful platform to share IT services, such as off-site data processing, virtual data centre services, cloud videoconferencing and cloud computing. The BCNET Advanced Network interconnects institutions in BC to institutions across the country and around the world through CANARIE, Canada's National Research and Education Network (NREN). CANARIE's NREN links Canada to the United States through Internet2, to Europe through DANTE, and to 112 international advanced networks in more than 80 countries.

*Benefits for 2014/15:* \$1.49 million

### Cloud Video Conferencing Service

A cloud-based, high-definition video conferencing service for the delivery of high-quality, face-to-face video meetings that allow up to 80 participants to meet simultaneously. The easy-to-use video conferencing bridge improves meeting participation, reduces travel time and costs and improves the ability to effectively communicate with faculty, students and staff across multiple locations, institutions and technologies.

*Benefits for 2014/15:* \$1.82 million

### *Internet Transit Service*

On behalf of its members, BCNET bulk buys commercial Internet transit from commercial Internet service providers. By aggregating Internet transit service, costs are significantly reduced for members, while securing the highest quality Internet service at the lowest price.

*Benefits for 2014/15: \$0.14 million*

### *Internet Peering Service*

A network routing optimization that allows users to freely (no fees incurred) exchange data traffic between the users of each network. This service helps institutions avoid costly commercial Internet transit costs by offloading Internet traffic bound for commercial Internet providers.

*Benefits for 2014/15: \$1.21 million*

### *IT Software (Procure & Host)*

Procurement of software through a master service agreement with a value-added reseller to offer members a pre-negotiated price and service contract for low-cost software licensing and hardware maintenance with market-leading vendors.

*Benefits for 2014/15: \$2.51 million*

### *Procure Hardware & Maintenance*

Procurement of hardware by negotiating low-cost agreements with value-added reseller (VAR) and vendors. The VAR agreement establishes a preferred relationship between BCNET, its members, and the VAR for the procurement of all hardware-related products. Members can use the VAR as the primary supplier to purchase hardware products from its extensive hardware product catalogue.

*Benefits for 2014/15: \$12.85 million*

### *Procure Storage Equipment*

Deeply discounted pricing negotiated with a sole vendor for data storage equipment. Members can participate in the vendor's master supply agreement to take advantage of the competitive pre-negotiated pricing, greatly reducing data backup and storage equipment costs, streamlining storage technology for higher education and simplifying the buying process.

*Benefits for 2014/15: \$3.62 million*

### *Procure Desktop/Laptop*

A negotiated master service agreement with a value-added reseller, offering deeply discounted pricing for a wide array of desktops, notebooks, monitors, etc.

*Benefits for 2014/15: \$3.43 million*

### *Procure Web Survey Tool*

A negotiated Enterprise Agreement with SurveyMonkey to offer its FluidSurvey online survey software to members at a reduced cost.

*Benefits for 2014/15: \$0.04 million*

### *Shared Data Centre Services Plan (EduCloud – Server)*

A self-managed, private higher education cloud service that provides simple and secure virtual data centre access to provide, manage and utilize servers at a fraction of the cost of implementing physical servers. The self-service portal offers users the flexibility to deploy, redistribute, and remove server resources as needed anytime, anywhere, from any device. The fully monitored architecture ensures a stable and robust service that securely stores and backs up data within BC. EduCloud Server is operated and supported by the University of British Columbia, ensuring service flexibility and 24/7 availability, designed to meet the needs of higher education and remain 100% Freedom of Information and Protection of Privacy Act (FOIPPA) compliant.

*Work accomplished: Service plan developed, service launched*

### *Shared Data Backup and Storage Service*

DATA-SAFE provides members with a low-cost, online, secondary data backup and storage and retrieval service. It securely safeguards public-sector data inside BC, but outside the earthquake zone. Members can back up and store their critical data at BCNET's shared, dedicated high-capacity storage facility and leverage existing storage equipment, hardware and the Advanced Network to transmit and store secondary data.

*Benefits for 2014/15: \$0.14 million*

## ASDT Steering Committee (2014/15)

**OLIVER GRÜTER-ANDREW  
(CO-CHAIR)**

Chief Information Officer  
University of British Columbia  
Representing the  
Research Universities' Council  
of British Columbia

**JOE THOMPSON (CO-CHAIR)**

*Transitioned to Jeanne Sedun  
August 2014*  
Assistant Deputy Minister  
Ministry of Advanced Education  
Representing the Ministry  
of Advanced Education

**JEANNE SEDUN (CO-CHAIR)**

Executive Director,  
Strategic Priorities  
Ministry of Advanced Education  
Representing the Ministry  
of Advanced Education

**PAT HIBBITTS**

Vice-President of Finance  
and Administration  
Simon Fraser University  
Representing the  
Research Universities' Council  
of British Columbia

**ROY DAYKIN**

*Moved from Langara in Dec. 2014*  
Vice President Finance  
and Administration  
Okanagan College  
Representing BC Colleges

**PAT EAGAR**

*Replaced by Shelley Legin  
in June 2014*  
Vice-President Finance  
and Administration  
Vancouver Island University  
Representing the BC Association  
of Institutes + Universities

**BOB EBY**

*Retired Dec. 2014, replaced  
by Gary Leier*  
Vice President of Finance  
and Administration  
Okanagan College  
Representing BC Colleges

**GAYLE GORRILL**

Vice-President Finance  
and Operations  
University of Victoria  
Representing the  
Research Universities' Council  
of British Columbia

**JACKIE HOGAN**

Chief Financial Officer and  
Vice-President Administration  
University of Fraser Valley  
Representing the BC Association  
of Institutes + Universities

**SHELLEY LEGIN**

*Filled Pat Eagar's position June 2014*  
Vice-President Administration  
and Finance  
Vancouver Island University  
Representing the BC Association  
of Institutes + Universities

**GARY LEIER**

*Filled Bob Eby's position Dec. 2014*  
Vice-President,  
College Services, CFO  
Selkirk College  
Representing BC Colleges

**JORDAN PERREY**

Chief Information Officer  
Ministry of Advanced Education  
Representing the Ministry  
of Advanced Education

**CATHAY SOUSA**

Vice President, Finance,  
Administration  
Northwest Community College  
Representing BC Colleges

**DIANNE TESLAK**

Vice-President Finance  
College of the Rockies  
Representing BC Colleges

# Joint Procurement Committee (2014/15)

**GAYLE GORRILL (CHAIR)**

Vice-President Finance  
and Operations  
University of Victoria

**MARY AYLESWORTH**

Director, Procurement Services  
Simon Fraser University

**CAROL BAERT (VICE-CHAIR)**

Vice-President Finance  
and Administration  
North Island College

**STEVE GRUNDY**

Vice President Academic and Provost  
Royal Roads University

**SHELLEY LEGIN**

Vice-President Administration  
and Finance  
Vancouver Island University

**BOB MUNRO**

Director, Supply Chain Management  
Thompson Rivers University

**LORCAN O'MELINN**

Vice President,  
Administration & CFO  
BC Institute of Technology

**DENNIS SILVA**

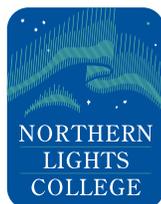
Director, Procurement  
University of British Columbia







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