



Team Profile

Team: Business Operations Leadership Team (BOLT)

Leader: Stephen Murphy

Chartering Date: November 14, 2007

Sponsor: Shauna King

Purpose (Role this team plays in delivering on Yale F&A strategy):

In support of the research, teaching, and clinical missions at Yale, the Business Operations Leadership Team (BOLT) is responsible for ensuring faculty, students, and staff receive high quality financial and administrative support.

In the same way department business managers are responsible for ensuring high quality support for their departments, BOLT members are responsible for ensuring high quality support for their respective groups of departments, and together BOLT is responsible for ensuring this for the University in total.

Specific roles include the following:

- Service Delivery
 - Ensure fair and consistent application of institutional financial and administrative policies across departments and schools
 - Maintain a high level of support across all departments, including providing for coverage or temporary resources in the event of staff turnover or peak workloads.
- Communication
 - Communicate with schools and departments regarding policies, procedures, and priorities
 - Share and support implementation of effective practices across schools and departments
 - Define and maintain the purpose and structure of business manager meetings
- Connect department business offices and central process owners to improve day-to-day operations

- Act as a bridge between department business offices and central process owners to define, monitor, and achieve service level agreements
- Work with department business offices and central process owners to define and implement delegation of authority (decision rights) of business managers.
- Facilitate sharing of information and practices between department business offices and central process owners
- Act as a point of escalation for department business offices and central process owner requests on financial and administrative issues
- Work with department business offices and central process owners to resolve escalated issues, extract learning where applicable, and suggest and implement alternatives for improving operational efficiency on an ongoing basis
- Connect department business offices and central process owners to identify and implement change initiatives
 - Identify opportunities to improve the quality of financial and administrative support for faculty, students, and staff
 - Identify and allocate expert business office resources to support institutional projects, including all phases of a project (planning, design, development, deployment, institutionalizing) as needed
 - Work with department business offices and central process owners to define requirements, including the synthesis of disparate feedback into what can/cannot be standardized and what is/is not required to fix or improve policies, procedures, and tools ('identify common and unique needs')
 - Advise process owners on the impact of upcoming changes to policies, procedures, tools on schools and departments
 - Work with department business offices and central process owners to implement changes necessary (at both department and central locations) in processes, systems, organization structure, policies, training, or wherever necessary to improve the quality of financial and administrative support in support of the University's mission
 - Represent department business offices and central process owners on campus regarding financial and administrative matters as needed
- Budget preparation, monitoring, and analysis
 - Work with department business managers and institutional leadership to prepare, analyze, and monitor budgets to support programmatic goals.
 - Provide analytical and decision support for institutional leaders regarding financial and administrative resources and options
- Ensure a strong internal control environment exists at the school and department level
 - Internal controls defined as a) accurate and timely financial and administrative information; b) effective and efficient use of resources in support of University's mission; and c) fulfillment of University and external compliance requirements
- Develop talent for lead financial and administrative leaders at the school and department level

- Define what it means to be a business manager (roles and responsibilities)
- Working jointly with Dean, Director, or Chair, hire, discipline, set compensation, and manage performance of business managers
- Ensure fair and consistent treatment of business managers with respect to hiring, discipline, performance management, and professional development
- Establish goals and expectations and provide regular feedback to business managers
- Provide training and professional development opportunities (e.g., career ladders) for business managers
- Strategy and goal-setting
 - Develop annual and multi-year goals to improve the quality of financial and administrative support at the department and school level
 - Define key desired outcomes, diagnostic metrics, and approach for improving the quality of financial and administrative support
 - Identify and allocate Business Operations resources to complete goals.
 - Work with departments and schools and/or process owners to improve where needed (e.g., cost transfers, timeliness of job grade and salary decisions)
 - Lead initiatives to improve quality of financial and administrative support
- Demonstrate Business Operations organizational values including honesty, treating people with dignity and respect, results-orientation, innovation, leadership

Overall Objective (Outcomes/time frame):

- Faculty, students, and staff receive consistently high quality financial and administrative support.
 - Faculty are able to maximize the amount of time on teaching, research, and clinical activities and minimize their time finance and administration while continuing to fulfill their administrative responsibilities.
- Business managers have more time to spend on decision support and analysis; less time needed for transactional work and following up on service delivery by central providers
- Business managers have support to implement University policies and procedures in a consistent manner in the event of a conflict.
- A strong and deep bench of talent exists among business managers and business office staff

Goals (Results team will achieve; encompassed by overall objective):

- Deans, Directors, Chairs value and utilize their business managers as their key strategic partner in building successful programs at Yale. They receive accurate, timely, valuable information and advice from their business managers

- Business managers have clear roles and responsibilities, goals, and expectations
- Business managers are well-informed
- Time spent by faculty on research, teaching, and clinical activities is maximized; time spent by faculty on administration is minimized
- Time spent by business managers...
 - ...following up on central service delivery will decrease
 - ...on transactional work will decrease
 - ...on decision support and analysis will increase
- Internal controls in departments, schools, and units are consistently strong
- Business managers are well-trained in finance, administration, and management/leadership
- A deep bench of business managers exists at all levels
- Deploying new policies, procedures, and tools is a smooth and rapid process
 - Central process owners have a predictable and efficient way to gather user requirements and test/deploy/refine new policies, procedures, and tools
 - Business managers welcome new policies, procedures, and tools as means for addressing a changing world and making their lives easier

Approach (How we will achieve our goals):

- Define and communicate the purpose of the Business Operations organization and the Business Operations Leadership Team
- Establish clear goals and outcomes to achieve our desired outcomes
- Establish clear goals and expectations for the BOLT and provide ongoing feedback
- Establish clear goals and expectations for business managers and provide ongoing feedback
- Secure adequate resources to achieve our goals
- Define what it means to be a business manager
- Establish a clear, predictable governance structure (meetings, decision rights) for ensuring day-to-day issues are addressed and longer-term goals are met

- Establish a collaborative, joint-problem solving working relationship with central process owners, including clear service level expectations, decision rights, and escalation mechanisms
- Maintain and build close relationships and alignment with key stakeholders, including VP F&A, F&A process owners, Provosts, and Deans/Directors/Chairs
- Lead by example (a value-based leadership team):
 - Treat each other with dignity and respect, work hard to make each other successful, be honest, be realistic
 - Commit ourselves to acting with integrity and courage; do the right thing for Yale (especially when faced with a difficult choice)
 - Keep our minds open; think creatively; take advantage of the University's intellectual and physical resources
 - Acknowledge and work with Common and Unique wherever they show up
 - Fact-based
 - Understand both sides of the story
 - Don't extrapolate single data points to a line
 - Keep our facts current; don't waste energy on old tapes
 - Produce meaningful results
 - Celebrate successes & admit failures (learn from them; fail early)
 - Have fun

Metrics:

Metric	Source of Metric (dept., etc.)	Current Performance (baseline)	Target Performance (upon attaining objective)
Service level agreements defined for HR, Research Admin, Finance, and ITS	TBD	Service level agreements not defined for any area	Service level expectations communicated to departments
3-5 metrics identified, tracked, and available to departments for HR, Res Admin, Finance, ITS	TBD	N/A (see above)	Department-level metrics available to by 5 th working day of month
TBD	TBD	TBD	

Exclusions (Outside of the team's scope):

- Setting University policy on finance, HR, research administration, IT; team will advise on policy, but process owners set the policies.
- Establishing or re-allocating school or department budgets

Key Assumptions:

- All activities at Yale with a business component have a business manager with responsibility for supporting it, and all business managers have a reporting relationship to the Vice President for Finance & Administration. BOLT has responsibility for ensuring high quality financial and administrative support at the school/department level on behalf of VP F&A.
- Business Operations organization structure is first and foremost about providing and ensuring the quality of support to faculty/students/staff rather than about centralizing decisions or control.
- Having this connection between departments/schools/units and the central administration will help rather than hinder the mission and success of schools, departments, and the University.
- We will be able to balance the needs of schools/departments with the needs of the institution.
- We will have sufficient time (3-5 years) to demonstrate the organization's ability to add value.
- We will continue to have strong and unwavering support from the President, Provost, VP F&A, other Officers, and the Corporation
- We will have the resources needed to address needs inherent in a new organization
- Central organizations will be able to improve the quality and consistency of their services through partnership with Business Operations.

Resources/Constraints (Required to accomplish the goals):

- Resources
 - BOLT (availability of time for individuals is a key issue)
 - 130 Business Managers (availability of time for individuals is a key issue)
 - Business Office Staff (availability of time for individuals is a key issue)
 - Resource requests to VP F&A – expected (mid-year budget requests always a risk)
 - 2 open positions for Business Operations in budget (1 floater; 1 Dir. Training & Comm.)

- 3 Sr. Business Analysts to be hired by VP F&A (some availability for Bus Ops)
 - Office of Business Transformation (adding staff; likely to be focused on research administration activities, but a number of these will be related to business offices)
 - Deployment resources – identified as a need but not yet defined or identified (could be a key resource going forward for Business Operations)
 - Communication resources – identified as a need by VP F&A; not yet defined or identified (could be a key resource going forward for Business Operations)
 - Tools and technology: not yet defined (need for better information at the University/BOLT level; limitations of current tool set)
- Constraints
 - VP F&A strategic direction and priorities will have significant impact on our agenda, e.g., what gets deployed this year and how it gets deployed will have a major impact on both the resources and credibility of the Business Operations organization
 - Other school/department/unit priorities will require many of the same expert resources (particularly business managers and business office staff)

Team Members/Commitments:

- Steve Murphy, Associate Vice President for Business Operations (leader/chair)
- Jack Beecher, Senior Director of Business Operations, Other Academic and Support Units
- Carrie Capezzone, Assistant Dean Finance, School of Medicine
- David Gingerella, Senior Director of Business Operations, Science & Technology
- Julie Grant, Senior Director of Business Operations, FAS & Provost's Office
- Diane Palmeri, Associate Dean for Finance & Administration and Chief Administrative Officer, School of Management
- Brian Rebesch, Senior Director of Business Operations, Officer Units
- Mark Templeton, Associate Dean, Finance & Administration, Law School
- James Kammerman, Business Analyst, Business Operations (staff to team meetings)

The target time commitment for each BOLT member is 20-30%, however, at any given point in time the commitment of an individual member may be higher (up to 50%) or lower (as low as 10%, essentially preparation for and attendance at core meetings; review and response to topics circulated between meetings; and all-hands situations). This expected time commitment reflects the fluctuation of operational demands within each individual group and the University as a whole. The strength and challenge of the team will be to manage these fluctuations over time (by shifting workloads within the BOLT, identifying leadership opportunities that dovetail with individual operational demands, and by supplementing BOLT members with additional resources to leverage their leadership and strategic bandwidth).

Stakeholders (People beyond the team who need to be informed of team decisions and actions, or consulted prior to such):

President	Deans, Directors, Chairs, Provosts	Business Managers
Provost	Central process owners	Business Office Staff
Vice President, F&A	Other Officers	Yale Corporation