

On July 25, 2007 Shauna King, Vice President for Finance & Administration sent the following announcement to Business Managers and Finance & Administration on the subject of “Support for Business Offices and Analytical Needs”

Dear Colleagues,

I am writing to announce that we are creating several new positions to provide additional support for business offices and to address a variety of important analytical needs.

Over the past months I have heard many of you describe the need for increased support for business offices: to provide temporary backfill for positions that are open due to illness, leave-of-absence, or vacancy; to assist with short-term peak workloads, including the implementation of new processes and tools; and to free up expertise to engage in projects to transform administrative support. Another essential role for these new positions will be to accelerate the standardization of business processes by assisting departments with the implementation of best practices in areas such as grant administration, procurement, and financial budgeting, accounting and reporting. In addition we have an equally-urgent need to increase our capacity for analyzing the wide variety of opportunities for improvement we see around us.

These positions will build on the career development ("floater" or rotational) positions on Science Hill where we have seen great success through the creative leadership of David Gingerella, Senior Director for Business Operations, Science & Technology. The new positions will be used both to develop internal talent and to attract new talent from outside Yale, increasing our capacity to get the essential work of today done while also focusing on making vital improvements for tomorrow.

We are posting these new positions: three have already been posted in the School of Medicine to provide short-term support to business offices; two will be posted for FAS and other central campus units (in addition to the three already in place on Science Hill) to support business offices in a similar manner; and three will be posted and work for me on a variety of analytical projects. As we gain experience with these positions we will assess how many of them may be required to meet our on-going business needs. I am particularly pleased that we are creating the business office-focused positions, which fulfills one of the five priorities that emerged from the April 20 meeting of business managers (reference: e-mail to business managers on May 20 from Steve Murphy, Associate Vice President, Business Operations, "Business Operations Update – Initial Priorities").

If you know of any potential candidates for these positions, please feel free to forward this announcement to them. I hope you share my excitement about these positions, which I view as an important initial step toward improving the quality and consistency of administrative support at Yale.

If you have any questions, please feel free to contact Steve or me.

Shauna King
Vice President for Finance and Administration

Editorial note: two minor corrections appear in the text above that did not appear in the original email distribution.