


To: Business Office Staff
Finance & Administration

From: Shauna King, Vice President for Finance and Administration 

Date: April 18, 2007

Re: **Announcement – Business Manager Reporting Relationships**

As part of the ongoing effort to enhance financial and administrative support of departments we are announcing that effective July 1, 2007 all Business Managers (lead department administrators) will have a reporting line to the Vice President for Finance & Administration. This reporting relationship will be in addition to their current reporting line to the Dean, Director, or Chair of their units.

President Levin, Provost Hamilton, and I have had a number of conversations with Deans, Directors, Chairs, and other leaders over the past months to discuss the importance of this change and how to make it successful. All of us see this connection between central and department business managers as a major opportunity to improve the quality of administrative support to faculty, students, and staff, while enhancing Business Managers' key leadership role and their close relationship with and ability to effectively support their departments.

This change extends and formalizes a model that has worked with great success in the Yale School of Medicine and Science Hill. Many of you have observed the need to improve administrative support, and bringing the benefits of this relationship to the entire campus will be a big step toward providing easier and more integrated administrative tools and support. Further, the dual reporting relationships for Business Managers are an acknowledgment of the essential need to provide business and administrative support that addresses both the specific needs of a department or school as well as the needs of the University as a whole.

In order to support this change I have created the position of Associate Vice President for Business Operations, reporting to me. This position is responsible for improving the quality of financial and administrative services for faculty, students, and staff across all academic and administrative departments, schools, and units at Yale University. The need for this role – with end-to-end responsibility for improving financial and administrative support – has become apparent in today's operating environment, an increasingly complex one as a result of regulations, technology, internationalization, and scale.

The Associate Vice President (AVP) for Business Operations will be responsible for ensuring that department and central business support staff work together as a team, i.e., full partners in providing faculty, students, and staff with high quality support. Working with business office and central administrative staff, the AVP will be responsible for identifying common and unique needs and then designing and implementing policies, procedures, and tools to meet those needs. Integral to this role will be the need to ensure that appropriate internal controls are in place to

provide support in a manner consistent with relevant regulations and policies. In addition the AVP will be responsible for building a community of business professionals at Yale through improved training, communication, and career development opportunities.

I am pleased to announce that Stephen Murphy has accepted the position as AVP for Business Operations. Steve has built a reputation as an effective change leader, having served most recently as the leader of the 100-Day Plan to improve research administration. He joined the University in 2001 as Director of Finance and Administration for the Office of Cooperative Research, which is responsible for patenting and licensing the University's technology. Prior to working for Yale, he served in various finance and business development leadership positions in the private sector. Steve earned his B.A. in economics from Yale. To support this change Steve will have seven senior administrators on his leadership team, each with end-to-end responsibility for improving finance and administration for their respective units (see attached exhibits).

Over the coming months Steve and his team will be meeting with Business Managers and other leaders around campus to discuss and understand where we should be focusing our efforts to improve support. To begin this process I have convened a meeting on Friday, April 20 of all Business Managers on campus to discuss this organizational change in more detail and begin to identify opportunities for focus in the coming months.

An announcement about these changes was shared with Deans, Directors, Chairs, and Business Managers earlier this week. Thank you in advance for your support on this foundational initiative, and please let Steve or me know if you have any questions.

Exhibit 1

Business Operations Leadership Team

To support this change the following six (6) individuals have a new reporting line – in addition to their current reporting line to their Dean, Director, Chair, or Provost – to Stephen Murphy, Associate Vice President for Business Operations, effective immediately:

- **Julie Grant, Senior Director of Business Operations, FAS & Provost's Office**
All Business Managers in the Humanities, Social Sciences, Yale College, Yale Graduate School, and selected other units will have a reporting line to Julie's position. See Exhibit 3 for details.
- **David Gingerella, Senior Director of Business Operations, Science & Technology**
In addition to the Business Managers on Science Hill already reporting to David's position, the School of Forestry and Environmental Sciences and School of Nursing will also report to this position.
- **Mark Templeton, Associate Dean for Finance & Administration, Yale Law School**
- **Diane Palmeri, Associate Dean for Finance & Administration, Yale School of Management**
- **Senior Director of Business Operations, Academic and Other Support Units**
This is a new position, which will be responsible for those schools, departments, and units described on Exhibit 3. A search for this position will begin immediately with our strong intention to fill it with an internal candidate.
- **Senior Director of Business Operations, Officer Units**
This is a new position, which will be responsible for those schools, departments, and units described on Exhibit 3. A search for this position will begin immediately with our strong intention to fill it with internal candidate.

Also, given the size and complexity of the Yale School of Medicine (YSM), **Jaclyne Boyden, Deputy Dean for Finance & Administration, YSM**, will report directly to the Vice President for Finance & Administration (in addition to her reporting line to the Dean of the Yale School of Medicine). Representing Jackie and YSM on Steve's senior leadership team is:

- **Carrie Capezzone, Assistant Dean for Finance, YSM**
Business Managers in the School of Medicine continue to report to Jackie's position.

* *NB: Each of the positions above continues to report to the Deputy Provost or Dean as it does currently.*

Exhibit 3

Yale University

Finance & Administration, Business Operations

Department, School, and Other Unit Assignments

<u>Science/ Technology</u>	<u>FAS & Provost's Office</u>	<u>Academic and Other Support</u>	<u>Officers</u>	<u>School of Law</u>	<u>School of Management</u>	<u>School of Medicine</u>
David Gingerella Sr. Director, Business Operations	Julie Grant Sr. Director, Business Operations	OPEN Sr. Director, Business Operations	OPEN Sr. Director, Business Operations	Mark Templeton Associate Dean, Finance & Administration	Diane Palmeri Associate Dean, Finance & Administration and Chief Administrative Officer	Carrie Capezone Assistant Dean, Finance*
FAS	FAS	SCHOOLS	OTHER UNITS	SCHOOLS	SCHOOLS	SCHOOLS
Anthropology Applied Physics Astronomy Biomedical Engineering Chemical Engineering Chemistry Computer Science Ecology & Evol Biology Environmental Studies Electrical Engineering Faculty of Engineering Geology & Geophysics Linguistics M B & B Mathematics Mechanical Engineering Mol, Cell & Dev Biology Physics Psychology Statistics	African American Studies American Studies Classics Comparative Literature East Asian Langs & Lits Economics English Ethics, Politics & Economics Film Studies French German History History of Art Italian Judaic Studies Medieval Studies Music Near East Langs & Civs Philosophy Political Science Religious Studies Renaissance Studies Slavic Langs & Lits Sociology Spanish & Portuguese Special Programs in Humanities Theater Studies Women's, Gender & Sexuality	Architecture Art Divinity Drama Music OTHER UNITS Art Gallery Athletics Berkeley Divinity School British Art Center Collection Musical Instrum Digital Media Ctr for Arts Envir Health & Safety GPSS/GPCY Institute of Sacred Music Jonathan Edwards Papers Library MacMillan Center Norfolk Summer Program Oral Music History Project University Health Services Yale Review	Development Facilities Construction & Renov. Facilities Operations New Haven & State Affairs Finance & Administration Administrative Services Audit Budget Office Business Operations Business Transformation Controller's Office Human Resources ITS Procurement Research Administration SFAS Strategic Planning Workforce Effectiveness General Counsel President's Office Chaplain's Office Investments Secretary AYA Campus Police Office of International Affairs Public Affairs Security Programs	School of Law	School of Management	School of Medicine Epidemiology and Public Health
SCHOOLS Forestry & Environment Nursing	SCHOOLS Graduate School Yale College					
OTHER UNITS Peabody Museum Cooperative Research Machine Shops Marsh Botanical Gardens Post Doctoral Office Sci Shared Serv Branch Science Development Fund Science Stockroom YIBS	OTHER UNITS ISPS Bioethics Center Boswell Papers Conference Services Council of Masters Franklin Papers Globalization Center Institutional Research International Security Studies Koerner Center Lamar Center Language Study Center Office of Int'l Students & Scholars Parliamentary History Project Teacher's Institute Whitney Human Ctr Women Faculty Forum World Fellows Program Yale Summer Session					

Principles:

- Every activity on campus with a business activity has a relationship to a business manager for support.
- Every business manager has a relationship to the Vice President for Finance & Administration.

* Business Managers in YSM continue to report to Jaclyne Boyden, Deputy Dean for F&A, YSM. Carrie represents YSM on the Business Operations leadership team on the Deputy Dean's behalf.

** Agency accounts are handled through the Controller's Office