

**The following note was sent via e-mail to all business managers (lead department administrators) on June 30, 2007 by Stephen Murphy, Associate Vice President for Business Operations.**

Dear Colleagues:

As June and the fiscal year draw to a close I am writing to update you on several items:

Recruiting for the two open Senior Director, Business Operations positions

Over the past two months since the organizational announcement the Business Operations leadership team and I have been focusing substantial time and energy on recruiting for these two important positions. As I mentioned during our meeting at the Omni Hotel we are focusing exclusively on internal candidates, and I am pleased to let you know that the number and quality of applicants has exceeded all expectations. Over twenty-five experienced Yale administrators – each with a host of strengths – applied for the two positions.

We completed the first round of interviews in June, and the second round will conclude in mid-July. We plan to finish the third and final round by early August with the selection and an announcement to follow soon thereafter. I would like to thank all of the candidates who applied. The leadership team and I have been impressed and gratified by the enthusiasm and thoughtfulness of the candidates as well as others who have contacted us with questions or advice about the positions. This pool of candidates gives me full confidence that the Senior Directors will be leaders with the utmost integrity, deep experience, and a demonstrated track record of providing faculty, students, and staff with high quality financial and administrative support.

Year-end close

We all appreciate that the end of the fiscal year is a busy and important time for department and central staff with financial responsibilities. The accuracy and integrity of our financial statements is a core responsibility of business managers, and with this in mind I would like to emphasize that this is one more way in which we are “supporting Yale together.” If during the year-end process you find you need assistance for some reason – an unusual or complex transaction, a seemingly insurmountable volume of work, an unexpected illness or vacancy – please reach out and ask for advice or assistance. If you do need help, please feel free to contact me, a member of my leadership team, central finance offices (Controller’s Office, Budget Office, Purchasing, Accounts Payable, Auditing), regional financial support centers (YSM Financial Operations in the Medical School, Business Support Center in the Provost’s Office, Shared Science Service Branch on Science Hill), or one of your fellow business managers. As you know, one aspect of being a good manager is to realize when you need help and to ask for it.

Meetings with business managers – initial impressions

Over the past two months I have been visiting a large number of business managers with a particular emphasis on those in the new Other Academic & Support and Officer groups. These meetings have reinforced what many have observed previously, namely that Yale is graced with an exceptional group of hard-working, skilled administrators who are deeply committed to the University's research, teaching, and clinical missions. These visits have also reinforced the diversity and complexity of this wonderful place – from Eli the Black Labrador who was an energetic host at the new Campus Police station to the renovation of the Marquand Chapel on the Sterling Divinity Quadrangle to a lively discussion about the need to purchase firearms (!) for a Drama School production.

This diversity is an integral part of a major research university such as Yale. The complexity presents us business managers with real challenges for how we can work together to simplify and standardize processes while respecting and preserving what is truly unique. Simplifying and standardizing work processes is essential for enabling us to eliminate rework, increase the automation and integration of our tool sets, and develop training and career programs that provide administrative staff with better opportunities for growth. These are challenges ahead of us all, and while they will not be easy, the same dedication and enthusiasm I see among business managers is what will allow us to figure out how to do this important work in a way that will be best for Yale. I am excited by these opportunities we have for working together to make needed improvements, and I know from these conversations that you are, too.

#### Initial priorities for Business Operations

On May 20 I wrote to you about five initial priorities (1. “Floater” positions; 2. Roles & responsibilities; 3. Invoice hold workflow; 4. EMS improvements; and 5. Collaborative web site for business managers). We have heard a variety of feedback about the relevance and value of the initiatives, and while discussions continue, several of the initiatives have received enthusiastic support. The Invoice Hold workflow application, intended to speed up the processing and payment of invoices placed on hold, is in production in several pilot departments, and we look forward to the feedback and recommendations of these departments. Progress on this and other priorities will be the subject of future communications.

On a final note, while the end of the fiscal year is a busy time, I hope you will find some time to relax and enjoy your family and friends this summer. Balancing work and personal life is an important responsibility for each of us. You will know best when the appropriate times would be to take vacation given the need to ensure the continuity of services and oversight of your respective operations.

If you have any comments about the above topics, please let me know. Thank you for all your continued leadership in providing high quality support to faculty, students, and staff, and I look forward to seeing you soon.

Steve

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Distribution List: All Business Managers (lead department administrators)  
This list is available online at the Business Operations web site:  
[http://www.yale.edu/fa/businessops/bus\\_mgr\\_directory.html](http://www.yale.edu/fa/businessops/bus_mgr_directory.html)