

Business Services Task Force ASSET Report Executive Summary

- In February 2004, John Pepper and Susan Hockfield created the Business Services Task Force (BSTF) to identify opportunities to:
 - (1) reduce the University's operating deficit;
 - (2) improve the quality of and satisfaction with business services; and
 - (3) strengthen Yale's internal capacity for world-class administration.
- The task force was composed of administrators from both central units and academic departments who collected ideas from faculty, students, other administrators and staff, and vendors – who were “delighted” to be asked for their input. The BSTF gathered more than 600 suggestions through interviews, focus groups, “town hall” sessions, Yale's own www.whynot.net/yale website, asset@yale.edu e-mail and 43-ASSET voicemail.
- BSTF synthesized and prioritized this “customer” and vendor input to develop a customer-driven agenda for dramatic improvement of Yale's business services.
- The next phase of activity will involve a) the dissolution of the BSTF team; and b) the immediate kickoff of several focused project teams to refine, expand, value, test and implement the recommendations of the BSTF.

- The BSTF recommendations include three categories of customer-focused initiatives for immediate kickoff as follows:
 - **Foundation Building:** Build Yale's long-term capacity for quality, efficiency and adaptability of business services over the next 1-5 years by investing in the following areas:
 - ❖ Quality and performance standards and metrics
 - ❖ Labor-management partnership
 - ❖ Staffing and employee selection
 - ❖ Business services delivery (process, structure, systems)
 - ❖ Procurement (including buy-pay)
 - **Strategic Interventions:** Achieve significant service enhancement and/or cost reduction over the next 1-2 years in the following actionable target areas of opportunity:
 - ❖ Sponsored research administration
 - ❖ Campus mail
 - ❖ Financial management, budgeting, reporting
 - ❖ Self-service access (including transaction processing)
 - **Quick Delights:** Undertake immediate action to delight Yale's “customers” and create the requisite momentum for lasting change.
 - ❖ Example opportunities include: launching a “YBay” exchange/auction website; modifying the budget monitoring process; establishing a “Help Desk for Everything”; implementing student late dining/study options; and consolidating existing self-service portals.

- This report is only one small step in an ongoing process of raising expectations, building capacity, and committing to administrative excellence and efficiency at Yale in support of the university's research and teaching mission. Feedback and participation are welcome.

- With the continued leadership of John Pepper, Susan Hockfield, and the entire Officer team, this important change initiative will succeed by:
 - (1) regularly and routinely celebrating Yale's successes to generate momentum;
 - (2) identifying and implementing whole solutions;
 - (3) building buy-in by engaging faculty, students, and staff in areas that will impact them;
 - (4) soliciting feedback from “customers” before, during, and after implementation;
 - and (5) measuring performance to focus resources and ensure continuous improvement.