Dear Colleagues,

Last week I began my new role as Vice President for Finance and Chief Financial Officer for Yale University. I feel honored by the opportunity President Salovey has given me, and I am excited to work with all of you.

A Few Basic Beliefs

As we begin the new academic year, I want to reinforce a few basic beliefs that guide me in our work together – and which I know so many of you share.

- I believe Yale can and does help make the world a better place.
- I believe the work we do is vital and integral to Yale's mission.
- I value and am deeply grateful for each of you and the work you do every day.
- How we treat each other along the way is as important as getting where we want to go. This means acting with integrity and treating each other with dignity and respect.
- We will need to work together to accomplish our goals – focusing on doing the right things, doing things right, and making the extra effort to help each other succeed.
- We will succeed. We will make mistakes and overcome them. We will learn from successes and mistakes alike. That will ensure our ultimate success. Work - like life in general - is not about perfection; it's about doing our best, learning, and growing.
- We need to celebrate and thank each other along the way.

FY16 Goals

I also want to share with you my goals for the year, which I have reviewed with the president, provost, the other officers, and my senior team. The goals are:

1. Maintain operational continuity while freeing up expert resources for strategic goals.
2. Assure financial sustainability and high quality support for decision-making.
3. Improve effectiveness and efficiency of financial services.
4. Transition to Workday administrative software.
5. Develop our people.

Please see the attached document (at the bottom of this message) for additional information on the goals. The work each of you does connects to these goals and to advancing Yale’s mission. I ask that you read the goals and use them to guide discussions with your supervisor – to define your goals for the year and to understand how the work you do is vital to Yale’s mission.
Getting Together

In the spirit of celebrating and thanking each other along the way, you should have received an invitation to a “meet and greet” tomorrow, Wednesday, September 9, 4:00 – 5:30 p.m. in Room 125 at 25 Science Park. Please join me at this informal get together to welcome in the new academic year – take a moment to thank someone for the year just completed, catch up with a colleague after the busy summer, or simply enjoy a few minutes with friends. I hope to see you there.

Thank you for all the work you are doing to support Yale’s mission.

Warm regards,

Stephen C. Murphy

Vice President for Finance and Chief Financial Officer
Yale University

Message attachments

To open an attachment, click on the link. If you have problems opening an attachment, try copying the link and pasting it into your web browser.

:  https://messages.yale.edu/messages/attachments/w3_125751_FY16_Finance_Goals_FINAL.docx