

Dear Colleagues:

I'm writing to provide some important updates regarding our ongoing transition to an integrated, enterprise-wide financial management model, including our next steps as we move into the new year.

- **Finance Staffing Update:** I am pleased to announce the appointment of two highly experienced individuals as Executive Directors of Campus Financial Affairs to the Finance leadership team. Julie Ember (who currently serves as the Director of Financial Affairs for the Styslinger College of Engineering) and Becky Scheeff (who currently serves as Director of Financial Affairs for OTIDE and the Honors College) will assume these roles in early January and will report to Melissa Barnett, AVP for University Budget and Campus Financial Affairs. Julie and Becky will oversee and coordinate financial staff and operations across UA divisions and colleges, and their roles are important additions as we align and strengthen the University's financial operations. Their leadership will be central to supporting a coordinated and effective finance organization. Additional details on their specific areas of responsibility will be shared soon, but please reach out to Melissa Barnett in the interim should you have any related questions.
- **Financial Management Assessment Update:** We are beginning to receive preliminary feedback and information from the interviews, focus groups, and anonymous survey responses gathered by the Segal Group consultants during the assessment phase last month. Thank you to everyone who participated. Your active engagement in this process has been (and will be) essential in helping us understand current strengths, challenges, concerns, and opportunities as we move forward. The consultants are now finalizing their review and analysis, and we anticipate receiving their draft report and recommendations soon.

Our intent is to digest and utilize the information and recommendations from Segal's assessment during January to develop a draft roadmap for UA's transition to an enterprise-wide financial management model and organizational structure and will solicit input and feedback from you, affected finance staff, and other stakeholders across campus on that via a variety of methods throughout February and early March. Your participation in this process will directly inform the final plan, which we anticipate implementing shortly thereafter. I will of course keep you apprised of any adjustments to our planned approach and timeline along the way.

Transparency, communication, and collaboration will continue to be our top priority as we collectively work toward a more integrated and enterprise-wide financial management model for UA. Our goal is to ensure timely communication of relevant information as we move through this process and we are committed to working collaboratively with the campus community as we refine and implement this model, but please do not hesitate to reach out to me at any time should you have any questions or concerns.

Please share this update with your staff and others, as necessary.

Additional information and updates are available on the [Finance Realignment webpage](#) and we encourage you to visit this page regularly as new information becomes available.

Thank you for your ongoing support and partnership in this process and best wishes to you and your loved ones for a happy and relaxing holiday season.

Sincerely,

Dan

**Dan Layzell** | Vice President for Finance and Operations and Treasurer

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