

James S. Walker

Executive Summary

Finance executive with more than 25 years leading large accounting, financial operations, and business services teams in higher education and all key segments of the energy industry. More than 10 years of highly complementary experience leading major finance transformations, including strategy development, implementations of global networks of service centers, and ERP implementations.

Core competency of designing and delivering change in situations of high ambiguity and business and political complexity, with the ultimate outcome of improved finance and business services support to operating organizations.

Work Experience

University of Wisconsin – Madison

2013 – Present

Assistant Dean & Director of Financial Mgmt., Wisconsin School of Business

Chief financial and business services officer for one of the world's leading public schools of business, which annually educates nearly 3,000 undergraduate, MBA, MS, and Ph.D. students in seven academic departments and 13 specialized knowledge centers, and also enrolls more than 2,000 professionals annually in custom executive education programs. Total annual budget of \$65 MM and endowment of \$200 MM.

- Implemented first-ever School-wide unified budget.
- Implemented first-ever comprehensive executive and unit-level financial reporting regime.
- Significantly enhanced client service, transaction processing efficiency and effectiveness, and internal controls.
- Improved financial face of the School to the University and taking leadership role with University finance transformation agenda.

BP

1982 – 2013

Director, Global Business Services Strategy

2010 – 2013

At request of BP CEO, led team with representation from all business segments and functions in a strategic review to rationalize complex mix of regional and business line shared services, outsourcing, and offshoring contracts and arrangements into a single BP organization.

- Conducted extensive external and best practice reviews covering numerous sectors including manufacturing, pharmaceuticals, consumer goods, and financial services. Engaged executive stakeholders and multiple levels of governance.
- Proposed strategy and five-year implementation plan approved in 2011; BP establishing a hybrid model of internal and outsourced centers in a 10,000+ employee global network providing finance & accounting, tax compliance, customer service, procurement, HR operations, and other services to all major BP businesses.
- Launched implementation of Global Business Services strategy through ten work streams.
- Expected benefit to BP of new operating model approaching \$1 B by 2018.

Director, Americas Business Services Transformation 2008 – 2010

Ran program with 25-member team to establish a 500-person, \$75 MM multi-function internal business service center providing finance & accounting, customer service, and procurement support to 10 refining and marketing businesses in the Americas.

- Conducted eight-month location analysis of all major business centers in the Americas to determine optimal location for BP.
- Designed and executed all aspects of service center operation including activity scope, technology platform, HR offer and employee value proposition, office build-out, service management framework and governance arrangement with supported businesses.
- Opened center on time, on budget, and with clean start up.
- Realized 5% process improvement efficiencies year-on-year once center opened.

Transformation Director & Center of Expertise Manager for the Americas 2006 – 2008

Directed one-year project to establish 130-member financial control and accounting center of expertise for Refining & Marketing and corporate functions in the Americas and then ran center for 12 months.

- 25 business units and functions supported; annual operating budget of \$60 MM.
- Responsible for associated services provided onshore and offshore by Accenture and IBM (420 employees).

Commercial Services Manager, Integrated Supply & Trading 2003 – 2006

Managed team of 160 providing back office support to western hemisphere oil trading and supply business.

- Credit, contract management, financial settlements, and inventory management activities supporting all trading books and physical inventory locations.
- Governance role for global installation of SAP software to support financial accounting for trading activities.
- Led transformation effort to revise operating strategy and model and business processes for trading and refining and marketing businesses in North America.

Regional Sales Manager, Midwest Retail Fuels Business Unit 2001 – 2003

Controller, Midwest Retail Fuels Business Unit 1999 – 2001

Manager, Amoco Oil Company SAP Implementation (financial modules) 1996 – 1999

Financial Consultant, Refining Business Group 1995 – 1996

Manager, Financial & Administrative Services – Yorktown, VA Refinery 1990 – 1995

Supervisor, Petroleum Products Supply Accounting 1988 – 1990

Senior Financial Analyst, Upstream Planning & Performance Reporting 1986 – 1988

Accountant, Standard Oil Parent Company & Amoco Production Company 1982 – 1986

Education

1982 BBA - Accounting, Finance, Economics University of Wisconsin – Madison