Yale

OneFinance

Projects & Impacts

March 2026

Program Mission & Key Deliverables

Yale

Risk Assessment
of processes to inform priorities

Standard Operating Procedures (SOPs)
Streamlined, more effective, efficient

Reporting & Analytics
Improved access to data, insights

Compliance & Fraud Monitoring
Increased analysis of high-risk financial processes and data

Changing the Work

Financial Training, Tools, & Resources
Why, How, What – Hard and Soft

Operating Model
Connected, clear, aligned roles, structure

Stronger Culture
Service, Integrity, Insight, Compliance

Building Capability

NORTH STAR

To enable Yale's mission, simplify and standardize financial services in order to make life easier where everyone has a role in building a strong culture of financial integrity, insight and stewardship of Yale resources.

Contents (by One*Finance* Key Deliverable)

Yale

STANDARD OPERATING PROCEDURES (SOPs)

- Financial Review Enhancement (FRE)
- YaleBuys (formerly Integrated Source-to-Pay Platform) – Phase 1

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- **Financial Portfolio Reporting Phase 1 - Discovery (Future AHR/FAB)**

COMPLIANCE MONITORING

- Dashboard Monitoring - Phase 2: Payroll Central and YSM Pilot - Top 3 S2P

FINANCIAL TRAINING PROGRAM

- Financial Training Program

OPERATING MODEL

- Organizational Model
- University Job Family Redesign (JFR)– Finance Workstream

STRONGER CULTURE

- Think Tank

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- Chart of Accounts (COA) Usability - Phase 1
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- Cost Transfer Metric – Phase 3 Dashboard
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- Finance 101 Training – Accounting Basics
- Finance 101 Training – Account Reconciliation
- Finance 101 Training – Workday Security Roles
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- Finance Gateway – Phase 3
- IRS Pension Cap Phase 2 – Implementation
- Labor & Non-Labor Suspense Reports
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- PO Practices & Execution – Phase 1 & 2

APPENDIX – FUTURE APPROVED PROJECTS

Financial Review Enhancement (FRE)

Description

- The FRE Project will assess the current state of Yale's distributed financial processes, focusing first on the Financial Review Checklist (FRC)
- The FRE Project will prioritize FRC-related business processes, perform a gap analysis of those processes, identify areas for improvement with an emphasis on standardization and saving time to complete the FRC.
- The FRE Project will also identify reporting/dashboard opportunities that will help save time to complete the FRC.
- The FRE Project will focus on developing streamlined reporting for the FRC that will help standardize and save time.

What it means for you

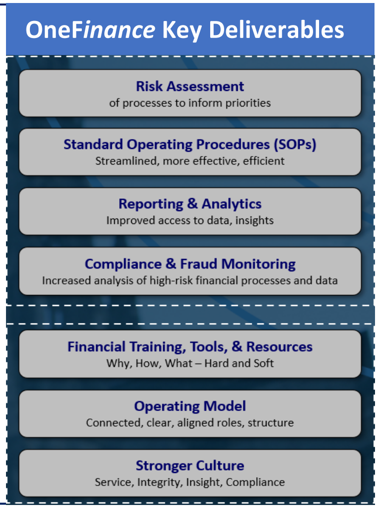
- Create a structure with effective standard procedures, reporting and training to enhance and streamline the way we work. Accomplishing this goal will:
  - Minimize variation in application of process,
  - Gain efficiencies in financial reporting and analysis; and
  - Reduce errors and mitigate financial risk
- New and updated policies, procedures, reports, trainings – to streamline and promote consistency in application of processes.

Milestones

- ✓ FRC Streamlined Reporting (Iteration 1) – FY26
- ✓ New Workday Worksheet for FRC In-progress transactions – June 2025
- ✓ Revisions to Expense Advances Policy 3305, Procedure 3301 PR.02, 3305 PR.01 and new Form 3305 FR.01 – Feb 2025
- ✓ Identify reporting/dashboard opportunities that will help save time – Jan 2025
- ✓ In conjunction with General Accounting, Financial Compliance and Financial Training teams: Account Reconciliation 101 trainings – Jan 2025
- ✓ New Accounting Corrections or Adjustments Procedure – 1101 PR.07 and Forms 1101 FR.03 and FR.04 (in conjunction with COA Usability Project Team) – Sep 2024
- ✓ Revised Procedure 1101 FR.04 – Balance Sheet Ledger Account Reconciliation & Certification – May 2024
- ✓ Assessed top-5 longest FRC steps with an emphasis on saving time
- ✓ Assessed 9 unique end-to-end processes on the FRC
- ✓ Updated Hire business process in Workday to add task for costing allocations step for "temporary/casual (fixed term)" individuals - April 2024
- ✓ Enhanced Report: Payroll Dashboard – April 2024
- ✓ Human Study Participant Remuneration - Custodian Training to support Advances & Spend Authorizations procedure – March 2024
- ✓ Revised procedure 3417 PR.01 (Human Study Participant Remuneration) and developed 5 new complementary forms (3417 FR.01-FR.05) – January 2024
- ✓ Clarified Cost Allocation deadlines on Payroll Schedule website – Aug 2023
- ✓ Enhanced Find Spend Authorizations Report to include Grant End Date – June 2023
- ✓ Provided feedback from subject matter experts that was implemented in Payroll Comparison Interactive report – June 2023

Key Deliverables

- Risk Assessment
- **Standard Operating Procedures (SOPs)**
- **Reporting & Analytics**
- Compliance Monitoring
- Stronger Culture



YaleBuys (formerly Integrated S2P Platform) Phase 2

Description

Yale processes ~$2.5B+ in Source-to-Pay (S2P) transactions annually but does not have an end-end integrated S2P platform solution to manage the S2P services to support these volumes. S2P services include Intake, Supplier Set-up, Supplier Data, Purchasing, Sourcing, Contracts, Accounts Payable, Receiving, Reporting, and Pipeline Tracking.
Today, this work is mostly manual, cumbersome, error-prone, and has limited controls and transparency. The Phase 1 project is developing a recommendation on the best approach to addressing the future state of Yale S2P Procurement. If approved, additional phases will complete discovery, system set-up, pilot, and roll-out.

What it means for you

This is an exploratory phase to build a system that will ultimately:

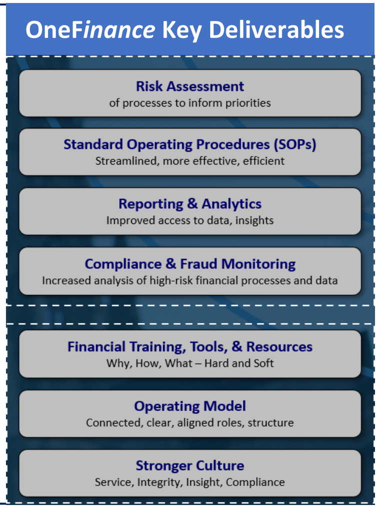
- Improve Purchasing Experience: Reduce pain points and ease Community burdens.
- Process Improvement: Improve transparency, reduce redundancy, simplify the user experience (i.e., reducing the number of clicks).
- Strengthen Internal Controls: Policy and procedures built into workflows, approvals, notifications, reporting, etc.
- Systems Integration: Increased automation and reduced manual handoffs in the process.

Milestones

- ✓ Phase (P)1: Evaluate options, develop recommendation, go forward direction.
- ✓ P1: Planning for all remaining phases, roadmap, schedule and resource plans.
- ✓ P1: Receive final approval to move forward with remaining phases.
- P2: Implementation of a source to pay new platform with a guided buying marketplace, fully digital invoice capture, and requisition to invoice functionality.
- P3: Sourcing and Contract modules.

Key Deliverables

- **Standard Operating Procedures**
- Reporting & Analytics
- Compliance Monitoring
- Financial Training



Financial Portfolio Reporting Phase 1 - Discovery (Future AHR/FAB)

Description

- To explore and document the needs of key university stakeholders, perform benchmarking with other universities, and assess technology possibilities/capabilities to better understand requirements for potential AHR/FAB replacement(s).

What it means for you

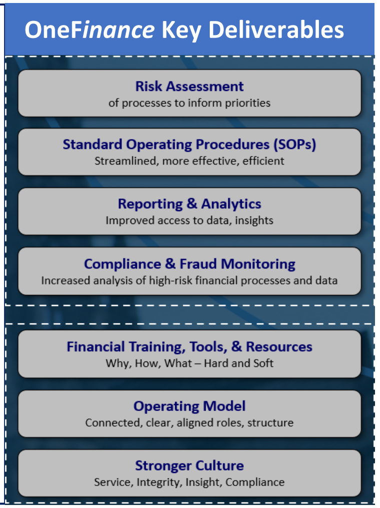
- Schools and units rely heavily on Account Holder Reports (AHR/FAB), but these reports are static, difficult to modify, and limited in flexibility. Our goals include understanding current challenges and reporting needs, and exploring technology possibilities for an AHR/FAB replacement that could provide more timely, flexible, and user-friendly access to financial portfolio information, improve insight for decision-making, and reduce reliance on manual or supplemental reporting.

Milestones

- **Develop and distribute a survey questionnaire** to gather input from key university stakeholders regarding financial portfolio reporting needs.
- **Conduct interviews** with stakeholders to gain deeper insights into current challenges, pain points and requirements for reporting solutions.
- **Perform peer benchmarking** focused on faculty dashboard practices at other universities to identify best practices and improvement opportunities.
- **Engage the Workday Friday Grant User Group** by sharing the survey and collecting feedback to inform future reporting solution requirements.
- **Perform a gap analysis of Yale's current stakeholder portfolio reporting landscape** to determine the optimal approach for building a potential replacement and to identify what would be needed to support its implementation.

Key Deliverables

- **Reporting & Analytics**
    - Improved access to data and insights for financial portfolio reporting
- Documented understanding of stakeholder needs, pain points, and desired future capabilities
- Evaluation of potential reporting approaches and technologies to inform next-phase decisions



Dashboard Monitoring: Gifts Dashboard & Dashboard Download Pilot

Description

The Dashboard Monitoring project will work on building a compliance monitoring infrastructure and establishing strategy and key metrics to mitigate risk within financial processes.

This is a multi-year/phase project with phase 5 focused on the development and deployment of the Gifts Dashboard and the deployment of the Dashboard Download Pilot.

What it means for you

Monitoring activities could result in questions from central finance as the activity is kicked off; such questions are expected to be isolated and will vary over time.

Dashboards will be available to the community in the future.

Milestones

- Gifts Dashboard:
    - Requirements Gathering – In Progress **Feb.**
    - Design Phase - **March**
    - Testing - **April/May**
    - Go-Live: **(end of) June**
    - OCM - Info Sessions & Roadshows: **July/Aug**
- Dashboard Downloads Pilot:
    - Pilot Deployment & Use Case Development: **March – May**
    - Pilot Feedback & Evaluation: **June**
    - Executive Strategy Update & Pilot Close-Out: **June**
    - Finalize Decision and Determine Next Steps: **June**

Key Deliverables

- **Compliance Monitoring**
- Stronger Culture
- Reporting & Analytics

One*Finance* Key Deliverables

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Financial Training Program

Description

Identify and prioritize the development of training that supports the One*Finance* goal of building a strong culture of financial integrity and stewardship of Yale's resources.

What it means for you

Financial Community:
- Consistent, standardized training.
- Establishes a culture of accountability and connectedness.
- Unifies staff in how to think about the subject matter of the training and connects them to the resources that specifically support the subject matter.

Staff:
- Easy to access training and tools designed to support adult learning in a fast-paced, dynamic environment.
- Library of training to support them in their current work and based on their development plans, support building new knowledge and skills.

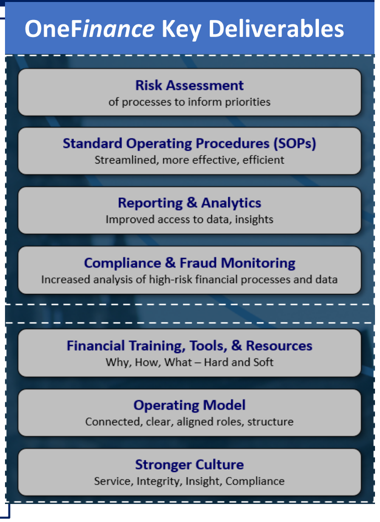
Managers:
- Simplifies the training process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their new hire.

Milestones

- ✓ Needs Assessment (Listening Posts/Interviews) **Fall'22-Spring'23**
- ✓ Launch Phase 1 Finance Foundations Onboarding Program **Nov'23**
- ✓ Launch Finance Foundations Onboarding Program University-Wide **Feb'24**
- ✓ Launch first fundamentals training course: Engaging w/ Policies & Procedures **(Soft Launch Dec'23, Official launch w/ FF2 Feb'24)**
- ✓ Develop, design, and launch of specialized training, including:
  - Creating Expense Reports **(YSM in WDL Pilot 6/23, University-wide 1/24)**
  - Purchase Contracts Part 1 & 2 **(Oct'23)**
  - Custodian Training **(Mar'24)**
  - Wokday Security Roles **(Jan '25)**
  - Account Reconciliation: General Overview & Balance Sheets **(Jan'25)**

Key Deliverables

- **Financial Training**
- Stronger Culture



Organizational Model

Description

The Organizational Model project will clarify the financial management responsibilities of Unit Leaders (Dean, Director, Chair, VP), Finance Functional Leaders, and Lead Administrators to drive a consistent, connected, and cohesive financial management structure across the university.

UL = Unit Leader

FFL = Finance Functional Leader

LA = Lead Administrator

What it means for you

- Emphasizes the importance of everyone's role in building a culture of financial integrity and stewardship.
- Simplifies and standardizes financial oversight of units by clarifying and documenting financial roles and responsibilities.
- Establishes a clear understanding of dual-reporting relationships, financial roles, responsibilities and accountabilities.
- Makes life easier by removing ambiguity in financial roles and responsibilities
- Creates a more unified finance function campus-wide.

Milestones

✓ Phase 1 – Exploratory phase for Design & Approval phase – 12/31/2024 [COMPLETE]

✓ Phase 2 – Completing New Policy and Developing Learning Collateral Materials – Oct 30, 2025 [COMPLETE]

June 9, 2025 – Policy Review Committee meeting for Org Model Policy 1102 completed.

July 2025 (YSM and Central Campus)

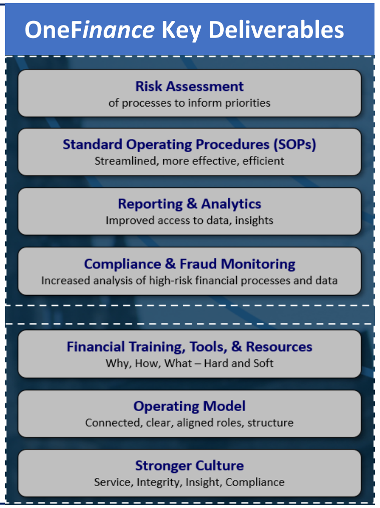
October 2025 - Delegation Letter process improvements and implementation

--Phase 3 – Implementation (in progress) [Nov. 2025-Aug. 2026]

- Onboarding development, Change Management, Success Metrics, UL/LA/FFL listing maintenance, Attestation process management, Financial Authority Delegation management, form/document sweep for related Policy 1102 impacts.
- Attestation changes in WD may require warranty period for changes by FSS into Aug. 2026

Key Deliverables

- **Operating Model**
  - **New Policy**
- Stronger Culture



University Job Family Redesign (JFR) - Finance Workstream

Description

Yale's JFR university initiative will establish a foundation for work at Yale that sustains the university as a Workplace of Choice for staff, attracting and retaining the best people to help support the university's mission and achieve organizational objectives.

The JFR Finance Workstream is part of both the JFR university and OneFinance Initiatives:

- The JFR Finance Workstream is partnering with the JFR Initiative to support the objectives of the overall JFR university Initiative.
- The JFR Finance Workstream will also support additional goals of the One*Finance* Initiative, such as building a more unified and connected finance function campus-wide.

What it means for you

Select benefits of the JFR Initiative include (non-exhaustive):

- A logical, consistent job structure and refreshed job profiles that support professional development and provide greater transparency and clarity into roles.
- An outstanding employee journey, including a career navigator and greater insight into opportunities and expectations/requirements to help staff achieve their career goals.

In addition to supporting the overall JFR Initiative, the Finance Workstream will also support One*Finance*'s goal of building a more unified and connected finance function campus-wide by enabling activities such as communications targeting all positions performing Financial work campus-wide.

Milestones

Phase 2: FY25

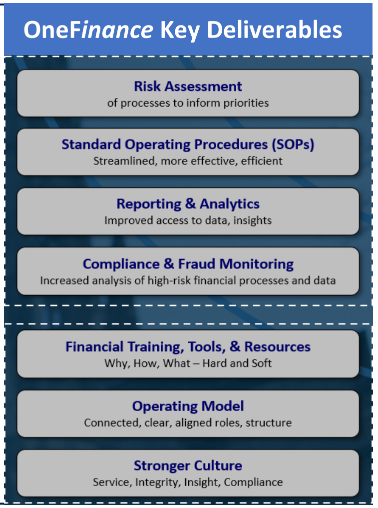
- ❑ Maintain list of positions performing Financial work
- ❑ Review current state job catalog for the Finance family to understand applicability to future state
- ❑ Develop M&P job profiles for the Finance family based on analysis and JFR Initiative design guidelines

Phase 1: FY24

- ✓ Identified list of all positions performing Financial work campus-wide
- ✓ Developed preliminary list of job subfamilies performing Financial work

Key Deliverables

- Primary deliverables for the JFR Finance Workstream are Operating Model and Stronger Culture.
- The JFR Finance Workstream will also indirectly support efforts related to Financial Training Program.



Think Tank

Description

Comprised of 94 members across the university community, the Think Tank, working with the program team, will provide valuable insights to help inform the initiative's work.

What it means for you

Allows for more in-depth community engagement on an ongoing basis and an opportunity to participate in developing solutions.

Milestones

- Ongoing Think Tank participation in providing valuable insights to help inform the initiative's work.
- Refreshing and expanding membership to include subject matter experts in grant compliance and other financial processes.

Key Deliverables

- Stronger Culture

One*Finance* Key Deliverables

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Yale

Appendix: Completed Projects

AP Supplier Onboarding and Management Phase 1 - 4

Description

Our current supplier processes are slow, inefficient, full of re-work, and rely too heavily on department business offices to resolve issues between the supplier and central finance. Additionally, we have fallen behind our peer institutions in this area as most are using some type of third-party solution. To address this need, Yale is purchasing software to automate our Supplier onboarding and management processes.

- Phase 1: Evaluated various products and developed the business case and recommendation, which was approved by the One Finance Sponsor Team.
- Phase 2 (current project): Will develop and ratify the detailed processes and requirements needed in a new system, and the change management plan. Contracting will be completed in this phase.
- Phases 3 & 4: Will implement, pilot, and roll-out the platform university-wide.

What it means for you

- Reduces the amount of time DBO's are involved
- Simplifies onboarding for suppliers, including international suppliers
- Eliminates defects
- Tightens and adds fraud prevention controls
- Provides status transparency
- Improves onboarding cycle time
- Enhances Supplier Data
- Drive check payments to electronic payment types

Milestones

✓ Phase (P)1: Investigate and recommend a solution, receive approval.

✓ P2: Develop the detailed business processes and complete contracts.

✓ P3: Implement the system and run an early adoption pilot.
  - ✓ Configure new portal.
  - ✓ Integrated portal with Workday.
  - ✓ Develop training and change management.
  - ✓ Conduct early adoption pilot; June FY25-July FY26
  - ✓ Prepare to roll portal out to Community; July FY26

✓ P4: Implementation to Community and transition to steady state; Sept FY26

Key Deliverables

- **Standard Operating Procedures**
- Reporting & Analytics
- Compliance Monitoring
- Financial Training

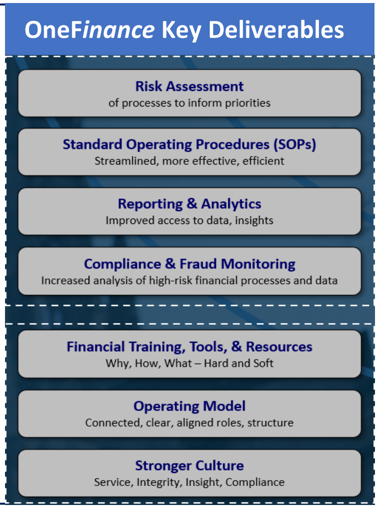


Chart of Accounts (COA) Usability – Phase 1

Description

This project will explore options both inside and outside of Workday to address the following concerns around the ability to use incorrect combinations of valid COA segments:

- Too easy to make mistakes/data entry errors
- When incorrect combinations of valid segments are used, it is difficult to find the errors in a timely fashion.

Phase 1 of the project includes benchmarking with peer institutions, outreach to the distributed business offices via the Think Tank and brainstorming with central process owners.

What it means for you

The focus for Phase 1 is on exploring options and deciding on a plan to implement. Implementation will be Phase 2.

The team aims to provide a solution that allows users to:

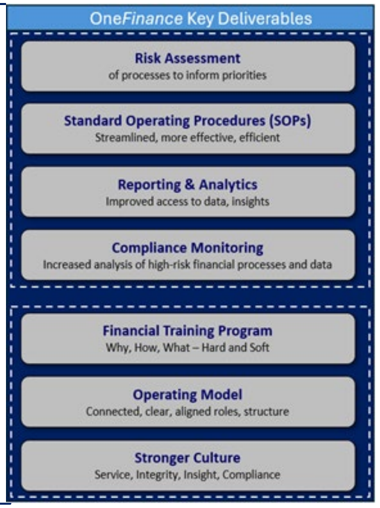
- Have more accurate data entry for the “core COA” (Cost Center, Grant/Gift/YD, Program, Project, Assignee)
- Capture the expected COA combinations for their unit
- More easily identify exceptions to the expected COA combinations for their unit

Milestones

- ✓ Complete peer benchmarking
- ✓ Complete Think Tank sessions
- ✓ Determine next steps
- ✓ Implementation recommendations presented to Finance and Business Operations leadership (based on an inventory of options and evaluation of feasibility by central process owners).
- ✓ Approval of plan forward by leadership
- ✓ Project request form for Phase 2 (including full documentation of requirements)

Key Deliverables

- **Standard Operating Procedures**
- Stronger Culture



Confidential Payroll: WD Time & Absence

Description

Paid time off (PTO), sick time, and max PTO for confidential employees are manually tracked in an Excel file by confidential payroll employees outside the Intuit and Workday system and therefore prone to error as this is based on the ‘honor system’ without a process in place to verify employees are accurately tracking their time.

What it means for you

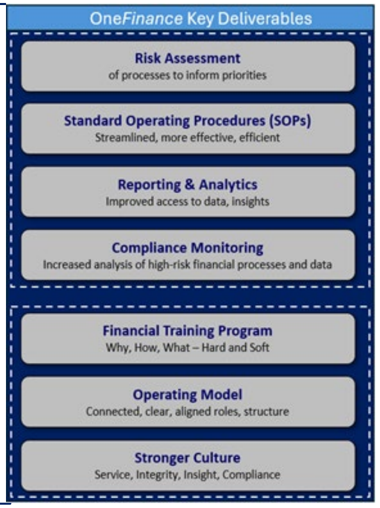
- The user or their delegate will track PTO in WD, eliminating manual tracking of PTO, sick time, and max PTO for M&P employees on confidential pay.
- All employees time and attendance will be consistently tracked and obtainable through WD.
- Users will have on-demand access to their current PTO balances.

Milestones

✓ Communication plan complete
- Successful June 1 Go-live
- Two post go live change management workshops held June 2024
- Onboarded Confidential employees to Workday Time & Attendance Module
- Collected and loaded baseline data (Jan – April 2024)
- Successful Testing of WD Time & Absence for Confidential Payroll employees (Feb - April 2024)
- Workday Time & Absence launched in June 2024

Key Deliverables

- Standard Operating Procedures



Cost Transfer Metric - Phase 2 Policy and BP updates

Description

The Cost Transfer Phase 2 project will simplify and clarify the Cost Transfer policy, update related Workday processes, reason codes, and questionnaire, and consolidate the review process to the SPFA compliance team, resulting in enhanced efficiencies and compliance, strengthening controls, decrease in audit findings, and minimizing potential funding losses.

- Update 1305 Cost Transfer Policy, procedures, guides, and forms.
- Engage with the business community to review policy/procedure updates.
- Enhance Workday Configuration to include Business Process routing rules, reason codes, change reasons, and questionnaire.
- Transactions in scope: Accounting Adjustments, Accounting Journals, and Payroll Accounting Adjustments.
- Evaluate the impact on existing functional reports and make updates as needed.

What it means for you

Supports the One*Finance* North Star by ***making life easier*** for the user by:

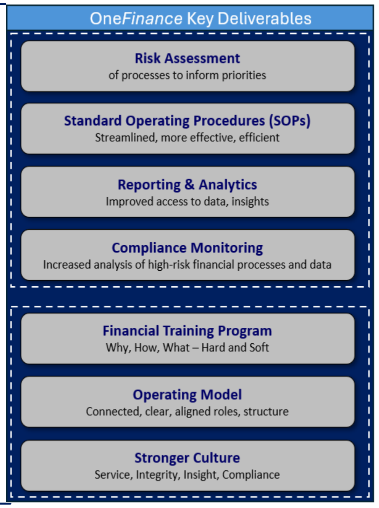
- Clarifying the existing policy and procedures will help users understand why and when cost transfers are done and how they are being identified.
- Enhancing the partnership between the Department Business Offices and SPFA. Consolidating the review and approval process within SPFA will help identify Cost Transfers earlier in the process. The use of Send Back rather than Deny by SPFA will eliminate rework and save time by eliminating the need to recreate the cost transfer.
- Enhancing transparency and accountability by capturing more data elements on the questionnaire, allowing for informal training opportunities, remediation planning, proactive reporting, and audit readiness.

Milestones

- ✓ January 2024: Roadshows
- ✓ January – March 2024: Communications Distribution
- ✓ January 24, 2024: Go Live
- ✓ February 2024: Information Sessions

Key Deliverables

- **Compliance Monitoring**
- Standard Operating Procedures



Cost Transfer Metric - Phase 3 Dashboard

Description

The Cost Transfer Phase 2 project has now allowed more transparency and accountability by capturing more data elements on the questionnaire allowing for proactive reporting that we will be delivering as a dashboard to the community in Phase 3.

What it means for you

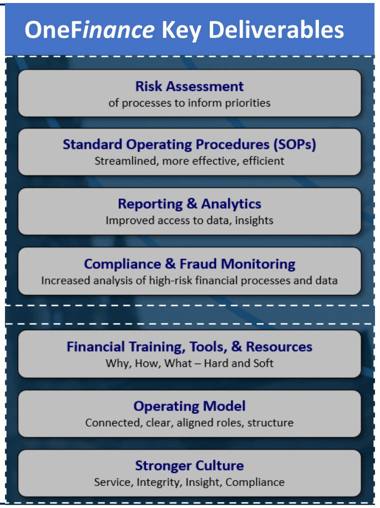
- Establishes compliance monitoring, metrics, and reporting.
- Establishes a framework and best practices on how to monitor and follow-up on data.
- Makes information readily available to inform various levels of leadership
- Promotes change management awareness with appropriate communications and effective training
- Encourages compliance by establishing standard risk-based reporting mechanisms
- Provides a Cost Transfer Dashboard to the community that allows visibility of cost transfer volumes.
  - PAAs
  - Accounting Adjustments
  - Manual Adjustments

Milestones

- February 2024: Project Kick-off
- Mar-Sept – Road Shows
- May 2025: Go Live

Key Deliverables

- **Compliance Monitoring**
- Standard Operating Procedures



Expense Management Process Improvement Phases 1A, 1B

Description

Goal: The Expense Management Process (EMP) Improvement project will improve Yale's expense management processes.
Objectives:
Capture end-to-end expense report processes.
Simplify and streamline process for better user experience and oversight.
Identify improvements to fraud prevention and detection.
Strengthen control measures and enhance Policies /Procedures.
Ensure effective implementation and sustainability of new processes and controls.

Phase 1: Split into parts A and B. A: Discovery phase with recommendations, B: Select policy procedure changes with change management.
Phase 2 will implement changes if P1 approval is received.

What it means for you

- Simplify the user experience
- Modernize policies and procedures
- Improve transparency
- Reduce defects and cycle times.
- Tighten fraud prevention and controls.
- Enhance data and reporting

Milestones

- ✓ P1A: Complete discovery, develop recommendations, present for approval.
- ✓ P1B: Select policy and procedure revisions with change management.
- P2: Implementation of P1A recommendations (on hold).

Key Deliverables

- Standard Operating Procedures
- Reporting & Analytics
- Compliance Monitoring
- Financial Training

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Finance Foundations - Phase 2

Description

Develop and implement an onboarding program (Finance Foundations) for new hires in the Finance organization.

Course Catalog

What it means for you

Financial Community:

- Increased awareness of internal controls requirements and compliance. Consistent, standardized welcome and expectations setting across the university.
- Establishes a culture of accountability and connectedness.

Staff:

- The program supports new hires in feeling more connected to the larger organization. This connection is not only to the finance work one encounters in their department or specific role but creates a larger context so that you can see how you fit into finance at Yale.

Managers:

- Simplifies the onboarding process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their new hire.

Milestones

✓ Publish targeted (Email to LA/OM) and broad-based (Business Update) announcements to introduce the program to the finance community. **2/15/24**

✓ Program University-Wide Launch: Available on WDL. **2/29/24**

✓ Road show @ Lead Admin meeting & Central/Med School Operations meetings. **March '24 meetings.**

Key Deliverables

- **Financial Training**
- Stronger Culture

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Finance 101 Training – Accounting Basics

Description

Finance 101 Training is a suite of training courses and tools that provides staff in finance-related and supporting roles fundamental knowledge required to navigate their day-to-day work successfully.

Training Goal: Develop an eLearning that trains finance staff on the foundational principles of accounting. The course will focus on providing a high-level overview of basic accounting concepts and how they are used at Yale.

What it means for you

Financial Community:

- Consistent, standardized training
- Establish a culture of accountability and connectedness
- Unifies staff on how to think about the training topic and connects them to the resources that specifically support the topic.

Staff:

- Introductory level training to support applying fundamental concepts in finance-related topic areas to your day-to-day work in finance at Yale.
- Easy to access training and tools designed to support adult learning in a fast-paced, dynamic environment.
- Library of training to support them in their current work and, based on their development plans, support building new knowledge and skills.

Managers:

- Simplifies the training process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their staff.

Milestones

✓ Community facing milestones = March 2025 when the training is implemented. (Announced in Business Update – April 16, 2025)

Key Deliverables

- **Financial Training**
- Stronger Culture

One*Finance* Key Deliverables

Risk Assessment
of processes to inform priorities

Standard Operating Procedures (SOPs)
Streamlined, more effective, efficient

Reporting & Analytics
Improved access to data, insights

Compliance & Fraud Monitoring
Increased analysis of high-risk financial processes and data

Financial Training, Tools, & Resources
Why, How, What – Hard and Soft

Operating Model
Connected, clear, aligned roles, structure

Stronger Culture
Service, Integrity, Insight, Compliance

Finance 101 Training – Account Reconciliation

Description

Finance 101 Training is a suite of training courses and tools that provides staff in finance-related and supporting roles fundamental knowledge required to navigate their day-to-day work successfully.

Training goal: Develop an eLearning that addresses general ledger reconciliations.

- Terminal objective: Equip learners with the knowledge and skills necessary to perform effective monthly general ledger reconciliations on balance sheets and USP revenue ledgers, ensuring an effective internal control environment within Yale.

What it means for you

Financial Community:

- Consistent, standardized training.
- Establishes a culture of accountability and connectedness.
- Unifies staff on how to think about the subject matter of the training and connects them to the resources that specifically support the subject matter.

Staff:

- Introductory level training to support applying fundamental concepts in finance-related topic areas to your day-to-day work in finance at Yale.
- Easy to access training and tools designed to support adult learning in a fast-paced, dynamic environment.
- Library of training to support them in their current work and, based on their development plans, support building new knowledge and skills.

Managers:

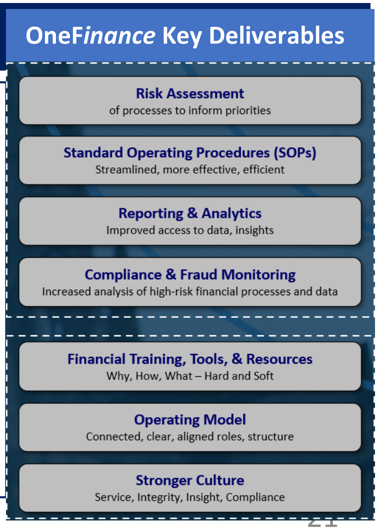
- Simplifies the training process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their staff.

Milestones

✓ Community facing milestones = June 2025 when the training is fully implemented.

Key Deliverables

- **Financial Training**
- Stronger Culture



Finance 101 Training – Workday Security Roles

Description

Finance 101 Training is a suite of training courses and tools that provides staff in finance-related and supporting roles fundamental knowledge required to navigate their day-to-day work successfully.

Training goal: Develop an eLearning that addresses Workday role assignment.

- Terminal objective: Equip learners with the knowledge and skills necessary to effectively assign roles within Workday Financials and understand the significance of role assignment in granting and restricting access.

What it means for you

Financial Community:

- Consistent, standardized training.
- Establishes a culture of accountability and connectedness.
- Unifies staff on how to think about the subject matter of the training and connects them to the resources that specifically support the subject matter.

Staff:

- Introductory level training to support applying fundamental concepts in finance-related topic areas to your day-to-day work in finance at Yale.
- Easy to access training and tools designed to support adult learning in a fast-paced, dynamic environment.
- Library of training to support them in their current work and, based on their development plans, support building new knowledge and skills.

Managers:

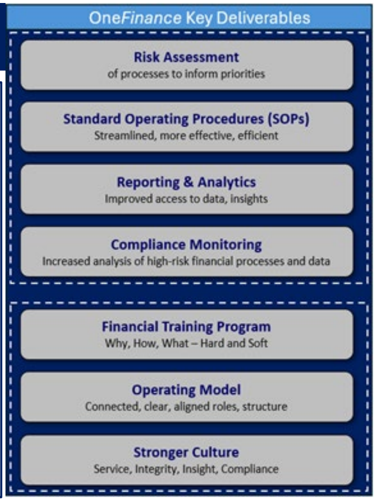
- Simplifies the training process. Rather than expend time/resources to build training content, managers can focus on coaching & development of their staff.

Milestones

✓ Community facing milestones = January 2025 when the training is implemented.

Key Deliverables

- **Financial Training**
- Stronger Culture



Financial Gateway Phase II

Description

This multi-stage project will create an easily navigated “Gateway” that re-organizes and re-presents financial resources in a subject-matter and process-based manner instead of the current office-owning presentation.

Financial Gateway Phase II – Project intended to inventory existing financial resources (e.g., policies, procedures, forms, guides, trainings, job-aides, etc.), identify and implement improvement opportunities and needs for incremental resources, and redesign the online presentation and navigation of these resources in a manner that is process- and service-oriented, with a goal of driving a better user experience and more consistency in practice. Phase I focused on the inventorying and opportunity identification. Phase II will focus on planning, developing governance and presentation redesign. Phase III will focus on implementation.

What it means for you

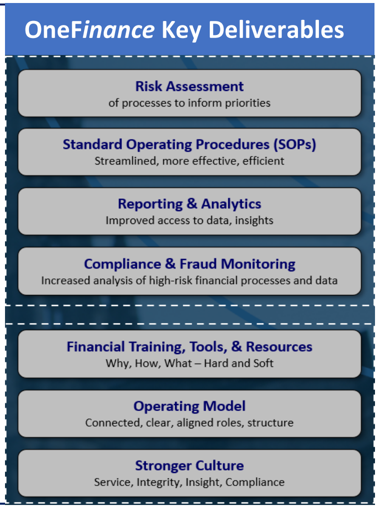
The output of the project will likely not be visible to users in the community until Phase III – Implementation. Once implemented, users will be able to access content via a Financial Gateway. The end product will provide a web-based solution with robust search capability enabling easy, intuitive access for users to quickly find information needed to do their jobs.

Milestones

- Phase I - Inventorying and opportunity identification (December 2023 – July 2024)
- **Phase II – Planning, developing governance and presentation redesign (August 2024 – March 2025)**
  - Engaged Think Tank volunteers in focus groups in October/November.
  - Continuing to engage Think Tank volunteers and Central Process Owners to refine the navigation and design.
  - Engaging Central Process Owners to ensure published content is updated, as necessary.
  - Decommissioning over 300 finance pages that are outdated or no longer needed.
- Phase III – Implementation (planned April 2025 – December 2025)

Key Deliverables

Stronger Culture



Financial Gateway Phase III

Description

This multi-stage project created an easily navigated "Gateway" that re-organized and re-presented financial resources in a subject-matter and process-based manner instead of an office-owning presentation. The overall, three-phase project inventoried financial resources (e.g., policies, procedures, forms, guides, trainings, job-aides, etc.), identified and implemented improvement opportunities and needs for incremental resources, and redesigned the online presentation and navigation of these resources in a manner that is process- and service-oriented, with a goal of driving a better user experience and more consistency in practice.

Financial Gateway Phase III – Phase III began with the lead-up to website go-live, which occurred on August 13, 2025. The remainder of Phase III focused on post-implementation analysis and refinement, the development of governance, and the transitioning to operationalization. Phase I focused on the inventorying and opportunity identification. Phase II focused on brainstorming, planning, and presentation redesign.

What it means for you

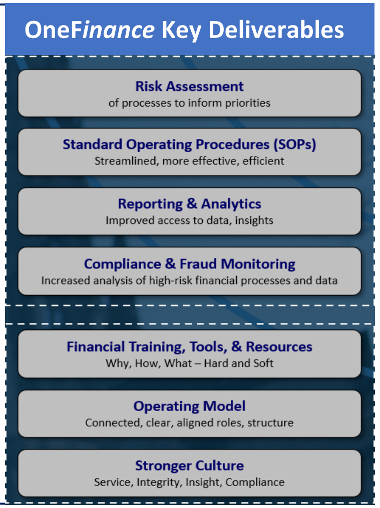
Since website go-live on August 13, 2025, users can access financial resources that are organized more intuitively by service, making it easier to quickly find information needed to do their jobs. The improved Financial Resources section also includes an AI-powered Finance Chatbot that provides high-quality, self-service answers to finance questions across a wide range of topics.

Milestones

- Phase I - Inventorying and opportunity identification (December 2023 – July 2024)
- Phase II – Planning, developing governance and presentation redesign (August 2024 – March 2025)
- **Phase III – Implementation (April 2025 – December 2025)**
  - Financial Resources section of It's Your Yale - Go-live August 13th
  - Continued to engage Think Tank volunteers to refine the navigation and design .
    This included:
    - Testing of the Finance section
    - Soliciting feedback on refinements and enhancements
  - Distributed a series of awareness communications and announcements
  - Conducted roadshows, information sessions, and office hours
  - Developed governance to ensure ongoing maintenance and continuous improvement.

Key Deliverables

Stronger Culture



IRS Pension Cap Phase 2: Implementation

Description

The goal is to use systematic tools in Workday to significantly decrease the risk of charging grants for more than the NIH Salary Cap. The IRS Pension Cap Phase 2: Implementation is a prerequisite to NIH Salary Over the cap functionality being turned on in Workday.

Centralization of the IRS Pension Cap Rebate calculation under the Central Controller’s Office.

What it means for you

- Simplify, streamline and standardize the process through centralization
- Rebate will be calculated centrally, reducing the burden on DBOs to manually calculate and code salary that is over the pension cap in YBT and Workday
- Reduce errors and payroll accounting adjustment volume
- Shift focus to being compliant with NIH Salary Cap costing

Milestones

FY24: 7/1/24 go-live

✓ October - Change management efforts will begin to socialize the change

•YBT will keep “old” format for FY25 budget (Note: FY25 budget will not align with FY25 actuals)

•Departments can start removing pension cap costing worktag for costing allocations impacting FY25 payroll after FY25 budgeting is complete

FY25:

July - Departments will finalize removing pension cap costing treatment worktag for FY25+ costing

July - Workday will charge full fringe on all base salaries.

December - Q2 Projections in YBT will shift to new method

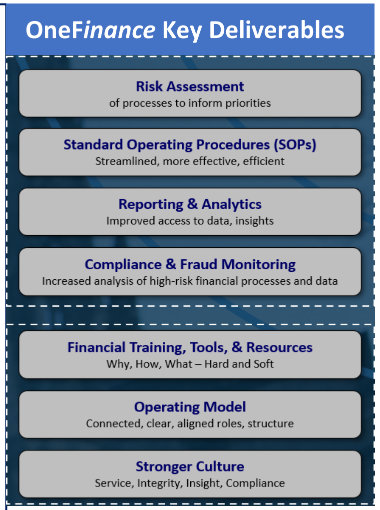
January – FY26 budget in YBT will shift to new method

FY26

Budget and Actuals will be in alignment again as both YBT and Workday will be under new method.

Key Deliverables

- **Compliance Monitoring**
- Standard Operating Procedures



Labor and Non-Labor Suspense Reports Phase 1 & 2

Description

Building new report that will help departments execute Financial Review Checklist (FRC) Monthly Step #5, Review Labor and Non-Labor Transactions in Suspense.

What it means for you

The new report will combine two reports (Labor Suspense Review – Yale; and Non-Labor Suspense Review – Yale) into one report, simplifying and streamlining the process of reviewing labor and non-labor suspense.

Milestones

✓ New Report: Suspense Balances Review – Yale – April 2024

Key Deliverables

- Reporting and Analytics

One*Finance* Key Deliverables

Risk Assessment
of processes to inform priorities

Standard Operating Procedures (SOPs)
Streamlined, more effective, efficient

Reporting & Analytics
Improved access to data, insights

Compliance Monitoring
Increased analysis of high-risk financial processes and data

Financial Training Program
Why, How, What – Hard and Soft

Operating Model
Connected, clear, aligned roles, structure

Stronger Culture
Service, Integrity, Insight, Compliance

NIH Salary Over the Cap Phase 3: Discovery

Description

The goal is to use systematic tools in Workday to significantly decrease the risk of charging grants for more than the NIH salary cap. The NIH Salary Cap Phase 3 – Discovery is a prerequisite to NIH Salary Over the Cap functionality being turned on in Workday. We will be documenting the current state business process, pain points, future state business process, and requirements and testing.

What it means for you

This project does not affect the community until Phase 4 – implementation

Supports the One*Finance* North Star by making life easier for the user by:

- Simplifying and streamlining the process
- Reducing the burden on DBOs
- Reducing errors
- Complying with NIH Salary Cap costing

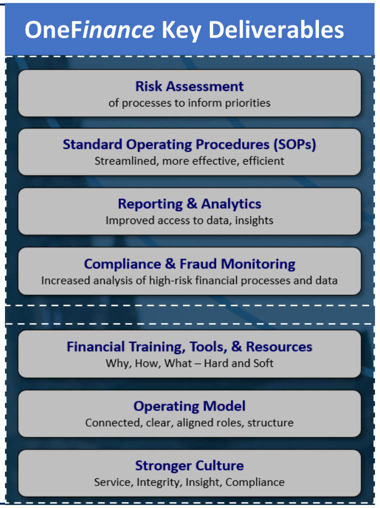
SPFA will understand the effect of turning on the Salary Over the Cap Functionality in Workday in a new environment.

Milestones

- Document current state, pain points, and future state business processes
- Document requirements
- Testing in a new environment

Key Deliverables

Standard Operating Procedures



PO Practices & Execution Phases 1 & 2

Description

The Purchase Order (PO) Practices and Execution Project created a comprehensive PO procedure to define best practices for executing and managing POs, clarifying roles and responsibilities throughout the PO lifecycle, to improve adherence to Yale's purchasing policies and procedures. Phase 1 developed and released 3201 PR.01. Phase 2 is the current project and includes all change management activities to socialize the new procedure.

The Purchase Order (PO) Management Dashboards and Reports Project simplified and improved the availability and format of our existing PO data by producing new user-friendly reports and dashboards for PO management by the business units.

What it means for you

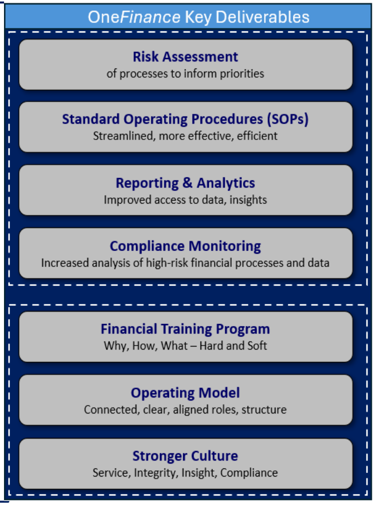
- An up-to-date, clear, simplified, and comprehensive Purchase Order (PO) procedure to define and guide users through end-to-end PO processes; eliminating re-work, saving time, and ensuring the timely receipt of purchases.
  - Quick Reference Guide for PO Processing
  - FAQs
  - Tip Sheet to navigate PO Dashboard
- New dashboard and reports for simplified tracking and monitoring of POs.

Milestones

- ✓ 7/19/23 Phase 1: Published revised 3201 PR.01
- ✓ 10/11/23 Phase 2: 3201 PR.01 Quick Reference Guide available
- ✓ 10/1723 Phase 2: New Workday PO Dashboard and Reports published
- ✓ 11/1-11/16/23 Live Information Sessions held on 3201 PR.01 and PO Dashboard and Reports
- ✓ 1/3/24 Information Session Recording and Presentation published
- ✓ 3/13/24 3201 PR.01 Frequently Asked Questions (FAQs) & PO Dashboard and Reports Navigation Tip Sheet

Key Deliverables

- **Standard Operating Procedures**
- Reporting & Analytics
- Financial Training



Appendix:
Future Approved Projects

Future Approved Projects

Yale