



# OneFinance Strategic Initiative

## EXECUTIVE SUMMARY

### OneFinance 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.

#### PROGRAM GOALS

- Connecting:** Build a more unified finance function campus-wide
- Simplifying:** Simplify and standardize financial processes, supported by better reporting and analytics
- Monitoring:** Implement central monitoring (data, site visits) for quality and controls
- Training:** Train and develop financial professionals campus-wide
- Culture:** Strengthen a culture of integrity and accountability among faculty and staff

#### KEY DELIVERABLES

- Risk Assessment & Management**  
of financial processes to inform priorities
- Standard Operating Procedures (SOPs)**  
Streamlined, more effective, efficient
- Reporting & Analytics**  
Improved access to data, insights
- Compliance Monitoring & Fraud Prevention**  
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

#### BENEFITS

- Enhances institutional reputation
- Strengthen ability to attract and recruit high quality talent
- Improves financial stewardship and compliance
- Establishes expectations to hold people accountable
- Facilitates your work; reduces barriers to achieve your expectations; informs your decisions
- Positively impacts your ability to do research, educate and provide service and confidence in financial management
- Protects and supports you in how you get your job done and in doing the right thing; a positive work environment

#### PROGRAM TEAM

##### Program Sponsors

Stephen Murphy  
Prita Patel  
Shannon Smith

##### Finance Executive Strategy Group

##### (OneFinance Advisory Body)

Stephen Murphy  
Prita Patel  
Shannon Smith  
Joseph Crosby  
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##### Program Leads

Steve Gentile  
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##### Program Manager

Dana Lipnickas

##### Project Managers

Stephanie Avallone  
Andrew Baker  
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Paul Harkins  
Sandy McDonald  
Chris Watkins

##### Change Management

Kelly Caviston  
Matt Flood  
Rosa Genovesi

##### Process Improvement & Enablement

Joy Ebanks-Frederick