Yale
Committed to improving the world through outstanding research, scholarship, education, preservation, and practice

Resource the Mission
• Financial Integrity & Planning
• Human Capability & Capital
• Campus Development
• Prioritization & Resource Allocation

Build an Effective Operating Model
• Core Process Simplification & Integration
• Robust and Nimble 24/7 Capability
• Continuous Improvement
• Sustainability

Be a Workplace of Choice
• Recruitment
• Training & Development
• Benefit Design
• Diversity, Equity, Inclusion & Belonging

Action Orientation + Curiosity + Commitment + Integrity + Teamwork & Trust
Three major efforts
• OneFinance
• Recruiting
• Learning

Which share these features
• Cross-functional in nature with impact to multiple business units
• Highly complex, with a high level of risk and a need to drive new behaviors
• Require capabilities beyond what is available in the business units themselves
Two of three major efforts enable our DEIB strategy

- Recruiting
- Learning

Additional prioritized DEIB initiatives

- Procurement
- Metrics & Reporting
Yale
Operations—new ways of working to facilitate effective cross-functional delivery

Focus
• OneFinance
• Recruiting
• Learning

New Methodologies
• Agile
• Test & learn
• Dedicated staffing

Enhanced Support
• Program management
• Process Improvement
• Organizational Change Management