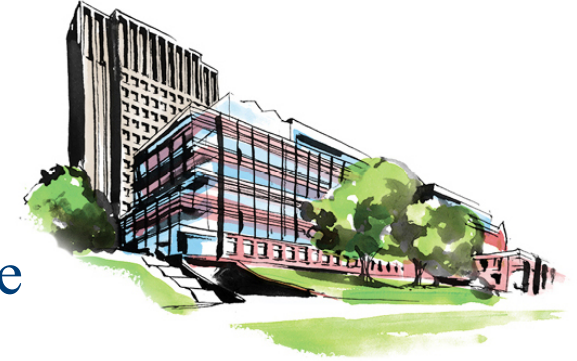


UNIVERSITY  
MISSION

# Yale

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



OPERATIONS  
STRATEGY

## 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

OPERATIONS  
VALUES

Action Orientation + Curiosity + Commitment + Integrity + Teamwork & Trust

# Yale

## Operations—Current Initiatives



### 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

# Yale

Operations–Diversity, Equity, Inclusion and Belonging (DEIB) initiatives



Two of three major efforts enable our DEIB strategy

- Recruiting
- Learning

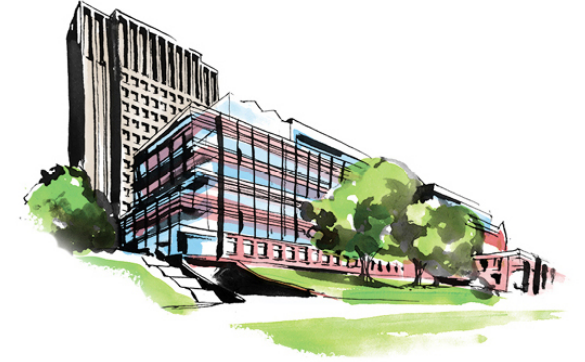
Additional prioritized DEIB initiatives

- Procurement
- Metrics & Reporting

NEW  
CAPABILITY

# Yale

Operations—new ways of working to facilitate effective cross-functional delivery



NEW  
APPROACH

## Focus

- OneFinance
- Recruiting
- Learning

## New Methodologies

- Agile
- Test & learn
- Dedicated staffing

## Enhanced Support

- Program management
- Process Improvement
- Organizational Change Management