

This week we kicked off Yale Next, the transformation program that the Corporation approved last month. The teams are largely in place and expect to be in full gear on our detailed design of new systems and processes by January.

As the level of program activity increases significantly in the days and weeks ahead, we anticipate that staff will have more interest in and questions about what we're doing and why—even if the program doesn't impact them immediately and / or directly.

As a result, we're sharing this Leader Update to capture some key messages that will help you to address the questions your employees may ask you.

Please note that...

- No *Leader Update* can equip you to answer all of the questions employees might ask. Submit the questions you would like help answering to fa.comm@yale.edu.
- Another resource is the [deck from the October Management Team meeting](#). More details to come as we move from detailed planning to execution.

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The transformation supports our guiding principles.

- Our guiding principles commit us to provide the finest services to the finest university in the world: managing our resources more effectively, simplifying our business processes, making Yale an easier place to work, and encouraging and embracing new ideas and approaches.
- To make our guiding principles a reality, we have to operate differently day-to-day, and we have to transform the way we deliver service to the University.
- Last month, the Yale Corporation committed full support, approval, and funding for us to make major transformational changes with a primary focus on improvements in sponsored research administration, finance, procurement, and human resources.
- What is Yale Next all about? In a few words...

Yale Next Goal

- Faculty-centric
- Services that work: Help when you need it—self service when you want it
- Accessible, timely, accurate information: Compliance made easy
- Staff as valued partners

We've assembled the initial team.

We have put together a highly capable team of Yale employees (many who are committed full time) to support the transformation. How did we select them? Many volunteered; we recruited others. Beyond capability, we also looked for people who are passionate and excited about making things happen. We also took into account how a

prospective team member's participation in the program would impact their existing team. Will there be other opportunities to participate? Yes, in a variety of ways. If you'd like to learn more or "raise your hand," please contact John Jibilian at john.jibilian@yale.edu.

When you start out on a long journey, it's important to invest the time up front to carefully map out how you're going to get to where you're going.

Toward that end, we have completed a high-level roadmap and started the detailed plans for a 4 ½ year journey required for the transformation program to be successful. We handed out the roadmap at the Management Team Meeting on October 24th. It is also included in the deck that is referenced above. This is a very ambitious program and requires a significant amount of effort and work from all of us.

We're taking steps to help ensure our success.

The transformation effort won't be easy. But we have, or are well on our way to putting in place, important elements to ensure our success. These include: a coherent, well-planned strategy; the right ownership, engagement, and commitment from the Corporation and faculty; the right people; a means to ensure broad engagement and participation across the University and the right consulting assistance to support us.

We're committed to engagement *and* speed.

We believe they are not mutually exclusive if we do it right. We will provide structured opportunities for people to weigh in **AND** use those insights to make informed, timely decisions about the best way to proceed. Part of our work is ensuring a process for engagement that enables us to move quickly and reduces problems and the time it takes to do things down the line.

Who's who?

With recent changes, it might be challenging to keep the new nomenclature straight.

- **Finance and Business Operations** is the new name of Shauna King's organization.
- **Human Resources and Administration** is the new name of Mike Peel's organization.
- For now, we are referring to "administrative services" as the broad group of people that manage the business of Yale (for which Shauna, Mike, and others have responsibility).