

The right model will enable a more agile institution.

Alignment will mean that all of CSU will be speaking the same language and walking in the same direction.

Enterprise



- Owned within an enterprise team
- Sets strategy and direction for teams who may execute
- Accountable for outcomes for capability

Co-Facilitated



- Shared between enterprise and localized teams
- Work activities are collaborative
- Accountability can vary between enterprise and localized teams for outcomes for a capability

Localized



- Owned locally, often due to knowledge living within college / division
- Accountable for outcomes for capability
- Enterprise sets strategy, supplies templates and guidance



Higher Ed Finance Logical Operating Model (1/2)

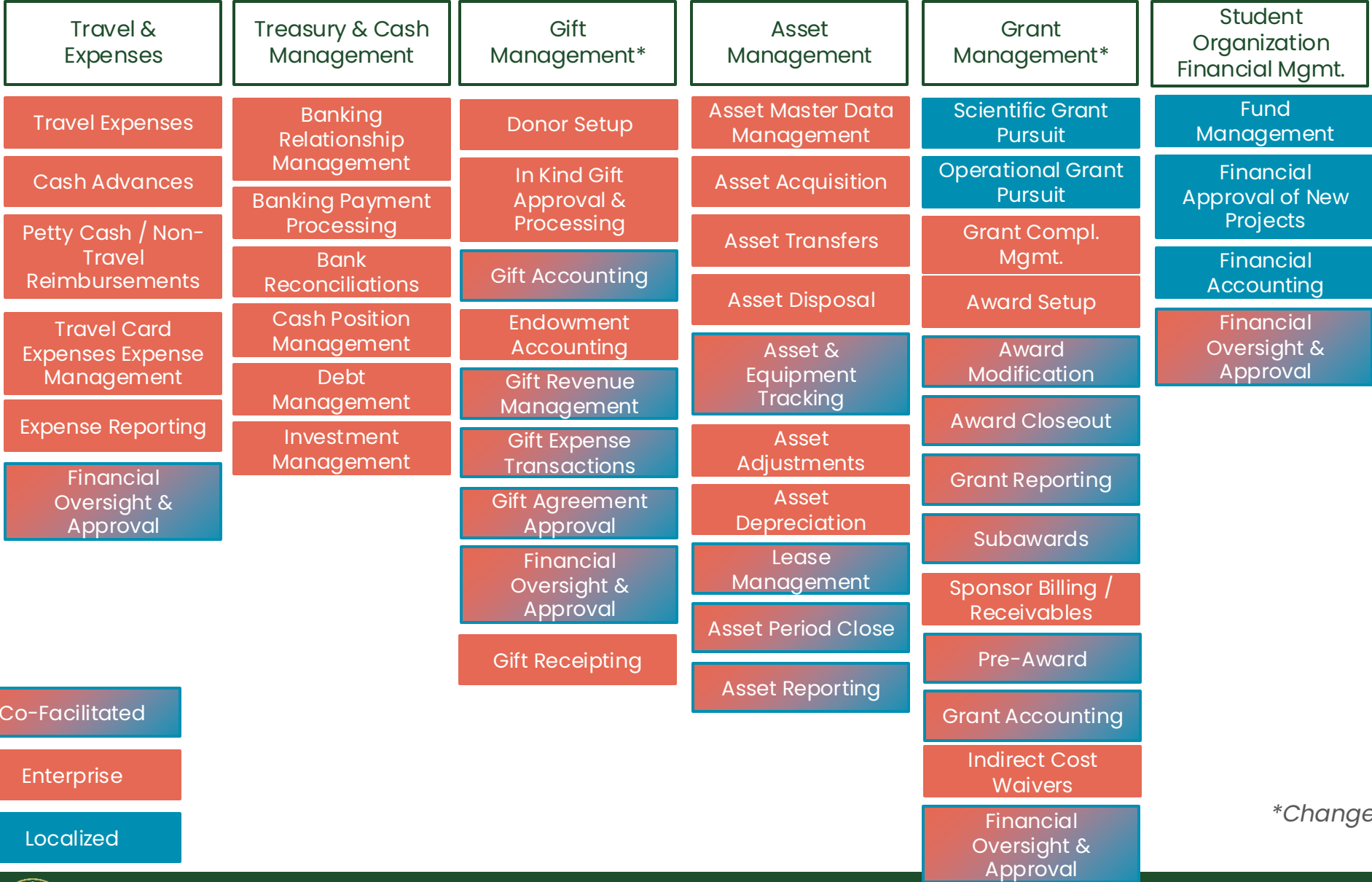
Financial Strategy & Governance	Budgeting, Planning & Forecasting	General Ledger	Accounts Receivable & Collections	Procurement	Capital Projects	Tax Accounting & Auditing	Accounts Payable
Financial Strategy	Scenario Planning	General Ledger Management	Customer Data Management	Strategic Sourcing	Capital Planning	Tax Administration	Supplier Master Data Mgmt.
Financial Policy & Compliance	Target Setting	Fund Management	Customer Contract Mgmt.	Catalog Management	Capital Project Management	Tax Accounting	Invoice Receipt & Processing
Financial Governance	Budget Development	Journal Entry Processing	Customer Billing	Category Management	Project Reporting	Tax Processing	Payment Processing
Financial Process Improvement	Budget Adjustments	Month & Year End Close	Deposits & Payment Application	Supplier/Vendor Management	Financial Strategy Oversight & Approval	Tax Auditing – Internal	Refund Management
Fin. Perf. Metrics & Analytics	Budget Oversight & Approval	General Ledger Reconciliation	Collection Processing	Requisition to PO		Tax Auditing – External Authority	AP Reconciliation & Period Close
	Budget Reconciliation	Financial Accounting	Customer Inquiry & Dispute Mgmt.	Goods / Service Delivery & Receipt		Tax Reporting	AP Reporting
	Forecasting Multi-Year	Financial Statements	Accounts Receivable Reconciliation	Change Order & Returns			
	Budget Reporting	GL Reporting	Revenue Accounting	Financial Oversight & Approval			
	Compensation Planning	Financial Oversight & Approval	Accounts Receivable Reporting	P-Card Expenses Expense Management			
			Accounts Receivable Reporting				Financial Oversight & Approval
			Financial Oversight & Approval				

Co-Facilitated

Enterprise

Localized

Higher Ed Finance Logical Operating Model (2/2)



- Co-Facilitated
- Enterprise
- Localized

*Changes may occur to L3s due to ongoing conversations to define the work