



**COLORADO STATE  
UNIVERSITY**

# **University Administrative Alignment of Human Resources & Finance:** *Open Forum*

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August 14, 2025

# Refresher on Why Administrative Alignment

- ❑ **Modernize and streamline operations** by introducing leading financial and HR strategies that improve efficiency and service delivery.
- ❑ **Ensure long-term sustainability and alignment** by responsibly managing resources and workforce planning in support of institutional priorities.
- ❑ **Foster inclusive operational excellence** through collaborative decision-making and proactive change management that engages stakeholders and prepares for future transitions.

## What We Heard



**Needed to partner with an independent, neutral third-party business consultant that has expertise working with large complex universities**



**We needed fresh-eyes about our challenges and opportunities**



**Needing staff augmentation so campus can continue budget load, Workday and year-end projects**



# Project Objectives

Over the eight weeks, we will co-create a clear strategy and vision for HR and Finance.

## Program Objective

Create a bold, unified vision — framed by clear design guardrails and a common language — that engages key stakeholders and fosters early buy-in and commitment.

## Target Outcomes

### Unified Vision

We will co-create a vision that outlines a future-state model for HR and Finance that is scalable, efficient, and aligned with CSU's institutional goals.

### Well-Versed and Decision-Ready Stakeholders

We will equip leaders and advisors with the knowledge and tools to make informed, timely decisions about future-state operations.

### Operating Model Blueprints for HR & Finance

We will define building blocks and roles for HR and Finance functions to clarify accountability and ownership to enable CSU to achieve their institutional goals.



# Our Understanding of Goals and Objectives

## Why We Are Doing This:

- Need for **Standardization**.
- Strengthen **Collaborative Ways of Working**
- Create **Unified Standards**
- **Scaling** for impact
- **Expand Career Pathways**
- Unlock **Collective Knowledge**

## What We Hope to Achieve:

- **Protect and advance** the academic enterprise
- Foster **Career Growth and Mobility**
- **Enhance Efficiency**
- **Streamline Operations for Impact**
- Shift from **Reactive to Strategic**

# Now & Next



## Current State & Blueprint

- ✓ Set Future State North Star
- ✓ Case for Change
- ✓ Future state blueprint

1



## Detailed Design

- Design organizational structure
- Design process and detail for how services are delivered

2

3

- Preparation of enabling technology, governance, and transition plan
- Assess design, ensure alignment



## Integration

4

- Shift reporting lines and design and staff roles
- Institute change management
- Build and implement new ways of working



## Implementation



# Facilitation Ways of Working

To ensure a smooth, inclusive, and respectful conversation during our open forum, please follow these facilitation guidelines:

- 1. Open Menti:** Go to Menti.com and enter code 3121 5685, or scan the QR code
- 2. Reflect on the Prompted Topics:** Individually, reflect and respond to all three questions in the Menti
  - What have **you heard** regarding the HR & Finance Alignment?
  - Tell us what is **going well** in HR and Finance functions today?
  - Where are the current **pain points** that you experience in HR/Finance today?
  - What are your **concerns** regarding this Alignment?
  - Open questions you have
- 3. Respectful Engagement:** Please keep your contributions concise and on-topic. Allow others space to contribute and avoid speaking over one another. Be respectful of differing perspectives.



Menti.com  
code 3121 5685



# Website Updates

Changes to the alignment website are now live, with updated messaging, timeline, and the feedback survey

**Goals and Objectives (1/5)**

**Why We Are Doing This:**

- Lack of Standardization:** Processes are inconsistent across and within units, with no centralized ownership or training for standard systems.
- Decentralized Autonomy:** Units prioritize independence over consistent, transparent financial and HR practices.
- Inconsistent Standards:** Financial reporting, training, and reconciliations lack uniform university-wide guidelines.
- Scalability Issues:** Central systems and processes do not effectively scale or integrate with campus needs.
- Limited Career Growth:** Small teams offer few advancement opportunities.
- Knowledge Silos:** Heavy reliance on individual expertise, institutional memory, with insufficient onboarding, knowledge sharing, and accountability.

**What We Will Achieve:**

- Protect and advance the high-quality operations** teaching, research, and student success.
- Foster Career Growth** and development for skill development and organization.
- Enhance Service Quality** and student success.

**Governance Structure (1/5)**

**Process**

**January – June 2025**  
Designating Reporting Lines\*

By July 1, 2025, each college and VP division will designate finance and HR leads who will have direct reporting lines to the offices of the VPUO and VPHR while continuing a strong, strategic relationship with their unit leadership. No budget shifts will occur at this time.

**July 2025 – June 2026**  
College/Division Internal Organization

Over the course of FY2026 (July 1, 2025 – June 30, 2026), each college and VP division will complete a Current State Assessment to structure organizational terms and conditions and administrative processes.

**Current Phase Outcome**

**Current State Assessment**

**Goal:** Conduct a comprehensive analysis of data and stakeholder input to validate and present a clear understanding of the current state of administrative alignment.

**Why it Matters:**

- Provides a clear view into where critical capabilities are misaligned or need support
- Uncovers insights into decision-making processes and governance to reveal inefficiencies
- Allows stakeholders to share experiences and supports a foundation for Blueprinting

**Feedback Survey Hosted on Website (5/5)**

**Feedback Form Survey Questions**

**Section 1: Context (Optional)**

- Name (Optional)
- Division / College / Department (Optional)
- Role at CSU (Optional dropdown or short answer) e.g., Faculty, Staff, Administrator, Other

**Section 2: Sentiment & Understanding**

- How would you describe your current sentiment toward the Administrative Alignment initiative? (Likert)
- How well do you understand the goals of the Administrative Alignment initiative? (Likert)

**Section 3: Open Feedback**

- What outcomes do you hope CSU will achieve through this alignment? (Open-ended)
- What concerns, if any, do you have about the alignment? (Open-ended)
- What would help build your confidence in future changes? (Open-ended)
- Do you have any additional feedback or questions? (Open-ended)

**Executive Sponsors include:**

- Eric Ray, VP of HR
- Brendan Hanlon, VP for Univ. Ops and CFO
- Dr. Carolyn Lawrence-Dill, Dean, College of Agricultural Sciences
- Julie Weber, Strategic Adviser

Advisory Group includes members of Central and Campus based units.

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