Future State Core Design Principles

Alignment does not mean identical outcomes for HR and Finance. HR and Finance may arrive at different organizational designs based on their distinct work, systems, and current maturity. This variation is expected and appropriate. What will remain consistent is the decision-making approach, the standards applied, and the commitment to shared principles.

Alignment & Governance

A coordinated approach across academic and administrative units supports the university mission through clear decision-making, shared principles, and transparent governance, while respecting the distinct needs and expertise of different units.

Organizational Clarity & Workforce Design

Clear roles, responsibilities, and decision pathways help people to understand expectations, make informed decisions, and contribute effectively to their work.

Service Delivery & Partnership

Services are shaped around the needs of staff and faculty, emphasizing reliability, accessibility, and strong partnerships built on trust and collaboration.

Standardization, Technology, & Operational Effectiveness

Tools, technology, and shared ways of working are used to reduce unnecessary friction, support compliance, and make everyday tasks easier to navigate.

Data, Improvement, & Change Capability

Decisions and improvements are guided by reliable data and feedback to support thoughtful change and long-term sustainability.

HR Design Principles

Theme	HR Principles
1: Alignment & Governance	**One CSU Collaboration and Engagement Model:** We will protect and advance the CSU mission by fostering a unified approach across administrative and academic units to support collaboration, resource sharing, and active engagement.
	Clarify governance and decision rights: We will build an HR model where decision authority is clearly defined, enabling transparency, accountability and fast, consistent decisions.
2: Organizational Clarity & Workforce Design	**Create clarity and enable growth through aligned reporting structures:** We will design clear reporting structures (HR resources will report to HR resources) to support consistent practices, clear ownership, and ongoing professional/career development.
	Remove unnecessary complexity: We will manage HR work strategically, minimizing unnecessary complexity and strengthening HR alignment to enable efficient handoffs and streamlined processes across the institution.
	Optimize organizational structure for clarity and empowerment: We will design structures that reduce unnecessary complexity and ensure managers have the capacity to lead effectively. This approach will streamline decision-making, strengthen accountability, and enable managers to focus on coaching, development, and delivering value rather than navigating overly complicated hierarchies.
	Future-proof workforce design: Structure HR models around the tasks and outcomes that need to be achieved while embedding succession planning and cross-training to ensure resilience.
3: Service Delivery & Partnership	**Deliver consistent, customer-focused services:** We will align HR processes to ensure reliability, scalability, and accessibility. Our design will prioritize ease of use and responsive support to meet faculty, staff, and leadership needs while maintaining a high standard of service.
4: Standardization, Technology & Operational Effectiveness	**Digital-first, self-service by default:** We will prioritize intuitive digital experiences and self-service for routine needs, ensuring guided escalation for complex scenarios—meeting people where they are with the right tools and support.
5: Data, Improvement & Change Capability	**Integrate continuous improvement and feedback loops:** We will listen, learn, and act on insights to remove friction and enhance outcomes. We will set clear service standards and SLAs and engage with customers to gather feedback, monitor quality, and recommend improvements to processes and delivery.

FIN Design Principles

Theme	Finance Principles (1/2)
1: Alignment & Governance	**Operate as One CSU through collaboration and engagement:** We will protect and advance the academic mission by fostering a unified approach across administrative and academic units to support collaboration, resource sharing, and active engagement.
	Clear decision rights and accountability: Define who owns decisions and financial risk at enterprise and unit levels to avoid ambiguity and ensure timely, informed choices aligned with institutional priorities.
	Balanced governance with central standards and local voice: Governance structures should ensure consistent financial practices with specific decision rights for policy, platform, process, and funding decisions, including escalation paths while giving units meaningful input into decisions.
2: Organizational Clarity & Workforce Design	**Optimize operating model & procedures for clarity and empowerment:** We will design structures that reduce unnecessary complexity and ensure managers have the capacity to lead effectively. This approach will streamline decision-making, strengthen accountability, and enable managers to focus on coaching, development, and delivering value rather than navigating overly complicated hierarchies.
	Career pathways, mobility, and professional growth: The finance organization should provide clear, structured career paths and meaningful growth opportunities for both existing and new employees, supported by robust manager training that holds leaders to defined standards and prepares them to take on expanded managerial responsibilities.
	Cross-training and institutional resilience: Employees should be trained across Finance capabilities to build redundancy and operational flexibility.
	Role specialization with flexibility: Create specialized roles for strategic finance (e.g., planning, analysis) while maintaining flexibility for transactional support through shared services or automation.
	Supportive team culture: Foster collaboration, trust, and knowledge-sharing across finance teams to create a culture that focuses on the well-being and success of our people.

FIN Design Principles

Theme	Finance Principles (2/2)
3: Service Delivery & Partnership	**Service excellence and responsiveness:** The finance organization should deliver high-quality, timely, and reliable services to all campus stakeholders paired with efficient processes and controls.
	Customer-centricity and partnership: Finance must be a collaborative partner that supports academic, administrative, and research missions.
	Embedded business partnering: Position Finance professionals as trusted advisors within colleges and units, enabling collaborative planning and aligning financial decisions with academic and student success goals.
4: Standardization, Technology & Operational Effectiveness	**Technology-enabled workflows and automation:** Modern tools and systems should reduce manual work and support scalable, accurate financial operations.
	Consistent, standardized processes across the institution: Finance work should be performed consistently and uniformly across the institution with documented enterprise standards and measured adherence (e.g., audit, KPIs, etc.).
	Compliance by design: Compliance should be embedded into workflows and tools rather than achieved through manual oversight.
5: Data, Improvement & Change Capability	**Culture of continuous improvement and innovation:** Build structured change management practices, skills and mindsets within Finance to embrace process improvement, technology adoption, and innovation to enhance service delivery and institutional impact.
	Transparency, data-driven management, and continuous improvement: Decisions and financial performance evaluation should rely on transparent & available data, metrics, and ongoing refinement.
	Data governance and financial insights: Establish strong data governance and analytics capabilities to provide actionable insights for academic and administrative leaders, supporting evidence-based decisions.
	Integrated planning and forecasting: Adopt integrated planning processes that link strategic priorities with budgeting, forecasting, and performance analytics to enable proactive financial management and resource allocation.