Controller’s Unit
Organizational Alignment

Basic Principles
Core Changes
Timelines
Controller’s Unit
Organizational Alignment

• The higher education landscape puts pressure on universities to increase service, optimize technology, improve accuracy, balance risk, and better organize business processes.

• This need is reflected in the DFA Framework for Success projects and in SP 4.0’s call to integrate and simplify technology systems, data practices and policies to increase our organizational agility.

• The Controller’s Unit (CU) is using the Administrative Partnership Model (APM) as a basis for our future state organizational structure, which focuses on administrative partnerships with the goal of maximizing the value of business processes and services.
Administrative Partnership Model

Local units
(i.e., the “customers”)—faculty, staff, and students within schools and departments that initiate administrative requests and/or perform administrative work locally

Business center
(e.g., administrative business center, administrative business office, and service center)—an office for routine, high-volume transactions and service-oriented help desk support; supports high-quality service provisions from the initial request through completion by effective end-to-end workflow, and tracking and measuring key metrics such as turn-around times, accuracy, and customer satisfaction

Business partners
(e.g., representatives from human resources, finance, research administration, and IT)—specialized professionals working in local units

Centers of expertise
(e.g., central HR and university budget office)—university-wide support for policy, compliance, and highly complex/specialized activities across administrative areas
Controller’s Unit
Future State Vision

Vertical:
- Functional Leadership
- Business Process
- KPI/Metrics
- Resource Allocation

Horizontal:
- Mission Accountability
- Client Interface
- Financial Stewardship
- Decision Support

Local Units
- College/Unit A
- College/Unit B
- College/Unit C

Business Partners
- Financial Strategic Services (FSS)
  - Internal Reporting
  - Budgeting
  - Accounting
  - Financial Analysis
  - Research Administration (Pre-Award, Grant Accounting, Post-Award)
  - Specialized Buying

Business Services
- Business Services
- Student Billing
- Billing for goods & services (Fee Book)
- Payroll

Vendor Payments & Statistics
- Vendor Payments & Statistics
- Travel & Expense
- Accounts Payable
- ePro

Treasury
- Treasury
- Debt Management
- Cash Management
- Depository Services
- Merchant Services
- Banking relationships and supplier check writing

Financial Accounting & Reporting
- Financial Accounting & Reporting
- External Reporting
- University-Wide Analysis
- Accounting
- Tax Office
- Fiscal Policy Office
- Audit Coordination
- Property Control
- F&A Rate

Cross-functional team dedicated to supporting unit. Functional staff are under common leadership for business policy and process to support high-quality service from initial request through completion. Highly effective end-to-end workflow, tracking, and measurement of KPI’s.
## Controller’s Unit Administrative Partnership Model

### Associate VP for Financial & Controller (Heidi Sann)

#### Financial Strategic Services
- Financial Strategic Services – Colleges (Tom Fenske, Director)
- Financial Strategic Services – Student Affairs (Erica Dodson, Associate Director)
- Financial Strategic Services – Administration (TBD, Associate Director)

#### Centers of Expertise
- Treasury (Heather Hesano)
- Financial Accounting & Reporting (Mark Fryman)

#### CU Operations and Service Centers
- Accounts Payable (Alex Sims)
- Travel (Alex Sims)
- Accounts Receivable (Lissa Perrone)
- Payroll (Lissa Perrone)
- Student Billing (Lissa Perrone)
Transformation Strategy

**Strategic Objectives**
- APM Goals
- DFA KPIs
- CU Org Alignment Objectives

**People**
- Attract develop & retain excellent & diverse people
- Develop subject matter expertise; clear & transparent communication; cross training & career pathing
- Provide professional development pathways for unit staff

**Operational Excellence**
- Create systems & procedures that support stakeholder success & achieve competitive advantage for university
- Continuously improve processes; Use tech to meet customer's needs; Use metrics to measure performance & deliver value
- Clarify roles & responsibilities under common leadership

**Financial Sustainability**
- Manage resources for the maximum benefit of stakeholders
- Meet annual budget targets; Provide services at a competitive cost
- Address capacity & budgetary constraints

**Risk**
- Manage compliance, financial & reputational risks
- Create better data visibility; Provide better process quality
- Enhance the control environment thru standardizing policies & procedures & a balanced approach to risk
CU Organizational Alignment
Milestones & Next Steps

https://fa.oregonstate.edu/controllers-unit-organizational-alignment/controllers-unit-organizational-alignment-milestones-and-next-steps

- **Spring 2021**: Share Future State vision
- **Summer 2021**: Roadshow w/stakeholders
- **Fall 2021**: In-Corporate feedback into Future State
- **Winter 2022**: Finalize leadership position assignments
- **Spring 2022**: Define Financial Strategic Services: Financial Strategic Partners (FSP) & Financial Services Managers (FSM)
- **April-May 2022**: Resource allocation plan, transition planning, scheduling timelines
- **June-Summer 2022**: Stakeholder engagement
Current Payroll Structure

- Associate Director, Payroll (Steve)
- Manager, Accounting & Compliance (Sue)
- HRIS Team
  - Banner Processing (Traci)
  - EmpCenter Processing (Kristi)
  - Customer Service Specialist (vacant)
- Central - Specialists
  - Classified/Temps (Morgan)
  - Students/GAs (Emily)
  - Unclassified (Jerie)
- BC Facing Services - Generalists
  - Garnishments, ‘bridge’ (Melissa)
- FSS Management
  - HSBC
  - FOBC
  - AMBC
  - ASBC

- UABC (Jennifer)
- BEBC (Natalia)
- AABC (Alan)
Next Step Payroll Structure
Future Payroll Structure

Payroll Manager

Operations & Systems TEAM
Accounting & Compliance TEAM
Payroll Services TEAM

Academic/Research
Auxiliaries
Unclassified
Classified & Temps
Administration
Students & GAs
For more information and updates please visit the Controller’s website

https://fa.oregonstate.edu/controllers-unit-organizational-alignment
Payroll Topic: Fiscal Year-End Close

Sue Hall
Payroll Accounting & Compliance Manager
Payroll Fiscal Year-End Close

- Extra payroll posting June 9th
- Mid-month posting June 16th
- Removing payroll encumbrances June 18th
- Zero sequence posting June 24th
- No July encumbrance posting
- PHAREDS reopens June 27th and closes noon on June 30th
- Final posting June 30th
Payroll Fiscal Year-End Close

- No period 14 for payroll - any redistributions processed after June 30th will post in FY23, period 1
- FY HRIS roll is July 5th
  - No update access to NBAJOBS on July 5th until roll is complete but view access available.
  - No new positions can be set up between July 1st and July 5th.
- PHAREDS will not be open until July 26th after July zero sequence payroll is posted and August 1st encumbrances are established.