**Utah System of Higher Education**

**Leadership Messaging**

**Communication for Presidents**

*Subject: Announcement: USHE Shared Service Study*

Dear USHE Presidents,

The state legislature tasked the Board of Higher Education to study the structures of Human Resources, Finance & Accounting, Information Technology, and Procurement Services to identify opportunities for increased shared service operations, improved service delivery and professional development, and enhanced capacity to support our mission, faculty, staff, and students. To support the initiative, the Board is partnering with Huron Consulting Group, a firm with expertise in higher education and experience working with many peer institutions.

The results of this study will include a set of recommendations and related analysis that will help USHE leadership and governance groups best assess potential shared services opportunities across the System. The success of this study will require significant engagement with campus stakeholders as well as consistency in messaging from institutional and System leadership. As part of this effort, Huron will engage stakeholders across USHE in a variety of different ways, including interviews, workgroups, surveys, and other forms of information gathering.

The most significant of these activities will be a web-based survey that asks participants to provide information on what activities they spend their time on over a given year. We know that administrative and support activities are distributed at all levels of our organizations. This survey, therefore, has a wide scope to capture the best and most accurate information. It will be disseminated to thousands of staff members across the System. This survey, and the Study as a whole, is **not** intended to measure or be associated with an individual’s job performance or ability to complete their job duties efficiently and effectively. The results from this exercise will be combined with other quantitative and qualitative analyses to make recommendations related to shared services, processes, and technology. The results of this survey will, however, be invaluable to USHE’s ability to understand how our organization currently performs key administrative functions and how we can adapt and improve in the current environment. The target participation rate for the survey is 90% to 95%, which will require your help in making this a priority on your campuses. The results of the survey will be provided to institution leaders.

We ask that you work with your communities to ensure that staff members not only participate in these efforts but that they understand the reasons for this work. With the recent merger and the ongoing pandemic, it is critical that USHE be proactive in identifying opportunities to work collaboratively and increase our ability to focus on our most critical mission, our students.

We ask that you share this message and its sentiments with your Cabinet and executive leadership. While many of these members have already been engaged in this effort, it is essential that we foster transparency and cooperation as we move forward with this work. USHE leadership and the Huron team will be in touch as additional communications and next steps are finalized. Thank you as always for your partnership and we look forward to the next steps in this effort.

Best,

Dr. David R. Woolstenhulme

Commissioner