

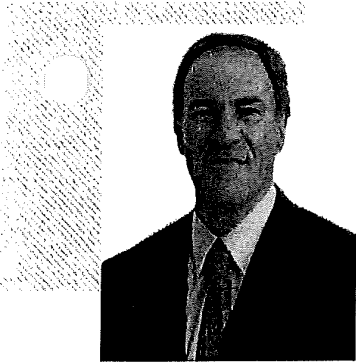


**USF Board of Trustees  
Consolidation, Accreditation & Preeminence Committee  
May 22, 2018**

*Trustees:* Harold Mullis, Chair, Stephanie Goforth, John Ramil, Byron Shinn  
*Staff Liaisons:* Cindy Visot, Gerard Solis, Mark Walsh

**A G E N D A**

- |             |   |                     |
|-------------|---|---------------------|
| <b>I.</b>   | <b>Call to Order and Comments</b>                                     | Chair Harold Mullis |
| <b>II.</b>  | <b>New Business – Information Item</b>                                |                     |
|             | 1. <a href="#">Huron Consultant</a> Firm for Consolidation            | Chair Mullis        |
|             | 2. Update on Internal Consolidation Committees and SACS Accreditation | President Genshaft  |
| <b>III.</b> | <b>Adjournment</b>  | Chair Mullis        |



## James H. Roth

PRESIDENT AND CHIEF EXECUTIVE OFFICER

312-583-8760

[jroth@huronconsultinggroup.com](mailto:jroth@huronconsultinggroup.com)

Jim Roth is the President and CEO of Huron Consulting Group. Jim was one of the founders of the company in 2002, eventually becoming the leader of the Healthcare and Higher Education Practice, before taking over the CEO role in 2009.

### PROFESSIONAL EXPERIENCE

Jim has been working with research universities and academic medical centers for 27 years. He started the higher education consulting practice while at Arthur Andersen in 1990, and transitioned that practice to Huron in 2002.

Huron's higher education consulting practice today has over 600 people and has served each of the top 100 research universities and 38 out of 50 of the top academic medical centers. In addition to his executive responsibilities, Jim remains very active in the higher education and education market, where he typically works with clients 3-4 days each week.

Jim's primary work at research universities and academic medical centers has focuses on:

- Strategic planning (academic, administrative, research, and enterprise-wide)
- Medical center (clinical operations, governance, and strategic planning)
- Performance improvement (cost reduction, revenue enhancement, and shared services)
- Research administration (management of the research enterprise, basic and clinical)
- Technology strategy and implementation
- Board of Trustees (governance and strategic reporting)

In addition to Jim's work with Duke, some of Jim's recent clients during the past year include:

Private Research Universities with academic medical centers

- Vanderbilt University
- Washington University (St. Louis)
- Dartmouth College
- Emory University
- Northwestern University
- Tulane University
- Boston University

Public Research Universities

- University of Washington
- University of California – Los Angeles
- University of California - Berkeley
- University of Texas at Austin
- University of North Carolina – Chapel Hill
- Georgia Institute of Technology
- Purdue University
- University of Illinois
- The Ohio State University
- University of Texas – Austin

Jim has also served on numerous advisory boards for University and AMC leadership, primarily focused on strategic planning development.

EDUCATION AND CERTIFICATIONS

- + Master of Business Administration, Finance, Southern Methodist University, Dallas, Texas
- + Bachelor of Arts, Economics and Political Science, Vanderbilt University, Nashville, Tenn.

PROFESSIONAL ASSOCIATIONS

- + Member, Board of Trustees, Shorelight Education
- + Member, Board of Directors, Keypath Education

CIVIC INVOLVEMENT

- + Member, Board of Directors, Gift of Adoption – Illinois Chapter
- + Member, The Commercial Club of Chicago
- + Member, The Economic Club of Chicago



## Peter Stokes

Managing Director  
617-226-5507  
pstokes@huronconsultinggroup.com

Peter is a Managing Director in Huron's higher education Strategy & Operations (S&O) group, focusing on strategic planning, student success, and organizational effectiveness. Over a 25-year career, he has worked with presidents, provosts, chief financial officers, deans, and other senior institutional leaders at an array of public and private institutions across the U.S. as they have sought to strengthen operations, define paths to growth and sustainability, manage their program portfolios, reach new audiences, develop innovative curriculum and delivery models, support the work readiness of their graduates, and better engage with their alumni and employer partners. He is the author of *Higher Education and Employability: New Models for Integrating Study and Work* (Harvard Education Press, 2015) and a contributor to *Reinventing Higher Education: The Promise of Innovation* (Harvard Education Press, 2011, edited by Wildavsky, Kelly, and Carey), among other publications.

### PROFESSIONAL EXPERIENCE

Prior to joining Huron in 2014, Peter served as the Vice President for Global Strategy and Business Development in the President's Office at Northeastern University, where he also previously served as the Executive Director for Postsecondary Innovation within the College of Professional Studies. Peter also held the position of Executive Director within the higher education practice at Russell Reynold Associates, a global executive search firm, and served at Executive Vice President and Chief Research Officer at Eduventures, a higher education research firm. He has also served as a research analyst in the IT industry, and has been a lecturer, visiting lecturer, and part-time lecturer, respectively, at Tufts University, the Massachusetts College of Art, and Northeastern University.

Peter has worked with a wide variety of institutions and other education organizations in context such as:

- + Assisting colleges and universities, as well as academic medical centers and diverse professional schools, in defining institutional strategy, improving competitive positioning, launching new degree and non-degree programs, expanding geographic reach and presence, designing new delivery models, selecting technology solutions, improving assessment practices, demonstrating institutional effectiveness, conducting campaign feasibility analyses, and more
- + Guiding colleges and universities through decisions related to mergers, system consolidation, and the merging or deconsolidation of operations
- + Providing guidance to higher education foundations on how best to support innovative educational practices

### EDUCATION

- + Ph.D. in English Literature, Stony Brook University
- + B.A. in English Literature, Stony Brook University

### COMMISSIONS

- + U.S. Department of Education, Advisory Committee on Student Financial Assistance, 2011
- + Massachusetts Commonwealth Readiness Commission, 2008
- + Council for Higher Education Accreditation Tenth Anniversary Commission, 2007
- + U.S. Department of Education, consultant to the Spellings Commission on the Future of Higher Education, 2005

### SPEAKING ENGAGEMENTS

Peter is a frequent speaker at conferences and events hosted by organizations such as the American Council on Education (ACE), the American Association of Colleges for Teacher Education (AACTE), the Council for Higher Education Accreditation (CHEA), the National Association of College and University Business Officers (NACUBO), the New England Board of Higher Education (NEBHE), the Presidents' Forum, the Online Learning Consortium, SXSWedu, the University Professional and Continuing Education Association (UPCEA), the Texas Higher Education Coordinating Board, the Louisiana Board of Regents, and numerous others.

## **Overview of Comprehensive Administrative Review (CAR) Project**

### **University System of Georgia**

The University System of Georgia has retained Huron to perform a multi-phase, comprehensive review and analysis of administrative structures, services, processes, practices and costs at the 26 USG institutions and the University System Office (USO).

The primary goal of the project is to develop an organizational structure and processes that will consistently enhance USG's ability to further its teaching, research and service mission in the face of the today's economic realities. Specific objectives of the project include:

- Identify through appropriate benchmarks the administrative functions and services that appear to be unnecessarily expensive and could be delivered more cost effectively;
- Identify unnecessary duplications in functions and services within and across the USG;
- Without compromising institutional structure, function, and ability to meet its mission, identify opportunities for altering the number of organizational layers that make up USG institutions' current organizational design including positions where the span of control appears to be too narrow;
- Identify functions or services that are candidates for being delivered more efficiently, without a loss of service quality and without significant negative effect on institutional mission, through an outside vendor and/or through centralized services at either the institutional or USG-level;
- Identify processes that are not performed using best practices especially those processes that have been identified by faculty, staff, and/or constituents as administratively inefficient or ineffective; and
- Identify potential resources available to assist the USG in implementing the identified opportunities.

Huron is utilizing a combination of electronic surveys, one-on-one interviews and focus groups to identify administrative staff utilization, inefficient processes and opportunities for process, policy and organizational structure improvement. Each institution is being benchmarked against peers and, utilizing Huron feedback, will be expected to make efficiency improvements locally. The final report will benchmark all USG institutions against each other to identify system-wide opportunities for:

- System or sector level shared services
- Potential outsourcing of selected functions
- Optimizing Institution vs. System Office roles & responsibilities
- Improving System-wide policies and procedures
- Identifying best practices to support cost reduction

Final recommendations are expected to identify significant cost savings and answer the question "How should a University System be designed for the 21<sup>st</sup> century?"

# Huron Merger Experience

Discussion Document

## Arkansas State University System



The Arkansas State University System serves over 23,000 students and employs nearly 2,300 employees across its five institutions with a total operating budget of \$281 million. The System Office, which was founded in 2006, contains just over one dozen employees that oversee four two-year institutions and one four-year institution.

In Fall of 2017, the ASU System Board of Trustees issued an RFP and engaged Huron to conduct a holistic review of the System's academic and administrative operations to identify efficiency and effectiveness opportunities.

### Key Points:

- + Huron evaluated the academic program portfolio across the five institutions, identifying over 3,000 unique courses offered across 15 academic divisions and colleges.
- + Primary driver of the initiative was to position the System for growth in the future, through developing streamlined administrative operations and intentionally aligning resources with academic priorities.
- + Common theme of shared governance in developing the opportunities and recommendations to ensure every campus and stakeholder has a voice in the conversation.

## University of Wisconsin System



The University of Wisconsin System is one of the largest systems of public higher education in the country, serving more than 170,000 students each year and employing approximately 39,000 faculty and staff statewide. UW System is made up of 13 four-year universities, 13 freshman-sophomore UW Colleges campuses, and statewide UW-Extension with an annual budget of \$6 billion.

The UW System engaged Huron in 2017 to assist the System Administration with the integration of 13 freshman-sophomore colleges into seven of the four-year universities to expand access, reduce barriers, and maintain affordability.

### Key Points:

- + Staffed a project management office responsible for the support of 16 functional teams (e.g., financial aid, finance, and human resources), seven regional four-year institutions, and the University of Wisconsin System Administration.
- + Established a comprehensive project plan to identify and monitor more than 100 milestones over the project period while maintaining student and staff continuity, assuring HLC accreditation, and aligning statewide resources to maximize efficiencies.
- + Engaged in the ongoing consolidation and streamlining efforts as part of the UWSA Commitment to Operational Reform and Excellence (CORE) project allowing for standardization of processes across campuses and the regionalization of services.

## Tennessee Board of Regents

The Tennessee Board of Regents (TBR) is the largest system of higher education in Tennessee awarding 21,537 credentials in 2016. TBR is comprised of 13 Community Colleges and 27 Colleges of Applied Technology (TCAT).

Based on a Huron performance assessment report in 2015, TBR decided to pursue one of the key recommendations and centralize the ERP (Ellucian-Banner) for all 40 institutions at the system office, and establish a shared service center at the system office for 26 Technical Colleges and the system office. This program is called Shared Services Initiative (SCI). TBR engaged Huron as a partner for developing and implementing a Program Management Office (PMO) for the SCI program and leading the design and implementation of the SCI program.

### Key Points:

- + Opportunities focused on consolidating the back-office operations of each campus into one entity serving campuses all across the state.
- + Huron is now an implementation partner overseeing the effort to create a shared service model (IT, HR, Finance) to serve Technical Institutions, and Central Offices to reduce administrative spend from a project management role.

## University of Georgia System

The University System of Georgia (USG) enrolls more than 325,000 students in undergraduate and graduate programs and employs more than 45,000 full-time faculty and staff across its twenty-six universities and its academic medical center. USG's annual operating budget exceeds \$9 billion per year. The USG System Office serves as the central administration for the University with approximately 500 employees and a budget of nearly \$290 million per year.

In 2017, USG engaged Huron to conduct a Comprehensive Administrative Review (CAR) project aimed at understanding how USG could improve overall operating efficiencies across the system.

### Key Points:

- + Huron and USG are approaching their engagement in a phased-approach, with six universities and the System Office falling into the initial wave
- + Beginning in 2011, and prior to Huron's engagement, the System has been very active in the merger and consolidation space to achieve six guiding principles

## University of California System



UNIVERSITY  
OF  
CALIFORNIA

The University of California (UC) enrolls more than 270,000 students in undergraduate and graduate programs, and employs more than 154,000 full-time faculty and staff across its ten campuses, five academic medical centers, three national laboratories, and the statewide Division of Agriculture and Natural Resources. UC's annual operating budget exceeds \$35 billion per year. The UC Office of the President (UCOP) serves as the central administration for the University with nearly 1,800 employees and a budget of nearly \$800 million per year.

In 2017, President Janet Napolitano engaged Huron to conduct a holistic assessment of UCOP's operations to meet a set of goals informed by UCOP's leadership team and an ongoing strategic planning process.

### Key Points:

- + Engagement intended to identify means of optimizing their operations by gaining efficiencies in staffing, improving services to the campuses, and investing in high value areas
- + Huron is now supporting UCOP to implement some of these recommendations over the first half of 2018 through project management support, implementation planning, and the development of additional business cases and recommendations

## University of Colorado Denver / Anschutz



University of Colorado  
Denver | Anschutz Medical Campus

The University of Colorado at Denver and the University of Colorado Health Sciences Center merged in 2004 as the University of Colorado at Denver and Health Sciences Center, subsequently renamed the University of Colorado Denver in 2007, and again in 2011 as the University of Colorado Denver | Anschutz Medical Campus. Thirteen years since the merger of the University of Colorado at Denver and the University of Colorado Health Sciences Center into one combined entity, leadership is assessing whether current administrative organizational structures enable effective service for both campuses.

In 2017 Huron partnered with CU Denver | Anschutz on an organizational re-design effort, resulting in recommendations to alter organizational structures in Human Resources, Finance, Budgeting, Institutional Planning, Student Affairs, Information Technology, and Facilities to fulfill the priorities of both campuses. Recommendations included the incorporation of leading practices to address the current-state challenges and plan for future-state flexibility.

### Key Points:

- + Huron partners with clients to understand strategic priorities, and gaps in organizational roles and responsibilities that create barriers to executing on those priorities. Consolidated, decoupled, hybrid, and service delivery-focused organizational structures were considered for this assessment.
- Huron supports clients to create detailed implementation roadmaps to enable institutions to transition from current state activities and organizations to the desired future state. These roadmaps focus on change management to promote a successful implementation.