



**HURON**



UTAH SYSTEM OF  
HIGHER EDUCATION

# USHE Shared Services Update



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# USHE Shared Services Study Goals

The subsequent analyses and opportunities are grounded in the Shared Services Study's goals, which USHE has purposefully defined as extending beyond cost reduction opportunities.

## GOALS

### INCREASE EFFICIENCY

Identify opportunities to enhance the effectiveness, speed, or quality of service delivery to create more direct and intentional resource use.

### RISK MITIGATION

Identify opportunities to create structured compliance and minimize risk exposure to increase security in a challenged environment.

### FINANCIAL SUSTAINABILITY

Identify opportunities to stabilize resource use, decrease costs, and improve overall financial stability.

## STRATEGIES FOR SUCCESS

### TECHNOLOGY ENABLEMENT

Updated and automated processes increase trust in data and decrease manual effort, which results in greater efficiency and increased capacity.

### PROCESS IMPROVEMENT

Minimizing outdated and redundant processes will increase efficiency and allow institutions to focus on more mission-driven activity.

### POLICY STANDARDIZATION

Standardization of processes and policies ensures compliance and minimizes the risks that can arise in a more distributed operating setting.

# Shared Services Prerequisites

In order to successfully implement multi-institutional opportunities, USHE must engage in a set of foundational activities that enable institutions to share resources & services effectively.



## SYSTEM GOVERNANCE

Defining mechanisms for collaboration and establishing an infrastructure to drive & oversee change



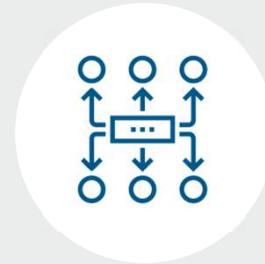
## POLICY STANDARDIZATION

Develop a consistent policy infrastructure to allow for a foundation of compliance and procedure



## TECHNOLOGICAL CONSISTENCY

Identify key technologies to adopt systemwide, enabling increased data sharing and support



## PROCESS REDESIGN

Standardize processes around shared resources to create efficiency in service

# Scale of Opportunities

Huron identified opportunities at varying levels of the USHE organizations, which have been categorized as local-level, group-level, and/or systemwide.

## LOCAL



- The opportunity is institution-specific and does not require action outside of a singular institution
- Local opportunities lessen barriers to change in comparison to multi-institutional initiatives
- Local opportunities can potentially be at odds with group or system opportunities depending on their focus

## GROUP



- The opportunity involves two or more institutions but does not comprise the entire system
- Group opportunities can leverage the similarities between a subset of institutions that may not be present across all 16
- Group opportunities may create resistance as some, but not all, institutions undergo change

## SYSTEM

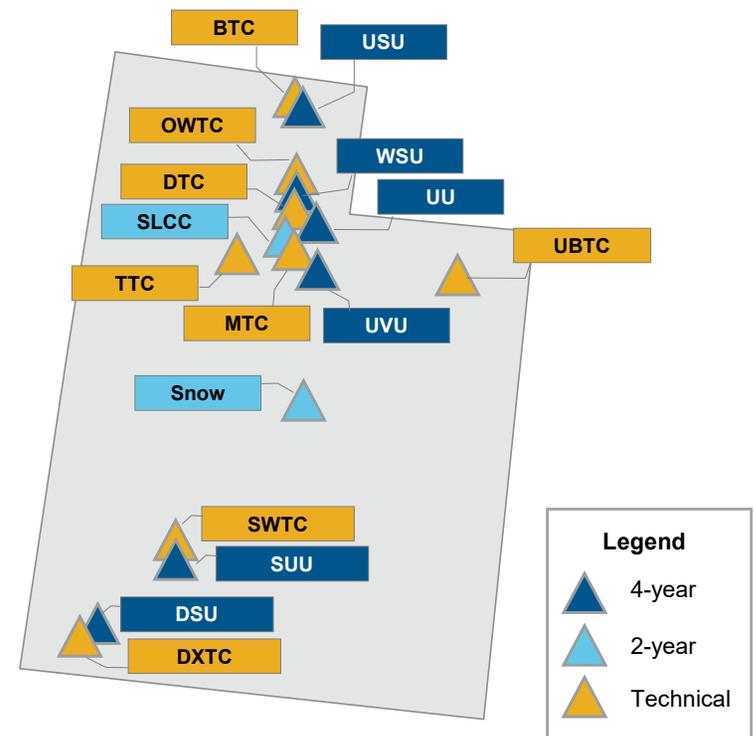


- The opportunity involves all 16 USHE institutions and is implemented systemwide
- System opportunities present the highest potential for widespread financial and operational improvement
- System opportunities will require substantial pre-work, whether technological or operational, prior to implementation

# Opportunities & Regionality

Huron also approached group opportunities with considerations of regionality. While remote work has reduced barriers, geography remains an important factor.

- USHE is comprised of 16 institutions across Utah that have **discrete pockets of institutional density** in various regions.
- In Huron's experience, regionality can be a key consideration in multi-institution shared services, which often improves **the ease of implementation and adoption**.
- For select opportunities included in this report, **regionality may be a critical element in next step design activities**, particularly those that are inclusive of a large set of USHE institutions.
- While Huron's opportunities were developed with this framework in mind, **more detailed regionality elements** will be integrated during any subsequent design phase.



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## Shared Services Business Cases

In partnership with USHE leadership, Huron has developed 7 business cases, each detailing a unique, impactful recommendation for the System to consider.

Business Case
1) Security Operations Center
2) Payroll Shared Services
3) Employment Law
4) Procurement Operating Model
5) Talent Acquisition
6) Shared Benefits Administration
7) Compensation & Classification