

Huron Report
Updated: February 12, 2020

Strategic Priority: Build Financial Strength
Supporting Initiative: Deep dive on cost management (Huron)

FAQ

- **Did we engage Huron because UNH is in tough financial condition or in crisis?**
 - No. In fact, Huron noted that UNH's overall financial health is strong compared to many other universities. For 20 years, UNH has had a positive operating margin, reserves that have been used for recent capital projects, and never run a deficit. We engaged Huron in order to ensure continued strong performance and to be able to make investments that support our mission, aspiration and strategic priorities. UNH is not in crisis today but like many universities, especially in the Northeast, we are facing some very strong headwinds, the biggest being the declining number of traditional college-aged students. The work we are doing with Huron is intended to strengthen our financial base.
- **Prior communications stated that there will be a reduction in the number of FTEs (full-time equivalents.) When will the reduction happen?**
 - We anticipate that the phase one implementation teams will need most of the spring semester to do their work. Those teams will present their recommendations to the steering committee which will then make recommendations to the [President's Executive Committee](#) for final decisions. By finding improvements in our processes, we anticipate that some positions will no longer be needed. If an employee will be negatively impacted, we will work with Human Resources to assist the affected employees. As we said in the State of the University address, some of these reductions may be accomplished through attrition. At the same time, investments from the savings will create new opportunities and positions.
- **How will the implementation teams work and who will be making final decisions?**
 - Each implementation team will have a sponsor (who will be someone from the President's Executive Committee.) Each team will have broad representation from the campus including a chair, an RC unit head representative (academic and non-academic); a Faculty Senate representative; a staff representative from one of the three employee councils; a BSC/finance representative; and up to four specialists (faculty or staff who have particular expertise in the area

being examined.) The teams will likely form additional sub-teams to focus on particular aspects of their work. We anticipate more than 100 faculty and staff to be engaged with the implementation teams for the phase one work. Implementation teams will make recommendations to the Huron Steering Committee which will in turn make recommendations to the president's Executive Committee. The Executive Committee will make all final decisions.

- **Why wasn't Athletics reviewed by Huron and will it be reviewed?**
 - While Athletics was not part of Huron's final report, it was included in the Huron review. Of the more than 60 different areas where Huron identified opportunities, the Huron Steering Committee made the decision to focus on 18 areas. The selection process targeted those areas that would likely have the largest impact on savings and/or revenue growth and those areas that would have the strongest impact across the whole university. Savings/revenue identified in Athletics was small and not cross cutting enough to meet that criteria. As President Dean acknowledged at the State of the University on Feb. 4, he believes Athletics should be reviewed in more depth and Huron has agreed to provide details around their initial findings. Further, Athletics, like all parts of the university, will realize cost savings by any changes made to IT, the BSCs, RCM, procurement and travel during the phase one work.
- **Where will savings/new revenue from the Huron work be invested?**
 - The overarching goal and purpose of engaging with Huron is to enable the university to make critical investments in our core mission, aspiration and strategic priorities. The board of trustees has agreed that all savings and new revenue can be reinvested by UNH.

(posted January 24, 2020)

- **Why are we doing this?**
 - As outlined in the [original email](#) from President Dean and Provost Jones in September, we are trying to identify revenues and expense reduction opportunities that we can reinvest strategically across the university to support our mission, aspiration and strategic priorities.
- **What areas of the university did Huron review?**
 - There were two parts to the Huron review. The first examined 18 different cross campus functions to identify areas of opportunity for expense reduction or revenue generation. The second looked at academic program costs. Unlike the revenue and expense areas, the analysis performed on academic programs did not make any specific recommendations but provides a tool to align program costs with revenue opportunities.
- **When will the final report be released?**
 - The Huron findings were initially received in draft form in December. Additional revisions are currently being prepared following questions from the

steering committee and leadership. The final report will be released on Jan. 14.

- **What will be done with the Huron findings?**
 - The Huron findings have been reviewed and prioritized by senior leadership for implementation including both revenue generation and expense savings. We cannot do everything at once, so we are focusing on five particular areas in phase one which will start this semester. Two other phases will follow. Overall, we anticipate the implementation to take two years. Implementation teams will be formed this month to move forward on the phase one areas.
- **What will be done with any savings identified with savings and or new revenue?**
 - Any savings or revenue generated through this process will be available to be strategically invested across campus in support of our strategic initiatives. The mechanism for distribution of the strategic funds will be developed as part of the implementation process in Spring 2020.
- **Who is serving on the steering committee? Will the committee be disbanded?**
 - The steering committee can be found on the [financial strength](#) web page. The steering committee has been asked to continue its service through implementation. All updates on the progress of the implementation will continue to be posted on the financial strength web page.
- **Is there a potential loss of jobs as a result of implementing the Huron findings?**
 - Yes. We anticipate that there will be a reduction in FTEs. At this time, because we are at the beginning stages of establishing implementation teams for phase one, we are not able to project how large that reduction might be. We also anticipate that some new positions will need to be created. We recognize that eliminating positions is difficult and painful. We will work directly with our employees who could be affected.
- **If there are jobs lost, will a SIP be offered?**
 - We will not be offering a SIP given the significant up-front cost to the university.
- **Is Huron's work done? Is our contract over with them?**
 - Huron will be answering questions from the implementation teams about some of the data and findings. We anticipate their contract will be complete in in the next month or two.
- **Will there be an RCM review/update? How does that relate to Huron's work?**
 - The Huron study has been a foundation for our data collection and financial analysis that will assist with the RCM review to be conducted in Spring 2020. The RCM review will begin as soon as we complete the planning for the implementation of the Huron findings.