

March 27, 2020

Dear Presidents and Chancellors,

The global impact of COVID-19 has confronted college and university leaders with sudden and complex challenges. You have responded quickly and shown impressive leadership during the emerging crisis. While no one could have predicted the intensity of the impact, this new frontier also presents opportunities for colleges and universities to engage in innovative ways to provide quality education and research. Most institutions will attempt to emerge stronger and more resilient, looking for new means to strengthen educational quality and services aligned with mission.

Today's context requires both the immediate and the sustained attention of senior leadership as it contemplates how best to respond to future challenges. We believe that a structured approach to coordinating your institution's response should consider the following three phases:

- **Triage:** Addressing the immediate issues, leaders react promptly, thoughtfully and with clear communications to a rapidly changing landscape to ensure the safety of their students, faculty and staff — and the integrity of critical mission-focused activities (education, research, and clinical).
- **Stabilization:** Assuming the crisis begins to ebb in the coming months, leaders assess the financial and cultural realities of COVID-19 and shift resources to prepare their institutions for the coming fall term.
- **Transformation:** Using a more informed lens as to how the environment has unfolded, leaders develop and implement their vision for mission-driven institutional change that will ensure the long-term success and growth of their institutions.



We are collaborating with you to focus on several core issues, such as:

- Providing **leadership** in a time of **unprecedented uncertainty**.
- Examining and **aligning the academic portfolio** in response to recent events.
- Evaluating the **strategic and financial impact** for the **research and clinical enterprise**.
- Clarifying the institutional **financial picture**, especially **liquidity exposures** on the balance sheet.
- Mitigating **impacts on student enrollment**, both prospective and continuing.
- Guiding strategic planning to strengthen core services and develop **innovative future offerings**.

We are privileged to work in support of over 500 of the best educational institutions in the world. It is through scholarship, education, medical and technological research and development, and community service that colleges and universities demonstrate their value to our economy and our democracy. Demonstrating leadership and a clear vision for the future in times of crisis requires a broad perspective and a strong sense of mission. Huron brings both deep experience in higher education and creative approaches, and we stand ready to support your leadership during this challenging time and beyond.

Sincerely,

James H. Roth
Huron Chief Executive Officer

Laura Yaeger
Huron Higher Education Client
Services Leader