



**Board of Trustees Meeting
October 16, 2015**



Call to Order and Preliminary Business



Board of Trustees Meeting

**Friday, October 16, 2015
12:00 – 5:00 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

AGENDA

Persons wishing to participate during the public comment period shall sign up at the meeting.
Please note: times are approximate and items may be taken out of order.

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|-----------|----------|---|--|
| | 1 | Call to Order and Preliminary Business | Chair Thorndike |
| | 1.1 | Welcome and opening remarks | |
| | 1.2 | Agenda review | |
| | 1.3 | Roll call | Sabrina Prud'homme,
SOU, Board Secretary |
| | 1.4 | Consent agenda: Approval of July 17, 2015
special meeting minutes (Action) | Chair Thorndike |
| | 1.5 | Consent agenda: Approval of September 1,
2015 special meeting minutes (Action) | Chair Thorndike |
| | 2 | Public Comment | |
| ~ 40 min. | 3 | Lunch and Campus Update | |
| | 3.1 | Campus Safety and Security | Fred Creek, SOU,
Director of Campus
Public Safety |
| ~ 20 min. | 4 | President's Update | President Saigo |
| ~ 40 min. | 5 | Committee Reports | |
| ~ 5 min. | 5.1 | Executive and Audit | Chair Thorndike |
| ~ 15 min. | 5.2 | Academic and Student Affairs | Trustee Sayre |
| ~ 20 min. | 5.3 | Finance | Trustee Nicholson |
| ~15 min | 6 | Government Relations and Legislative
Update | Liz Shelby, SOU, Chief
of Staff and Director of
Government Relations |

**Southern Oregon University
Board of Trustees Meeting**

**Friday, October 16, 2015
12:00 – 5:00 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

AGENDA (Cont'd)

~ 15 min.	7	Curriculum Approval Process (Action)	Trustee Sayre
~ 15 min.	8	Enrollment Update	Chris Stanek, SOU, Director of Institutional Research
~ 30 min.	9	Faculty Negotiations Update - Executive Session [Pursuant to ORS 192.660(2)(d)]	Brian Caufield, USSE, Director of Labor Relationships
~20 min.	10	SOU – Klamath Community College/ Rogue Community College Faculty /Staff Rates (Action)	Trustee Sayre
~ 30 min.	11	Presidential Search Discussion (Action)	Chair Thorndike
~55 min.	12	SOU President's Contract (Action)	Chair Thorndike
	13	Adjourn	Chair Thorndike



**Board of Trustees
Special Meeting**

**Friday, July 17, 2015
12:00 p.m. – 5:00 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

MINUTES

Call to Order

Called to order at 12:11pm by Chair Thorndike. He reviewed the agenda, welcomed guests and asked each trustee and others in the room to introduce themselves.

Roll Call

The following trustees were present and a quorum was established. Bill Thorndike; April Sevcik; Les AuCoin; Sheri Bodager; Lyn Hennion; Paul Nicholson; Jeremy Nootenboom; Teresa Sayre; Dennis Slattery; Joanna Steinman; Steve Vincent; and Roy Saigo (ex-officio).

The following trustees were absent: Filiberto Bencomo; Judy Shih; and Shea Washington.

Others in attendance included: Sabrina Prud'homme, University Board Secretary; Janet Fratella, Vice President for Development, Dr. Sue Walsh, Provost and Vice President for Academic and Student Affairs; Ben Cannon, Executive Director, HECC; Brian Fox, Director of Public University Budget and Finance, HECC; Craig Morris, Vice President for Finance and Administration; Jason Catz, General Counsel; Dave Cohen, Oregon Student Association; Mark Denny Associate Vice President for Budget and Planning; Matt Sayre, Director of Athletics; Ryan Brown, Head of Community and Media Relations; Jeff Sharp; Kathy Park, Executive Assistant; John Stevenson, IT User Support Manager; Laurie Beatty, Instructor, OLLI; Art Baden; Laura Baden; Lee Ayres, Director of Undergraduate Studies; Jim Chamberlain; Mira Theisen, Chris Kastelic, and Andy Barnard of SinkCombsDethlefs joined the meeting by phone.

Public Comment

Art Baden, an SOU neighbor on Elkader Street, explained that SOU's neighbors have great concerns regarding the noise levels resulting from work on the campus' science building. He said the new HVAC air handling system installed on top of the building is loud in a qualitatively different way than the neighborhood was before, re-creating the ambient environment. On behalf of other present neighbors, Mr. Baden was interested in hearing what can be done about it from the university. Chairman Thorndike thanked Mr. Baden for his comments and noted that the university would be in contact with him about the matter.

Lunch and Campus Events Update

Introducing the topic of the McNeal Pavilion and Student Recreation Center Project, Craig Morris noted designs and cost estimates came back and now the project is over budget, significantly; so, it is necessary to cut back and explore a still functional and spectacular building.

The architects of SinkCombsDethlefs presented conceptual designs and elevations of the Student Recreation Center (SRC) and McNeal Pavilion Renovation Design. Mr. Bernard first presented the McNeal Pavilion showing the footprint of the new building and surrounding grounds pointing out parking to the west and the stadium to the north. He highlighted important considerations: 1) The SRC is a prominent part of the project and would be coordinated closely with the student residences; 2) Service components would be located on the stadium side of the project as managing loading and access is important; 3) The design allows for movement of people toward stadium as a spectator route for stadium goers.

A visual of the explanation and a conceptual view from The Hawk and McLoughlin Hall were displayed. He next covered the color-coded main level floor plan and described the lobby entrance as a point of control into the SRC including a rock climbing wall, cycling repair center, locker rooms, gymnasium and storage. The fitness center level is open and has visibility down to the lobby and other areas. Group exercise rooms and a suspended running track are also features of the SRC.

The McNeal Pavilion project was shown next with particular attention paid to academic offices and special considerations for offering a sense of accessibility between the students and faculty/staff as well as inclusiveness into the entrance. The suite of classrooms has access through the lobby and back hallway. This level has restrooms central during daytime use and when it becomes an event venue there will be accessibility to a box office and central restrooms with controlled access from the rest of the project. There is an access hallway behind the seating on the upper concourse instead of passage in front, for “top-loading” the gym and a smaller entrance on the other side for ground-loading the gym’s event-goers.

Many design considerations were discussed by the architects to ensure access, security, student interaction, functional sports locker rooms, and special use spaces such a sports medicine suite, equipment storage, laundry, wrestling gym, and more. Answering Trustee Nicholson’s inquiry about gender-neutral locker rooms, Ms. Thiesen said there is a flexible locker room for this purpose.

Trustee Vincent acknowledged that the project would need to be LEED certified and if there was incremental cost to this. Mr. Morris informed him that all state buildings must be built to LEED silver standards and the project will be LEED gold certified. Mr. Barnard noted the incremental costs as minimal.

Answering further questions from Trustees Vincent and Nicholson, the following were confirmed: the project had a planning review on July 1st and the project was approved

without modifications; there were no neighborhood items requiring mitigation such as the one Mr. Baden introduced during public comment; and that despite concerns about Ashland's height ordinances and square footage limits, the project's dimensions, footprint, and total square footage were submitted and were part of the approval. Trustee Nicholson encouraged the architects to double-check these requirements. Concluding the item, Mr. Morris answered trustees that going back to the legislature might be a possibility but relying on such funding would require postponing the project.

Education Item

President Saigo introduced the Higher Education Coordinating Commission (HECC) Overview and the Public University Funding Model items to be presented by Ben Cannon and Brian Fox. President Saigo thanked the HECC leaders for taking the time to give a HECC orientation to SOU's trustees. Mr. Cannon thanked the president and chair for the opportunity to visit and present to the campus, noting that together, we are learning our way through this uncharted territory and the board represents new authority in the state's public higher education and investment. Today they would discuss who the HECC is, what they do, focus subsequently on allocation of state funding, and monitoring and reporting on the conditions.

Mr. Cannon first described the state's high goal: by 2025, 40 percent of adult Oregonians will hold a bachelor's degree, 40 percent will have an associate's degree or a meaningful post-secondary certificate, and all adult Oregonians will hold a high school diploma. He showed how the state currently measures up against this goal. Chair Thorndike asked what can be done to the community college system to make it a better feeder. Mr. Cannon noted that attracting otherwise non-attenders and shifting them to four-year universities will help. Part of the issue, is that students are enrolling but haven't earned a certificate or degree or otherwise reached completion.

The next broad objective for the conversation was, "clear pathways" and discussion of the pipeline between high school and post-secondary degree completion; college completion rates for recent Oregon high school graduates; and paths that end too soon (or take too long). The take-away was that many enroll and not enough complete. Mr. Cannon described the statutory roles of the HECC in this area to approve degrees/ programs; articulate institutions; coordinate initiatives; and convene pathways to completion such as transfer, developmental education, and dual credit programs.

The final broad objective for Mr. Cannon's portion of the presentation was, "investment in outcomes." He defined HECC's statutory role in this area as planning the state budget, allocating state funding, funding strategic initiatives, and improving affordability. He discussed several topics: the state's public university funding history; state appropriations per student; appropriation differences from the U.S. average; the shift of costs from the state to students; funding allocation trends in enrollment and outcomes; per student state funded grant aid; state need-based aid per student; lower college completion rates for students in poverty (regardless of academic skill level); and affordability opportunities to combat declining rates in many of these areas.

Brian Fox continued, describing HECC's organizational structure and the full commission. Chair Thorndike inquired about the logic of voting versus nonvoting members. Mr. Cannon noted that it is a political compromise, in that, those working for or attending an institution would not vote and normal turnover was expected among the commissioners.

Mr. Fox described how the HECC allocates dollars and the shift to more of an outcomes-based funding (OBF) model instead of the traditional enrollment-based model. The OBF model defined, links the distribution of state funding to state education attainment goals; directs state investment to completions; is designed to reward and reinforce student success and support services; and is focused on achieving equity goals. He further described common concerns with the model, compared enrollment and outcomes funding distributions; and described design principles for performance funding.

Oregon's resource allocation method (RAM) and the HECC's student success and completion model (SSCM) for funding both were reviewed. He also described transition mechanisms in place to smooth the transition from RAM to SSCM funding. The allocation methods for the new funding model include mission differentiation allocation, activity based allocation, and the completion-focused allocation. Much discussion took place with trustees about the funding model and impacts on SOU. Mr. Fox talked about the transition process to the new funding model, the evaluation framework and the timeline. He then reviewed how this looks for each institution and talked about enrollment and completions by institution as well as proportional funding by institution. Mr. Fox presented the 2015 funding allocation across all of the Oregon public universities based on credit hour completions, mission differentiation, and regional support. He concluded with 2016 preliminary funding and compared 2015 and 2016 estimated funding increases.

Legislative Update

Liz Shelby provided a brief legislative update, starting with the high level successes. The seven public universities received \$700 million of the \$755 million requested and will return in the January session to request the additional \$55 million. Approximately \$30 million of that is to be used for student success programs.

For 2016-2017, there is a three percent cap on tuition for all institutions unless they go to the legislative assembly and the HECC for permission to exceed that amount. An exception is for those institutions already working with the HECC on retrenchment plans.

Institutions are anticipating a \$140 million budget for an Oregon Opportunity Grant, which would allow undocumented students to get funding as resident students. Prior to this legislative session, these students were not eligible for the funds.

The institutions will receive approximately \$8 million in Sports Action Lottery funding, which is \$3 million less than one percent of the lottery fund. The \$8 million will be

divided so the two larger institutions are capped at \$1 million and the remaining \$6 million is distributed by a formula to the other five institutions. This will be an increase to the SOU athletics program by \$50,000 to \$100,000. Graduate student scholarships are in this allocation.

SOU requested \$4.8 million for upgrades to Britt Hall. As the welcome center for prospective and new students, it does not present well. The request was approved and those bond funds will be available in the spring of 2017.

There was a one-time, special purpose appropriation set aside by the legislature to settle negotiations with the classified union.

Ms. Shelby mentioned several other items of special interest in the legislature: free community college will begin in 2016; the sunset of the Oregon Investment Board; reciprocity agreements with other states for delivery of online courses; SOU served as the model for several sexual assault-related bills; priority registration for veterans; a small bit of funding exists to explore open source textbooks; House Concurrent Resolution 17 was introduced and quickly passed to honor the national success of the SOU football team; and Senate Bill 418 (which initially started as SB 84) was passed, which has the HECC studying how to create standard opportunities for accelerated learning.

With this being the first time the seven universities were not part of OUS, Ms. Shelby mentioned how well they all worked together to achieve common goals, noting that legislators commented that the seven worked extraordinarily well together. In particular, she mentioned the vice presidents for finance and administration, the provosts, other university personnel, Mark Denney who did fiscal impact statements, and the trustees who made phone calls and testified on behalf of SOU. She also stated that a lobbying firm was working on behalf of the universities this time, which was of assistance in Salem.

Academic and Student Affairs Committee Report

Committee Chair Sayre summarized the most recent committee meeting. They welcomed Sheri Bodager to the committee. Dr. Jody Waters talked to the committee about the accreditation process and timeline and what still needs to be done. The group learned how critical accreditation is to the university in terms of federal student loans, degree programs, faculty recruitment, and other considerations. Lisa Garcia-Hanson presented the enrollment drivers website and gave an enrollment update. The committee also discussed a draft proposal for approving new programs, which the committee will review again and then bring forward to the board for approval. Finally, the committee will not meet in August and will resume regular meetings in September.

Finance Committee Report

Committee Chair Nicholson summarized the items of the most recent committee meeting. Mr. Morris provided a brief update and Lisa Garcia-Hanson presented the enrollment drivers website and gave an enrollment update. Mr. Morris and Dr. Walsh are working on new initiatives to increase enrollment mentioning that of the \$30 million that Ms. Shelby referenced, SOU will get about \$1.2 million, which is \$582,000 over next two years of the biennium. It is less than SOU should get proportionately, but it is the way the numbers work. The committee discussed the McNeal project and the money that the legislature has set aside to support negotiations with the union for the classified staff.

He noted the athletics program has a negative fund balance; Mr. Morris and his team will analyze the issue then bring it to the Finance Committee at a future meeting. Also at a future meeting, the committee will learn more about other personnel expenses (fringe costs) since they comprise a significant portion of SOU's budget.

Mr. Morris has been approached by a developer interested in building a hotel on campus. Prior to having any further conversations with the developer, he wanted to bring the issue before the board. President Saigo as well as Trustees Slattery, Hennion and AuCoin voiced their concerns with the idea.

Finally, the committee looked into the budget in great detail and the financial picture for the next couple of years.

Executive and Audit Committee Report

Chair Thorndike informed the board that in the last week of system governance, OUS provided his evaluation and self-evaluation. Chair Thorndike talked with the president about the evaluations and his contract under OUS. The chair would like the Executive and Audit Committee to provide input about the body that hired the president, the parameters of that employment and what the president was hired to do, how SOU is doing in that regard, and where potentially, SOU wants to go from that point. However, "Where do we go from here," with regard to the presidency of SOU is a matter for the board to decide. Following the committee discussions, a special meeting of the board will be called. Chair Thorndike as well as Trustees AuCoin and Slattery noted the importance of expediency.

FY 2015-16 Budget (Action Item)

Mark Denney presented the budget and drew the board's attention to the following budget notes:

Note 1: State funding increased by \$30 million. The university's share is approximately \$582 thousand each year in the biennium. There is a budget note requiring that the \$582 thousand be spent exclusively on tuition remissions and student support and success initiatives each year, and is included in the budget. However, specific programs it will fund have not yet been identified.

Note 5: The budget includes a three percent compensation increase pool. This should be adequate to cover SOU's current cost of the negotiated salary package, though the university is in negotiations currently and the final outcome is unknown. The challenge will be the rollup of the salary packages into the FY 17 budget.

Note 7: If actual fall 2015 enrollment is flat or better compared to last year, additional adjunct faculty and graduate assistants will need to be hired. The provost has identified the financial impact at \$363 thousand for adjuncts and \$57 thousand for graduate assistants that would have to be added to the budget to accommodate increased student enrollment

Note 13: All auxiliary and designated operations department budgets are balanced with the exception of athletics. That budget has a current deficit of approximately \$400 thousand that includes the addition of two new sports teams and includes funding for post-season travel should SOU's teams be successful next year. There will be an extensive athletics discussion with the Finance Committee soon.

Mr. Denny reviewed the budget, variances, original FY 15 budget and noted the greater state appropriation up from \$16.7 to \$20 million, while the retrenchment plan projected \$14.6 million. Dissolution of the OUS system added \$1.6 million of those dollars to cover additional costs, and there is additional revenue in the 2015-16 biennium. A tuition increase from \$31.9 to \$33.6 million also adds to this. The increase already was approved and SOU continues to experience a better mix of higher-paying students which impacts the tuition revenue despite enrollment decline projections. Addressing Trustee Steinman, it was noted that future years will be under a three percent cap on tuition increases.

Regarding expenditures, the original budget was for \$43.8 million and is at \$45 million, which includes the additional positions SOU has hired due to the dissolution of OUS, and the three percent reserve for labor negotiations. The ending fund balance in FY 14 was 3.5 percent; the FY 15 original budget projected an 8.1 percent increase in ending fund balance and we are projecting an 8.8 percent ending fund balance. The FY 16 proposed budget projects a 10.6 percent balance. The retrenchment plan had SOU at a 7.8 percent ending fund balance. The university is doing better than the plan as enrollment did not decline.

Mr. Denney reviewed the auxiliary budgets next, noting housing, student life, athletics, fitness center, and others are part of auxiliaries. These budgets all are balanced, with the exception of athletics. Designated operations and service departments also are all balanced within their budgets.

Trustee Nootenboom asked what happens if SOU hits a 10 percent fund balance ahead of the retrenchment schedule. Mr. Denney said the retrenchment plan and its metrics last until FY 18; so, while advantageous to be ahead, SOU must continue to operate within the plan and prove that the university has a sound financial structure going forward. Looking closely at the Budgeted Operations Pro Forma, Mr. Morris added that the forecast revenue is conservative and provided details.

Addressing questions from Trustees Nicholson and Vincent, Mr. Denney affirmed the university's significant efforts across campus to accomplish budget goals. Mr. Morris added that controls are in place to address personal accountability with regard to cost and spending habits, provided details, and said the campus takes seriously the duty to not overspend.

The board recognized Mr. Denney and Mr. Morris and their staff for their tremendous work on the budget, explanations and information provided.

Trustee Nicholson moved that the board approve the \$53.9 million budget, as presented and a further \$420 thousand for the hiring of adjunct faculty and graduate assistants, as required, if enrollment exceeds budgeted levels. Trustee Sevcik seconded the motion. The motion passed unanimously.

Adjourn

Chair Thorndike adjourned the meeting at 4:37 p.m.

**Board of Trustees
Special Meeting**

**Tuesday, September 1, 2015
11:30 a.m. – 2:00 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

MINUTES

Call to Order and Preliminary Business

Chair Thorndike called the meeting to order at 11:55 a.m. The chair opened the meeting and recognized the life of Orcilia Zúñiga Forbes, a fellow trustee at Oregon State University and a great loss to the people of Oregon. The chair called for a moment of silence to honor the deceased.

The following trustees were in attendance and a quorum was established: Bill Thorndike, Les AuCoin, Filiberto Bencomo, Sheri Bodager, Lyn Hennion, Paul Nicholson, Jeremy Nootenboom, Teresa Sayre, Judy Shih, Dennis Slattery and Steve Vincent. Shea Washington joined the meeting by telephone.

The following trustees were absent: April Sevcik and Joanna Steinman.

Others in attendance included: Roy Saigo, SOU President; Liz Shelby, Chief of Staff and Director of Government Relations; Craig Morris, Vice President for Finance and Administration; Matt Sayre, Director of Athletics; Brian Caufield, USSE, Director of Labor Relationships; Jody Waters, Associate Provost; Karen Stone, Associate Vice President for Curricular Management; Ryan Brown, Head of Community and Media Relations; Mark Denney, Associate Vice President for Budget and Planning; John Stevenson, IT User Support Manager; Olena Black, League of Women Voters; Giovanna Fox, SOU; Sherritta Guzman, SOU; Anne Wadley, SOU; David Coburn, OSA; Vicki Purslow, SOU; Frederick Creek, SOU Campus Public Safety; Drew Gilliland, SOU; Shane Hunter, SOU; Steve Larvick, SOU; Larry Shrewsbury, SOU; Kemble Yates, SOU; David Humphrey, Director of the Center for the Arts; Craig Switzler, SOU; Torii Uyehara, ASSOUP President. Mira Theisen and Chris Kastelic of Sink Combs Dethlefs, joined the meeting by phone.

The minutes of the June 26, 2015 meeting were amended to correct the spelling of names for Jennifer Fountain and Lisa Garcia-Hanson. Pending the changes, the minutes were approved.

Lunch and President's Update

Providing an update to the board, President Saigo recalled 2014 when the university was in trouble, as enrollment was declining and the university was in retrenchment for the second time. The retrenchment pointed to further cuts in staff, courses, and departments if the university did not meet specified benchmarks for improvement.

On July 1, 2014, when the president met with his cabinet, enrollment was down by 9 percent from the previous year. With campus-wide teamwork, this changed to a plus 2 percent enrollment in only 2.5 months. That drastic turnaround avoided the need to re-open the retrenchment plan and marked SOU as the only institution in the system to

increase its undergraduate full-time enrollment. As SOU no longer has the safety net of the Oregon University System, he stated that SOU is on its own and it's up to "us" to succeed or fail.

Emphasizing his personal philosophy, he noted a plan of increasing and retaining students, bringing in more income than SOU spends, and having greater accountability. From his perspective, President Saigo identified the following major issues or needs of SOU.

1. Increase enrollment by at least 100 students per year. This is essential because of the expected annual increase (mainly personnel costs) of approximately three to five percent per year. This means we cannot stay flat in enrollment and expect to be in the black.
2. Maintain retention at around 70 to 75 percent per year. Every department has plans for increasing retention.
3. Build a new culture of open communication, respect and trust. Share information, planning, and expectations for engagement and success. We must have full university buy-in for SOU to prosper.
4. Assist the university in building an environment of scholarship. One measure of this is the number of professional publications and presentations; another measure is external funding through grants and contracts.
5. Increase diversity. We must expand a welcoming environment to all aspects of the campus and the Rogue Valley community to broaden and sustain the institution.
6. Expand relationships and support within our community. Faculty, staff, and administrators must continue to expand our activities and interactions in the Rogue Valley.
7. Build additional relationships and agreements with community colleges and high schools. To President Saigo, this is of the highest priority for Southern Oregon University. Achieving this goal has been an intense effort for him this past year.
8. Increase SOU Foundation relationships and donations.
9. Continue to engage the new Board of Trustees in their service to SOU. A retreat is being planned. President Saigo invited and encouraged the Board's presence on campus and attendance at University events.
10. Continue to attract top talent and develop staff. New hires in the past year have already begun to change the culture of the university.

He concluded with appreciation for the trustees' work in guiding the university.

Public Comment

There was no public comment.

McNeal Pavilion Project – Budget Scope Increase (Action)

Craig Morris reminded the group of the July presentation from the architects on the proposed design for McNeal. As the construction market continues to grow, and after decreasing the project 1,000 sq. ft., it is still \$2 million over budget. Mr. Morris explained key modifications to the project since the board last discussed the topic. He then recounted the deliberations of the Finance Committee immediately preceding this meeting, which considered increasing the scope of the project by \$2 million and adding additional scope up to \$1 million to construct locker rooms and offices under the stadium.

Mira Theisen and Chris Kastelic focused on changes to the project, starting with the site plan and noting there weren't many changes in this area. Reviewing the main level floor plan, the biggest change was the access to the main gym, which is no longer from the top of the gymnasium. On the Student Recreation Center (SRC) side, changes were minimal with the recreation gym relocated to the lower level while the track came to the main level. Answering capacity questions, Ms. Theisen and Matt Sayre noted that capacity is 1,392, which is close to the current capacity of 1,400, and that reaching capacity is a possibility.

The lower level has four instead of three classrooms on the west wall where natural light will enter from a light well. A big change is the two locker rooms where each gender would share a wet area among a couple of different sports for each. There is also a gender-neutral locker room plus two separate locker rooms for visitors, one of which will be shared with the soccer team.

Due to level changes, the upper level is mostly SRC, with an open fitness area and open-to-below spaces, along with two group exercise rooms and shared storage. All the changes together helped reduce the exterior wall area and make the project more efficient without making more program eliminations. Ms. Theisen then showed the outside of the building and elevations. The goal has been to preserve the outside aesthetic with materials and maintain the presence of the building's scale and visual interest as a center of student activity. Responding to Trustee Nicholson's questions about the size of the light wells and whether the area could be used as an outdoor living space with landscaping, seats and tables, Ms. Theisen responded that they envisioned a lot of plantings and that the area could become an outdoor classroom.

Concluding the item, Mr. Morris thanked the architects for their ongoing work on the project. No action was taken, pending the discussion on financing.

McNeal Pavilion Project – Financing (Action)

Mr. Morris recommended that SOU put preapproved financing in place at \$3 million and draw down only on amounts needed, which, hopefully would be offset by funds from other sources, if available. Chair Thorndike asked if other universities were experiencing the cost escalations and, if they were, was it possible to go back to the legislature as a group to pursue funding. Mr. Morris knew of at least one other institution experiencing these cost escalations and noted that he would be surprised if the issue and request didn't come up in the February session. Responding to Trustee Slattery regarding donor funding and naming rights, Mr. Sayre said he was exploring this with Janet Fratella.

Trustee Nicholson moved that, based upon the recommendation of the Finance Committee, the board increase the scope of the McNeal Pavilion project by \$3 million to be increased and allocated as follows: \$2 million to increase the building project from \$21.3 to \$23.3 million; and approval of the stadium improvement portion of the project with a budget up to \$1 million for locker rooms under the stadium. With this increase in scope, the board increases contract authority for all contracts to implement the project in an amount not to exceed the additional \$3 million scope, with that authority being delegated to the vice president for finance and administration. Chair Thorndike added that Mr. Morris shall return to the Board with major elements. The motion was seconded by Trustee AuCoin and passed unanimously.

Accordingly, with the passage of the first motion, Trustee Nicholson moved that the finance committee recommends to the full board that the vice president for finance and administration, in consultation with the university president and the finance committee, be authorized to arrange and execute contracts for financing in the form of a pre-approved loan in the amount of \$3 million to cover increased scope costs. The motion was seconded by Trustee Nootenboom. Trustee Hennion abstained from the vote citing a possible conflict of interest if her firm were able to offer bonds for financing. The motion passed.

The board took a 10-minute break. Upon returning, the remaining agenda items were re-ordered, as Brian Caufield had not yet arrived to present the labor negotiations update.

Discussion of Possible Extension to SOU President's Contract (Action)

President Saigo left the meeting before Chair Thorndike opened this issue for discussion. Chair Thorndike introduced the topic noting that SOU has a short-term strategic plan and President Saigo was hired by the Oregon University System (OUS) to execute that. The board just completed its second month of governance, 260 policies transferred to SOU from the system, which the board can change or modify, and the learning is extensive. He noted that change takes time and the president's contract ends on June 30, 2016. The Chair spoke with trustees to see if there was interest in extending the president's contract for up to one year, giving the board time to find a president and for SOU to continue making progress. He reported overwhelming support as well as skepticism about extending the interim president's contract for a year. When reviewing OUS's evaluation of the president with him, the Chair also asked if he was interested in serving for another year and President Saigo said he was willing to entertain the opportunity.

The Chair was seeking from the board a pathway in considering whether or not the board wishes to extend the contract for one additional year in order to provide flexibility and increase preparedness to move forward with a presidential search. If so, the transferred OUS policy requires the board to consult with faculty and students and statute says the board also has to consult with the governor. If it pleases the board, this consultation process could be enacted. If the process is flexible and adaptable, it could allow the board to get the best possible candidate for SOU. Uncertainty of the timeline and its lengthiness was addressed. The Chair sought permission to consult with constituents and do preliminary negotiations with Dr. Saigo as to what changes the board might make to his existing contract, then return to the board to determine the path the board would follow. He expressed being open to other pathways and the collective decision-making of the group and opened the conversation for input.

Trustee AuCoin said the matter is one of great institutional importance. Since July, the board has discussed the matter and he felt the extension is unnecessary if a decision of the board also is delayed. He expected the board to be further along in the process than it is currently. He agreed with Trustee Sayre's earlier suggestion to develop a working group to help the board move close to a decision and that picking a new president in the ten months between now and the end of the president's contract seemed impossible. Trustee AuCoin stressed the need to move forward, stating the board needs to buy time to get a good search going, and should strengthen President Saigo's position so he can continue to build on the successes SOU already has seen with him. If the board embarks upon this process, which

he supports, any change in title marking President Saigo as transitional would harm his effectiveness.

Trustee Washington felt the board needed to first focus on retrenchment efforts before a search and had no issue with removing “interim” from the president’s title.

Trustee Nicholson noted a factor not to be overlooked is that SOU’s 2017 accreditation was moved to 2016. He noted an evolving opinion on the matter. SOU has enormous successes to point to and some disquieting factors exist as well. He agreed that the aforementioned consultation is necessary and should include faculty, students and staff as well.

Trustee Sayre echoed Trustee Nicholson’s comments and expressed that this is job number one for the board. She said she would not feel comfortable going forward without faculty, staff and student input. She appreciated hearing the ten goals the President outlined earlier in the meeting. However, with stated goals, there should be strategies and action steps.

Trustee Hennion thought the board should go ahead with a presidential search. She liked the ideas of a working group; consulting with constituent groups; and recommended that the board use this year for outreach and planning to figure out the right qualities to seek in the next leader and would not want to do a presidential search in a hurry. She recommended consultation with the governor then constituent groups.

Jason Catz clarified the statute on presidential searches and the requirement to consult with the governor.

Trustee Slattery cautioned that making a decision and then consulting with constituents is not a good idea. He said the prudent thing to do is establish a “date certain” that the board will begin a search. Later in the meeting, he suggested a date of March 2016. He also liked the idea of a working group.

Trustee Nootenboom echoed the sentiments of Trustees Sayre and Slattery, noting that the most important things the board will do are hire and fire a president for SOU. He stated the right thing to do is hire a good president and do it right, expecting a good search might take longer than a year. As such, he felt the issue of a possible extension was not the question, but whether the board could do a good job of finding the right president without extending.

Trustee Bodager noted that when the board hears reports on accomplishments, it must also question what the president may not be doing, and provide direction in that area in case he needs to stay longer than what the current contract outlines. Chair Thorndike noted that the current president has a different style than a typical chief executive. However, on an external basis, President Saigo has done more to connect SOU to the community than anyone has done in a very long time.

Trustee Sayre inquired about the money the system set aside for SOU to conduct a presidential search and Mr. Morris replied that it is in SOU’s fund balance and will stay there until the board is ready to use it.

Trustee AuCoin noted the importance of awaiting decision making until the constituency groups are back on campus, and questioned the timeline of these actions. Other timeline issues were raised among the trustees as well.

Trustee Vincent voiced support for a year of continuity. He agreed there should be a date certain for establishment of a working group to begin. He also would like to see a 360-degree type of review and thinks it will inform the board on the president and/or the new hire. He would also like to see a “dashboard” that offers the metrics most boards see regularly. His final suggestion was to give the board chair the discretion to meet with the constituencies and if anything material is discovered, he will bring it back to the board to ensure their voices in the process.

Trustee Shih felt the board should extend the president’s contract another year and start the search as soon as possible. She also stated the importance of the board clarifying its own expectations of the president. Earlier in the meeting, she also questioned if the extension needed to be a full year.

The board secretary recorded the suggestions and requests of the board, and read the proposed motion that the Board Chair be authorized by the Board of Trustees to:

1. Contact the faculty leadership, student leadership and staff for the purpose of consulting with these important constituencies regarding the possible extension of President Saigo’s employment agreement for up to one year beyond the term of his present employment agreement;
2. Contact the Governor, as required by ORS 352.096(1), for the purpose of consulting with her regarding President Saigo’s employment; and
3. In light of these consultations, the chair will negotiate the terms of an amended employment agreement with President Saigo;
4. Except, however, the Board Chair shall be required to return to the full Board of Trustees at its regular, quarterly October meeting to:
 - a. Report on his consultation with faculty leadership, student leadership, staff and the Governor;
 - b. Request approval of the length and compensation for any employment agreement negotiated with President Saigo; and
 - c. Obtain the Board’s final approval to execute such an amended employment agreement.

The motion was moved by Trustee Vincent, seconded by Trustee Shih, and passed unanimously.

Labor Negotiations Update

As Brian Caufield had arrived, Chair Thorndike announced that, pursuant to ORS 192.660 (2)(d), the board will meet in executive session to conduct deliberations with persons designated by the governing body to carry on labor negotiations. Pursuant to ORS 192.660 (4), representatives of the news media are not allowed to attend this executive session. Pursuant to ORS 192.660 (6), no final action will be taken or final decision made in the executive session. Pursuant to ORS 351.020 (1), Trustees Slattery and Steinman will be kindly excused from the session as they may not participate in any discussions or action by the board or attend any executive session of the board involving collective bargaining issues that affect faculty or staff at any public university listed in ORS 351.011. In addition to the non-faculty/staff board members, the following persons were permitted to remain for the

executive session: Director of Labor Relationships, Brian Caufield; Jason Catz; Sabrina Prud'homme; Kathy Park; Craig Morris; and Ryan Brown.

In concluding the executive session, the meeting was re-opened and interested parties were invited back into the room.

Adjourn

Chair Thorndike adjourned the meeting at 2:55 p.m.

Public Comment

Campus Update

Southern Oregon University
Crisis Management Team Emergency
Response
October 2015

Crisis Management Team (CMT)

The primary role of the CMT is to bring together all relevant information about the emergency in one place, organize that information in a useful manner for the Executive Leadership Team, facilitate the coordination of resources needed to mitigate the effects of the emergency, and implement the recovery process. The CMT functions under the Incident Command System.

Resent Events

- ❑ Umpqua Community College
 - Shooting on campus

- ❑ Ashland High School
 - Facebook posting of threat

- ❑ Rogue Community College
 - 911 Call (6 bombs and 4 armed)

- ❑ Southern Oregon University
 - Letter

Umpqua Community College

- 10 dead – One faculty, eight students and the gunman
- 9 students injured

SOU Response

- Messages from SOU Board Chair, President and Provost
- Community Meeting

Ashland High School

- Police Department received an email from a former resident of Ashland w/screenshots of former Ashland High School student's Facebook
- Firearm was displayed along with two statements that were somewhat threatening and alarming.

SOU Response

- Timely Notification

Rouge Community College

- They received a recorded threat of 6 bombs and 4 gunmen on campus at RCC in Grants Pass
- Closed all campuses and conducted clearing and search
- Campuses opened next day

SOU Response

- SOU Alert
- Campus Notification by email

Southern Oregon University

- Note delivered by students
- Crisis Management Team engaged
- Notification of canceled classes
- Secured campus and increased CPS/APD patrols in Housing/throughout campus
- Established EOC
- Communicated to community of reopen and additional security measures

SOU Alerts

- Email, text, phone also updates social media (Facebook and Twitter).
- All students and employees with sou.edu automatically enrolled
- Three slots for addition of phone numbers
- We can add additional agencies or groups like APD, AFR and food services
- Messages sent from Crisis Management Team
- Working on having Call Center initiate first message if a call of shooting on campus

We currently have 9,267 users in the Rave Mobile Alert system.

1000 Since October 1, 2015

About 993 or 10% of all users in the Rave system have provided at least one mobile number

Within 15 seconds of sending the alert, 85% of the texts had been delivered. Within 23 seconds, 90% of the texts had been delivered. By 1 minute 24 seconds, 95% of the texts had been delivered.

By comparison, it took about 2 minutes 18 seconds to deliver 98% of 9,440 email messages.

Our Facebook post, as of 11:29pm had reached 29,268 people and had 1,994 likes, shares, clicks, or comments.

The slowest alert method was the voice calls. While many calls were placed within minutes of sending the alert, it took about an hour to successfully deliver 8,682 messages out of a total of 12,015. Over a quarter of calls failed, either because no one picked up or the line is no longer in service. Failures have a big impact on timing because the system will try them twice before giving up.

Media Overview

- Number of social media updates: 12 (plus dozens of replies and comments) These were shared to Facebook and Twitter
- Combined approximate reach of posts: 325,000 users
- Greatest reach of single post: SOU Alert message from Oct. 6 reached 210,476 individual users.
- It was shared nearly 2,000 times and received 135 comments.
- In addition to monitoring and responding to questions on our own social media platforms, we also monitored local news media social media pages in an effort to dispel rumors and answer questions.

Media Overview

- 20+ TV appearances
- 30+ additional media interviews
- 60 min spot on JPR.

Cares Response

- Cares Reports through Week 2 had an increase of 27 reports (113/140) compared to same time last year
- This does not represent the numerous phone calls of concerns from students and parents received and returned

Training

- Respond to an Active Shooter on Campus
- Number trained since Oct 1: 350
- Six classes are scheduled through Nov 4

Crisis Management Response Planning

- Program development
 - Lockdown
 - Evacuation
 - Reunification
 - PIO
- Training
 - Response to and Active Shooter
 - Exercises

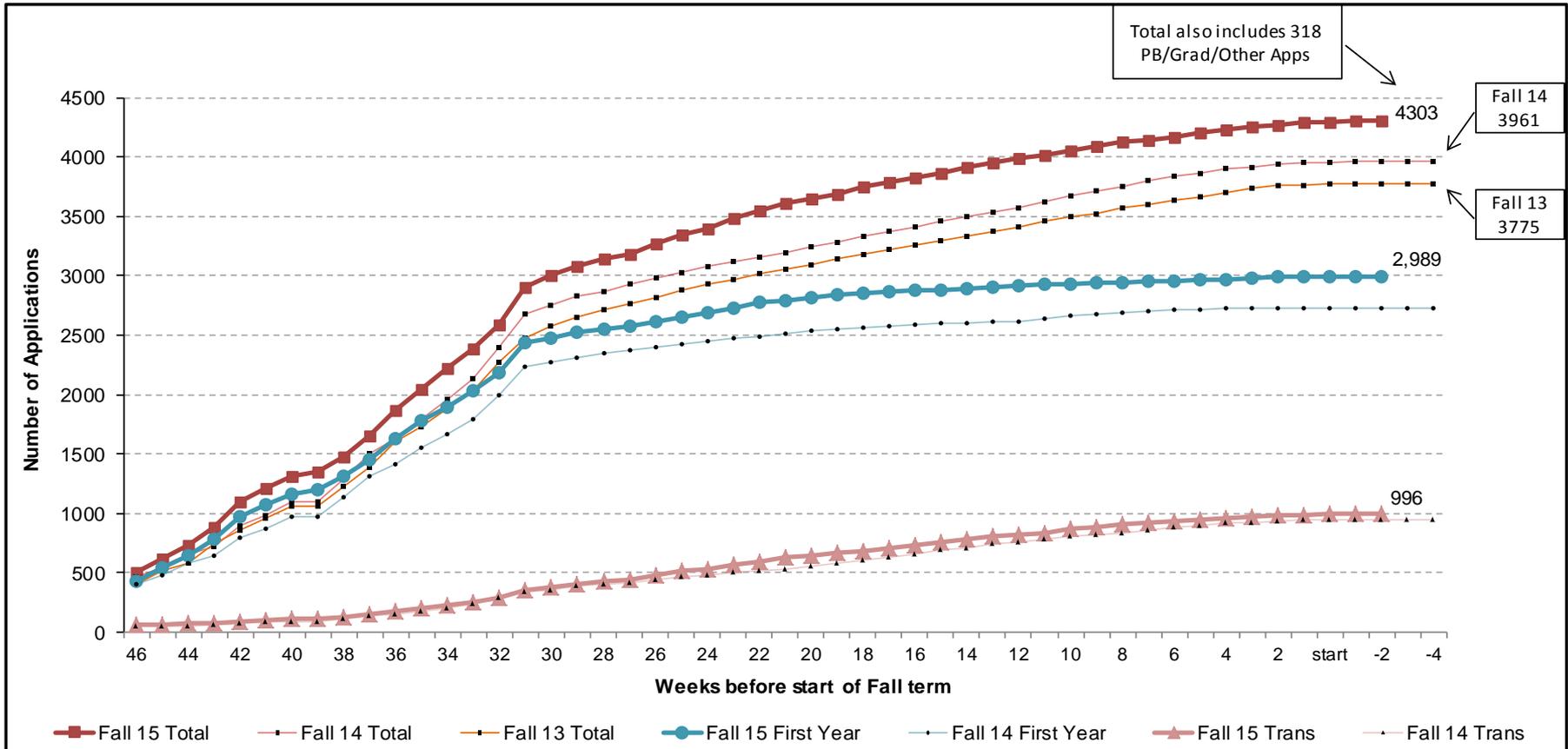
Possible Enhancements

- Software to link SOU Alerts and Mass Notification on the outside of buildings. After the Theater/Arts remodel 100% of campus covered outside
- Software for remote access to fob doors enabling the ability to secure door from a smart phone
- Work with Call Center for sending out SOU Alert



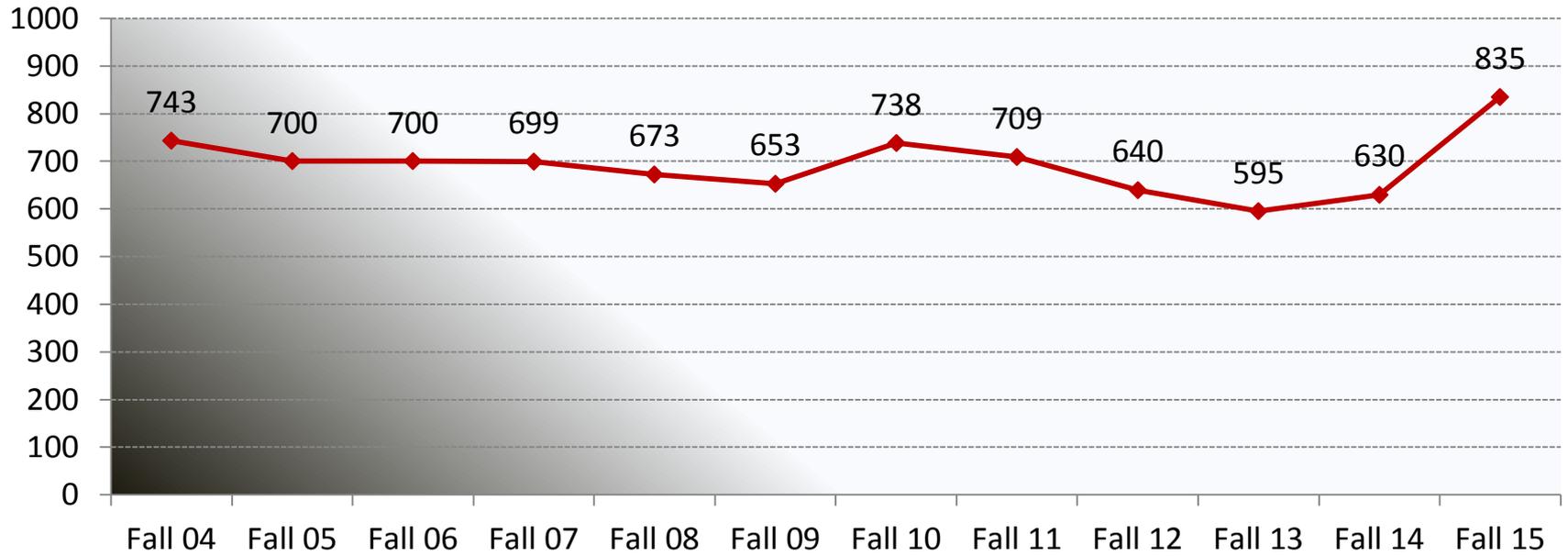
President's Update

Funnel Report: Application Activity
Fall 2015 Week Ending 10/11/15
2 Weeks After Start of Term

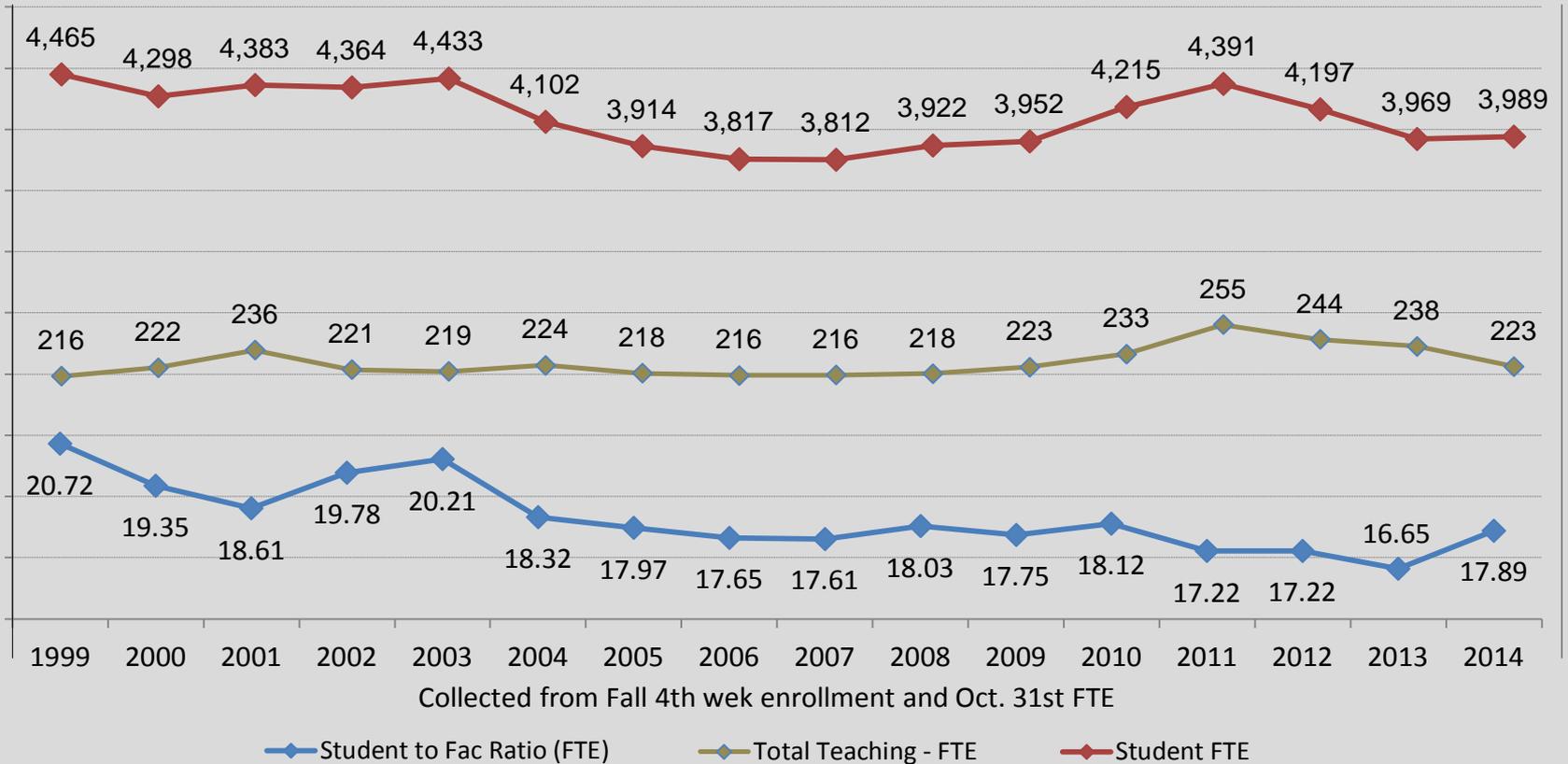


New First Year Student Counts

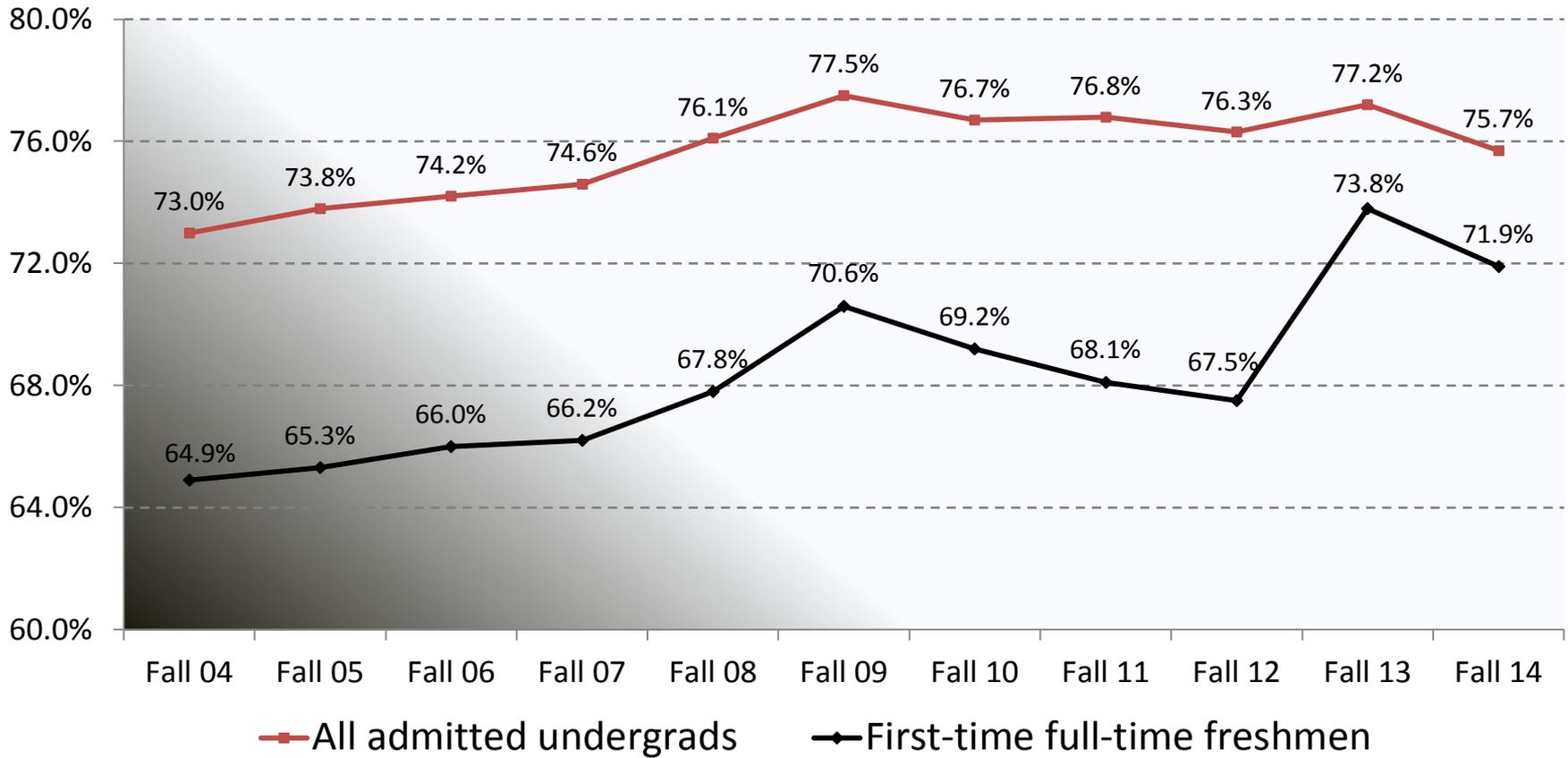
(aka 1st time, full-time, freshmen)



Ratios of Student FTE to Teaching FTE, 1999 through 2014



Retention Rates

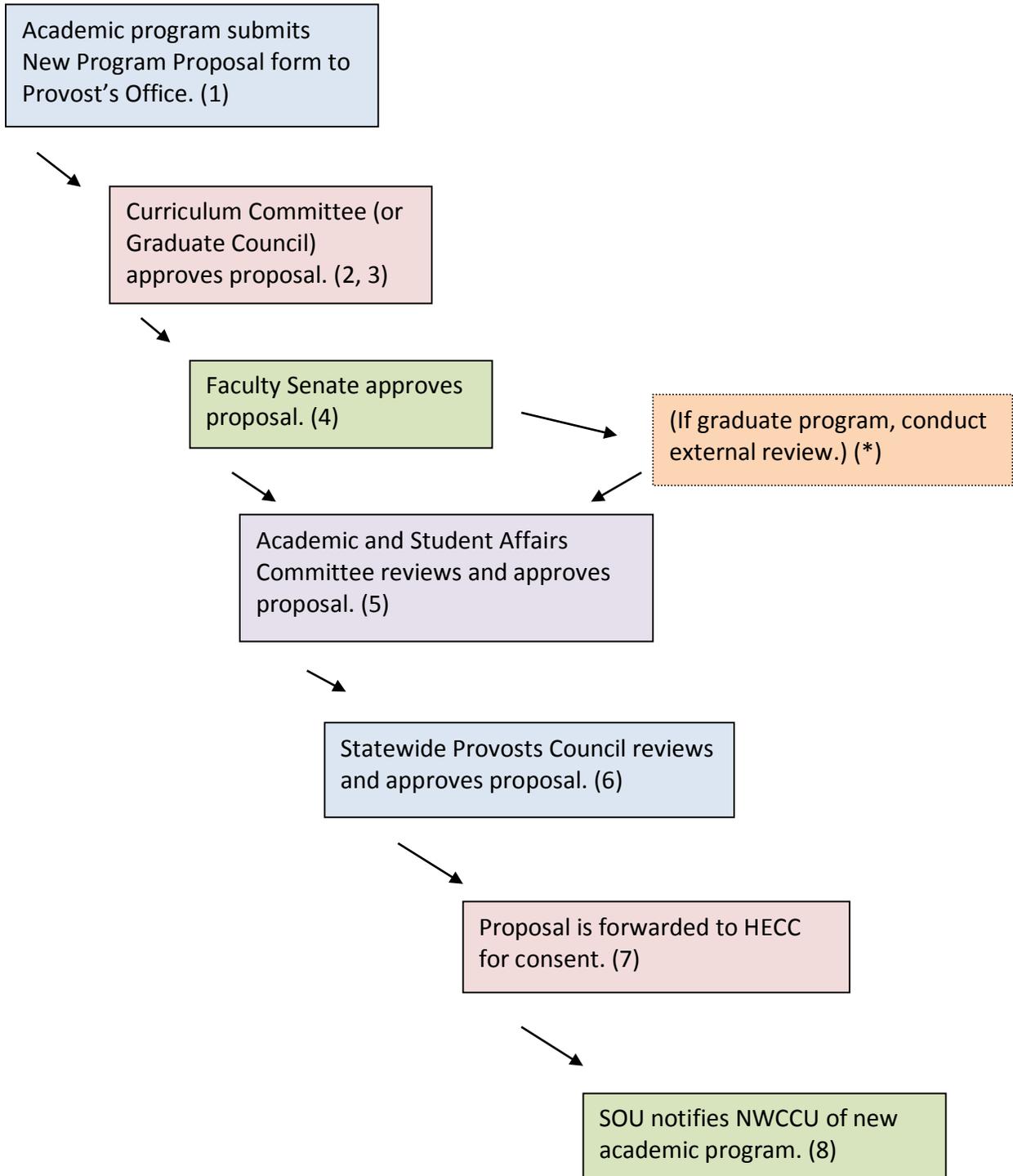


Committee Reports

Government Relations and Legislative Update

Curriculum Approval Process

New Academic Program Approval



Enrollment Update

Undergraduate Course SCH by Department
Fall 2014 Week Ending 10/12/14 vs. Fall 2015 Week Ending 10/11/15
2 Weeks After Start of Term

Department	Fall 2014	Fall 2015	Change	% Change
Art	2,538	1,333	-1,205	-47.5%
Creative Writing	448	524	76	17.0%
Emerging Media & Digital Art	1,064	1,404	340	32.0%
Music	1,566	1,600	34	2.2%
Theatre	2,517	2,626	109	4.3%
Subtotal - Oregon Center for the Arts	8,133	7,487	-646	-7.9%

Education	2,271	2,414	143	6.3%
Health and Physical Education	2,082	1,835	-247	-11.9%
Outdoor Adventure Leadership	745	698	-47	-6.3%
Military Science	175	151	-24	-13.7%
Subtotal - Education, Health and Leadership	5,273	5,098	-175	-3.3%

Criminology and Criminal Justice	2,440	2,696	256	10.5%
Economics	1,200	896	-304	-25.3%
Geography	552	364	-188	-34.1%
History	1,772	1,357	-415	-23.4%
Political Science	823	770	-53	-6.4%
Psychology	4,378	4,247	-131	-3.0%
Sociology/Anthropology	1,897	1,790	-107	-5.6%
Subtotal - Social Sciences	13,062	12,120	-942	-7.2%

Gen Ed and House Experience	776	750	-26	-3.4%
Honors College	182	373	191	104.9%
Learning Commons	24	-	-24	-100.0%
Success at Southern	14	16	2	14.3%
Undergraduate Studies	452	382	-70	-15.5%
University Seminar	2,903	3,434	531	18.3%
Subtotal - Undergraduate Studies	4,351	4,955	604	13.9%

Department	Fall 2014	Fall 2015	Change	% Change
Biology	3,609	3,471	-138	-3.8%
Chemistry	1,261	1,669	408	32.4%
Computer Science	1,016	1,332	316	31.1%
Mathematics	4,058	3,969	-89	-2.2%
Physics	1,182	1,209	27	2.3%
Subtotal - STEM Division	11,126	11,650	524	4.7%

Business	6,186	6,451	265	4.3%
Communication	2,207	2,798	591	26.8%
Environmental Studies	1,765	1,546	-219	-12.4%
Subtotal - Division of BCE	10,158	10,795	637	6.3%

English	1,789	1,587	-202	-11.3%
Gender, Sexuality, and Women's Studies	232	122	-110	-47.4%
International Studies	248	244	-4	-1.6%
Native American Studies	252	200	-52	-20.6%
Philosophy	926	1,014	88	9.5%
Foreign Languages & Literatures	2,226	2,192	-34	-1.5%
Subtotal - Humanities and Culture	5,673	5,359	-314	-5.5%

Library Science	-	-	-	
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Physical Education Activities	719	633	-86	-12.0%
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Total Undergraduate	58,495	58,097	-398	-0.7%
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Total Undergraduate + Graduate	62,398	61,497	-901	-1.4%
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Graduate Course SCH by Department
Fall 2014 Week Ending 10/12/14 vs. Fall 2015 Week Ending 10/11/15
2 Weeks After Start of Term

Department	Fall 2014	Fall 2015	Change	% Change
Art	8	9	1	12.5%
Creative Writing	-	-	-	
Emerging Media & Digital Art	-	-	-	
Music	91	102	11	12.1%
Theatre	-	-	-	
Subtotal - Oregon Center for the Arts	99	111	12	12.1%

Education	2,358	1,957	-401	-17.0%
Health and Physical Education	7	-	-7	-100.0%
Outdoor Adventure Leadership	-	5	5	
Military Science	-	-	-	
Subtotal - Education, Health and Leadership	2,365	1,962	-403	-17.0%

Criminology and Criminal Justice	-	-	-	
Economics	-	-	-	
Geography	-	-	-	
History	-	-	-	
Political Science	-	-	-	
Psychology	490	509	19	3.9%
Sociology/Anthropology	28	36	8	28.6%
Subtotal - Social Sciences	518	545	27	5.2%

Master in Interdisciplinary Studies	36	15	-21	-58.3%
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Department	Fall 2014	Fall 2015	Change	% Change
Biology	162	139	-23	-14.2%
Chemistry	-	-	-	
Computer Science	16	-	-16	-100.0%
Mathematics	36	44	8	22.2%
Physics	-	-	-	
Subtotal - STEM Division	214	183	-31	-14.5%

Business	151	167	16	10.6%
Master in Business Administration	339	259	-80	-23.6%
Master in Management	135	138	3	2.2%
Communication	16	12	-4	-25.0%
Environmental Studies	13	-	-13	-100.0%
Subtotal - Division of BCE	654	576	-78	-11.9%

English	17	4	-13	-76.5%
Gender, Sexuality, and Women's Studies	-	-	-	
International Studies	-	-	-	
Native American Studies	-	4	4	
Philosophy	-	-	-	
Foreign Languages & Literatures	-	-	-	
Subtotal - Humanities and Culture	17	8	-9	-52.9%

Total Graduate	3,903	3,400	-503	-12.9%
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Total Undergraduate + Graduate	62,398	61,497	-901	-1.4%
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Enrolled Student Headcounts
Fall 2014 Week Ending 10/12/14 vs. Fall 2015 Week Ending 10/11/15
2 Weeks After Start of Term

	Fall 2014	Fall 2015	Change	% Change	Fall 2014 End of Term	Change	% Change
First Year Students	714	835	121	16.9%	713	122	17.1%
New Transfers	563	545	-18	-3.2%	567	-22	-3.9%
New PostBacs/Graduates	154	119	-35	-22.7%	156	-37	-23.7%
Subtotal - New Students	1,431	1,499	68	4.8%	1,436	63	4.4%
Continuing Students	3,295	3,167	-128	-3.9%	3,310	-143	-4.3%
Returning after Absense	115	158	43	37.4%	118	40	33.9%
Non-Admitted	971	553	-418	-43.0%	1,384	-831	-60.0%
Grand Total - Headcount	5,812	5,377	-435	-7.5%	6,248	-871	-13.9%
Grand Total - FTE	4,252	4,165	-87	-2.0%	4,356	-191	-4.4%
Resident	4,068	3,524	-544	-13.4%	4,460	-936	-21.0%
Non-Resident	1,744	1,853	109	6.3%	1,788	65	3.6%
International	150	158	8	5.3%	154	4	2.6%
American Indian/Alaskan Native	59	57	-2	-3.4%	61	-4	-6.6%
Asian	101	97	-4	-4.0%	104	-7	-6.7%
Black	114	124	10	8.8%	116	8	6.9%
Hispanic	487	516	29	6.0%	490	26	5.3%
Pacific Islander	23	27	4	17.4%	24	3	12.5%
Multiple Ethnicities	360	423	63	17.5%	366	57	15.6%
Subtotal - Diversity (ethnic & intl.)	1,294	1,402	108	8.3%	1,315	87	6.6%
White	3,275	3,035	-240	-7.3%	3,321	-286	-8.6%
Unknown/Other	1,243	940	-303	-24.4%	1,612	-672	-41.7%
Alaska	75	79	4	5.3%	76	3	3.9%
California	984	1,092	108	11.0%	1,020	72	7.1%
Hawaii	103	117	14	13.6%	104	13	12.5%
Idaho	27	31	4	14.8%	27	4	14.8%
Washington	161	152	-9	-5.6%	161	-9	-5.6%
All Other States	247	249	2	0.8%	258	-9	-3.5%

SCH by Student Level Within Tuition Category
Fall 2014 Week Ending 10/12/14 vs. Fall 2015 Week Ending 10/11/15
2 Weeks After Start of Term

Tuition Category	Fall 2014	Fall 2015	Change	% Change
UG WUE	14,485	16,177	1,692	11.7%
UG Resident	30,997	30,290	-707	-2.3%
UG Non-resident	1,525	1,712	187	12.3%
UG Online	6,466	6,617	151	2.3%
Subtotal - Undergraduates	53,473	54,796	1,323	2.5%
GR Resident	822	656	-166	-20.2%
GR Non-resident	579	455	-124	-21.4%
GR Online	264	252	-12	-4.5%
GR Education Differential	1,646	1,598	-48	-2.9%
Subtotal - Graduates	3,311	2,961	-350	-10.6%
Staff Rates	795	738	-57	-7.2%
Waived Tuition	785	818	33	4.2%
Course Based Tuition	509	785	276	54.2%
Advanced Southern Credit	3,503	1,345	-2,158	-61.6%
Early Entry HS	22	59	37	168.2%
Grand Total - SCH	62,398	61,502	-896	-1.4%

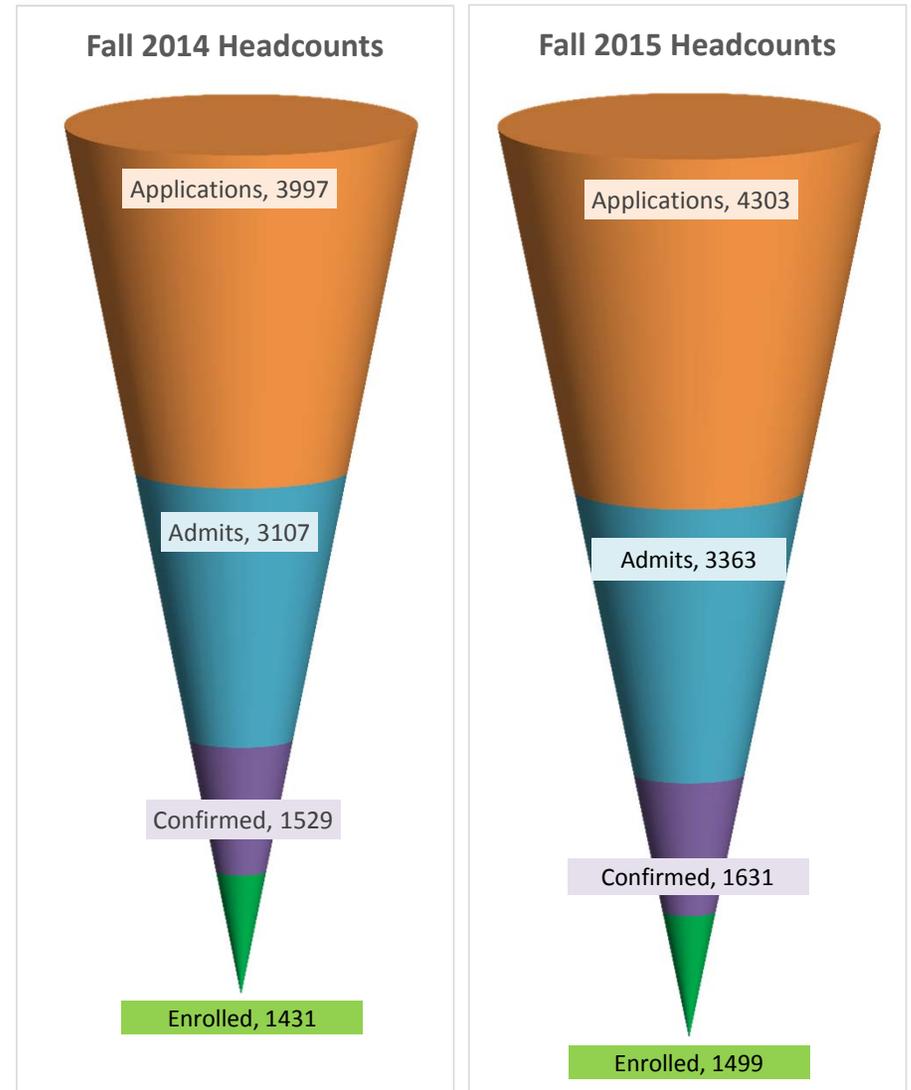
Funnel Report: New Headcounts by Student Type
Fall 2014 Week Ending 10/12/14 vs. Fall 2015 Week Ending 10/11/15
2 Weeks After Start of Term

Applications				
Student Type	Fall 2014	Fall 2015	Change	% Change
First Year - Resident	1,106	1,276	170	15.4%
First Year - Nonresident	1,625	1,713	88	5.4%
Transfer - Resident	501	508	7	1.4%
Transfer - Nonresident	445	488	43	9.7%
Postbacs/Grads/Other	320	318	-2	-0.6%
Total	3,997	4,303	306	7.7%

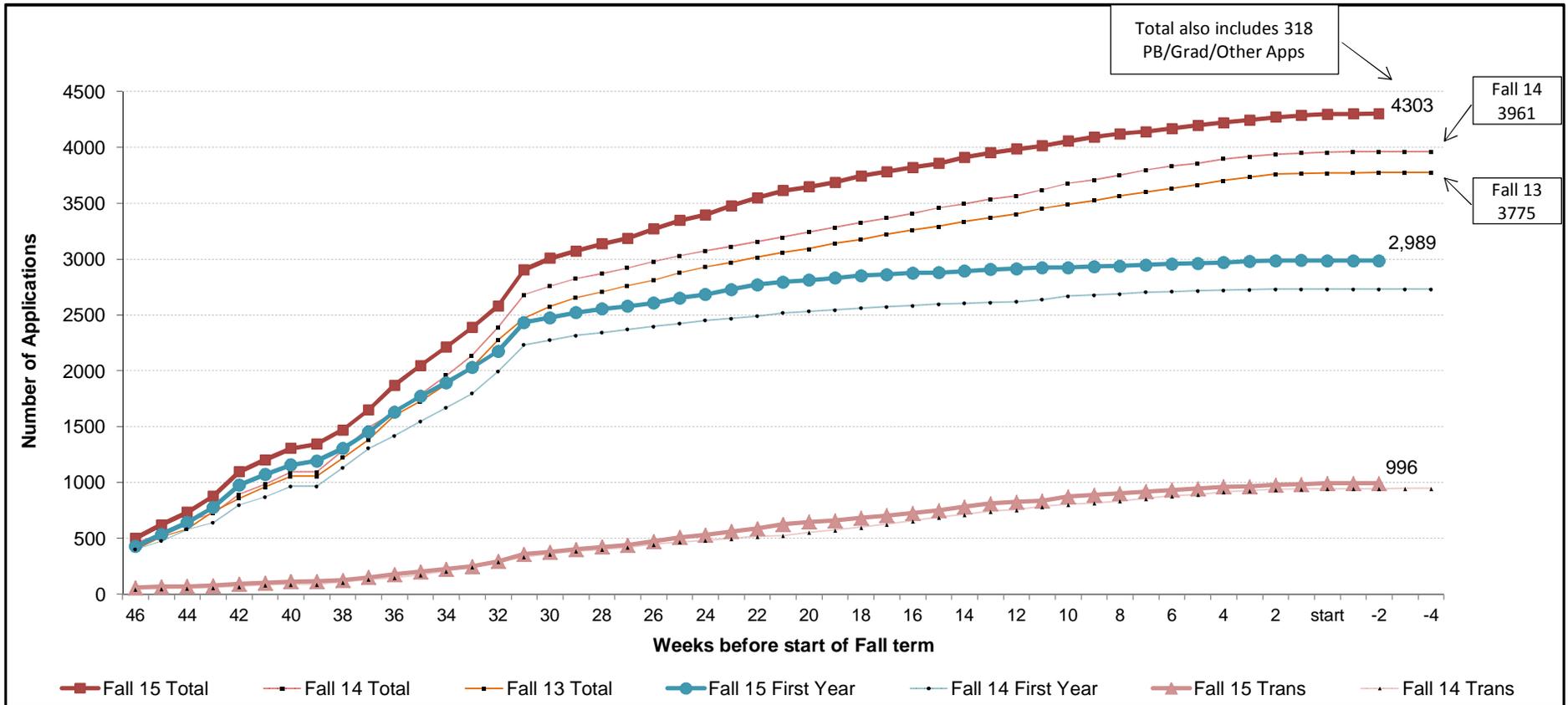
Admits				
Student Type	Fall 2014	Fall 2015	Change	% Change
First Year - Resident	884	989	105	11.9%
First Year - Nonresident	1,229	1,350	121	9.8%
Transfer - Resident	443	435	-8	-1.8%
Transfer - Nonresident	350	419	69	19.7%
Postbacs/Grads/Other	201	170	-31	-15.4%
Total	3,107	3,363	256	8.2%

Confirmed (e.g. deposit paid)				
Student Type	Fall 2014	Fall 2015	Change	% Change
First Year - Resident	372	465	93	25.0%
First Year - Nonresident	405	436	31	7.7%
Transfer - Resident	346	319	-27	-7.8%
Transfer - Nonresident	230	263	33	14.3%
Postbacs/Grads/Other	176	148	-28	-15.9%
Total	1,529	1,631	102	6.7%

Enrolled				
Student Type	Fall 2014	Fall 2015	Change	% Change
First Year - Resident	366	457	91	24.9%
First Year - Nonresident	348	378	30	8.6%
Transfer - Resident	342	311	-31	-9.1%
Transfer - Nonresident	221	234	13	5.9%
Postbacs/Grads/Other	154	119	-35	-22.7%
Total	1,431	1,499	68	4.8%



Funnel Report: Application Activity
Fall 2015 Week Ending 10/11/15
2 Weeks After Start of Term



Faculty Negotiations -Update

SOU – Klamath Community College/Rogue Community College Faculty/Staff Rates



SOU Presidential Search



SOU President's Contract

Adjourn