



OFFICE OF THE BOARD OF TRUSTEES

## Public Meeting Notice

March 9, 2018

TO: Southern Oregon University Board of Trustees  
FROM: Sabrina Prud'homme, University Board Secretary  
RE: Notice of Regular Meeting of the Board of Trustees

The Southern Oregon University Board of Trustees will hold a regular meeting on the date and at the location set forth below.

Topics of the meeting will include reports from the president, board committees, student leadership and faculty senate. The board will take action on the 2018-19 student incidental fee recommendation; the 2018-19 tuition and mandatory fees recommendation; and a renovation project of the Osher Lifelong Learning Institute. The meeting will include a tour of the Theater and Jefferson Public Radio building. Other agenda items include updates on the status of 2015 XI-Q bond authority and legislative information. The board also will review the Student Life Annual Report and the Association of Governing Board of Universities and Colleges' annual conference agenda.

The meeting will take place as follows:

Friday, March 16, 2018

12:00 p.m. to 5:00 p.m. (or until business is concluded)

(Lunch to be provided for the board and selected staff members.)

Hannon Library, DeBoer Board Room, 3<sup>rd</sup> Floor, Room #303

Visit [governance.sou.edu](http://governance.sou.edu) for meeting materials.

Visit [sou.edu/video](http://sou.edu/video) at the time of the meeting to livestream the proceedings.

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. **To arrange special accommodations or to sign-up in advance for public comment, please contact Kathy Park at (541) 552-8055 at least 72 hours in advance.**

Churchill Hall, Room 107 • 1250 Siskiyou Boulevard • Ashland, Oregon 97520-5015

(541) 552-8055 • [governance.sou.edu](http://governance.sou.edu) • [trustees@sou.edu](mailto:trustees@sou.edu)

Preceding this meeting, on March 15, 2018, at 2:15 p.m., the board will meet for an outreach event with various SOU staff members in the Meese Room of the Hannon Library.



**Board of Trustees**  
**March 16, 2018**

# Call to Order / Roll / Declaration of a Quorum



## Board of Trustees Meeting

Friday, March 16, 2018

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.

- |         |          |  |  |
|---------|----------|--|--|
|         | <b>1</b> | <b>Call to Order/Roll/Declaration of a Quorum</b>    | Chair Bill Thorndike                                     |
|         | 1.1      | Welcome and Opening Remarks                          |  |
|         | 1.2      | Roll and Declaration of a Quorum                     | Sabrina Prud'homme,<br>SOU, Board Secretary              |
|         | 1.3      | Agenda Review  | Chair Thorndike  |
|         | <b>2</b> | <b>Public Comment</b>                                |  |
|         | <b>3</b> | <b>Reports</b>                                       |  |
| 20 min. | 3.1      | President's Report                                   | President Linda Schott                                   |
| 15 min. | 3.2      | Committee Reports                                    | Trustee Vincent; Trustee<br>Slattery                     |
| 5 min.  | 3.3      | Student Leadership                                   | Leo McCaffrey, ASSOU,<br>Vice President                  |
| 5 min.  | 3.4      | Faculty Senate                                       | Dennis Jablonski, SOU,<br>Faculty Senate, Vice<br>Chair  |
|         | <b>4</b> | <b>Consent Agenda</b>                                |  |
| 5 min.  | 4.1      | Approval of January 19, 2018 Meeting Minutes         | Chair Thorndike  |
|         | <b>5</b> | <b>Action Items</b>                                  |  |
| 30 min. | 5.1      | 2018-19 Student Incidental Fee<br>Recommendation     | Daryl Maplethorpe,<br>ASSOU, President; Leo<br>McCaffrey |
| 45 min. | 5.2      | 2018-19 Tuition and Mandatory Fees<br>Recommendation | President Schott   |

## Board of Trustees Meeting

Friday, March 16, 2018  
12:00 – 5:00 p.m. (or until business concludes)  
DeBoer Room, Hannon Library

### AGENDA (Continued)

10 min.	5.3	Osher Lifelong Learning Institute (OLLI) Renovation Project	Janet Fratella, SOU, Vice President for Development
	<b>6</b>	<b>Information and Discussion Items</b>	
60 min.	6.1	Theater and Jefferson Public Radio Building Tour	Greg Perkinson, SOU, Vice President for Finance and Administration; David Humphrey, OCA, Director; Paul Westhelle; JPR, Executive Director
15 min.	6.2	Update on Status of 2015 XI-Q Bond Authority	Greg Perkinson
15 min.	6.3	Legislative Update	Jeanne Stallman, SOU, Interim Director of Government Relations
20 min.	6.4	Student Life Annual Report	Jennifer Fountain, SOU, Director of Student Life
20 min.	6.5	Review of Association of Governing Boards of Colleges and Universities Annual Conference Agenda	Chair Thorndike
	6.6	Future Meetings	Chair Thorndike
	<b>7</b>	<b>Adjournment</b>	Chair Thorndike

# Public Comment

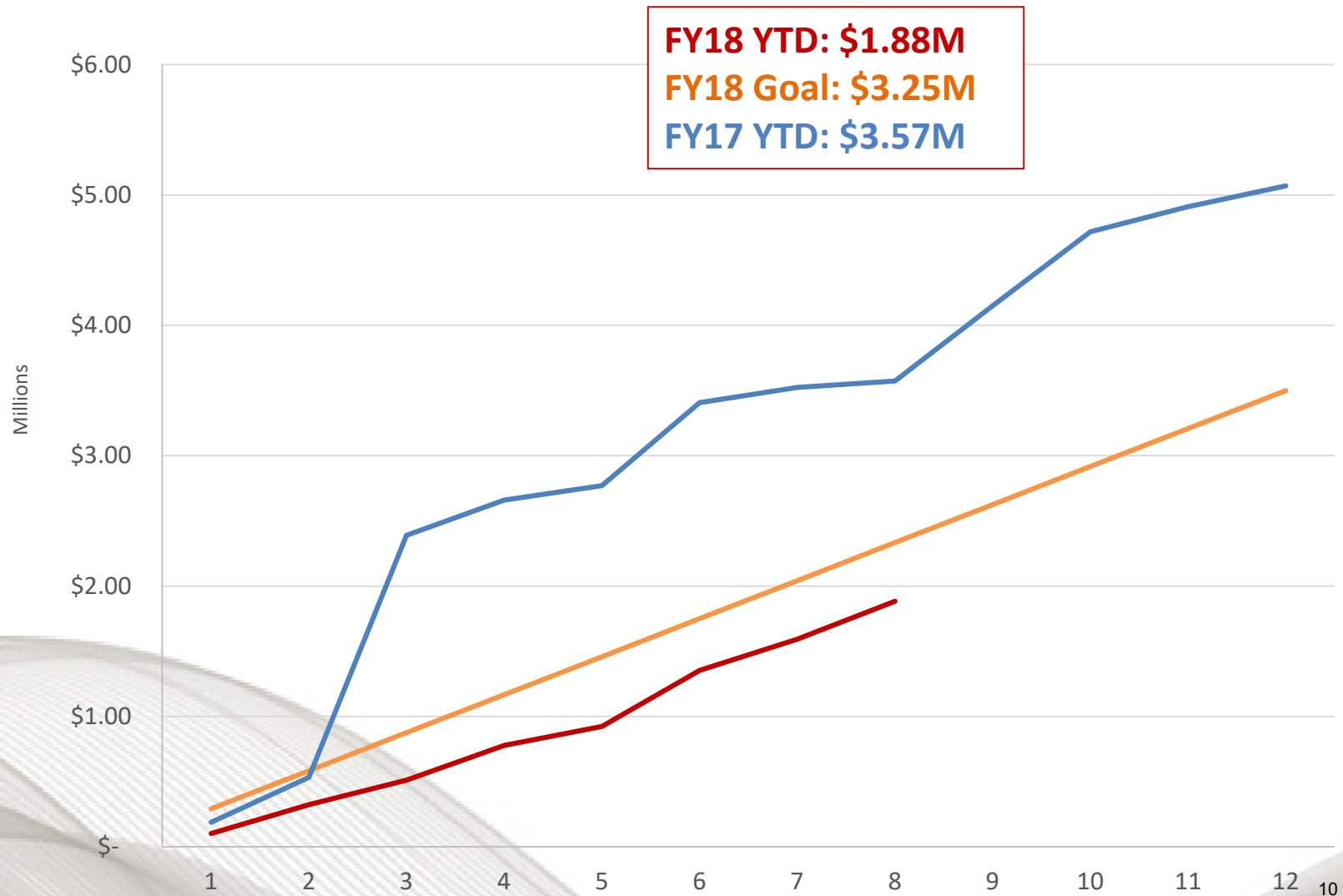
# President's Report





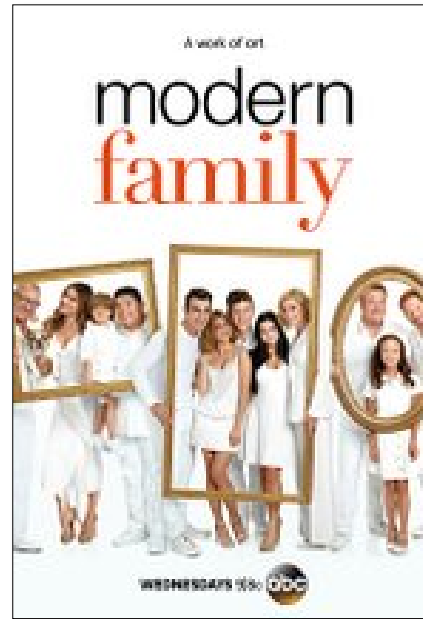
# Fundraising Update

## FY 17-18 YTD





# Major Gifts



# SOU Fund Match



**RAISED TO DATE**  
\$76,500

**GOAL**  
\$100,000

# RAIDER



EUGENE | March 7, 2018

BEND | March 8, 2018

PORTLAND | April 17, 2018

MEDFORD | May 2, 2018

REDDING | May 9, 2018

HONOLULU | May 23, 2018



# Committee Reports

# Student Leadership Report

# Faculty Senate Report



# Consent Agenda



## Board of Trustees Meeting

Friday, January 19, 2018

12:00 – 5:00 p.m. (or until business concludes)

DeBoer Room, Hannon Library

### MINUTES

#### **Call to Order/Roll/Declaration of a Quorum**

Chair Bill Thorndike called the meeting to order at 12:01 p.m. and welcomed Jean Bushong, from CliftonLarsonAllen; Dr. John King; Hugues Lecomte, SOU's new Director of Campus Recreation and the Student Recreation Center; Greg Perkinson, SOU's new Vice President for Finance and Administration; Dr. Blaine Steensland, SOU's Acting Vice President for Enrollment and Student Life; Dr. Ken Mulliken; Dr. Prakash Chenjeri; and students Ben Barnes and Dylann Loverro.

The board recognized the recent death of Dr. Natale Sicuro, a former SOU president, with a moment of silence.

The following trustees were present: Bill Thorndike, Lyn Hennion, Sheila Clough, Paul Nicholson, Shanztyn Nihipali, Daniel Santos, Teresa Sayre, Linda Schott (ex officio), April Sevcik, Dennis Slattery, Joanna Steinman and Steve Vincent. Trustee Les AuCoin was absent due to illness. Trustee Shea Washington also was absent.

Other meeting guests included: Jason Catz, General Counsel; Greg Perkinson, Vice President for Finance and Administration; Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Dr. Blaine Steensland, Acting Vice President for Enrollment and Student Life; Kristen Gast, Financial Aid; Janet Fratella, Vice President for Development; Lee Ayers, Division Director of Undergraduate Studies; Hugues Lecomte, Director of Campus Recreation and Student Recreation Center; Steve Larvick, Director of Business Services; Daryl Maplethorpe, ASSOU; Leo McCaffrey, ASSOU; Devon Backstrom, ASSOU; Darius Kila, Financial Aid; Ryan Schnobrich, Internal Auditor; Deborah Rosenberg, Faculty Senate Chair; Roxane Beigel-Coryell, Sustainability and Recycling Coordinator; John Stevenson, User Support Manager; Don Hill, Classroom and Media Services Manager; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

#### **Public Comment**

There was no public comment.

#### **Action Item**

##### Review and Acceptance of Fiscal Year 2017 Audited Financial Statements

This item was taken out of order to accommodate the presenter's travel schedule. Jean Bushong said CliftonLarsonAllen's (CLA) responsibilities are to determine if SOU's

financial statements are free from material misstatements, error, fraud and noncompliance. There are two areas of the audit: the review of financial statements and the single audit of a major federal program, financial aid. Regarding the financial statement audit, CLA issued an unmodified opinion, the cleanest opinion that can be issued. The board should expect an unmodified opinion and the need for several adjustments should be concerning. Auditors found only one item needing an adjustment, so leadership should feel good about SOU's team. The fraud issue was the only material weakness, which management is aware of and already is addressing.

Ms. Bushong highlighted and discussed items in the annual financial report including the independent auditor's report; the summary in management's discussion and analysis; SOU's balance sheet, in particular the net pension liability; and SOU's income statement for the year.

The second piece of the audit was the federal compliance piece. Last year, there were five items to clean up following the stand-alone audit of student financial aid; all five have been resolved. This year, there was one item, which related to awarding Federal Supplemental Educational Opportunity Grant money to a pool of students who were needy but did not meet the threshold criteria for the award of money. Ms. Bushong expects that will be corrected. Responding to Trustee Clough's inquiry, Ms. Bushong said CLA would report this finding to the Department of Education and that agency will determine if SOU has to repay the money, which is about \$130,000.

Ms. Bushong then addressed required communications to governance. CliftonLarsonAllen must remind the board there are estimates in the financial statements and that adopted accounting policies can impact the bottom line; there were no such policy changes. Auditors must advise of any uncorrected or corrected misstatements; there was one that resulted from information from the state and the application of Governmental Accounting Standards Board (GASB) 68 but it was not reported as a control issue for SOU. Ms. Bushong said there were no disagreements with management, management represented that it provided all necessary information, and there were no issues with the SOU Foundation auditors.

Ms. Bushong said changes in GASB standards will occur over the next few years that will impact financial statements. She also mentioned industry trends in higher education: Moody's negative outlook; federal tax reform and changes to the Higher Education Act; and cybercrime and security.

As detailed in the resolution included in the meeting materials, Trustee Nicholson moved that the Board of Trustees accept the audited financial statements of the 2017 Annual Financial Report for the university for the fiscal year ended June 30, 2017. Trustee Hennion seconded the motion and it passed unanimously.

## **Reports**

### President's Report

*Staffing Update* – President Schott introduced two new staff members: Greg Perkinson, Vice President for Finance and Administration, and Dr. Blaine Steensland, Acting Vice President for Enrollment and Student Life. Mr. Perkinson hit the ground

running and is getting to know the people who report to him, the campus, the community and people in Salem; he then provided information on his personal and professional background. Dr. Steensland will help SOU with its efforts to increase enrollment and enhance student engagement and success; he then provided information on his personal and professional background.

*Online MBA Program* – President Schott said marketing for the online MBA program went live just before Christmas. SOU has received nine applications and six students have been admitted. In the budget pro forma, Mark Denney modeled an initial cohort of ten students so SOU is about where it should be. President Schott, Provost Walsh, and Jeanne Stallman have met with corporate leaders in the valley to develop partnerships around the program. Discussion ensued on features of the program.

*Development Update* – Janet Fratella introduced Andrew Gast, the new Director of Finance and Administration for the Foundation and Development Office. The fundraising goal for this fiscal year is \$3.25 million and, as of December 31, \$1.3 million has been raised. Ms. Fratella also updated trustees on fundraising activities and upcoming Raider Rendezvous. She also noted that the Development Office will conduct a national search for a Director of Major Gifts, a new position funded by SOU and the SOU Foundation.

#### Committee Reports

*Executive and Audit Committee* – Chair Thorndike said the committee spent half of its meeting on the external audit and reiterated that the SOU staff did a great job. Ryan Schnobrich presented proposed amendments to the internal audit charter, which the committee recommends the board approve.

*Academic and Student Affairs Committee* – Trustee Sayre highlighted items the committee considered. LC 183 requires the tracking of dual credits awarded to high school students, which the HECC will do through a portal. Dr. Jeff Gayton will provide trustees an AASCU institutional transformation assessment survey on Reimagining the First Year initiative. Dr. John King presented an overview of SOU's Educator Equity Plan in accordance with HB 3375 and SOU's progress on the preparation of diverse educators; the committee reviewed the plan for "adequacy and feasibility" and recommended it to the full board for approval. Additionally, President Schott provided an overview of competency/proficiency based education models; Dr. Walsh provided an update on the online MBA program; Chris Stanek discussed statewide efforts regarding transfer articulation from community colleges to universities, due to the passage of HB 2998; and Dr. Walsh discussed SOU's efforts to obtain electronic tools to help students navigate their pathways to graduation while understanding the monetary implications of their decisions along the way.

*Finance and Administration Committee* – Trustee Nicholson said Mr. Perkinson provided an update on his onboarding, discussed his role in the strategic plan, reviewed the dashboard and discussed major capital projects. Penny Burgess provided her quarterly investment report and Steve Larvick provided his quarterly management report. Mark Denney reviewed the budget process and pro forma.

### Student Government Report

ASSOU Vice President Leo McCaffrey provided the report, highlighting two of ASSOU's successes: the K-12 Sex Education Reform Bill and lobbying efforts for the Tuition Fairness Act, which is modeled after SOU's process. He also reported that ASSOU already is looking at election procedures for its upcoming elections and that the Student Fee Committee process is ongoing.

### Faculty Senate Report

Deborah Rosenberg presented updates on three general items: The Faculty Senate has had lively conversations about the MBA programs; Ms. Rosenberg was pleased to be part of the president's team at the HECC meeting the previous week; and Faculty Senate will be looking at the strategic plan to decide how to implement its elements. In response to Trustee Hennion's inquiry, discussion ensued on filling the faculty seat on the board.

### **Consent Agenda**

Trustee Santos moved to approve the September 29, 2017, October 20, 2017 and November 16, 2017 meeting minutes, as presented. Trustee Sevcik seconded the motion and it passed unanimously.

### **Action Items**

#### Review of Southern Oregon University Educator Equity Plan

Dr. John King said the board reviewed the initial Educator Equity Plan about two years ago. The plan was designed to increase the number of ethnically or linguistically diverse students who enter and graduate from SOU's teacher preparation programs, with the goal of having the K-12 teacher workforce more closely resemble the composition of the students taught. SOU's efforts from Pirates to Raiders recruitment have resulted in high school graduation and college enrollment statistics that are significantly above statewide averages and some of the enrollees have declared education as their major. Dr. King mentioned the various incentives included in the Educator Equity Plan; the expansion of the pipeline program to Hornets to Raiders and to Native American students; and post-graduation retention efforts for teachers of color. Discussion ensued on educational requirements for teachers; outreach efforts to potential teachers; and potential expansion to other regional school districts and community partners.

Following the trustees' discussion, based on the recommendation of the Academic and Student Affairs Committee and the board's own review of Southern Oregon University's Educator Equity Plan, Trustee Sayre moved that the board acknowledge the plan to be "adequate and feasible" and approve its submission to the Higher Education Coordinating Commission. Trustee Hennion seconded the motion and it passed unanimously.

#### Amendments to Internal Audit Charter

Ryan Schnobrich said internal auditing standards recently were updated. He discussed revisions to the Internal Audit Charter based on those changes and made some formatting changes.

Trustee Nicholson moved that the Board of Trustees of Southern Oregon University approve the proposed resolution included in the meeting materials to amend the Internal Audit Charter. Trustee Clough seconded the motion and it passed unanimously.

#### Adoption of Guardians Initiative

Chair Thorndike said this is an opportunity for SOU to be one of the first universities to fully acknowledge the importance of promoting The Guardians Initiative and the trustees' role in supporting higher education. He mentioned the board's work group that is coordinating with policy makers; Trustees Santos, Vincent and AuCoin are on the work group, along with Jeanne Stallman.

Trustee Clough expressed concern that one part of the initiative seemed to justify the current state of higher education. She asked if participation in the initiative would give SOU an opportunity to shape the message about how higher education can show its value and be part of innovation and change. President Schott said she thought SOU would have that opportunity and would position SOU in a leadership role in this area.

Trustee Steinman moved to approve the proposed resolution included as presented in the meeting materials. Trustee Clough seconded the motion and it passed unanimously.

#### Adoption of Board Handbook

Trustee Steinman said the handbook is complete and ready for adoption. She said a work group, including herself, former Trustee, Judy Shih, and Trustee AuCoin, was charged with creating the handbook as a centralized source of information for trustees. Based on the table of contents the board approved, the group gathered information to create this living document, which would be revised as needed.

In honor of SOU's former trustee, Judy Shih, whose vision inspired the creation of the handbook, Trustee Steinman moved the board adopt the proposed handbook. Trustee Slattery seconded the motion and it passed unanimously.

### **Information and Discussion Items**

#### College Affordability

Kristen Gast described student loan debt in the U.S.: \$1.48 trillion dollars spread among 44 million borrowers. The steep growth in college costs and a reduction in state funding have contributed significantly to increased student loan debt. The burden of this debt falls disproportionately on lower-income students. She and Dr. Steensland further described debt and default levels nationwide, in Oregon, and at SOU.

Ms. Gast addressed average costs for an SOU resident student including cost of tuition, fees, housing and meal plan, totaling \$21,564. The basic financial aid package would total \$13,670, leaving \$7,894 for the student to cover. When applying for financial aid, the student may qualify for federal aid (Pell Grant, work study or loans), state aid (grants or scholarships) or SOU aid (merit or SOU Foundation-funded scholarships, student employment or need-based tuition assistance). Thirty-eight percent of SOU's

student population qualifies for the Pell Grant. This year, SOU introduced the Raider Merit Scholar Award of \$4500 for the top-performing Oregon resident students.

Ms. Gast discussed SOU's tuition assistance budget of \$4 million. These funds are applied last, after federal and state aid. The Financial Aid Office has met the needs of 77 percent of SOU's students who have financial aid needs. She mentioned the efforts of the Office of Student Support and Intervention, faculty, staff, students and the Financial Aid Office in identifying the neediest and highest-risk students. The importance of continuing tuition assistance and financial literacy programs was discussed.

Responding to inquiries from the trustees, discussion ensued on the importance of job placement programs, gathering statistics on financial assistance provided outside of the resources the Financial Aid Office tracks, the importance of continuing tuition assistance, statistics on student debt for those who do not graduate, and coordination with community colleges.

#### Higher Education Coordinating Commission (HECC) Update

President Schott said Chair Thorndike and a contingent of people from SOU went to the HECC in December to introduce SOU's conditions report. A group went back in January to present SOU's new vision, mission and strategic plan. Lee Ayers highly praised the presentation and said the HECC commissioners were very impressed; Trustees Hennion, Nihipali and Santos shared similar thoughts.

President Schott said the HECC approved SOU's new mission then turned to the TRUs' evaluations. Although there was a difference of opinion on some of the data in the evaluations, Dr. Walsh said the HECC staff recommended approval. Commissioner Wyse commented on how impressed he was with the TRUs and their boards. Regarding the conditions reports for SOU and EOU, the HECC staff will review the reports and recommend a straight up or down vote on whether they think the conditions were met. President Schott said the bottom line is that SOU will return to the HECC in February but should receive the HECC staff's recommendation before then. She said she felt like SOU is in a good position but it depends on how narrowly the HECC interprets the financial ratios. Regarding the ratios, Mr. Denney said there are varying degrees to which they apply to SOU. The university's trend on all of them is in the right direction but SOU does not meet some of the targets and neither do some of the other institutions.

#### Government Relations Update

The meeting materials include this update.

#### Construction Project Update and Tour of Student Recreation Center and Lithia Motors Pavilion

Greg Perkinson said the Student Recreation Center is a \$20 million project and the Lithia Motors Pavilion is about \$23 million. The trustees departed for the tour.

#### Summary of Annual Board Evaluation

Due to time constraints, this item was postponed to a future meeting.

### Future Meetings

Chair Thorndike clarified that in June, the board meeting would take place on the Friday following commencement.

### Exploring Democracy and Responsible Global Citizenship: Reacting to the Past to Teach History

Dr. Ken Mulliken described the Honors College's Democracy Project. In the different phases, students have focused on democracy in the U.S.; traveled to Washington, D.C., India, several European countries, and South Africa to engage in program activities. Students also have hosted local high school symposiums and partnered with local organizations.

Dr. Prakash Chenjeri said President Schott suggested Reacting to the Past as a new pedagogical tool, one which he and Dr. Mulliken enthusiastically incorporated. This approach involved historical situations – the threshold of democracy in Athens and the collapse of apartheid in South Africa – in which students acted out roles to achieve stated goals. The exercises helped students develop skills in various areas: conversation, conflict resolution through dialog and reason, public speaking and critical thinking. The students will host another high school symposium that will focus on current issues in the U.S. Dr. Chenjeri said he has modified this approach for use in his political philosophy class. He and Dr. Mulliken will present this pedagogical tool to some nationwide and local organizations and will develop a standardized curriculum that can be replicated at other universities.

Ben Barnes and Dylann Loverro, SOU Honors College students, described their participation in this innovative approach. Both students highly praised the method, discussed some of the lessons they learned, and described how beneficial the programs have been for them.

### **Adjournment**

Before closing, President Schott said Ben Cannon called to let her know that the HECC would not take action on SOU's and EOU's conditions reports until April. Chair Thorndike adjourned the meeting at 5:21 p.m.



# 2018-19 Student Incidental Fee Recommendation

(Materials Updated)

# Objectives for Student Members



- Develop a shared knowledge around the purpose of the student fee
- Place student fees in a historical context
- Describe the ever-strengthening legal foundation supporting the use of student fees in Oregon
- Recognize the power of student autonomy in maintaining the student fee process
- Understand the mechanism by which student fees are collected and disbursed at SOU

# Purposes of Student Fees

- Provide funding to student organizations
- Foster a marketplace of ideas
- Increase recruitment and retention of underrepresented students
- Consolidating student resources to create student power

*“ The speech the University seeks to encourage in the program before us is distinguished not by discernable limits but by its vast, unexplored bounds. To insist upon asking what speech is germane would be contrary to the very goal the University seeks to pursue.”*

Associate Justice Anthony Kennedy- March 2000  
SCOTUS ruling on University of Wisconsin System v. Southworth

# A Brief History of Student Fees

1876: The University of Oregon includes an optional fee to support campus athletic groups, student publications and student government.

1985: Oregon Attorney General determines the State Board of Higher Education has the right to levy and control student fees “to be advantageous to the cultural or physical development of the students”

- This made University Student Fee Funds into State Funds
- This limited the use of fees as “Government Speech”

# Recent Developments for Student Fees



2000: In *UW Madison v. Southworth*, SCOTUS unanimously rules in favor of student fees as constitutional, when facilitating the free and open exchange of ideas

- Extra-curricular student speech may be funded as long as funding process is **Viewpoint Neutral**.

# Oregon State

## Attorney General Opinion #8289

2015: Oregon Attorney General reconsiders the limitations of Student fees, determining

- Speech of Student Groups is NOT Government Speech.
- Student fees are not restricted in their funding of groups which intend to influence political campaigns or ballot measures.
- Viewpoint Neutrality reigns supreme as determinant of constitutionality of Student fee use.

# Viewpoint Neutrality

## **Viewpoint Neutral funding means:**

Funding decisions may not be based on a group's point of view, no matter how unorthodox or distasteful their view may be

## **Viewpoint Neutral funding does NOT mean:**

- Student groups themselves must be viewpoint neutral
- All groups must be allocated same amount of money
- Funding one partisan viewpoint requires funding a group for the opposing viewpoint



# Student Money, Student Control.

ASSOU and the students we represent have a significant amount of control over the student fee process:

## **The Student Fee Committee**

- Athletics Advisory Committee
- Student Union Advisory Committee
- Educational Activities Advisory Committee
- Inter-Club Council
- Environmental Affairs Committee

Chair: Director of Finance  
4 Senators 4 At-large  
1 Justice (Non-Voting)  
1 Advisor

# Sub-Committees

Athletics Advisory Committee

Student Union Advisory Committee

Educational Activities Advisory Committee

- Inter-Club Council Allocation Committee

4 Senators 4 At-Large  
1 Executive (Non-Voting)  
1 Justice (Non-Voting)  
1 Ex-Officio Advisor

# Maintaining Student Autonomy

## Requires:

- Students must be assertive in their enforcement of autonomy
- Passing of knowledge from one year's student body to the next
- A well-established fee policy and documentation of the means by which student fees stay within student control
- Staffing Fee committees with dedicated students who will develop their roles as advocates for the student body, and **maintain Viewpoint Neutrality**
- **Avoiding conflict of interest** by not supporting anything which benefits you directly

# Fall Term

- **October 26:** CoC SFC and Subcommittee placements
- **November 6:** SFC Sets Criteria and Approves Timeline, Forms
- **November 7:** Senate approves criteria, SFC timeline
- **November 14:** SFC decides directions to subcommittees, Presentation by Mark Denny about current balance
- **November 14:** Senate approves forms
- **November 15:** President Schott approves criteria, forms
- **November 22:** Form 1 goes to the groups seeking Funding
- **November 20-30:** Subcommittees initial meeting

# Winter Timeline for Student Fee Approval Process



**January 8:** Forms due

**January 12-26 :** Subcommittee Budget Hearings/ Deliberations

**January 29-February 6 :** Subcommittee Proposals to SFC

**February 7-14:** Buffer week for appeals, SFC recommendation rejections

**February 19:** Final SFC Deliberation, approval

**February 20:** Presentation to Senate

**February 27:** Senate deliberation, approval/rejection

**March 1:** Possible SFC re-deliberation

**March 6:** Final Senate approval

**March 7:** Final ASSOU President approval

**March 9:** Submitted to President Schott

# Checks within the Budget

## **The SFC may reject Subcommittee-approved budgets**

- May make changes upon second rejection

## **Senate may reject the SFC-approved budget**

- May make changes upon second rejection

## **The ASSOU President may reject the Senate-approved budget**

- Sends the budget back to Senate
- Senate may override an ASSOU Presidential Veto and send the budget directly to the University President

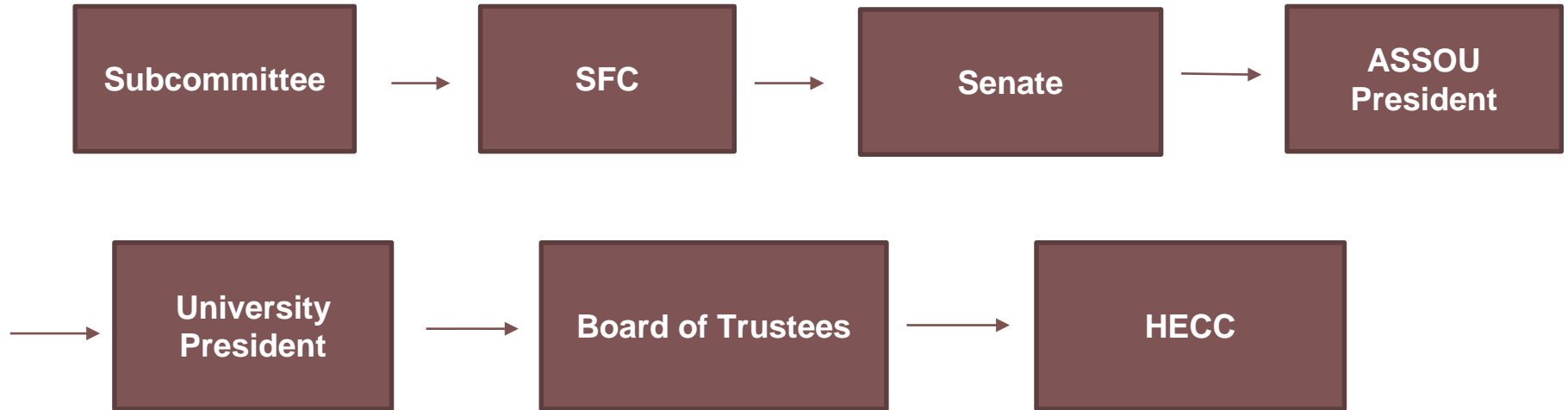
## **The University President may reject the ASSOU-approved budget**

- Send Back to ASSOU with the expectation that appropriate changes will be made
- If common-ground cannot be reached, a Hearing Board will convene and mediate the process

## **The University President and BOT may reject a proposed budget**

- Student Fee grew by more than 5% since previous year
- If it is illegal/breaks preexisting contracts
- If they believe the fee request is not advantageous to the development of the students

# Approving the Budget



Supported by  
**Student Fees**



**ASSOU**



SOUTHERN OREGON UNIVERSITY  
 ASSOU INCIDENTAL AND RECREATION CENTER FEE RECOMMENDATION  
 For Academic Year 2018-19 – Fall Term, 2018 through Summer Term, 2019

Date: Tuesday, March 6, 2018  
 From: President, Associated Students of Southern Oregon University (ASSOU)  
 To: Chair, Southern Oregon University Governing Board  
 Via: President, Southern Oregon University

DESCRIPTION OF REQUEST

Student Incidental Fee FY19 Budget Proposal  
 Student Recreation Center Fee FY19 Budget Proposal

SOURCE OF FUNDS

Student Incidental Fee and Incidental Fee Reserve  
 Student Recreation Center Fee and Recreation Center Fee Reserve

Summary/Description	Index	Budget
Initial Budget Level (IBL)	Athletics Advisory Committee (AAC)	1,413,074
Initial Budget Level (IBL)	Educational Activities Advisory Committee (EAAC)	735,785
Initial Budget Level (IBL)	Stevens Union Advisory Committee (SUAC)	1,976,905
	Subtotal:	<b>4,125,764</b>
Incidental Fee Reserve	IFCRES	50,000
Building/Equipment Reserve	SUBERS/SUIOBR	25,000
Green Tag Fee	SUGNTF/SUGBEF	164,817
Schneider Children's Center	SUCARE	194,817
Athletics Post Season Travel Reserve	ATHRES	-
	Total Initial Budget Level	<b>4,530,398</b>
Student Recreation Center	RECNTN	
	Total Initial Budget Level	<b>1,532,430</b>
	Projected Average Student FTE	4,168
	Incidental Fee per Term – Academic Year 2018-19	\$358
	Incidental Fee per term – Academic Year Prior Year	\$343
	\$ Change from Prior Year	\$15
	% Change from Prior Year	4.37%
	Projected Student FTE Summer Term	751
	Incidental Fee – Summer Term 2016	\$92
	Incidental Fee – Summer Term Prior Year	\$88
	\$ Change from Prior Year	\$4
	% Change from Prior Year	4.55%
	Projected Average Student FTE	4,168
	Recreation Center Fee per term – Academic Year 2018-19	\$95
	Recreation Center Fee per term – Academic Year Prior Year	\$95
	\$ Change from Prior Year	\$0
	% Change from Prior Year	0.0%

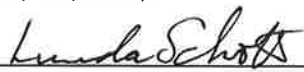
SIGNATURE AUTHORITY

Approve     Disapprove

  
 President, Associated Students of  
 Southern Oregon University  
 Daryl Maplethorpe

03/14/18  
 Date

Endorse     Do not Endorse

  
 President, Southern Oregon University  
 Linda Schott

3/15/18  
 Date

# 2018-19 Tuition and Mandatory Fees Recommendation

(Materials Updated)

# Recommended Tuition and Mandatory Fee Rates for 2018-19

- Context:
  - Total Cost of Attendance
  - Relation to comparator schools
  - Process:
    - Inclusive
    - Engaged
    - Considered
  - Alternatives – Understanding the drivers and levers

# Context: Total Cost of Attendance

- Tuition
- Mandatory Fees
  - Student Incidental Fee
  - Student Recreation Center Fee
  - Student Health Fee
  - Building Fee
- Housing and Meals
  - Staci Buchwald, Director of Housing

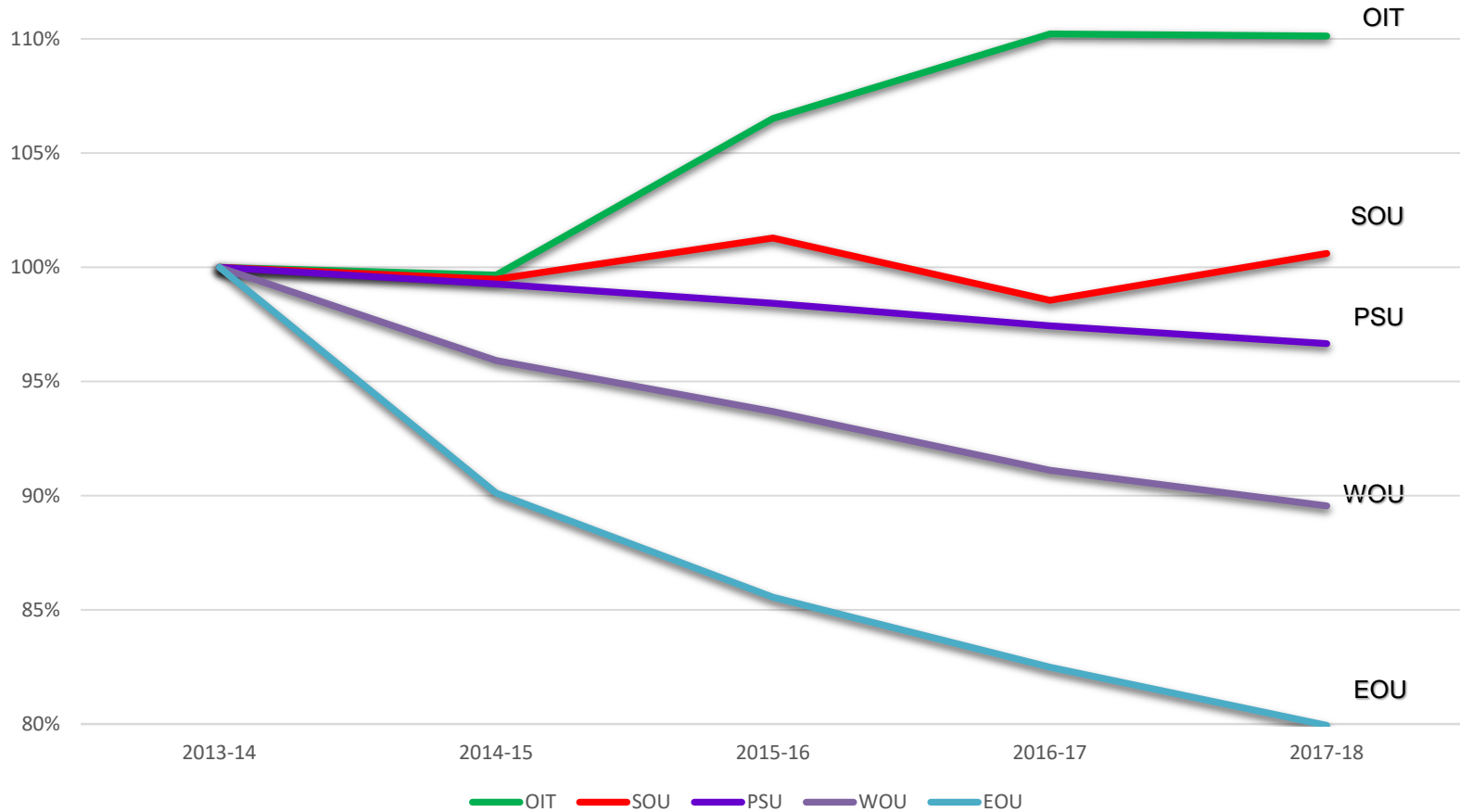
# Relation: Comparator Schools

Institution	2015-16	2016-17	2017-18	2018-19	% Increase
Eastern Oregon University	140.50	146.00	153.95	159.03	3.30%
Southern Oregon University	147.00	151.41	165.04	172.00	4.22%
Portland State University	150.00	156.00	164.50	172.23	4.70%
Western Oregon University	156.00	155.33	165.33	172.36	4.25%
Oregon Tech	162.75	167.63	176.01	183.93	4.50%
Oregon State University	189.67	193.67	201.67		
University of Oregon	189.00	198.00	211.00	217.10	2.89%
California State Univ.	182.40	182.40	191.40	199.00	3.97%
University of California	374.00	374.00	383.40	392.99	2.50%
SOU WUE Rate	220.50	227.12	247.56	258.00	4.22%

Note: Only the University of Oregon has approved tuition rates for Academic Year 2018-19, all other increases are projected

# Tracking Enrollment

Enrollment Trends for comparator schools



# Process

- Tuition Advisory Council
  - 2 Admin, 2 Faculty, 1 Classified Staff, 4 Students
- Student Fee Committee
  - All Students
- Student Recreation Center Advisory Council
  - All Students
- Director, Student Health and Wellness Center

# Understanding SOU's Finances

- Drivers of Costs
  - Labor, Primarily Retirement and Medical
- Levers
  - Managing Costs
  - State Funding
  - Tuition Revenue: Rate X Enrollment



# Controlling Our Costs: 2015-16



	OSU	UO	OIT	WOU	PSU	EOU	SOU
Student FTE	27,039	23,596	3,188	4,700	21,206	2,482	4,478
<b>Expenses</b> (in Millions)							
Instruction	\$298	\$276	\$28	\$43	\$184	\$15	\$33
Academic Support	82	57	7	10	39	7	8
Student Services	32	30	4	8	19	3	6
Institutional Support	82	64	8	7	54	8	11
	\$494	\$427	\$48	\$67	\$296	\$34	\$58
E & G spending per FTE	\$ 18,270	\$ 18,114	\$14,912	\$14,349	\$ 13,959	\$ 13,646	\$12,905
Data source: 2016 Audited Financial Statements							

# Still Controlling Our Costs: 2016-17



	UO	OSU	OIT	WOU	EOU	PSU	<b>SOU</b>
Student FTE (full time equivalent)	23,358	27,830	3,299	4,571	2,393	20,995	4,357
<u>Expenses (in Millions)</u>							
Instruction	\$275	\$291	\$29	\$44	\$15	\$178	\$32
Academic Support	59	80	7	10	7	39	7
Student Services	42	34	5	8	3	20	6
Institutional Support	68	85	9	7	9	51	11
	\$444	\$490	\$50	\$69	\$34	\$288	\$56
E & G spending per FTE	\$19,008	\$17,607	\$15,156	\$15,095	\$14,208	\$13,718	<b>\$12,853</b>
<i>Data source: 2017 Audited Financial Statements</i>							

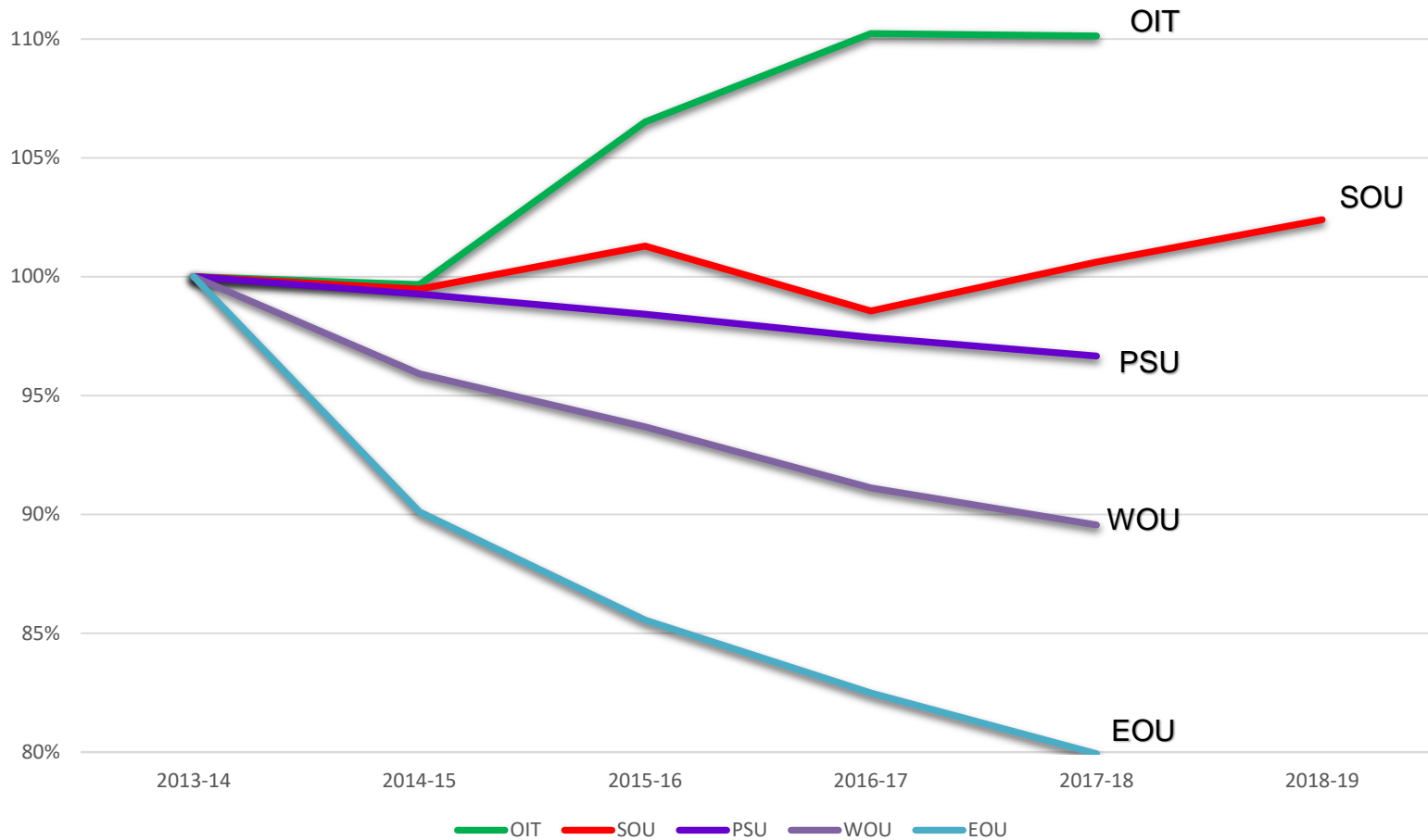
# If We're Controlling Our Costs so Well, What Else Influences Our Tuition Rate?

State funding FY17	OSU	PSU	UO	EOU	OIT	WOU	<b>SOU</b>
Student FTE	27,830	20,995	23,358	2,393	3,299	4,571	4,357
<u>State Funding (in millions)</u>	\$106.6	\$80.9	\$64.2	\$19.5	\$24.7	\$22.7	\$20.6
State Funding per FTE	\$3,830	\$3,852	\$2,749	\$8,134	\$7,475	\$4,968	<b>\$4,737</b>
FY18 Tuition Rate	\$201.00	\$164.50	\$211.00	\$153.95	\$176.01	\$165.33	<b>\$165.04</b>

*Data source: 2017 Audited Financial Statements & HECC SSCM*

# What is a Reasonable Projection?

Enrollment Trends for comparator schools



# Pro Forma

# Tuition Rate Proposal

<u>Tuition</u>	FY18-19 Rate	% Increase
Resident Undergrad	\$ 172.00	4.22%
WUE	\$ 258.00	4.22%
Nonres Undergrad	\$ 526.00	3.95%
Resident Grad	\$ 430.00	2.14%
Nonres Grad	\$ 538.00	2.09%
Masters - Education	\$ 369.00	2.09%
<b>New Differential</b>	<b>FY18-19 Rate</b>	
American Samoa	\$ 258.00	

# Mandatory Fees

Mandatory Fees	FY18-19 Rate	% Increase
Student Incidental	\$ 358.00	4.37%
Student Recreation	\$ 95.00	0.00%
Student Health	\$ 140.00	2.19%
Building	\$ 45.00	0.00%

# Total Cost of Attendance



<u>Tuition</u>	<u>Current</u>	<u>Curr/Yr</u>	<u>Proposed</u>	<u>Prop/Yr</u>	<u>Inc \$/SCH</u>	<u>Total \$ Inc</u>	<u>%</u>
Resident Undergrad	\$ 165.04	\$ 7,426.80	\$ 172.00	\$ 7,740.00	\$ 6.96	\$ 313.20	4.22%
WUE	247.56	11,140.20	\$ 258.00	\$ 11,610.00	\$ 10.44	\$ 469.80	4.22%
Nonres Undergrad	506.00	22,770.00	\$ 526.00	\$ 23,670.00	\$ 20.00	\$ 900.00	3.95%
Resident Grad	421.00	15,156.00	\$ 430.00	15,480.00	\$ 9.00	324.00	2.14%
Nonres Grad	527.00	18,972.00	\$ 538.00	19,368.00	\$ 11.00	396.00	2.09%
Masters - Education	361.46	13,012.56	\$ 369.00	13,284.00	\$ 7.54	271.44	2.09%
<u>Mandatory Fees</u>	<u>Current</u>	<u>Curr/Yr</u>	<u>Proposed</u>	<u>Prop/Yr</u>	<u>Inc \$/Term</u>	<u>Total \$ Inc</u>	<u>%</u>
Student Incidental	\$ 343.00	\$ 1,029.00	\$ 358.00	\$ 1,074.00	\$ 15.00	\$ 45.00	4.37%
Student Recreation	95.00	285.00	95.00	285.00	-	-	0.00%
Student Health	137.00	411.00	140.00	420.00	3.00	9.00	2.19%
Building	45.00	135.00	45.00	135.00	-	-	0.00%
	\$ 620.00	\$ 1,860.00	\$ 638.00	\$ 1,914.00	\$ 18.00	\$ 54.00	2.90%
<u>Housing/Meal</u>	<u>Current</u>	<u>Curr/Yr</u>	<u>Proposed</u>	<u>Prop/Yr</u>	<u>Inc \$/Term</u>	<u>Total \$ Inc</u>	<u>%</u>
Shasta Double	\$ 2,708.00	\$ 8,124.00	\$ 2,816.00	\$ 8,448.00	\$ 108.00	\$ 324.00	3.99%
Red plan	1,880.00	5,640.00	1,917.00	5,751.00	37.00	111.00	1.97%
	\$ 4,588.00	\$ 13,764.00	\$ 4,733.00	\$ 14,199.00	\$ 145.00	\$ 435.00	3.16%
<u>Total Cost</u>		<u>Curr/Yr</u>		<u>Prop/Yr</u>		<u>Total \$ Inc</u>	<u>%</u>
Resident Undergrad		\$ 23,050.80		\$ 23,853.00		\$ 802.20	3.48%
WUE		\$ 26,764.20		\$ 27,723.00		\$ 958.80	3.58%
Nonres Undergrad		\$ 38,394.00		\$ 39,783.00		\$ 1,389.00	3.62%
Resident Grad		\$ 30,780.00		\$ 31,593.00		\$ 813.00	2.64%
Nonres Grad		\$ 34,596.00		\$ 35,481.00		\$ 885.00	2.56%
Masters - Education		\$ 28,636.56		\$ 29,397.00		\$ 760.44	2.66%
For HECC Review		\$ 7,972.80		\$ 8,295.00		\$ 322.20	4.04%



## 2018-19 Tuition Advisory Council Tuition Rate Proposal Majority Opinion

The purpose of this opinion is to detail the rationale for the Tuition Rate proposal. The Tuition Advisory Council set their recommendation to the President of Southern Oregon University on a vote of all members present, once a quorum was established. As the vote was unanimous, there is no minority opinion. The details of the vote are recorded in the meeting minutes, from the March 2<sup>nd</sup>, 2018 Meeting.

The minutes of all of the 2018 TAC meetings, along with all documents viewed by the Tuition Advisory Council can be viewed at the following link: <https://sites.google.com/a/sou.edu/tuition-advisory-council/home>

The detail of the specific recommendation from the TAC was:

Resident undergraduate tuition will increase at a rate of 4.22% with two recommendations:

1. Tuition assistance above the 10% standard is highly recommended, and
2. If enrollment beats projections, reducing the tuition increase should be considered.

The motion passed, 6Y/0N/0A.

Resident graduate tuition will increase at a rate by 2.138%; the motion passed, 6Y/0N/0A.

While a significant volume of data and analysis went into this recommendation, the three primary factors considered were:

- A. How does this tuition rate proposal impact the Students of SOU, primarily underrepresented students and students where their Pell grants and other financial aid will not fully cover this tuition increase?

SOU's tuition rate is currently 3<sup>rd</sup> lowest in the State for Public Universities. Current preliminary projections of tuition rate increases across the seven Oregon public universities will retain SOU's relative tuition rate. Most importantly, the recommended tuition increase of 4.2% for Resident Undergraduate students would keep SOU well within the range of affordable higher education options for Oregon resident students. Other mandatory Fees are increasing 2.9% for AY 2018-19 and SOU's Housing room and Meal rates are increasing 3.2% for the same period. This would again, maintain SOU's relative affordability, so critical for SOU's low income and underrepresented students. To mitigate the cost of attendance, the TAC strongly encourages SOU to increase tuition assistance programs above the current university practice of 10% of gross tuition revenue, with specific focus and direction toward low income and underrepresented students with high unmet financial need. Furthermore, in recognition that the university need its total tuition revenue, which is impacted both by the tuition rate and enrollment, should SOU experience enrollment greater than currently projected, SOU is again strongly encouraged to consider a lower tuition rate than what the Council has recommended.

- B. What alternate tuition rates were considered, and why were those rates not recommended?

Tuition rate increases ranging from 3.0% to 5.0% were reviewed. While the 5% increase maintained the financial stability, based on current enrollment projections, there was significant concern for the impact of a 5% tuition rate increase, coming right after a 9% tuition rate increase the prior year. However, an equal and opposing concern with recommending a rate too far below a rate that maintained financial stability was that it would continue the cycle of low tuition rate increases, followed by high increases, and so on. There was strong support for an appropriate rate increase that was sustainable going forward, as too low of an increase, while good for current students, will only pass on uncovered costs to future SOU students, placing greater requirement for the State to increase higher education funding support that cannot be guaranteed, increasing the risk of even greater future tuition rate increases. In the final analysis, the Tuition Advisory Council recommended a rate increase that did not completely address the future financial stability of SOU, but one that placed a fair balance of addressing these issues through tuition rate growth, enrollment growth, cost containment, and future state funding growth.

- C. Recognizing that the long term financial stability is a proxy for the impact on future students of SOU, how does this tuition rate impact the long term financial stability of SOU?

SOU's primary operational cost is labor. For Academic, Academic Support and Institutional Support programs, labor makes up approximately 80% of total cost of operations. Labor is projected to increase, on average year over year, at just over 6%, due primarily to retirement and medical benefit costs that SOU cannot control or choose to not offer. SOU has made over \$14 Million in operational cuts to keep its tuition rate low and has instituted many operational management processes to keep operating costs low. In fact, for Academic Year 2016-17, SOU continues to have the lowest operating cost per student of any of the seven Oregon Public Universities, this is especially impressive, as a smaller university, SOU lacks many of the economies of scale that the larger universities can exploit to keep costs down. It is within this context that the impact of rising labor costs make the future financial stability of SOU especially critical, as unlike other universities, SOU has already made extensive and substantial cuts to keep those rising costs from being born by tuition paying students. While other Oregon Public Universities are just now making those cuts, and thereby keeping their tuition rate increases lower, many of those options are not available for SOU without significantly degrading key student support programs so critical to enabling low income and under-represented students overcome many of the barriers they face in achieving their academic goals.

This tuition rate increase proposal does its best to balance these risks for future students of SOU through a balance of slightly higher tuition, the need to continue to manage internal costs, critical stretch goals for enrollment, and continued focus on increased funding from the State. SOU has implemented several initiatives across campus directly targeting both the enrollment and retention of Oregon resident students, which if successful, will improve SOU's performance in the Oregon Higher Education funding model and tuition revenues. However, it is critical to point out that setting the tuition rate as proposed is a significant risk, betting on results that to date have been achieved with limited consistency and without extensive demonstrated holding ability.



Mark Denney &lt;denneym@sou.edu&gt;

---

**Tuition Advisory Council**

6 messages

**Mark Denney** <denneym@sou.edu>

Mon, Mar 5, 2018 at 12:20 PM

To: Catalina Jarero &lt;jareroc@sou.edu&gt;, Jordan Marshall &lt;marshallj@sou.edu&gt;, ASSOU Director of Multicultural Affairs &lt;assoumulticultural@sou.edu&gt;

Cc: Susan Walsh &lt;walsh@sou.edu&gt;, Matthew Soloway &lt;solowaym@sou.edu&gt;

First, to Catalina, I hope all is as well as it can be for you and for your family. If there is any way SOU can assist you, please do not hesitate to let us know.

For all of you, the Tuition Advisory Council met this past Friday, and after reviewing both the feedback from the three presentations across our Campus, and what options were before the TAC in terms of their recommendation - ended up on taking a vote and unanimously supported a tuition rate increase of 4.22% for Resident Undergraduate students and 2.14% for Resident Graduate students.

Before we finalize these recommendations, even though a vote was taken, it is still very important to President Schott to know where the three of you who were not able to be present are at and how you would have either supported or not supported the TAC's recommendation.

I don't know if you would like to possibly meet, or conduct these conversations via email. We cannot re-vote as there was a quorum, and a vote was publicly taken, but we can still understand where everyone is at on this, to be sure everyone's voice is heard fully. It is very important to the President that we accomplish that. As I mentioned during meetings, the TAC will be publishing a majority opinion, and a minority opinion. At present, as it was a unanimous vote, there is no minority opinion, but if any of you feel you would not have supported the vote taken, I would want to work with you to produce a minority opinion, again, to ensure all voices are heard throughout this process.

To start, I will let each of you respond to this email, and we will go from there.

Thank you all,  
Mark A. Denney  
Associate Vice President, Budgets and Planning  
Southern Oregon University | 1250 Siskiyou Blvd | Ashland, OR 97520  
O [541.552.6933](tel:541.552.6933)  
C 541.761.0593  
Veteran, USMC, 1980-2005

---

**Catalina Jarero** <jareroc@sou.edu>

Mon, Mar 5, 2018 at 12:38 PM

To: Mark Denney &lt;denneym@sou.edu&gt;

Hi Mark, thank you for those words, all is well and all went well back home thanks. I'm sorry I missed the meeting, but to let you know my opinion and how I would've voted I agree and would vote yes to the vote. I definitely support the decision of the body on the tuition increases that were voted on. If there's anything else you all need from me this week I would be more that happy to help out or give my opinion in any way.

**Catalina**

[Quoted text hidden]

---

**Susan Walsh** <walsh@sou.edu>

Mon, Mar 5, 2018 at 12:58 PM

To: Mark Denney <denneym@sou.edu>

Cc: Catalina Jarero <jareroc@sou.edu>, Jordan Marshall <marshallj@sou.edu>, ASSOU Director of Multicultural Affairs <assoumulticultural@sou.edu>, Matthew Soloway <solowaym@sou.edu>

Thanks for this, Mark. I would add that in addition to the feedback from campus groups, the TAC also considered last Friday the tuition increases of the other universities (with the exception of PSU and OSU who have not yet gone public). Thus, I would encourage Alexis, Jordan and Catalina to take that information into consideration, as well.

Best wishes to all,

Sue

On Mon, Mar 5, 2018 at 12:20 PM, Mark Denney <denneym@sou.edu> wrote:

[Quoted text hidden]

--

Susan F. Walsh, PhD  
Provost and Vice President for Academic and Student Affairs  
Professor of Communication  
Southern Oregon University  
1250 Siskiyou Blvd.  
Ashland, Oregon 97520  
T: 541-552-6122  
E: [walsh@sou.edu](mailto:walsh@sou.edu)  
F: 541-552-6115

---

**ASSOU Director of Multicultural Affairs** <assoumulticultural@sou.edu>

Mon, Mar 5, 2018 at 4:07 PM

To: Susan Walsh <walsh@sou.edu>

Cc: Mark Denney <denneym@sou.edu>, Catalina Jarero <jareroc@sou.edu>, Jordan Marshall <marshallj@sou.edu>, Matthew Soloway <solowaym@sou.edu>

Hello all,

Firstly, I'd like to apologize for my absence at the last TAC meeting. I was working at the Social Justice and Leadership Conference and couldn't step out for the meeting.

As for my opinion, I'm not comfortable with an undergrad increase over 4%. I would be in support of the 4.22% increase so long as there was the recommendation from TAC strongly supports additional tuition remission and looking into reducing the tuition rate if enrollment beats the projected rates and. I read the minutes and strongly agree with the points made by Matthew and Debbie that were reflected in the minutes.

Thank you for the opportunity to provide my opinions.

Best,

[Quoted text hidden]

--

Alexis Phillips  
Pronouns: She/Her(s)  
Director of Multicultural Affairs | Associated Students of Southern Oregon University  
Personal email: [phillipa1@sou.edu](mailto:phillipa1@sou.edu)

---

Mark Denney <denneym@sou.edu>

Tue, Mar 6, 2018 at 10:24 AM

To: Kawthar Alethan <alethank@sou.edu>

Mark A. Denney  
Associate Vice President, Budgets and Planning  
Southern Oregon University | 1250 Siskiyou Blvd | Ashland, OR 97520  
O [541.552.6933](tel:541.552.6933)  
C 541.761.0593  
Veteran, USMC, 1980-2005

[Quoted text hidden]

---

**Mark Denney** <denneym@sou.edu>  
To: Kawthar Alethan <alethank@sou.edu>

Tue, Mar 6, 2018 at 11:53 AM

Mark A. Denney  
Associate Vice President, Budgets and Planning  
Southern Oregon University | 1250 Siskiyou Blvd | Ashland, OR 97520  
O [541.552.6933](tel:541.552.6933)  
C 541.761.0593  
Veteran, USMC, 1980-2005

----- Forwarded message -----

From: **Catalina Jarero** <jareroc@sou.edu>  
Date: Mon, Mar 5, 2018 at 12:38 PM  
Subject: Re: Tuition Advisory Council

[Quoted text hidden]





Mark Denney &lt;denneym@sou.edu&gt;

---

**TAC**

2 messages

---

**Jordan Marshall** <marshallj@sou.edu>  
To: Mark Denney <denneym@sou.edu>

Tue, Mar 13, 2018 at 9:16 PM

Hey Mark, I just wanted to send a thank you for the work you did this term helping the TAC with its work. I saw the Presidents email about tuition, so I know this email comes a little late, but I wanted you to have in case there are further questions as to the TAC process. I fully support and endorse the TAC as one of the student members. I think we conducted a fair and thorough process and feel like we as students were given a great deal of consideration during deliberation. My support for the increases comes from a place of wanting to see fewer instances of wild swings in tuition increases that have happened in the past as well as the concern of having larger increases being passed off on future students.

I am also going to try and make it to the Financial meeting this Thursday.

All the best

Jordan

---

**Mark Denney** <denneym@sou.edu>  
To: Jordan Marshall <marshallj@sou.edu>

Wed, Mar 14, 2018 at 9:07 AM

No worries. Thank you for sending this response.

Do you know if you will be able to attend the Finance Committee meeting this Thursday?

Out Board Members are most interested in hearing from Students. There will be other members of the TAC, including other Student members, but everyone from the TAC is welcome.

Thanks,  
Mark

Mark A. Denney  
Associate Vice President, Budgets and Planning  
Southern Oregon University | 1250 Siskiyou Blvd | Ashland, OR 97520  
O 541.552.6933  
C 541.761.0593  
Veteran, USMC, 1980-2005

[Quoted text hidden]

# Letter of Opinion of Tuition Increase: 4.22%

To whom it may concern,

After spending weeks on the Tuition Advisory Council, TAC here on out, and reviewing several different scenarios I have come to agreement on the final vote.

I sat through the TAC hearings last year and witnessed the process that was unfolding, which turned insupportable. I went to the Higher Education Coordinating Commission meeting where they discussed last year's increase to testify against such an action and that there should be alternatives to this choice. Thankfully, the state came in with a little more supporting aid so that the final dollar amount was decreased a bit.

As this year's process progressed, I originally was an advocate for a 3% increase to undergraduate and a 2% increase to graduate. To me, these were the best fit for students and a stable amount for next year. This initial decision also had the determination that the school cannot project how much the state might allocate in future years, or any new revenue streams that might help with tuition. After further review, and balancing of dollars, I was looking at a 3.61% increase. This was slightly more acceptable to the budget and pro forma but was not what everyone was looking for. The final decision to go up another 0.6% was that it was one more dollar per credit next year. Furthermore, it was to create an easier process for several people across campus. 4.22% made in state tuition a flat number of \$172 per credit, an increase of \$6.96. That is an easier number for students to figure out tuition, and helps employees who work in several fields across campus such as enrollment services and financial aid. This percent increase also brought the Western Undergraduate Exchange rate to a flat number of \$258 per credit, an increase of \$10.44. The area seeing the most increase is non-resident tuition, which will see a \$21.35 per credit costing them \$527.35. Though these students are not a huge portion of our campus they are still students here and will see this increase that could possibly affect them.

What assisted in make the decision for the increase much higher than my intended 3%, is the request that the university put more funds into tuition assistance above what is already allocated for students who are low income or under represented. Furthermore that the percent increase be dropped if enrollment is better than projections was another area that was beneficial to the students, since they will see less of the burden of tuition while the university gets the benefit of more students attending Southern Oregon University.

When it comes to graduates, their increase proposed was a 2.138%. This is a more reasonable percent to me for these folks. This area is already competitive against other universities, and these students do not make up a large portion of our campus, but they would still be affected heavily if they saw the same percent increase, it would be similar to the non-resident undergraduate increases.

So as it stands, and as long as the President nor the Board alters what the TAC has passed, I feel comfortable with the final recommendation. I would also like to acknowledge my gratitude for my fellow students on the council: Jordan Marshall, Catalina Jarero, and Alexis Phillips; who spent countless hours reviewing and discussing their positions on this whole process. Following that, I would also like to thank Mark Denney and his contributions to the members and assisting in the process. Lastly, the rest of the members who made this process as efficiently as it was this year comparatively to prior.

Best Regards,

A handwritten signature in black ink that reads "Matthew Soloway". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Matthew Soloway  
ASSOU Chief of Staff  
Student Representative on TAC





**Southern Oregon University  
Board of Trustees**

**PROPOSED RESOLUTION  
Tuition and Fees for Academic Year 2018-19**

Whereas, the Southern Oregon University Board of Trustees (“the board”) has the authority to establish tuition and mandatory enrollment fees, and collect mandatory incidental fees in accordance with ORS. 352.102, ORS 352.105, ORS 352.107 and other applicable law and policy; and

Whereas, the university president has established recommended tuition and mandatory enrollment fees for Academic Year 2018-19; and

Whereas, the university president considered a number of factors including the desire to create affordable access to programs and courses; encourage a diverse student body; maintain quality academic programs; encourage enrollment, retention, and graduation of students; maintain the university infrastructure necessary to support the academic, cultural and physical development of students; and

Whereas, the university president further considered historical tuition and fee trends, comparative data of peer institutions, the university’s budget and projected costs, enrollment, funding, and applicable fee recommendations, supporting the educational goals of the State of Oregon; and the recommendation of the university’s Tuition Advisory Council; and

Whereas, the board authorizes the collection of mandatory incidental fees upon the request of the recognized student government under a process established by the recognized student government in accordance with provisions outlined in ORS 352.105; Now, therefore,

Be it resolved, the Board of Trustees hereby approves the Academic Year 2018-19 tuition and mandatory fee schedule [as proposed] or [as amended] and attached hereto as “Exhibit A.”

Be it further resolved, that the university president or her designee(s), are authorized to take actions necessary to implement and enforce Academic Year 2018-19 Tuition and Mandatory Fees and associated policies.

<b>Trustee</b>	<b>Ayes</b>	<b>Nays</b>
Thorndike		
Hennion		
AuCoin		
Clough		

Nicholson		
Nihipali		
Santos		
Sayre		
Sevcik		
Slattery		
Steinman		
Vincent		
Washington		

VOTE:

DATE: March 16, 2018

Recorded by the University Board Secretary:

---

**Exhibit A**

**Academic Year 2018-19 Tuition and Mandatory Fees**

<b>Tuition</b>	<b>FY18-19 Rate</b>	<b>% Increase</b>
Resident Undergrad	\$ 172.00	4.22%
WUE	\$ 258.00	4.22%
Nonres Undergrad	\$ 526.00	3.95%
Resident Grad	\$ 430.00	2.14%
Nonres Grad	\$ 538.00	2.09%
Masters - Education	\$ 369.00	2.09%
<b>New Differential</b>	<b>FY18-19 Rate</b>	
American Samoa	\$ 258.00	

<b>Mandatory Fees</b>	<b>FY18-19 Rate</b>	<b>% Increase</b>
Student Incidental	\$ 358.00	4.37%
Student Recreation	\$ 95.00	0.00%
Student Health	\$ 140.00	2.19%
Building	\$ 45.00	0.00%

# Osher Lifelong Learning Institute (OLLI) Renovation Project

# CAPITAL CAMPAIGN

The Campbell Center  
Renovation Project

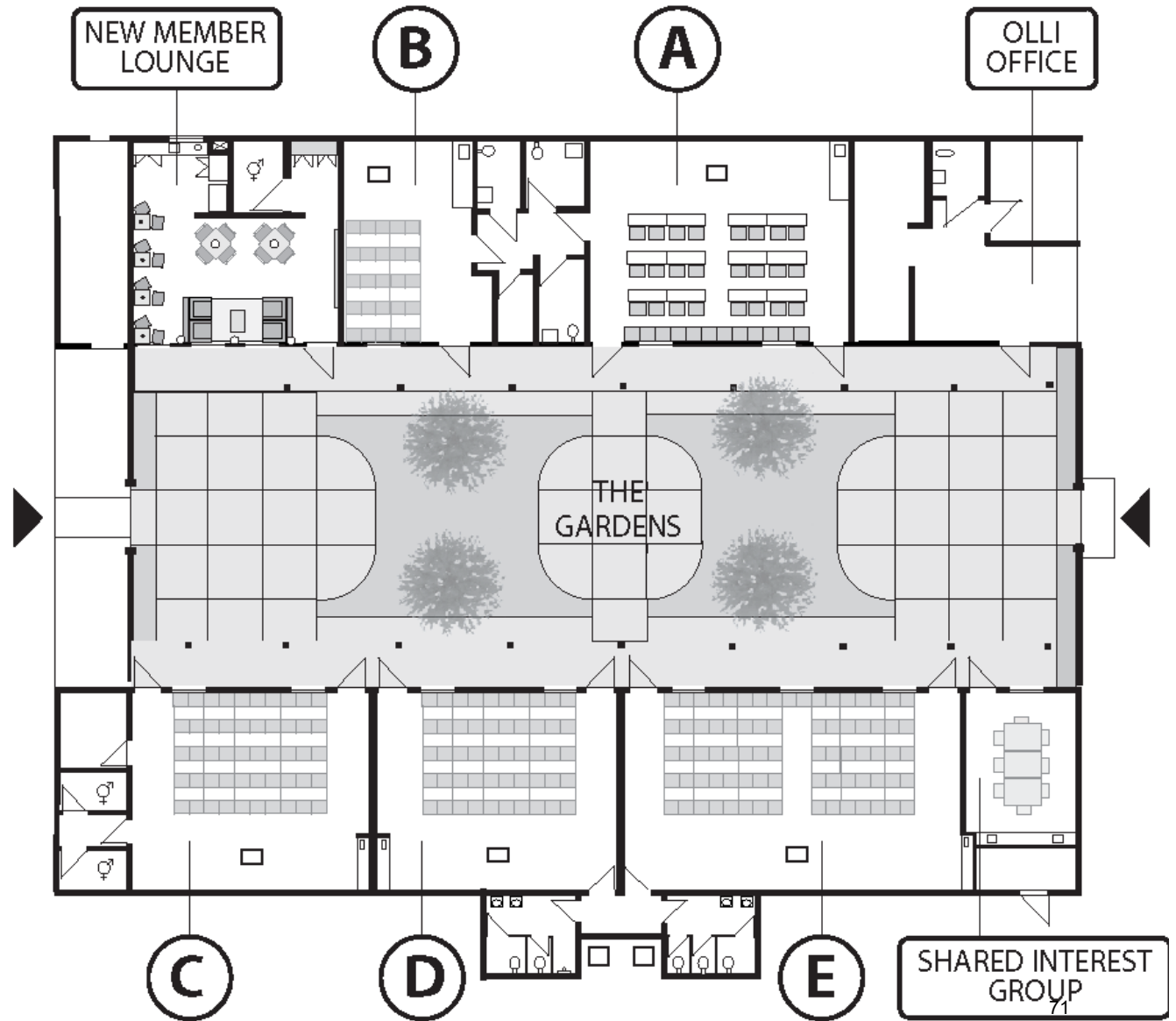


# Strategic Plan 2020

- Campbell Center sufficient for expected growth but in need of upgrades



**\$676,200**  
Capital  
Improvement  
Project



# Pilot Renovation-Room A









# Fundraising Plan

## **SILENT PHASE**

Focus on lead donors

Raise 50% of goal

## **PUBLIC PHASE**

Focus on OLLI members

70% participation



# Come for the Classes Stay for the Connections

Better **TECHNOLOGY**

Better **VIEWING**

Better **SOUND**

Better **COMFORT**

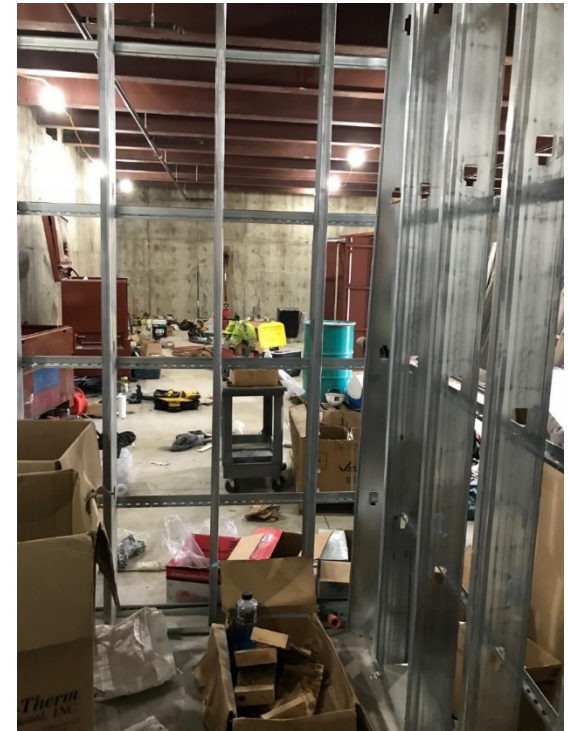
Better **ACCESS**



# Theater and Jefferson Public Radio Building Tour

# Theatre

- **Funding:**
  - XI-Q 2015 - \$11M
- **ECD (Phased Opening):**
  - New North Wing: Mid-April
  - Rehearsal and Upstairs: Open
  - Black Box and Control Room: Open
  - Costume Shop: Open
- **Scope:** Renovates several existing areas and adds a new metal shop, movement studio and rehearsal studio. New faculty offices. Adds administrative offices and interaction zones.



# Jefferson Public Radio

- **Funding:**
  - Construction: Gift Funds - \$1.25M
  - Addition: XI-F 2017 - \$1.5M
- **Completion (Anticipated):** Mid-April
- **Scope:** Relocates Jefferson Public Radio offices and studios from basement of Central Hall to its own facility with performance studio. Location provides exposure to students.



# Update on Status of 2015 XI-Q Bond Authority

# Legislative Update



# Key Take-Aways from 2018 Session



- **HB4053:** Legislative involvement in college affordability, and innovation
- **HB4141:** Consensus on student involvement (but...)
- **SB1563:** No consensus on DACA students
- **SB5702:** Increased role of the HECC in capital funding

# [Student Life Annual Report](#)

(hyperlink)

# Review of AGB Annual Conference Agenda

## AGENDA

---

### National Conference on Trusteeship

#### Sunday, April 22, 2018

4:30 PM - 5:45 PM

#### **Welcome & Introduction of Keynote Plenary: The Cloud Generation is Going to College. Are You Ready?**

They've been called "post-millennials" and the "iGeneration." However you label them, Generation Z is coming to college. They are the first truly native digital generation; they have never known a world without constant connectivity to the cloud. Technology and the cloud are just part of their lives. This impacts what and how they learn, what they care about, and how they will work in the future. Is higher education ready for the cloud generation? One thing is certain, institutional leadership needs to have these issues on their agenda.

- Jaime Casap, global education evangelist, Google

6:00 PM - 8:00 PM

#### **Opening Reception: Taste of San Francisco**

*Special thanks to*



#### Monday, April 23, 2018

7:30 AM - 8:30 AM

#### **Continental Breakfast**

AM

8:30 AM - 9:30 AM

#### **Master Classes I**

AM

***Master Classes** are one-hour sessions providing intensive focus on a particular issue faced by higher education leaders. Modeled on TED Talks, experts in the field speak for 40 minutes, allowing time for interaction with the audience at the end.*

1. Presidential Search: Finding the Next Generation of Leaders
2. Understanding Fiduciary Responsibilities
3. State Policy Update
4. Fake News, Social Media, and Your Institution's Reputation
5. Gen What, Who, How, and When? Breaking Down the Fundraising Maze
6. Title IX and Campus Sexual Assault Regulations: Now What?

8:30 AM - 9:30 AM

#### **Presidential Search: Finding the Next Generation of Leaders - Master Classes I**

AM

The long-awaited wave of higher education leadership transitions has begun. Learn the best practices for a successful search, including establishing a search committee and developing its charge; selecting a firm – or deciding not to; managing the steps in the search process; ensuring a smooth transition; and avoiding search pitfalls. This interactive workshop will focus on the roles of the board and search committee throughout the process.

- Rod McDavis, president emeritus, Ohio University; managing principal, AGB Search
- Melissa Trotta, associate managing principal, AGB Search

8:30 AM - 9:30 AM

#### **Understanding Fiduciary Responsibilities - Master Classes I**

AM

The fundamental responsibility of a board member of a college or university is to be a fiduciary for the institution that he or she serves. As such, a board member has duties under state law to the institution that a faculty member, student, or administrator does not. But what exactly are the duties of a fiduciary? And how can board members, and the governing board on which they serve, best fulfill them?

- Tom Hyatt, partner, Dentons

8:30 AM - 9:30 AM	<b>State Policy Update - Master Classes I</b>
	<p>Recent state actions related to campus climate (free speech, civility, sanctuary campuses) and campus safety (guns on campus, sexual misconduct) among others, often conflict with board independence and institutional autonomy. Participate in a discussion regarding how political tensions, coupled with disinvestments in higher education, present unique governance challenges for college and university leaders.</p> <ul style="list-style-type: none"> <li>• Cristin Toutsis-Grigos, director of public policy and state-wide programs, AGB</li> </ul>
8:30 AM - 9:30 AM	<b>Fake News, Social Media, and Your Institution's Reputation - Master Classes I</b>
	<p>In today's information saturated society, fake news has become the calling card for critics of the established news media, while those who support the mainstream press use the same accusation to decry the proliferation of alternative news sources. Throw into this often partisan and always volatile mix the lightning-fast dissemination afforded by social media and the opportunities for widespread misunderstandings and crises multiply. On issues ranging from freedom of speech and expression to student safety, college campuses have been in the cross-hairs of news coverage, and governing boards need to be increasingly vigilant about the reputational risk to their institutions. This session focuses on understanding how the news media operate today, crisis management, and the responsibilities boards have to support CEOs in managing reputation.</p> <ul style="list-style-type: none"> <li>• Teresa Valerio Parrot, founder and principal, TVP Communications</li> </ul>
8:30 AM - 9:30 AM	<b>Gen What, Who, How, and When? Breaking Down the Fundraising Maze - Master Classes I</b>
	<p>Colleges and universities are faced with unprecedented fundraising challenges and complexities in a rapidly changing environment. Where should they focus; major giving, principle giving, planned giving, crowd sourcing, donor advised funds, annual campaigns, etc. and the list goes on. Who and how do they connect with donors in a meaningful and sustainable way? And how do they compete for the dollars and differentiate themselves? Join us for an interactive and lively discussion exploring the following topics:</p> <ul style="list-style-type: none"> <li>• Key fundraising trends</li> <li>• Donor demographics and why they matter</li> <li>• Best practices in reaching all donor segments</li> <li>• Collaborative fundraising strategies</li> </ul> <p>Speaker:</p> <ul style="list-style-type: none"> <li>• Lindy Sherwood, chief business strategy officer, TIAA Endowment and Philanthropic Services</li> </ul>
8:30 AM - 9:30 AM	<b>Title IX and Campus Sexual Assault Regulations: Now What? - Master Classes I</b>
	<p>After the Obama administration issued its 2011 guidance on campus sexual assault, colleges and universities spent years retooling their approach to preventing sexual violence and to handling cases when incidents occurred. Now, in the aftermath of Secretary of Education Betsy DeVos' decision last fall to rescind the Obama-era guidelines and develop new campus sexual assault regulations, institutions are faced with a number of questions. Should they be doing anything different now, while the new regulations are being formulated? In what direction is the Department's Office for Civil Rights headed? What should college and university board members be asking their presidents and general counsels in this interim period? This Master Class will address these and other questions about the public policy environment surrounding federal oversight of campus sexual assault.</p> <ul style="list-style-type: none"> <li>• Leora D. Freedman, assistant vice chancellor and chief counsel of academic and student affairs, The California State University</li> </ul>
9:45 AM - 10:45 AM	<b>Concurrent Sessions I</b>
	<ol style="list-style-type: none"> <li>1. What Boards Should Know About Educational Quality</li> <li>2. Advancing Institutional Quality Through Gender Equity in the Presidency: Selection, Orientation &amp; Support</li> <li>3. Making Shared Governance Work</li> <li>4. Socially Responsible Investing</li> <li>5. Exercising Institutional Oversight: Balancing Board Responsibilities</li> </ol>

9:45 AM - 10:45 AM

**What Boards Should Know About Educational Quality - Concurrent Sessions I**

Boards spend too little time discussing their institution's core mission: student learning; student outcomes; and student success. But, with growing public concern about the value of an education, it is more important than ever for boards to be appropriately engaged in and informed about how effectively their institution addresses its educational mission. In this session, experts will delve into why boards' fiduciary responsibilities include ensuring educational quality as well as how boards can contribute to institutional progress on improving student learning and educational quality without crossing the line between fiduciary responsibility and direct management of operations.

- Moderator: Susan Johnston, executive vice president and chief operating officer, AGB
- Debra Humphreys, vice president for strategic engagement, Lumina Foundation
- George Kuh, founding director, National Institute for Learning Outcomes Assessment; chancellor's professor emeritus of higher education, Indiana University
- Elaine P. Maimon, president, Governors State University

9:45 AM - 10:45 AM

**Advancing Institutional Quality Through Gender Equity in the Presidency - Concurrent Sessions I**

The recent ACE report of college and university presidents documents the slow progress towards increasing the percentage of female presidents, which currently stands at 30 percent. How might institutions foster a more intentionally welcoming environment that encourages and supports a more diverse presidential pool? This discussion engages long-serving female presidents about their professional journeys, and what boards can do to encourage more female representation in the presidency.

- Moderator: Nancy Cable, president, The Arthur Vining Davis Foundations
- Betsy Fleming, former president, Converse College
- Judy Miner, chancellor, Foothill-DeAnza Community College District
- Elizabeth Davis, president, Furman University
- Chris Dolan, board chair, College of St. Scholastica

9:45 AM - 10:45 AM

**Making Shared Governance Work - Concurrent Sessions I**

Governing boards hold ultimate responsibility for institutional effectiveness, and shared governance should be a reliable vehicle for innovation and progress. In short, to overcome today's most pressing institutional challenges, shared governance needs to work. Beyond the traditional division of labor, this session examines the question of how governing boards can strengthen shared governance into a powerful asset.

- Moderator: David Maxwell, board member, Grinnell College; president emeritus, Drake University; senior fellow, AGB
- R. Barbara Gitenstein, president, College of New Jersey
- Raquel Rall, assistant professor of higher education, University of California, Riverside
- Ernest K. Wilson, regent, University of Hawaii System

9:45 AM - 10:45 AM

**Socially Responsible Investing - Concurrent Sessions I**

You may have heard about socially responsible investing, or meeting your institutions financial needs through investment strategies that are also aligned with your environmental, social, and governance (ESG) goals. This session will help you understand what SRI/ESG is, why students/faculty/parents/alumni may be pushing you on implementing such a strategy, why you should care about this, and what you need to know about when considering or implementing an SRI/ESG investment strategy.

9:45 AM - 10:45 AM

**Exercising Institutional Oversight: Balancing Board Responsibilities - Concurrent Sessions I**

How do boards ensure that they are informed about potentially high-profile issues before controversies hit the front pages or flood social media channels? What are the responsibilities of a board once they are notified? How do board members and presidents maintain relationships that enhance communication and collaboration? When does board oversight intrude on the administration's prerogative to operate the institution themselves? This expert panel will weigh-in on these and more governance and executive leadership issues.

- Moderator: Richard Novak, senior fellow, AGB
- Martin Michaelson, title, Hogan Lovells US LLP

- John Perez, regent, University of California
- Teresa Sullivan, president, University of Virginia

10:45 AM - 11:15 AM **Networking Break**

11:15 AM - 12:15 PM **Master Classes II**

1. Campus Internationalization: What Every Board Member Should Know
2. A Forecast for the Future of Higher Education
3. Strategic Finance
4. Cybersecurity Issues That Keep You Up at Night
5. Leadership Strategies for Chairs of Private Institutions

11:15 AM - 12:15 PM **Campus Internationalization: What Every Board Member Should Know - Master Classes II**

A recent study showed that half of all colleges and universities now refer to internationalization in their mission statement, and an equal number include internationalization among the top five priorities in their strategic plan. Board members are frequently asked to discuss, review, and support these efforts, but there is still a great deal of confusion about what internationalization means and how it contributes to broader institutional goals. This hands-on session will develop a clear, practical definition of internationalization and generate a checklist of questions that every board member should be asking their leadership about international goals and activities.

- Brad Farnsworth, vice president at the Center for Internationalization and Global Engagement, ACE

11:15 AM - 12:15 PM **A Forecast for the Future of Higher Education - Master Classes II**

There is an urgent need for higher education leadership that goes beyond the technical or disciplinary preparation and "on the job" training that most leaders have received. Enterprise leadership urges a partnership with the board based on trust, engagement, and support for bold presidential leadership, particularly at a time when higher education faces unprecedented challenges. This session addresses the potential opportunities for the sector given the current environment, and how boards can enable presidents to meet the wide range of challenges that face them.

- Doug Lederman, editor and co-founder, Inside Higher Ed
- Gary Brahm, chancellor and CEO, Brandman University
- Quinton Ross, president, Alabama State University; former Alabama state senator

11:15 AM - 12:15 PM **Strategic Finance - Master Classes II**

Leaders are increasingly concerned about the challenges facing higher education and the impact they will have on the financial and strategic health of their institutions. Whether growing or in decline, most schools will need to adapt to compete effectively in the future. This session will explore the intersection of the institution's mission and clear articulation of the institution's brand promise, tracking measures related to the health of the institution, reinvesting in new, innovative programs, creating financial models that highlight the impact of each decision point on long-term financial health, and how to implement a strategic plan successfully.

- Charles Kim, managing director, Kaufman Hall
- Dr. Kristina Johnson, chancellor of the SUNY System

11:15 AM - 12:15 PM **Cybersecurity Issues That Keep You Up at Night - Master Classes II**

Cybersecurity is not an IT problem or a management problem or a personnel problem. Every individual at the institution plays a supporting role, and board members need set the tone that a communal effort is required to ensure the institution's technology is safe from threat. Criminals use old ideas and new technology to attack. In this session, board members will learn what fundamental information and tools they need to ensure they can withstand an attack on their campus.

- Michael Hites, chief information officer, Southern Methodist University
- Michael Cullen, cybersecurity and IT risk senior manager, Baker Tilly

11:15 AM - 12:15 PM **Leadership Strategies for Chairs of Private Institutions - Master Classes II**

It is hard to imagine a time when boards of higher education institutions have needed more effective leadership. Board chairs must lead the charge, with the support of vice chairs, committee chairs, and other board leaders. What will be your leadership legacy? This session provides practical suggestions to enhance board engagement, productivity, and cohesiveness; greater insight into key issues board leaders are likely to confront; and ultimately, strategies for board success.

- Douglas Orr, president emeritus, Warren Wilson College; senior consultant, AGB

12:15 PM - 12:45 PM **Lunch**

12:45 PM - 2:15 PM **David Miles Welcome and Introduction of Plenary: Navigating Challenges of Freedom of Expression**

The recent campus freedom of expression events dominating news headlines—from protests against invited speakers to faculty dismissals for political tweets—have sparked discussion about free speech both on campuses and in communities across the country. The issues are complicated, and competing tensions on many campuses require proactive engagement and strategy by institutional leaders. In this plenary, institutional leaders share how they managed the effects and the aftermath of free speech-related national headlines at their campuses and advice about moving forward in a time of divisiveness across the community.

- Moderator: Frank Sesno, former anchor and Washington bureau chief for CNN; trustee, Middlebury College
- William Creeley, senior vice president of legal and public advocacy, Foundation for Individual Rights in Education
- Shauna Diggs, regent, University of Michigan; member, AGB Board of Directors
- Sandhya Iyer, general counsel, Dartmouth College
- Teresa Sullivan, president, University of Virginia
- Janet Napolitano, president, University of California

2:30 PM - 3:15 PM

#### **Tabletop Conversations**

Tabletop Conversations are structured conversations in which small groups of people discuss a topic of mutual interest. A number of the topics offered will lend themselves to a moderator/presentation format while others will be facilitated through discussion. Please note that the format for each topic is indicated below.

**1. Working with Your Board Professional (Discussion)**

Kristen Hodge-Clark, director of research, AGB

**2. The Governance Committee (Presentation)**

Richard Legon, president, AGB

**3. The Executive Committee (Presentation)**

Thomas K. Hyatt, partner, Dentons US LLP; AGB Consulting specialist

**4. The Academic Affairs Committee (Presentation)**

Susan Johnston, EVP & COO, AGB

**5. Consequential System Boards (Discussion)**

Cristin Toutsis-Grigios, director of public and state-wide programs, AGB

**6. LGBTQIA Leaders (Discussion)**

Raymond Crossman, president, Adler University

**7. HBCU Governance (Presentation)**

Alvin Schexnider

**8. P3 Partnerships (Presentation)**

James Tucker, consultant, AGBIS

**9. Advocating for Higher Education (Discussion)**

Kevin Reilly

**10. Things I Wish I Knew in My First Year on The Board (Discussion)**

Merrill Schwartz, vice president, AGB Consulting

**11. Succession Planning: Cultivating Millennial and Gen X Board Members (Discussion)**

Abdul Omari, board member, University of Minnesota

3:30 PM - 5:00 PM

#### **Presentation of Nason Award Winners and Plenary: – Staying on Top of Top Public Policy Issues**

Congress continues to have a full plate of higher education tasks to debate. Given the current atmosphere of legislative impasse, what should institutions be prepared for in the coming year? This plenary provides an update on the efforts to reauthorize the Higher Education Act and the details it may (or may not) include: affordability and college costs; access, persistence, and completion; better



information for consumers; student loan programs; accreditation and oversight; innovation; and the burden of federal regulations, among others.

- Interviewer: Tim McDonough, vice president for government and public affairs, AGB
- Terry Hartle, senior vice president, American Council on Education (ACE)

## Tuesday, April 24, 2018

7:00 AM - 7:45 AM

### Continental Breakfast

8:00 AM - 9:00 AM

### Bev Seay Welcome and Plenary – Intercollegiate Athletics: Challenges Confronting Governing Boards

Board members and senior administrators often view intercollegiate athletics as an institution's "front porch." Notwithstanding the high aims and positive impacts of many athletic programs, a growing list of high-profile athletic scandals and tragedies presents heightened and far-reaching challenges within our sector. The governing board is ultimately responsible for ensuring an institution's house is in order, including its front porch. In this plenary session, panelists will unpack the athletics-governance quandaries of our times and examine what is now needed from boards and institution leaders.

- Moderator: Richard Legon, president, AGB; trustee, Spelman College
- Carol Cartwright, president emerita, Kent State University; trustee, Heidelberg University; co-chair, Knight Commission on Intercollegiate Athletics; member, NCAA Div. 1 Committee on Infractions
- Rod McDavis, principal, AGB Search; president emeritus, Ohio University; past chair, NCAA Div. 1 Committee on Academics
- Ross Mugler, board member, Old Dominion University
- Richard Hunter, board chair, Hawaii Pacific University

9:15 AM - 10:15 AM

### Concurrent Sessions II

1. Tapping into New Student Demographics
2. Unlocking Hidden Revenue Streams: Keeping Control of Your Assets
3. Higher Education Trends in 2018: A View from the Experts
4. Accreditation: Gatekeeping Our Institutional Identities
5. Why Liberal Arts Education Matters
6. Determining Presidential Compensation

9:15 AM - 10:15 AM

### Tapping into New Student Demographics - Concurrent Sessions II

The number of high school graduates have been declining for years. The racial, ethnic, and financial makeup of incoming college students is also shifting dramatically. These demographic changes are forcing many institutions to rethink their marketing and enrollment management strategies. Concerns about who is going to enroll, and of equal importance, what they need upon enrollment, greatly impact institutions' ability to plan for the future. This session considers what is the board's role in preparing for and supporting higher education's new demographics?

- Moderator: Raquel Rall, assistant professor of higher education, University of California, Riverside
- Becky Takeda-Tinker, president, Colorado State University-Global
- Sarah Coen, senior vice president of consulting services, Ruffalo Noel Levitz
- Drew Melendres, vice president of strategic partnerships, Collegis Education

9:15 AM - 10:15 AM

### Unlocking Hidden Revenue Streams: Keeping Control of Your Assets - Concurrent Sessions II

The traditional higher education business model is faced with growing numbers of competing priorities along with decreasing and unreliable revenue streams. This session will provide thought-provoking solutions currently being used by institutions to unlock

unconventional sources of revenue without giving up long-term control of your assets or negatively impacting your balance sheet.

In this session, learn about an energy management program that unlocks value, achieves energy stability, generates capital, and reaches long-term sustainability goals. Explore solutions to monetize housing, dining, or even operating expenses which allow the university to receive both immediate capital as well as annual cash flow without sacrificing control. Discover new ways of thinking to solve deep-rooted challenges.

9:15 AM - 10:15 AM

#### **Higher Education Trends in 2018: A View from the Experts - Concurrent Sessions II**

Governing boards, and college and university presidents will face both new and perennial challenges in the upcoming year, ranging from concerns surrounding freedom of expression to reexamining the business model. In addressing such concerns, higher education leaders will require precise intelligence as they weigh strategic opportunities and challenges for their institutions and communities. Join a special briefing with an editor of the Chronicle of Higher Education's newly released 2018 Trends in Higher Education, as well as contributors to AGB's 2018-2019 Top Strategic Issues report as they review and discuss issues that every institutional leader needs to know.

- Moderator: Tim McDonough, vice president for government and public affairs, AGB
- Liz McMillen, editor, Chronicle of Higher Education
- Michael T. Benson, president and professor of government, Eastern Kentucky University
- Antoine M. Garibaldi, president, University of Detroit Mercy

9:15 AM - 10:15 AM

#### **Accreditation: Gatekeeping Our Institutional Identities - Concurrent Sessions II**

Accreditation is an external review process to assess and affirm that an institution is offering a quality product, no matter what its sector — public or private, large or small. Accreditation is also a highly contentious public policy issue, as policymakers question whether the process is working the way it is intended to. This session will address accreditation as a lever for high-performing governing boards to ensure the diversity of American institutions retains its uniqueness, while still assuring the quality of the educational offerings provided by those institutions remains intact.

- Moderator: Deborah Seymour, vice president for programs and research, AGB
- Jill Derby, chair, American University of Iraq; member, National Advisory Committee on Institutional Quality and Integrity; consultant, AGB
- Barbara Gellman Danley, president, Higher Learning Commission
- Ralph Wolff, founder and president, The Quality Assurance Commons
- David Maxwell, board member, Grinnell College; president emeritus, Drake University; senior fellow, AGB

9:15 AM - 10:15 AM

#### **Why Liberal Arts Education Matters - Concurrent Sessions II**

In a recent survey of 1,400 board members by AGB and Gallup, over two thirds of respondents said that public appreciation for liberal arts education is declining. Parents and policy makers are urging institutions to provide greater focus on vocational and career-oriented education, and students are enrolling in large numbers in majors they believe will help them secure jobs after graduation. But in that same AGB/Gallup survey, 85 percent of board members agreed that liberal arts education should be included in all undergraduate degree programs. What is the value of a liberal arts education, and how can board members serve as public advocates for it? Panelists in this session will explore both questions and provide advice for board members, presidents, and others about supporting liberal arts education.

- Moderator: Terry Franke, board member, Lawrence University

- Grant Cornwell, president, Rollins College
- Georgia Yuan, board member, Oberlin College
- Tuajuanda C. Jordan, president, St. Mary's College of Maryland

9:15 AM - 10:15 AM

### **Determining Presidential Compensation - Concurrent Sessions II**

Determining the president's compensation is one of the core fiduciary duties of a college or university governing board. It is also an increasingly challenging responsibility. Laws and regulations provide both guidance and constraint. Public access ensures that decisions will be made public. And increasingly other parties – government, media, faculty, students, parents, donors – are taking an interest in them. This session provides guidance on how any board can find that range of compensation for its president that is at once fair and fully competitive, and that will stand up to public scrutiny.

- Moderator: Joseph Johnston, senior consultant, AGB Search
- Andy Brantley, president and chief executive officer, The College and University Professional Association for Human Resources (CUPA-HR)
- Thomas K. Hyatt, partner, Dentons US LLP; AGB Consulting specialist

10:30 AM - 10:45 AM

### **Concluding Remarks and Intro of Final Plenary**

10:45 AM - 12:00 PM

### **Plenary: The Workforce of the Future: Educating Tomorrow's Leaders Today**

In its "Future of Jobs" report, the World Economic Forum estimated that more than half of today's students will work in jobs that don't yet exist. How do institutions prepare students for career paths that are only on the horizon? In this plenary, higher education and workforce readiness experts will debate what the world needs most from the higher education sector to prepare the next generation for careers. How can we ensure that higher education moves at the right speed to keep up with the demands of the employment sector of the future?

- Moderator: Doug Lederman, editor and co-founder, *Inside Higher Ed*
- Joanne Harrell, senior director for U.S. Citizenship and Public Affairs, Microsoft; regent, University of Washington
- Jamie Merisotis, president and CEO, Lumina Foundation
- Rick Miller, president, Olin College of Engineering
- Ken McNeely, president, AT&T Pacific Region
- Travis Reindl, senior communications officer, Bill & Melinda Gates Foundation

12:00 PM

### **National Conference on Trusteeship concludes**

# Future Meetings

# Adjournment