



OFFICE OF THE BOARD OF TRUSTEES

Updated June 13, 2020

Public Meeting Notice

June 12, 2020

TO: Southern Oregon University Board of Trustees

FROM: Sabrina Prud'homme, University Board Secretary

RE: Notice of Regular Meeting of the Board of Trustees via Zoom

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 university president, board committees, student leadership and faculty senate. Action items on the agenda include: the internal audit plan for the 2020-21 fiscal year; adoption of the fiscal year 2020-21 budget; the SOU Pandemic Resumption of Activities Plan; and board elections. There will be an update on legislative matters and state funding. There also will be an overview of equity, diversity, and inclusion priorities at SOU and a report on university advancement.

***The board may take action on the item, “overview of equity, diversity, and inclusion priorities at SOU.”

The meeting will occur as follows:

Friday, June 19, 2020

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

Visit governance.sou.edu for meeting materials.

To join or view the proceedings, visit <https://sou.zoom.us/j/95718174349> at the time of the meeting.

If special accommodations are required or to provide written public comment or testimony, please contact Kathy Park at (541) 552-8055 at least 72 hours in advance.

Public Comment

Members of the public who wish to provide public comments for the meeting are invited

to submit their comments or testimony in writing. Please send written comments or testimony to the Board of Trustees email address: trustees@sou.edu. Public comments also may be sent to the board via postal mail addressed to SOU Board of Trustees, 1250 Siskiyou Boulevard, Ashland, OR 97520.



Board of Trustees
June 19, 2020

Call to Order / Roll / Declaration of a Quorum



Board of Trustees Meeting

Friday, June 19, 2020

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.

1 Call to Order/Roll/Declaration of a Quorum

- | | | |
|-----|----------------------------------|---|
| 1.1 | Welcome and Opening Remarks | Chair Lyn Hennion |
| 1.2 | Roll and Declaration of a Quorum | Sabrina Prud'homme,
SOU, Board Secretary |
| 1.3 | Agenda Review | Chair Hennion |

2 Public Comment

5 min.

3 Consent Agenda

- | | | |
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| 3.1 | Approval of Meeting Minutes: April 21, 2020
and May 22, 2020 | Chair Hennion |
|-----|---|---------------|

4 Reports

45 min.

- | | | |
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| 4.1 | President's Report | President Linda Schott |
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10 min.

- | | | |
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| 4.2 | Board Committee Reports | Chair Hennion; Trustee
Clough; Trustee Santos |
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5 min.

- | | | |
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| 4.3 | Associated Students of SOU Report | Britney Sharp, ASSOU,
President |
|-----|-----------------------------------|------------------------------------|

5 min.

- | | | |
|-----|---------------------------|--|
| 4.4 | SOU Faculty Senate Report | Andrew Gay, SOU,
Faculty Senate Chair |
|-----|---------------------------|--|

5 Action, Information and Discussion Items

20 min.

- | | | |
|-----|--|---|
| 5.1 | Adoption of FY 2020-21 Internal Audit Plan
(Action) | Ryan Schnobrich, SOU,
Internal Auditor |
|-----|--|---|

Board of Trustees Meeting

Friday, June 19, 2020

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

DeBoer Room, Hannon Library

AGENDA (Continued)

15 min.	5.2	Legislative and State Funding Update	Jeanne Stallman, SOU, Associate Vice President, Government and Corporate Relations; Greg Perkinson, SOU, Vice President, Finance and Administration
60 min.	5.3	Adoption of Fiscal Year 2020-21 Budget (Action)	President Linda Schott; Greg Perkinson
35 min.	5.4	SOU Pandemic Resumption of Activities Plan (Action)	Dr. Neil Woolf, SOU, Vice President, Enrollment Management and Student Affairs; Janet Fratella, SOU, Vice President, University Advancement
25 min.	5.5	Equity, Diversity and Inclusion Priorities at SOU (Action)	Jonathan Chavez-Baez, SOU, Minority Outreach Coordinator; Dr. Kylan de Vries, SOU, Associate Professor, Gender, Sexuality and Women's Studies; Sabrina Prud'homme
10 min.	5.6	University Advancement Update	Janet Fratella
20 min.	5.7	Board Elections (Action)	Chair Hennion
5 min.	5.8	Future Meetings	Chair Hennion
	6	Adjournment	Chair Hennion

Public Comment



June 16, 2020

Dear Chair Hennion and Board:

I am writing on behalf of APSOU, the Association of Professors of Southern Oregon University. We want to recognize the work of President Schott and her team in getting us through what has been a very difficult and challenging academic term. Seeing our students recognized for their academic accomplishments reminds us all of the impact that Southern Oregon University has. It is both rewarding and heart-warming to see students move on to the next phase of their lives and that makes our hard work this year all the more meaningful.

The faculty APSOU represents put in extraordinary efforts this year because of our love for Southern Oregon University and what SOU does for our students and for our region. Of course, love is not all you need. The University and the state are in dire financial straits, from the COVID crisis and from the chronic underfunding of higher education in general and SOU in particular.

You are no doubt aware that our Association is in discussions with SOU about an equitable shared sacrifice and other issues. Beyond that, APSOU and its members are willing to advocate for better funding and a more sustainable funding model for SOU. In addition, our members and

Board have many ideas for creating financial stability, generating revenue, and realizing savings.

We are intrigued and supportive of the idea of SOU issuing a revenue municipal bond as suggested in last month's public comment to the Board. We also think that SOU should consider a more competitive pricing: a temporary tuition cut or discount as a way of boosting enrollment in a time of comparison shopping and recessionary choices. And we believe it is time to revisit and downsize the administrative structure of the University and its auxiliaries as a way of realizing savings in lean times ahead.

APSOU would like the Board to know that we are always ready to engage in further discussions to strengthen SOU in these challenging times.

With regard,



Edwin Battistella
APSOU President, 2020

Cc: President Linda Schott
Provost Susan Walsh

Consent Agenda

**Board of Trustees Meeting
Tuesday, April 21, 2020**

MINUTES

Call to Order/Roll/Declaration of a Quorum

Board Members:

Lyn Hennion	Present	Deborah Rosenberg	Present
Les AuCoin	Present	Daniel Santos	Present
Jonathon Bullock	Present	Linda Schott (ex officio)	Present
Sheila Clough	Present	Barry Thalden	Present
Shaun Franks	Present	Bill Thorndike	Present
Megan Davis Lightman	Present	Steve Vincent	Present
Dylann Loverro	Present	janelle wilson	Present
Paul Nicholson	Present		

Chair Lyn Hennion called the meeting to order at 12:03 p.m. in the DeBoer Room of the Hannon Library. The board secretary recorded the roll and a quorum was verified.

Other attendees included: Dr. Neil Woolf, Vice President for Enrollment Management and Student Affairs; Greg Perkinson, Vice President for Finance and Administration; Dr. Susan Walsh, Provost; Dr. Jody Waters, Associate Provost; Jason Catz, General Counsel; Janet Fratella, Vice President for University Advancement; Dr. Suresh Appavoo, Senior Executive for Equity and Diversity; Tom Battaglia, Chief Information Officer; Jeanne Stallman, Associate Vice President for Government and Corporate Relations; Sabrina Prud'homme, Board Secretary; Josh Lovern, Budget Office; Andrew Gay, Faculty Senate; Britney Sharp, ASSOU; Taylor Burke, Dean of Students; Clay Austin, Hart Wilson and Bill Bateman, all from the Center for Advancement of Teaching and Learning; Dr. Vince Smith, Chair of Environmental Science and Policy; Dr. Katie Pittman, Director of Business, Communication and the Environment; Dr. John King, Director of Education; and Kathy Park, Office of the Board Secretary.

Public Comment

There was no public comment.

Consent Agenda

Trustee Bullock moved approval of the consent agenda, as presented. The motion was seconded and it passed unanimously.

Reports

President's Report

President Linda Schott mentioned her February trip to Salem. She was accompanied by several students and Andy Durojaiye, [the Vice Provost for Undergraduate Academic Affairs] from Northern Kentucky University who she is mentoring through the Millennial Leadership Institute of AASCU. They visited legislators' offices and had an unscheduled meeting with Senator Arnie Roblan.

At the March meeting of the Medford Rogue Rotary, one of the topics was "What's New at SOU." To assist with her presentation, President Schott invited several individuals

who were new to the university or were running new programs.

Turning to the change in operations necessitated by the coronavirus, President Schott said it was a very challenging and emotional time. The university eventually settled into a new normal, which includes remote meetings and an empty campus. In order to stay present for the campus, she has started “Zoom bombing” classes, delivering more messages by video, holding virtual “Visits with the President” (similar to “Cookies with the President”) and holding weekly meetings with board leadership.

The leadership team is thinking about the ceremonial life of the campus, especially commencement. Division directors and chairs are considering smaller events that can be held to recognize students. She is committed to giving the class of 2020 a commencement ceremony but does not know when it will happen.

In the short-term, the administration has been focusing on health and safety, ensuring student success in the remote environment and finishing the fiscal year with a balanced budget. The administration is looking at operations in the medium- and long-term, which includes reopening the campus. Vice Presidents Neil Woolf and Janet Fratella are leading a reopening group to think through how that would be accomplished. In the long-term, it is probably indisputable that the coronavirus will permanently change higher education; President Schott said she continues to keep abreast of developments and issues in that area.

Racial Equity and Inclusion Strategies - President Schott discussed the racially-motivated incidents that occurred on campus in January. This period of remote delivery altered her plan to hold campus-wide in-person training in the spring term but online training has started. Efforts are being made to create the Multicultural Commons, a space in the student union where all students can feel at home. There is a culturally responsive practices group on campus, as well as a Diversity and Inclusion Committee; those groups will be important as SOU continues its training program. These are first steps but are not the only steps that will be taken. This is ongoing work that must be done and it will never be finished.

Other General Updates - Turning to funding issues, which will be discussed in detail later in the meeting, President Schott said the administration has not lost sight of the need for changes to the Student Success and Completion Model (SSCM). She mentioned the upcoming meeting with Ben Cannon and Jim Pinkard from the HECC, in an effort to find common ground; adjustments from the state are being pursued. She said her task force on financial sustainability has taken a backseat to COVID-19-related issues but more meetings are scheduled; she may take a more active role to increase the pace of the task force.

The coronavirus crisis may require rethinking aspects of SOU’s strategic plan. President Schott requested the board’s approval to skip the detailed progress report scheduled for June. She said the data would still be collected and reported. Then, over the summer, the strategic plan could be reviewed. This would reduce the workload on staff and would enable the type of thoughtful review needed. Trustee Lightman stressed that strategic plans are inherently subject to revision as circumstances change. Trustee Bullock recognized President Schott and the leadership team for their handling

of the current situation and expressed his support for delaying the progress report on the strategic plan.

Trustee Thorndike mentioned the importance of regional support and keeping the work of the SOHEC going during the pandemic, which President Schott said was happening. She added that SOU is critical to the economic recovery of the region and that is being mentioned in various circles.

Board Committee Reports

Academic and Student Affairs Committee - Trustee Santos said Provost Susan Walsh reported on the work of the Provost's Council on changes to academic programs and policies and implications related to COVID-19. The committee discussed continuity planning for academics. Over spring break, all spring term classes transitioned to remote delivery; there will be ongoing assessments of the remote delivery process. Plans call for a remote summer session, with the possibility of converting some courses to a hybrid format if the governor relaxes the current restrictions; this also impacts summer residential pre-college youth programs. Dr. Walsh also provided an update on the work of several task forces. Dr. Woolf presented the report on enrollment management and student affairs, mentioning the new customer relationship management system and walking through the dashboard and enrollment updates. Dr. John King presented the updated Educator Equity Plan; the committee reviewed the plan for suitability and recommended it to the full board for approval. There were updates on curriculum, modified operations in student affairs and the proposed e-gaming academic program. The committee also received a presentation on recent enhancements made to the student employment process.

Finance and Administration Committee - Trustee Clough said the board's agenda includes most of the topics the committee covered. Greg Perkinson provided his update; a number of the measures in the dashboard are not looking their best because of COVID-19. The HECC has delayed its discussion on revisions to the SSCM but SOU's representatives pushed to resume those conversations because the current model disadvantages SOU greatly. The committee also received an update on tuition and fees; she said the decision on tuition and fees will be delayed. There was a robust discussion on financial metrics, including those used by the HECC. Mr. Perkinson provided a budget update; there are some budget gaps and challenges.

Executive and Audit Committee - Chair Hennion said the committee discussed the board elections process (an action item in the board's meeting) and reviewed authorities and related communication. Ryan Schnobrich provided an internal audit update.

SOU Faculty Senate Report

Andrew Gay said Faculty Senate passed a resolution supporting Trustee Rosenberg's reappointment to the Board of Trustees. The spring term is a challenge for faculty and Faculty Senate has discussed SOU's response to COVID-19 and passed measures regarding grading options for students. Faculty Senate is reviewing measures regarding the impact of COVID-19 on promotion and tenure and assessing teacher evaluations. Faculty Senate continues its regular work of reviewing curriculum.

Trustee Santos and Vice Chair Nicholson thanked Mr. Gay and all the faculty for the

tremendous amount of work that was done to transition to remote delivery.

Action, Information and Discussion Items

COVID-19 Operations Transitions and Update

Providing a status update, Greg Perkinson said the Incident Response Team (IRT) has been meeting daily, is task organized, and is focused on how to maintain the sense of safety and ensuring preparedness to move forward. Perspectives from various stakeholders are represented on the IRT, including the medical field, Oregon Health and Science University, academic and student affairs, housing, logistics, administration and support elements. Much great work has been done.

The previous day was the add/drop deadline as well as the last day for housing residents to petition to break contracts. Mr. Perkinson said revenue from these two areas now should be stable for the spring term. Normally there are about 820 people living in housing; that number will now be between 200-250. Responding to Trustee AuCoin's later inquiry, Mr. Perkinson detailed steps being taken to ensure the residence halls and dining facility are sanitary, healthy and virus-free.

Moving forward, there will be a focus on the transition from modified operations to the new normal. A working group will be formed to work on that.

Remote Delivery Demonstrations - Clay Austin discussed changes in pedagogy made to create a different experience for students and have that experience be as good as possible. For example, moving face-to-face classroom discussion to an online format has enabled student engagement; students have time to research the issues and prepare their contributions ahead of time. Additionally, students who may be shy in face-to-face discussions are more comfortable participating in online discussions. Faculty are utilizing the small group capability of Zoom then bring them back as one large group. Faculty are also thinking of new ways to approach students' assignments.

Hart Wilson said faculty universally were concerned about their students having a good experience and many were worried about their ability to use technology well enough to make that happen. She said she promoted this situation as an opportunity for growth mindset. Bill Bateman added that he has seen remarkable efforts by faculty. There has been a substantial increase in the use of Zoom and innovative ways of using it.

Dr. Walsh and President Schott presented Service Excellence coins to Mr. Austin, Ms. Wilson and Mr. Bateman, praising all of their work in helping the campus transition.

Andrew Gay described his efforts to transition classes in the digital cinema major to a remote delivery format. Additionally, Dr. Katie Pittman provided an overview of the already-online MBA program. In both cases, a positive student experience was reported.

Responding to Trustee Vincent's comments about benefits of online courses, President Schott said that SOU will continue to explore options, as not every learner benefits from the same method of course delivery.

Update on Tuition and Fees for Academic Year 2020-2021

Greg Perkinson said the tuition and fee process has slipped one month and praised the

work of the students as they worked through the process. Dr. Susan Walsh mentioned discussions the Tuition Advisory Council (TAC) has had and said they modeled tuition increases from below 5 percent up to 15 percent. She also mentioned the TAC's website where meeting information is posted. The TAC will next focus on its recommendation to the president. .

Responding to Trustee Vincent's inquiry about students' reaction to the setting of the student fees, Trustee Loverro said, in discussions with ASSOU, there seems to be some hesitancy about the rate set through the budget setting process, but not the allocations themselves. Some students support and understand the basis for the decision while others feel they should not have to pay for services they do not use.

Associated Students of SOU Report

ASSOU President Britney Sharp discussed the upcoming elections, saying applications are currently being taken then the campaigning and voting will be done online.

Regarding student's reactions to the student fees, she said students were happy to see the reduction but were concerned about the impact on student organizations. ASSOU has tried to keep student jobs as much as possible and some have been changed to PEAK jobs. She said ASSOU has been transparent in informing students what the fees are paying for, such as student employment and employees' salaries.

Regarding next year's budget, ASSOU President Sharp said various groups appealed their fee allocation; some appeals were granted while others were not. The National Student Exchange and the Oregon Student Association membership were not funded for next year. ASSOU was hesitant to approve the budget because there was so much uncertainty about the deficit. After Taylor Burke and Josh Lovern provided information to clarify issues, a budget was approved, which was the one she previously presented to the board.

Preparation of Diverse Educators (Action)

Dr. John King said this is SOU's third iteration of the state-mandated plan. He is required to update the plan and update the board on progress every two years. This is the first time the plan has had state funding: \$60,000 from the Student Success Act. Efforts are made to help to diversify the teacher workforce in K-12 schools so the cultural and linguistic makeup of teachers approximates the makeup of the students in Oregon.

The plan builds on the great work happening in SOU's pre-college youth programs that help provide academic support and college preparation for Latinx students and their families. The Pathway to Teaching plan provides an extra layer of support and incentives for those interested in teaching as a career. This work has contributed to a more-than-doubling of the percentage of culturally, linguistically diverse students coming into SOU's teacher preparation programs. In four years, the numbers have grown from 9 to 24 percent. In order to continue this progress, the plan proposes two new elements: 1) use half of the allocation for matching scholarships with districts and tribal departments of education that will sponsor their diverse para-professionals to get licensed as teachers; and 2) provide additional support once students reach the university, with a focus on retention. Each area builds off of a proven model that is

working.

Trustee Daniel Santos said the Academic and Student Affairs Committee heard the plan in greater detail yesterday. The plan proves the diversity pipeline is paying off and the committee also was thrilled with the marked improvement in the number of diverse students participating in the educator program. The committee supports enthusiastically and recommends the full board accept the plan for submission as required biannually. Trustee Santos added that President Schott's dedicated efforts with the Oregon tribes, and grants being provided by tribes, are another part of the pipeline.

Responding to Vice Chair Paul Nicholson's question on the engagement of those whose voices the plan is trying to reach, Dr. King described numerous strategies ranging from external meetings with regional superintendents and human resources directors to internal strategies including consulting with representatives from programs for pre-college youth, Native American students, and American Samoan students.

Trustee Santos moved that the board approve the plan [The 2020 Southern Oregon Pathway to Teaching: Southern Oregon University Educator Equity Plan] as submitted. Trustee Rosenberg seconded the motion and it passed unanimously.

Chair Hennion thanked Dr. King and his team for the amazing work that's happening.

Government Relations Update

Jeanne Stallman thanked the trustees who recently made calls to help advocate for certain issues: Chair Hennion and Trustees AuCoin, Santos, Vincent and Bullock.

In federal action, Congress was on the path to approve additional federal funding targeted for small businesses. The next COVID bill might occur in late May and provide support for state and local governments, infrastructure and, hopefully, higher education.

Regarding additional funding for higher education, Ms. Stallman said President Schott wrote a letter to the Oregon delegation, encouraging them to think about the role of regional universities in economic recovery.

At the state level, the CARES Act has been one of the main issues. She said a small part of the funding was allocated to higher education for various purposes. A portion of it was given to governors' offices for education. Trustees made calls to Governor Brown's office advocating for teacher preparation and for support to the universities.

Ms. Stallman said she has been laying the groundwork for challenges ahead: weekly updates to the Southern Oregon delegation, weekly outreach to the governor's office and outreach to some key legislators disposed positively toward SOU.

Looking ahead, she said the May revenue forecast may be followed by a special session in June. The question is whether the legislature will handle the budget gap or if the governor will allocate the cuts uniformly across state agencies. There also are conversations about reopening the state.

Turning to the HECC, Ms. Stallman said a conversation about the SSCM is scheduled. A team from the seven universities has been working on the consolidated funding request that will be submitted to the HECC; the HECC will then submit its agency request budget to the governor's office. She said SOU is insisting that the consolidated funding request include a statement that the SSCM does not result in equitable results among the universities. Discussion ensued on various approaches for advocating on SOU's behalf for funding.

Overview of Programming for The Farm at SOU

Dr. Vince Smith said the goal of The Farm is to be more than a farm. It will not only provide food and engage students but also inspire a generation of people to be ecologically committed leaders. The Farm supports SOU's strategic direction III on environmental sustainability.

He then highlighted the work since 2012 that has transitioned The Farm to the successful operation it is today. Dr. Smith mentioned some of the challenges faced, many of which were staffing issues, and the solutions implemented. He reviewed some of the accomplishments made in 2020: 80 new fruit trees were donated; a research vineyard was planted; 30,000 plants have been started so far from seeds that were donated; a Campus Bee Club was created; a dining partnership has been created; a new greenhouse has been built; wetlands are being restored and developed; applications for grants have been submitted; and new partnerships have been developed. He also mentioned curriculum and scholarship work accomplished at The Farm.

Trustee Franks, who was involved in the creation of The Farm, said it has been a catalyst for many good things that have happened. Trustee Thalden said it was the students who inspired him and his wife to get involved.

Responding to Trustee Vincent's inquiry, Dr. Smith mentioned some of the recruiting benefits The Farm offers, including more courses in the sustainable food system, a micro-certificate in that area, and a proposal for a new major in sustainability.

Higher Education Coordinating Commission Update

Jason Catz said he and ASSOU President Sharp have been attending the SSCM work group meetings. The March meeting was adjourned about half way through because of competing demands and higher priorities. At the April meeting, a couple of the members proposed that the work be stopped until the end of June. He and others expressed opposition to that on the principle that this was work the HECC commissioners considered some of their most important work. He stressed that no matter what amount is to be divided, it is essential that it be allocated fairly. The next work group meeting will be in May.

Greg Perkinson reviewed the survey the HECC created to estimate the financial impact COVID-19 is having on the universities. In the short term (the spring term), SOU will have about \$4.5 million in impact. In the longer term (the next academic year), the impact is harder to calculate because there is much uncertainty; the estimate is currently about \$19 million. Mr. Perkinson cautioned that the effects of COVID-19 could extend well beyond one year.

Discussion of Financial Metrics

President Schott said the purpose of the metrics is to monitor SOU's financial performance and sustainability. The HECC uses certain metrics and the question is whether the board wants to use additional ones. Greg Perkinson reviewed the three different levels of utilization of metrics: strategic, operational and tactical and thought the board would focus at the strategic level.

The HECC's framework puts metrics into four categories: affordability; revenue, spending and financial stability; efficiency and [return on investment]; and outcomes. Mr. Perkinson said SOU already tracks about 75 percent of the sub-elements in each category. He then reviewed the HECC's Oregon higher education financial snapshot for SOU and the comparative analysis of various metrics for each university, as included in the meeting materials.

Mr. Perkinson reviewed the financial impact of COVID-19 in the categories of lost revenue, additional costs, cost avoidance and recoveries. SOU is capturing actual cost data which will be used to support decisions made and to advocate for reimbursement.

Reviewing the enrollment data the HECC provided, Mr. Perkinson said it refutes the narrative from the HECC that SOU has an enrollment problem.

Trustee Clough reiterated the conversation the Finance and Administration Committee had, saying the HECC will likely continue to use the metrics so SOU cannot push them aside. President Schott added that the next step of is to ensure the exercise of the HECC's authority does not infringe on the board's exercise of its authority.

Budget Update and Review of Pro Forma

Greg Perkinson highlighted recent changes to the pro forma as Josh Lovern modeled different scenarios in the meeting. Mr. Perkinson mentioned the \$1.7 million in funding from the CARES Act; the decrease in revenue from student fees; the projected \$300,000 in savings from the hiring freeze; and benefits from travel that did not occur because of the pandemic. Following the most optimistic approach that could be leveraged based on current data, the current fiscal year could close with an ending fund balance of 8.5 percent in the Education and General (E&G) fund. There are, however, significant negative impacts in auxiliary accounts.

Turning to the cost reduction strategy, Mr. Perkinson said the cost reduction target is now \$3 million. The \$1 million in savings in phase one of the plan has been realized. Phase two of the plan is being implemented to realize savings of \$1.2 million. The savings goal of the new contingency phase is \$.8 million and will be realized through the hiring freeze and short-term reorganization. When all the savings are realized, the result will be a balanced budget, assuming all of the \$1.7 million in CARES Act funding is deposited in the E&G fund.

Mr. Perkinson reviewed the financial impacts of COVID-19, as included in the meeting materials. The short-term impact is \$2.3 million, which includes the E&G and auxiliary accounts.

Board Elections Process (Action)

Jason Catz reminded trustees of the last board meeting when they discussed the need for a new election process and reviewed the proposed process. He reviewed various elements in the proposed Board Statement on the Process for Officer Elections included in the meeting materials. One recommended change is that the officers elected would serve two-year terms.

Trustee Lightman moved to approved the Board Statement on the Process for Officer Elections as presented. Trustee Thorndike seconded the motion and it passed unanimously.

University Advancement Update

Janet Fratella mentioned several alumni who are working to help others suffering from the effects of the coronavirus. Turning to the fundraising update, she said fundraising is running slightly below this time last year, which is not bad considering the current state of the world. Trustee AuCoin, Ms. Fratella and Chair Hennion later stressed the importance of having 100 donor percent participation from trustees.

Janet Fratella reviewed some national trends in donor activity and fundraising strategies. She then mentioned some of the work her office is doing: SOU continues to share good news stories; communications have increased; an appeal for donations for SOU's Cares program and the food pantry; opportunities for gifts and grants are being explored; and an alumni advocates program is being created to assist with legislative advocacy.

Future Meetings

Chair Hennion said the next meeting of the board will be a special meeting on May 22 and the next regularly-scheduled meeting will be on June 19. She mentioned the possibility of scheduling a retreat between September 9-20.

Adjournment

Chair Hennion adjourned the meeting at 4:54 p.m.

**Board of Trustees Special Meeting
Friday, May 22, 2020**

MINUTES

Call to Order/Roll/Declaration of a Quorum

Board Members:

Lyn Hennion	Present	Deborah Rosenberg	Present
Les AuCoin	Present	Daniel Santos	Present
Jonathon Bullock	Present	Linda Schott (ex officio)	Present
Sheila Clough	Present	Barry Thalden	Present
Shaun Franks	Present	Bill Thorndike	Present
Megan Davis Lightman	Present	Steve Vincent	Present
Dylann Loverro	Present	janelle wilson	Present
Paul Nicholson	Present		

Chair Lyn Hennion called the meeting to order at 12:33 p.m. in the DeBoer Room of the Hannon Library. The board secretary recorded the roll and a quorum was verified.

Other attendees and Zoom webinar panelists included: Greg Perkinson, Vice President for Finance and Administration; Dr. Neil Woolf, Vice President for Enrollment Management and Student Affairs; Jason Catz, General Counsel; Dr. Susan Walsh, Provost; Janet Fratella, Vice President for University Advancement; Jeanne Stallman, Associate Vice President for Government and Corporate Relations; Josh Lovern, Budget Office; Sabrina Prud'homme, Board Secretary; Dr. Matt Stillman, Registrar; Taylor Burke, Dean of Students; Ryan Schnobrich, Internal Auditor; Britney Sharp, ASSOU President; and Kathy Park, Office of the Board Secretary.

Public Comment

Donnie Maclurcan, an Affiliate Professor in Economics at SOU and Executive Director of the Post Growth Institute, provided a written message to the board, which was emailed to all the trustees and which, the board secretary summarized in the meeting. For the last few years, Mr. Maclurcan has been predicting economic crises and he provided background information on that work. He suggested that SOU seriously consider the issuance of a revenue municipal bond. He gave a recommended amount, reasons why and possible consequences if it was not issued.

Action, Information and Discussion Items

Capital Projects Expenditure Authorizations (Action)

Greg Perkinson described the recommended proposal to approve three projects. The project data includes information on the bonds which have been sold, the bond type, and estimated costs. Britt Hall is the most mature project; bids are available and a contract is ready to be executed with the apparent successful offeror.

The Taylor Hall project is a combination of three projects: bathroom renovations to provide accessibility and improving the hallways and stairwells. The bids may come in lower than SOU's estimate of \$800,000.

Chair Hennion reminded the trustees that allocated funds can be used only for these projects. Trustee Clough added that the money for these projects is state money and if SOU does not go forward with the projects, it would be walking away from the funding.

Trustee Clough moved to approve the three projects. Trustee Loverro seconded the motion and it passed unanimously.

Budget Update and Review of Pro Forma

Greg Perkinson highlighted some of the known factors that impact the budget. The tuition and fee revenue is down about \$750,000. The direct costs incurred this year are known. Action has been taken to control things that can be controlled. There are many costs involved with labor that cannot be controlled; however, by participating in the Oregon Workshare Program, SOU is saving about \$2.2 million through the end of the calendar year.

Normally, the pro forma models a 3.8 percent decrease in enrollment. However, national indicators suggest a downturn of up to 15 percent. The senior leadership team determined a 10 percent reduction would be an effective way to model student behavior in the fall.

Mr. Perkinson mentioned the recent state revenue forecast he received. There is a projected \$2.7 billion loss in revenue next fiscal year and \$4.4 billion in the next biennium. The chief financial officer at the Department of Administrative Services tasked agencies to study the impact of an 8.5 percent budget rescission. Modeled through the Student Success and Completion Model, it would be a \$3.1 million budget cut next year for SOU, coupled with a \$1.2 million hit to the sports lottery.

SOU has seen positive trends and indications that the plan created to cut \$3 million out of the budget was successful. It appears SOU will close this fiscal year with a 7.6 percent ending fund balance. However, next year, the ending fund balance is projected to be at -5.27 percent, requiring the clawing back of \$8 million to reach an 8 percent ending fund balance. President Schott stressed that the negative fund balance is without reductions and it is obvious that would not occur; if increased state funding is not provided, cuts would be made.

Answering Trustee Wilson's inquiry, President Schott said the 2020-21 forecast is based on an estimate of -10 percent in enrollment. At President Schott's request, discussion ensued on whether it made sense to use the -10 percent model. Trustees Santos and AuCoin expressed their concerns that using -10 percent as a modeling amount might be too optimistic and would result in a significant difference compared to using the national model of -15 percent. Trustee Santos also cautioned against relying on the HECC to revise the funding model given the current financial crisis. Trustee AuCoin mentioned all the demands on the limited state funds and that SOU would be competing for funding with various causes, including hungry children and myriad social problems. They both cautioned about being overly optimistic.

In response, President Schott said the -15 percent is based on a national conversation shaped largely by big institutions in metropolitan areas. SOU leadership looked at

other factors, including the low rate of incidents of coronavirus, major competitors in California staying primarily online, and most of the competitors in Oregon being in the Willamette Valley, which has more difficulties with the virus than the Rogue Valley. It will work in SOU's favor if it can create a plan to reopen safely that will allow students to come back. Students in Jackson and Josephine Counties are thinking about coming to SOU instead of going elsewhere. President Schott said the leadership team is not just hoping but, rather, is making an educated guess. Also, if anything can help the institution, it is being done.

Trustee Clough echoed the comments from Trustees AuCoin and Santos. She reminded trustees that they are not deciding the 2020-21 budget, just the tuition and fee portion of it. Tuition and fees is only one lever and that decision is not going to solve the broader problem.

Trustee Bullock made an argument in favor of the -10 percent estimate. The American Council on Education is predicting a 15 percent overall decrease in college enrollment over the next year and Inside Higher Ed is predicting 20 percent. Studies are showing students are making alternative plans (one of which is to attend a college closer to home), the number of students taking a gap year may increase, there are concerns for the safety of returning students, and there are concerns about the quality of online education. One article analyzed these factors, saying proximity is a key factor. Also, students are choosing schools with potentially lower risk of infection and safer approaches to enrollment; two factors affecting this are a sensitive administration and proactive and aggressive recruitment policies, both of which SOU has. He said he understands the concern over the 15 or 20 percent figure and the possibility it could get there, but SOU checks many of the boxes: SOU will have many students who will be closer to home, SOU has a safer environment than competitor schools in California, SOU is sensitive to students' needs, and SOU has aggressive recruitment practices. He said that he is not sure the -10 percent is the correct number but he supports it. President Schott added that enrollment could also come from more adult learners deciding to return to school, which often happens during recessions.

Using the interactive pro forma and modeling a 10 percent enrollment decrease, Josh Lovern showed that a tuition increase of 40 percent would be needed to reach an 8 percent ending fund balance.

President Schott reminded the trustees they can make a different choice. She provided her recommendation based on her team's work and expertise. Trustee Santos said he is not advocating for a change to the recommendation, that others have made the case that the trustees should rely on the wisdom of the leadership but encouraged them to be realistic and not overly optimistic. Vice Chair Nicholson concurred that the -10 percent figure is as good a guess as possible; he said the country is getting into a recession and during recessions there seems to be a surge in university enrollment, which gives him some relief that enrollment may not be quite as bad as projected.

Responding to Trustee Wilson's concern about the current low enrollment, Dr. Neil Woolf said it was a bit early to be projecting confirmation figures. He explained that there are fewer applications this year, due in part to this year's smaller graduating

high school class, but admits are up 5 percent, which gives him some optimism. Students are waiting to make their decisions to see what the fall will look like.

Dr. Woolf reviewed the draft resumption plan for the fall, planning for an in-person experience. SOU must comply with forthcoming guidance from Governor Brown, Oregon Health Authority, the HECC and Jackson County. Health and safety is the number one goal. There has been much planning with Oregon universities, with the recognition that there must be some flexibility for each university's situation.

Trustee Thorndike said the story of SOU needs to get out there better, the amazing education, the renowned and respected professors, the connection between the faculty member and the student, and the spectacular campus. Trustee Lightman said she would love to see a business cohort to bring valley businesses together in a town-gown relationship to create buy-in for them in a way SOU has not yet been able to accomplish; she offered her assistance in that endeavor.

Returning to the comments about competing for state funding, President Schott said she cannot accept the premise that, because the state does not have enough to bail out everyone, the state cannot help SOU. Everyone must make the argument that SOU deserves state assistance. She said this is not the time to be shy and take what the group gives the university; that has been SOU's approach for years and it has not served the institution well. This is the time to make the case for SOU and this region.

Trustee Thorndike relayed his conversation with Senator Jeff Golden, during which Senator Golden praised the great job Jeanne Stallman is doing in Salem on behalf of SOU.

Chair Hennion thanked President Schott, Vice President Perkinson and their teams for the night and day work they have been doing. Several trustees later echoed that praise.

Tuition and Fees for Academic Year 2020-2021 (Action)

Introducing this agenda item, Chair Hennion referred to the statement in the Tuition Rate Recommendation package that "Those unknowns, combined with uncertainty related to COVID-19, have made 'price sensitivity' and 'affordability' the two most important considerations for setting next year's tuition." Tuition alone cannot address the projected budget gap of \$10.3 million. She added that the 3.7 percent recommended increase in tuition can be a way of looking at affordability, maintaining enrollment, and helping the students; then the focus can be on finding the \$10.3 million.

Trustees Rosenberg, Franks, Thalden and Loverro expressed appreciation for the work done, the dialogue, the leadership, and the president's recommendation. Trustee Loverro also said that setting the tuition rate is one-half of the equation, the other being budgeting; her one reservation is that she does not want to end up setting a rate that makes SOU cut programs so heavily that it forces students out.

ASSOU President Sharp said setting tuition is tough because no increase is ideal for any student. With the honesty around finances and trying to keep tuition low, she said

the students she has spoken to understand and they want the university to continue to survive. Chair Hennion added that, given the TAC's recommendation of a 4.99 percent increase or less, the administration's recommendation of 3.7 percent is tells students SOU is going to try to do more with less and take less out of students' pockets.

Trustee Clough reminded trustees that this was a thoughtful deliberation and discussion. The Finance and Administration Committee thoroughly reviewed the TAC's and the president's recommendations, evaluated the factors incorporated in those recommendations, considered total cost of attendance, and had a thorough conversation on the current financial situation and the projected situation. Tuition and fees is one lever used to address the financial situation but it is not the only lever. Trustee Clough said the Finance and Administration Committee fully supported the president's recommendation of a 3.7 percent tuition increase.

Trustee Thalden commended the proposal, saying that even in a time of great uncertainty, holding the tuition increase to 3.7 percent appropriately places retention and success of students first.

Trustee Clough moved to approve President Schott's recommendation and Trustee Santos seconded the motion. The board secretary called a roll call vote and the motion passed unanimously.

Adjournment

Chair Hennion adjourned the meeting at 2:15 p.m.

President's Report

Committee Reports

- **Executive and Audit**
- **Finance and Administration**
- **Academic and Student Affairs**

Associated Students of SOU Report

SOU Faculty Senate Report

Adoption of FY 2020-21 Internal Audit Plan (Action)



Southern Oregon University
Internal Audit Plan
Fiscal Year 2021

Prepared By
Ryan Schnobrich, C.P.A., C.I.A.
Internal Auditor

June 19, 2020

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Introduction & Internal Audit Plan Overview

The purpose of the Internal Audit Plan is to outline services and activities the Internal Audit Department will conduct during Fiscal Year 2021. The Internal Audit Plan satisfies responsibilities established by the Board of Trustees bylaws, the Internal Audit Charter, and applicable professional *Standards*. The Internal Audit Plan should be based on appropriate risk-based methodology, including the consideration of any risks or control concerns identified by management.

The Internal Auditor is authorized to make changes to the Internal Audit Plan, as deemed necessary, to address changes in identified risks. The Executive and Audit Committee and the President will be notified of any significant additions, deletions, or other changes to the Internal Audit Plan.

Executive Summary

Please refer to Internal Audit's annual report, annual assessments of management responsibilities and management control of fraud risk, engagement reports and reference resources on the Board reporting page:

<https://sites.google.com/a/sou.edu/internal-audit/filecabinet>

Several key collaborators, namely the Chief Diversity and Inclusivity Officer, Title IX Coordinator, and Director of Campus Public Safety, are being filled in the interim by colleagues that not only already have full-time positions, but also are 20% furloughed like the Internal Auditor and the rest of the management and senior staff with whom Internal Audit integrates. Other positions, such as the Financial Analyst and the Financial Aid Compliance Officer have been eliminated after their vacancy due to budget cuts.

This year's internal audit plan primarily focuses on

- being available as an assurance and consulting resource to management especially including supporting the Finance Section of the Incident Response Team;
- increasing management engagement in topics explored in Internal Audit's annual assessments of management responsibility and fraud risk control;

Internal Audit Risk Assessment Overview

“The internal audit activity, as an independent assurance function, performs engagements to assess that risk management processes are effective in individual areas and overall throughout the entire organization. Additionally, the internal audit activity may compare its risk assessments to the risk information produced by management and verified by the internal assurance functions (compliance/risk management) to gauge the accuracy and completeness of management’s assessment. Conversely, the internal audit activity may use management’s risk information to inform internal audit’s risk assessments, or they may do both as appropriate. The Chief Audit Executive should coordinate with other providers of assurance and consulting services and may consider relying on their work (Standard 2050 – Coordination and Reliance).”

The Vice Presidents’ risk assessment input and experiencing several risk events, namely the pandemic and financial going concern, factored significantly in what was included in this year’s internal audit plan. Given the mutual effort this past year, Internal Audit relied considerably on managements’ risk assessment for this next year’s internal audit plan. Internal Audit encourages the Vice Presidents to perform both high-level and broad-based risk assessment across all operations throughout next fiscal year.

Internal Audit Plan for Fiscal Year 2021

Assurance/Audit Services:

1. Associated Students of Southern Oregon University – The Student Fee Process and administrative compliance with ORS 352.105 (Mandatory Incidental Fees);
 - a. This audit is complete pending final testing and drafting of the report.
2. Office of the Vice President of Finance & Administration – Document completion of FY16 & FY17 Management Response and Action Plans and reports to the Board of Trustees;
3. Annual Assessment of Management Responsibilities;
4. Annual Assessment of Management’s Control of Fraud Risk;
5. Miscellaneous as requested by President Schott, which may include auditing our FEMA submission, use of CARES Act funds, or similar;

Consulting Services:

1. Office of the Vice President of Finance & Administration – Incident Response Team;
2. Director of Budget & Planning - President’s Council on Financial Sustainability;
3. (Associate) Director of Business Services – Enhancement of Enterprise Risk Management;
4. Office of the Vice President of Finance & Administration – Continuous Process Improvement, Assessment/Analysis, Ethics, Accountability and Cultural Change;
5. Office of the Vice President of Enrollment Services & Student Affairs – Student Information Privacy Compliance

6. Office of the President with the General Counsel and new Title IX Coordinator – FY17 Title IX audit management response and action plan;
7. Office of the Vice President of Finance & Administration via the Director of Human Resources – FY18 stopped audit regarding Irregular Employment Agreements;
8. Office of the President with the General Counsel and new Title IX Coordinator – FY19 Clery Act and Violence Against Women Act audit management response and action plan;
9. Office of the President via the Director of Athletics and General Counsel – Open FY19 Investigation Management Action Plan;

Investigative Services:

1. EthicsPoint hotline allegations come to me for substantiation and reintegration with management decision-making.
2. Internal Audit coordinates with other functions that perform investigations.

Governance:

1. Continue to develop an understanding of the Board of Trustees and management's risk appetite in the context of the next phase of the strategic plan.
2. Continue to be a contributing guest at Business Affairs Council, Policy Council and the Organizational Safety and Compliance Committee.

Risk Assessment:

1. Encouraging management risk assessment and enterprise risk management;
2. Nurturing a formal compliance management function by management;
3. Continued harvesting of risk and controls and entering them into a risk matrix.

Internal Control Assessment:

1. Miscellaneous as requested by management.

Annual Confirmation of the Organizational Independence of Internal Audit

Another key responsibility set forth in the Internal Audit Charter is to confirm annually the organizational independence of Internal Audit. This is included in each year's Internal Audit Plan. The Board will be advised of any responsibilities or conditions believed to affect the objectivity or independence of Internal Audit, as well as any limitations to scope or insufficient resources to perform internal audit services.

Human Resource Plan

The Fiscal Year 2021 Internal Audit Plan was created around the understanding of having one Internal Auditor on 20% furlough and Internal Audit's student employee position left vacant for a second year to generate budget savings.

Any Resource Limitations or Significant Interim Changes

Having only one Internal Auditor is inherently a resource limitation so being 20% furloughed like all the members of management Internal Audit integrates with, that were already capacity constrained, is a significant resource constriction for which the Board of Trustees should manage expectations.

Financial Budget

As per the Internal Audit Charter, the Executive and Audit Committee is responsible for approving the internal audit function's budget and resource plan. Internal Audit's requested budget has been submitted to the Director of Budget & Planning.

In Fiscal Year 2020, Internal Audit skipped two conferences, curtailed travel and controlled costs to return more than \$9,000 of budgeted expenses.

In Fiscal Year 2021, the Internal Auditor must attend the Association of College and University Auditors conference or risk being unable to renew his Certified Public Accountant license.

Appendix A Risk Assessment Timeline

Stage	Culture	Governance	Process
1 – Initial	Risk belongs to the internal audit activity.	CAE/audit committee chair.	Risk-based auditing.
2 – Repeatable	Risk is considered on an as-needed basis.	Business managers.	As-needed risk and control self-assessment process.
3 – Defined	Risk information is shared among internal audit and control functions.	C-suite/board members.	Common risk language and risk assessment process are used by internal audit and control functions.
4 – Managed	Risk is integrated into strategic planning; risk appetite is stated and communicated.	All levels of management and the board.	Common risk language and consistent risk assessment process are in place throughout organization.
5 – Optimized	Risk is integrated into all decision-making, compensation, and goals.	Total participation.	Common risk language and aggregated risk reporting are established throughout organization.

Standard 2120 – Risk Management states, “The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes.” Specifically, the standard requires the internal audit activity to assess whether:

1. The organization’s objectives align with its mission.
2. Management assesses significant risks.
3. Management’s risk responses align risks with the organization’s risk appetite.
4. Relevant risk information is captured and communicated timely throughout the organization, including to the Board of Trustees.

In FY16, the Internal Audit department was formed. Internal Audit performed risk interviews with management that resulted in a list of the university’s top ten risk areas (a “top down approach”), which was presented to the Board of Trustees.

In FY17, Internal Audit performed risk assessment procedures including management interviews and harvesting risks and their related internal controls into a matrix. Risk scoring criteria was developed, performed and recorded into the matrix (a “bottom up approach”). This information was summarized and presented to the Board in a heat map format. The heat map represented specific residual risks that could result in a material event if related internal controls were not implemented and functioning effectively.

At the end of FY17, per “Assessing the Risk Management Process” a practice guide from the Institute of Internal Auditors, we would appear to have achieved “initial – stage 1” maturity:

“In organizations where the risk management process is in early stages of development, the internal audit activity may be more actively involved than it would be when the process is more mature. At this maturity level, specific risk management activities may not be performed by the line/operational management or functions in the roles of control, compliance, legal, risk management, or internal quality assurance. Instead, those functions may rely on the internal audit activity’s risk assessments and risk-based assurance and advice.”

In FY18, at Internal Audit’s urging, the Vice Presidents and Business Affairs Council performed high-level, “top down”, risk assessments. Internal Audit assisted by attending risk assessment meetings and incorporating a heat map into management’s tracking spreadsheet. Internal Audit and the Vice Presidents discussed their risk assessment.

At the end of FY18, we would appear to have achieved “repeatable – stage 2” maturity:

“At this level, the internal audit activity is better organized and resourced and plays an instrumental role by performing risk-based assessments, perhaps larger in scope. The internal audit activity may work with the control, compliance, legal, risk management, and internal quality assurance functions, adding internal audit expertise to assist risk owners in line/operational management functions to build and monitor operational controls. This stage is sufficient for many organizations if the process is operating consistently, efficiently, and delivering actionable results that aid in the attainment of the organization’s goals and objectives.”

In FY19 and FY20, the Vice Presidents, and especially the Business Affairs Council, independently performed broad-based “bottom up” risk assessment with Internal Audit’s encouragement. The Vice President of Finance & Administration presented their combined risk assessment and heat map to the Board of Trustees on March 21, 2019. Internal Audit independently monitored and harvested internal and external risks and recorded it into its matrix.

At the end of FY19 and FY20 we would appear to be striving for “defined – stage 3” maturity:

“Organizations that rank toward the middle of the model may be a blend of maturity levels, with some business units operating at higher levels of maturity than others. In this structure, the organization’s control, compliance, legal, risk management, and internal quality assurance functions may own the risk management process and have responsibilities that remain consistently within the Managed and Optimized levels, for example. The control and assurance functions may play an active role in assisting line/operational management to assess risks and perform other risk management activities. The internal audit activity may continue to operate functionally at the Repeatable level.”

**Southern Oregon University
Board of Trustees**

**Resolution
Adoption of Fiscal Year 2020-2021 Internal Audit Plan**

Whereas, Southern Oregon University is governed by and the business and affairs of the University are managed by the Board of Trustees of Southern Oregon University;

Whereas, Southern Oregon University has a duty to responsibly manage, invest, allocate, and spend its resources;

Whereas, Southern Oregon University has created the position of Internal Auditor to provide independent and objective assurance, consulting and investigative services that add value to the University;

Whereas, the Board of Trustees of Southern Oregon University has granted the Internal Auditor an Internal Audit Charter ("Internal Audit Charter") to provide guiding principles, direction and authority to the Internal Auditor consistent with The Institute of Internal Auditors' International Professional Practices Framework; and

Whereas, the Internal Auditor will work closely with the Board of Trustees, University leadership, faculty and staff to conduct and coordinate a broad range of internal audit functions for the University; and

Whereas, the Internal Auditor has developed, for approval by the Board, a risk-based annual internal audit plan ("Internal Audit Plan") for Fiscal Year 2021; and

Whereas, pursuant to the Board's Policy on Committees, the Executive and Audit Committee of the Board of Trustees voted to recommend for adoption the Fiscal Year 2020-2021 Audit Plan; Now therefore

Be it resolved, the Board of Trustees of Southern Oregon University hereby approves and adopts the Fiscal Year 2021 Internal Audit Plan. The Board hereby instructs the Internal Auditor and the officers of the university to take all actions and steps deemed necessary and proper to implement the Internal Audit Charter and the Internal Audit Plan.

VOTE:

DATE: June 19, 2020

Recorded by the University Secretary:

Legislative and State Funding Update

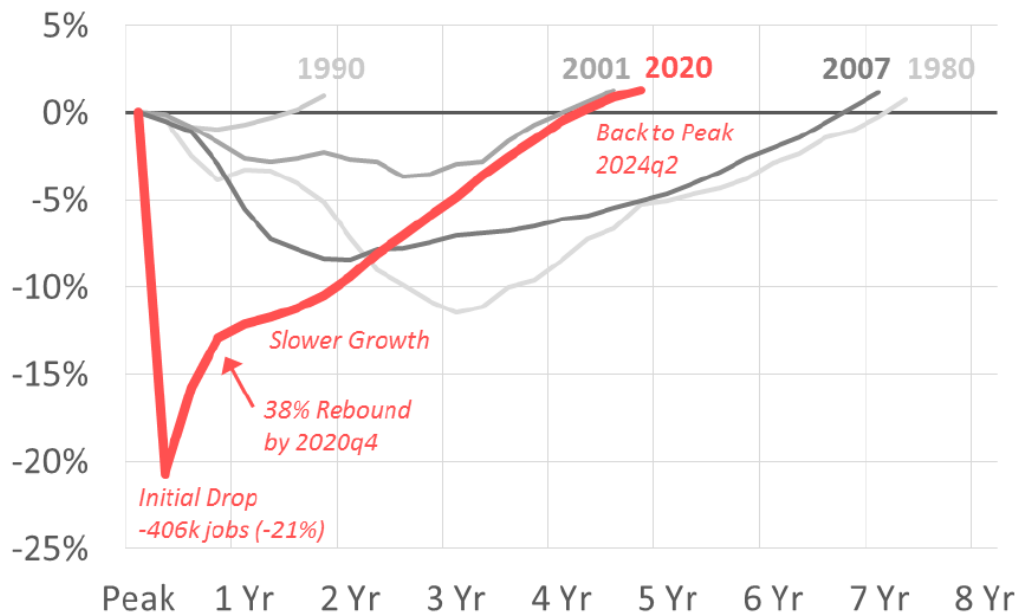
Adoption of Fiscal Year 2020-21 Budget (Action)



It Takes Years to Recover from Severe Recessions

Oregon Recession Comparison

Employment Percent Change from Pre-Recession Peak



Source: Oregon Employment Department, Oregon Office of Economic Analysis

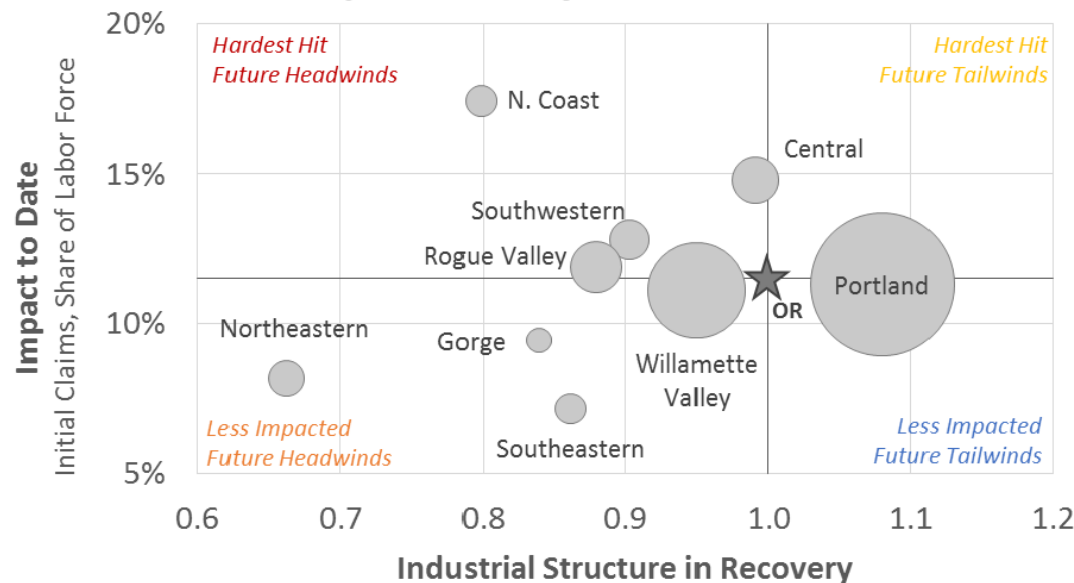
- When restrictions lift, strong initial rebound, but incomplete
- Slower growth next year due to uncertainty over virus and income losses
- Once medical treatment widely available, stronger recovery expected
- Economy returns to health by mid-decade





Regional Outlook: Recession Severity and Future Growth

Oregon's Regional Economies Impacted by COVID-19



- Initial impacts largest in tourism-reliant regions
- Future headwinds based on larger reliance on goods-producers, and fewer office-based jobs that are concentrated in metro areas

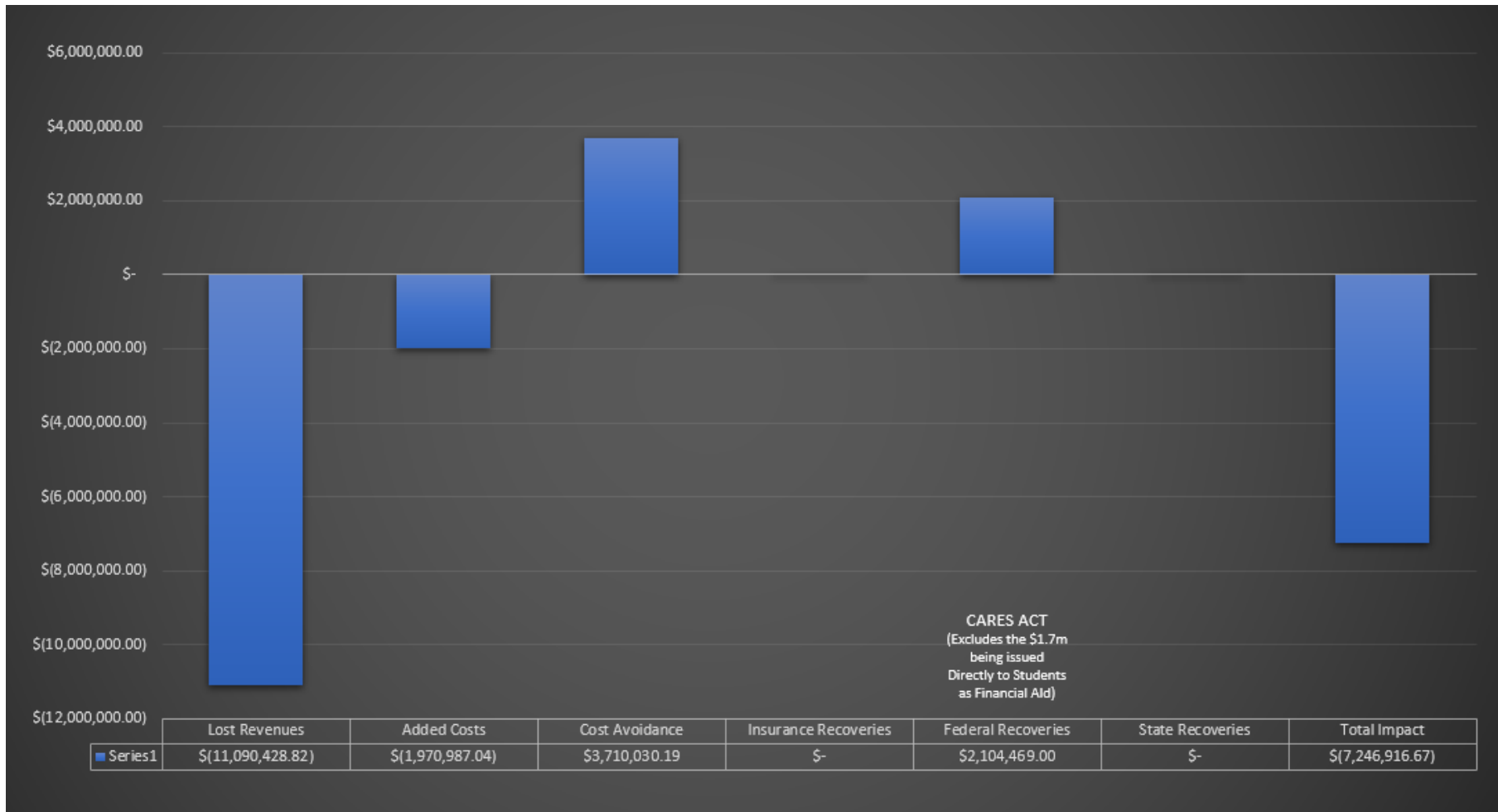


Impact to Date: Number of initial claims 3/15 - 5/9 above baseline as share of labor force. Industrial Structure: impact of industry mix on job growth through 2027 using statewide industry growth rates. | Source: BLS, Oregon Employment Dept, Oregon Office of Econ Analysis



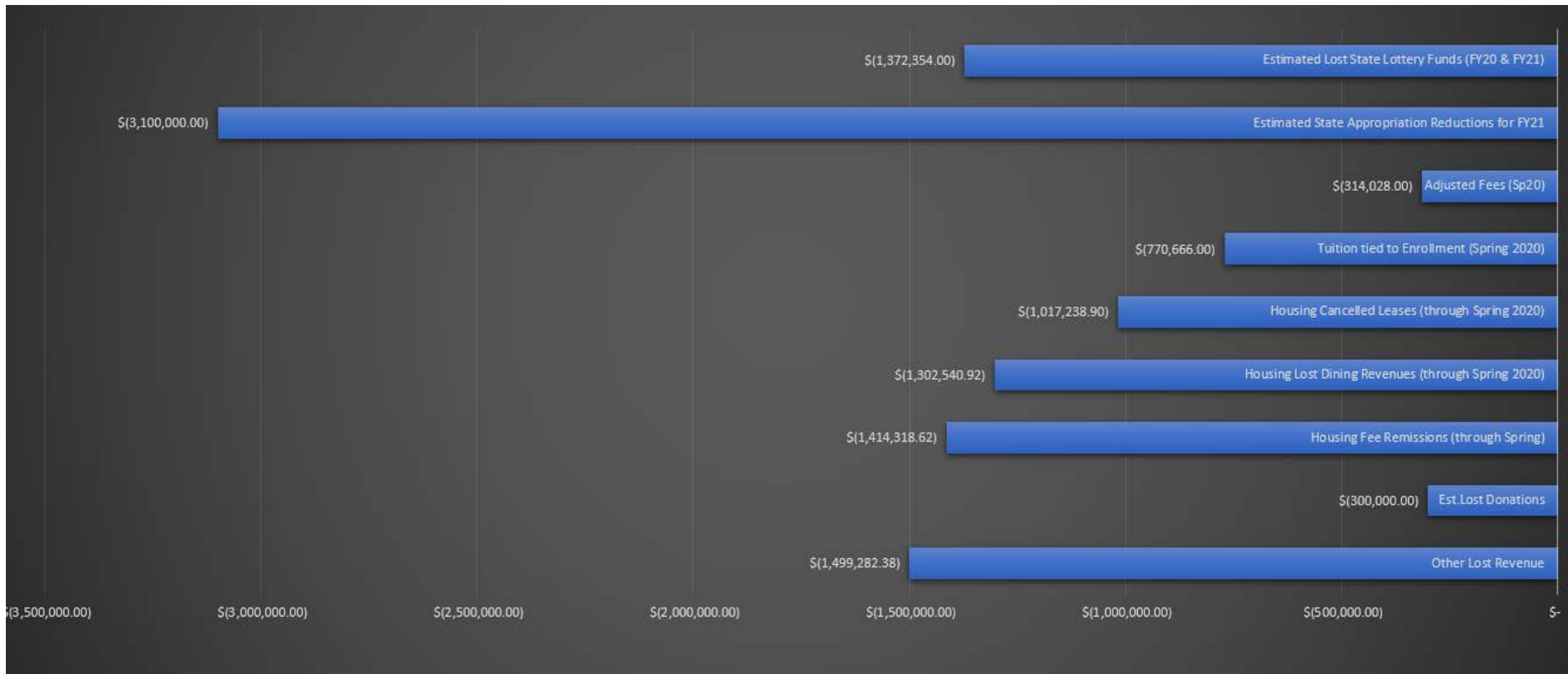
COVID-19 Fiscal Impact

as of 6/4/20



COVID-19 Fiscal Impact

as of 6/4/20



Summary of CARES Act Funding in FY20

	Impact in FY20	CARES 2 Allocation	Result in FY20	Notes
Education & General (E&G)	(\$ 750k)	\$ 250k	(\$ 500k)	Reimburses costs to change delivery of instruction and provide faculty development
Auxiliary and Non E&G	(\$4.85M)	\$1.88M	(\$3.5M)	Reimburses institutional funds provided for student refunds (housing, dining, etc.)
Total	(\$5.6M)	\$2.1M	(\$3.5M)	Does not address FY21 projections for enrollment or budget rescission

Notes:

CARES part 1: \$1.7M – directly paid to students through Financial Aid system

CARES part 2: \$1.7M – Institutional relief (very specific criteria)

\$.169k – Strengthening Institutional Programs (SIP)

\$.224k – Support to JPR from Corp Public Broadcasting (Designated Ops)

Road Map

- Budget approved in October 2019
- Budget forecast variables – two scenarios
- FY 21 Pro Forma Budget Scenarios; and
- Recommendation

Board
Approved
Pro Forma
as of
10/8/19

	2017-19 Biennium		2019-21 Biennium		2021-23 Biennium	
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Education and General	Actual	Actual	Budget & Projections	FORECAST	FORECAST	FORECAST
(in thousands of dollars)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue						
State Appropriations: SSCM	20,840	21,270	22,696	23,880	25,509	26,550
State Appropriations: ETIC/SELP	433	381	376	377	376	376
One-time Funding		0	672	672		
Total State Funding	21,273	21,651	23,744	24,929	25,885	26,926
Tuition	37,759	37,709	40,047	40,128	40,366	40,835
Fees	3,244	3,294	3,547	3,828	4,163	4,552
Raider Aid	(4,243)	(3,638)	(3,600)	(3,612)	(3,633)	(3,675)
Oth tuition adjustments						
Tuition, net of Raider Aid	36,760	37,365	39,994	40,345	40,896	41,711
Misc. Other Revenue	2,804	3,013	2,950	3,016	3,084	3,154
Other Adjustments to Revenue						
Total Revenues	60,837	62,030	66,688	68,290	69,866	71,791
Personnel Services						
Faculty	(15,044)	(15,801)	(16,560)	(17,071)	(17,415)	(18,025)
Admin	(8,854)	(9,230)	(10,053)	(10,311)	(10,591)	(10,763)
Classified	(6,436)	(6,484)	(6,824)	(6,884)	(6,965)	(7,033)
Student (& Other)	(1,430)	(1,500)	(1,615)	(1,723)	(1,832)	(1,940)
Labor	(31,763)	(33,014)	(35,052)	(35,988)	(36,803)	(37,760)
Retirement (PERS + ORP)	(6,841)	(7,007)	(9,143)	(9,387)	(9,603)	(9,853)
PEBB	(7,332)	(7,306)	(7,687)	(8,071)	(8,475)	(8,899)
Other	(2,839)	(3,018)	(3,501)	(3,595)	(3,676)	(3,771)
OPE	(17,012)	(17,331)	(20,331)	(21,053)	(21,754)	(22,523)
Net Personnel	(48,775)	(50,345)	(55,383)	(57,042)	(58,556)	(60,282)
Supplies & Services	(9,287)	(11,732)	(11,116)	(11,366)	(11,622)	(11,883)
Total Supplies and Services	(9,287)	(11,732)	(11,116)	(11,366)	(11,622)	(11,883)
Cost Reductions and Savings			2,435	3,150	3,475	3,750
Total Expenditures	(58,062)	(62,077)	(64,064)	(65,258)	(66,703)	(68,416)
Net from Operations Before Transfers	2,775	(47)	2,624	3,032	3,162	3,376
Net Transfers	(2,481)	(1,739)	(2,643)	(2,722)	(2,784)	(2,866)
Change in Fund Balance	294	(1,786)	(18)	310	379	510
Beginning Fund Balance	6,844	7,138	5,352	5,333	5,643	6,022
Ending Fund Balance	7,138	5,352	5,333	5,643	6,022	6,532
% Operating Revenues	11.7%	8.63%	8.00%	8.26%	8.6%	9.1%

FY 21 Budget Forecast Variables

<u>Variable</u>	<u>Scenario #1: No Relief</u>			<u>Scenario #2: \$3M Relief</u>		
State Funding	No relief from State (or Feds); Projected 3% budget rescission and loss of Sports Lottery (-\$2.2M total)					
Tuition	3.7% increase Academic Year 20-21					
Raider Aid (9% of revenue)	\$3 - 3.3M (range from -10% thru -20% enrollment)					
Labor (salary)	Work Share (20-40% furlough for Admin and Classified) through 12/31 Faculty savings TBD (in negotiation)					
Other Personnel Expenses (benefits)	PERS and PEBB rates adjusted					
Supplies and Services	Flat from FY20 actuals (CPI @1.9%)					
	Outcomes					
A. Enrollment @ -10%	EFB \$5.01M	% ops revenue: 8%	Cost redux: \$6.43M			
B. Enrollment @ -20%	EFB \$2.98M	% ops revenue: 5%	Cost redux: \$7.43M			46

FY 21 Budget Forecast Variables

<u>Variable</u>	<u>Scenario #1: No Relief</u>			<u>Scenario #2: \$3M Relief</u>		
State Funding	No relief from State (or Feds); Projected 3% budget rescission and loss of Sports Lottery (-\$2.2M total)			+ \$3M relief from State (or Feds); Projected 3% budget rescission and loss of Sports Lottery (+\$.8M total)		
Tuition	3.7% increase Academic Year 20-21			3.7% increase Academic Year 20-21		
Raider Aid (9% of revenue)	\$3 - 3.3M (range from -10% thru -20% enrollment)			\$3.3 – 3.5M (range from -10% thru -20% enrollment)		
Labor (salary)	Work Share (20-40% furlough for Admin and Classified) through 12/31 Faculty savings TBD (in negotiation)			Work Share (20-40% furlough for Admin and Classified) through 12/31 Faculty savings TBD (in negotiation)		
Other Personnel Expenses (benefits)	PERS and PEBB rates adjusted			PERS and PEBB rates adjusted		
Supplies and Services	Flat from FY20 actuals (CPI @1.9%)			Flat from FY20 actuals (CPI @1.9%)		
	Outcomes			Outcomes		
A. Enrollment @ -10%	EFB \$5.01M	% ops revenue: 8%	Cost redux: \$6.43M	EFB \$5.25M	% ops revenue: 8%	Cost redux: \$3.67
B. Enrollment @ -20%	EFB \$2.98M	% ops revenue: 5%	Cost redux: \$7.43M	EFB \$3.13M	% ops revenue: 5%	Cost redux: \$4.58M

FY 21 Fiscal Challenge - Scenario 2A

(anticipating \$3M in relief; -10% enrollment)

- Projected Budget Gap (including ‘known savings’) = **\$ 3.67M**
- Projected Reductions
 - Faculty negotiations \$ TBD*
 - Layoffs or Furloughs from 1/1 – 6/31/21: \$ 1.5M**
 - (Other savings, e.g., Retirement) \$.4M
 - Continue Hiring Freeze \$.9M
- New Revenue \$????***
- Total \$ 2.8M + (TBD)

* - Negotiations ongoing. Focus is “shared sacrifice” without negatively impacting the quality of Academic programs

** - Monitoring status of OR Dept of Employment and Federal benefits

*** - 2021 – 2023 Biennium is projected to face significant state budget rescission; so really need to build fund balance (somehow)

Scenario 1A

(-10% Enrollment)

- Includes 3% State budget rescission; revenue losses (\$1M + \$1.2M)
- Assumes Furlough savings through 12/31 (\$1.7M in E&G)
- Includes extension of hiring freeze through Summer term (\$300k)
- Includes 20% of CARES allocation (\$1.88M) to E&G (= \$253k)
- Outcome: **CUTS of \$6.43M to achieve minimum 8%**

	2018-19	2019-20	2019-20	2020-21
Education and General (in thousands of dollars)	Actual (000's)	BUDGET (000's)	ESTIMATE (000's)	FAST BUDGET (000's)
Revenue				
State Appropriations: SSCM	21,270	22,696	22,696	23,357
<i>Funding Changes</i>				(1,007)
Total State Funding (SSCM,ETSF,SELP)	21,651	23,072	23,074	22,710
Tuition	37,709	40,047	38,854	36,741
Fees	3,294	3,547	3,522	3,472
Raider Aid	(3,638)	(3,600)	(4,063)	(3,307)
<i>Oth tuition & fee adjustments</i>				
Tuition, net of Raider Aid	37,365	39,994	38,313	36,906
<i>Growth Opportunities</i>				
<i>Revenue External to modeling</i>				253
Misc. Other Revenue	3,013	2,950	2,706	2,767
TOTAL REVENUES	62,030	66,016	64,093	62,636
Personnel Services				
Faculty	(15,801)	(16,560)	(16,059)	(17,395)
Admin	(9,230)	(10,051)	(9,744)	(8,976)
Classified	(6,484)	(6,824)	(6,487)	(6,219)
Student (& Other)	(1,500)	(1,615)	(1,501)	(1,643)
Salaries Total	(33,014)	(35,050)	(33,792)	(34,233)
Retirement (PERS + ORP)	(7,007)	(9,142)	(7,917)	(8,214)
PEBB	(7,306)	(7,687)	(7,304)	(7,825)
Other	(3,018)	(3,502)	(3,088)	(3,420)
OPE	(17,331)	(20,331)	(18,310)	(19,460)
<i>Vacancy Adj.</i>				
<i>Other Adj. to Labor</i>			214	
Net Personnel	(50,344)	(55,381)	(51,887)	(53,693)
Supplies & Services	(11,732)	(11,116)	(10,705)	(11,370)
<i>Program Investment</i>			0	
<i>S&S Adjustments</i>			117	
Total Supplies and Services	(11,732)	(11,116)	(10,589)	(11,370)
Cost Reductions and Savings		2,380	As Modeled	6,430
TOTAL EXPENDITURES	(62,077)	(64,117)	(62,476)	(58,633)
Net from Operations Before Transfers	(47)	1,899	1,617	4,003
Budgeted Transfers	(1,739)	(1,971)	(2,330)	(2,411)
<i>Transfers Adjustments</i>				(1,220)
NET TRANSFERS	(1,739)	(1,971)	(2,330)	(3,631)
<i>Change in Fund Balance</i>	(1,786)	(71)	(713)	371
Beginning Fund Balance	7,139	5,352	5,352	4,639
Ending Fund Balance	5,354	5,280	4,639	5,010
% Operating Revenues	8.63%	8.00%	7.24%	8.00%

Scenario 1B

(-20% Enrollment)

- Includes 3% State budget rescission; revenue losses (\$1M + \$1.2M)
- Assumes Furlough savings through 12/31 (\$1.7M in E&G)
- Includes extension of hiring freeze through Summer term (\$300k)
- Includes 20% of CARES allocation (\$1.88M) to E&G (= \$253k)
- Includes **CUTS of \$7.4M to achieve minimum 5%**

	2018-19	2019-20	2019-20	2020-21
Education and General	Actual	BUDGET	ESTIMATE	FAST BUDGET
(in thousands of dollars)	(000's)	(000's)	(000's)	(000's)
Revenue				
State Appropriations: SSCM	21,270	22,696	22,696	23,357
<i>Funding Changes</i>				(1,007)
Total State Funding (SSCM,ETSF,SELP)	21,651	23,072	23,074	22,710
Tuition	37,709	40,047	38,854	33,405
Fees	3,294	3,547	3,522	3,472
Raider Aid	(3,638)	(3,600)	(4,063)	(3,006)
<i>Oth tuition & fee adjustments</i>				
Tuition, net of Raider Aid	37,365	39,994	38,313	33,870
<i>Growth Opportunities</i>				
<i>Revenue External to modeling</i>				253
Misc. Other Revenue	3,013	2,950	2,706	2,767
TOTAL REVENUES	62,030	66,016	64,093	59,600
Personnel Services				
Faculty	(15,801)	(16,560)	(16,059)	(17,395)
Admin	(9,230)	(10,051)	(9,744)	(8,976)
Classified	(6,484)	(6,824)	(6,487)	(6,219)
Student (& Other)	(1,500)	(1,615)	(1,501)	(1,643)
Salaries Total	(33,014)	(35,050)	(33,792)	(34,233)
Retirement (PERS + ORP)	(7,007)	(9,142)	(7,917)	(8,214)
PEBB	(7,306)	(7,687)	(7,304)	(7,825)
Other	(3,018)	(3,502)	(3,088)	(3,420)
OPE	(17,331)	(20,331)	(18,310)	(19,460)
<i>Vacancy Adj.</i>				
<i>Other Adj. to Labor</i>			214	
Net Personnel	(50,344)	(55,381)	(51,887)	(53,693)
Supplies & Services	(11,732)	(11,116)	(10,705)	(11,370)
<i>Program Investment</i>			0	
<i>S&S Adjustments</i>			117	
Total Supplies and Services	(11,732)	(11,116)	(10,589)	(11,370)
Cost Reductions and Savings		2,380	As Modeled	7,435
TOTAL EXPENDITURES	(62,077)	(64,117)	(62,476)	(57,628)
Net from Operations Before Transfers	(47)	1,899	1,617	1,972
Budgeted Transfers	(1,739)	(1,971)	(2,330)	(2,411)
<i>Transfers Adjustments</i>				(1,220)
NET TRANSFERS	(1,739)	(1,971)	(2,330)	(3,631)
Change in Fund Balance	(1,786)	(71)	(713)	(1,659)
Beginning Fund Balance	7,139	5,352	5,352	4,639
Ending Fund Balance	5,354	5,280	4,639	2,980
% Operating Revenues	8.63%	8.00%	7.24%	5.00%

Scenario 2A

(-10% Enrollment
+\$3M Support)

- Includes 3% State budget rescission; revenue losses (\$1M + \$1.2M)
- Includes projected State revenue losses (\$1.2M)
- Assumes Furlough savings through 12/31 (\$1.7M in E&G)
- Includes extension of hiring freeze through Summer term (\$300k)
- Includes 20% of CARES allocation (\$1.88M) to E&G (= \$253k)
- Assumes \$3M external support
- Outcome: **CUTS of \$3.67M to achieve minimum 8%**

	2018-19	2019-20	2019-20	2020-21
Education and General	Actual	BUDGET	ESTIMATE	FAST BUDGET
(in thousands of dollars)	(000's)	(000's)	(000's)	(000's)
Revenue				
State Appropriations: SSCM	21,270	22,696	22,696	23,357
<i>Funding Changes</i>				1,993
Total State Funding (SSCM,ETSF,SELP)	21,651	23,072	23,074	25,710
Tuition	37,709	40,047	38,854	36,741
Fees	3,294	3,547	3,522	3,472
Raider Aid	(3,638)	(3,600)	(4,063)	(3,307)
<i>Oth tuition & fee adjustments</i>				
Tuition, net of Raider Aid	37,365	39,994	38,313	36,906
<i>Growth Opportunities</i>				
<i>Revenue External to modeling</i>				253
Misc. Other Revenue	3,013	2,950	2,706	2,767
TOTAL REVENUES	62,030	66,016	64,093	65,636
Personnel Services				
Faculty	(15,801)	(16,560)	(16,059)	(17,395)
Admin	(9,230)	(10,051)	(9,744)	(8,976)
Classified	(6,484)	(6,824)	(6,487)	(6,219)
Student (& Other)	(1,500)	(1,615)	(1,501)	(1,643)
Salaries Total	(33,014)	(35,050)	(33,792)	(34,233)
Retirement (PERS + ORP)	(7,007)	(9,142)	(7,917)	(8,214)
PEBB	(7,306)	(7,687)	(7,304)	(7,825)
Other	(3,018)	(3,502)	(3,088)	(3,420)
OPE	(17,331)	(20,331)	(18,310)	(19,460)
<i>Vacancy Adj.</i>				
<i>Other Adj. to Labor</i>			214	
Net Personnel	(50,344)	(55,381)	(51,887)	(53,693)
Supplies & Services	(11,732)	(11,116)	(10,705)	(11,370)
<i>Program Investment</i>			0	
<i>S&S Adjustments</i>			117	
Total Supplies and Services	(11,732)	(11,116)	(10,589)	(11,370)
Cost Reductions and Savings		2,380	As Modeled	3,670
TOTAL EXPENDITURES	(62,077)	(64,117)	(62,476)	(61,393)
Net from Operations Before Transfers	(47)	1,899	1,617	4,243
Budgeted Transfers	(1,739)	(1,971)	(2,330)	(2,411)
<i>Transfers Adjustments</i>				(1,220)
NET TRANSFERS	(1,739)	(1,971)	(2,330)	(3,631)
<i>Change in Fund Balance</i>				
Beginning Fund Balance	7,139	5,352	5,352	4,639
Ending Fund Balance	5,354	5,280	4,639	5,250
% Operating Revenues	8.63%	8.00%	7.24%	8.00%

Scenario 2B

(-20% Enrollment
+\$3M Support)

- Includes 3% State budget rescission; revenue losses (\$1M + \$1.2M)
- Assumes Furlough savings through 12/31 (\$1.7M in E&G)
- Includes extension of hiring freeze through Summer term (\$300k)
- Includes 20% of CARES allocation (\$1.88M) to E&G (= \$253k)
- Assumes \$3M external support
- Includes CUTS of **\$4.58M** to achieve minimum 5%

	2018-19	2019-20	2019-20	2020-21
Education and General (in thousands of dollars)	Actual (000's)	BUDGET (000's)	ESTIMATE (000's)	FAST BUDGET (000's)
Revenue				
State Appropriations: SSCM	21,270	22,696	22,696	23,357
<i>Funding Changes</i>				1,993
Total State Funding (SSCM,ETSF,SELP)	21,651	23,072	23,074	25,710
Tuition	37,709	40,047	38,854	33,405
Fees	3,294	3,547	3,522	3,472
Raider Aid	(3,638)	(3,600)	(4,063)	(3,006)
<i>Oth tuition & fee adjustments</i>				
Tuition, net of Raider Aid	37,365	39,994	38,313	33,870
<i>Growth Opportunities</i>				
<i>Revenue External to modeling</i>				253
Misc. Other Revenue	3,013	2,950	2,706	2,767
TOTAL REVENUES	62,030	66,016	64,093	62,600
Personnel Services				
Faculty	(15,801)	(16,560)	(16,059)	(17,395)
Admin	(9,230)	(10,051)	(9,744)	(8,976)
Classified	(6,484)	(6,824)	(6,487)	(6,219)
Student (& Other)	(1,500)	(1,615)	(1,501)	(1,643)
Salaries Total	(33,014)	(35,050)	(33,792)	(34,233)
Retirement (PERS + ORP)	(7,007)	(9,142)	(7,917)	(8,214)
PEBB	(7,306)	(7,687)	(7,304)	(7,825)
Other	(3,018)	(3,502)	(3,088)	(3,420)
OPE	(17,331)	(20,331)	(18,310)	(19,460)
<i>Vacancy Adj.</i>				
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Net Personnel	(50,344)	(55,381)	(51,887)	(53,693)
Supplies & Services	(11,732)	(11,116)	(10,705)	(11,370)
<i>Program Investment</i>			0	
<i>S&S Adjustments</i>			117	
Total Supplies and Services	(11,732)	(11,116)	(10,589)	(11,370)
Cost Reductions and Savings		2,380	As Modeled	4,585
TOTAL EXPENDITURES	(62,077)	(64,117)	(62,476)	(60,478)
Net from Operations Before Transfers	(47)	1,899	1,617	2,122
Budgeted Transfers	(1,739)	(1,971)	(2,330)	(2,411)
<i>Transfers Adjustments</i>				(1,220)
NET TRANSFERS	(1,739)	(1,971)	(2,330)	(3,631)
Change in Fund Balance	(1,786)	(71)	(713)	(1,509)
Beginning Fund Balance	7,139	5,352	5,352	4,639
Ending Fund Balance	5,354	5,280	4,639	3,130
% Operating Revenues	8.63%	8.00%	7.24%	5.00%

LIVE PRO FORMA

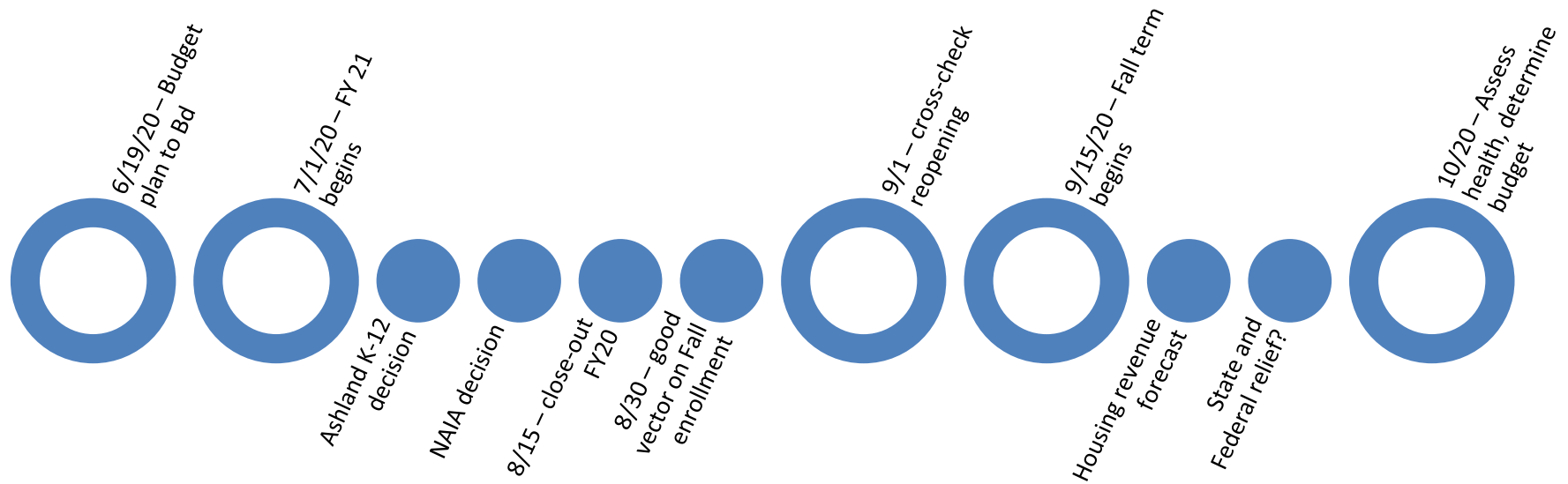
Summary of Expenditures by Fund

Fund	2019 Actuals	FY20 Adopted Budget	FY20 Estimate to Complete	FY21 Proposed Budget
Budgeted Ops	\$63,815,682	\$66,087,412	\$64,805,675	\$65,023,850
Auxiliary Ops	\$14,825,608	\$16,303,044	\$14,094,521	\$15,184,446
Designated Ops & Service Centers	\$5,386,667	\$5,514,181	\$5,407,496	\$5,375,443
Combined Ops	\$84,027,957	\$87,904,637	\$84,307,692	\$85,583,739

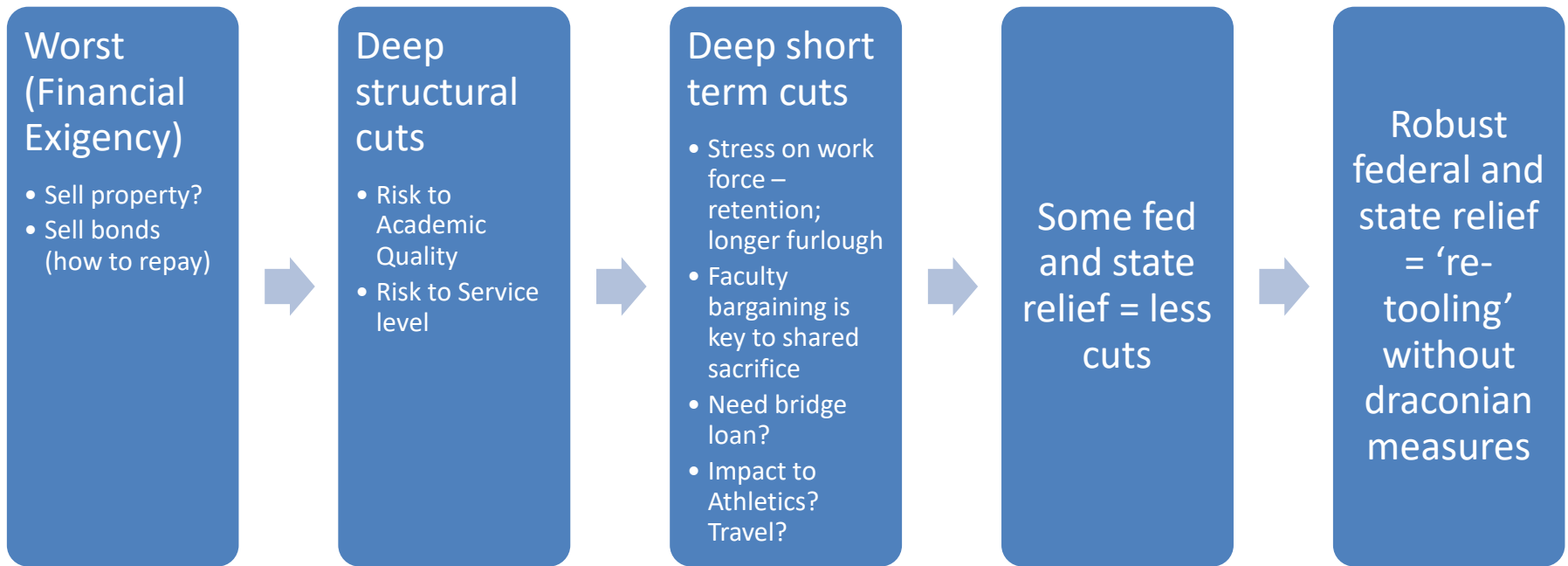
- Request approval for initial FY21 Proposed Budget (the authority to spend)
- Recommend Budgeted Operations (E&G) scenario 2A

*\$3.67M FY21 E&G Cuts incorporated into Budgeted Ops Proposed Budget

Key Decision Points



Continuum of Options



**Southern Oregon University
Board of Trustees**

**Resolution
Recommended Adoption of Fiscal Year 2020-2021 Budget**

Whereas, ORS 352.102(1) provides that, except as set forth within ORS 352.102, the Board of Trustees may authorize, establish, collect, manage, use in any manner and expend all revenue derived from tuition and mandatory enrollment fees;

Whereas, ORS 352.087(1)(a) provides that the Board of Trustees may acquire, receive, hold, keep, pledge, control, convey, manage, use, lend, expend and invest all moneys, appropriations, gifts, bequests, stock and revenue from any source;

Whereas, ORS 352.087(1)(i) provides that the Board of Trustees may, subject to limitations set forth in that section, spend all available moneys without appropriation or expenditure limitation approval from the Legislative Assembly; and

Whereas, ORS 352.087(2) requires that the budget of the Southern Oregon University is prepared in accordance with generally accepted accounting principles; Now, therefore,

Be it resolved, on the recommendation of the Finance and Administration Committee, the Board of Trustees hereby adopts the Fiscal Year 2020-2021 budget in the sum of \$85,583,739, inclusive of Education and General [budgeted operations] in the sum of \$65,023,850; an auxiliaries budget in the sum of \$15,184,446; and designated operations in the sum of \$5,375,443.

VOTE:

DATE: June 19, 2020

Recorded by the University Board Secretary:

SOU Pandemic Resumption of Activities Plan (Action)

OHA Standards

APPLICABILITY

These standards apply to public universities listed in Oregon Revised Statute (ORS) 352.002, community colleges operated under ORS chapter 341, and degree-granting private colleges and universities that operate in Oregon (referred to hereafter as “colleges and universities”).

KEY PRINCIPLES

Reducing potential exposures

The mainstays of reducing exposures to the coronavirus and other respiratory pathogens are:

1. Physical distancing — minimizing close contact (<6 feet) with other people
2. Hand hygiene — frequent washing with soap and water or using hand sanitizer
3. Cohorts — conducting all activities in small groups that remain together over time with minimal mixing of groups
4. Protective equipment — use of face coverings, barriers, etc.
5. Environmental cleaning and disinfection — especially of high-touch surfaces
6. Isolation of those who are sick and quarantine of those who have been exposed
7. With the above considerations foremost, outdoor activities are safer than indoor activities.

Each college and university will have the flexibility to determine how and when students return, but must meet, at a minimum, the public health requirements contained in this document.

College and university determinations about the resumption of on-site operations must be informed by local circumstances and regional readiness, in consultation with their Local Public Health Authority.

Colleges and universities shall provide the greatest level of choice and flexibility to equitably support student access and success in their education while minimizing risks to students and staff.

STANDARDS

General requirements

Colleges and universities shall:

- Follow Oregon Health Authority’s (OHA) General Guidance for Employers on COVID-19.

- Encourage students, staff, faculty, and other community members to follow OHA's Public Guidance and Centers for Disease Control and Prevention (CDC) public guidance on COVID-19.
- Implement measures to limit the spread of COVID-19 within buildings and the campus setting, such as appropriate cleaning and disinfecting procedures; screening, monitoring, and testing for illness among symptomatic students, staff, and faculty; and use of face coverings, as more fully described in this document.
- Permit remote instruction/telework or make other reasonable accommodations for students and employees who are at higher risk for severe illness from COVID-19 including those with any of the following characteristics:
 - People 65 years and older
 - People with chronic lung disease (other than mild asthma)
 - People who have serious heart conditions
 - People who are immunocompromised
 - People with obesity (body mass index [BMI] of 30 or higher);
 - People with diabetes;
 - People with chronic kidney disease undergoing dialysis;
 - People with liver disease; and
 - Any other medical conditions identified by OHA, CDC or a licensed health care provider.
- Recommend the use of face coverings for all students, staff, and faculty, in accordance with local public health, OHA, and CDC guidelines.
- Require the use of face coverings in settings where six feet of physical distance between people is difficult to maintain.
- For college- or university-operated retail establishments, restaurants, transportation, recreational sports, swimming pools, childcare, camps, events or other functions that are not addressed in this standards document, follow the relevant OHA guidance for the respective sector.
- Work with their local public health authority (LPHA) to ensure they are able to effectively respond to and control outbreaks through sharing of information when appropriate.

Entry and self-screening

Colleges and universities shall:

- Allow campus spaces and buildings to be open only for official college or university business. Campus spaces and buildings should not be open to the general public. Colleges and universities may allow campus use for authorized community programs that lack alternative venues, if programs can adhere to the requirements in this or other applicable guidance.
- Encourage students, staff, and faculty to perform appropriate hand hygiene upon their arrival to campus every day: washing with soap and water for 20 seconds or using an alcohol-based hand sanitizer with 60-95% alcohol.
- Require students, staff, and faculty to conduct a self-check for COVID-19 symptoms before coming to a campus. Instruct students, faculty, and staff to stay at their residence if they have COVID-19 symptoms. COVID-19 symptoms are as follows:
 - Primary symptoms of concern: cough, fever or chills, shortness of breath, or difficulty breathing
 - Note that muscle pain, headache, sore throat, new loss of taste or smell, diarrhea, nausea, vomiting, nasal congestion, and runny nose are also symptoms often associated with COVID-19, but are non-specific. More information about COVID-19 symptoms is available from CDC [here](#).

- Emergency signs and symptoms that require immediate medical attention:
 - Trouble breathing
 - Persistent pain or pressure in the chest
 - New confusion or inability to awaken
 - Bluish lips or face
 - Other severe symptoms
- Faculty, staff, or students who have a chronic or baseline cough that has worsened or is not well-controlled with medication should stay at their place of residence. Those who have other symptoms that are chronic or baseline symptoms should not be restricted.

Isolation Measures

Colleges and universities shall take steps to ensure that if a student, staff, or faculty member develops or reports primary COVID-19 symptoms while on campus:

- The person should immediately return to their place of residence, or isolate in a designated isolation area, until they can safely return to their residence or be transported to a health care facility. Students whose place of residence is within a campus residence hall shall be isolated in a designated isolation area, with staff support and symptom monitoring by a health professional wearing appropriate personal protective equipment (PPE).
- The person should seek medical care and COVID-19 testing from their regular health care provider or through the local public health authority. They should follow instructions from their local public health authority regarding isolation.
 - If the person has a positive COVID-19 viral (PCR) test, they should remain at their place of residence for at least 10 days after illness onset and 72 hours after fever is gone, without use of fever reducing medicine, and other symptoms are improving.
 - If the person has a negative viral test (and if they have multiple tests, all tests are negative), they should remain at their place of residence until 72 hours after fever is gone, without use of fever reducing medicine, and other symptoms are improving.
 - If the person does not undergo COVID-19 testing, the person should remain at their place of residence until 72 hours after fever is gone, without use of fever reducing medicine, and other symptoms are improving.
- Any faculty, staff, or student known to have been exposed (e.g., by a household member) to COVID-19 within the preceding 14 days should stay in their place of residence and follow instructions from local public health authority.

Health-related communication

Colleges and universities shall:

- Advise faculty and staff that working while ill is not permitted.
- Ensure that faculty and staff remain current on health trainings. They should anticipate need for additional faculty and staff training related to increased precautions and updated protocols. Administrators could collaborate with health professionals to provide evidence-based education.
- Advise students, faculty, and staff not residing on campus to stay at their place of residence if they or anyone in their household have recently had an illness with COVID-19 symptoms. See “Entry and self-screening”, above.

- Advise and encourage all people on campus to wash their hands frequently. Alcohol-based hand sanitizing products may be used as an alternative to handwashing, except before eating, preparing or serving food, and after using the restroom.
- Provide ongoing training to custodial staff on cleaning protocols and COVID-19 safety requirements.
- Develop a letter or communication to faculty and staff to be shared at the start of on-campus education and at periodic intervals explaining infection control measures that are being implemented to prevent spread of disease. Alternatively, share protocols themselves.
- In partnership with local public health authorities, develop protocols for communicating with students, faculty, and staff who have come into close/sustained contact with a person with COVID-19.
- In partnership with local public health authorities, develop protocols for communicating immediately with students, faculty, staff, and the community when new case(s) of COVID-19 are diagnosed in students, faculty, or staff, including a description of how the institution is responding.
- Provide all trainings, protocols, informational letters and other communications in languages and formats accessible to their campus community.

Hand hygiene and respiratory etiquette

Colleges and universities shall:

- Use signage and other communications to remind students, faculty, and staff about the utmost importance of hand hygiene and respiratory etiquette.
 - Hand hygiene means washing with soap and water for 20 seconds or using an alcohol-based hand sanitizer with 60-95% alcohol.
 - Respiratory etiquette means covering coughs and sneezes with an elbow, or a tissue, especially when not wearing a mask. Tissues should be disposed of and hands washed or sanitized immediately.
- Provide hand hygiene stations with alcohol-based hand sanitizer in high use areas such as entrances to buildings and classrooms and other areas, as feasible. Strongly encourage students to use hand sanitizer on entry and exit to each room.

Faculty and staff

Colleges and universities shall:

- Ensure that campus health care providers have the personal protective equipment that they need to see students safely. As appropriate, provide face masks, shields, N95 masks, gloves, and protective clothing for health and other personnel who might interact with ill staff or students. Local public health can help if colleges and universities are unable to obtain PPE through usual channels.
- If feasible, arrange for fit testing for N95 masks and PPE training for health care and other personnel who might interact with ill faculty, staff or students.
- Review and revise where necessary sick-leave and absentee policies to minimize any incentives to work while ill.

General facilities

Colleges and universities shall:

- Clean and disinfect facilities frequently, generally at least daily when there is activity, to prevent transmission of the virus from surfaces. CDC provides guidance on disinfecting public spaces. See CDC's "Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes": <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>
- Consider modification or enhancement of building ventilation where feasible. Air circulation and filtration are important factors in reducing airborne viruses. Guidance on ventilation and filtration is provided by CDC (<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>) and American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) (<https://www.ashrae.org/news/ashraejournal/guidance-for-building-operations-during-the-covid-19-pandemic>).
- Open windows where feasible to reduce recirculation of air and transmission of airborne pathogens.

Instructional Activities

For all *general* instruction offered for courses that lead to a certificate or degree, colleges and universities shall:

- Establish a minimum of 35 square feet per person when determining room capacity, calculated based only on usable classroom space. In-person classroom instruction shall not exceed 50 persons, or greater than 25 persons in counties that are at Baseline or in Phase I.
- Modify the physical layout of classrooms to permit students to maintain at least six feet of distance between one another and the instructor(s). This may include changes to traffic flow, desk or chair arrangements, or maximum capacity.
- Utilize markings and/or signage to indicate physical distancing requirements within instructional settings.
- For settings with higher risk of spread, such as laboratories, computer labs, music/performance classes, studios, and locker rooms, implement enhanced measures such as greater physical distancing, physical barriers (e.g. clear plastic), increased fresh air ventilation, moving outdoors, and enhanced cleaning measures as feasible.
- Physical barriers are acceptable instead of, or in addition to, six feet or more of spacing between people. Please see OHA [General Guidance for Employers on COVID-19](#).

For all *career and technical education* instruction offered for credit, in addition to the requirements above, colleges and universities shall:

- Where feasible, modify physical layouts of classrooms, labs, and other instructional settings to permit students to maintain at least six feet of distance between each other and the instructor(s).
- Where instruction requires instructors and students to work less than six feet from each other, require physical barriers or face coverings, and follow all applicable CDC/OHA guidelines and industry safety standards.

For all instruction and assessment in fields leading to certificates and degrees in the *health professions*, colleges and universities shall:

- For laboratory instruction or demonstration of clinical skills without physical contact:
 - Modify the physical layout of classrooms to permit students to maintain at least six feet of distance between each other and the instructor(s);
 - Ensure monitoring and enforcement of physical distancing requirements at all times; and
 - Perform enhanced cleaning before and after each session.

- For standardized patient simulations or laboratory instruction in close quarters or practicing clinical skills with physical contact:
 - Provide mandatory instruction on infection control practices and the appropriate use of personal protective equipment (PPE);
 - Require use of appropriate PPE for all personnel that come within six feet of each other; and
 - Perform enhanced cleaning before and after each session.
- For preceptorships, observerships, and direct patient care:
 - Provide mandatory instruction on infection control practices and the appropriate use of personal protective equipment (PPE);
 - Strictly adhere to the clinical facility's infection control protocols;
 - Confirm that the clinical facilities have the appropriate personal protective equipment (PPE) for their students who are involved in direct patient care within those facilities;
 - Conduct regular symptom monitoring of students;
 - Follow the facility's occupational health protocols if exposed and/or symptoms develop, including immediate exclusion from all patient care, testing for SARS-CoV-2, and mandatory reporting to university or college student health unit;
 - Perform cleaning and disinfecting per the facility's protocols.

Research Activities

Colleges and universities shall ensure the following for research activity:

- Research offices, labs, core facilities, and field locations shall be modified to ensure appropriate physical distancing, consistent with state and local public health guidelines, and with reduced capacity as/if necessary.
- Human subjects research shall be permitted only if six-foot physical distancing can be maintained or can be completed with minimal physical contact while wearing appropriate PPE and/or use of a physical barrier, and with additional limits to protect vulnerable populations.

Residential Activities

Colleges and universities that provide residential services shall:

- Take into consideration [CDC guidance for shared or congregate housing](#);
- Not allow more than two students to share a residential dorm room unless alternative housing arrangements are impossible; ensure at least 64 square feet of room space per resident;
- Reduce overall residential density to ensure that colleges/universities maintain sufficient space for the isolation of sick or potentially infected individuals, as necessary;
- Treat roommates/suitemates as family units for cohort isolation and quarantine protocols;
- Configure common spaces to maximize physical distancing;
- Provide enhanced cleaning; and
- Establish plans for the containment and isolation of on-campus cases, including consideration of PPE, food delivery, and bathroom needs.

Communicable Disease Management Plan

All colleges and universities shall have a written communicable disease management plan. The plan must include protocols to notify the local public health authority (LPHA) of any confirmed COVID-19 cases among students, faculty or staff; process and record-keeping to assist the LPHA as needed with contact tracing; a

protocol to isolate or quarantine any ill or exposed persons; plans for systematic disinfection of classrooms, offices, bathrooms and activity areas; coordinating with local public authority on contingency planning for response to a person diagnosed with COVID-19 who had been in a campus facility. Plans must adhere to OHA and CDC guidance for controlling spread of COVID-19 (see Resources).

Each college and university shall:

- Report to the local public health authority any cluster of illness (two or more people with similar illness) among staff or students.
- If anyone who has been on campus is known to have been diagnosed with COVID-19, report the case to and consult with the local public health authority (LPHA) regarding cleaning and possible classroom or campus closure. See Resources for the LPHA directory.

COVID-19 HEALTH AND SAFETY OPERATIONAL PLAN

Plan Development

Required

- Every public university and community college shall develop a written operational plan that addresses how the institution is meeting the requirements of this guidance.
- Prior to September 1, 2020, in-person activities at public universities and community colleges may resume prior to the submission and approval of their institutional operational plans, as long as they meet the requirements of this guidance.
- All colleges and universities must designate an employee or officer to implement and enforce, or supervise the implementation or enforcement, of the standards and requirements provided in this guidance and established in the institution's operational plan.

Recommended

Colleges and universities are recommended to:

- Assemble a planning team to develop an institutional operational plan;
- Consult their local public health authority (LPHA) and familiarize themselves with the disease management metrics within the health region or regions in which their institution and its campuses reside; and
- Consult with students, faculty, staff and others in the community in developing an institutional operational plan.

Public Health Review

Required

Community colleges and public universities shall submit their operational plan to their local public health authority (LPHA). Their LPHA will review the plan and support their efforts towards ongoing COVID-19 mitigation efforts.

Final Plan Submission

Required

Public universities and community colleges shall:

- Not later than September 1, 2020, each public university and community college must develop, and submit to its governing board, and the governing board must approve, the operational plan.
- Ensure that their governing board, at each regular board meeting, reviews the operational plan and any amendments thereto.
- Following the approval of their governing board, submit their operational plan to the Higher Education Coordinating Commission. The operational plan shall be resubmitted to the Higher Education Coordinating Commission upon any significant amendments.

Recommended

- Colleges and universities are encouraged to post their operational plan on their institution's website

Resources

1. Oregon local public health authority (LPHA) directory; note that “CD nurse” is the number for communicable disease issues: <https://www.oregon.gov/oha/PH/DiseasesConditions/CommunicableDisease/ReportingCommunicableDisease/Documents/reportdisease.pdf>
2. CDC guidance on the use of face coverings: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/diy-cloth-face-coverings.html>
3. CDC guidance: “Reopening Guidance for Cleaning and Disinfecting Public Spaces, Workplaces, Businesses, Schools, and Homes”, <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>
4. CDC guidance on ventilation and filtration (<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>)
5. American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) guidance on ventilation: (<https://www.ashrae.org/news/ashraejournal/guidance-for-building-operations-during-the-covid-19-pandemic>)



DRAFT

Southern Oregon University Pandemic Resumption of Activities Plan

This plan was developed in partnership with Southern Oregon University leaders, faculty, students, staff in close collaboration with:

Jackson County
Jackson County Public Health
Oregon Health Authority
State of Oregon COVID-19 Executive Orders
Oregon Public Universities, Community Colleges, and Private Colleges

Introduction

Southern Oregon University has been engaged with local, regional, statewide, and national resources in preparing to resume operations and engage with students, faculty, and our community. Planning for resuming activities is a complex endeavor but one that has been highlighted by an incredible amount of cooperation, dedication, and commitment to the safety and health of the Raider family. The overarching principle guiding our planning is to maintain the health and safety of our students, faculty and staff, and our community.

Given the relatively low prevalence of COVID-19 in Jackson County, SOU is in a reasonable position to follow Jackson County in resuming University activities. As we do so, the collaboration with local and statewide health and government officials will continue and will align with county readiness standards and guidance from the Oregon Health Authority.

SOU's Resumption Plan includes a number of prevention and response guidance protocols to both prevent and limit the spread of the virus while moving ahead to a modified in-person experience for students in fall 2020. SOU will design and maintain classrooms, labs, workspaces, activities and events that prioritize public health and safety utilizing the following design principles:

- Maximize the physical distancing of participants to follow current CDC and OHA guidelines
- Staggered and modified schedules
- Reduced density
- Enhanced cleaning
- Continued use of technology for meetings
- Close cooperation with local health authorities for prevalence testing and contact tracing
- Public health messaging
- Personal responsibility and public decency

Additionally, the plan aligns with Governor Brown's "Reopening Oregon Framework," including "Prerequisites for Phased Reopening of Oregon." These criteria (listed below) are set at the statewide level and are applicable by County. SOU's Incident Response Team and Resumption of Activities Working Group consults regularly with local authorities to confirm the following components of readiness to resume onsite activity. For both testing and contact tracing, local capacity through Jackson Public Health and regional healthcare providers exceeds demands in Jackson County.

- Declining prevalence of COVID-19
- Minimum Testing Regimen
- Contact Tracing System
- Isolation Facilities
- Statewide Sector Guidelines
- Sufficient Healthcare Capacity
- Sufficient PPE Supply

Since the pandemic began, SOU operates within a culture of care and acknowledges the emotional, physical, and other impacts that the pandemic has on the SOU community. COVID-19 disproportionately

affects those with underlying medical conditions and those with historic and systematic limited access to health care. SOU also acknowledges the disproportionate impact that COVID-19 is having on vulnerable populations and communities of color. As such, SOU is committed to providing a culture of care and protection as we move toward a resumption of activities.

Planning Structure

In the winter 2020 term, President Linda Schott established SOU's Incident Response Team (see Appendix A for membership) to manage SOU's response to COVID-19. As the State began deliberations on how to resume activities, the following Resumption Team was established at SOU to develop our resumption plans.

Co-Chairs

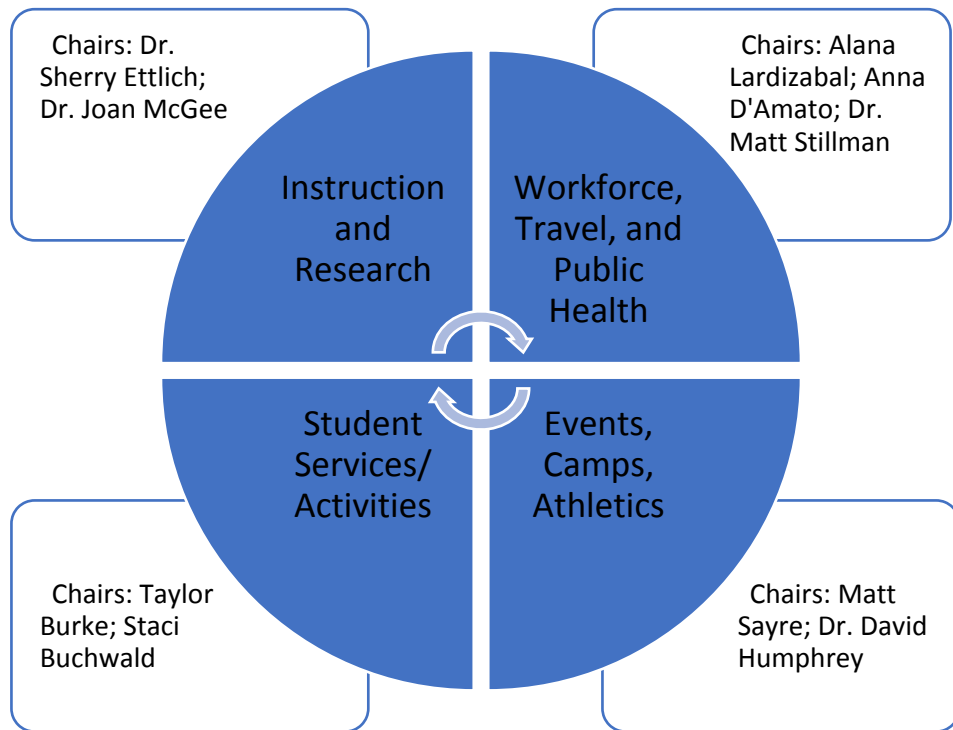
Janet Fratella, Vice President for University Advancement

Dr. Neil Woolf, Vice President for Enrollment Management and Student Affairs

Members

Dr. Clayton Austin	Kay Swader
Jackson Baures, Jackson County	Dale Vidmar
Max Brooks	
Staci Buchwald	
Taylor Burke	
Ben Corley	
Tracey Culbertson	
Anna D'Amato	
Russell Deen	
Dr. Sherry Ettlich	
Cynthia Ferrendelli	
Drew Gilliland	
Dr. David Humphrey	
Rachel Jones	
Dr. John King	
Alana Lardizabal	
Hugues Lecomte	
Dr. Jesse Longhurst	
Scott Malbaurn	
Dr. Joan McBee	
Kelly Moutsatson	
Sabrina Prudhomme	
Matt Sayre	
Britney Sharp	
Dr. Karen Stone	
Jeanne Stallman	
John Stevenson	
Dr. Matt Stillman	

Plan Framework



Principles of Resumption

SOU is committed to providing the greatest level of choice and flexibility to support student access, academic progression, and success. The following principles serve as the foundation to SOU's Resumption Plan.

Collaboration with Local Authorities

- Jackson County and local health care providers currently have sufficient capacity to provide appropriate contact tracing and testing. SOU consults regularly with our county health officials to maintain readiness standards established by Governor Brown.
- If needed, SOU will provide assistance to Jackson County and local health care providers for contact tracing and testing.

Onsite Activities

- The health and safety of the students, faculty and staff, and community is our first priority
- To the maximum extent allowable under official public health standards, SOU will seek to resume in-person, on-site activities.
- Until there is a reliable treatment or readily available vaccine, SOU will operate in a low-density, mixed learning modality framework.
- SOU will comply with appropriate small and large group activity standards established by the Oregon Health Authority and Jackson County.

Instructional Delivery

- In-person courses may be taught in modified formats to comply with physical distancing, which could include a combination of in-person time in the classroom, video conferencing, and distance learning.
- Lower density and room capacity for classrooms, labs, workplaces, and events will continue until a reliable treatment or vaccine is readily accessible.

Workplace

- SOU will phase the return of employees to the workplace to minimize the impact community spread.
- SOU will provide employees and supervisors with flexibility in determining if employees will return to work or remain working remotely. This flexibility is dependent on job duties and supervisor approval.
- Employees most at risk should remain working remotely until there is a vaccine or reliable treatment readily available. Where remote is not possible, individuals with health conditions may request a reasonable accommodation through the Office of Human Resources.

- Not all SOU employees will always have the ability to work from home given the respective job requirements. In these cases, the public health measures implemented are designed to promote a safer working environment.

Face Coverings

- Face coverings are an effective measure in minimizing the spread of the virus.
- Face coverings are a sign of communal respect and concern of care for fellow SOU community members.
- SOU will require the use of face coverings, as explained below according to the designated Phase, until either health guidance is updated or a vaccine or effective treatment are readily available.

Timeline

- SOU anticipates being in Phase 1 through July 2020, and will begin moving to Phase 2 beginning on or around August 1, 2020.
- SOU will continue to consult with local government and health authorities on phase timelines.

Enhanced Cleaning

- Following CDC guidelines, SOU will increase the cleaning and disinfecting of high traffic and high touch areas.
- SOU will provide appropriate cleaning materials for classrooms, labs, and spaces on campus for the community to take care of the space they utilize.

Phased Approach

SOU's Resumption Plan follows the phased approach established by Governor Kate Brown and will align with Jackson County. As Jackson County is approved for phase 1, 2, or 3, SOU will follow suit. Restrictions will be slowly lifted to provide a measured approach to resumption of activities and to not cause an unacceptable rise in cases. Please note, phase 3 equates to normal operations prior to COVID-19 and will be approved when a vaccine or reliable treatment is readily available.

Phase 1

Plan Details

Workforce, Travel, and Public Health

The health and safety of the SOU community is our top priority. SOU is actively working to mitigate the spread of the virus, even while taking steps to resume activities. We are grateful for the public health environment within Jackson County and our region and are particularly thankful to work closely with Jackson County officials and local healthcare providers. Currently, local health care providers have ample capacity to meet testing and contact testing readiness standards. SOU stands ready to assist with testing and contact tracing practices should public health and healthcare authorities deem it necessary.

Public Health

	PHASE 1
Physical distancing - Students/Staff/Visitors	<ul style="list-style-type: none"> Buildings are closed to the general public for non-university business. Physical distancing appropriate will be maintained to circumstances per CDC and/or OHA guidelines. Barriers/plexiglass will be installed in customer service settings (i.e. RSS, SFC, SRC, SHWC, etc.) as well as in classrooms (i.e. podiums as appropriate).
Face Coverings and Alternatives	<p>All staff, faculty, and students are required to use cloth face coverings, or an appropriate alternative, when physically present in enclosed public or common areas. Face coverings should be worn in combination with other measures, such as physical distancing and proper hand washing. Alternatives to a cloth face cover may include clear plastic face shields, disposable medical-grade mask, scarfs, gators, or other similar wraps.</p> <p>Campus settings that require the use of face coverings:</p> <ul style="list-style-type: none"> Spaces where physical distancing cannot be met (i.e. hallways, doorways, elevators, stairwells) In-person classroom settings (indoors) Student Health and Wellness Center Shared lab and computer labs Student Recreation Center where shielding does not exist Dining locations and retail spaces (bookstore, Landing, The Hawk) Common areas within university buildings Other spaces as designed by posted signage <p>Alternatives to a cloth face covering should be considered in the following circumstances:</p> <ul style="list-style-type: none"> People under the age of two or anyone unable to remove the covering without assistance Those with specific health conditions, including people with difficulty breathing

	<ul style="list-style-type: none"> • Those with a heightened sensitivity to having something placed over their face • Those who are engaged in teaching, advising, or other activities where people with a hearing impairment may be present <p>Exceptions to the use of cloth face coverings:</p> <ul style="list-style-type: none"> • When the use goes against documented industry best practices for a specific position, or by law or regulation, including the use of standard PPE per OSHA standards • When working alone in an enclosed workspace, such as an office • When working out in the student recreation center where alternative shielding is provided • When exercising outdoors as long as a minimum of 6 feet of physical distancing is maintained at all times <p>Enforcement</p> <ul style="list-style-type: none"> • No person will be restricted from participation if they are not able to wear a cloth face covering or alternative for a reason listed above. • Individuals who are unable or refuse to wear a face covering or alternative in designated university spaces may be referred to remote-only service if available. • Non-compliance with the face covering requirement is not subject to the Student Code of Conduct. <p>Additional information:</p> <ul style="list-style-type: none"> • SOU will provide members of the SOU community with a cloth face covering (or alternative) if needed. • SOU has zero tolerance for abuse, bias or discrimination of others related to their use or non-use of a face covering, including but not limited to acts of shaming persons for wearing a mask, acts of shaming persons for not wearing a mask, or abuse of an employee, student, or other person for attempting or requesting adherence of the requirement that masks be worn in the manner required.
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Return to Work

	PHASE 1
Workforce Return to Work	<p>Current Executive Orders 20-17 (expires 6/13/20) limits on-campus operations to critical functions as defined by the institutions.</p> <p><u>SOU Phase 1a</u></p> <ul style="list-style-type: none"> • Continue current operational protocols thru 6/30/2020 • SOU summer academic continuity largely remote/online and will defer to all other academic offerings as prescribed by Instruction/Research Resumption Planning Team

	<p><u>SOU Phase 1b</u></p> <p>On or around 7/1/2020: Special academic programs only (e.g. field-based classes, labs, etc.)</p> <p>On or around 8/1/2020:</p> <ul style="list-style-type: none"> • Limit on-campus operations only to critical functions (shift from skeleton crew to moderate staffing 25-50% or as required for special academic/business continuity, spacing, physical distancing, and protecting vulnerable populations). Telework other 50-75% who can effectively perform duties • To assist with general health and contact tracing, employees will complete a daily self-health checks/questionnaire (see Appendix B) if working on campus. • Where appropriate, staggered schedules for those in close indoor physical proximity • Continue to utilize virtual meeting technologies where feasible • Maintain physical distancing of a minimum of six-feet in shared, common spaces • Restrict occupancy of indoor common areas where people are likely to congregate • Increased cleaning/high touch surfaces in active buildings and in accordance with CDC guidelines + higher SOU standards (e.g. cleaning kits, hand sanitizers, etc.) • No in-person gatherings/meetings over 25 persons • Mandate the updating of Department Business Continuity Plans (Director Level) • Designate Building Managers/Directors as Covid-19 Supervisors • Maintain an internal/external Visitors Log
Special Considerations	<ul style="list-style-type: none"> • Continuing telework for vulnerable individuals or other mitigation efforts where telework is not an option. • Require medical practitioner completion of the SOU HR Accommodation Request Form • COVID-19 and school closure leave requests require completion of the SOU HR Federal COVID-19 Emergency Family and Paid leave Request Form • SOU will allow Telework in Phase 1 where duties can be effectively performed
Single Occupancy Office Space	<ul style="list-style-type: none"> • Continue telework or phases return to work as identified by supervisor • Limit on-campus operations only to critical functions (shift from skeleton crew to moderate staffing 25-50% or as required for business/academic continuity, spacing, physical distancing, and protecting vulnerable populations) • Restrict occupancy of indoor common areas where people are likely

	to congregate
Shared Office Space	<ul style="list-style-type: none"> • Open with monitored physical distancing • No greater than 50% occupancy or cohort shifts • Limit on-campus operations only to critical functions (shift from skeleton crew to moderate staffing 25-50% or as required for business/academic continuity, spacing, physical distancing, and protecting vulnerable populations) • Restrict occupancy of indoor common areas where people are likely to congregate

University Travel

	PHASE 1
Essential Domestic	<ul style="list-style-type: none"> • Limited/by approval only by appropriate Vice President; consistent with CDC travel guidelines. • If travel crosses county or state lines, please consult with University General Counsel. • “Essential” shall be defined by an appropriate supervisor within a given division.
Essential International	Limited/by approval only by appropriate Vice President; consistent with CDC travel guidelines
Non-Essential Travel	Suspended
Study Abroad	Suspended
International Students	New spring and summer programs suspended. International students in the US are able to continue studies through online remote learning for spring and summer term

Instruction and Research

Instruction

	PHASE 1
Large Group Didactics (Lecture)	Hybrid, distance learning, video conferencing or a combination thereof
Small Group Interaction (Discussion Sections)	Hybrid, distance learning, video conferencing or a combination thereof with limited exceptions approved by Division Director <ul style="list-style-type: none"> • Provide 35 square feet per participant • Monitored physical distancing • Enhanced cleaning • Small groups of 25 or less
Instruction – Labs	Hybrid, distance learning, video conferencing or a combination thereof with limited exceptions approved by Division Director <ul style="list-style-type: none"> • Provide 35 square feet per participant • Monitored physical distancing • Enhanced cleaning • Small groups of 25 or less
Internships	Hybrid, distance learning, video conferencing or a combination thereof with limited exceptions approved by Division Director
Computer Labs	Hybrid, distance learning, video conferencing or a combination thereof
Studios	Hybrid, distance learning, video conferencing or a combination thereof
Field Work	Hybrid, distance learning, video conferencing or a combination thereof with limited exceptions approved by Division Director <ul style="list-style-type: none"> • Monitored physical distancing • Provide for 35 square feet per participant • Small groups of 25 or less
Library	<ul style="list-style-type: none"> • Remains closed to the general public • Reduced hours and occupancy as posted • Monitored physical distancing • Enhanced cleaning
Library - Research Services	<ul style="list-style-type: none"> • Open regular hours via chat • Computer access with physical distancing
Library – Tutoring	<ul style="list-style-type: none"> • Virtual tutoring by appointment 24 hours in advance • Online tutorials as posted
Library – E. Classrooms	<ul style="list-style-type: none"> • Closed
Library – Study Rooms	<ul style="list-style-type: none"> • Limited access to one student at a time by request • Enhanced cleaning

Library – Program/Course Implementation	<ul style="list-style-type: none"> • Distance learning instruction through online modules • Limited solitary work with one supervisory faculty member present • One-on-one consulting via Zoom
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Research

	PHASE 1
On-campus Labs	<ul style="list-style-type: none"> • Partially open with physical distancing and 50% or less capacity dependent on space configuration • Enhanced cleaning
Field/On-location	<ul style="list-style-type: none"> • Essential only • Solitary only, within driving distance
Human Subjects	Distance learning only
Regulated Animals	<ul style="list-style-type: none"> • Partially open with physical distancing and 50% or less capacity dependent on space configuration • Enhanced cleaning

Athletics and Events

Athletics

In addition to guidance issued by state and local authorities, SOU Athletics complies with the National Association of Interscholastic Athletics (NAIA), the Cascade Collegiate Conference (CCC), and the Frontier Conference. As guidance is issued by the entities above, SOU will update standards as appropriate.

	PHASE 1
Athletic Training and Practices	<ul style="list-style-type: none"> • Less than 10 participants • Voluntary practices • Strict physical distancing • No contact
Sports Medicine	<ul style="list-style-type: none"> • One-on-one sessions with face coverings and physical distancing • Outdoor rehab preferred
Football	<ul style="list-style-type: none"> • Less than 10 participants • Outdoor strength and conditioning • Skill training only • No footballs • Spaced arrival and departure times
Volleyball	<ul style="list-style-type: none"> • Outdoor and sand conditioning • No volleyballs • 3-6 participants
Soccer	<ul style="list-style-type: none"> • Personal soccer ball and cones only • Conditioning • 10-yard spacing minimum
Cross Country	<ul style="list-style-type: none"> • Prescribed workouts with monitored physical distancing
Winter/Spring Sports	<ul style="list-style-type: none"> • Outdoor workouts in Raider Stadium • Staggered use by team • Physical distancing
Sporting Venues	Resumption decisions made in consultation with Public Health Authorities and Athletic Conferences - Only outdoor facilities opened and tightly monitored.
Lithia Gymnasium	<ul style="list-style-type: none"> • Closed • Face coverings or alternatives in common areas for staff
Raider Stadium	<ul style="list-style-type: none"> • Restricted access to staff and student-athletes • Coaches scheduling 1-hour sessions • No restroom or locker room access

	<ul style="list-style-type: none"> • No groups larger than 10 participants
University Softball Field	<ul style="list-style-type: none"> • Closed
Stadium Weight Room	<ul style="list-style-type: none"> • Outdoor weight room located on tennis courts • No more than 8 participants at a time • Monitored physical distancing
Recruiting (All Venues)	<ul style="list-style-type: none"> • Less than 5 participants for recruiting tours • Monitored physical distancing

Performance/Events Venues

The performance and event venues at SOU are closed during Phase 1.

Student Services

SOU will abide by guidance provided by state executive orders, Oregon Health Authority guidance, and local health authorities relative to group gatherings (see Public Health above). In some cases, SOU may be more restrictive than state or local guidance. SOU will provide education and when appropriate, adjudication according to the Student Code of Conduct for students who do not adhere to gatherings and activities guidance.

	PHASE 1
Student Union	Closed to general public and offices within are operating remotely
International Programs	Closed to general public and offices within are operating remotely
Bookstore	Closed to general public and offices within are operating remotely
Admissions	Remote operations
Housing	<ul style="list-style-type: none"> • Full desk operations available within normal operating hours • Residents shall be placed in rooms where each resident shall have no less than 64 square feet per resident. • Post clear signage in all common areas of residence halls and dining centers providing information on physical distancing, encouraging regular and proper handwashing, and urging individuals with symptoms to isolate. • Limit group sizes to 10 people or fewer with appropriate physical distancing and face coverings. People in the same party and seated at • Identify and hold isolation spaces on-campus in number commensurate to the conditions, density, and configurations of the residential buildings. • Increased cleaning frequency of high touchpoint areas (door handles, elevator buttons, etc.) • Increase frequency and depth of cleaning in common areas such as bathrooms, community kitchens, laundry rooms. • Common areas in residence halls (lounges, study rooms, tv lounges, etc.) may open with limited furniture ensuring six-foot distance between individuals in the space.
Dining	<ul style="list-style-type: none"> • Hawk closed through summer term • The Landing open with limited hours <p>In food preparation and serving areas:</p> <ul style="list-style-type: none"> • Wear gloves at all times when handling food • Reinforce meticulous handwashing protocols • Have employees wear gloves when performing cleaning, sanitizing and disinfecting activities. • Increased cleaning protocols in residence halls and dining centers <p>In dining centers and other retail food locations:</p> <ul style="list-style-type: none"> • Provide all condiments in single service packets or from a

	<p>single-service container;</p> <ul style="list-style-type: none"> • Disinfect customer contact surfaces in server areas frequently; • Not offer open self-service operations such as buffets and salad bars; • Through floor markings, signage, and verbal direction, provide guidance to customers to maintain six feet of separation while ordering and waiting in line; • Disinfect customer contact surfaces at tables, including seats, and all other touchpoints frequently.
Student Events	Remote operations
Student Health and Wellness Center	<ul style="list-style-type: none"> • On-campus operations limited to critical functions • All other functions remote
Student Recreation Center	Closed, remote programming available
Raider Student Services	<ul style="list-style-type: none"> • On-campus operations limited to critical functions • Student appointments available for critical in-person services • All other functions are remote

Phase 2

Plan Details

Workforce, Travel, and Public health

The health and safety of the SOU community is our top priority. SOU is actively working to mitigate the spread of the virus, even while taking steps to resume activities. We are grateful for the public health environment within Jackson County and our region and are particularly thankful to work closely with Jackson County officials and local healthcare providers. Currently, local health care providers have ample capacity to meet testing and contact testing readiness standards. SOU stands ready to assist with testing and contact tracing practices should public health and healthcare authorities deem it necessary.

Public Health

	PHASE 2
Physical distancing - Students/Staff/Visitors	<ul style="list-style-type: none"> • Limit any nonessential visitors, volunteers, and/or activities involving external groups or organizations as possible, especially those that are not from the local geographic region. • Physical distancing will be maintained to circumstances per CDC and/or OHA guidelines. • Barriers/plexiglass will be installed in customer service settings (i.e. RSS, SFC, SRC, SHWC, etc.) as well as in classrooms (i.e. podiums as appropriate).
Face Coverings and Alternatives	<p>All staff, faculty, and students are required to use cloth face coverings, or an appropriate alternative, when physically present in enclosed public or common areas. Face coverings should be worn in combination with other measures, such as physical distancing and proper hand washing. Alternatives to a cloth face cover may include clear plastic face shields, disposable medical-grade mask, scarfs, gators, or other similar wraps.</p> <p>Campus settings that require the use of face coverings:</p> <ul style="list-style-type: none"> • Spaces where physical distancing cannot be met (i.e. hallways, doorways, elevators, stairwells) • In-person classroom settings (indoors) • Student Health and Wellness Center • Shared lab and computer labs • Student Recreation Center where shielding does not exist • Dining locations and retail spaces (bookstore, Landing, The Hawk, etc.) • Common areas within university buildings • Other spaces as designed by posted signage <p>Alternatives to a cloth face covering should be considered in the following circumstances:</p> <ul style="list-style-type: none"> • People under the age of two or anyone unable to remove the covering without assistance

	<ul style="list-style-type: none"> • Those with specific health conditions, including people with difficulty breathing • Those with a heightened sensitivity to having something placed over their face • Those who are engaged in teaching, advising, or other activities where people with a hearing impairment may be present <p>Exceptions to the use of cloth face coverings:</p> <ul style="list-style-type: none"> • When the use goes against documented industry best practices for a specific position, or by law or regulation, including the use of standard PPE per OSHA standards • When working alone in an enclosed workspace, such as an office • When working out in the student recreation center where alternative shielding is provided • When exercising outdoors as long as a minimum of 6 feet of physical distancing is maintained at all times <p>Enforcement</p> <ul style="list-style-type: none"> • No person will be restricted from participation if they are not able to wear a cloth face covering or alternative for a reason listed above. • Individuals who are unable or refuse to wear a face covering or alternative in designated university spaces may be referred to remote-only service if available. • Non-compliance with the face covering requirement is not subject to the Student Code of Conduct. <p>Additional information:</p> <ul style="list-style-type: none"> • SOU will provide members of the SOU community with a cloth face covering (or alternative) if needed. • SOU has zero tolerance for abuse, bias or discrimination of others related to their use or non-use of a face covering, including but not limited to acts of shaming persons for wearing a mask, acts of shaming persons for not wearing a mask, or abuse of an employee, student, or other person for attempting or requesting adherence of the requirement that masks be worn in the manner required.
Education	<ul style="list-style-type: none"> • Prior to returning to SOU, provide all students, staff, and faculty a checklist of health and safety best practices. • Provide regular communications on how to keep the individual and community safe. • Post appropriate public health signage across campus of best practices for face coverings, hygiene, physical distancing, and health screening.
Gathering Capacity Limit	<p>Except as described in (b), the gathering size limit is:</p> <ul style="list-style-type: none"> a) A maximum of 50 people indoors A maximum of 100 people outdoors

	<p>b) The gathering size for Venues, Restaurants, Indoor and Outdoor Facilities and Fitness-related Organizations is:</p> <ul style="list-style-type: none"> ○ A maximum of 250 people or the number of people, including staff, based on a determination of capacity (square footage/occupancy as described in “Distance and Occupancy” below), whichever is less
Distance and Occupancy	<ul style="list-style-type: none"> ● Determine maximum occupancy of each indoor and outdoor venue to maintain 6 feet of physical distance between parties, and limit the number of individuals on the premises accordingly. Use 35 square feet per person to determine maximum occupancy. ● Maintain physical distancing of at least six (6) feet between people, except that members of the same party (household) can participate in activities, stand in line together and do not have to stay six (6) feet apart. A distance of at least six (6) feet must be maintained between parties. ● Determine seating and or configuration to comply with all physical distancing requirements. If providing food and beverage at the venue, determine seating and configuration of the food and beverage area using the Restaurant and Bar guidance. ● Assign a physical distancing monitor to ensure compliance with all distancing requirements, including at entrances, exits, restrooms and any other area where people may congregate. ● Do not combine parties or allow shared seating for individuals not in the same party. ● Remove or restrict seating or standing areas to facilitate the requirement of at least six (6) feet of physical distance between parties. ● Prohibit people in different parties from congregating in any area of the facility, both indoor and outdoor, including in parking lots. ● Configure outdoor space to ensure that parties contain no more than 10 people. For example: do not set tables for more than 10 people at a table or configure concert seating in groups of more than 10 seats.

Return to Work

	PHASE 2
Workforce Return to Work	<p>On or around September 1, 2020 through November <u>SOU Phase 2a</u></p> <ul style="list-style-type: none"> ● On-campus operations shift from moderate to suitable 50-75% staffing levels or as required for academic/business continuity, physical spacing, and protecting vulnerable populations. ● Completion of the daily self-health questionnaire (see appendix B) ● Staggered schedules for those in close indoor physical proximity

	<ul style="list-style-type: none"> • Continue to utilize technology for virtual meetings • Physical distancing of 6 feet and/or 35 square feet per person in an indoor space. • Limit occupancy of indoor common areas where people are likely to congregate. • Increased cleaning of high touch surfaces in accordance with CDC guidelines • No in-person gatherings/meetings of over 50 persons indoors, 100 persons outdoors, or a maximum of 250 persons, including staff, or the number of persons based on a determination of capacity (square footage/35 square feet per person), whichever is less. • Require usage of face coverings as described earlier in Public Health • Designate building managers/Directors as COVID-19 supervisors. • Maintain an internal and external visitors log to assist with contact tracing <p>Phase 2b, November 25, 2020 through January 3, 2021</p> <ul style="list-style-type: none"> • Limit on-campus operations to critical functions • Follow Phase 1 guidelines
Special Considerations	<ul style="list-style-type: none"> • Continuing telework for vulnerable individuals or other mitigation efforts where telework is not an option. • Require medical practitioner completion of the SOU HR Accommodation Request Form • COVID-19 and school closure leave requests require completion of the SOU HR Federal COVID-19 Emergency Family and Paid leave Request Form • SOU will allow Telework in Phase 2 where duties can be effectively performed
Single Occupancy Office Space	<ul style="list-style-type: none"> • Continue telework or phases return to work as identified by supervisor • Limit on-campus operations only to critical functions (shift from skeleton crew to moderate staffing 50-75% or as required for business/academic continuity, spacing, physical distancing, and protecting vulnerable populations) • Limit occupancy of indoor common areas where people are likely to congregate
Shared Office Space	<ul style="list-style-type: none"> • No greater than 75% occupancy or cohort shifts • Limit on-campus operations only to critical functions (shift from skeleton crew to moderate staffing 50-75% or as required for business/academic continuity, spacing, physical distancing, and protecting vulnerable populations) • Limit occupancy of indoor common areas where people are likely to congregate
Construction	<ul style="list-style-type: none"> • Construction contractors are required to practice physical

	distancing and are required to wear appropriate face coverings
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University Travel

	PHASE 2
Essential Domestic	<ul style="list-style-type: none"> Limited/by approval only by appropriate Vice President; consistent with CDC travel guidelines. If travel crosses county or state lines, please consult with University General Counsel.
Essential International	<ul style="list-style-type: none"> Limited/by approval only by appropriate Vice President; consistent with CDC travel guidelines.
Non-Essential Travel	<ul style="list-style-type: none"> Limited/by approval only by appropriate Vice President; consistent with CDC travel guidelines.
Study Abroad	<ul style="list-style-type: none"> Consistent with CDC and US Department of State guidelines Fall 2020: target decision date of August 1, 2020, to suspend or allow fall term programs (will vary based on destination country and program/partner university standards). Winter 2021: target decision date of December 1, 2020, to suspend or allow winter term programs (will vary based on destination country and program/partner university standards). Faculty led program decisions may adjust the timeline taking into account the program's departure date.
International Students	<ul style="list-style-type: none"> Follow guidance from the CDC, US Department of State, Student Exchange Visitor Program, and the Department of Human Services Fall 2020: target decision date of August 15, 2020, if new international students may begin studies in person or via distance learning or defer to a future term. Winter 2020: target decision date of December 1, 2020, to determine if new international students for winter term may begin studies in person or via distance learning or defer to a future term.

Instruction and Research

Instruction

	PHASE 2
Large Group Didactics (Lecture)	<ul style="list-style-type: none"> • 50% or less capacity, dependent upon space configuration • Provide for 35 square feet per person • Monitored physical distancing • Enhanced cleaning • Manage entrance and exit for physical distancing (i.e. release classes by groups/rows) • Modify delivery to allow for face to face, hybrid, distance learning, video conferencing or a combination thereof • Allow for different groups that meet face to face to stagger meeting during the allocated class time to practice physical distancing • Academic programs are developing course-by-course implementation plans within these general guidelines, balancing health and safety considerations with student learning objectives and potential for successful completion
Small Group Interaction (Discussion Sections)	<ul style="list-style-type: none"> • 50% or less capacity, dependent upon space configuration • Provide for 35 square feet per person • Monitored physical distancing • Enhanced cleaning • Manage entrance and exit for physical distancing (i.e. release classes by groups/rows) • Modify delivery to allow for face to face, hybrid, distance learning, video conferencing or a combination thereof • Allow for different groups that meet face to face to stagger meeting during the allocated class time to practice physical distancing • Academic programs are developing course-by-course implementation plans within these general guidelines, balancing health and safety considerations with student learning objectives and potential for successful completion
Instruction – Labs	<ul style="list-style-type: none"> • 50% or less capacity, dependent upon space configuration • Provide for 35 square feet per person • Monitored physical distancing • Enhanced cleaning • Manage entrance and exit for physical distancing (i.e. release classes by groups/rows) • Modify delivery to allow for face to face, hybrid, distance learning, video conferencing or a combination thereof • Allow for different groups that meet face to face to stagger

	<p>meeting during the allocated class time to practice physical distancing</p> <ul style="list-style-type: none"> • Academic programs are developing course-by-course implementation plans within these general guidelines, balancing health and safety considerations with student learning objectives and potential for successful completion
Internships	<ul style="list-style-type: none"> • Follow physical distancing • Vehicle travel only
Computer Labs	<ul style="list-style-type: none"> • 50% or less capacity, dependent upon space configuration • Provide for 35 square feet per person • Monitored physical distancing • Enhanced cleaning • Manage entrance and exit for physical distancing (i.e. release classes by groups/rows) • Modify delivery to allow for face to face, hybrid, distance learning, video conferencing or a combination thereof • Allow for different groups that meet face to face to stagger meeting during the allocated class time to practice physical distancing • Academic programs are developing course-by-course implementation plans within these general guidelines, balancing health and safety considerations with student learning objectives and potential for successful completion
Studios	<ul style="list-style-type: none"> • 50% or less capacity, dependent upon space configuration • Provide for 35 square feet per person • Monitored physical distancing • Enhanced cleaning • Manage entrance and exit for physical distancing (i.e. release classes by groups/rows) • Establish individual perimeters for studio work • Handwipes provided for equipment sanitization before and after use
Field Work	<ul style="list-style-type: none"> • Physical distancing • Vehicle travel only • Small groups (less than 25) in field
Library	<ul style="list-style-type: none"> • Remains closed to the general public • Reduced hours and occupancy as posted • Monitored physical distancing • Enhanced cleaning
Library - Research Services	<ul style="list-style-type: none"> • Open regular hours via chat • Computer access with physical distancing
Library – Tutoring	<ul style="list-style-type: none"> • Virtual tutoring by appointment 24 hours in advance • Online tutorials as posted
Library – E. Classrooms	<ul style="list-style-type: none"> • Open by request • Limited class/group instruction to 12 or less

	<ul style="list-style-type: none"> • Physical distancing • Enhanced cleaning
Library – Study Rooms	<ul style="list-style-type: none"> • Limited access to two students at a time by request • Enhanced cleaning
Library – Program/Course Implementation	<ul style="list-style-type: none"> • Limited solitary work with one supervisory faculty member present • One-on-one consulting via Zoom

Research

	PHASE 2
On-campus Labs	<ul style="list-style-type: none"> • Open with physical distancing and 50% or less capacity dependent on space configuration • Enhanced cleaning
Field/On-location	<ul style="list-style-type: none"> • Resume with physical distancing and enhanced cleaning • Solitary vehicle travel only
Human Subjects	<ul style="list-style-type: none"> • Permitted with physical distancing • Exclude medically vulnerable populations
Regulated Animals	<ul style="list-style-type: none"> • Open with physical distancing and 50% or less capacity dependent on space configuration • Enhanced cleaning

Athletics and Events

Athletics

In addition to guidance issued by state and local authorities, SOU Athletics complies with the National Association of Interscholastic Athletics (NAIA), the Cascade Collegiate Conference (CCC), and the Frontier Conference. As guidance is issued by the entities above, SOU will update standards as appropriate.

	PHASE 2
Athletic Training and Practices	<ul style="list-style-type: none"> • Less than 50 participants • Voluntary practices • Strict physical distancing • No contact
Sports Medicine	<ul style="list-style-type: none"> • One-on-one sessions with face coverings and physical distancing • Outdoor rehab preferred
Football	<ul style="list-style-type: none"> • Less than 20 participants in pods • Outdoor strength and conditioning • Outdoor activities with footballs
Volleyball	<ul style="list-style-type: none"> • Outdoor and sand conditioning • Indoor training with less than 5 participants
Soccer	<ul style="list-style-type: none"> • Less than 20 participants • Personal soccer ball and cones only • Conditioning • 10-yard spacing minimum
Cross Country	<ul style="list-style-type: none"> • Prescribed workouts with monitored physical distancing
Winter/Spring Sports	<ul style="list-style-type: none"> • Staggered use by team • Physical distancing • Indoor workouts open to less than 5 participants
Sporting Venues	<ul style="list-style-type: none"> • Resumption decisions made in consultation with Public Health Authorities and Athletic Conferences
Lithia Gymnasium	<ul style="list-style-type: none"> • Gym and wrestling room open to less than 5 participants • Face coverings or alternatives in common areas for staff • Separate hoops, courts, stations • No locker room access
Raider Stadium	<ul style="list-style-type: none"> • Restricted access to staff and student-athletes • No restroom or locker room access • No groups larger than 20 participants
University Softball Field	<ul style="list-style-type: none"> • Open to 10 or less participants • Outside or open hitting facility
Stadium Weight Room	<ul style="list-style-type: none"> • Outdoor weight room located on tennis courts

	<ul style="list-style-type: none"> • No more than 10 participants at a time • Monitored physical distancing
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Performance/Events Venues

SOU will abide by guidance provided by state executive orders, Oregon Health Authority guidance, and local health authorities relative to group gatherings. In some cases, SOU may be more restrictive than state or local guidance. All applicable public health and group size gatherings limits (see Public Health above) will be followed.

Parking	<ul style="list-style-type: none"> • Expanded prepay parking options to eliminate onsite transactions
Face Coverings	<ul style="list-style-type: none"> • Face coverings are required according to the face coverings policy included in Public Health
Ticket Services/Box Office	<ul style="list-style-type: none"> • Ticket agents will be provided with the appropriate PPE • Protective barriers installed in open ticket windows • Contactless ticket options encouraged • Relocate ticket printers to allow guests to retrieve tickets from printer • Install guest-operated card readers where possible • Wear gloves for any touching of credit cards • Encourage routine hand washing of employees • Install physical distancing controls for lines/queuing • Disinfectant wipes/hand sanitizer available to guests at high touch points (i.e. queue, teller windows) • Encourage guests to pick up tickets in advance of performance date • Establish will-call pickup time options to control peak traffic • Enhanced cleaning of ticket office/call center • Complete the SOU daily health self-check (See appendix B) • Develop and implement guest health questionnaire to aid in identifying symptoms and participate in contact tracing
Ticket Scanning/Building Entry	<ul style="list-style-type: none"> • Provide ticket takers appropriate PPE • Guests instructed to wear face coverings inside at all times • Implement assigned entry doors to reduce crowds at main doors • Install physical distancing controls for queuing • Adopt touchless ticket scanning--guest retains ticket or electronic device during scanning • Encourage routine hand washing by workers/employees • Relocate scanning locations away from doorway to increase distancing • Establish worker/employee health tracking system • Disinfectant wipes/sanitizer available to guests at touch points
Restrooms	<ul style="list-style-type: none"> • Provide custodial staff appropriate PPE

	<ul style="list-style-type: none"> ● Establish restroom occupancy limits and entry controls (1 in, 1 out) ● Disinfectant wipes/sanitizer available to guests at touch points ● Temporarily close adjacent stalls and sinks to enforce physical distancing ● Eliminate air hand dryers in restrooms ● Clean / disinfect touch points constantly during high usage ● If possible, install touch-free faucets/toilets/soap and paper towel dispensers ● If possible, assign designated restrooms to sections of theatres to control guest movement ● Disinfect restrooms between rush periods (before performance/event, post intermission)
Common Space & Lobby Congregation	<ul style="list-style-type: none"> ● Add signage and floor markings to reinforce expected guest behavior ● Disinfectant wipes/sanitizer available to guests at entry and touch points ● Pulse entry groups to avoid overcrowding at bottleneck areas ● Create guest movement controls to maintain guest separation and prevent the need to share common spaces while waiting ● Assign specific guest entry doors to control crowd movement and reduce congregating ● Eliminate water fountain ● Eliminate soft/porous furnishing as much as possible ● Open lobby at same time as house to allow guests to move directly to seats or load venue by row/entry door ● Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently
Ingress/Seating – Beginning of Event	<ul style="list-style-type: none"> ● Load venue by section or implement pulse seating to reduce overcrowding at doors and aisles ● Reduce seating capacity to conform to physical distancing protocols ● Seats adjacent to aisles should be filled in accordance with distancing protocols ● Load venue from front to back to eliminate crossover contact ● Limit guest movement to designated seating area only ● Eliminate usher contact with guests, self-service seating ● Increase floor marking and aisle signage to allow guests to find their seats more easily ● Contact-free playbill/programs distribution ● Provide disinfecting wipe to guests to sanitize their seating area
Egress at Intermission/End of Event	<ul style="list-style-type: none"> ● Eliminate intermissions if possible ● Pulse dismissal from seats to reduce crowding at bottleneck points ● Establish direct exit routes for guests ● Do not allow guests to congregate in lobby post show ● Eliminate post show backstage access

	<ul style="list-style-type: none"> ● Discontinue reuse practice for playbills/programs ● Disinfect venue between performances events (spray application) ● Provide safe disposal receptacles for used materials (face coverings, PPE, etc.)
Stage Door Entry	<ul style="list-style-type: none"> ● All persons entering building must be wearing face coverings ● Develop and implement guest questionnaire to aid in identifying symptoms and to participate in contact tracing ● Add signage to reinforce expected guest behavior ● Designate separate entrances for unloading/loading ● Provide hand sanitizer stations inside stage door ● Periodically disinfect tough points within entryway ● Explain building rules to visitors that impact how they use and move around facility
Rehearsal Spaces	<ul style="list-style-type: none"> ● Performers, stagehands and non-performing staff must wear appropriate PPE ● Provide hand sanitizer stations ● Disinfect all high-touch equipment after each use ● Encourage routine hand washing for all ● Clean/disinfect touch points constantly during high usage ● Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently
Green Rooms, Crew Common Areas, Dressing Rooms, Fly Floor/Grid, On-stage, Control Booths, Wardrobe Areas	<ul style="list-style-type: none"> ● Consult Guide to Reopening Theatrical Venues by the Performing Arts Center Consortium
Schneider Museum of Art	<ul style="list-style-type: none"> ● Limited hours as posted ● No public/group tours ● Add signage and floor markings to reinforce expected guest behavior ● Disinfectant wipes/sanitizer available to guests at entry and touch points ● Create guest movement controls to maintain guest separation ● Assign specific guest entry doors to control crowd movement and reduce congregating ● Eliminate use of water fountain ● Eliminate soft/porous furnishing as much as possible ● Consult HVAC engineer to assess filter effectiveness and alter airflow patterns to turn over air more frequently

Student Services

SOU will abide by guidance provided by state executive orders, Oregon Health Authority guidance, and local health authorities relative to group gatherings (see Public Health above). In some cases, SOU may be more restrictive than state or local guidance. SOU will provide education and when appropriate, adjudication according to the Student Code of Conduct for students who do not adhere to gatherings and activities guidance.

	PHASE 2
Student Union	<ul style="list-style-type: none"> ● Closed to the public with resumption of essential activities by September 1, 2020. ● Entrance monitoring with many spaces remaining closed that cannot accommodate physical distancing or that cannot be adequately monitored.
International Programs	<ul style="list-style-type: none"> ● On-campus limited to critical functions ● student appointments required for critical in-person services; all other functions remote ● By September 1, 2020, open center to essential in-person traffic
Disability Resources & UCAM	<ul style="list-style-type: none"> ● Testing center open with limited capacity with all other functions remote ● By September 1, 2020, open testing center with physical distancing
Bookstore	<ul style="list-style-type: none"> ● Open online to process online orders, check in rental returns ● By September 1, 2020 <ul style="list-style-type: none"> ○ open with limited occupancy capacity ○ Staff to monitor entry and exit to limit capacity ● Employees will wear appropriate PPE/face coverings
Admissions	<ul style="list-style-type: none"> ● Remote and staggered operations will continue through August 31, 2020 ● By September 1, 2020, begin Small group campus tours with physical distancing
Housing	<ul style="list-style-type: none"> ● Full desk operations available within normal operating hours ● Residents shall be placed in rooms where each resident shall have no less than 64 square feet per resident. ● Post clear signage in all common areas of residence halls and dining centers providing information on physical distancing, encouraging regular and proper handwashing, and urging individuals with symptoms to isolate. ● Identify and hold isolation spaces on-campus in number commensurate to the conditions, density, and configurations of the residential buildings. ● Increased cleaning frequency of high touchpoint areas (door handles, elevator buttons, etc.) ● Increase frequency and depth of cleaning in common areas such as bathrooms, community kitchens, laundry rooms.

	<ul style="list-style-type: none"> Common areas in residence halls (lounges, study rooms, tv lounges, etc.) may open with limited furniture ensuring six-foot distance between individuals in the space.
Dining	<ul style="list-style-type: none"> Hawk closed through summer term The Landing open with limited hours <p>In food preparation and serving areas:</p> <ul style="list-style-type: none"> Wear gloves at all times when handling food Reinforce meticulous handwashing protocols Have employees wear gloves when performing cleaning, sanitizing and disinfecting activities. Increased cleaning protocols in residence halls and dining centers <p>In dining centers and other retail food locations:</p> <ul style="list-style-type: none"> Provide all condiments in single service packets or from a single-service container; Disinfect customer contact surfaces in server areas frequently; Not offer open self-service operations such as buffets and salad bars; Through floor markings, signage, and verbal direction, provide guidance to customers to maintain six feet of separation while ordering and waiting in line; Disinfect customer contact surfaces at tables, including seats, and all other touchpoints frequently.
Student Events	Student events are limited to 50 or fewer participants
Student Health and Wellness Center	<ul style="list-style-type: none"> Open for in-person visits for both medical and mental health appointments on September 21, 2020 Telehealth provided as an option Physical distance adjustments to accommodate both sick and well visits Furniture in waiting room adjusted to ensure 6-foot distancing Plexiglass barrier installed at the front desk Students entering the SHWC will receive a health screening including temperature check All staff meetings held remotely Staff will follow hand washing and cleaning protocols appropriate in a healthcare setting
Student Recreation Center	<ul style="list-style-type: none"> Limited access for Campus Recreation employees to prep building and work through reopening checklist When all checklist completed, open to students/SOU employees (no general public) with limited operations (i.e. limited space, hours, carrying capacity and services). Health screening for both employees & patrons Physical distancing enforced and monitored

	<ul style="list-style-type: none"> ● Enhanced cleaning ● Maximum group size and carrying capacity enforced and monitored ● Visitor log for contact-tracing
Raider Student Services	<ul style="list-style-type: none"> ● On-campus operations limited to critical functions ● Student appointments available for critical in-person services ● All other functions are remote ● Open to student traffic by September 1, 2020 ● Physical distancing monitored ● Plexiglass barrier installed at the front counter ● Face coverings worn by front counter staff

Appendix A

Incident Response Team

Incident Team Commander: Greg Perkinson, Vice President of Finance and Administration

Team Members

Dr. Neil Woolf

Nicolle Aleman
Michele Barlow
Thomas Battaglia
Keith Beed
Arial Bloomer
Staci Buchwald
Taylor Burke
Leon Crouch
Tracey Culbertson
Anna D'Amato
Russell Dean
Susan Dyssegard
Cynthia Ferrendelli
Janet Fratella
Robert Gibson
Drew Gilliland
Noah Hurley
Alana Lardizabal
Steve Larvick
Hugues Lecomte
Joe Mosley
Joanne Noone
Greg Perkinson
Matthew Roberts
Matt Sayre
Ryan Schnobrich
Dr. Linda Schott
Britney Sharpe
Jeanne Stallman
Dr. Matt Stillman
Maria-Patricia Syquia
Heather Voss
Rebecca Walker
Dr. Jody Waters
Mallory Wilkerson

Appendix B: Employee Self-check Health Questionnaire

Access the form by clicking [here](#).

Equity, Diversity and Inclusion Priorities at SOU

**Southern Oregon University
Board of Trustees**

Statement on Black Lives Matter

As a nation, a state, and a Southern Oregon University community, we continue to witness the senseless killings of Black people throughout our country. The recent deaths of Ahmaud Arbery, Breonna Taylor, George Floyd, and so many others before and since, have been added to the tragic list of historic and systemic injustices committed against people of color since the "founding" of America.

These injustices have a tremendous impact on all of us, but especially on our students, colleagues, families, and friends from communities of color, who experience them on a very personal level. On this Juneteenth of 2020, we act in solidarity with Black Lives Matter, and with people of all racial and ethnic backgrounds who continue to face unprecedented challenges, injustices, and violence.

The SOU Board joins President Linda Schott in her clear statement that *"Southern Oregon University condemns and denounces hate and abhorrent language and behaviors intended to harm any member of our learning community on the basis of race, color, religion (creed), gender, expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status. We are firmly committed to peace, justice, civil discourse, social-emotional support, and respect for all."*

In our Board's fiduciary role to SOU, there is something we can do to change the course of history. It lies with our students and colleagues. It lies with the educational and social roadmaps we are building during the students' time at SOU. As a Board and University community, let us do what it takes to build in our students, colleagues, and community, a foundation that effectively disrupts these patterns of injustice. As the statement etched on Churchill Hall notes, *"The challenges of democracy are the opportunities of education."*

We must seize these opportunities, and while acknowledging the challenges, we must assure our students and colleagues, that we see them, hear them, and stand with them against racial oppression and injustice. We cannot be silent. It is not enough to feel bad, or hope someone else will do something. We must be part of the solution. We must act.

Identifying actions that we can take will be part of our challenge and our opportunity. We recognize that thinking of actions is easier than taking them. But taking action is a moral imperative. As a Board, we commit to not only condemning injustice but also to the challenge of being part of the solution.

VOTE:

DATE: June 19, 2020

Recorded by the University Board Secretary:



EQUITY, DIVERSITY & INCLUSION
SOUTHERN OREGON UNIVERSITY

**Sabrina Prud'homme
Kylan Mattias de Vries, PhD
Jonathan Chavez Baez, M.A.**



EDI LEADERSHIP TEAM

Sabrina P.

Policy & Administration
Community Engagement
Cabinet

Kylan dV.

Academic Affairs
Research & Initiatives
Faculty

Jonathan CB.

Student Affairs
EDI Oversight Committee
Community Engagement
Staff

SOU Strategic Direction IV

Training Coordination

Cultural Competency (HB 2864)

Equity, Diversity, or Inclusion Issues | edi@sou.edu



2020-2021 Priorities

- Addressing Racism
- Campus Trainings
- Cultural Climate Survey
- HB 2864 Cultural Competency
- Diversity Scholarship
- Work Plan for Leadership Team
- Establish Relationships with Stakeholder Groups
- Engage the Committee for Equity & Diversity

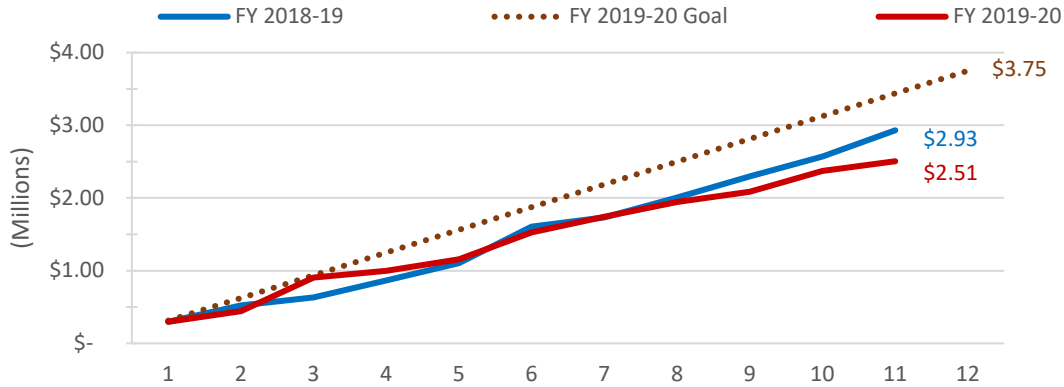
University Advancement Update

Southern Oregon University

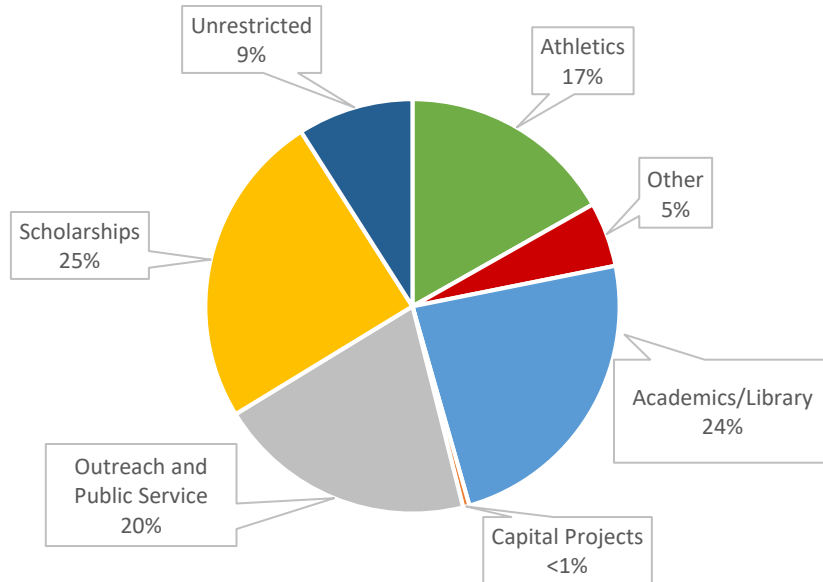
Office of Advancement

FY 2019-20 Fundraising Dashboard - May 2020

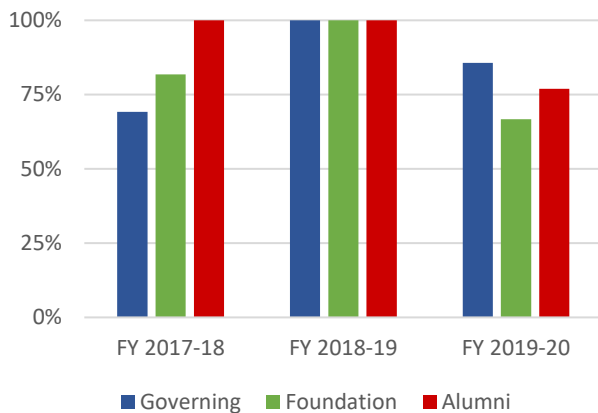
FY 2019-20 YTD Gift Revenue



FY 2019-20 YTD Gifts by Designation



Board Participation (%)



FY 2019-20 YTD Donors by Type

Alumni	430 @	\$158 K
Individuals	1,578 @	\$1.50 M
Businesses	95 @	\$343 K
Foundations	21 @	\$363 K
Other	26 @	\$139 K

All data reflects contributions received through May 31, 2020.

Gift totals for all charts, except Board Participation, represent new gifts and new pledges.

Board Participation reflects new gifts, new pledges and pledge payments.

Board Elections (Action)

**Board of Trustees
Officer Elections Work Group
Summary**

With the Southern Oregon University Board of Trustees' approval of a [Board Statement on the Process for Officer Election](#), on April 21, 2020, the Board of Trustees began implementation of its process to elect officers: a chair and vice chair for the board.

On April 28, 2020, a work group comprised of trustees Megan Davis Lightman, Deborah Rosenberg, and Bill Thorndike, and the board secretary, Sabrina Prud'homme, was appointed by the board chair Lyn Hennion. Bill Thorndike was appointed as the chair of the work group.

The Work Group on Officer Elections met weekly for six weeks to carry out the process outlined in the board statement. Trustees Davis Lightman and Rosenberg both, separately conducted the initial outreach to each trustee who was recommended by a board colleague or colleagues, or who themselves expressed interest in serving as a board officer. The group's Chair Thorndike conducted additional outreach as needed, including to the university president.

While at least three trustees were recommended for each officer position, most withdrew their names from consideration. The following slate of recommendations represents those who remain for the board's consideration of new officers.

Remaining Recommendations for Nomination

Chair	Vice Chair
Paul Nicholson	Daniel Santos

The work group finds it important to outline for the board, an important consideration for the two years ahead. The group undertook much discussion on what the work of the board and the university are expected to consist of over the next two years. It appears that the work of the board and in large part, the work of the university's administration, will have a significant focus on the sustainability of the institution. This is in addition to the normal work of carrying out the academic mission of the institution and in addition to continued progress toward fulfillment of the university's strategic plan. It is expected, if history is any indicator, that this will include a significant amount of outreach and advocacy among HECC commissioners, legislators, the business community, and others, along with strategic decisions in support of the university's sustainability. As the board prepares to vote for its next chair and vice chair, the work group urges the board to consider its work in the years ahead and the candidates best-suited to position the university for success in these areas.

Future Meetings

Adjournment