



## OFFICE OF THE BOARD OF TRUSTEES

### Public Meeting Notice

April 8, 2021

TO: Southern Oregon University Board of Trustees, Finance and Administration Committee

FROM: Sabrina Prud'homme, University Board Secretary

RE: Notice of Regular Meeting of the Finance and Administration Committee

The Finance and Administration Committee of 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 a vice president's report with updates on the Higher Education Coordinating Commission and the SOU Properties Task Force, as well as a discussion of legislative impacts. There will be discussion and action on student incidental fees for Academic Year 2021-22 as well as tuition and mandatory enrollment fees for Academic Year 2021-22. Additional discussions will include a budget update and financial relief impacts as well as the budget forecast with a review of the financial pro forma.

The meeting will occur as follows:

Thursday, April 15, 2021

4:00 p.m. to 6:00 p.m. (or until business concludes)

To view the proceedings, visit <https://sou.zoom.us/j/81510328542> at the time of the meeting.

Materials for the meeting are available at [governance.sou.edu](https://governance.sou.edu).

### 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 during this period of pandemic protocols. Please send written comments or testimony to the Board of Trustees email address: [trustees@sou.edu](mailto: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.

**If special accommodations are required, please contact Pamela Tomac at (541) 552-8055 at least 48 hours in advance.**



**Board of Trustees**  
**Finance and Administration Committee Meeting**  
**April 15, 2021**

# Call to Order / Roll / Declaration of a Quorum



**Board of Trustees  
Finance and Administration Committee Meeting**

**Thursday, April 15, 2021  
4:00 p.m. – 6:00 p.m. (or until business concludes)**  
<https://sou.zoom.us/j/81510328542>

**AGENDA**

Persons wishing to provide public comment shall do so in writing during COVID-19 protocols.  
Please note: times are approximate and items may be taken out of order.

- |         |          |  |  |
|---------|----------|--|--|
|         | <b>1</b> | <b>Call to Order/Roll/Declaration of a Quorum</b>  | Chair Sheila Clough  |
|         | 1.1      | Welcome and Opening Remarks                        |  |
|         | 1.2      | Roll and Declaration of a Quorum                   | Sabrina Prud'homme,<br>SOU, Board Secretary                              |
|         | 1.3      | Agenda Review                                      | Chair Clough   |
|         | <b>2</b> | <b>Public Comment</b>                              |  |
| 5 min.  | <b>3</b> | <b>Consent Agenda</b>                              | Chair Clough   |
|         | 3.1      | Approval of March 18, 2021 Meeting Minutes         |  |
|         | 3.2      | Financial Dashboard                                |  |
| 10 min. | <b>4</b> | <b>Vice President's Report</b>                     | Greg Perkinson, SOU, Vice<br>President for Finance and<br>Administration |
|         | 4.1      | Higher Education Coordinating Commission<br>Update |  |
|         | 4.2      | Legislative Initiative Impacts                     |  |
|         | 4.3      | Properties Task Force Update                       |  |
| 15 min. | <b>5</b> | <b>Action, Information and Discussion Items</b>    |  |
|         | 5.1      | Budget Update and Financial Relief Impacts         | Greg Perkinson   |

**Board of Trustees  
Finance and Administration Committee Meeting**

**Thursday, April 15, 2021  
4:00 p.m. – 6:00 p.m. (or until business concludes)**

**AGENDA**

20 min.	5.2	Student Incidental Fees for Academic Year 2021-22 (Action)	Violet Crain, ASSOU, President; Josh Lovern, SOU, Director of Budget and Planning
45 min.	5.3	Tuition and Mandatory Enrollment Fees for Academic Year 2021-22 (Action)	President Linda Schott; Dr. Susan Walsh, SOU, Provost; Greg Perkinson; Dr. Neil Woolf, SOU, Vice President for Enrollment Management and Student Affairs
15 min.	5.4	Budget Forecast and Review of Pro Forma	Greg Perkinson
	5.5	Future Meetings	Chair Clough
	6	<b>Adjournment</b>	Chair Clough

# Public Comment

# Consent Agenda

**Board of Trustees  
Finance and Administration Committee Meeting  
Thursday, March 18, 2021**

**MINUTES**

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

Committee Members:

Sheila Clough	Present	Megan Davis Lightman	Present
Shaun Franks	Present	Bill Thorndike	Present
Lyn Hennion	Present	Steve Vincent	Present

Chair Sheila Clough called the meeting to order at 4:00 p.m. The secretary recorded the roll and a quorum was verified.

Other trustees in attendance: Jonathon Bullock, Paul Nicholson, Daniel Santos, President Linda Schott and janelle wilson.

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; Dr. Susan Walsh, Provost; Janet Fratella, Vice President for University Advancement; Penny Burgess, USSE; Jeanne Stallman, Associate Vice President for Government and Corporate Relations; Sabrina Prud'homme, Board Secretary; Tom Battaglia, Chief Information Officer; Josh Lovern, Budget Office; Andrew Zucker, ASSOU; and Kathy Park, Office of the Board Secretary.

**Public Comment**

There were no public comments.

**Consent Agenda**

Trustee Thorndike moved to approve the consent agenda as presented. Trustee Hennion seconded the motion and it passed unanimously.

**Vice President's Report**

HECC Update

*Capital Projects Update* - In the last two cycles submitted to HECC, SOU did not score above the funding line. The Republicans walked out before capital could be approved, so the HECC list of capital projects effectively carried over for one year. SOU will continue to explore ways to submit packages that score better in future offerings.

*Capital Improvement and Renewal* - SOU received Q-series bonds to do work in this category. SOU was projected to receive about \$5 million in this next cycle. Another university took issue with the bond allocations approved and an adjustment was made that lowers SOU's allocation by approximately \$280,000, affecting SOU's capacity to do improvement and renewal projects. Responding to Board Chair Nicholson, Mr. Perkinson said that most of SOU's work on capital projects are bond-funded, which lands in a separate SOU plant fund.



*Student Success and Completion Model (SSCM)* – Mr. Perkinson said the funding model moved to the rule-making process. The administration will review this at a future meeting and perform a deeper understanding of what finally got approved and how it affects us.

#### Overview of Emergency Relief Funding

Mr. Perkinson mentioned the federal funding relief to SOU: Coronavirus Aid, Relief, and Economic Security Act (CARES); Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA); and American Rescue Plan Act (ARPA). There is \$8.87 million in direct support for students and a total of \$5.45 million to the university.

#### Legislative Initiative Impacts

Regarding ARPA, Mr. Perkinson said SOU has received an extension of unemployment benefit authority.

Regarding wildfire funding, SOU is seeking \$1 million dollars per year for 2 years. President Schott shared that SOU has made this request in partnership with Rogue Community College and each institution would receive the same amount, if funded. Responding to Trustee Lightman's question on legislators' receptiveness to the request, President Schott said that she, Cathy Kemper-Pelle, and Jeanne Stallman met with Representative Clem and Senator Golden, who head the House and Senate committees, respectively. Additionally, there is a letter of support from HECC clearly stating that they cannot help SOU. Thus, President Schott thought that as long as state and local government relief is in the ARPA, there will be significant one-time dollars available. Chair Clough noted that it is great that ARPA allows SOU to continue the furloughs, but wondered how they will last, as SOU is returning to campus this Fall. President Schott said a plan outlining this information should be ready in April and that SOU wants to be consistent across campus when making decisions about taking people off of furlough. It's time to begin the process of moving back to full operations and SOU needs to think carefully and possibly do things differently.

#### Update on North Campus Village (NCV) Sale of Bonds

Mr. Perkinson mentioned the NCV bond sale completed. The key takeaway is the 5 percent net present value savings and the \$4.1 million in gross debt service savings over the next three fiscal years.

#### **Action, Information and Discussion Items**

##### Endowment Investment Policy (Action)

With Chair Clough's and Penny Burgess' guidance, the committee reviewed the Board Statement on Investments for the SOU Endowment Fund. A spelling error was corrected; no material changes were made.

In response to Board Chair Nicholson's inquiry, much discussion ensued on the number of quarters/years to use for computing rolling averages. No change was made to this 20-month stipulation in the policy.

Trustee Lightman moved to approve and recommend to the board the SOU endowment investment policy with the minor change. Trustee Hennion seconded the motion and it passed unanimously.

Ms. Burgess further shared that this fund continues to perform very well, meeting and exceeding expectations. The average return is 10.9 percent, so from a historical perspective, it is doing well.

#### Budget Update

Mr. Perkinson said the budget data represents a year-to-date actual through the end of February and provides an estimate to complete based on normal projection modeling. The furlough savings modeled are based on the continuation of furloughs through September 6. However, it does not include the ARPA funding since that was approved last Thursday and this budget snapshot was taken beforehand. Excluding stimulus funding, there is a projected \$6.8 million or 10.4 percent ending fund balance. Mr. Perkinson added that the rules have not been finalized yet but conversations indicate that SOU might be able to apply the funding to lost revenue; Mr. Lovern modeled lost revenue at \$6.1 million

Mr. Perkinson reminded trustees that in a past meeting, the committee discussed offsetting previously incurred debt or liabilities, including the \$1 million borrowed from the plant fund and the \$900,000 incurred by the Schneider's Children's Center. Repaying these will improve SOU's balance sheet, which could improve SOU's financial ratios.

Overall projections without ARPA are still positive. Responding to Board Chair Nicholson, Mr. Perkinson said that SOU established a working group to look at the distribution of the \$1.7 million in CARES dollars. Based on stringent CARES rules, it resulted in about \$560,000 to E&G to support academic programs, \$1.4 million being dedicated for housing which lands in the auxiliary, not E&G. Mr. Lovern reminded trustees that some of the distributions were last fiscal year and the forecast shown is this fiscal year. After SOU closed the books last fiscal year, late guidance was received on how to handle the auditing of those transactions. Steve Larvick and his team worked with the auditors to recognize as much income for the institution as for the student outlay.

#### Student Fee Update

Andrew Zucker introduced the student fee process saying it takes place in two parts: the first is the Student Fee Budget Committee determines the fee increase and the second is the Allocations Committee allocates the fee based on full time enrollment. The student fee was funded at \$380 per term per student, that's a modest 2.15 percent increase over last year. Students who are not on campus are not able to take full advantage of programs funded by the incidental fee so the committee wants to make sure it's removed so further expenses to students are not added where it's not necessary. Mr. Zucker detailed the process used to set the fees, saying the budget committee spent over 40 hours coming to this decision and it was a great effort among the student and administrative support teams.

Mr. Zucker spent significant time discussing the specifics of individual fees including the recreation center and green tag fees. He said the final approval of student fee allocations was sent to President Schott alongside the recreation center and green tag fees; so, ASSOU is finished. He later added that ASSOU will have the budget submitted to the Board for the 16<sup>th</sup> of April.

Mr. Zucker said the process went smoothly and they used technology to their advantage. From the administrative side the process has made some big strides to increase visibility and transparency, and in having a direct line of communication with ASSOU and SOU leadership. Mr. Lovern later described the detail of the forecast models and the transparent approach he used in the process and agrees that it helped build trust with the budget office.

Mr. Zucker spoke about one issue to avoid, which is the concept of cyclical allocation and shared that process in detail. The students considered what index [budget codes] should and should not be part of the student fee, and to move some indexes off the student fee that don't necessarily fit its purpose. One index that was completely defunded was the child care subsidy. The library extra hours were also moved off the incidental fee. ASSOU will be working to make sure that any index that may move off the fee find other funding and not just be eliminated. Responding to Chair Clough, Mr. Zucker stated that the student body can prepare for any fee and communication changes for the future. ASSOU is not necessarily looking to zero-out any indexes or reduce funding as occurred last year; it is looking for other funding. The goal is to keep as many programs intact as possible and create stability within the student fee.

Chair Clough thanked Mr. Zucker for his leadership and wished him best regards.

#### Tuition Advisory Council Report and Update

Dr. Walsh said TAC is ready to make a recommendation on two mandatory fees—that the Student Health and Wellness fee and the building fee remain flat. The TAC is holding 3 percent as a placeholder in the budget for tuition, with a meeting on March 19<sup>th</sup> to determine further information. Updates are always available on the website, which is maintained to record the TAC's work.

#### Report on Presidential Task Force on Financial Sustainability

##### *Master Planning and University Properties Task Force Update*

Mr. Perkinson informed the committee that the master planning space management team has met once, and is looking to see how to improve both the process and the outcomes related to those functions. Trustees from both the governing and foundation boards, and others, are working together to determine recommendations for the highest and best use of some of the perimeter properties at SOU.

##### *Student Success and Completion Model (SSCM)*

The SSCM group met to bring together their collective knowledge and expertise to focus on how to maximize changes in the model to ensure SOU can take full advantage of the changes in a way that benefits SOU.

##### *Budget Committee Update*

Mr. Lovern will chair the budget committee. Some initial dialogue has begun and as this committee matures, more information will be shared.

#### Information Technology (IT) Cost Savings

Tom Battaglia shared the creative cost reduction strategies that IT executed this year. The university's IT costs have gone up fairly rapidly every year, partly due to the ever-changing and pervasive use of technology, including cyber security initiatives. Two factors are costs IT can control versus costs IT cannot control. The solution is to control what we can, to some degree, which is personnel costs. The department was able to restructure while maintaining the service level and remain aligned with Strategic Direction II for being an employer of choice. Working with Human Resources, IT was able to move people throughout the IT organization, restructure, and fill key vacancies. The salary savings were significant, yet, IT provided additional compensation to employees and was still able to realize hundreds of thousands of dollars in savings.

Chair Clough added that the savings of recruitment and ramp up costs of a new employee also were saved due to moving within the department.

#### Revenue Update and Forecast

Mr. Perkinson said the revenue forecast is better than initially expected. Mr. Perkinson explained that there are a few major line-items that tie to SOU's ability to forecast. Dr. Woolf spoke about student enrollment, which is about a 9.7 percent decline for spring. Fall enrollment will be hit by the 28 percent decline at Rogue Community College and returning to in-person instruction will help enrollment a bit.

#### Budget Forecast

Mr. Perkinson said that there are many known and unknown variables to forecasting. State funding is unknown so the administration is modeling this conservatively. Others such as cost of living increases and labor category increases are known and can be modeled accordingly. Next fiscal year's forecast shows the CRSSA stimulus included, but not the institutional side of the stimulus. Though there is a \$5.2 million disconnect to maintain the 8 percent operating revenue, there is a \$5.4 million stimulus coming in to offset this. Mr. Lovern reviewed the live pro forma and the impacts of the added stimulus in the forecast. Mr. Perkinson said that SOU continues to look for potential structural changes and transformation in order to be more efficient and effective. President Schott said that SOU needs to continue to improve operations and do everything it can to drive enrollment, reduce costs, and find a balance between these. Additionally, the federal stimulus funding has provided SOU the time to do this.

Responding to Trustee Franks, Mr. Perkinson clarified the timing of the tuition will be set next month in April and the budget will be set in May.

#### Future Meetings

The committee's next meeting will be on April 15, 2021.

#### **Adjournment**

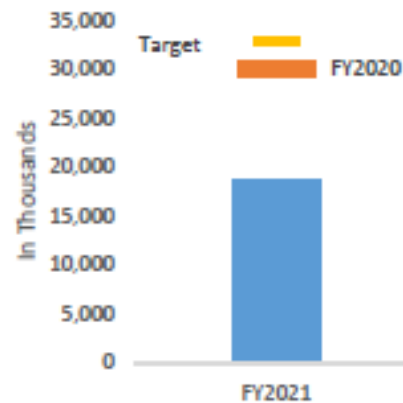
Chair Clough adjourned the meeting at 6:01 p.m.

## Financial Dashboard

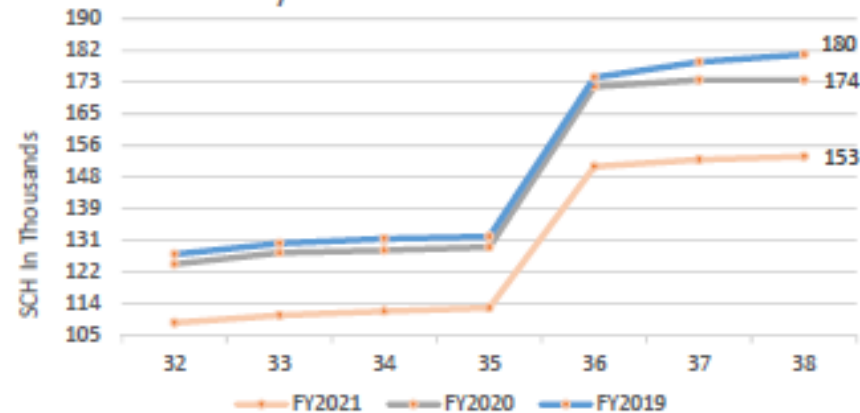
For FY2021

As of March 31, 2021 ( prior to close)

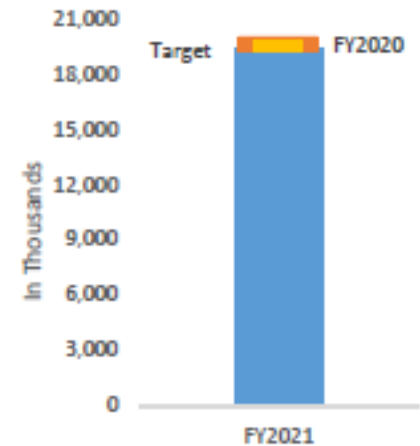
### Public University Funds Operating Cash



### Total Student Credit Hours by Week of the Fiscal Year

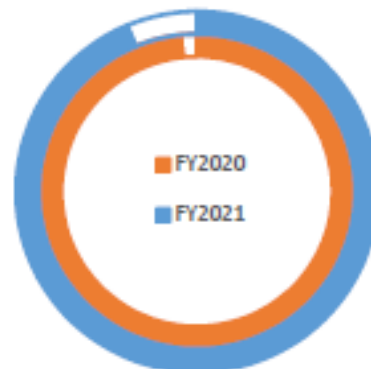


### E&G Fund Balance

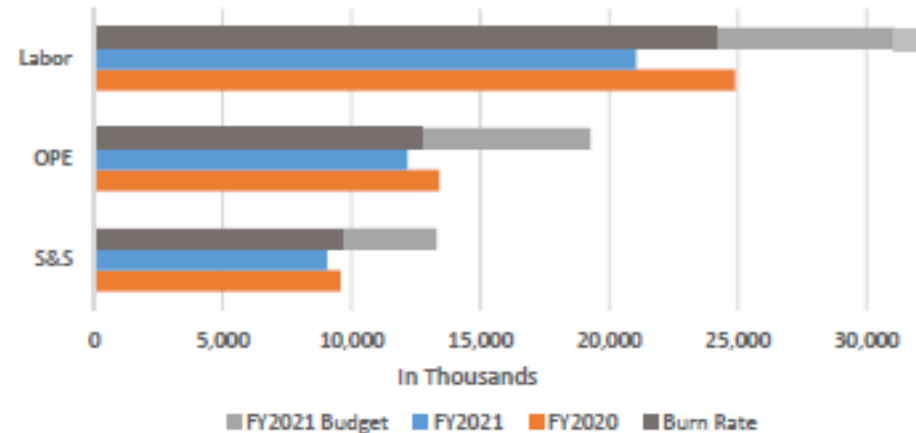


### New Federal Funding Supporting Universities

### E&G YTD Revenues



### E&G YTD Select Expenses



# Financial Dashboard - Summary

- Revenues look even worse than normal, compared to where they were in February.
- This is because of a "timing" issue as it stood with the delivery of the State Appropriations last year.
- When COVID was first taking effect, the HECC accelerated the delivery of the State Appropriations.
- All of the State Appropriations that would have been coming to SOU in April through June of last year, were delivered in March.
- As such, by the end of March last year, we had received 100% of the State funding.
- The same is not happening this year.
- As a result, our State funding appears to be way down, but it's just because we have another \$3.6m yet to be received over the April to June months.

# Vice President's Report

# Vice President's Report

- Higher Education Coordinating Commission (HECC) Update
- Legislative Initiative Impacts
- University Properties Task Force



# HECC Update

<https://www.oregon.gov/highered/about/Pages/current-materials.aspx>

- Participated in “Financial Outlook” Panel Discussion on 4/7/21, Funding and Achievement Subcommittee
- Supported preparation for Ways and Means presentations
  - Funding PUSF at CSL (\$900M)
  - Capital and Capital Improvement and Renewal (CIR)
  - \$3.5M for Cascades Demolition

# Legislative Update

## Key Take-Aways from the Session Thus Far:

- Ways & Means draft budget is encouraging news for the public universities.
- Transfer work by the provosts is building some needed good will.
- While the usual number of bills have been introduced, fewer than usual may pass.

# Budget Update and Financial Relief Impacts

# Summary of Federal Relief

## The up-side of American Rescue Plan Act (ARPA)

- ARP rules have flowed, considering allocation approach
  - \$8.9M targeted to students: what's the best way to help?
  - \$12.2M institutional portion



### Federal Funding Support Summary

Federal Funds (Institution portion)  
 Federal Funds (Strengthening Institutional Programs)  
  
 Additional CARES Act funding received through the CPB: support to JPR  
 Total Federal Support Funding Coming to the University  
  
 Total Federal Support to be issued Directly Students  
 Total Support

CARES	CRRSAA	ARP	GEER	Total
\$ 1,711,039	\$ 4,491,416	\$ 5,456,500	\$ 72,755	\$ 11,731,710
\$ 170,780	\$ 264,474	\$ -	\$ -	\$ 435,254
\$ 1,881,819	\$ 4,755,890	\$ 5,456,500	\$ 72,755	\$ 12,166,964
\$ 224,272	\$ -	\$ -	\$ -	\$ 224,272
\$ 2,106,091	\$ 4,755,890	\$ 5,456,500	\$ 72,755	\$ 12,391,236
\$ 1,711,040	\$ 1,711,040	\$ 5,456,500	\$ -	\$ 8,878,580
\$ 3,817,131	\$ 6,466,930	\$ 10,913,000	\$ 72,755	\$ 21,269,816

# Financial Headwinds facing SOU

- COVID direct costs and revenue losses projected to + \$33.1M
- Enrollment losses (now and over the next few years?)
  - Reduced pipeline due to COVID and Wildfires
  - Significant shortfall in Advanced Southern Credit enrollment for high school students -- Dual credit decimated
  - Demographic cliff looming
  - Transfer reductions
- Increasing direct and indirect cost base
- Lower than normal enrollments leading to less SCH and fewer graduates

<b>Cost To Date</b>	<b>\$ 2,477,655</b>
<b>Total Cost</b>	<b>\$ 6,673,843</b>
<b>Revenue Loss To Date</b>	<b>\$ 10,076,437</b>
<b>Total Revenue Loss</b>	<b>\$ 26,450,646</b>

# FY 21 Budget Update

- Year to date actuals; and
- Estimate to complete FY21
- Furlough savings YTD (including new savings thru end of FY)
- Includes projected CRRSSA and ARPA federal relief
- Outcome: one-time funding provides shock absorber for next biennium and 60 days “run time” (making payroll)
- Projected \$10.9M ending fund balance and 15% KPI (NACUBO recommendation is 40%)

		2019-21 Biennium		
Education and General <input type="checkbox"/>		2019-20 ACTUAL	2020-21 BUDGET	2020-21 FY Forecast
(in thousands of dollars)		(000's)	(000's)	(000's)
<b>Revenue</b>				
State Appropriations: SSCM		22,696	23,357	23,559
One-time Funding Changes				10,358
<b>Total State Funding (SSCM,ETSF,SELP)</b>		23,074	23,716	34,483
Tuition		39,365	36,945	36,403
Fees		3,167	3,373	3,424
Raider Aid		(3,965)	(3,325)	(3,207)
Oth tuition & fee adjustments				
<b>Tuition, net of Raider Aid</b>		38,567	36,993	36,621
Misc. Other Revenue		2,453	2,145	1,597
<b>TOTAL REVENUES</b>		64,095	62,855	72,700
Personnel Services				
Faculty		(16,083)	(17,419)	(14,910)
Admin		(9,617)	(9,097)	(8,118)
Classified		(6,362)	(6,203)	(5,467)
Student (& Other)		(1,445)	(1,643)	(1,126)
Salaries Total		(33,508)	(34,363)	(29,620)
Retirement (PERS + ORP)		(7,881)	(8,233)	(6,896)
PEBB		(7,312)	(7,613)	(7,057)
Other		(3,275)	(3,432)	(2,814)
OPE		(18,469)	(19,278)	(16,767)
Vacancy Adj.				
Other Adj. to Labor				
<b>Net Personnel</b>		(51,977)	(53,641)	(46,387)
Supplies & Services		(10,477)	(11,683)	(10,239)
Program Investment				
S&S Adjustments				
<b>Total Supplies &amp; Services, Capital Expenses</b>		(10,477)	(11,683)	(10,390)
Cost Reductions and Savings			4,108	
<b>TOTAL EXPENDITURES</b>		(62,454)	(61,216)	(56,778)
<b>Net from Operations Before Transfers</b>		1,641	1,638	15,923
Budgeted Transfers		(1,913)	(1,688)	(1,585)
Transfers Adjustments				(8,515)
<b>NET TRANSFERS</b>		(1,913)	(1,688)	(10,100)
Change in Fund Balance		<input checked="" type="checkbox"/> (273)	(50)	5,823
Fund Additional (Deductions) 4 hitting Target EFB				
<b>Beginning Fund Balance</b>		5,354	5,029	5,081
<b>Ending Fund Balance</b>		5,081	5,029	10,904
<b>% Operating Revenues</b>		7.92%	8.00%	15.00%

# **Student Incidental Fees for Academic Year 2021-22 (Action)**



MANDATORY STUDENT INCIDENTAL FEES – JOINT RECOMMENDATION

For July 1, 2021 through June 30, 2022

Date: April 8, 2021

To: The Board of Trustees of Southern Oregon University

From: Associated Students of Southern Oregon University (ASSOU)

DESCRIPTION OF REQUEST

Joint Recommendation for Mandatory Incidental Fees for Academic Year 2021-22 & Summer Term 2021

DESCRIPTION OF FUNDS

Mandatory Incidental Fees as authorized and collected according to ORS 352.105. Fees include:

<u>STUDENT INCIDENTAL FEE</u>	
Incidental Fee - Academic Year 2021 - 22	\$380
Incidental Fee - Prior Academic Year 2020 - 21	\$372
\$ Change from Prior Year:	\$8
% Change from Prior Year:	2.15%
Incidental Fee - Summer Term 2021	\$85
Incidental Fee - Prior Summer Term	\$82
\$ Change from Prior Year:	\$3
% Change from Prior Year:	3.66%
<b>Programs Supported</b>	<b>Est. Collections</b>
Athletics (Incidental Fee Supported Funds only)	\$1,260,095
Campus Recreation (Incidental Fee Supported Funds only)	\$649,837
Student Life & Educational Activities	\$1,919,119
Indirect Budget Authority Support	\$71,858
Building/Equipment Reserves & General Liability Easements	\$28,175
Incidental Fee Reserve	\$112,788
Sub-Total Incidental Fee Budgets:	\$4,041,870
<u>GREEN TAG FEE</u>	
Green Tag Fee - Academic Year 2021 - 22	\$13
Incidental Fee - Prior Academic Year 2020 - 21	\$13
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
<b>Programs Supported</b>	<b>Est. Collections</b>
Green Tag Projects	\$138,275
<u>RECREATION CENTER FEE</u>	
Recreation Center Fee - Academic Year 2021 - 22	\$104
Recreation Center Fee - Prior Academic Year 2020 - 21	\$104
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
<b>Programs Supported</b>	<b>Est. Collections</b>
Recreation Center (Building, Debt Service, Labor, etc.)	\$1,032,040

JOINT RECOMMENDATION

☒ Approve    ☐ Disapprove

\_\_\_\_\_  
President, Associated Students  
of Southern Oregon University  
Violet Crain

\_\_\_\_\_  
Date

☒ Approve    ☐ Disapprove



\_\_\_\_\_  
President, Southern Oregon University  
Dr. Linda Schott

4.9.2021  
\_\_\_\_\_  
Date



# **Tuition and Mandatory Enrollment Fees for Academic Year 2021-22 (Action)**

## HOUSE BILL 4141 COMPLIANCE MEASURES

1. The University must create a shared governance body that advises the President concerning resident tuition and fees recommendations to be brought before the University's Board of Trustees; SOU chartered the Tuition Advisory Council.
2. That body must provide a written document describing the role of the advisory council and be composed of at least:
  - ☒ a) Two Administrators
  - ☒ b) Two Faculty
  - ☒ c) Two Students representing Student Government
  - ☒ d) Two Students representing historically underserved students
3. The University must provide training on:
  - ☒ a) The budget of the university
  - ☒ b) The legislative appropriation process
  - ☒ c) Data showing the relationship between tuition and fees to state appropriations
4. The University must provide the council with:
  - ☒ a) A plan for managing costs
  - ☒ b) A plan for how tuition and fees *could be decreased* if the university receives extra appropriations
5. If the council feels a recommendation greater than 5% annually is necessary, the council must document its consideration of:
  - ☒ a) The impact of that increase on students, especially historically underserved students
  - ☒ b) The impact of that increase on the mission of the University
  - ☒ c) Alternative scenarios involving smaller increases
6. The council must also:
  - ☒ a) Provide opportunities for students to actively participate in the process and deliberations
  - ☒ b) Provide a written report to the President with recommendations, deliberations and observations about tuition and fees for the upcoming academic year including any sub-reports requested by members of the council or other documentation produced or received by the council
7. The University must ensure that the process is described on the University's website and include downloadable materials such as:
  - ☒ a) The council's role and relationship to the Board



**ACADEMIC YEAR 2021-22 TUITION RATE RECOMMENDATION**  
For July 1, 2021 through June 30, 2022

Date: April 9, 2021

To: The Board of Trustees of Southern Oregon University Board of Trustees

From: Dr. Linda Schott, President

**DESCRIPTION OF REQUEST**

Recommendation of Tuition Rates for Academic Year 2021-22

**DESCRIPTION OF FUNDS**

Tuition Rates as authorized and collected according to ORS 352.102. Rates include:

	<b>2020-21</b>	<b>2021-22</b>					
<b>Undergraduate Tuition Rate per SCH</b>	<b>Current</b>	<b>Proposed</b>	<b>% Change from Prior AY</b>	<b>Difference Per SCH</b>	<b>Difference Per Term @ 15 SCH</b>	<b>Difference Per AY @ 45 SCH</b>	<b>Annual Tuition Cost</b>
01-WUE SCH	\$294	\$301.50	2.55%	\$7.50	\$112.50	\$337.50	\$13,567.50
02-UG Resident SCH (incl. EXRES)	\$196	\$201.00	2.55%	\$5.00	\$75.00	\$225.00	\$9,045.00
02.2-UG JackJo Pledge	\$125	\$150.00	20.00%	\$25.00	\$375.00	\$1,125.00	\$6,750.00
03-UG Non Resident SCH	\$580	\$597.00	2.93%	\$17.00	\$255.00	\$765.00	\$26,865.00
04.1-UG Online SCH RES	\$196	\$201.00	2.55%	\$5.00	\$75.00	\$225.00	\$9,045.00
04.2-UG Online SCH NON-RES	\$196	\$201.00	2.55%	\$5.00	\$75.00	\$225.00	\$9,045.00
04.3-UG Online SCH WUE	\$294	\$301.50	2.55%	\$7.50	\$112.50	\$337.50	\$13,567.50
<b>Graduate Tuition Rate per SCH</b>							
05-GR Resident SCH (incl. EXRES)	\$491	\$505.00	2.85%	\$14.00	\$168.00	\$504.00	\$22,725.00
06-GR Non Resident SCH	\$593	\$610.00	2.87%	\$17.00	\$204.00	\$612.00	\$27,450.00
07.0-GR AP MBA Online SCH	\$430	\$430.00	0.00%	\$0.00	\$0.00	\$0.00	\$19,350.00
07.1-GR Online SCH RES	\$491	\$505.00	2.85%	\$14.00	\$168.00	\$504.00	\$22,725.00
07.2-GR Online SCH NON-RES	\$491	\$505.00	2.85%	\$14.00	\$168.00	\$504.00	\$22,725.00
07.3-GR AP MS.Ed Online SCH	\$369	\$369.00	0.00%	\$0.00	\$0.00	\$0.00	\$16,605.00
08-GR - MEDU SCH	\$421	\$433.00	2.85%	\$12.00	\$144.00	\$432.00	\$19,485.00
<b>Other Categories Tuition Rate per SCH</b>							
09-Staff	\$58	\$60.00	3.45%	\$2.00	\$30.00	\$90.00	\$2,700.00
10-Waived Tuition SCH	\$0	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	\$0.00
11-Course Based Tuition SCH	\$110	\$113.00	2.73%	\$3.00	\$45.00	\$135.00	\$5,085.00
12-Adv Southern Credit SCH	\$49	\$50.00	2.04%	\$1.00	\$15.00	\$45.00	\$2,250.00
13-Early Entry Credit SCH	\$181	\$186.00	2.76%	\$5.00	\$75.00	\$225.00	\$8,370.00

**PRESIDENT'S RECOMMENDATION**

[X] Approve    [ ] Disapprove

\_\_\_\_\_  
President, Southern Oregon University  
Dr. Linda Schot

4.9.2021  
Date



MANDATORY ENROLLMENT FEES RECOMMENDATION

For July 1, 2021 through June 30, 2022

Date: April 8, 2021

To: The Board of Trustees of Southern Oregon University

From: Dr. Linda Schott, President

DESCRIPTION OF REQUEST

Recommendation for Mandatory Enrollment Fees for Academic Year 2021-22 & Summer Term 2021

DESCRIPTION OF FUNDS

Mandatory Enrollment Fees as authorized and collected according to ORS 352.102. Fees include:

<b>BUILDING FEE (includes Technology Infrastructure)</b>	
Building Fee - Academic Year 2021 - 22	\$60
Building Fee - Prior Academic Year 2020 - 21	\$60
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
Building Fee - Summer Term 2021	\$45
Building Fee - Prior Summer Term	\$45
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
<b>Programs Supported</b>	<b>Est. Collections</b>
Building Fee Reserve	\$500,000
Technology Infrastructure	\$165,000
Sub-Total Building Fee Budgets:	\$665,000

<b>STUDENT HEALTH SERVICES FEE</b>	
Health Services Fee - Academic Year 2021 - 22	\$150
Health Services Fee - Prior Academic Year 2020 - 21	\$150
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
Health Services Fee - Summer Term 2021	\$45
Health Services Fee - Prior Summer Term	\$45
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
<b>Programs Supported</b>	<b>Est. Collections</b>
Student Health and Wellness Center and Programs	\$1,484,610

**PRESIDENT'S RECOMMENDATION**

[X] Approve    [ ] Disapprove

\_\_\_\_\_  
President, Southern Oregon University  
Dr. Linda Schott

4.9.2021  
Date

Tuition Category	Current Credit Rate Per Term	Current Tuition per Academic Year	Proposed Credit Rate Per Term	Proposed Tuition per Academic Year	Increase \$ per Credit	Increase \$ per Academic Year	Increased %
Resident Undergrad	\$196.00	\$8,820.00	\$201.00	\$9,045.00	\$5.00	\$225.00	2.55%
WUE	\$294.00	\$13,230.00	\$301.50	\$13,567.50	\$7.50	\$337.50	2.55%
Nonres Undergrad	\$580.00	\$26,100.00	\$597.00	\$26,865.00	\$17.00	\$765.00	2.93%
Resident Grad	\$491.00	\$17,676.00	\$505.00	\$18,180.00	\$14.00	\$504.00	2.85%
Nonres Grad	\$593.00	\$21,348.00	\$610.00	\$21,960.00	\$17.00	\$612.00	2.87%
Masters - Education	\$421.00	\$15,156.00	\$433.00	\$15,588.00	\$12.00	\$432.00	2.85%

Mandatory Enrollment & Incidental Fees							
Student Incidental & Green Tag	\$385.00	\$1,155.00	\$393.00	\$1,179.00	\$8.00	\$24.00	2.08%
Student Rec Center	\$104.00	\$312.00	\$104.00	\$312.00	\$0.00	\$0.00	0.00%
Student Health Services	\$150.00	\$450.00	\$150.00	\$450.00	\$0.00	\$0.00	0.00%
Building Fee	\$60.00	\$180.00	\$60.00	\$180.00	\$0.00	\$0.00	0.00%
Composite Mandatory Fees:	\$699.00	\$2,097.00	\$707.00	\$2,121.00	\$8.00	\$24.00	1.14%

Tuition & Fees Totals	SCH: 15UG 12GR	SCH: 45UG 36GR	SCH: 15UG 12GR	SCH: 45UG 36GR			
Resident Undergrad	\$3,639.00	\$10,917.00	\$3,722.00	\$11,166.00	\$13.00	\$249.00	2.28%
WUE	\$5,124.00	\$15,327.00	\$5,229.50	\$15,688.50	\$15.50	\$361.50	2.36%
Nonres Undergrad	\$9,279.00	\$28,197.00	\$9,662.00	\$28,986.00	\$25.00	\$789.00	2.80%
Resident Grad	\$6,591.00	\$19,773.00	\$6,767.00	\$20,301.00	\$22.00	\$528.00	2.67%
Nonres Grad	\$7,731.00	\$23,445.00	\$8,027.00	\$24,081.00	\$25.00	\$636.00	2.71% <sup>29</sup>
Masters - Education	\$5,751.00	\$17,253.00	\$5,903.00	\$17,709.00	\$20.00	\$456.00	2.64%

Housing	Current	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Greensprings - Double	\$2,662	\$7,986	\$2,741.51	\$8,224.53	\$79.59	\$238.77	2.99%
Greensprings - Double-as-Single	\$3,516	\$10,548	\$3,621.10	\$10,863.31	\$105.13	\$315.38	2.99%
Madrone - Single Apartment	\$4,107	\$12,322	\$4,229.97	\$12,689.91	\$122.80	\$368.41	2.99%
Shasta - Double	\$3,006	\$9,017	\$3,095.70	\$9,287.10	\$89.87	\$269.62	2.99%
Shasta - Single	\$3,660	\$10,981	\$3,769.84	\$11,309.53	\$109.45	\$328.34	2.99%
McLoughlin - Double	\$3,166	\$9,497	\$3,260.49	\$9,781.47	\$94.66	\$283.98	2.99%
McLoughlin - Single	\$3,931	\$11,792	\$4,048.06	\$12,144.18	\$117.52	\$352.57	2.99%
McLoughlin - Super Single	\$4,323	\$12,970	\$4,452.55	\$13,357.64	\$129.27	\$387.80	2.99%
McLoughlin - Studio Single	\$4,411	\$13,232	\$4,542.43	\$13,627.29	\$131.88	\$395.63	2.99%

Meals	Current	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Red Plan	\$ 1,921	\$ 5,763	\$1,978.39	\$5,935.16	\$57.44	\$172.31	2.99%
Black Plan	\$ 1,921	\$ 5,763	\$1,978.39	\$5,935.16	\$57.44	\$172.31	2.99%
S Plan	\$ 1,612	\$ 4,835	\$1,659.94	\$4,979.82	\$48.19	\$144.57	2.99%
O Plan	\$ 1,612	\$ 4,835	\$1,659.94	\$4,979.82	\$48.19	\$144.57	2.99%
U Plan	\$ 1,612	\$ 4,835	\$1,659.94	\$4,979.82	\$48.19	\$144.57	2.99%
Rocky Plan	\$ 1,310	\$ 3,930	\$1,349.17	\$4,047.51	\$39.17	\$117.51	2.99%
Hawk Plan	\$ 901	\$ 2,703	\$927.94	\$2,783.82	\$26.94	\$80.82 <sub>30</sub>	2.99%
Madrone Plan	\$ 848	\$ 2,544	\$873.36	\$2,620.07	\$25.36	\$76.07	2.99%



<b>Tuition</b>	<b>Current per Term</b>	<b>Current Per AY</b>	<b>Proposed per Term</b>	<b>Proposed Per AY</b>		<b>\$ ▲ Per Term</b>	<b>\$ ▲ per AY</b>	<b>% ▲</b>
Resident Undergrad	\$2,940	\$8,820	<b>\$3,015.00</b>	\$9,045.00		\$5.00	\$225.00	2.55%
<b>Mandatory Enrollment &amp; Incidental Fees</b>								
Student Incidental & Green Tag	\$385	\$1,155	<b>\$393.00</b>	\$1,179.00		\$8.00	\$24.00	2.08%
Student Rec Center	\$104	\$312	<b>\$104.00</b>	\$312.00		\$0.00	\$0.00	0.00%
Student Health Services	\$150	\$450	<b>\$150.00</b>	\$450.00		\$0.00	\$0.00	0.00%
Building Fee	\$60	\$180	<b>\$60.00</b>	\$180.00		\$0.00	\$0.00	0.00%
Composite Fees:	\$699	\$2,097	<b>\$707.00</b>	\$2,121.00		\$8.00	\$24.00	1.14%
Composite Tuition and Fees:	\$3,639	\$10,917	<b>\$3,722.00</b>	\$11,166.00		\$13.00	\$249.00	<b>2.28%</b>
<b>Housing/Meals</b>								
Shasta Double	\$3,006	\$9,017	<b>\$3,095.70</b>	\$9,287.10		\$89.87	\$269.62	2.99%
Red Plan	\$1,921	\$5,763	<b>\$1,978.39</b>	\$5,935.16		\$57.44	\$172.31	2.99%
Composite Housing/Meals Change:	\$4,927	\$14,780	<b>\$5,074.09</b>	\$15,222.26		\$147.31	\$441.93	2.99%
<b>Total Cost of Attendance</b>								
Resident Undergrad	\$8,566	\$25,697	<b>\$8,796.09</b>	\$26,388.26		\$160.31	\$690.93	<b>2.69%</b>

**Southern Oregon University  
Board of Trustees  
Finance and Administration Committee**

**RESOLUTION  
Tuition and Fees for Academic Year 2021-22**

Whereas, the Southern Oregon University Board of Trustees (“the board”) has the authority to establish tuition and mandatory enrollment fees in accordance with ORS 352.102, ORS 352.103 and other applicable laws and policy, including the Board Statement on Delegation of Authority;

Whereas, the board previously adopted a process for Establishing Tuition and Mandatory Fees;

Whereas, the board authorizes the collection of mandatory student incidental fees which have been recommended jointly by the president of the university and the recognized student government, the Associated Students of Southern Oregon University (ASSOU), and established in accordance with provisions outlined in ORS 352.102 and ORS 352.105;

Whereas, the university’s Tuition Advisory Council, which is comprised of representatives from various campus constituencies including but not limited to students, student government, faculty, and staff has recommended to the University President tuition and mandatory enrollment fees for Academic Year 2021-22;

Whereas, after considering numerous factors including but not limited to historical tuition and fee trends, comparative data of peer institutions, the university’s budget and projected costs, anticipated funding including anticipated state appropriation levels, and applicable fee recommendations, the University President has provided the board tuition and mandatory enrollment fee recommendations for consideration;

Whereas, the president has recommended to the Finance and Administration Committee that the proposed tuition and mandatory enrollment and incidental fees schedules be submitted to the full Board of Trustees for consideration and approval; and

Whereas, the board considers a number of factors, including the desire to: create affordable access to programs and courses; encourage a diverse student body; maintain quality academic programs; encourage enrollment, persistence, and graduation of students; maintain the university infrastructure necessary to support the academic, cultural and physical development of its students; and support the educational goals of the State of Oregon;



Now, therefore, be it resolved, that the Finance and Administration Committee of the Board of Trustees of Southern Oregon University hereby recommends the Board of Trustees approve the tuition rate, mandatory enrollment fees, and the mandatory student incidental fees schedules as proposed, to become effective July 1, 2021. With this approval, the board authorizes the collection of the approved tuition and fees for the 2021-2022 academic year.

VOTE:

DATE: April 15, 2021

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University Board Secretary

# Budget Forecast and Review of Pro Forma

# Revenue Input to Budget Forecast

- One-time funding

## Federal Funding Support Summary

	CARES	CRRSAA	ARP	GEER	Total
Federal Funds (Institution portion)	\$ 1,711,039	\$ 4,491,416	\$ 5,456,500	\$ 72,755	\$ 11,731,710
Federal Funds (Strengthening Institutional Programs)	\$ 170,780	\$ 264,474	\$ -	\$ -	\$ 435,254
	\$ 1,881,819	\$ 4,755,890	\$ 5,456,500	\$ 72,755	\$ 12,166,964
Additional CARES Act funding received through the CPB: support to JPR	\$ 224,272	\$ -	\$ -	\$ -	\$ 224,272
Total Federal Support Funding Coming to the University	\$ 2,106,091	\$ 4,755,890	\$ 5,456,500	\$ 72,755	\$ 12,391,236
Total Federal Support to be issued Directly Students	\$ 1,711,040	\$ 1,711,040	\$ 5,456,500	\$ -	\$ 8,878,580
Total Support	\$ 3,817,131	\$ 6,466,930	\$ 10,913,000	\$ 72,755	\$ 21,269,816

- State Funding 21-23 biennium:
  - W&M co-chairs at \$887M for PUSF
  - SSCM estimate = \$24.5M next FY  
(with conservative assumption on pipeline SCH and Dual Credit “losses”)
  - Sports lottery – project \$260K decrease
- Enrollment at -3%
- Tuition at 2.99% increase

# 21 – 23 Biennium

## -3% Enrollment

- PUSF at \$887 (W&M Co-chairs funding level)
- 2.99% Tuition rate increases (rounded down)
  - Resident
  - Non-resident
- 3% COLAs
- PEBB rates ‘holding steady’
- PERS rates increased
- Furloughs thru 9/6/21
- Includes Federal relief (allocation still pending)
- Outcomes: if we hold tuition down and allow labor increases, creates a **\$4.16M disconnect in FY 22 to maintain 15% KPI**

	2019-21 Biennium			2021-23 Biennium
	2019-20 ACTUAL	2020-21 BUDGET	2020-21 FY Forecast	2021-22 FORECAST
	(000's)	(000's)	(000's)	(000's)
<b>Education and General</b> <input type="checkbox"/>				
(in thousands of dollars)				
<b>Revenue</b>				
State Appropriations: SSCM	22,696	23,357	23,559	24,495
One-time Funding Changes			10,358	
<b>Total State Funding (SSCM,ETSF,SELP)</b>	23,074	23,716	34,483	24,873
Tuition	39,365	36,945	36,403	36,945
Fees	3,167	3,373	3,424	3,233
Raider Aid	(3,965)	(3,325)	(3,207)	(3,616)
Oth tuition & fee adjustments				
<b>Tuition, net of Raider Aid</b>	38,567	36,993	36,621	36,562
Misc. Other Revenue	2,453	2,145	1,597	2,458
<b>TOTAL REVENUES</b>	64,095	62,855	72,700	63,894
<b>Personnel Services</b>				
Faculty	(16,083)	(17,419)	(14,910)	(17,113)
Admin	(9,617)	(9,097)	(8,118)	(9,907)
Classified	(6,362)	(6,203)	(5,467)	(6,970)
Student (& Other)	(1,445)	(1,643)	(1,126)	(1,746)
Salaries Total	(33,508)	(34,363)	(29,620)	(35,736)
Retirement (PERS + ORP)	(7,881)	(8,233)	(6,896)	(9,221)
PEBB	(7,312)	(7,613)	(7,057)	(7,410)
Other	(3,275)	(3,432)	(2,814)	(3,395)
OPE	(18,469)	(19,278)	(16,767)	(20,026)
Vacancy Adj.				
Other Adj. to Labor				500
<b>Net Personnel</b>	(51,977)	(53,641)	(46,387)	(55,261)
<b>Supplies &amp; Services</b>	(10,477)	(11,683)	(10,239)	(11,946)
Program Investment				
S&S Adjustments				
<b>Total Supplies &amp; Services, Capital Expenses</b>	(10,477)	(11,683)	(10,390)	(11,946)
Cost Reductions and Savings		4,108		4,165
<b>TOTAL EXPENDITURES</b>	(62,454)	(61,216)	(56,778)	(63,042)
<b>Net from Operations Before Transfers</b>	1,641	1,638	15,923	852
Budgeted Transfers	(1,913)	(1,688)	(1,585)	(1,912)
Transfers Adjustments			(8,515)	(260)
<b>NET TRANSFERS</b>	(1,913)	(1,688)	(10,100)	(2,172)
Change in Fund Balance	<input checked="" type="checkbox"/> (273)	(50)	5,823	(1,320)
Fund Additional (Deductions) 4 hitting Target EFB				
<b>Beginning Fund Balance</b>	5,354	5,079	5,081	10,904
<b>Ending Fund Balance</b>	5,081	5,029	10,904	9,584
<b>% Operating Revenues</b>	<b>7.92%</b>	<b>8.00%</b>	<b>15.00%</b>	<b>15.00%</b>

# Future Meetings

# Adjournment