



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

November 12, 2021

TO: Southern Oregon University Board of Trustees

FROM: Sabrina Prud'homme, University Board Secretary

RE: Notice of Regular Meeting of the Board of Trustees

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

The board will receive reports from the university president, board committees, the Associated Students of SOU, the SOU Faculty Senate, SOU's staff assembly, and university advancement. Updates will be provided on fall 2021 enrollment; equity, diversity and inclusion; government relations; and the budget, with a review of the financial pro forma. Other agenda topics include the presidential transition; transition support for the new president; and trustee recognition.

Action items on the agenda include a consent agenda consisting of past meeting minutes; a proposal on the internal audit function; a proposed 2022-2023 meeting schedule for the Board of Trustees; the appointment of an acting university president; and the university president's fall 2021 goals.

A discussion of the university president's annual evaluation will be held in an executive session, pursuant to ORS 192.660 (2)(f) and (i).

The meeting will occur as follows:

Friday, November 19, 2021

12:00 p.m. to 3:30 p.m. (or until business is concluded)

Meese Room, Hannon Library, 3rd Floor (Room 305)

Visit governance.sou.edu for meeting materials.

To view the proceedings, visit <https://sou.zoom.us/j/86165923372> at the time of the meeting.

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University.

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

Public Comments

Members of the public who wish to provide public comments for the meeting are invited to submit their comments in writing or to sign up in advance to speak at the meeting. Please sign up or send written public comments through the Board of Trustees email address, trustees@sou.edu, at least 24 hours in advance of the meeting. When signing up, commenters should include their name, email address, phone number, relationship to SOU, and subject of the public comments. Public comments also may be sent to the board via postal mail addressed to SOU Board of Trustees, 1250 Siskiyou Blvd., Ashland, OR 97520, or hand delivered to Churchill Hall, Room 107, at this address.



Board of Trustees
November 19, 2021

Call to Order / Roll / Declaration of a Quorum



Board of Trustees Meeting

Friday, November 19, 2021
12:00 – 3:30 p.m. (or until business concludes)
Meese Room, Hannon Library
<https://sou.zoom.us/j/86165923372>

AGENDA

Persons wishing to provide public comment shall do so in writing or sign up at least 24-hours in advance.
Please note: timings are approximate and items may be taken out of order.

- | | | | |
|---------|----------|--|---|
| | 1 | Call to Order/Roll/Declaration of a Quorum | |
| 5 min. | 1.1 | Welcome, Opening Remarks, and Land Acknowledgement | Chair Daniel Santos |
| | 1.2 | Roll and Declaration of a Quorum | Sabrina Prud'homme, SOU, Board Secretary |
| | 1.3 | Agenda Review | Chair Santos |
| | 2 | Public Comment | |
| 5 min. | 3 | Consent Agenda | |
| | 3.1 | June 18, 2021 Meeting Minutes | Chair Santos |
| | 3.2 | September 17, 2021 Meeting Minutes | |
| | 4 | Reports | |
| 15 min. | 4.1 | President's Report | President Linda Schott |
| 20 min. | 4.2 | Committee Reports | Chair Santos; Vice Chair Jonathon Bullock, Ph.D.; Trustee Sheila Clough |
| 5 min. | 4.3 | Associated Students of SOU Report | Gabrielle Slyfield, ASSOU, President |
| 5 min. | 4.4 | Faculty Senate Report | Dr. Melissa Andersen, SOU, Faculty Senate Chair |
| 5 min. | 4.5 | Staff Assembly Report | Dr. Matt Stillman, SOU, Staff Assembly Chair |

**Board of Trustees Meeting
12:00 – 3:30 p.m. (or until business concludes)
Friday, November 19, 2021**

AGENDA (Continued)

15 min.	4.6	University Advancement Report	Janet Fratella, SOU, Vice President for University Advancement
	5	Action, Information and Discussion Items	
10 min.	5.1	Fall 2021 Enrollment Update and Revenue Forecast	Dr. Neil Woolf, SOU, Vice President for Enrollment Management and Student Affairs; Josh Lovern, SOU, Director of Budget and Planning
10 min.	5.2	Budget Update and Review of Pro Forma	Greg Perkinson, SOU, Vice President for Finance & Administration; Josh Lovern, SOU, Director of Budget and Planning
20 min.	5.3	Internal Audit Proposal (Action)	Jason Catz, SOU, General Counsel
10 min.		BREAK	
10 min.	5.4	Equity, Diversity, and Inclusion (EDI) Update	Toya Cooper, SOU, Vice President for Equity, Diversity, and Inclusion
5 min.	5.5	Government Relations Update	Jeanne Stallman, SOU, Associate Vice President for Government Relations and Outreach
5 min.	5.6	Proposed 2022-2023 Board of Trustees Meeting Schedule (Action)	Chair Santos
15 min.	5.7	Presidential Transition	Chair Santos
		5.7.1 Transition Planning Update	
		5.7.2 Transition Support for SOU President	

**Board of Trustees Meeting
12:00 – 3:30 p.m. (or until business concludes)
Friday, November 19, 2021**

AGENDA (Continued)

15 min.	5.8	Appointment of Acting University President (Action)	Chair Santos
10 min.	5.9	Trustee Recognition	Chair Santos
20 min.	5.10	University President’s Annual Evaluation [Executive Session Pursuant to ORS 192.660(2)(f) and (i)]	Chair Santos and Trustee Nicholson
5 min.	5.11	University President’s Fall 2021 Goals (Action)	President Linda Schott
	5.12	Future Meetings	Chair Santos
	6	Adjournment	Chair Santos

Public Comment

Consent Agenda

**Board of Trustees Retreat
September 17, 2021**

Minutes

Call to Order/Roll/Declaration of a Quorum

Committee Members:

Paul Nicholson	Present	Daniel Santos	Present
Shaun Franks	Present	Mimi Pieper	Present
Lyn Hennion	Present	Bill Thorndike	Absent
Deborah Rosenberg	Present	Jon Bullock	Present
Steve Vincent	Present	janelle wilson	Present
Barry Thalden	Present	Sheila Clough	Present
Debra Lee	Present	Linda Schott	Present

Chair Nicholson called the meeting to order at 3:43 p.m. The board secretary recorded the roll and a quorum was verified.

Other attendees included: Dr. Susan Walsh, Provost; Janet Fratella, Vice President for University Advancement; Rob Casserly, OLLI Assistant Director; Cristina Sanz, Director of Development for University Advancement; Jennifer Niedermeyer, Director of Development for University Advancement; Terry Longshore, Professor and Director of Percussion Studies; Bob Ferguson; Imaj Robinson; Sabrina Prud'homme, Board Secretary; and Pamela Tomac, Office of the Board Secretary.

Welcome and Opening Remarks

Chair Nicholson welcomed everyone to the SOU Board of Trustees retreat and read the SOU Land Acknowledgement.

Public Comment

No members of the public offered any comments for this meeting.

Action, Information and Discussion Items

Board Officer Elections (Action)

Chair Nicholson informed the board that he will step down as chair of the board as of October 1, 2021, but will continue as a trustee. In accordance with the board's policies, the vice chair, Danny Santos will assume the position of chair for the remainder of the chair's unexpired term, through June 30, 2022. The vice chair position being vacated shall be filled by an election. The terms for the new chair and vice chair-to-be will be October 1 to June 30, 2022.

When Board Secretary Prud'homme notified the board of this occurrence and called for nominations at the direction of the chair, Trustees Bullock and Clough were suggested. Both Trustees Bullock and Clough were given an opportunity to say a few words about why they would like this vice chair position, and what they hoped they could bring to the role.

Chair Nicholson called for a vote, with no abstentions permitted. Trustee Bullock received seven votes from Chair Nicholson, Trustee Bullock, Trustee Lee, Trustee Pieper, Trustee Santos, Trustee Thalden, and Trustee wilson. Trustee Clough received five votes from Trustee Clough, Trustee Franks, Trustee Hennion, Trustee Rosenberg, and Trustee Vincent.

With a majority of votes, Trustee Bullock was elected to the position of vice chair. Chair Nicholson thanked both nominees for their service to the board and the institution.

Next year, in accordance with the normal term cycles, the board will employ its codified process for officer elections.

Presidential Search Update and Discussion

Vice Chair Santos informed the board that the presidential search was well into the process for recruiting and turning to selecting candidates to interview. He reviewed the composition and role of the committee, and noted that SOU has contracted with the Parker Executive Search (PES) firm to assist the university in the presidential search process.

Through the September 8 application deadline, PES and others worked to recruit candidates. Once an announcement was made, many applicants came right away. Additional work was needed to recruit those candidates still doing their due diligence, placing PES in hundreds of conversations with potential candidates. There are 100 applicants, which is well beyond what was expected. There is a lot of homework for the Presidential Search Committee to process for interviews to be held on September 30 and October 1. The next milestone is to decide who to interview. The cabinet will be utilized as a resource, as designated by the board and as in the past search, to listen in to the interviews and be available to answer any questions for additional insights.

Through the search, Parker recruited 14 women and 19 Black, Indigenous, and People of Color (BIPOC) applicants, as SOU actively pursued diverse candidates. From the upcoming interviews, three to five candidates will be selected for on-campus interviews during the weeks of October 11, 18, and 25. Due to COVID, three possible interview scenarios have been developed. These scenarios, as noted in the materials, for finalists to 1) come to campus with COVID limitations; 2) have a combination of virtual, on-campus visits; or 3) attend interviews virtually. Regardless of the scenario, the final two must come to campus.

Once a selection for president has been made, the board will have to authorize the chair to negotiate a contract. If the first selected candidate does not work out, the chair could proceed to the second candidate, if authorized by the board to do so.

Vice Chair Santos offered tremendous thanks to everyone on the campus including the board for the passion displayed in this search, including President Schott who has been available to speak to candidates expressing interest and due diligence.

Responding to Trustee Vincent, Vice Chair Santos confirmed that while the process is transparent, the candidates' identities are confidential until the on-campus interviews, at which time the semi-finalist candidate names will become public. A quick turnaround will be necessary so as not to leave the semi-finalists and finalists unduly exposed.

Presidential Transition Discussion: The Board's Role and Setting up the Next President for Success

Chair Nicholson said the purpose of this item is to talk with the president and among trustees about important considerations in the process of a presidential transition. President Schott led the discussion on best transitional practices.

President Schott shared that she does not have vivid memories of her transition. It was a fire hydrant of experiences and information. Ms. Prud'homme and Ms. Liz Shelby led her through in a way that helped her learn; although she does not recall the scaffolding but just recalls going 90 miles per hour fairly continually. The simplified approach is to turn the volume of the water hose back a bit and make it into a nourishing stream. It is everyone's responsibility to integrate the new president and it is a year-long process. Key to this process is the role of the cabinet; the cabinet has done this before, knows what they are doing, and works effectively as a team.

Some best practices for the board are to expect that the campus will have a mechanism for orienting the new president which is around building relationships and knowledge, and in what priority. Some of this will depend on the president's thoughts and goals. There will be more work than they can do in the immediate future. It would be helpful if the president's spouse or partner's role would be specifically defined so that no one is disappointed or biased against the president's spouse or partner.

Vice Chair Santos asked if assessing the new president somewhere early on would be constructive for the new president in order to offer a board review or assistance. President Schott said that this was not done when she came in, but it is a good idea to conduct a 60 to 90-day confidential check-in, not a performance review but a time to give feedback. Trustee Bullock agreed that the developmental assessment would be an opportunity to show board support and be instrumental in assisting the new president. Trustee Bullock would have an interest in being a part of that process.

President Schott thought that it would be helpful for each trustee to complete a simple document for the new president stating what are their worries about the future, what excites them about the future, what impacts are occurring in their business, and in their field what new jobs do they see emerging? Is there something they want to be sure the new president is attending to? This would provide good information and help the new president get to know each board member.

President Schott also made several suggestions for trustees to consider regarding helping a new president transition such as developing relationships off-campus; defining what is expected of the president during the board meetings; considering an executive coach; creating a transition committee; having a 90-day check-in and 6-month review; designating an on-call trustee, and others.

Chair Nicholson and Vice Chair Santos agreed that it takes a while to figure out state funding, PERS, and the financial aspects, and that sharing knowledge and insights of the HECC and the commissioners would be crucial information for the new president.

Chair Nicholson asked Ms. Prud'homme to develop a document similar to the one that was formed for President Schott that would incorporate President Schott's transition notes, staff and faculty information, and board elements with a board review at the draft level.

Trustee Clough, having experienced a recent transition, shared the tool of a success profile that seemed to fit in with setting goals and identify what success looks like in the first six months. Having this would be useful in knowing what the board was looking for, understanding how they are doing as well as barriers are they facing.

Trustee Wilson stated that the board does not interview the spouse for the work they might be contributing such as how often they would support their presidential partner in preparing presentations, facilitating dialogues, etc., that contribute to the workload. Trustee Wilson's knee-jerk reaction was a need to know more about compensation and cautioned about how the university community would view that. President Schott said it has not worked out well for presidents demanding partner compensation, but tacit expectations will disadvantage a candidate with a partner who has a full working career or those without a partner.

Trustee Thalden felt that to make the new president feel comfortable and welcomed, hosting no-agenda opportunities to relax together will help put them at ease with the board. Trustee Vincent added that he hopes the board's culture of co-leading is apparent and continues.

Trustee Rosenberg said that the discussion so far has been about positive ways of making a smooth transition but what happens if somehow the board is lulled into making a wrong decision in hiring the new president? Chair Nicholson responded that a safeguard will be the 60-day assessment conversation and the board needs to be specific with an incoming president if any major problems should occur. Trustee Rosenberg clarified that she has great faith in Parker and the board, but every once in a while an actor auditions well but then cannot fulfill the role. Trustee Hennion added that it is up to the board to make the best hire, be the best coach, and commit to helping smooth over any possible problems.

Vice Chair Santos commented that the 60 to 90-day check-in will be a tremendous resource and help with the fiduciary duty to find out how things are progressing. There is a mechanism for gauging the new president's success and the board can explore additional options. The board has a clear desire to do their best to hire the best president for the university and a clear obligation to assist, provide counsel, and accountability along the way. Vice Chair Santos feels that the board is a great, cohesive board in its thinking.

Vice Chair Santos thanked Chair Nicholson for his leadership on the board.

Future Meetings

The board's regular meetings have been moved to November 18 and 19 to leave schedules clear through October for board meetings of the presidential search.

The board meeting on November 19 will be a shorter-than-usual meeting to allow time for the president's farewell event.

Adjournment

The public meeting ended at 5:20 pm.

Trustee Recognition

President's Report



CONNECTED**21**

Some Negative Ripples We May Need to Guard Against

(This Is Not a Forecast)

SECTION

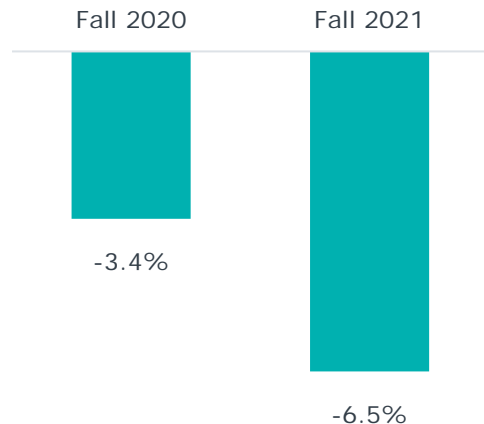
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Ripple 1: Ongoing Student Pandemic Struggles

The Pandemic Took a Toll on Enrollments and Satisfaction, and We Might Have More to Come

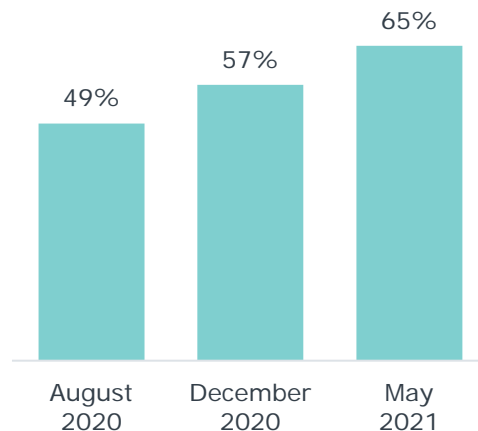
Enrollment Declines Accelerated

Change in Enrollment from Fall 2019
National Student Clearinghouse



Dissatisfaction Increased

Current Students Who Say
"College Is No Longer Worth the Cost"
Third Way / New America Survey



Much Is Still Unknown

Full impact of some pandemic effects remains to be seen



Student mental health



Two "first-year" classes



Test-optional policies



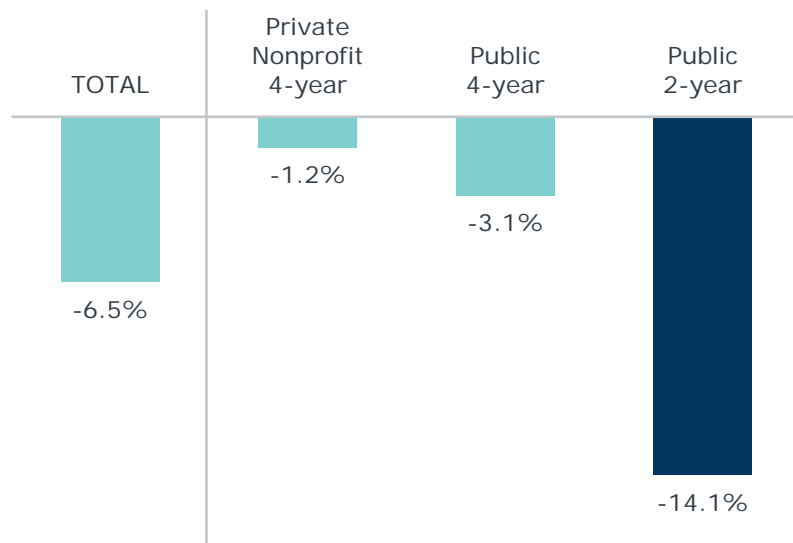
Pessimistic outlook

Ripple 2: Impact on the Transfer Ecosystem

Huge Decline in Two-Year Enrollments Will Soon Be Felt by Transfer-Dependent Institutions

Change in Enrollment from Fall 2019

National Student Clearinghouse



Anticipate Downstream Effects

35%
of students transfer
from one institution
to another

49%
of BA graduates
have community
college credits

34%
of students take
college credit in
high school

A Big Hit to Equity and Diversity

Spring 2021 Change
in 2-year Enrollment

-14%
Latinx

-15%
Black

-19%
Native American

-33%
International

18

Ripple 3: Long-Term Consequences of Unfinished K-12 Learning

Disruptions Could Ripple Through Education for Years, but It's Far Too Early to Know the Extent

Class of 2022
High School Seniors

17% of the class of 2021 abandoned college plans

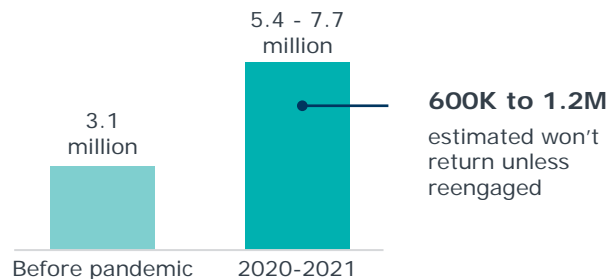
Class of 2026
Eighth-Graders

75% of students who fall behind in HS fail to graduate

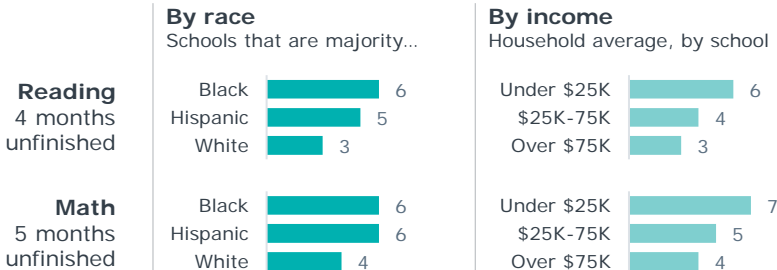
Class of 2031
Third-Graders

- Students who are not reading-proficient by third grade are **half as likely** to go to college
- Just **one in four** catches up by the end of HS

Number of chronically absent students, grades 8–12

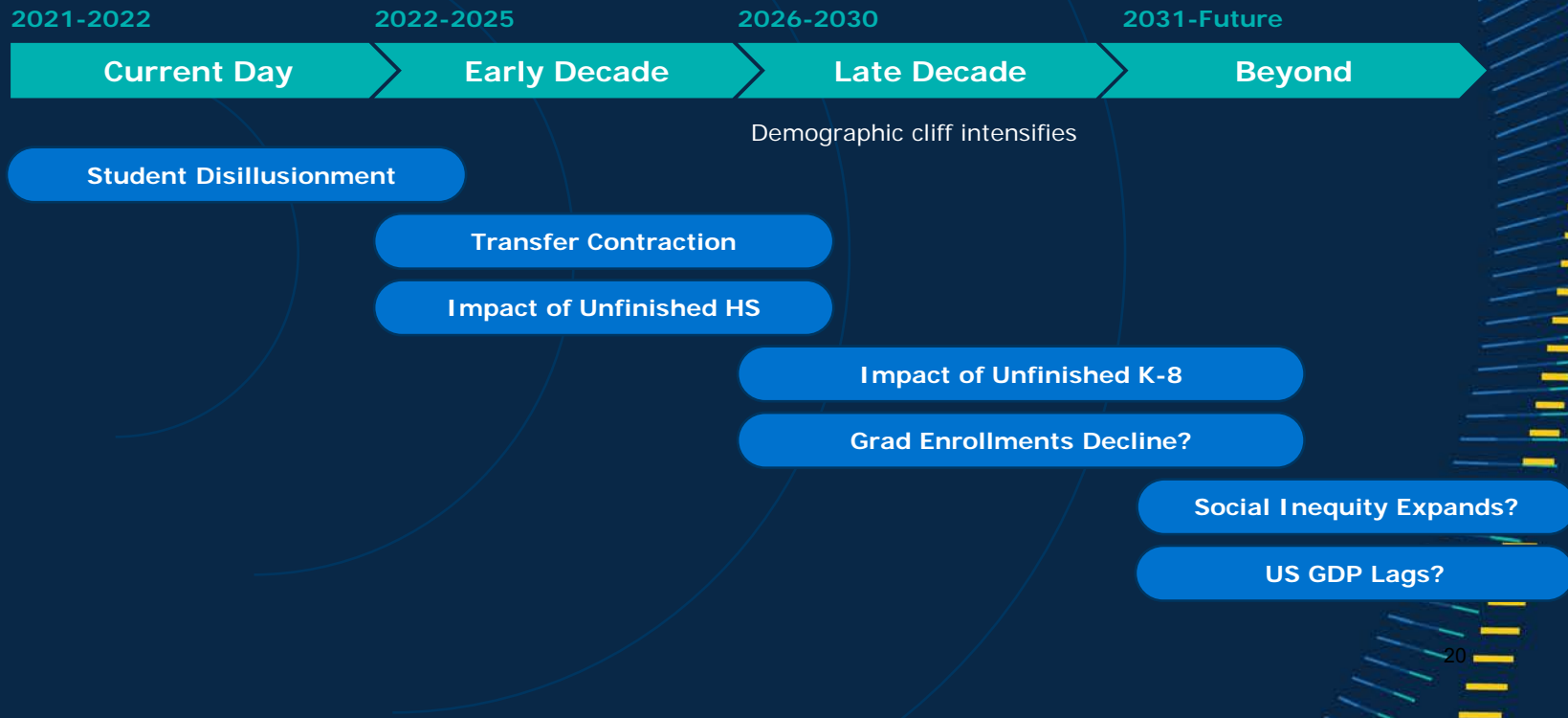


Cumulative months of unfinished learning, grades 1–6



Speculating About the Future

Possible Pandemic Ripples



Committee Reports

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

Associated Students of SOU Report

Faculty Senate Report

Staff Assembly Report

**SOUTHERN OREGON UNIVERSITY STAFF ASSEMBLY
PERIODIC REPORT TO BOARD OF TRUSTEES - NOVEMBER, 2021
DR. MATT STILLMAN
ASSISTANT VICE PRESIDENT FOR ENROLLMENT MANAGEMENT & UNIVERSITY REGISTRAR
INNAUGURAL CHAIR, STAFF ASSEMBLY**

EXECUTIVE COMMITTEE:

- Matt Stillman – Chair
- Ashley King – Chair Elect
- Luke Williams - Elections and Bylaws Committee Chair
- Anna D’Amato - Service Committee Chair
- Chris Mahan – Communications Committee Chair

REPRESENTING ACADEMIC AFFAIRS:

- | | |
|---------------------|---------------------|
| • Kimberly Andresen | • Helen Eckard |
| • Mary Katie Brown | • Rachel Gibbs |
| • Robert Casserly | • Deborah Lovern |
| • Edward Derr | • Christopher Mahan |

REPRESENTING ENROLLMENT MANAGEMENT & STUDENT AFFAIRS:

- | | |
|---------------------------|-----------------|
| • Katherine Cable | • Matt Stillman |
| • Anna D’Amato | • Luke Williams |
| • Belisario Nigenda-Perez | |

REPRESENTING FINANCE & ADMINISTRATION:

- | | |
|----------------------|-------------------|
| • Jeff Anderson | • David Raco |
| • Ashley King | • Patricia Syquia |
| • Josh Lovern | • Daniel Tharp |
| • Colleen Martin-Low | • Rebecca Walker |

REPRESENTING PRESIDENT’S OFFICE/ATHLETICS/JPR:

- | | |
|---------------|-------------------|
| • Valerie Ing | • Jessica Pistole |
| • Fawn Jones | • Josh Rohlfig |

REPRESENTING UNIVERSITY ADVANCEMENT:

- Stacey Derrig

SUMMARY OF ACTIVITIES:

- Staff Assembly has met twice
- First meeting elected officers and discussed bylaws and other practical matters
- Second meeting forayed more into the purpose and activities of the Assembly
- Internal communications/shared drive are established – website is being developed
- We’re very excited to provide a conduit for our constituent groups, provide advice on timely and recurring matters, and generally participate in shared governance
- Special thanks to Linda, Jason, Greg, Neil, and Janet for their support and strong commitment to the Assembly, and Pamela and Susan for their excellent administrative support

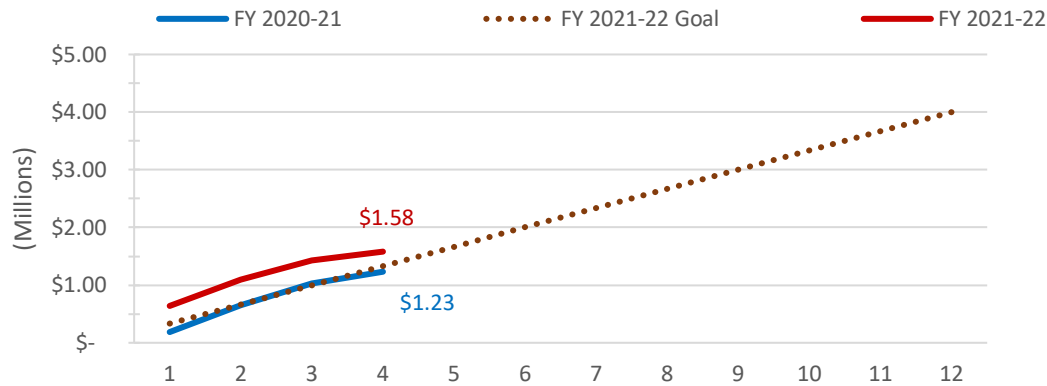
University Advancement Report

Southern Oregon University

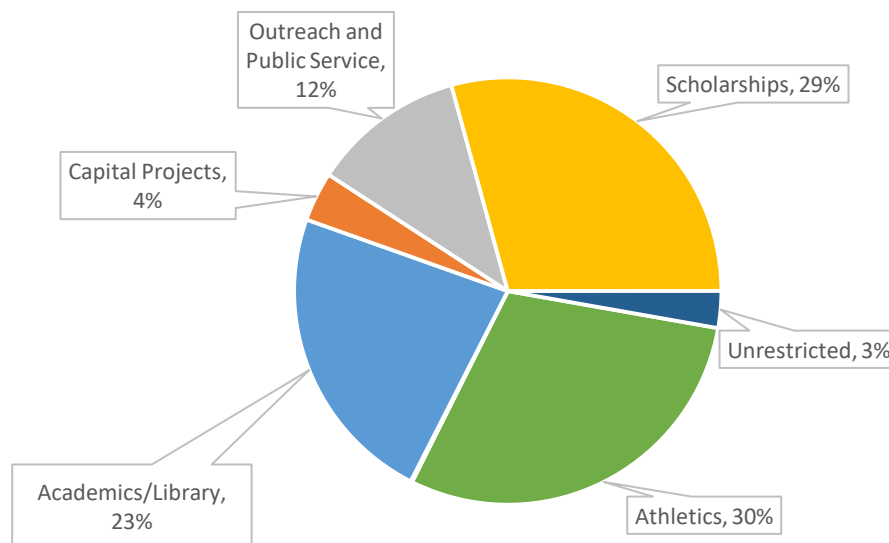
Office of University Advancement

FY 2021-22 Fundraising Dashboard - October 2021

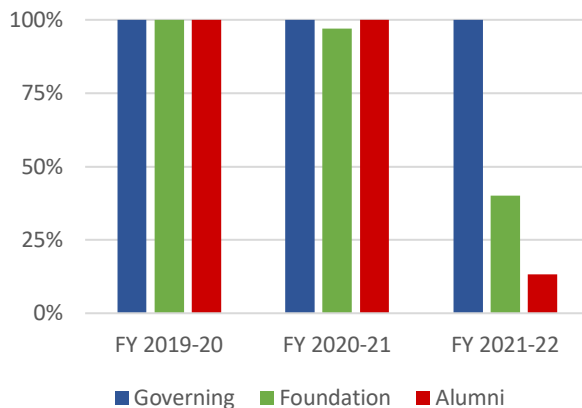
FY 2021-22 YTD Gift Revenue



FY 2021-22 YTD Gifts by Designation



Board Participation (%)



FY 2021-22 YTD Donors by Type

Alumni	67 @	\$188 K
Individuals	390 @	\$759 K
Businesses	69 @	\$333 K
Foundations	5 @	\$80 K
Other	4 @	\$220 K

All data reflects contributions received through October 31, 2021.

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

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

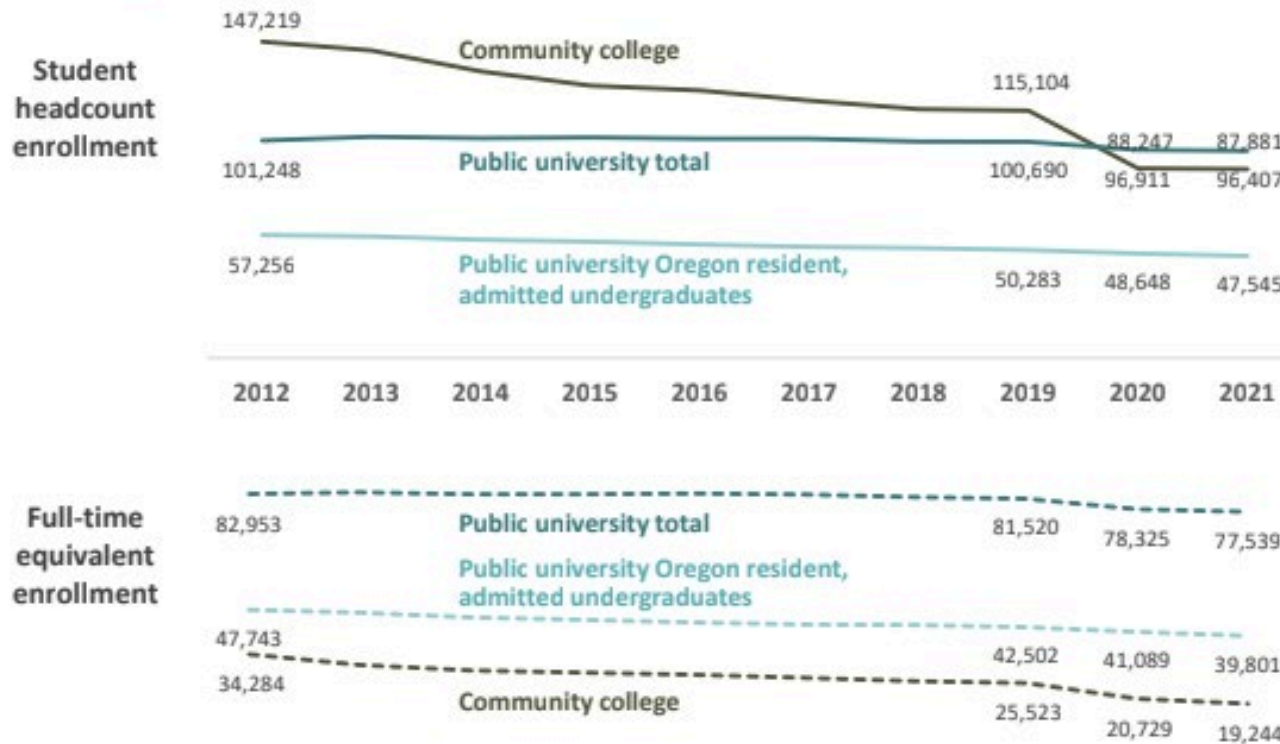
Fall 2021 Enrollment Update and Revenue Forecast

Fall 2021 National Picture

- Fall 2021 undergraduate enrollment is down 3.2 percent from a year ago.
- Undergraduate student numbers have now fallen by 6.5 percent as a total from two years ago.
- Graduate enrollment continued to grow, reaching 2.1 percent above last fall's level, for a total growth of 5.3 percent over two years.
- Freshman enrollment continued to slip this fall. First-year student numbers declined by 3.1 percent overall and 3.9 percent among traditional-age students (18-20).
- National Student Clearinghouse Research Center

Oregon Enrollment Trend

The steep changes related to the pandemic are evident in the long-term trend



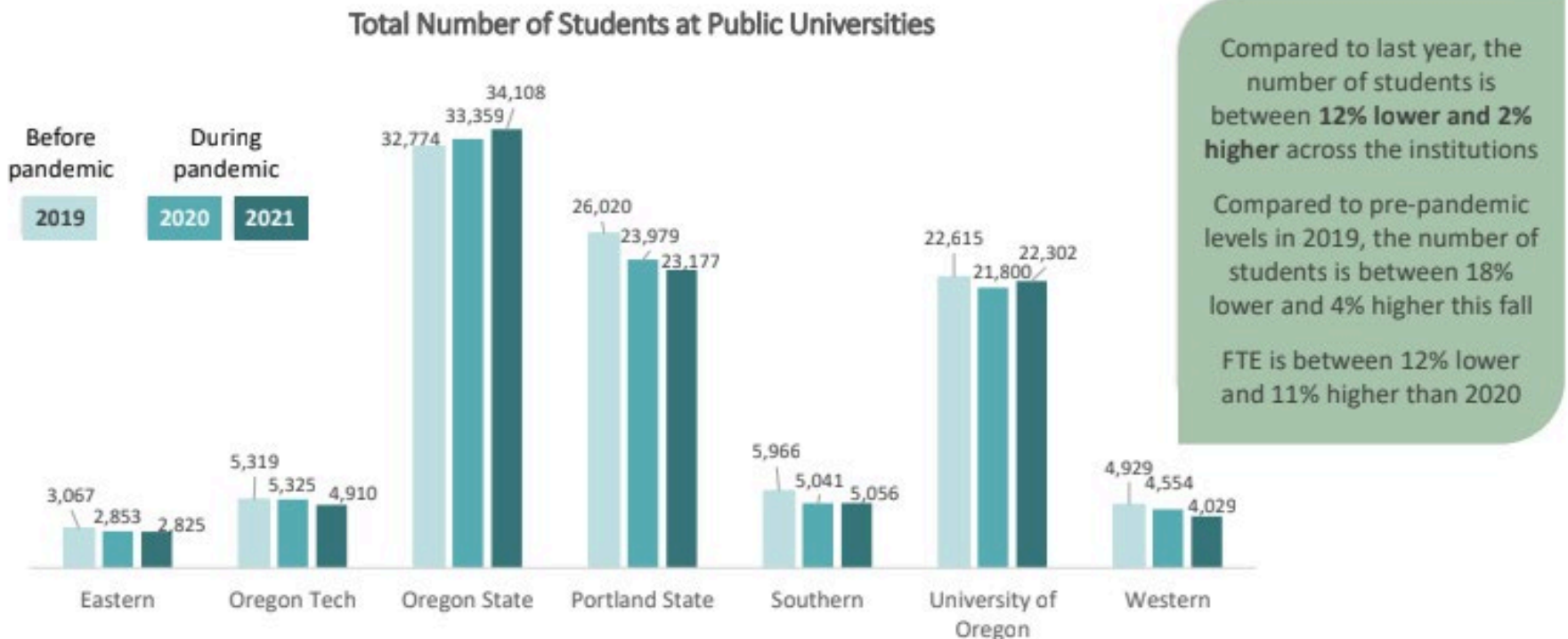
While enrollment has stabilized, it has not returned to pre-pandemic levels

Residence halls are open, and institutions are teaching students in multiple ways: in-person, online, and hybrid

Source: Fall enrollment data provided as aggregate counts by community colleges and as individual student records by public universities. Individual analyses are made by HECC staff. Notes: Students enrolling in more than one institution in fall are included in both institutions' counts. Full-time equivalent counts are defined in the colleges as the total number of clock hours in which all students enrolled divided by 510, and in the universities as credit hours divided by 15 at the undergraduate level, by 12 at the graduate level (excluding PhD), and by 9 at the PhD level.

Oregon, OPU's

Enrollment increased or stabilized at some universities and fell at others



SOU is now Oregon's largest TRU (Technical & Regional University)

Source: Fall enrollment data provided as individual student records by public universities. Individual analyses are made by HECC staff. Notes: Students enrolling in more than one institution in fall are included in both institutions' counts. Full-time equivalent counts are defined in the universities as credit hours divided by 15 at the undergraduate level, by 12 at the graduate level (excluding PhD), and by 9 at the PhD level.

College Continuation Rank

State	College Continuation	College Continuation Rank	State	College Continuation	College Continuation Rank
Mississippi	88.1%	1	Arkansas	72.1%	27
New York	87.6%	2	Maine	71.8%	28
Connecticut	84.3%	3	New Hampshire	71.8%	29
Tennessee	83.2%	4	Minnesota	71.4%	30
District of Columbia	83.1%	5	Montana	71.4%	31
New Jersey	82.4%	6	Wisconsin	71.4%	32
Massachusetts	81.9%	7	Kansas	71.1%	33
California	79.6%	8	Colorado	70.9%	34
Delaware	79.1%	9	Oklahoma	70.8%	35
Louisiana	79.1%	10	South Dakota	70.3%	36
North Carolina	79.0%	11	Wyoming	70.1%	37
Alabama	78.7%	12	Indiana	70.0%	38
Rhode Island	78.3%	13	Vermont	69.8%	39
New Mexico	77.8%	14	Hawaii	69.4%	40
Virginia	77.7%	15	Oregon	69.0%	41
Georgia	76.4%	16	West Virginia	68.4%	42
North Dakota	76.4%	17	Missouri	68.2%	43
South Carolina	76.1%	18	Washington	67.6%	44
Michigan	76.0%	19	Texas	67.5%	45
Illinois	75.9%	20	Nebraska	65.6%	46
Florida	74.1%	21	Nevada	64.9%	47
Pennsylvania	73.2%	22	Arizona	62.7%	48
Kentucky	72.9%	23	Alaska	58.7%	49
Ohio	72.9%	24	Utah	57.9%	32 50
Iowa	72.6%	25	Idaho	57.5%	51

Sources: *Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School*

Oregon

The Competition Factor



	In-state Counts	Percentage	Rank
2021-22 High School Seniors*	41,880		30th
Institutions of Higher Education**	72		22nd
College Continuation***	28,882	69.0%	41st
Leave the State to Go to College***	5,514	13.2%	30th

	In-state Freshman***	Estimated Market Share^
Largest Institutions***		
Portland Community College	3,076	10.65%
Oregon State University	2,548	8.82%
University of Oregon	2,100	7.27%
Chemeketa Community College	1,977	6.85%
Clackamas Community College	1,478	5.12%

Remaining Students	Remaining Institutions	Students Per Institution
12,189	67	182



Sources:

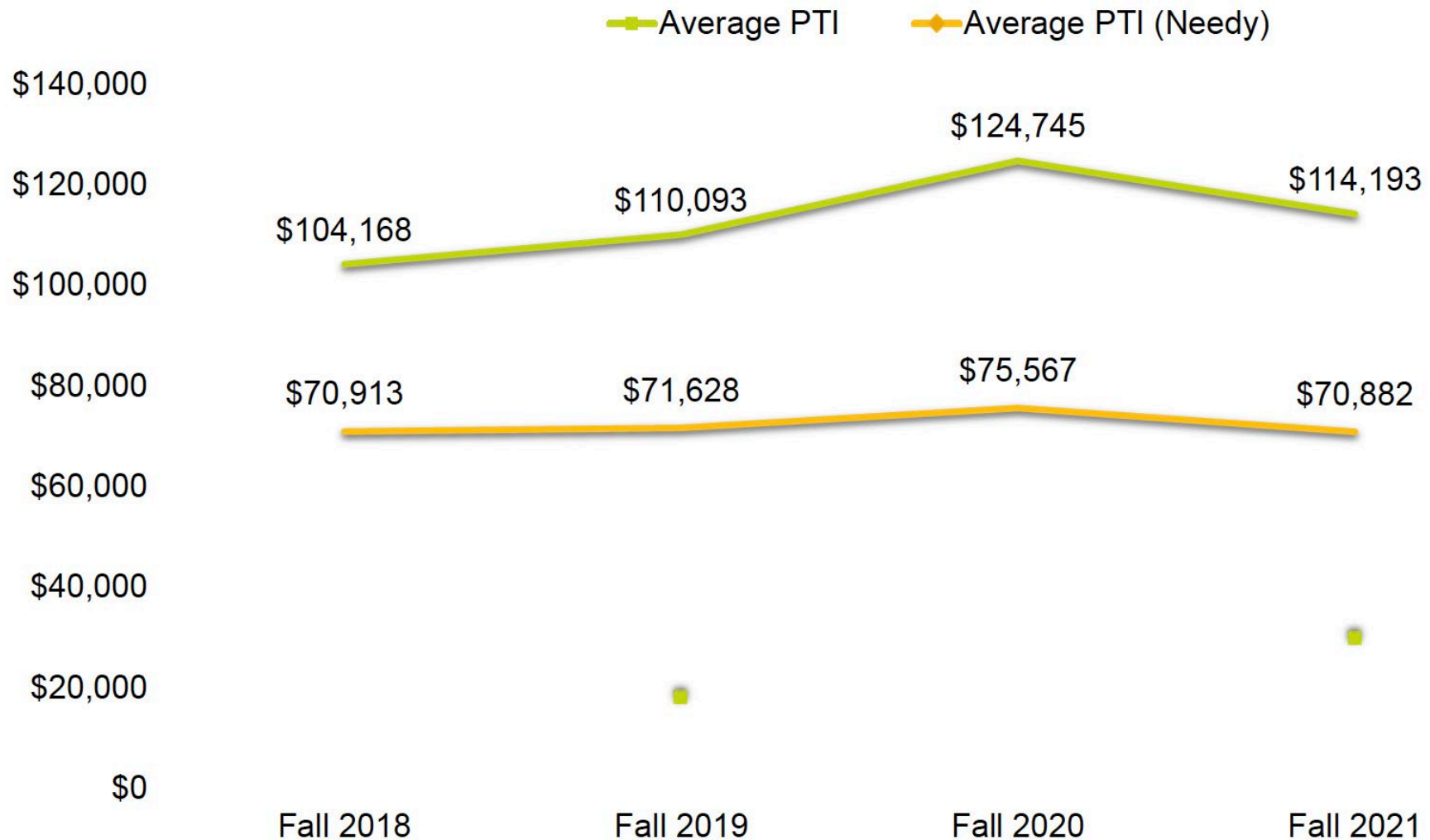
*Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates, 2020*, www.knocking.wiche.edu

**National Center for Education Statistics, IPEDS, 2020

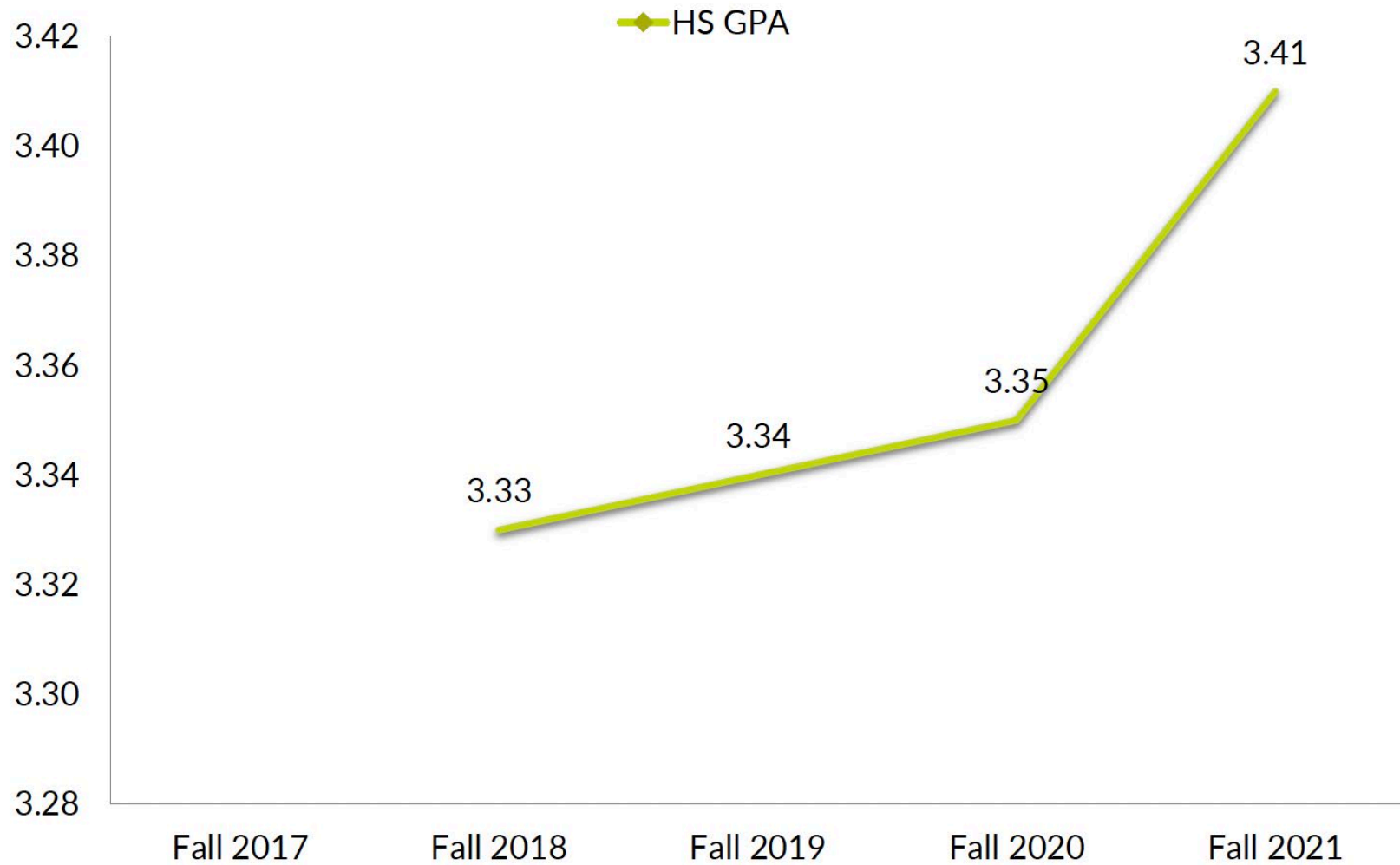
***National Center for Education Statistics. Freshman Migration Data for 2018-19

Parent Total Income for FAFSA Filers

Total First-year Students



HSGPA Trend



Fall 2021: New Students

(4th week)

	Fall 2020	Fall 2021	# Change	% Change
Total New Students	1,156	1,074	-82	-7.1%
Freshmen	576	509	-67	-11.6%
Transfer	386	371	-15	-3.9%
Postbacc/Graduates	194	194	-	-

Enrolled Students (Headcount):

4th Week

	Fall 2020	Fall 2021	# Change	% Change
Continuing Students	2,610	2,419	-191	-7.3%
Returning Students	198	239	41	20.7%
Non-admitted	1,060	1,331	271	25.6%
Grand Total – Headcount	5,024	5,063	39	0.8%
Grand Total - FTE	3,505	3,324	-181	-5.2%

Enrolled Students by Residency:

4th Week

	Fall 2020	Fall 2021	# Change	% Change
Resident	3,429	3,628	199	5.8%
Non-Resident	1,595	1,435	-160	-10%
International	42	62	20	47.6%
Alaska	40	37	-3	-7.5%
California	1,049	949	-100	-9.5%
Hawaii	69	49	-20	-29.0%
Idaho	34	36	2	5.9%
Washington	159	133	-26	-16.4%
All Other	189	164	-25	-13.2%

Enrolled Students by Race/Ethnicity:

4th Week

	Fall 2020 YTD	Fall 2021 YTD	# Change	% Change
American Indian/Alaska Native	68	59	-9	-13.2%
Asian	101	106	5	5.0%
Black/African American	94	83	-11	-11.7%
Hispanic/Latino	538	532	-6	-1.1%
North African/Middle Eastern	24	29	5	20.8%
Pacific Islander	43	41	-2	-4.7%
Two or More Races	416	392	-24	-5.8%
Subtotal: Students of Color	1,284	1,242	-42	-3.3%
White	2,641	2,472	-169	-6.4%
Unknown/NR	1,057	1,287	230	21.8%

Fall 2022 Early Funnel: New Students (Undergrad)

	Fall 2022 YTD	Fall 2021 YTD	# Change	% Change
Applications	596	469	127	27.1%
Completed Applications	521	307	214	69.7%
Admissions	517	307	210	68.4%
Confirmed	40	28	12	42.9%

Data as of November 5, 2021

Budget Update and Review of Pro Forma

Roadmap

- Observations and Assumptions
- Financial Planning Guidelines
- Pro Forma: Year to date status update w/ no federal aid
- Pro Forma: Year to date status update w/ federal aid
- Cost levers – “create runway”
- Revenue levers – “be creative”
- Pro Forma: conservative data set (with aid and controls)
- Path Forward

E&G Budget Key Assumptions and Observations

Observations

- Revenues projections softer than budgeted; reductions across multiple areas
- Building Fee debt service impacted by pandemic; 2032 into deficit
- 1st quarter labor savings from furloughs realized
- Labor cost estimates assume filling vacant positions
- Large cost increases in some key S&S categories
 - Utilities (Water, Sewer, Electric), Data Processing Services, Mgmt Consulting, Insurance Rates
- Miscellaneous Revenue impacted by:
 - Increased liability for bad debt on student accounts
 - Reduced housing ground lease income

Modeling Assumptions FY23 – FY25 (preliminary)

- State funding per recent SSCM updates
- 4.99% Tuition Increase for each of next 3 years
 - Fee revenues modeled against historic actuals
- Enrollment modeled in coordination w/VPEMSA
- Labor 3% for each group (actual rates TBD per contract negotiations)
- S&S 5.4% increases per recent guidance (return to 2.25% for future years)
- PERS retirement – 3.4% | PEBB Healthcare 3.2% for Continuing Service Levels

Financial Planning Guidelines

SHORT TERM

1. Allocate federal relief funding to “create runway,” giving the new President time to analyze, plan and implement (using federal funding to cushion cost reductions in the next few years)
2. Continue to leverage investments
 - Navigate: communicate and retain
 - APS: return on investment
 - Strategic Enrollment: Simpson Scarborough, Ruffalo Noel-Levitz
3. Identify and balance the expense and revenue levers, then develop a plan

LONG TERM

True up the budget to expected student population--right-size without losing talent

FY22 E&G Budget Forecast (no Aid)

- Year to date actuals and Estimate to complete FY22
- FY21 Ending Balance adjusted
 - Audited Financial Statements TBD
- Revenues **are not keeping** pace with expenses
- Expenses in Green **do not** account for labor negotiations
 - Existing contract language for this fiscal year projection
- Projected \$2.9M ending fund would equal a 4.8% KPI and less than 1/2 month of operations
 - NACUBO recommendation is 40%
 - Treasury requires 30 days of available cash on hand

Education and General <input type="checkbox"/>	2020-21	2021-22	2021-22
	Actual (000's)	FY22 BUDGET (000's)	FYE Forecast (000's)
Revenue			
State Appropriations: SSCM	23,559	24,864	25,720
Total State Funding (SSCM,ETSF,SELP)	23,937	25,242	26,098
Tuition	36,451	36,340	34,381
Fees	3,457	3,293	3,404
Raider Aid	(3,245)	(3,276)	(3,650)
Tuition, net of Raider Aid	36,663	36,358	34,135
Misc. Other Revenue	481	2,101	893
TOTAL REVENUES	61,081	63,700	61,126
<u>Personnel Services</u>			
Faculty	(14,691)	(17,118)	(16,005)
Admin	(8,127)	(10,261)	(9,990)
Classified	(5,309)	(6,900)	(6,559)
Student (& Other)	(1,005)	(1,615)	(1,441)
Salaries Total	(29,132)	(35,894)	(33,996)
Retirement (PERS + ORP)	(7,050)	(8,355)	(7,675)
PEBB	(7,026)	(7,780)	(7,322)
Other	(3,172)	(3,612)	(3,212)
OPE	(17,249)	(19,747)	(18,209)
Net Personnel	(46,381)	(55,184)	(52,205)
Supplies & Services	(10,337)	(12,160)	(11,193)
Capital Expenses	(124)	(260)	(136)
<i>S&S Adjustments</i>			
Total Supplies & Services, Capital Expenses	(10,461)	(12,420)	(11,329)
Cost Reductions, Savings, Outside Support		8,178	
TOTAL EXPENDITURES	(56,842)	(59,427)	(63,534)
Net from Operations Before Transfers	4,239	4,274	(2,407)
Budgeted Transfers	(1,526)	(2,513)	(2,455)
NET TRANSFERS	(1,526)	(2,513)	(2,455)
Change in Fund Balance	2,713	1,761	(4,862)
Beginning Fund Balance	5,081	7,794	7,794
Ending Fund Balance	7,794	9,555	2,932
% Operating Revenues	12.76%	15.00%	4.80%
Days of Operations	48.74	56.31	16.22
Months of Operations	1.62	1.88	0.54

FY22 E&G Budget Forecast (w/Aid)

- Year to date actuals and Estimate to complete FY22
- FY21 Ending Balance adjusted
 - Audited Financial Statements TBD
- Revenues **are not keeping** pace with expenses
- Expenses in Green **do not** account for labor negotiations
 - Existing contract language for this fiscal year projection
- Targeted reductions of \$1M
- Projected \$7.2M ending fund balance leveraging \$3.3M of Federal funding for nearly 12% KPI and roughly 1.5 months of operations
 - NACUBO recommendation is 40%
 - Treasury requires 30 days of available cash on hand

Education and General <input type="checkbox"/>	2020-21	2021-22	2021-22
	Actual (000's)	FY22 BUDGET (000's)	FYE Forecast (000's)
Revenue			
State Appropriations: SSCM	23,559	24,864	25,720
Total State Funding (SSCM,ETSF,SELP)	23,937	25,242	26,098
Tuition	36,451	36,340	34,381
Fees	3,457	3,293	3,404
Raider Aid	(3,245)	(3,276)	(3,650)
Tuition, net of Raider Aid	36,663	36,358	34,135
Misc. Other Revenue	481	2,101	893
TOTAL REVENUES	61,081	63,700	61,126
Personnel Services			
Faculty	(14,691)	(17,118)	(16,005)
Admin	(8,127)	(10,261)	(9,990)
Classified	(5,309)	(6,900)	(6,559)
Student (& Other)	(1,005)	(1,615)	(1,441)
Salaries Total	(29,132)	(35,894)	(33,996)
Retirement (PERS + ORP)	(7,050)	(8,355)	(7,675)
PEBB	(7,026)	(7,780)	(7,322)
Other	(3,172)	(3,612)	(3,212)
OPE	(17,249)	(19,747)	(18,209)
Net Personnel	(46,381)	(55,184)	(52,205)
Supplies & Services	(10,337)	(12,160)	(11,193)
Capital Expenses	(124)	(260)	(136)
<i>S&S Adjustments</i>			1,000
Total Supplies & Services, Capital Expenses	(10,461)	(12,420)	(10,329)
Cost Reductions, Savings, Outside Support		8,178	3,312
TOTAL EXPENDITURES	(56,842)	(59,427)	(59,222)
Net from Operations Before Transfers	4,239	4,274	1,905
Budgeted Transfers	(1,526)	(2,513)	(2,455)
NET TRANSFERS	(1,526)	(2,513)	(2,455)
Change in Fund Balance	2,713	1,761	(550)
Beginning Fund Balance	5,081	7,794	7,794
Ending Fund Balance	7,794	9,555	7,244
% Operating Revenues	12.76%	15.00%	11.85%
Days of Operations	48.74	56.31	42.87
Months of Operations	1.62	1.88	1.43

Cost Levers – “create runway”

- Continued Austerity - \$1+M savings

Labor Savings

- Continue hiring restraint (\$300K - \$1+ M)
- Study organization structure (\$200K - \$2M)
- Consider COLA increase freeze for Admin (\$300K)
- Offer voluntary furloughs (\$100K)

Supplies & Services

- Travel restrictions (VP approval (\$350K)
- Spending and access limits (TBD)
- Limit food on campus (\$100K)
- Limit off-campus events (\$100K - \$200K)
- Energy reduction plan (\$50K)

- Analyzing other levers

Revenue Levers – “be creative”

- Near-term opportunities - \$1M generation

State and Federal Funding

- Implement SSCM initiatives from Pres Task Force
- Develop ERP “ask” for short session

Tuition and Fees

- Pipeline enhancements; e.g., “Strong Start Program”
- Add four athletic teams
- Grad student program refinement (GA program)

Gifts, Grants & PPP

- In silent phase of comprehensive campaign
- Explore Walker and Ashland (mixed use)
- Cascades site P3 for affordable housing
- Liquidate properties

- Analyzing other levers

Pro Forma with Aid & Cuts

Education and General

(in thousands of dollars)



Revenue								
State Appropriations: SSCM	22,696	23,559	24,864	25,720	27,359	27,340	28,394	
Total State Funding (SSCM,ETSF,SELP)	23,074	23,937	25,242	26,098	27,737	27,717	28,771	
Tuition	39,365	36,451	36,340	34,381	34,005	33,311	32,860	
Fees	3,167	3,457	3,293	3,404	2,975	2,915	2,875	
Raider Aid	(3,965)	(3,245)	(3,276)	(3,650)	(3,328)	(3,260)	(3,216)	
Tuition, net of Raider Aid	38,567	36,663	36,358	34,135	33,652	32,965	32,519	
Misc. Other Revenue	2,453	481	2,101	893	2,148	2,197	2,246	
TOTAL REVENUES	64,095	61,081	63,700	61,126	63,537	62,879	63,537	
<u>Personnel Services</u>								
Faculty	(16,083)	(14,691)	(17,118)	(16,005)	(16,976)	(17,529)	(18,112)	
Admin	(9,617)	(8,127)	(10,261)	(9,990)	(10,343)	(10,836)	(11,482)	
Classified	(6,362)	(5,309)	(6,900)	(6,559)	(7,127)	(7,541)	(7,773)	
Student (& Other)	(1,445)	(1,005)	(1,615)	(1,441)	(1,730)	(1,754)	(1,786)	
Salaries Total	(33,508)	(29,132)	(35,894)	(33,996)	(36,176)	(37,661)	(39,154)	
Retirement (PERS + ORP)	(7,881)	(7,050)	(8,355)	(7,675)	(7,978)	(9,498)	(9,874)	
PEBB	(7,312)	(7,026)	(7,780)	(7,322)	(8,029)	(8,286)	(8,551)	
Other	(3,275)	(3,172)	(3,612)	(3,212)	(3,641)	(3,790)	(3,940)	
OPE	(18,469)	(17,249)	(19,747)	(18,209)	(19,648)	(21,574)	(22,365)	
Net Personnel	(51,977)	(46,381)	(55,184)	(52,205)	(55,824)	(59,235)	(61,519)	
Supplies & Services	(10,477)	(10,337)	(12,160)	(11,193)	(12,817)	(13,105)	(13,400)	
Capital Expenses		(124)	(260)	(136)	(139)	(142)	(146)	
<i>S&S Adjustments</i>				1,000				
Total Supplies & Services, Capital Expenses	(10,477)	(10,461)	(12,420)	(10,329)	(12,956)	(13,248)	(13,546)	
Cost Reductions, Savings, Outside Support			8,178	3,312	3,312	3,312	As Modeled	
TOTAL EXPENDITURES	(62,454)	(56,842)	(59,427)	(59,222)	(65,468)	(69,170)	(75,065)	
Net from Operations Before Transfers	1,641	4,239	4,274	1,905	(1,931)	(6,291)	(11,528)	
Budgeted Transfers	(1,913)	(1,526)	(2,513)	(2,455)	(2,542)	(2,646)	(2,748)	
NET TRANSFERS	(1,913)	(1,526)	(2,513)	(2,455)	(2,542)	(2,646)	(2,748)	
Change in Fund Balance	(273)	2,713	1,761	(550)	(4,473)	(8,938)	(14,277)	
Beginning Fund Balance	5,354	5,081	7,794	7,794	7,244	2,771	(6,166)	
Ending Fund Balance	5,081	7,794	9,555	7,244	2,771	(6,166)	(20,443)	
% Operating Revenues	7.92%	12.76%	15.00%	11.85%	4.36%	-9.81%	-32.17%	

Days of Operations

28.81

48.74

56.31

42.87

14.87

-31.34

-95.89

Months of Operations

0.96

1.62

1.88

1.43

0.50

-1.04

-3.20

Path Forward

1. Continued austerity and transparency with campus
2. Long-term—bend the cost curve—continue to innovate and transform
3. Revenue
 - Stabilize after the pandemic (state and tuition/fees)
 - Develop alternative sources (like property sales)

Internal Audit Proposal (Action)

Background: Internal Audit at SOU

- Hired internal auditor in 2016 as an employee of the university reporting to the Board.
- Prior to 2016 and the OUS closure, SOU relied upon the Oregon University System's Internal Audit Department.
- SOU Internal Auditor provided audit services until August 2020.
 - Recommended that we not hire a full time auditor and consider two parallel steps:
 - Hire external capability to perform audit services.
 - Hire internal compliance coordinator function to implement the types of improvements and corrective actions recommended by the audit function and others.
- IA recognized that SOU sometimes needed audit function and other times needed more of compliance function and may not need both 100% of the time.

External Support

Hourly Rate Engagement from PSU

- Three Proposals – Each based on the same hourly rates:
 - David Terry - \$150 per hour
 - Amy Smith - \$90 per hour
 - Higher rates for additional subject matter expertise from an outside audit firm (\$175-\$225 per hour).
- Levels of engagement offered anywhere from 450 hours of service (low) up to 1,100 hours of service (high).

David Terry – Portland State University



David Terry
Director of Internal Audit
Portland State University

David was appointed as Portland State University's first Director of Internal Audit charged with establishing the Internal Audit Office in October 2014 following state university governance reform legislation in Oregon. Prior to joining Portland State University, David established Portland Community College's first internal audit function in 2011 and led internal audit for Portland Community College until coming to Portland State University. David has also held various audit positions with the Secretary of State Oregon Audits Division and the Oregon University System Internal Audit Department from 2003 to 2011.

David received his Bachelor of Science degree in Business Administration with specializations in Accounting and Management from Eastern Oregon University. He is also a licensed Certified Public Accountant (CPA), Certified Fraud Examiner (CFE), and Certified Internal Auditor (CIA). David also is a member of the Oregon Department of Education's Audit Committee, and is a member of the Institute of Internal Auditors (IIA) and the Association of College and University Auditors (ACUA).

Amy Smith – Portland State University



Amy Smith
Senior Internal Auditor
Portland State University

Amy joined Portland State University's Internal Audit Office in June 2021, and has eight years of experience with internal audit in higher education. Prior to PSU, Amy held various audit positions with the University of Oregon from 2016 to 2021, and Pepperdine University from 2013 to 2016.

Amy received her Bachelors of Arts degree in Business Administration from Vanguard University. She is also a Certified Internal Auditor (CIA), as well as a member of the Institute of Internal Auditors (IIA) and the Association of College and University Auditors (ACUA).

Recommendation: Contract with PSU

Intermediate-level of Engagement

- **Moderate Level of Engagement: - Typically up to \$105,000 per fiscal year.**
- This proposal would provide approximately 600 to 750 hours of service to SOU, including:
 - Annual risk assessment and audit plan assistance;
 - Possibility of doing external audit testing with external audit firm CliftonLarsonAllen for a bill reduction in CLA's bills to SOU;
 - 1 planned full audit project;
 - Ad hoc consulting services as requested by management;
 - Agreed upon investigative services. SOU General Counsel would specifically request these services.

Equity, Diversity, and Inclusion Update



EQUITY, DIVERSITY, & INCLUSION

SOUTHERN OREGON UNIVERSITY

Jonathan Chavez Baez
Kylan Mattias de Vries
Patricia Syquia McCarthy

November 2021⁵⁸



2021-2022 At -a-Glance

- VP for EDI
- EDI, Land Acknowledgment Website & Protocols
- Campus Training
- Initiatives in the Works



Team Update

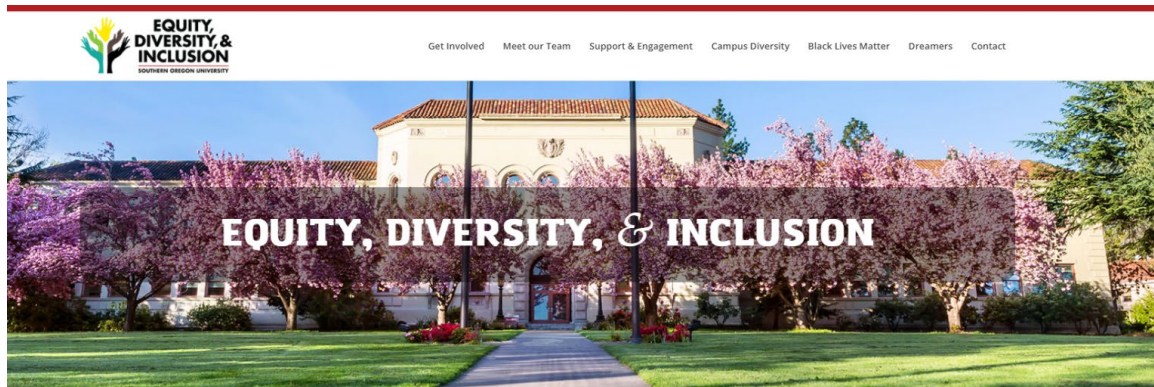




Exciting News!

Welcome VP Toya Cooper!

EDI Website



Office for Equity, Diversity & Inclusion

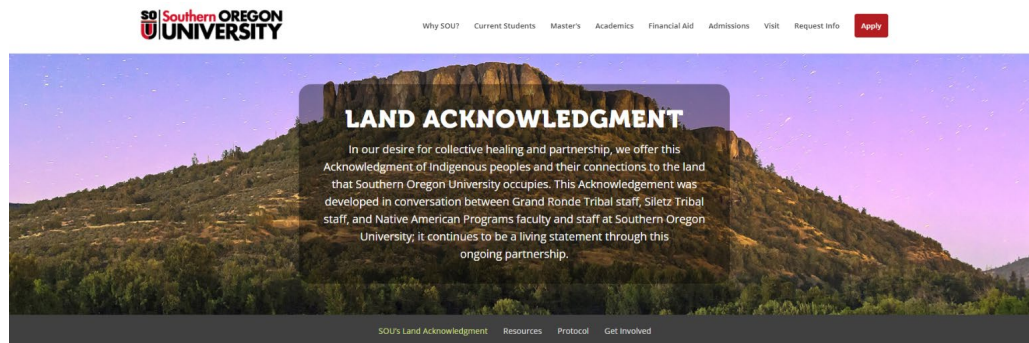


Southern Oregon University's Land Acknowledgment

In our desire for collective healing and partnership, we offer this Acknowledgment of Indigenous peoples and their connections to the land that Southern Oregon University occupies. This Acknowledgement was developed in conversation between Grand Ronde Tribal staff, Siletz Tribal staff, and Native American Programs faculty and staff at Southern Oregon University; it continues to be a living statement through this ongoing partnership.

[SEE ACKNOWLEDGMENT DETAILS](#)

Land Acknowledgment Website



SOU's Land Acknowledgment

We want to take this moment to acknowledge that Southern Oregon University is located within the ancestral homelands of the **Shasta, Takelma, and Latgawa** peoples who lived here since time immemorial. These Tribes were displaced during rapid Euro-American colonization, the Gold Rush, and armed conflict between 1851 and 1856. In the 1850s, discovery of gold and settlement brought thousands of Euro-Americans to their lands, leading to warfare, epidemics, starvation, and



Resources

Explore the diverse and vibrant Native communities in the regions surrounding SOU. Discover the history, territories and additional educational information about the Rogue Valley.

[GET RESOURCES](#)

Protocol

This Land Acknowledgment may be used by members of the SOU community wishing to share it at the start of SOU events, meetings, and ceremonies as well as in written materials and SOU websites, as appropriate.

[SEE PROTOCOL](#)

Get Involved

SOU Offers a variety of ways to participate in Native American programs and events. These programs will offer the opportunity to participate and learn about Native American heritage.

[LEARN MORE](#)

Training and Education

Vector Solutions (Faculty & Staff)

- Communication for Inclusion (Faculty and Staff)
- Engagement with Diversity (Faculty and Staff)
- The influence of Unconscious Bias (Faculty and Staff)



My Assignments

Listed below are the courses assigned to you by your administrator. Add completing each assignment.

50% Mandatory Training



Communication for Inclusion (Faculty and Staff)

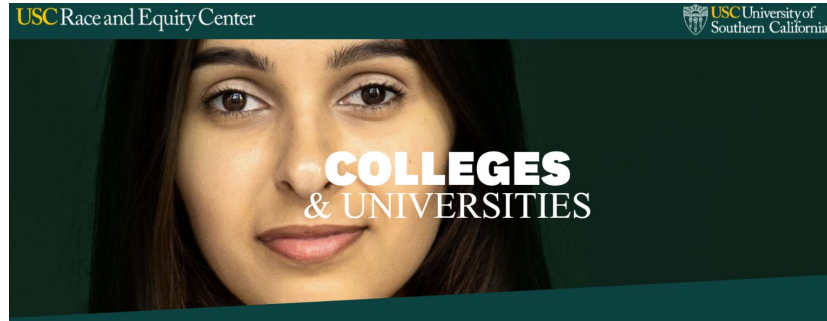
Full Course

This course focuses on the importance of considering impact, not intent, when engaging with...



Initiatives in the Works

- The USC Equity Institute (Senior Leadership | Winter/Spring 2022)
- Climate Survey (Winter 2022)
- EDI Policy





Questions?



Southern Oregon University Board of Trustees,

Greetings from the Social Justice and Equity Center. The Social Justice and Equity Center continues the work of our former individual resource centers. There has also been significant change in how we imagine our work. In the following letter, I share some updates about our forthcoming work, followed by a bulleted list of some of our accomplishments from last quarter.

The Social Justice and Equity Center produces work in three areas: education, advocacy, and community-building. While programming is an important part of our work in each of these areas, the Social Justice and Equity Center is shifting focus. We will continue to host a robust programmatic agenda, and we are excited to spend more energy directly resourcing students. Examples of our direct resource work include increased food-pantry access, the purchase of gender-affirming devices for trans students, a forthcoming mentoring program for Black Students, Indigenous Students, and Students of Color, and a reinvestment in the Peer Advisors for Veteran Education program. You can look forward to even more direct resource work coming from our team.

Currently, the Social Justice and Equity Center is open five days a week for in-person service; however, our return to campus has been slow and gradual due to the ongoing pandemic. I am delighted to announce a Grand Opening to celebrate our return to campus at the beginning of Winter Quarter. The Grand Opening will take place on January 12 and will include a space-warming gathering for those who would like to join us in person as well as a virtual poetry workshop and performance by activist and poet [Bobby Sanchez](#).

Thank you for all you do and for supporting our work toward social justice.

Sincerely,

A handwritten signature in black ink, appearing to read "Alex Sylvester". The signature is stylized with loops and a horizontal line underneath.

Alex Sylvester
she/ella
sylvestea@sou.edu
Southern Oregon University
Assistant Director for Equity and Access



The Social Justice and Equity Center works toward racial justice, gender and sexuality justice, sustainability, and justice for veterans and military families through a variety of programs and resources. Below is a list of some of the work we are most proud of from Fall 2021.

Racial Justice

- Racial Justice continues offering virtual programming and space
- Partnering with the master's in education program in serving as student panelists
- Offering of trainings for various departments on campus on issues of Cultural Agility
- The Racial Justice Student Team is serving as special guest panelists for the Dismantling Whiteness community gathering

Student Sustainability and Basic Needs Resourcing

- Resumption of in-person shopping at the Student Food Pantry
- In collaboration with the SOU Farm, produced Fall Farm Fest which was attended by 100+ students in a successful return to in-person programming
- Offering of more than 5 programs for Campus Sustainability Month including an Equity Roundtable, Raiders Ride, and a Garden Volunteer Day

Gender and Sexuality Justice

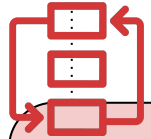
- Hosted events including the New Student botanical walk and Pokemon Go Scavenger Hunt, Queer and Trans Disabled Crafts, and Survivor Painting Night (in collaboration with the Student Health and Wellness Center)
- Outfitting Trans students with gender-affirming devices and clothing
- Offering Queer and Trans Talks in collaboration with Jackson County Sexual Assault Response Team - a space to build community and process gender-based violence

Veterans and Military Families

- Completed spending and resubmission of a large grant to benefit veteran students
- Fostered a presence in the following Southern Oregon community spaces: Veteran Network (VETNET), Southern Oregon Veterans Roundtable (SOVAR), Jackson County Allied Veterans Council (JCAVC), and Jackson County Veteran Advisory Committee
- Offered in-person programming for Veterans' Day including collaborative benefits presentations with Veterans Affairs and a flag display

Government Relations Update

Budget Cycle



October 2021

Budget cycle begins. Oregon Public Universities plan messaging and gather data

August 2022

HECC approves an ARB (Agency Request Budget) for submittal to the Governor of Oregon



End of March 2023

The Co-Chairs of Ways and Means release their draft budget

Within 30 days

The Governor signs the budget bill



April 2022

CFR (Consolidated Funding Request) submitted to HECC (Higher Education Coordinating Commission) by all 7 Oregon Public Universities



November 30, 2022

GRB (Governor Request Budget) sent from the Governor to the Legislature



Mid/Late June 2023

Final budget released and approved before session ends June 30th

September 30, 2023

The first of eight quarterly disbursement of state funds is received, after routing through the SSCM (Student Success and Completion Model), the formula by which we get our share of the funding allocated by the state



Proposed 2022-2023 Board of Trustees Meeting Schedule (Action)

SOU Board of Trustees
2022-2023 Board and Committee Meeting Schedule

MEETING	Academic and Student Affairs	Finance and Administration	Executive and Audit	Board of Trustees
DAY	Third Thursdays	Third Thursdays	Third Fridays	Third Fridays
FREQUENCY	Four Times Per Year (and as needed for curriculum approvals)	Six Times Per Year	Five Times Per Year	Five Times Per Year
TIME	12:00-3:30 p.m.	4:00-6:00 p.m.	9:30-11:30 a.m.	12:00-5:00 p.m.
	January 20, 2022	January 20, 2022	January 21, 2022	January 21, 2022
		March 17, 2022 (Budget focus)		
	April 21, 2022	April 21, 2022	April 22, 2022	April 22, 2022
		May 19, 2022 (Budget focus)		
	June 16, 2022*	June 16, 2022*	June 17, 2022*	June 17, 2022*
				Retreat September 15, 2022 4:30-7:30 p.m. September 16, 2022 All Day, Time TBD
	October 20, 2022	October 20, 2022	October 21, 2022	October 21, 2022
	January 19, 2023	January 19, 2023	January 20, 2023	January 20, 2023
	March 16, 2023	March 16, 2023	March 17, 2023	March 17, 2023
	April 20, 2023	April 20, 2023	April 21, 2023	April 21, 2023
	June 15, 2023**	June 15, 2023**	June 16, 2023**	June 16, 2023**
				Retreat September 13, 2023 September 14, 2023 Times TBD
	October 19, 2023	October 19, 2023	October 20, 2023	October 20, 2023

- Spring 2023 meetings are placeholders until firm date is identified

* Meeting occurs 1 week after end of spring term

** AY 2022-23 academic calendar has not yet been released

Presidential Transition



**President Rick Bailey
Transition Priorities**

1. Gather and provide important university background documents and materials.

The following documents and/or links are among those that can be emailed to, or held for President Bailey based on his preferences:

- Weekly enrollment updates.
- FY2021 Audited Financial Statements
- Board-approved budget, YTD actuals to budget
- Any board communications and other board materials
- Board policies specific to the president
- Most important university policies (I.e., GEN.009)
- University org charts including committees
- Position descriptions for those who report directly to the President
- Personal Biographical information supplied by each cabinet member
- Link to the SOU Institutional Research site
- Budget history and current budget adopted by the board
- HECC Strategic Plan and State funding model
- APSOU contract
- SEIU contract
- Other documents as requested or deemed necessary

2. Calendar dates identified for winter/spring term (minimum).

With president's executive assistant, include on president's calendar items for meetings with Cabinet, Executive Council, SOU Board meetings, ASSOU meetings (FYI), Faculty Senate meetings, Staff Assembly meetings (FYI), HECC meetings, OCOP meetings, SOU Foundation Board meetings, the legislative calendar/University Day, SOU Raider events, president's committees, academic calendar dates (spring break, commencement, term starts/ends, etc.) other campus and university events, other community and statewide groups.

- Times to be set aside for breakfast or lunch with each Board member.
- Initial appointments with all direct reports; regular 1-on-1's to be scheduled.
- Regular Chair-President meetings

As the president's office receives invitations to or notice of various events, consultations with cabinet should occur in order to determine intent, strategic importance, and priority.

3. Determine Housing, travel schedule, storage needs, etc. as well as arrival details.

- VP Perkinson and his assistant, Susan Dyssegard, to take the lead on the moving, housing preparations, and related transition arrangements for the Baileys.

4. Create communications plan for president for campus groups, media opportunities, community group meetings (general marketing and communications outreach).

- Conduct media outreach to notify media and community of president's arrival and beginning of tenure at SOU. (I.e., include interviews with 5-on-5, the Jefferson Exchange, Mail Tribune, etc.)
- Create new President's Office website. Bailey to edit and approve the site to be launched on his Day 1 (Jan. 15).
- Create social media pages/feeds on behalf of SOU President Bailey.
- Miscellaneous quotes from the President for Joe to have on-hand regarding common questions
- Draft messages to campus
- Other communications considerations TBD

5. Create plan for community-and-beyond outreach and engagement

- Identify and prioritize organizations to visit/people to meet.
- In consultation with Chair Santos, ensure a new welcome opportunity with state governor.
- Per request provide president with various donor lists to conduct personalized outreach (1-25, 25-50, 50-100, etc.).
 - Provide support for outreach.
- Create opportunities to meet with local legislators/the Southern Oregon delegation.
- Create opportunities to meet with other legislators.
- Send announcements/looking forward to meeting you message to partners at HECC, OCOP, SOHEC, SOELC, SOREDI, JPR, OLLI, etc.

- Other outreach and engagement considerations TBD regarding businesses, communities, and partners

6. Welcome to Campus Event (reception/open house/etc.)

Proposed date: January 18

(Format and details to be decided with President Bailey)

- Food, beverage, and entertainment to be arranged
 - Program particulars to be developed
- January 3 and same-day reminder: Invitation from the Board sent to campus (incl. ASSOU students) and selected groups (JPR board, SOUF board, community “friends of SOU” involved in the search, etc.) this week.

7. On-Boarding for Dr. Diana Bailey

In development based on needs, as defined by President and Mrs. Bailey

PRIOR TO ARRIVAL JANUARY 15

- With members of cabinet and the board chair, prepare president for the university's operational priorities for the first 90-days January, February, and March. Discuss and share with President Bailey for feedback and additional priorities.
 - 1. Prepare the president for Day 1/early part of the winter term
 - 2. Prepare the president for his Day 3/January board meetings
 - 3. Prepare the president for MLK Day attendance and possible participation
- Schedule bi-weekly check-in with board chair, if desired, (and vice chair?), and others as invited.
- Schedule ongoing meetings with Vice Presidents/Cabinet.
 - 1. Bi-weekly meetings until mid-December
 - 2. Weekly (or more frequently as needed)
 - 3. Provide president with only the requested or most essential materials
- Schedule introductory meetings for week-1, as requested by President Bailey.
 - First meeting: with broad group of students
 - Second meeting: with broad group of faculty
 - Third meeting: with staff members, both classified and unclassified
 - (Specific trustees if needed)
- Schedule introductory meetings for weeks 2+
 - Trustees
 - SOU Foundation Board Trustees,
 - Local legislators
 - Etc.
- Create communication plan announcing president's arrival to campus, with related tasks.
- Plan "welcome" event
- With president's administrative assistant, HR, IT, etc. begin the onboarding process, to the extent possible, to ensure president's ability to "hit the ground running."
- Ensure access to and walk-through with Diana Bailey of the president's residence in early December
 - Prepare the home for new residents

Transition Support for New SOU President

Appointment of Acting University President (Action)

Selection of an Acting President

2.3 Selection of an Acting President

2.3.1 When an incumbent president is temporarily unable to discharge their duties, leaves for a period that, in the judgment of the Board, warrants a temporary replacement, or in any other circumstance determined advisable by the Board, the Board Chair, after consultation with members of the Executive and Audit Committee and other constituents as necessary, will recommend a candidate for acting president.

2.3.2 The Board Chair will interview the recommended candidate(s) for acting president. The Executive and Audit Committee or the Board, in its discretion, may meet in executive session to discuss the strengths and weaknesses of the recommended candidate.

2.3.3 At its next meeting, the Board will vote on the acting president's appointment. The acting president will serve until the incumbent is able to resume their duties or until the acting president has been relieved of their duties and responsibilities. Throughout their term, the acting president will serve at the pleasure of the Board.

Reference: [Board Statement on Presidential Appointments](#)

**Southern Oregon University
Board of Trustees**

**Resolution
Appointment of an Acting President of Southern Oregon University**

Whereas, the Board of Trustees of Southern Oregon University (“Board) has the responsibility and authority for appointing an acting president of the university; and

Whereas, the Board Statement on Presidential Appointments authorizes the Board to appoint an acting president under circumstances deemed advisable by the Board; and

Whereas, Dr. Linda Schott’s employment as President of Southern Oregon University (University”) ends on December 31, 2021 and Dr. Richard Bailey, Jr.’s employment as the President of the University begins on January 15, 2022;

Now, therefore, be it resolved, that the Board of Trustees of Southern Oregon University hereby appoints Dr. Susan Walsh, as Acting President of Southern Oregon University, effective January 1, 2022 through January 14, 2022, with all the authorities and responsibilities delegated to the position of University President; and

Be it further resolved, that Dr. Walsh’s duties as Acting President during this time shall be in addition to her continuing duties as Provost and Vice President of Academic Affairs for the University.

University President's Annual Evaluation [Executive Session Pursuant to 192.660 (2)(f) and (i)]

University President's Fall 2021 Goals (Action)

Goals for the Fall Term 2021

Dr. Linda Schott

Prepare the campus for the arrival of the next president

I have already begun preparing the campus for the next president. I have read several articles and two books on presidential transitions and will use what I have learned to shape the transition.

I will meet with each division to discuss the transition and how they can prepare to help the new president. My goal is to think both about what the new president needs to know and about how the campus can help the new president learn about and integrate into SOU. I am also holding a retreat for Cabinet members to strengthen that team and to think together about the presidential transition.

I also plan to think about how the Board of Trustees can assist with the transition and best support the new president.

Continue to make SOU a more diverse and equitable institution

I expect to hire the new Vice President for Equity and Diversity no later than October. I hope that person will be able to begin work before the end of the fall term so that they will be in place and ready to support the new president on all issues related to diversity and equity. I will work with the current EDI leadership team and the Committee on Equity and Diversity to develop an orientation and integration plan for the VP, and I will make myself available to assist however needed.

In addition, I will continue to support the work that is happening across the campus to advance Strategic Direction 4 and to fully comply with the cultural competency standards. I will also work with the Board of Trustees to diversify its members and to continue to develop its use of an equity lens in its deliberations.

Continue to strengthen campus governance

While I have always believed in shared governance, the challenges of the last year have deepened that belief. I have been as transparent as possible with the campus, and I have often called upon “all the good hearts and all the good minds” to help us make hard and wise decisions. This approach helped us get through this last year without significant conflicts or hostilities, something that has not been true on many other campuses. In my experience, problems arise not from too much shared governance but from too little. Thus, I will continue to engage as many people as possible as we make critical decisions.

Specifically, I will support and encourage the members of the new Staff Assembly, helping them to find their way to effective operations and representation of our classified and administrative staff. I will also work with Board leadership to identify potential new trustees and encourage them to apply. And finally, I will complete the revision of the University bylaws so that they accurately reflect our current operations and form a clearly-understood and effective system of campus governance for the new president.

Lead the campus through the Fall Term in whatever ways best ensure a good student experience as well as the health and safety of all students, employees and the larger community

While I complete this self-assessment, there is a rapid surge in COVID-19 cases in Jackson County and around the nation, and we are having to once again consider how to continue educating students while also keeping all members of our community safe and healthy. I have instituted a vaccination requirement and reinstated a face-covering requirement. Both actions are controversial, with some thinking I am infringing on personal freedoms and others thinking I am not doing enough to protect their safety.

I expect the situation to continue evolving and will do my best to respond to whatever changes come our way. When we developed our new vision a few years ago, we emphasized that agility and nimbleness would be increasingly valuable qualities in the future. How right we were! We are navigating uncharted and very rough waters, with only our commitment to our students, our institution and each other to keep us going. I will use my accumulated skills and knowledge, and I will continue to read widely and heed the findings of science and the recommendations of public health experts to guide us until a new leader can take the helm.

Future Meetings

Adjournment