



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

April 15, 2022

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

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

Topics of the meeting will include a report from the university president with a discussion of future goals as well as revenue generating ideas. Additional reports are expected from board committees, the Associated Students of SOU (ASSOU), SOU Faculty Senate, the SOU Staff Assembly, university advancement, and on equity, diversity and inclusion (EDI).

The consent agenda consists of past meeting minutes and an ASSOU memo regarding amendments to the student fee process. The board will also take action on mandatory student incidental fees for the 2022-23 academic year; tuition and mandatory enrollment fees for the 2022-2023 academic year, including discussions on the Tuition Advisory Council's process and recommendations as well as the cost of attendance; the SOU Educator Equity Plan; the Fiscal Year 2023 Internal Audit Plan; and amendments to the Bylaws of Southern Oregon University.

Information and discussion items include equity grievance and Title IX; a budget update with a review of the financial pro forma including revenue projections and strategies for continued cost containment; and an update from the EDI Work Group of the board.

There also will be a collective bargaining update in executive session, pursuant to ORS 192.660 (2)(d).

The meeting will occur as follows:

Friday, April 22, 2022

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

Meese Room, 3rd Floor, Hannon Library, SOU Campus

Members of the public may view the proceedings at <https://sou.zoom.us/j/85700140528> at the time of the meeting.

Materials for the meeting are available at governance.sou.edu.

Public Comment

Members of the public who wish to provide public comments for the meeting are invited to sign up to speak or submit their comments in writing at least 24 hours in advance of the meeting to the Board of Trustees email address: trustees@sou.edu. Public comments also may be delivered by hand or mailed to SOU Board of Trustees, 1250 Siskiyou Boulevard, Churchill Hall, Room 107, Ashland, OR 97520.

If special accommodations are required, please contact at (541) 552-6060 at least 48 hours in advance.



Board of Trustees
April 22, 2022

SOU Land Acknowledgment

Call to Order / Roll / Declaration of a Quorum



Board of Trustees Meeting

Friday, April 22, 2022
12:00 – 5:00 p.m. (or until business concludes)
Meese Room, Hannon Library, SOU Campus
<https://sou.zoom.us/j/85700140528>

AGENDA

Persons wishing to provide public comment shall sign up in advance or do so in writing via trustees@sou.edu.
Please note: timings are approximate and items may be taken out of order.

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|---------|----------|--|--|
| | 1 | Call to Order/Roll/Declaration of a Quorum | |
| | 1.1 | Welcome and Opening Remarks | 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 | January 22, 2022 Minutes | Chair Santos |
| | 3.2 | ASSOU Memo: Amendments to Student Fee Process | |
| 30 min. | 4 | Reports | |
| | 4.1 | President's Report | President Rick Bailey |
| | 4.1.1 | Discussion of President's Future Goals Including Additional Revenue Generating Ideas | Chair Santos; President Bailey |
| 15 min. | 4.2 | Committee Reports | Vice Chair Bullock; Trustee Clough; Chair Santos |
| 5 min. | 4.3 | Associated Students of SOU Report | Gabrielle Slyfield, ASSOU, President |
| 5 min. | 4.4 | SOU Faculty Senate Report | Dr. Melissa Anderson, SOU Faculty Senate, Chair |

Board of Trustees Meeting
Friday, April 22, 2022
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

5 min.	4.5	SOU Staff Assembly Report	Ashley King, SOU Staff Assembly, Chair-Elect
10 min.	4.6	University Advancement Report	Janet Fratella, SOU, Vice President, Advancement and Executive Director, SOU Foundation
15 min.	4.7	Equity, Diversity, and Inclusion Report	Toya Cooper, SOU, Vice President, Equity, Diversity and Inclusion
	5	Action, Information and Discussion Items	
20 min.	5.1	Budget Update and Review of Pro Forma	Greg Perkinson, SOU, Vice President for Finance and Administration; Josh Lovern, SOU, Director of Budget and Planning
		5.1.1 Revenue Projections	
		5.1.2 Continued Strategies for Cost Containment	
15 min.	5.2	Mandatory Student Incidental Fees for Academic Year 2022-2023 (Action)	Mason Healy-Patterson, ASSO, Vice President; Josh Lovern
40 min.	5.3	Tuition and Mandatory Enrollment Fees for Academic Year 2022-2023 (Action)	President Bailey; Dr. Susan Walsh, SOU, Provost; Greg Perkinson; Josh Lovern; Dr. Neil Woolf, SOU, Vice President for Enrollment Management and Student Affairs
		5.3.1 Tuition Advisory Council Process and Recommendation	
		5.3.2 Cost of Attendance	

**Board of Trustees Meeting
Friday, April 22, 2022
12:00 – 5:00 p.m. (or until business concludes)**

AGENDA (Continued)

10 min.	BREAK		
10 min	5.4	SOU Educator Equity Plan (Action)	Dr. John King, SOU, Division Director, Education, Health and Leadership
30 min.	5.5	Equity Grievance and Title IX	Angela Fleischer, SOU, Title IX Coordinator and Director of Equity Grievance
10 min.	5.6	Fiscal Year 2023 Internal Audit Plan (Action)	David Terry, Portland State University, Internal Audit Contractor
10 min.	5.7	Amendments to the Bylaws of Southern Oregon University (Action)	Jason Catz, SOU, General Counsel
10 min.	5.8	SOU Board of Trustees Equity, Diversity and Inclusion Work Group Report	Trustee janelle wilson
5 min	5.9	Future Meetings	Chair Santos
5 min.	BREAK		
30 min.	5.10	Collective Bargaining Update in Executive Session Pursuant to ORS 192.660 (2)(d)	Jason Catz, SOU, General Counsel; Brian Caufield, USSE, Chief Negotiator
6	Adjournment		Chair Santos

Public Comment

Consent Agenda

**Board of Trustees Meeting
Friday, January 21, 2022**

MINUTES

Call to Order/Roll/Declaration of a Quorum

Chair Santos called the meeting to order at 12:00 p.m. The secretary called the roll and a quorum was verified.

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

Other attendees and Zoom webinar panelists included: Greg Perkinson, Vice President for Finance and Administration; Toya Cooper, Vice President for Equity, Diversity, and Inclusion; Dr. Susan Walsh, Provost; Dr. Neil Woolf, Vice President for Enrollment Management and Student Affairs; Janet Fratella, Vice President for University Advancement; Jeanne Stallman, Associate Vice President for Government Relations; Jason Catz, General Counsel; Tom Battaglia, Chief Information Officer; Steve Larvick, Director of Business Services; Alana Lardizabal, Director of Human Resources; Gabrielle Slyfield, ASSOU President; Dr. Matt Stillman, Staff Assembly Chair; Dr. Melissa Anderson, Faculty Senate Chair; Anna D'Amato, Executive Director, Student Health and Wellness Center; Jean Bushong, CLA, Principal; Brian Caufield, USSE, Director of Labor Relations; Christine Meadows, USSE, Assistant Director of Labor Relations Services; Sabrina Prud'homme, Board Secretary; Josh Lovern, Director of Budget and Planning; Pamela Tomac, Office of the Board Secretary; and various members of the community.

Happy New Year and welcome to the first meeting of 2022 of the Board of Trustees of Southern Oregon University! The board extends a very warm welcome to SOU's new president, Dr. Richard Bailey, Jr., who has been with SOU for less than one week! The board also would like to take this moment to recognize Dr. Susan Walsh for her service to SOU as acting president as we all awaited Dr. Bailey's arrival. The board is grateful for Dr. Walsh's leadership.

President Bailey read the SOU Land Acknowledgement.

Public Comment

No public comments were received.

Consent Agenda

Trustee Clough moved to approve the consent agenda. Trustee Pieper seconded the motion, and it passed unanimously.

Reports

President's Report

Regarding his transition to SOU, President Bailey thanked President Schott for her kindness and good counsel. He offered special thanks to Provost Walsh for stepping in and managing the institution and gratitude to everyone for their assistance during the transition, especially Denise Deneaux and Sabrina Prud'homme. President Bailey noted that coming from a small institution, he

notes that SOU has many moving parts, solid counsel, and so many people with a love of the university, which is a good starting point for a new president.

President Bailey is interacting with students by going to lunch and just meeting with them. Updating the board on initial engagements, he noted Associated Students of Southern Oregon University (ASSOU) student visits, student visits at the HAWK; the Martin Luther King holiday event, meetings with the Ashland chief of police, Ashland Chamber of Commerce; KOB1 NBC-5 interview, a media engagement with Chair Santos; and planned meetings with the SOU Faculty Senate and Staff Assembly next week.

Regarding early thoughts on goals, Bailey believes strategic listening is a given, and asked the board to see his proposed goals through that lens starting with planting seeds for revenue diversification options. The objective is to be entrepreneurial, with the organization becoming more thoughtfully risk-tolerant without being reckless. There is a lot in the strategic plan that is good but starting a development approach to examine it now by reviewing the way it has been measured and reported to the board. Additionally, a review may find things that can be tweaked, items not being worked on, or things not located on the plan that should be there. Establishing a network of collaborators will continue the success of the university. In the past, every positive good thing that happened came about due to a partner relationship. A robust internal and external communications strategy is important to connect the university students, faculty, staff, board members, community, and the outside world. President Bailey wants to explore how the university can take care of and encourage each other, and cultivate an environment where healing and self-care are part of SOU. When this happens, the team will be healthier and stronger going forward.

Chair Santos added that the Executive and Audit Committee (EAC) talked about the presidential evaluation and goal setting. More details will be coming in April and June as preparations for the annual cycle are completed. A conversation occurred that the board can assist President Bailey by offering a 60-90-day check-in.

Trustee Pieper thought the idea of going to students directly is lovely, as students have been missing that.

Committee Reports

Vice Chair Bullock said the Academic and Student Affairs Committee looked at student engagement and obtained reports from the provost on the HECC evaluation and Northwest Commission on Colleges and Universities (NWCCU) accreditation. Dr. Woolf presented enrollment information and success with incoming freshmen applications and acceptances as a result of enhanced communication strategies, though transfer applications are down. One action reflective for student demand and workforce needs was that ASAC approved a new program for a BA/BS for sustainable tourism management. The student withdrawal survey from Drs. Stillman and Vath was reviewed. Hugues Lecomte provided a presentation on the student recreation center. Lexi Sylvester shared information about re-creating the Social Justice & Equity Center (SJEC) space, the unit, programming, and the great work everyone in the SJEC provides. The campus is looking forward to the SJEC grand opening, providing a later opportunity for the board to tour that space.

The Finance and Administration Committee reviewed a budget update, learning that the pro forma from November remains on track and unchanged, which reflects a reliable process. A short-term roadmap to manage this year's finances on the revenue and expense side was discussed as a runway for the president to have decision space. Jim Pinkard from the HECC joined the committee to discuss the HECC evaluation and the ratios.

A large part of the discussion was on tuition and the board's process on tuition. A few tweaks were made and that recommendation will be seen this afternoon to update the board's process. Alana Lardizabal provided employer of choice updates, an important factor in the current labor market. Ms. Lardizabal talked about recruitment, recognition, onboarding, and a focus on performance management, highlighting the generational needs for feedback.

Chair Santos said EAC discussed the internal audit function with David Terry, walking through the early work completed and his process. In April, additional information will be provided about the audit plan. CliftonLarsonAllen (CLA) external auditor will join the board today to discuss findings. Presidential annual reviews were mentioned, and some policy changes are up for review for this meeting as well.

Student Body Leadership Report

ASSOU President Slyfield reported out on numerous issues. She said students were pleased to meet President Bailey. The first all-ASSOU meeting will be next Wednesday from 6-8 pm and all are welcome. The issue of the year is communication, getting more students interested, and letting students know that ASSOU is a great resource to help in any ways the students need. Josh Lovern will discuss the student fee process, and then gear up to start that process along with the first Tuition Advisory Council (TAC) meeting. The Office of Equity Grievance and Title IX will start a sexual violence prevention committee. The senate has been working on concerns about cameras on campus with Robert Gibson of Campus Public Safety to see if more cameras can be provided in student and family housing; estimates about those costs are expected soon.

The environmental affairs committee has begun meeting and moving forward with the campus solar assessment by sending out Request for Proposals (RFPs). A suitability survey has gone out to see where improvements can be made on sustainability, with a large green fund outreach that is looking to be increased by \$1. The affordability fair was held with participation by clubs, Oregon State Public Research Interest Group (OSPRIG), La Clinica, etc. to connect students to additional resources. ASSOU is already seeking feedback on ways to improve the affordability fair for next year.

On the student fee process, responses have not come back yet. The committee is looking at the core inflation rate and enrollment projections that go into the fee, considering a recommended increase of \$20 that will place the student fee around \$400. Ms. Slyfield touched on a number of the fees, relaying that a discussion was held about better communication on fees, so students can see the full scope of how the fees are used, and to help understand how the fees benefit the university experience. President Bailey extended special thanks for this strategic communication so students can understand the value of their fees. Lastly, every so often there is an SOU-ASSOU cabinet to cabinet meeting to help with internal communication.

Faculty Senate Report

Dr. Melissa Anderson said work is being continued on the general education curriculum. The faculty perspective has been dominated by COVID and Omicron with accommodations, illness, transmissibility issues, remote delivery, best practices, lingering uncertainties, and other considerations. This contributes to two years of exhaustion; it has been difficult and faculty are still struggling but hope the surge dies down by the time spring arrives. The Faculty Senate is working on finding someone to fill the seat that Trustee Rosenberg will vacate. Chair Santos thanked Dr. Anderson for her leadership and the senate for the work being accomplished during this difficult time. Responding to Trustee Nicholson who asked to see more shared about general education, Dr. Anderson replied that the plan was to launch in Fall 2022 which was not feasible because of so many

moving parts and barriers to ensure that everything was done correctly. The plan now is to launch Fall 23, with courses to be approved starting in the spring of this year.

Staff Assembly Report

The Staff Assembly presented a thorough written report. To accompany this, Dr. Matt Stillman said as the staff assembly has been newly formed, it is still working on getting fully established in setting bylaws, forming committees, and getting a web presence. Next week a meeting is set with President Bailey to gather the expectations for the organization.

Equity, Diversity, and Inclusion (EDI) Report

Vice President Cooper began by noting the context of what is going on in the nation, the community, and the campus: rising costs, protests, community crisis, campus crisis events, and COVID. There is instability in jobs, health, housing, etc., which affects the population, but the underrepresented are hit even harder, and more acutely, the students. In Justice, Equity, Diversity, and Inclusion (JEDI) work, there is a lot of crisis modeling and the team has a plan to develop these ideas beyond crisis. The university has Strategic Direction (SD) IV, which is not a crisis model but does more than focus on the kerfuffle. SD IV focuses on recruitment, retention, education, communication and marketing, campus climate, and a diversity plan. SOU has a good plan but needs a structure that allows the team to put everything into action and persist when a crisis develops. Ms. Cooper is developing that program and budget.

The work underway is plentiful already, but Ms. Cooper would love to see SOU centralize the communication about what is going on around campus. The university should not stop innovating, educating, and communicating, so Ms. Cooper will be publicizing a quarterly EDI newsletter.

Chair Santos shared that some of the conversations were about what can the board do to help, one thing discussed was the equity lens. The conversation with Kylan DeVries just whetted the appetite of the board, and Ms. Cooper mentioned the need to talk more about the equity lens, with some great conversations happening about board equity development.

USC Equity Institutes

The USC Equity Institutes is an 8-week program to increase competencies, effectiveness, and learning outcomes that are based on SD IV. There will be a pre-institute meeting to help develop trust among participants and to think about the ways this will impact the work everyone does so the university does not end up with 23 trained people who do not think about it again. President Bailey added that the equity lens being created to help SOU is not on Dr. Cooper's or the team's shoulders, but on "all of us" to be part of the solution.

Responding to Trustee Wilson, Ms. Cooper stated that the vice presidents, board secretary, general counsel, and folks across campus who are impacting students in how they live, learn, and work will be attending the equity institute.

University Advancement Report

Starting with alumni relations, Ms. Fratella shared that university advancement conducted an online survey among 16K alumni that generated a good response rate of 11 percent. She provided information about respondents, the sentiments they expressed, how SOU communicates with alumni now, gift-giving habit of alumni by age, perceived roles of alumni, and that alumni feel most connected as a whole or with a particular program or department, with education and business figuring most prominently. The takeaway was that communication matters, and though there are not a lot of resources, the university needs to create more communications from the academic programs.

In addition, SOU needs to build community, begin a networking program for alumni and students, and develop ways that young alumni can contribute meaningfully.

The Southern Oregon University Foundation (SOUF) is \$500K ahead of last year at this time and well on its way to reaching it's \$4M goal. Gene and Tina Pelham developed a professional development fund for faculty in the business program. Donn Wadley and Joyce O'Donnell Wadley started a scholarship for Jackson County students from traditionally underrepresented racial or ethnic minority groups. The Dodge-Taylor-Biegel combined scholarships for students from Jackson County majoring in business had a distribution this year of \$125K. Since these scholarships began, the distribution has totaled \$2.7M to the business school for SOU students.

On the professional development program that was started in 2016, which is an area of growth, SOU offered open enrollment courses to engage community members. In 2020, a series of workshops for Lithia was offered, and as the student count increases, unrestricted revenue increases for the institution. Kudos to Stacey Derrig and Jeanne Stallman, who work this program as a key connection to the business community.

Action, Information and Discussion Items

Review of Audited Financial Statements and Acceptance of Annual Financial Report for Fiscal Year 2020-21 (Action)

Jean Bushong said CliftonLarsonAllen (CLA) verifies the reliability of the financial statements and tests compliance as it relates to the federal dollars. Today, the focus is on the financial statement audit results looking for material error, fraud, and non-compliance issues. The auditors handle an external review while SOU management is responsible for internal controls. A few unique items that are alterations to normal procedures due to COVID in having a remote audit were the Higher Education Emergency Relief Fund (HEERF), and the Collegiate Housing Foundation (CHF) \$1.5M receivable, which were all tested for validity.

The external audit process starts in the spring, some procedures occur through the summer, are heavier in the fall, and wrap up in winter. CLA issued a clean, unmodified opinion, with details provided as materially current requiring no adjustments. The management team gave such clean information that there were no control deficiencies, and the overall report showed great results.

Lastly, this morning CLA wrapped up talking about required communications with the audit committee, which were qualitative aspects that include accounting policies, accounting estimates, and financial disclosure statements, no difficulties encountered in performing the audit, one passed judgment on accounts payable for construction in progress of \$140,156, no corrected measures, no disagreements with management, no management consultation with other independent auditors, no significant issues discussed with management before engagement, and no other matters.

The compliance supplement was delayed, so the new [single audit] deadline is September 30, 2022. Ms. Bushong said Mr. Larvick, Mr. Perkinson, and other SOU employees were great to work with; management and staff were very cooperative and helpful. Ms. Bushong invited the board to the CLA 2022 higher education conference.

Responding to Trustee Thorndike, Ms. Bushong replied that within the engagement letter, it states that if there are additional major programs (like the federal program) to test for compliance, that work can be charged to the actual grant, and believes this amount is less than \$10K.

Trustee Nicholson wanted on record that it has been a pleasure working with Ms. Bushong, who has provided clarity and been very responsive on the work. He thanked her for the relationship.

Trustee Hennion moved to approve the accept the annual financial report. Trustee Clough seconded the motion, and it passed unanimously.

Budget Update

Mr. Perkinson said that there have been no substantive changes since November to the pro forma, so there is not much to review there. One highlight is that the SEIU labor costs will be adjusted after the February payroll is completed. The short- and long-term budget plans remain, so effectively, the administration will continue to follow the plans already confirmed.

Update to COVID Plans and Protocols

Mr. Perkinson discussed the transition from fall to winter term, emphasizing the human element. Dr. Walsh said that Dr. Melissa Anderson expressed very well where the faculty are with the challenges presented by COVID, and that the finance and administration team and others are undergoing the same difficulties. Mr. Perkinson confirmed that decisions revolved around what do we know and how does SOU plan and execute in a way that takes care of the people and the community; the feeling was that the team did a good job on all precautions put into the COVID plans today. Ms. D'Amato supported these statements, especially around student housing that was made available for isolation purposes, and stated that the team did an amazing job keeping students safe.

Banner Student Information System (SIS) -Enterprise Resource Planning (ERP)Update and Communications Process

Tom Battaglia said that a Banner system upgrade will be a transformational effort to modernize and streamline the way SOU provides services to students and performs business. Because it is now over 30 years old, it is no longer efficient and is costly to maintain. A research effort has gone into deciding the next system the university should purchase at roughly half the cost of Banner upkeep. In February Mr. Battaglia will seek funding from the state legislature. Mr. Perkinson later added that the legislative ask is \$7.2M, which will assist with those costs. Much discussion ensued regarding the proposal.

Responding to Trustee Hennion, Mr. Battaglia replied that all of the universities have Banner and the vendor contract expires in 2024. Trustee Rosenberg would be delighted for a Banner replacement. Responding to Trustee Thalden, Mr. Battaglia confirmed that for three years SOU would be paying for both systems, which is unavoidable. Trustee Nicholson asked about bandwidth and resources, and any unforeseen obstacles to which Mr. Battaglia replied that any large project could have unforeseen issues, but the number one concern is resources and bandwidth. The IT team will be deeply involved, and the contractor will help with implementation, even coming up with the idea to hire SOU students that will receive wages and certifications at the end of the job. Trustee Clough added that many organizations do this type of implementation and those big, unexpected rocks are the underestimation of change management, so hiring the right implementation team with a laser focus will be critical.

Higher Education Coordinating Commission (HECC) Update

Provost Walsh stated that the biennial HECC evaluation is due, which contains quite a bit of quantitative and qualitative data on finance, academics, accreditation, and the board. Since the committees received information on this the prior day, the board did not cover this topic in depth again, to avoid redundancy. Vice President Perkinson reminded the board that the financial ratios improved significantly in this year's report.

Process for Setting Tuition and Mandatory Fees (Action)

Provost Walsh presented a brief overview of the materials presented yesterday that were covered in detail with the Finance and Administration Committee. The TAC is required by HB 4141 to review and make recommendations to the president about tuition and mandatory fees. This review process will continue through the next meeting when a recommendation for the proposed tuition and fees for the next academic year will be presented. Josh Lovern reviewed the process required by the original HB 4141, which was described as wonderful shared governance opportunity.

Board Chair Santos said the resolution that amends some language in the process for setting tuition and mandatory fees is before the full board for approval, having been approved and recommended by the Finance and Administration committee yesterday.

Trustee Clough moved to approve the amendments to the process for setting tuition and fees. Trustee Piper seconded the motion, and it passed unanimously.

Government Relations Update

Heading into the February legislative session, Jeanne Stallman highlighted several items of interest to SOU and higher education. Additionally, she noted significant interest in the session on how to engage student voices, and three primary initiatives, one of which is the Student Voices Task Force chaired by Representative Alonso Leon. Another is Student University Day which would be a forum for students to tell their stories to legislators; and the third is for students to tell stories of their issues with Banner, and how transforming that system will remove barriers for enrollment. Lastly, President Bailey will start being introduced to the legislators in the week ahead.

Strategic Plan Discussion

Provost Walsh said that the progress report has been provided in a three-page summary of the work completed, answering the questions posed by Board Chair Santos and other trustees. Board Chair Santos added that the materials contain a summary and dashboards for each of the strategic directions. President Bailey said the strategy is to explore the work completed and as it evolves, the strategy moving forward. Board Chair Santos concurred and appreciated the great information presented.

Board Equity, Diversity, and Inclusion Work Group Update

Trustee Wilson explained that there have been a few very productive meetings. With support from the team, Trustee Wilson connected with Dr. DeVries to talk about the next steps. The first step was to have the board engage in a self-assessment to see each trustee's areas for growth, and VP Cooper shared several that could be useful. Secondly, the team has also discussed Vector trainings. The third idea was a shared experience of reading a book called "Biased" by Dr. Jennifer Eberhardt, a psychologist at Stanford University and a MacArthur Fellow and Genius Grant recipient. This book promises to help provide a greater perspective on disparities. The last idea is to locate a professional development opportunity as a board or with the campus community, to have someone speak about race, gender, orientation/identity.

Trustee Pieper said the plan seems beneficial to the board and SOU. Chair Santos agreed that the ability to have a shared activity would be a great thing.

Trustee Nicholson was impressed with the four proposals to the board and helps on the path forward. Trustee Rosenberg said those were great ideas. Board Chair Santos

directed the work group to continue to carry out those ideas to make them happen in a timely schedule and report back in April and/or June.

Board Governance Work Group Update

Vice Chair Bullock said the Governance Work Group (GWG) was created to figure out if it would be best to have a work group or a governance committee to handle some governance activities. Some items talked about were how to recruit backfilling at-large positions, seek replacements to fill trustee vacancies, mentoring new trustees, and the policy for board officer elections, which the Executive and Audit Committee discussed earlier in the day.

Amendments to Board Statement on the Process for Officer Election (Action)

Flowing into the 5.1 item, Vice Chair Bullock reviewed the changes represented in the statement on the process for officer elections. Board Chair Santos said the EAC had approved the statement earlier today, and it now moves to the full board for approval.

Trustee Franks moved to approve the board statement process update. Trustee Vincent seconded the motion, and it passed unanimously.

Appointment of Elections Work Group

Consistent with the officer elections process, the chair needs to appoint an Office Elections Work Group. Trustees Thorndike, Rosenberg, and Franks previously mentioned that they are willing to serve on the work group this year, so Chair Santos officially appointed them to the work group and announced it at this meeting.

Future Meetings

Chair Santos announced that the next regularly scheduled meeting will be held on April 22, 2022. He said if any trustees have ideas for agenda items for April or other future meetings, please send those to the board secretary or to him.

Collective Bargaining Update [Executive Session Pursuant to ORS 192.660 (2)(d)]

Chair Santos announced that pursuant to ORS 192.660 (2)(d), the board would enter into executive session to conduct deliberations with persons designated by the governing body to carry on labor negotiations. He said that anyone not authorized to remain for the session would be removed from the webinar and asked members of the public to disconnect. Pursuant to ORS 192.660 (4), representatives of the news media were not be allowed to attend this executive session and pursuant to ORS 192.660 (6), no final action will be taken or a final decision made in the executive session.

In addition to the board, the following persons were permitted to remain for the executive session: Jason Catz, Brian Caufield, Alana Lardizabal, Christine Meadows, Greg Perkinson, Sabrina Prud'homme, Pamela Tomac, and Susan Walsh.

Concluding the executive session, the meeting was reopened to the public.

Adjournment

Chair Santos then adjourned the meeting at 5:07 p.m.



ASSOCIATED STUDENTS OF SOUTHERN OREGON UNIVERSITY

Date: April 12, 2022

To: SOU Board of Trustees

From: Monica Benton

ASSOU Chief Justice

In Compliance with [HB 3012](#)

The ASSOU Bylaws Committee has recently made some changes to sections regarding the Student Fee Process. These changes primarily served three purposes:

1. To reword and reorganize sections to be concise, intuitive, and understandable to the average student and ASSOU officer;
2. To record processes which had heretofore only existed in institutional memory;
3. To restructure the membership of each Student Fee Committee to be proportional to the newly reduced membership of ASSOU following an institutional restructure in 2021.

The Bylaws Committee updated two sections pertaining to the Student Fee Process, attached as exhibits:

Exhibit A: Student Fee Committees

Exhibit B: Environmental Affairs Committee

Thank you for your time. If there is anything further I or ASSOU can do to assist you in understanding these changes, please let me know.

Sincerely,

Monica Benton

“EXHIBIT A”

Changes to the ASSOU Bylaws Index F, Student Fee Committees

The ASSOU Bylaws Committee made changes to Index D, Student Fee Committees using the following color code:

- RED → subtractions
- GREEN → additions
- BLUE → changes to formatting or organization

Notable changes include:

- The reduction of the total number of voting members seated on each mentioned committee to remain proportional with the reduced number of voting members within ASSOU;
- Establishing a more fluid timeline for the Student Fee Process based on the distribution of Form 1 rather than calendar deadlines;
- Updating the definition of a justifiable emergency to include emergency situations which have affected the process in the past;
- Editing the process of deliberations to be more intuitive and better reflect the process in actuality.

Change 1: Section 3 Edits to remove redundancy

3 Student Fee Committees

3.1 The Student Fee Budget Committee (SFBC) is a recognized standing committee of **the Associated Students of Southern Oregon University (ASSOU)** and shall establish guidelines for budget development, set the Student Incidental Fee, hear fee recommendations from the reserve, and emergency request for the current fiscal year

3.2 The Student Fee Allocation Committee (SFAC) is a recognized standing committee of **the Associated Students of Southern Oregon University (ASSOU)** and, as such, shall conduct public hearings on budgets requests within the guidelines stated in this document, and recommending the yearly budgets for;

- Athletics.
- Operation and maintenance of the Student Union, as well as for all activities that reside in the Student Union (i.e. have office space in the Union).
- Educational and cultural activities that do not reside in the Student Union and all student government activities.

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3.3 The Student Recreation Center is funded by a separately assessed mandatory incidental fee. Changes to the Student Recreation Center fee shall be subject to the deliberation and processes of the Recreation Center Advisory Committee and then brought before the ASSOU Senate and ASSOU President for approval and recommendation to the SOU Board. However, in the absence of a specific request to change the Student Recreation Center fee, that fee will at all times be adjusted for inflation consistent with the terms of the student referendum that approved funding of the Student Recreation Center.

3.4 The Green Tag Fee is funded by a separately assessed mandatory incidental fee. Changes to the Green tag fee shall be subject to the deliberation and processes of the Environmental Affairs Committee and then brought before the ASSOU Senate and ASSOU President for approval and recommendation to the SOU Board. The allocation of Green Tag Funds shall be overseen by the Environmental Affairs Committee.

3.5 The Inter-Club Council Allocation Committee is recognized as a subcommittee of the is an organization funded through Student Fee Allocation Committee, and is charged with conducting budget investigations for clubs that do not get direct funding from the Student Fee Allocation Committee, and allocating money out of the Inter-Club Council's budget on a yearly or term-by-term basis to said clubs. They shall operate under a separate set of rules, contained in the Inter-Club Council Allocation Committees' Constitution.

Change 2: Section 5 Edits for clarity and to reflect membership post-restructure

5 Membership of the Student Fee Process

5.1 Student Fee Budget Committee

5.1 Voting membership of the Student Fee Budget Committee (SFBC) shall be composed of no less than **four (4) two (2)** and no more than **six (6) four (4)** ASSOU Senate representatives and at least one at-large SOU student committee member. The ASSOU Director of Finance and Administration will serve as the Chair.

5.1.2 5.1.1 An institutional Director of Student Life, or designee and The Associate Vice President for Budget and Planning, or designee, shall serve as the ex-officio member of the Student Fee Budget Committee.

5.1.3.1 5.1.1.1 These staff members should be knowledgeable in both the current Student Fee rules and Oregon Public Meeting Law, and provide guidance to students when necessary.

5.1.3.2 5.1.1.2 The role of these staff members is to provide unbiased information and context to the student members of the committees, as well as serving as a liaison between the committee and budget authorities.

5.1.4 This committee shall have an ASSOU executive cabinet officer serve as an ex-officio, non-voting member of the Student Fee Budget Committee.

5.2 Student Fee Allocation Committee

5.2 Voting membership of the Student Fee Allocation Committee (SFAC) shall be composed of no less

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than ~~four (4)~~ ~~two (2)~~ and no more than ~~six (6)~~ ~~four (4)~~ ASSOU Senate representatives and at least one at-large SOU student committee member. The ASSOU Vice President will serve as the Chair.

5.2.1 An institutional Director of Student Life, or designee, shall serve as the ex-officio member of the Student Fee Allocation Committee.

5.2.2 The role of these staff members is to provide unbiased information and context to the student members of the committees, as well as serve as a liaison between the committee and budget authorities.

5.2.3 These staff members should be knowledgeable in both the current Student Fee rules and Oregon Public Meeting Law, and provide guidance to students when necessary.

~~5.2.3 This committee shall have an ASSOU executive cabinet officer serve as an ex-officio, non-voting member of the Student Fee Allocation Committee.~~

5.3 Information Applicable for all Student Fee Committee

5.3.1 The voting members of each of these committees shall not be the President or Vice President of the ASSOU.

5.3.2 The members of each of these committees shall be recommended to the Committee on Committees by the President of the ASSOU.

5.3.3 The Student Fee Committees and each subcommittee shall have a member of the judiciary assigned to the committee to provide oversight and guidance on the rules and regulations pertaining to the student fee process. The assigned judicial member shall not be recognized as a voting member, but shall provide knowledge and insight to the procedure.

5.3.4 The ASSOU Chief Justice shall be responsible for assigning a member of the judiciary to each subcommittee.

5.4 Recruitment and Placement of At-large Committee Members

5.4.1 At-large committee members shall undergo an application process and be chosen by the Committee on Committees in consultation with the ASSOU Director of Finance and Administration.

5.4.2 At-large positions shall be widely advertised to the campus community for at least two weeks prior to the application deadline and every effort shall be made to ensure that all segments of the student body have the opportunity to apply.

5.4.3 The Committee on Committees shall collect and review applications with the ASSOU Director of Administration and Finance, and will place at-large students based on their demonstration of the following: ability to attend committee meetings and ability to make viewpoint-neutral budget decisions.

5.4.3.1 The Committee on Committees shall strive to place at-large members of varying interests and experiences on each subcommittee.

5.5 Other Subcommittees

5.5.1 One Senator shall sit on the Inter-Club Council Allocation Committee.

5.5.2 The Environmental Affairs Committee shall have an ASSOU executive cabinet officer serve as an ex-officio, non-voting member.

Change 3: Section 6.2 Edits to clarify and committee membership to reflect conditions post-restructure

6.2 Student Fee Allocation Committee

6.2.1 All programs funded by the Student Incidental Fee are required to submit **documentation supporting an initial budget request for the next academic year a Form 1** to the Student Fee Allocation Committee **six weeks after Form 1 had been distributed to the budget authorities. or before week five (5) of Winter term.** **Initial budget requests Form 1** shall serve as a basis for assessing the anticipated need for **student-fee-funded** programs for the next fiscal year.

6.2.2 Each program shall submit a Form 1 to the Student Fee Allocation Committee by no later than week five (5) of Winter term.

6.2.3 6.2.2 After approval by Senate of the Budget recommendation set by the Student Fee Budget Committee, The Director of Finance and Administration shall present its budgetary direction to the Student Fee Allocation Committee.

6.2.4 6.2.3 The ASSOU Senate shall consider the recommendation made by the SFAC for approval by majority vote on or before week four (4) of Spring term.

6.2.5 6.2.4 If the Senate rejects the Student Incidental Fee recommendation, the Senate must provide the Student Fee Allocation Committee a detailed explanation of the reasons it rejected the recommendation. In the case of a rejection, the Senate will send the budget back to the SFAC for review with the explanations. The Student Fee Allocation Committee is expected to consider this explanation and submit a new recommendation for Senate approval within ten (10) days.

6.2.6 6.2.5 Following the ASSOU Senate's approval of Student Fee Allocation Committees' recommendation, the proposed allocation of fees **is** submitted for approval to the ASSOU President. If the ASSOU President vetoes the student incidental fee recommendation, the President shall provide the Senate with a written memorandum articulating the reasons for the veto. The ASSOU Senate may either (a) approve a revised Student Incidental Fee recommendation by majority vote or (b) override the President's veto by two-thirds majority.

Change 4: Section 8.2 through 8.4 edits to allow flexibility

8.2 Budget Hearings

8.2.1 Each program seeking funding **shall may choose to** present its requested budget at a meeting of the Student Fee Allocation Committee, at which the members of the committee shall ask clarifying questions

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of the presenters.

8.2.1.1 If a program chooses not to present, their submitted Form 1 shall be considered a presentation, and clarifying questions shall be emailed to a representative of the program.

8.2.2 The committee shall make every effort to make budget hearings accessible to program leaders and to students at large, by making every effort to hold hearings at times when program leaders can attend, by notifying the campus community well in advance of budget hearings, and by making the hearings process clear to all programs seeking funding.

8.2.3 The committee shall thoroughly investigate all budget requests.

8.3 Budget Recommendations

8.3.1 After holding budget hearings, the Student Fee Allocation Committee shall each have a separate meeting to make decisions on their budget requests.

8.3.2 The Student Fee Allocation Committee decisions shall be made in accordance with the budget provided by the Student Fee Budget Committee.

8.3.3 The Student Fee Allocation Committee may fund requested budgets in full or in part or may deny a budget request completely.

8.3.4 The Student Fee Allocation Committee shall rank their funded programs in order of importance and shall document their decisions and reasoning on a spreadsheet, known as the Form 2.

8.3.5 If the recommended funding level includes specific line item recommendations, the The Student Fee Allocation Committee must include the rationale for specific line item changes on

8.3.6 8.3.5 Form 2 shall be made available to all budget authorities after it is approved by The Student Fee Allocation Committee.

8.3.7 8.3.6 Additionally, ASSOU President shall create a document, known as the Form 2 3, which shall be a compilation of all budget decisions.

8.4 Appeals of the Allocation Process

8.4.1 All programs have a right to appeal the result of their budget request; however, only certain appeals will result in a reassessment of the program's yearly budget.

8.4.2 Any program wishing to appeal the budget process shall submit a grievance to the Judiciary fill out an allocation appeals form by a deadline to be determined by the ASSOU Senate, which shall be no earlier than a week after the Student Fee Committee, submits its recommendations to the Senate, and no later than the Tuesday of the eighth week of Winter term.

8.4.3 The ASSOU Judiciary SFAC shall determine whether an appeal meets any of the following criteria to have its budget request reassessed:

8.4.3.1 The Student Fee Committee or one of its subcommittees failed to follow prescribed processes or knowingly failed to hold sufficient public meetings. The program filing the appeal believes that it was not fairly considered in the first round of allocations.

8.4.3.2 The Student Fee Committee reduced the program's yearly budget without following

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proper procedure.

8.4.6 Emergency requests shall not include conference travel.

8.4.7 If a seeker has already proposed a budget to ICC, they shall not be allowed to make a request pertaining to the same budget to SFC, regardless of ICC's funding decision

8.4.8 Requests that do not meet these criteria will not be eligible for emergency funding.

8.4.9 If an emergency request is not granted by the Student Fee Committee, the requester shall be able to make a proper request to a subcommittee during the yearly allocation process.

8.4.10 All such emergency requests shall be heard by the Student Fee Committee.

8.4.11 Emergency funding requests will follow the criteria set forth in 5.6.5.1 and 5.6.11.3.2 in addition to the criteria listed below:

8.4.11.1 Emergency funding request shall fundraise between ten to twenty percent of the total proposal amount where feasible, as determined by the Student Fee Committee.

8.4.11.2 Exact percentages will be determined in the proposal review process.

8.4.11.3 Emergency funding requests shall schedule and give a follow up report with the Student Fee Committee at the first meeting after event completion.

8.4.11.4 Failure to report back to the Student Fee Committee may result in receiving limited funding or rejecting future funding requests.

8.4.11.5 The Student Fee Committee shall be notified of any program changes to approved emergency funding requests.

Change 5: Section 9 rewording, changes to clarify the roles of satellite organizations

9 End of Year Expenditures

9.1 **Barring an** emergency, there shall be no funding requests submitted or approved during the Summer Term.

9.1.1 A justifiable emergency shall be defined as an event or circumstance **which causes significant harm to the physical or mental well-being of the student body outside of a budget authority's control which inhibits the authority from performing its intended purpose or as determined by SFAC if in session.**

9.1.2 The **Inter-Club** Council shall make a presentation the following Fall term to the Student Fee Committee and All ASSOU on funding decisions made.

9.1.2 Effective July 1 of each year, any unused money within an index shall be returned to the unappropriated reserve fund.

9.1.2.1 In the following Fall term, if the unappropriated reserve and the prudent reserve fund

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combined total greater than \$500,000, the SFC shall return up to 5% of each programs' IBL from the previous year, or the remainder of the index's unused money, whichever is less.

9.1.3 Any projects proposed to occur on or after July 1 which are to be paid by the current operating budget shall be proposed to the Student Fee Committee prior to the last week of Spring Term.

9.1.3.1 Projects which are approved by the Student Fee Committee in this capacity shall return all unused funds to the Student Fee Reserve after the project has been completed.

9.1.3.2 Any projects which are carried out after July 1 without previous approval of the SFC and which are to be paid for by the current operating budget shall be considered an improper use of funds and subject to funding restrictions imposed by the Student Fee Committee as described in section 5.10 of these bylaws.

“EXHIBIT B”

Changes to the ASSOU Bylaws Index D, Environmental Affairs Committee (EAC)

The ASSOU Bylaws Committee completed changes to the Environmental Affairs Committee in two phases:

Firstly, Bylaws Committee updated the content and structure of the committee to be more concise, intuitive, and to omit portions of the legislation which are redundant or irrelevant to the committee (illustrated below in Change 1). For example, much of the section regarding funding dispersal was removed, as the Bylaws Committee felt it unnecessary to specify precisely how the money gets transferred from A to B, so long as it is allocated in an ethical and transparent manner in accordance with the rest of the EAC and ASSOU. Likewise, much of the recordkeeping section was removed as it conflicts with or is at least redundant to the general recordkeeping section of the ASSOU Bylaws.

Secondly, Bylaws Committee revised the structure of the Index to be more intuitive and reflect the structure used in other ASSOU Committee Bylaws (illustrated below in Change 2). Most of the changes made in this revision were purely organizational; however, a few clarifying Bylaws were added, and a few more were removed due to redundancy with other portions of the ASSOU Bylaws. The Index F as it is presented in Change 2 is the final product of the revisions; this is how it will appear in the ASSOU Bylaws.

The changes made to this section are noted with the same color scheme as before, with the addition of yellow for clarification as to why a change was made:

- RED → subtractions
- GREEN → additions
- BLUE → changes to formatting or organization
- YELLOW → explanation

Change 1:

Index D: The Environmental Affairs Committee (EAC)

D.1 Membership **Criteria**

D.1.1 The Environmental Affairs Committee (EAC) shall be Chaired by the ASSOU Director of Sustainability, and composed of at least five (5) additional voting members: two (2) Senators, one (1) Director in addition to the Chair, and at least two (2) At-Large members, to be seated by the Chair. Additionally, the Equity Coordinator for Sustainability and Basic Needs Resourcing (and/or designee) shall serve as a standing ex-officio member.

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D.1.1 The Environmental Affairs Committee (EAC) is comprised of five (5) members of equal voting power including the following: The Director of Sustainability and Civic Engagement (Chair), two (2) or more at-large members, and two (2) additional ASSOU Officers.

D.1.2 The Environmental Affairs Committee shall conduct itself in such a way as to prevent conflicts of interest. All potential conflicts of interest discovered shall be made public. To this end, each Committee member must publicly disclose all campus groups and organizations of which they are a member. Where appropriate, the Committee member shall recuse themselves from voting on grant allocations for projects proposed by such groups. For such votes, the “full Committee membership” as defined for voting majority purposes shall be decreased to account for the Committee member’s recusal.

D.1.3 The Environmental Affairs Committee shall have a staff member serve as an ex-officio, non-voting member of the committee.

Both D 1.2 and D1.3 are redundant

D.1.4 Each member of the Environmental Affairs Committee shall be appointed for one academic year. All member terms will begin in the fall quarter and end the spring quarter of the following year.

D.1.5 The director of Sustainability and Civic Engagement of the Environmental Affairs Committee shall be a member of the Sustainability Council of SOU. ← To be transferred to Exec Rules

D.2 The purpose Purpose of the Environmental Affairs Committee is to:

D.2.1 Create and maintain sustainable solutions on campus through internal efforts as well as in collaboration with other organizations, committees, and clubs.

D.2.2 Organize and provide information for on-campus events, educational campaigns, and other activities that will help the environment, including suggesting legislation to be voted upon before the ASSOU Senate.

D.2.3 Be responsible for the allocation the Green Fund, a fund provided by the Green Tag Student Fee.

D.2.3.1 The Green fund shall be used for renewable energy, water, and campus sustainability projects decided by the students of Southern Oregon University.

D.2.3.1.1 Energy: continued commitment to power our campus with clean, renewable energy, including exploring on-site energy generation or purchasing green power, among others.

D.2.3.1.2 Water: SOU will become the first university to restore 100% of the

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water we use on campus to a critically dewatered stream on the nearby Klamath River Basin.

D.2.3.1.3 Campus Sustainability Projects: A number of student-led sustainability projects will be created to reduce SOU's environmental footprint. These definitions are not needed and cloud the EAC procedure

D.2.3.2 The EAC shall establish and articulate clear priorities and criteria for allocating grant awards through the Green Fund and make this information available publicly.

D.2.3.3 Green Fund funds may be used for student or contracted compensation only with specific approval from the Environmental Affairs Committee.

D.2.4 Review project applications and determine allocations of grant awards.

D.2.4 Provide resources and advice for students pursuing sustainability-related projects prior to the application and post-selection of projects.

D.2.6 Provide guidelines to obtain regular progress updates and final reports for all grants awarded.

D.2.7 Represent the students of SOU and their interests in all decisions.

D.2.6 Be a connection Serve as a liaison between the University and Student-led sustainability efforts.

D.3 The Environmental Affairs Committee shall approve submitted projects by a simple majority vote of the full committee membership.

D.3.1 The Committee may elect to award only a portion of a grant proposal.

D.3.2 Projects seeking funding from the Green Fund must:

D.3.2.1 Submit a "Green Fund Request" application electronically to the Environmental Affairs Committee (EAC) executive member Chair, assousustain@sou.edu. This application shall be made publicly available to all students. is located on the EAC website

D.3.2.2 Following submission, applicants must present their proposal to the EAC. The guidelines for presentations shall be outlined by the EAC and available on the ASSOU EAC website.

D.3.2.2.1 If an applicant chooses not to present, their submitted Green Fund Request shall be considered a presentation, and clarifying questions shall be emailed to a representative of the applicant.

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D.3.2.3 For projects equal to or exceeding \$5,000, applications must also be submitted to the Sustainability Council (SC) by the Chair of EAC. If possible, the funding applicant is encouraged to also present their proposal to the SC.

D.3.2.4 The EAC and the SC bodies will empower students and enable student-driven projects in sustainability by providing a source of funding, guidance, hands-on experience and networking. Redundant, and ASSOU cannot dictate what SC does

D.4 Project Eligibility Criteria

D.4.1 Project proposals may only be submitted by SOU students. Proposals submitted by non-SOU students shall not be considered. Individuals and organizations outside of SOU may not submit proposals. Following is a list of broadly-defined requirements that must be followed for a project to receive funding.

D.4.2 Projects should shall directly address sustainability in operation of the SOU campus or in the capacity that off-campus activities influence on-campus sustainability. This includes a broad range of environmental considerations, including but not limited to energy efficiency, water efficiency, waste reduction, transportation management, green procurement, green buildings, and education.

D.4.3 Projects shall provide a timeline for completion, and a schedule for regular check-ins with the Environmental Affairs Committee.

All projects shall have a mechanism for evaluation and follow-up after funding has been disbursed. Projects that are not completed within a single academic year should have a plan for continuation during the following year, until the project is complete. Projects should include a report made to the Environmental Affairs Committee after successful or unsuccessful implementation.

D.4.4 Projects should shall include some component that raises greater awareness of sustainability issues on campus. This might include an outreach component, a press release, or the fact that the project is conducted in public view.

D.4.5 Projects should shall contain a component of direct student involvement. Such projects include, but are not limited to internships, initiatives with students in oversight bodies, and student research, and projects proposed by students. Redundant, all projects must be proposed by students

D.5 Prioritization Criteria

D.5.1 Prioritization criteria will be made publicly available on the ASSOU website.

D.5.1 Does the project add value? We encourage projects that will complement existing sustainability programs and projects in place on campus. We encourage proposals that build on existing infrastructure and commitment to work towards a common goal for

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campus sustainability.

D.5.2 Does the project educate or raise awareness? Preference will be given to projects that are highly visible, impact daily student life, and/or reach a wide demographic within the SOU community.

D.5.3 Does the project make economic sense? Preference will be given to projects that demonstrate the greatest reduction in SOU's negative environmental impact for the least cost, that can obtain matching funds from sources other than the SOU Green Fund, and/or that are able to repay the Fund.

D.5.4 Does the project include strong student participation? Preference will be given to projects led by students or that involve students in their implementation.

D.5.5 Does the project have long-term impact? Strong preference will be given to projects that will have a lasting impact on campus beyond their completion and beyond the graduation/departure of their original students.

D.6 Other Rules Regarding Green Fund Funds

D.6.1 Any funds not allocated in a given year shall remain in the Green Fund account for future use.

D.6.2 Funds allocated to a project that are not spent within the project timeframe shall be returned to the Fund for reallocation.

D.6.3 Green Fund funds are not to be used or reallocated for purposes other than the proposed request.

D.6.4 **The Green Fund shall continue to operate** EAC may continue to disperse funding from the Green Fund as long as sufficient money remains in the Green Fund account.

D.6.5 Green Fund funds may not be used for any purposes that violate SOU policies and procedures.

D.6.6 Green Fund funds may be used for student or contracted compensation only with specific approval from the Environmental Affairs Committee.

D.6.7 **All materials and equipment purchased with Green Fund funds shall become the property of ASSOU. Once money is allocated, ASSOU should have no claim to what is purchased.**

D.7 Accountability, Records and Reports

D.7.1 Accountability of the Green Fund **to the Student Body Administration of the Green**

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Fund shall be open and visible to the student body and therefore the Environmental Affairs Committee shall:

D.7.1.1 Adhere to Oregon public meeting law.

D.7.1.2 Make all of its records available to the public, including project proposals that have and have not received funding.

D.7.1.3 Publish an annual report during of its activities and disseminate it to ASSOU within the first three weeks of Spring term.

D.7.2 All projects funded by the Green Fund shall submit a report to the Environmental Affairs Committee by the fifth week of spring term. The report must include a budget detailing the spending of all funds. Only those expenditures eligible under these by-laws and the specific terms of the grant award will be paid by the Green Fund.

D.7.3 All projects funded by the Green Fund are to provide a short presentation to the Environmental Affairs Committee on the current status/progress of the project at the end of the academic year. This may include a PowerPoint presentation or a verbal presentation by the assigned project manager or selected project member. Redundant; already require projects to provide regular updates to EAC

D.7.4 The Environmental Affairs Committee will assign a project manager to be the primary contact with all grantees. The manager will be responsible for keeping open communication with project group members, provide any guidance, forward updates to the Environmental Affairs Committee, and overall the liaison between student project members, Environmental Affairs Committee and Sustainability Council.

D.7.1.1 Keep Green fund records on file in the assousustain@sou.edu email and the ASSOU Drive, including a record of projects selected each year and the funds allocated to each.

D.7.1.2 Be entitled to access the full ledgers and financial reports of the Green Fund managed by SOU's Equity Coordinator for Sustainability and Basic Needs Resourcing.

Green Fund records will be kept on file with ASSOU. Green Fund must keep on record:

D.7.5.1 Minutes of all meetings of the Environmental Affairs Committee indicating the time and place of meetings, the names of those present and the proceedings thereof.

D.7.5.2 Adequate and correct ledgers and records of account, including accounts of its properties and business transactions and accounts of its assets, receipts, and disbursements.

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D.7.5.3 Record of projects selected each year and the funds allocated to each.
Moved to above

D.7.5.4 Reports made back to the Environmental Affairs Committee.

D.8 Disbursement of Funds

D.8.1 The EAC shall disperse funding for approved proposals in the methods outlined by SOU's Environmental Affairs-affiliated professional staff.

[Student] D.8.1 A budget is required with the application for funding.

[ProStaff] D.8.2 Funds may be accessed in the following ways (back-up documentation must be provided to the Environmental Affairs Committee at the time of request):

D.8.2.1 Reimbursement of expenses (check)

D.8.2.1.1 The Green Fund will not reimburse for any expenses incurred prior to funding approval by EAC

D.8.2.2 Direct purchase through campus financial system (i.e. Purchase)

D.8.2.3 Allocation to a specific index code with the university

C.8.8.3 All disbursements of funds must be routed and approved through the Office of Student Life.

[ProStaff] D.8.4 After the funds are expended, provide an accounting of the actual funds spent compared to budget, preferably within 30 days of project completion but always before spring finals.

[ProStaff] D.8.5 Any unspent funds will be returned to the SOU Green Fund unless otherwise approved.

[ProStaff] D.8.6 All backup documentation for expenses, including receipts and invoices for contracted work, shall be submitted no later than two weeks before the end of spring term.

[Student] D.8.7 Funds shall not be transferred to ASSOU or student organization group(s) accounts without approval. Funds may be transferred between SOU accounts with the approval of the Environmental Affairs Committee.

[Student] D.8.8 Funds may be carried over for multiple years on a case by case basis. The final schedule of fund disbursement is to be determined and approved by the Environmental Affairs Committee.

[ProStaff] D.8.9 A signed copy of Acknowledgement of Receipt of Green Fund By-Laws must be on file with ASSOU prior to disbursement(s).

[ProStaff] D.9 A majority vote of the ASSOU Senate may amend, create, or repeal portions of this charter, unless doing so would materially and adversely affect the mission of the SOU Green Fund. This is not how we update the Bylaws; EAC cannot have a separate method of updating since it is part of the Bylaws.

D.9.1 All changes must be approved in the same manner as all other bylaws.
Redundant

D.10 "Final Deliverables" are defined as include the following:

D.10.1 A 2-3 page thorough summary report, including a short PowerPoint or visual presentation, submitted to the primary contact in the Environmental Affairs Committee no later than two weeks before the end of spring term.

D.10.2 All final expense documentation, including receipts, invoices, and balances of project funds shall be turned in to the Environmental Affairs Committee no later than two weeks before the end of spring term.

D.10.3 Optional presentation in an academic capacity (i.e SOAR, Ecological Symposium, Earth Day etc.).

Change 2: Reorganization of Index D

D.1 Membership Criteria

D.1.1 The Environmental Affairs Committee (EAC) shall be Chaired by the ASSOU Director of Sustainability, and composed of at least five (5) additional voting members: two (2) Senators, one (1) Director in addition to the Chair, and at least two (2) At-Large members, to be seated by the Chair. Additionally, the Equity Coordinator for Sustainability and Basic Needs Resourcing (and/or designee) shall serve as a standing ex-officio member.

D.2 Purpose

D.2.1 Create and maintain sustainable solutions on campus through internal efforts as well as in collaboration with other organizations, committees, and clubs.

D.2.2 Organize and provide information for on-campus events, educational campaigns, and other activities that will help the environment, including suggesting legislation to be voted upon before the ASSOU Senate.

D.2.3 Allocate the Green Fund, a fund provided by the Green Tag Student Fee.

D.2.3.1 The Green fund shall be used for renewable energy, water, and campus sustainability projects decided by the students of Southern Oregon University.

D.2.3.2 The EAC shall establish and articulate clear priorities and criteria for allocating grant awards through the Green Fund and make this information available publicly.

D.2.3.3 Green Fund funds may be used for student or contracted compensation only with specific approval from the Environmental Affairs Committee.

D.2.4 Provide resources and advice for students pursuing sustainability-related projects prior to the application and post-selection of projects.

D.2.5 Serve as a liaison between the University and Student-led sustainability efforts.

D.3 Green Fund Process

D.3.1 Project Eligibility Criteria

D.3.1.1 Project proposals may only be submitted by SOU students. **Proposals submitted by non-SOU students shall not be considered.**

D.3.1.2 Projects **shall** directly address sustainability in operation of the SOU campus or in the capacity that off-campus activities influence on-campus sustainability. This includes a broad range of environmental considerations, including but not limited to energy efficiency, water efficiency, waste reduction, transportation management, green procurement, green buildings, and education.

D.3.1.3 **Projects shall provide a timeline for completion, and a schedule for regular check-ins with the Environmental Affairs Committee.**

D.3.1.4 Projects **shall** include some component that raises greater awareness of sustainability issues on campus. This might include an outreach component, a press release, or the fact that the project is conducted in public view.

D.3.1.5 Projects **shall** contain a component of direct student involvement. Such projects include, but are not limited to internships **and** student research.

D.3.2 Projects seeking funding from the Green Fund must: Project Approval Process

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D.3.2.1 Submit a “Green Fund Request” application electronically to the Environmental Affairs Committee (EAC) Chair, assousustain@sou.edu. This application shall be made publicly available to all students.

D.3.2.2 Following submission, applicants must present their proposal to the EAC. The guidelines for presentations shall be outlined by the EAC and available on the ASSOU website.

D.3.2.2.1 If an applicant chooses not to present, their submitted Green Fund Request shall be considered a presentation, and clarifying questions shall be emailed to a representative of the applicant.

D.3.2.3 For projects equal to or exceeding \$5,000, applications shall also be submitted to the Sustainability Council (SC) by the Chair of EAC. If possible, the funding applicant is encouraged to also present their proposal to the SC.

D.3.2.4 Prioritization criteria will be made publicly available on the ASSOU website.

D.3.2.5 The Environmental Affairs Committee shall approve submitted projects by a simple majority vote of the full committee membership.

D.3.2.6 The Committee may elect to award only a portion of a grant proposal.

D.3.3 Funding Dispersal

D.3.3.1 The EAC shall disperse funding for approved proposals in the methods outlined by SOU’s Environmental Affairs-affiliated professional staff.

D.3.3.2 Accountability of the Green Fund shall be open and visible to the student body and therefore the Environmental Affairs Committee shall:

D.3.3.2.1 Keep Green fund records on file in the assousustain@sou.edu email and the ASSOU Drive, including a record of projects selected each year and the funds allocated to each.

D.3.3.2.2 Be entitled to access the full ledgers and financial reports of the Green Fund managed by SOU’s Equity Coordinator for Sustainability and Basic Needs Resourcing.

D.3.3.3 Any funds not allocated in a given year or spent on a project, within the project time frame, shall remain in the Green Fund account for future use.

D.3.3.4 Green Fund funds may be used for student or contracted compensation only with specific approval from the Environmental Affairs Committee.

D.4 Accountability, Records and Reports

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D.4.1 Accountability of the Green Fund shall be open and visible to the student body and therefore the Environmental Affairs Committee shall:

D.4.1.1 Keep Green fund records on file in the assousustain@sou.edu email and the ASSOU Drive, including a record of projects selected each year and the funds allocated to each.

D.4.1.2 Be entitled to access the full ledgers and financial reports of the Green Fund managed by SOU's Equity Coordinator for Sustainability and Basic Needs Resourcing.

D.6.1 Any funds not allocated in a given year shall remain in the Green Fund account for future use.

D.6.2 Funds allocated to a project that are not spent within the project timeframe shall be returned to the Fund for reallocation.

D.6.3 Green Fund funds are not to be used or reallocated for purposes other than the proposed request.

D.6.4 EAC may continue to disperse funding from the Green Fund as long as sufficient money remains in the Green Fund account.

D.6.5 Green Fund funds may not be used for any purposes that violate SOU policies and procedures.

D.6.6 Green Fund funds may be used for student or contracted compensation only with specific approval from the Environmental Affairs Committee.

President's Report



**Board of Trustees Meeting
President's Report
April 2022**

OVERVIEW

- **Draft Goals**
- **Revenue Diversification Possibilities**
- **Outreach and Engagements**
- **Communication Strategy**

Draft 2022-2023 Goals for Discussion

- Plant Seeds for Revenue Diversification Options
 - Develop Partnerships
 - Identify Risk vs Reward
 - Socialize with All Stakeholders
- Justice, Equity, Diversity and Inclusion
 - Translate Goals and Strategy into Practice
- Develop an *Approach* to Strategic Plan
 - Capitalize and Celebrate Achievements
 - Identify Areas for Adjustment
- Establish Network of Collaborators
- Robust Communication Strategy (Internal/External)
- Culture of Healing & Self-Care
(Students/Faculty/Staff)

Revenue Diversification Opportunities

April 2022

Four Projects (So Far)

- **Energy Transformation**
 - **(Internal) Campus Solar Production**
 - **(External) Community Scale Solar**
- **Cascade Housing Project**
- **University District Business Accelerator**
- **PNW Workday Training Center**

Solar Energy Production (Internal)



	Avista			IGI			\$/MMBTU	Total Natural Gas Cost	City of Ashland			Total Energy Cost
	Therms Consumed		\$	MMBTUs Consumed	\$	kWh/Consumed			\$			
FY 21												
July 20	18107		\$2,634.74	1822	\$5,955.65	3.27	\$8,590.39	554400		\$58,718.24	\$67,308.63	
Aug 20	17550		\$2,582.16	1746	\$5,931.64	3.40	\$8,513.80	518400		\$55,622.65	\$64,136.45	
Sep 20	18332		\$2,655.99	1822	\$6,592.79	3.62	\$9,248.78	580800		\$59,425.61	\$68,674.39	
Oct 20	32431		\$3,944.89	2903	\$10,384.09	3.58	\$14,328.98	583200		\$57,748.14	\$72,077.12	
Nov 20	72344		\$6,601.15	7163	\$29,245.84	4.08	\$35,846.99	564000		\$58,969.39	\$94,816.38	
Dec 20	79238		\$7,009.49	8757	\$36,321.72	4.15	\$43,331.21	633600		\$63,300.46	\$106,631.67	
Jan 21	76435		\$6,859.62	7526	\$30,810.17	4.09	\$37,669.79	571200		\$58,683.93	\$96,353.72	
Feb 21	73025		\$6,672.65	7244	\$28,570.99	3.94	\$35,243.64	600000		\$61,005.41	\$96,249.05	
March 21	69209		\$6,781.04	7158	\$27,967.89	3.91	\$34,748.93	552000		\$58,287.53	\$93,036.46	
April 21	44632		\$5,111.71	4318	\$15,769.50	3.65	\$20,881.21	648000		\$63,552.70	\$84,433.91	
May 21	25650		\$3,488.38	2734	\$10,577.88	3.87	\$14,066.26	561600		\$58,748.80	\$72,815.06	
June 21	18432		\$277.45	1826	\$7,038.11	3.85	\$7,315.5				\$70,331.39	
Totals	0	0	545385		\$54,619.27	55019	\$215,166.27	3.78	\$269,785.5	7000800	\$717,078.69	\$986,864.23

- 7.0 M kWh, \$717,000
- COVID Year
- 7.2 MW Equivalent

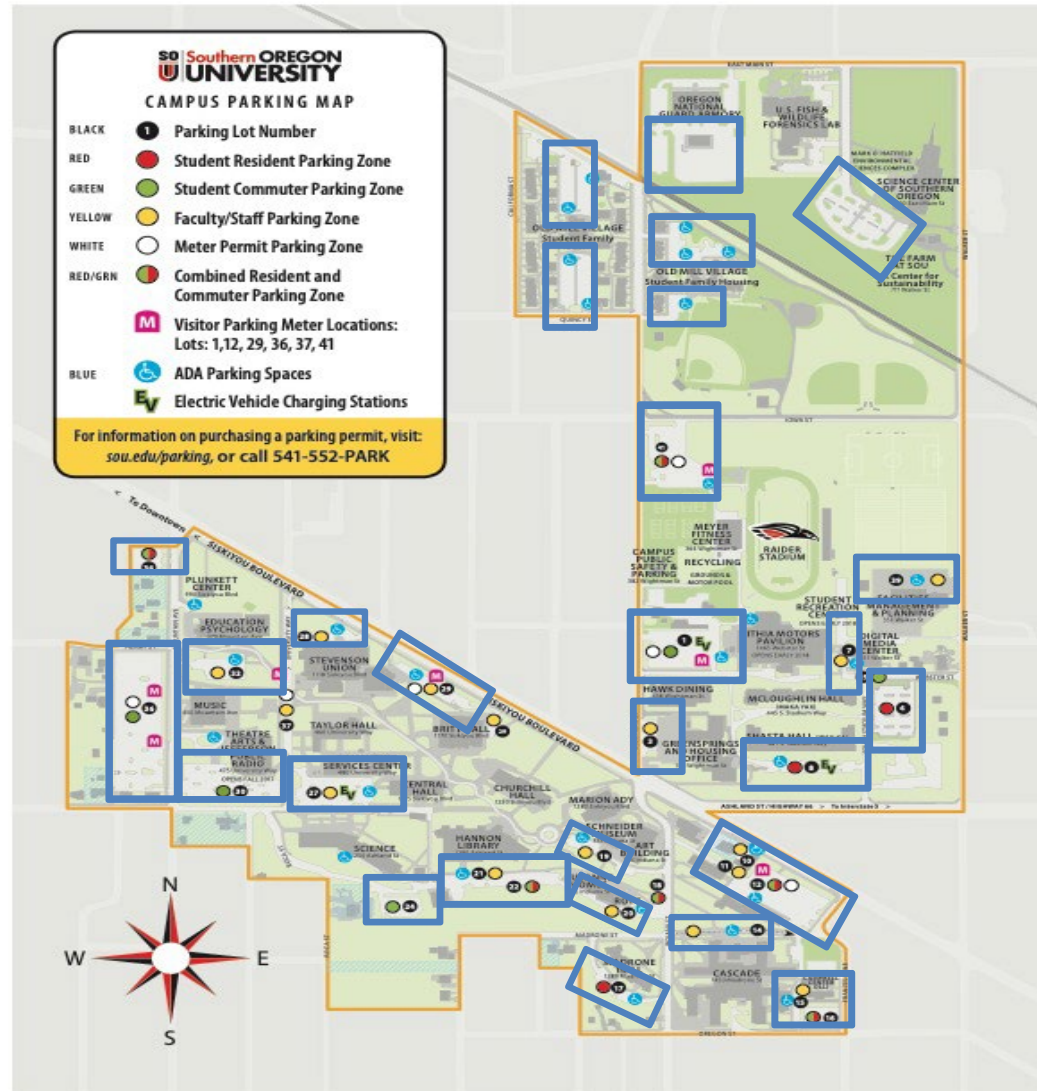
\$800k - \$1M / year

Solar Energy Production (Internal)

- Parking Lots
- Rooftops
- Open Spaces

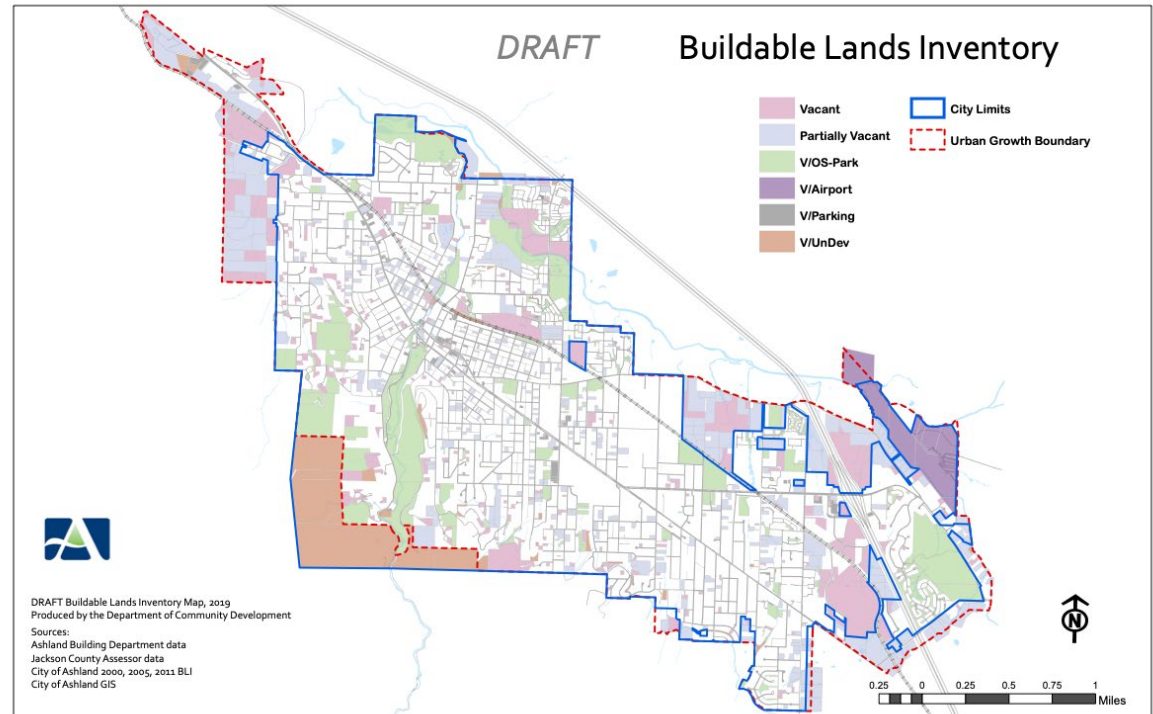
**7.2 MW =
\$1M / year**

**Any Fraction
Thereof**



Energy Production (External)

- Partnership w/ City
- 1MW / Year Max
- Multi-year effort
- Bonneville Power
- Incentivize Everyone
- Beyond the Region
- Tribal Community Partners
- \$100k or more / MW / year

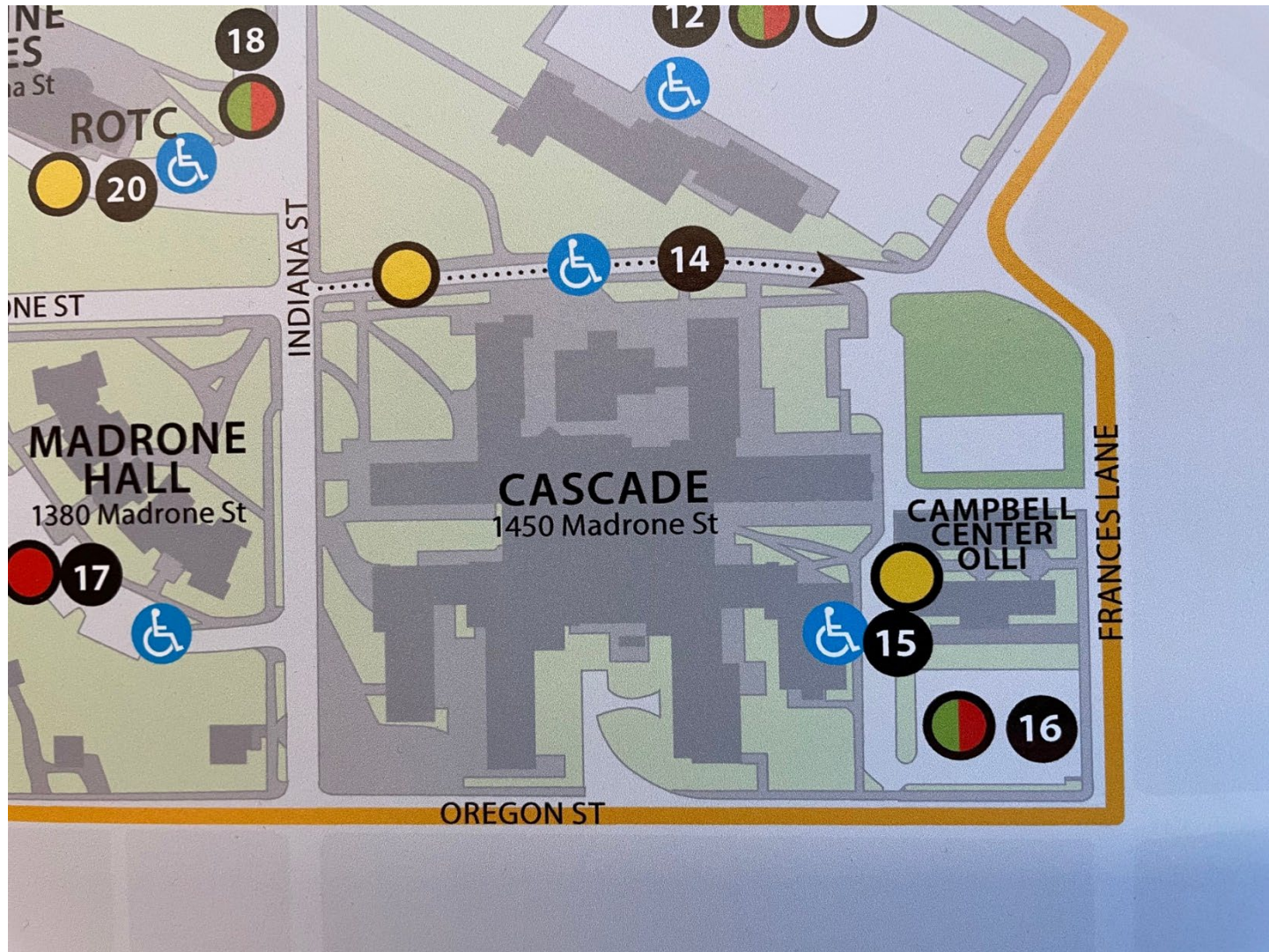


Energy Project Final Thoughts



- Political Project
 - Navigating and Leveraging Government Opportunities Key
- Cooperation with Local Entities VERY Important
- Students are Leading the Way
- Kudos to Sustainability Leaders on Staff
- Thanks to Trustees Franks and Vincent

Cascade Housing Project



Cascade Housing Project

- **Public Private Partnership**
- **Senior Housing / Faculty Housing / Student Housing**
- **Retail on Ground Floor?**
- **Community Access to Campus**
- **Courses Built In to Rent Model**
- **Mentorship / Sponsorship / Auxiliary**
- **Fiscal Impact Still To Be Determined**

University Business District



- **Business Accelerator in South Ashland**
- **Partnership with City**
- **Specialty Businesses Catering to University Market**
- **Overhead Incentives**
- **Small Business Development Center**
- **Corner of Ashland and Walker could be Catalyst**
- **Fiscal Impact Still To Be Determined**

Workday Training Center



- **SOU Leading the Way in OR Higher Ed Transition**
- **State of Oregon and Big Business Partners**
- **Opportune Use of Higher Education Center**
- **Intensive 1 Week Orientation**
- **Follow Up Refreshers / Online Options**
- **Economic Development Options for Medford**
- **Fiscal Impact Still To Be Determined**

Revenue Project Final Thoughts

- **Not the Only Four!**
- **All Involve Collaborations**
- **All Would Change the
Higher Education Paradigm**
- **Get Ready for Obstacles**
- **Risk / Reward the Key**

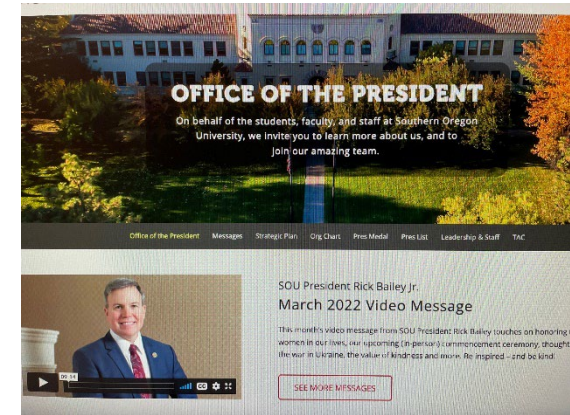
Outreach and Engagements

- **Governor Brown**
- **State Legislators**
- **HECC**
- **OCOP**
- **OCCA**
- **Chambers of Commerce**
- **Public School Superintendents**
- **SORED I / Rogue Workforce Partnership**
- **Partners, Alumni and Donors**
- **Rotary Clubs**
- **AASCU**
- **NAIA**
- **...and our Federal Delegation**



Communications Strategy

- Newspaper Op-Eds
- TV and Radio Interviews
- Social Media
- Monthly Video
- State of the University
- Podcast
- Website
- More to Come...



Questions / Comments

Committee Reports

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

Associated Students of SOU (ASSOU) Report

Faculty Senate Report

Staff Assembly Report

**SOUTHERN OREGON UNIVERSITY STAFF ASSEMBLY
PERIODIC REPORT TO BOARD OF TRUSTEES – APRIL, 2022
ASHLEY KING
INNAUGURAL CHAIR ELECT, STAFF ASSEMBLY**

EXECUTIVE COMMITTEE:

- Matt Stillman – Chair
- Ashley King – Chair Elect – Budget Committee, - Ad/Hoc Process Procedure
- Luke Williams - Elections and Bylaws Committee Chair
- Anna D’Amato - Service Committee Chair
- Chris Mahan – Communications Committee Chair

REPRESENTING ACADEMIC AFFAIRS:

- Kim Andresen - Communications Committee
- Mary Katie Brown – Service Committee
- Robert Casserly – Bylaws Committee
- Edward Derr – Communications Committee
- Helen Eckard - Secretary
- Rachel Gibbs – Service Committee
- Deborah Lovern – Service & Budget Comm.
- Christopher Mahan – Exec. Committee

REPRESENTING ENROLLMENT MANAGEMENT & STUDENT AFFAIRS:

- Katherine Cable – Communications Committee
- Anna D’Amato – Exec. Committee
- Belisario Nigenda-Perez – Bylaws Committee
- Jill Smedstad
- Luke Williams – Exec. Committee

REPRESENTING FINANCE & ADMINISTRATION:

- Jeff Anderson – Communications Committee
- Josh Lovern – Bylaws Committee
- Colleen Martin-Low - Ad/Hoc Process Procedure
- David Raco – Ad/Hoc Process Procedure
- Patricia Syquia – Bylaws Committee
- Daniel Tharp – Service Committee
- Rebecca Walker

REPRESENTING PRESIDENT’S OFFICE/ATHLETICS/JPR:

- Valerie Ing – Communications Committee
- Fawn Jones – Service Committee
- Jessica Pistole
- Josh Rohlfing – Bylaws Committee

REPRESENTING UNIVERSITY ADVANCEMENT:

- Stacey Derrig – Service Committee

SUMMARY OF ACTIVITIES SINCE LAST BOARD OF TRUSTEES MEETING:

- Continuation of work on bylaws
 - Making great progress with some amendments already voted on and approved by the representatives
- Meet with Leadership to discuss new COVID guidelines and the removal of the Oregon mask mandate
- Internal committees are up and running
 - Service Committee is working to place a representative on the Outstanding Staff Award committee
 - Will be conducting a survey among representatives to explore other opportunities to show staff appreciation
- Continuing to develop web presence
- Creation of Ad/Hoc committee to establish general process and procedures
- Held nominations for new representative to replace vacant seats and for next year’s Chair-Elect
- Voting is currently on going for a new representative for Finance and Administration group
- Coming up: Voting on FY23 Chair Elect position

University Advancement Report

Equity, Diversity and Inclusion Report



Equity Institute & Campus EDI Climate Survey

Toya M. Cooper, JD
Vice President for Equity, Diversity, and Inclusion
Southern Oregon University
Board of Trustees
April 2022

WHAT'S AHEAD

- Equity Institute
 - Summary of Program
 - Observations
 - Possible Next Steps
- Campus EDI Climate Survey
 - Equity Institute Tools + Survey Data = Informed EDI Strategy

Equity Institute: Summary

- USC Race and Equity Institute 8-week program began February 14th
- 23 Participants representing cabinet and various staff and faculty divisions
- Program purpose, in summary-
 - to educate and equip participants and enhance individual & institutional effectiveness in the advancement EDI-related initiatives initiatives, and proactive planning and reactive capacity in support of the same.

Equity Institute: Observations

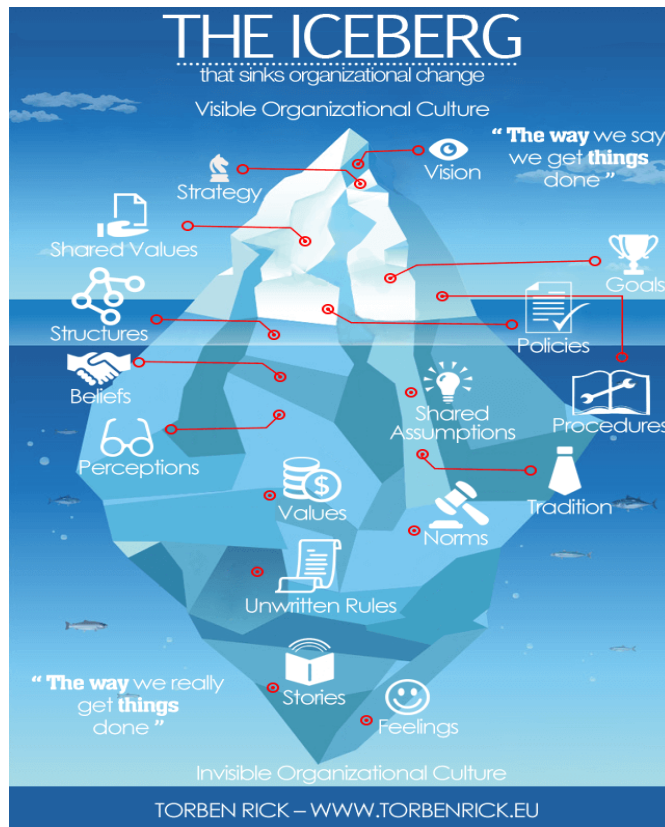
- High engagement among the participants demonstrated by:
- Honest and challenging conversations.
- Engagement with one another and instructors beyond scheduled sessions.
- Stated desire among participants to “do something” with what they are learning.
- Highest engagement in sessions on--
 - race-conscious enrollment management; and
 - campus crisis management

Equity Institute: Possible Next Steps

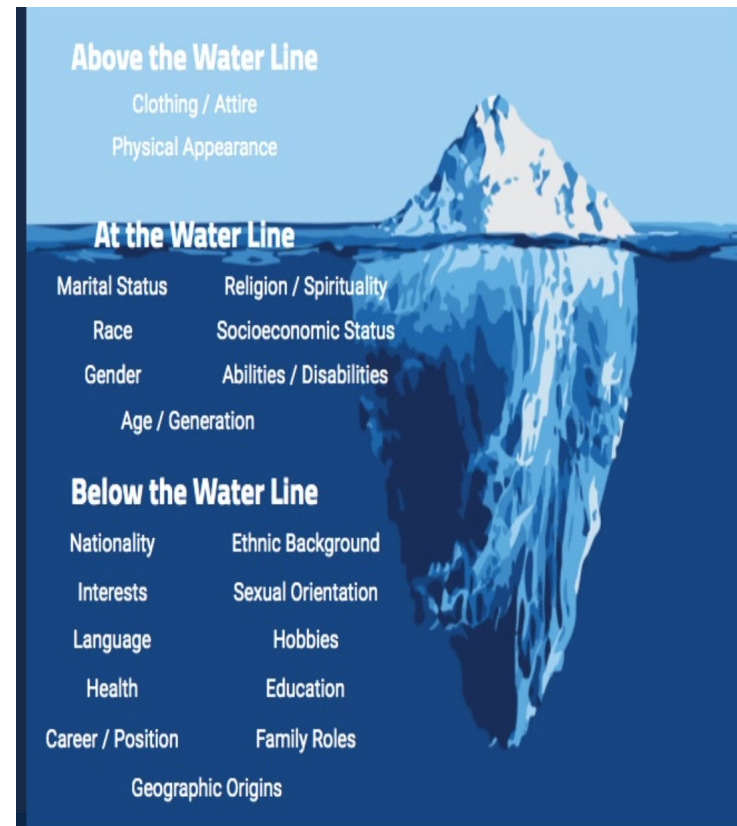
- Session on “Advancing Racial Equity in Mostly White Contexts” drew attention to the role institutional identity plays in advancing or prohibiting successful initiatives
- Considering SDIV and supporting goals –is an examination of our institutional identity in order?

Identity Icebergs

Individual



Institutional



Institutional Identity: Above & Below the Water Line



- Like people, organizations have a cultural identity.
- “Organizational culture can eat policy and strategy for lunch (and all other meals and snacks)” and thwart EDI efforts.
- What is our institution’s cultural identity:
 - our, policies, practices, strategies, values, norms, assumptions, perceptions, beliefs?
 - How do they advance or thwart our EDI-related goals?

Equity Institutes: Possible Next Steps

- Equity Institute program administrators and VPEDI to develop exercise that--
 - Examines institutional identity and its impact on EDI-related efforts
 - When paired with EDI Campus Climate data will help us determine -
 - whether our SDIV related goals address what the survey data and comparison to institutional identity mapping bear out? (i.e., Do we need modified, amplified, completely transformed goals?).

Institutional Identity + Climate Survey

Data=Informed EDI Strategy



- Cabinet Cross-Walk
 - Identity Iceberg & EDI Campus Climate Data Review
 - Focus Groups with all Equity Institute Participants to determine and develop area priorities of focus for a defined period, using Institute program tools.

EDI Climate Survey

- A climate survey serves as a snapshot:
 - of the perspectives, beliefs, opinions, and experiences with regard to diversity, equity, and inclusion as held and lived by the individuals who work, learn, and live at SOU.
- This snapshot will serve as baseline data that:
 - highlights the nature and scope of our EDI-related assets and deficits as they exist at the time we take the picture,
 - and that will change over time when compared with future snapshots.

EDI Climate Survey

- EDI survey assesses sense of --
 - Welcome in and around the campus environment
 - Value to institution, colleagues, and peers
 - General safety and well-being
- As determined by their beliefs, opinions, perceptions, about and experiences with --
 - College Policies, Programs, and Practices
 - Campus Physical Locations (And off-campus locations)
 - Formal and Informal Interactions

Climate Survey: Launch

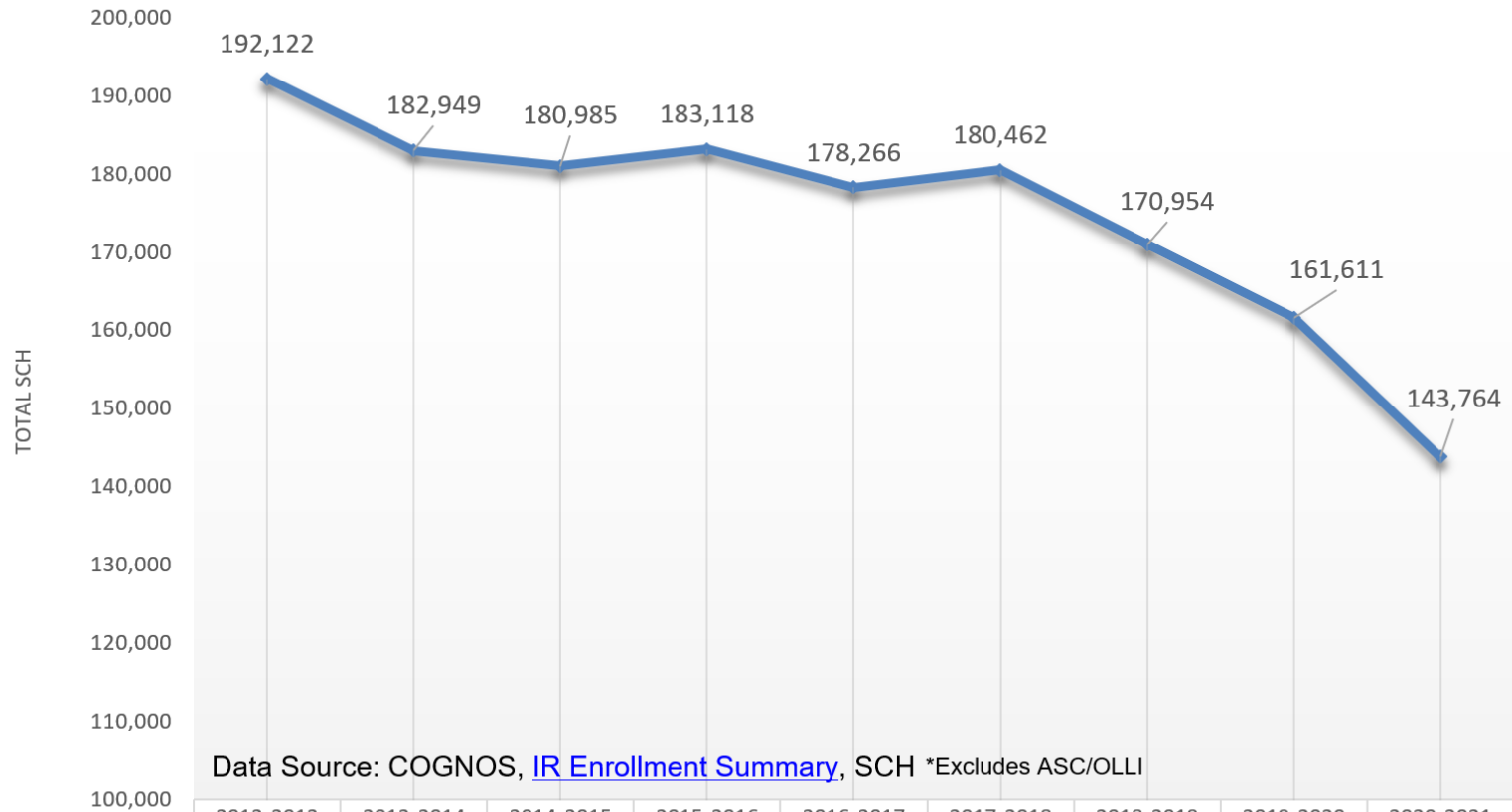
- Vendor: SoundRocket
- Census: Faculty, Staff, and Student-all populations
 - Launch Date: Week of May 2nd
 - Period: 3 weeks
 - Analysis conducted and report generated by SoundRocket for institutional report out and use.

QUESTIONS?

Budget Update and Review of Pro Forma

Enrollment Context: Decline in Student Credit Hours (SCH)

Total SCH Per Academic Year 2012 - 2020



Data Source: COGNOS, [IR Enrollment Summary](#), SCH *Excludes ASC/OLLI

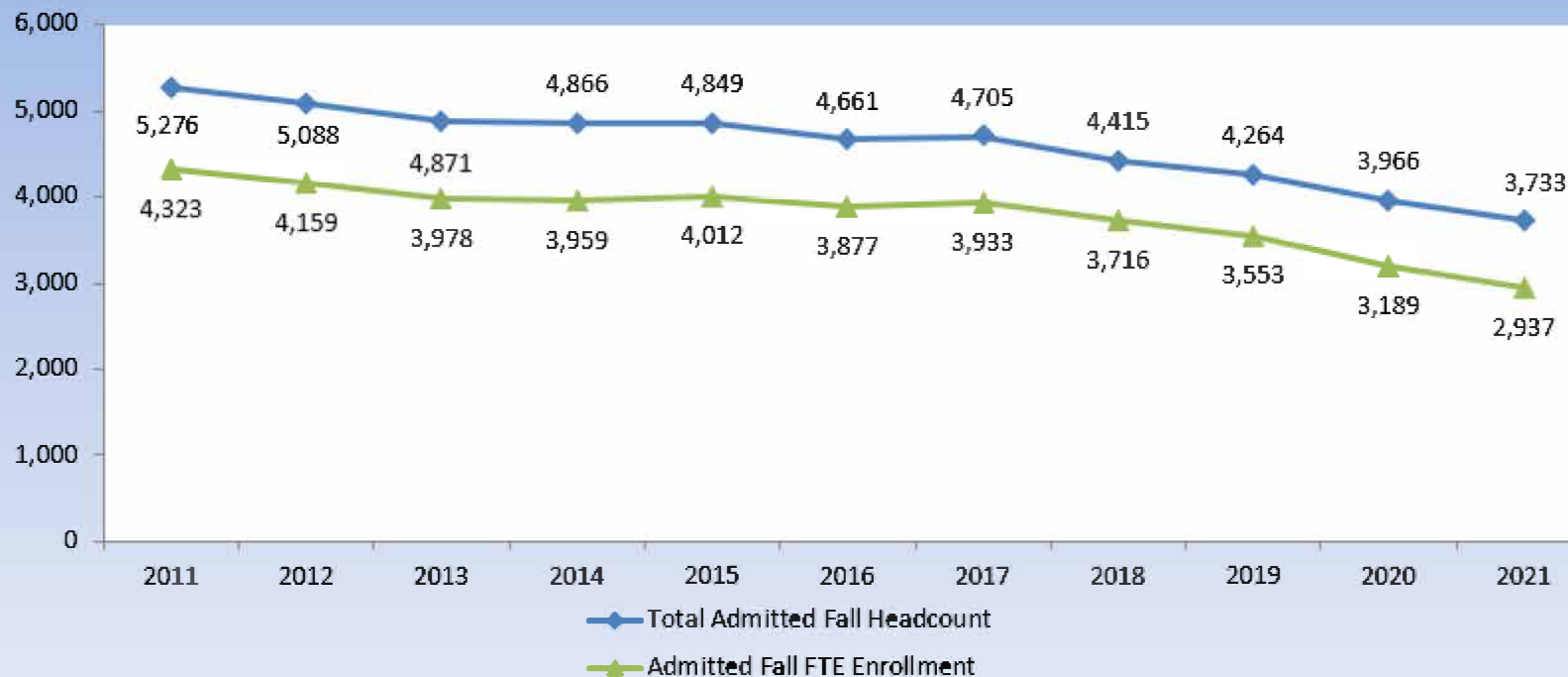
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
AY SCH Total	192,122	182,949	180,985	183,118	178,266	180,462	170,954	161,611	143,764
% Change From Prior AY		-5.0%	-1.1%	1.2%	-2.7%	1.2%	-5.6%	-5.8%	-12.4%

ACADEMIC YEARS

Fall 2021 Headcount and FTE Enrollment

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% Change from 2020 to 2021
Total Admitted Fall FTE Enrollment	4,323	4,159	3,978	3,959	4,012	3,877	3,933	3,716	3,553	3,189	2,937	-7.9%
Total Admitted	5,276	5,088	4,871	4,866	4,849	4,661	4,705	4,415	4,264	3,966	3,733	-4.8%

Fall Headcount and Annual FTE Enrollment per Year

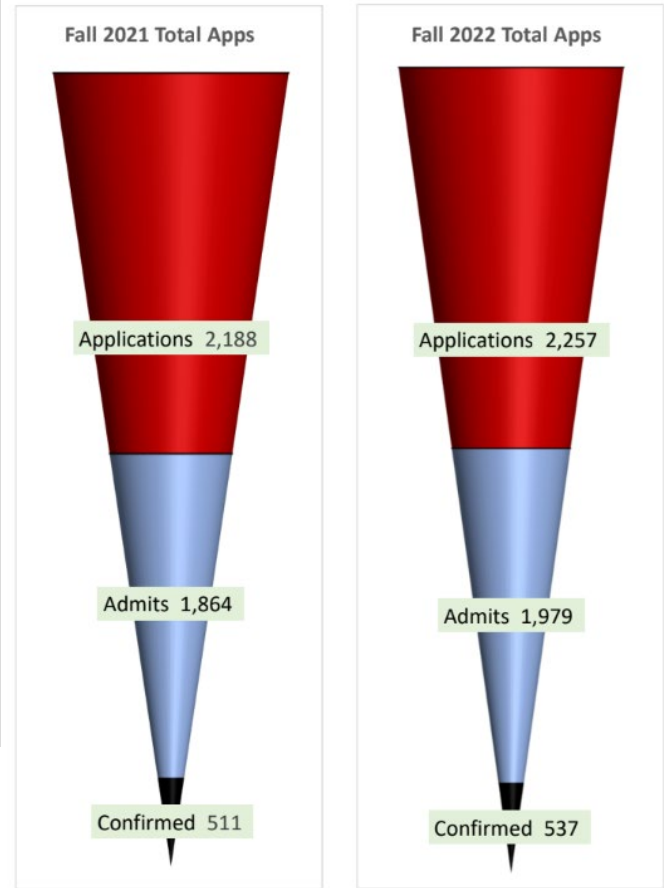
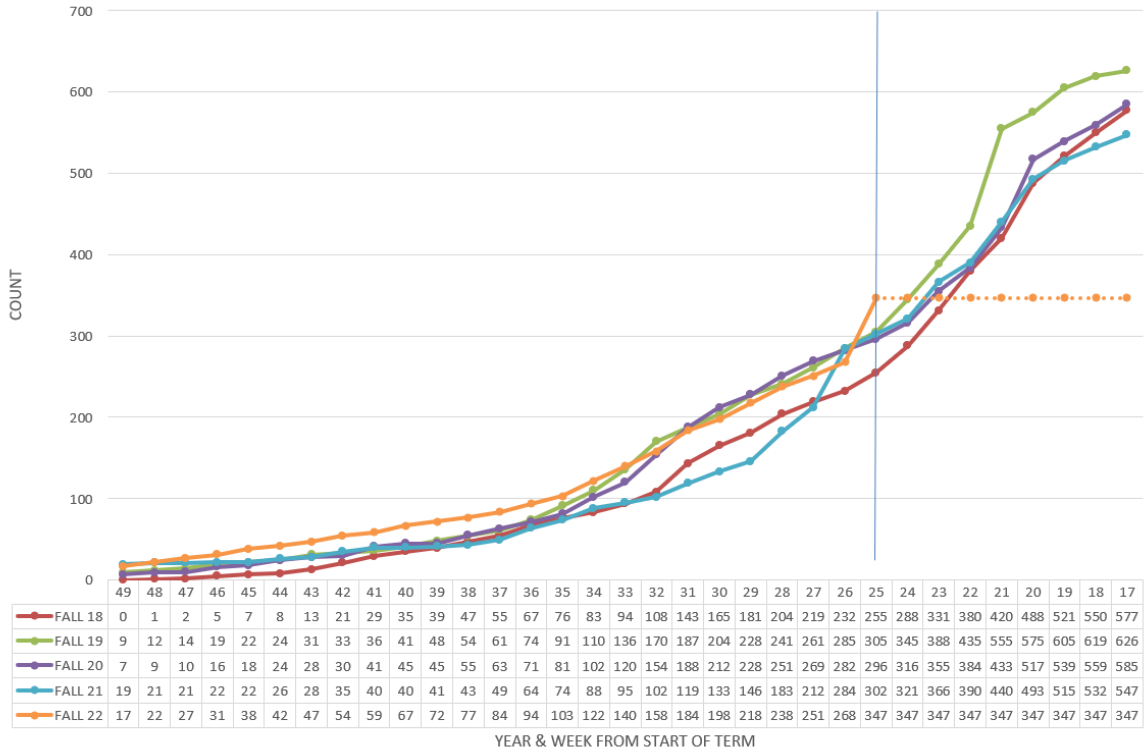


* Source SOU Institutional Research

** Figures do not include Nursing Enrollment or Non-admitted Students

SCH Forecast Variables

FRESHMEN CONFIRMATIONS BY YEAR BY WEEK FROM START OF TERM
FALL 22 FROZEN AT CURRENT WEEK



Student Type	Confirmed			
	Fall 2021	Fall 2022	Change	% Change
Freshmen - Resident	176	175	-1	-0.6%
Freshmen - Nonresident	127	172	45	35.4%
Transfer - Resident	66	60	-6	-9.1%
Transfer - Nonresident	62	39	-23	-37.1%
Postbacs/Grads	80	91	11	13.8%
Total	511	537	26	5.1%

Fall 2022 SCH & Revenue Forecast

(4/8/2022)



Raw enrollment projection based on history Plus Levers	CURRENT AY	Future AY	Future AY
	2021-22	2022-23	2022-23
Enrollment by SCH			
01-WUE SCH	25,680	23,409	7,350,290
02-UG Resident SCH (incl. EXRES)	50,153	46,437	9,705,411
02.2-UG JackJo Pledge	1,381	1,473	229,803
03-UG Non Resident SCH	1,281	1,031	636,365
04.1-UG Online SCH RES	23,676	25,052	5,235,906
04.2-UG Online SCH NON-RES	3,057	3,380	1,061,311
04.3-UG Online SCH WUE	8,299	8,045	2,526,055
	113,528	108,827	26,745,141
Enrollment % Chg: Undergraduate Enrollment	-8.4%	-4.1%	
05-GR Resident SCH (incl. EXRES)	1,628	1,541	808,874
06-GR Non Resident SCH	1,278	1,210	762,178
07.0-GR AP MBA Online SCH	4,681	4,552	1,957,452
07.1-GR Online SCH RES	1,457	1,492	783,246
07.2-GR Online SCH NON-RES	753	838	439,925
07.3-GR AP MS.Ed Online SCH	TBD	TBD	TBD
08-GR - MEDU SCH	4,698	4,475	2,013,757
	14,495	14,107	6,765,432
Enrollment % Chg: Graduate Enrollment	-5.2%	-2.7%	
09-Staff	730	676	41,921
10-Waived Tuition SCH	1,192	1,185	-
11-Course Based Tuition SCH (excl. On-Line, ASC, EE, STAFF/Co-Pay)	3,307	3,158	372,622
12-Adv Southern Credit SCH	16,357	15,674	815,056
13-Early Entry Credit SCH	221	212	40,845
	21,806	20,905	1,270,444
Enrollment % Chg: Other Categories	6.9%	-4.1%	
Enrollment SCH Chg: Across all tuition categories	149,829	143,839	0.2%
Enrollment % Chg: Across all tuition categories	-6.2%	-4.0%	34,781,017

Roadmap

- Introduction
 - ✓ Revenues: just looked at enrollment in detail
 - Tuition and Fee rate setting will follow this review
- Cost Management deep dive to follow in late spring
- Pro Forma: year-to-date status
- Pro Forma: out-year projection (conservative data set with aid and controls)
- Reminder of the path forward

FY22 E&G Budget Forecast (w/Aid)

- Year to date actuals and Estimate to complete FY22
- Revenues **are not keeping** pace with expenses
- Misc. Revenue well below targets
- Expenses **do** include cost impact of labor agreements
- S&S Growth exceeding budget
- **\$3.3M transferred into E&G**
- Projected \$4.9M EFB ties to 8% KPI and roughly 1 month of operations
 - NACUBO recommendation is 40%
 - OR Department of Treasury requires 30 days of available cash on hand

Education and General

(in thousands of dollars)

Revenue	
State Appropriations: SSCM	
Total State Funding (SSCM,ETSF,SELP)	
Tuition	
Fees	
Raider Aid	
Tuition, net of Raider Aid	
Misc. Other Revenue	
TOTAL REVENUES	
Personnel Services	
Faculty	
Admin	
Classified	
Student (& Other)	
Salaries Total	
Retirement (PERS + ORP)	
PEBB	
Other	
OPE	
Net Personnel	
Supplies & Services	
Capital Expenses	
Total Supplies & Services, Capital Expenses	
Cost Reductions, Savings, Outside Support	
TOTAL EXPENDITURES	
Net from Operations Before Transfers	
Budgeted Transfers	
NET TRANSFERS	
Change in Fund Balance	
Beginning Fund Balance	
Ending Fund Balance	
% Operating Revenues	

	2019-21 Biennium	2021-23 Biennium	
	2020-21 Actual (000's)	2021-22 FY22 BUDGET (000's)	2021-22 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	34,396
Fees	3,457	3,293	3,642
Raider Aid	(3,245)	(3,276)	(3,918)
Tuition, net of Raider Aid	36,663	36,358	34,119
Misc. Other Revenue	481	2,101	980
TOTAL REVENUES	61,081	63,700	61,198
Personnel Services			
Faculty	(14,691)	(17,118)	(15,530)
Admin	(8,127)	(10,261)	(9,893)
Classified	(5,309)	(6,900)	(6,728)
Student (& Other)	(1,005)	(1,615)	(1,065)
Salaries Total	(29,132)	(35,894)	(33,216)
Retirement (PERS + ORP)	(7,050)	(8,355)	(8,520)
PEBB	(7,026)	(7,780)	(6,968)
Other	(3,172)	(3,612)	(3,617)
OPE	(17,249)	(19,747)	(19,105)
Net Personnel	(46,381)	(55,184)	(52,321)
Supplies & Services	(10,337)	(12,160)	(12,505)
Capital Expenses	(124)	(260)	(139)
Total Supplies & Services, Capital Expenses	(10,461)	(12,420)	(12,644)
Cost Reductions, Savings, Outside Support		8,178	3,312
TOTAL EXPENDITURES	(56,842)	(59,427)	(61,653)
Net from Operations Before Transfers	4,239	4,274	(455)
Budgeted Transfers	(1,526)	(2,513)	(2,462)
NET TRANSFERS	(1,526)	(2,513)	(2,462)
Change in Fund Balance	2,713	1,761	(2,918)
Beginning Fund Balance	5,081	7,794	7,794
Ending Fund Balance	7,794	9,555	4,877
% Operating Revenues	12.76%	15.00%	7.97%

Days of Operations	48.74	56.31	27.76
Months of Operations	1.62	1.88	0.93

Pro Forma with Aid & Cuts

Education and General

(in thousands of dollars)

	2019-21 Biennium	2021-23 Biennium			2023-25 Biennium	
	2020-21 Actual (000's)	2021-22 FY22 BUDGET (000's)	2021-22 FYE Forecast (000's)	2022-23 FORECAST (000's)	2023-24 FORECAST (000's)	2024-25 FORECAST (000's)
Revenue						
State Appropriations: SSCM	23,559	24,864	25,720	26,297	27,340	28,394
Total State Funding (SSCM,ETSF,SELP)	23,937	25,242	26,098	26,674	27,717	28,771
Tuition	36,451	36,340	34,396	34,480	33,770	33,628
Fees	3,457	3,293	3,642	3,460	3,389	3,375
Raider Aid	(3,245)	(3,276)	(3,918)	(3,415)	(3,344)	(3,330)
Tuition, net of Raider Aid	36,663	36,358	34,119	34,526	33,815	33,672
Misc. Other Revenue	481	2,101	980	2,148	2,197	2,246
TOTAL REVENUES	61,081	63,700	61,198	63,349	63,729	64,690
<u>Personnel Services</u>						
Faculty	(14,691)	(17,118)	(15,530)	(16,259)	(16,654)	(17,111)
Admin	(8,127)	(10,261)	(9,893)	(10,096)	(10,387)	(10,851)
Classified	(5,309)	(6,900)	(6,728)	(7,263)	(7,649)	(8,032)
Student (& Other)	(1,005)	(1,615)	(1,065)	(1,446)	(1,655)	(1,654)
Salaries Total	(29,132)	(35,894)	(33,216)	(35,063)	(36,344)	(37,649)
Retirement (PERS + ORP)	(7,050)	(8,355)	(8,520)	(8,915)	(10,280)	(10,668)
PEBB	(7,026)	(7,780)	(6,968)	(7,191)	(7,421)	(7,659)
Other	(3,172)	(3,612)	(3,617)	(3,818)	(3,958)	(4,100)
OPE	(17,249)	(19,747)	(19,105)	(19,924)	(21,659)	(22,427)
Net Personnel	(46,381)	(55,184)	(52,321)	(54,987)	(58,003)	(60,076)
Supplies & Services	(10,337)	(12,160)	(12,505)	(12,817)	(13,105)	(13,400)
Capital Expenses	(124)	(260)	(139)	(142)	(146)	(149)
Total Supplies & Services, Capital Expenses	(10,461)	(12,420)	(12,644)	(12,959)	(13,251)	(13,549)
Cost Reductions, Savings, Outside Support		8,178	3,312	3,312	3,312	As Modeled
TOTAL EXPENDITURES	(56,842)	(59,427)	(61,653)	(64,634)	(67,942)	(73,625)
Net from Operations Before Transfers	4,239	4,274	(455)	(1,286)	(4,214)	(8,935)
Budgeted Transfers	(1,526)	(2,513)	(2,462)	(2,865)	(2,970)	(3,076)
NET TRANSFERS	(1,526)	(2,513)	(2,462)	(2,865)	(2,970)	(3,076)
Change in Fund Balance	2,713	1,761	(2,918)	(4,151)	(7,184)	(12,011)
Beginning Fund Balance	5,081	7,794	7,794	4,877	726	(6,457)
Ending Fund Balance	7,794	9,555	4,877	726	(6,457)	(18,468)
% Operating Revenues	12.76%	15.00%	7.97%	1.15%	-10.13%	-28.55%

Days of Operations

48.74

56.31

27.76

3.93

-33.24

-87.89

Months of Operations

1.62

1.88

0.93

0.13

-1.11

-2.93

Path Forward

Reminder



1. Continued austerity (spending restraint) 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 and P3)

Mandatory Student Incidental Fees for AY 2022-2023 (Action)

Roadmap

- Introduction and reminder of the legal statute
- Student Incidental Fee recommendation
- Reminder of purpose and process
- Joint presidents' recommendation

Mandatory *Incidental* Fees

Statute: ORS 352.105

- The board for each public university listed in ORS 352.002 shall collect mandatory incidental fees upon the request of the recognized student government under a process established by the recognized student government of a university in consultation with the board.
- The process may include a student body referendum conducted under procedures established by the recognized student government.
- Mandatory incidental fees collected under this section shall be allocated by the recognized student government.

Mandatory Student Incidental Fees

- **Established by ORS 352.105**
 - oregonlaws.org/ors/352.105

- **Student Incidental Fee (including Green Tag)**
 - Recommended by ASSOU to the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – not included in HECC review/approval

- **Student Recreation Center Fee**
 - Recommended by ASSOU to the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – not included in HECC review/approval

- **Proposed fee schedule as approved by ASSOU on Mar. 1st, 2022**

Mandatory Incidental Fees (Student Fee Process)	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Incidental	\$380.00	\$1,140.00	\$395.00	\$1,185.00	\$15.00	\$45.00	3.95%
Green Tag	\$13.00	\$39.00	\$14.00	\$42.00	\$1.00	\$3.00	7.69%
Student Rec Center	\$104.00	\$312.00	\$104.00	\$312.00	\$0.00	\$0.00	0.00%
Composite <u>Incidental</u> Fees:	\$497.00	\$1,491.00	\$513.00	\$1,539.00	\$16.00	\$48.00	3.22%

Purposes of Incidental Fees

Reminder

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



What the Student Fee Budget Committee (SGBC) Considers



Reminder

- Inflation
- Student Fee Historically
- Student Enrollment Projection
- Student Fee Options

➤ Keep Same

➤ \$385

➤ \$390

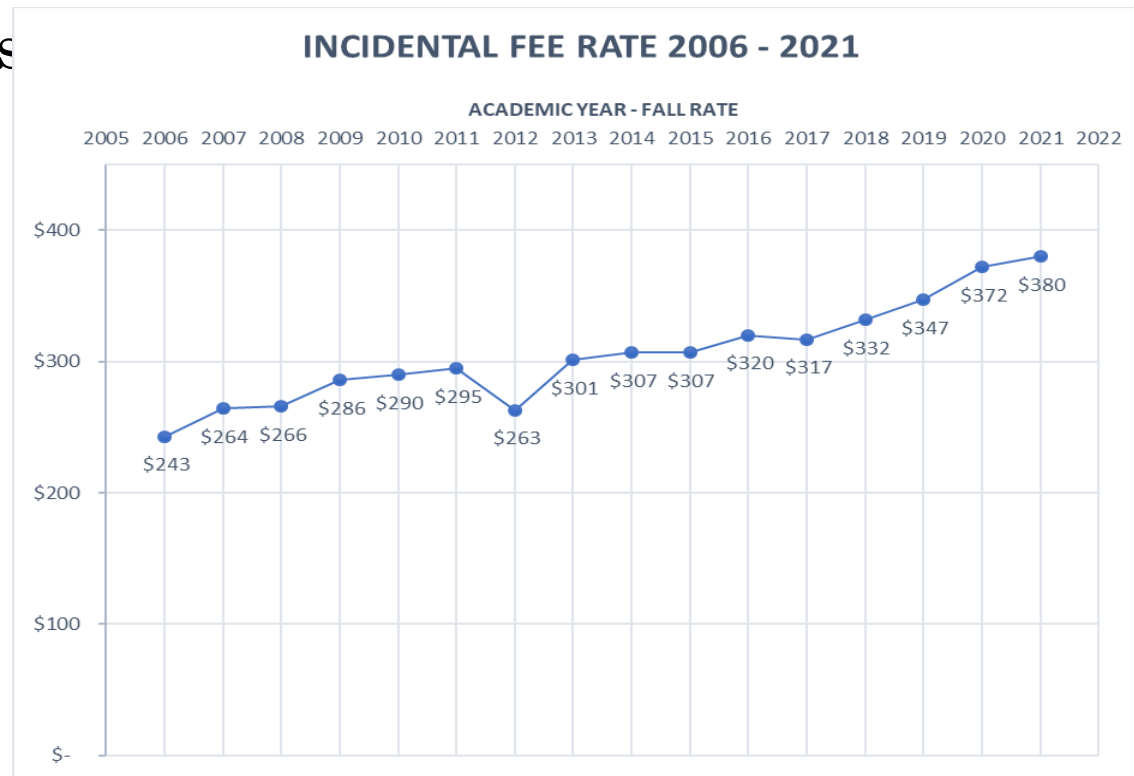
➤ \$395

➤ \$400

➤ Breakeven Fee

- Fee Comparison

- Recommendations



Student Enrollment Projection

Reminder



5-Year Avg: -6.38%

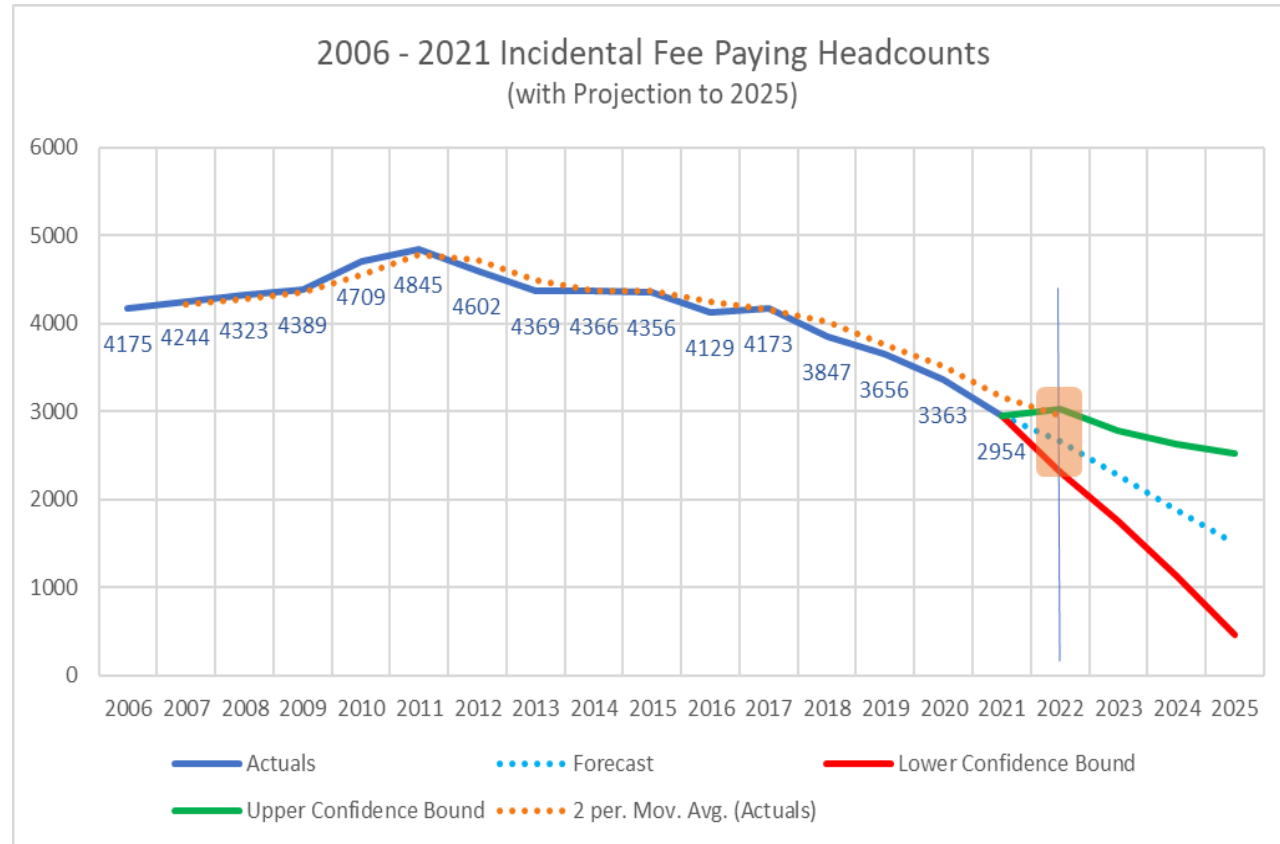
- 20-21: -12.17%
- 19-20: -8.01%
- 18-19: -4.97%
- 17-18: -7.82%
- 16-17: +1.07%

FY23: 8087 -8.6%

- Fall: 2,842
- Winter: 2,691
- Spring: 2,554

5-Year Attrition AVG

- F-W: 5.4%
- W-S: 5.1%



Incidental Fee Modeling - SFBC



2022 <<--Forecast Year

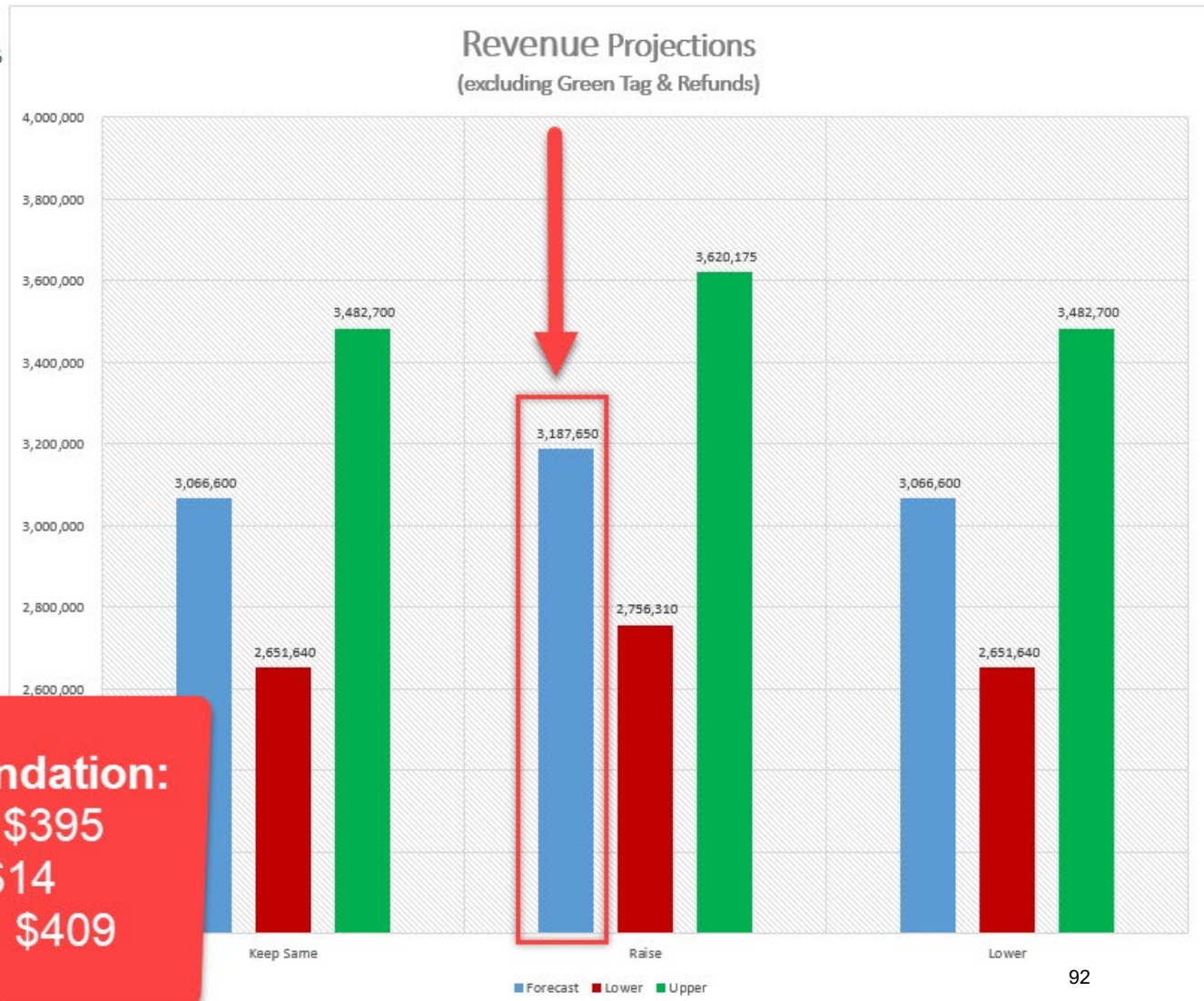
	1.10%	
-10% <	> 10%	
Headcount	Slider	
Forecasts	Adjustment:	
Forecast	2661	2690
Lower	2301	2326
Upper	3022	3055

→

Raise	Lower	Current Rate
395	380	380
100	0	
0	-100	
3.95%	0.00%	

% Change -->

***NOTE: Use slider only. Do not manually change values.



FINAL Recommendation:
 Incidental Fee: \$395
 Green Tag: \$14
 Total Incidental: \$409



STUDENT INCIDENTAL FEE

Incidental Fee - Academic Year 2022 - 23	\$395
Incidental Fee - Prior Academic Year 2021 - 22	\$380
\$ Change from Prior Year:	\$15
% Change from Prior Year:	3.95%
Incidental Fee - Summer Term 2022	\$88
Incidental Fee - Prior Summer Term	\$85
\$ Change from Prior Year:	\$3
% Change from Prior Year:	3.95%

Programs Supported

Athletics (Incidental Fee Supported Programs), Campus Recreation (Incidental Fee Supported Programs), Student Life & Educational Activities, Indirect Budget Authority Support (e.g. OCA Art Gallery), Building/Equipment Reserves & General Liability Easements, Incidental Fee Reserve

Est. AY Collections

Incidental Fee Estimated Collections AY22 -23: \$3,194,365

GREEN TAG FEE

Green Tag Fee - Academic Year 2022 - 23	\$14
Incidental Fee - Prior Academic Year 2021 - 22	\$13
\$ Change from Prior Year:	\$1
% Change from Prior Year:	7.69%

Programs Supported

Green Tag Projects

Est. AY Collections

\$113,218

RECREATION CENTER FEE

Recreation Center Fee - Academic Year 2022 - 23	\$104
Recreation Center Fee - Prior Academic Year 2021 - 22	\$104
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%

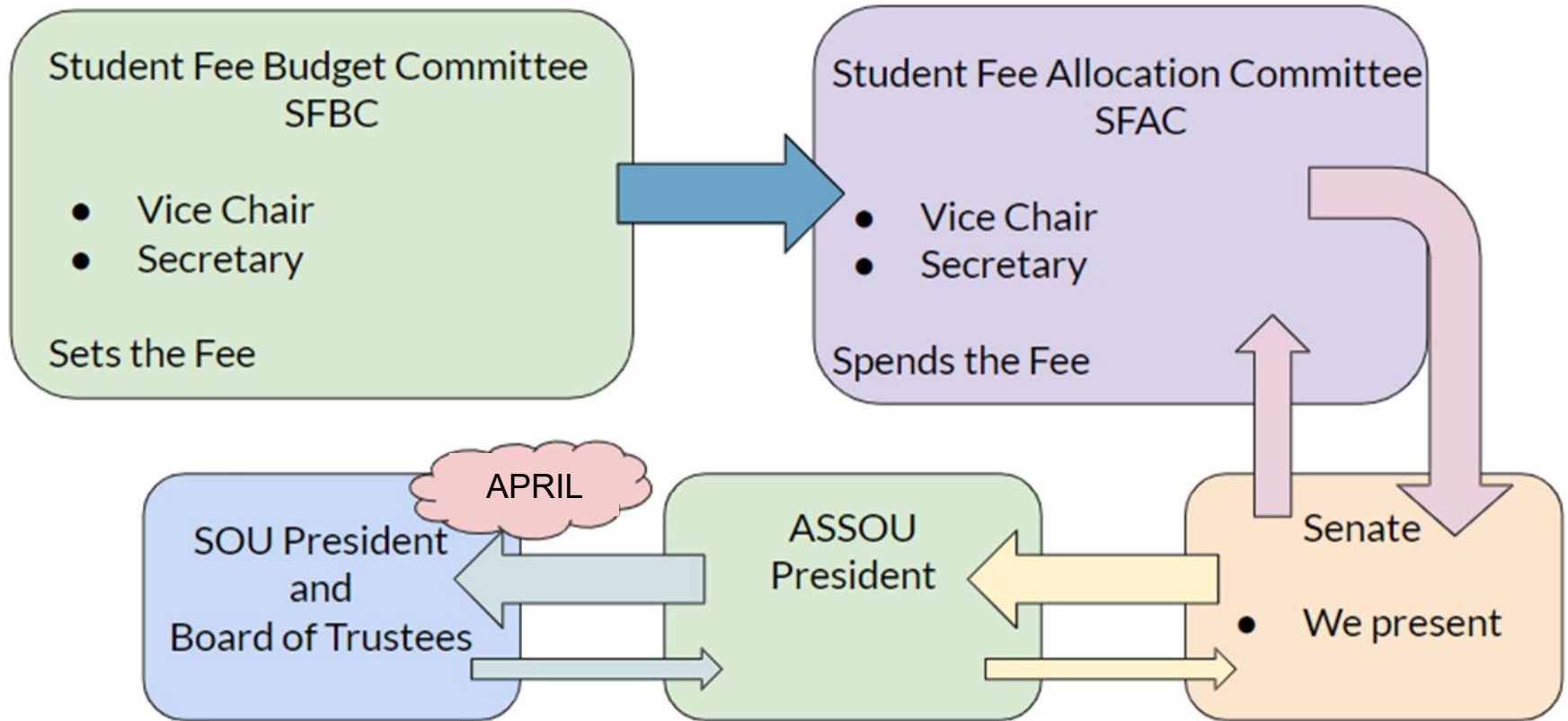
Programs Supported

Recreation Center (Building, Debt Service, Core Salaries, etc.)

Est. AY Collections

\$841,048

Mandatory Student Incidental Fee Process





MANDATORY STUDENT INCIDENTAL FEES – JOINT RECOMMENDATION
For July 1, 2022 through June 30, 2023

Date: April 14, 2022
 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 2022-23 & Summer Term 2022

DESCRIPTION OF FUNDS

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

STUDENT INCIDENTAL FEE	
Incidental Fee - Academic Year 2022 - 23	\$395
Incidental Fee - Prior Academic Year 2021 - 22	\$380
\$ Change from Prior Year:	\$15
% Change from Prior Year:	3.95%
Incidental Fee - Summer Term 2022	\$88
Incidental Fee - Prior Summer Term	\$85
\$ Change from Prior Year:	\$3
% Change from Prior Year:	3.95%

Programs Supported

Athletics (Incidental Fee Supported Programs), Campus Recreation (Incidental Fee Supported Programs), Student Life & Educational Activities, Indirect Budget Authority Support (e.g. OCA Art Gallery), Building/Equipment Reserves & General Liability Easements, Incidental Fee Reserve

Est. AY Collections

Incidental Fee Estimated Collections AY22 -23: \$3,194,365

GREEN TAG FEE	
Green Tag Fee - Academic Year 2022 - 23	\$14
Incidental Fee - Prior Academic Year 2021 - 22	\$13
\$ Change from Prior Year:	\$1
% Change from Prior Year:	7.69%

Programs Supported

Green Tag Projects

Est. AY Collections

\$113,218

RECREATION CENTER FEE	
Recreation Center Fee - Academic Year 2022 - 23	\$104
Recreation Center Fee - Prior Academic Year 2021 - 22	\$104
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%

Programs Supported

Recreation Center (Building, Debt Service, Core Salaries, etc.)

Est. AY Collections

\$841,048

JOINT RECOMMENDATION

Approve Disapprove

President, Associated Students
 of Southern Oregon University
 Gabrielle Slyfield

4/15/2022
Date

Approve Disapprove

President, Southern Oregon University
 Dr. Richard Bailey

4/14/2022
Date

Additional Background Information on the Student Fee Provided by ASSOU

This information will not be presented during the meetings. It has been provided by ASSOU to trustees for review and reference only.

Objectives

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

Recent Developments for Student Fees



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

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

2021: [Oregon HB 3012](#), Regarding Student Fee Autonomy; alters requirements for adoption of a student fee; restricts when a university governing board may reject that fee; requires the student government to collaborate with institutional leadership with a 'good faith effort'; If rejected by institution, must be accompanied by a written explanation and can be appealed to the HECC.

Oregon State Attorney General Opinion #8289



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

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

Viewpoint Neutrality



Viewpoint Neutral funding means:

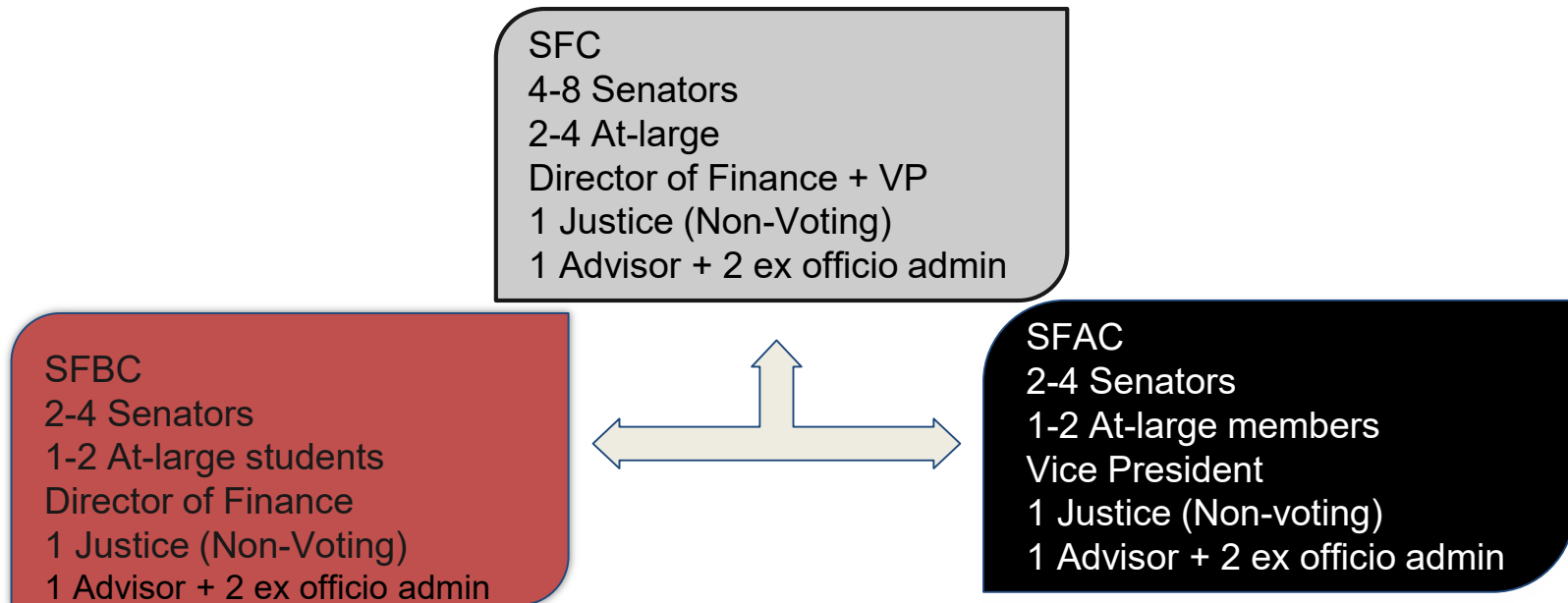
Decisions should include specific, written, objective criteria and must contain sufficient procedural safeguards to ensure neutrality and to guard against exercise of unbridled discretion

Viewpoint Neutral funding does NOT mean:

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

Student Money, Student Control.

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



Maintaining Student Autonomy



Requires:

- Students work collaboratively with SOU staff on the fee process, but ultimately the fee is set and decided on by students.
- Passing of knowledge from one year's student body to the next.
- A well-established fee policy and documentation of the means by which student fees stay within student control.
- Staffing fee committees with dedicated students who will develop their roles as advocates for the student body, and **maintain Viewpoint Neutrality.**

Checks Within the Process



ASSOU Senate may reject the SFC-approved budget

- May make changes upon second rejection

The ASSOU President may reject the Senate-approved budget

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

The University President may reject the ASSOU-approved budget

- Must collaborate with ASSOU on reasoning, justification, etc
- Send Back to ASSOU with the expectation that appropriate changes will be made

The University President and BOT may reject a proposed budget

- If it is illegal or breaks pre-existing contracts
 - This includes if there is sufficient evidence to demonstrate that viewpoint neutrality was not followed or if conflicts of interest were not resolved
- If a notification of process changes made by ASSOU has not been presented to the BOT

Tuition and Mandatory Enrollment Fees for Academic Year 2022-2023 (Action)

Tuition Rate Roadmap

- Introduction and summary of the Tuition Advisory Council's recommendation
- Undergraduate (UG) Online rate adjustment
- Reminder of Process
- Tuition rate comparators (for affordability and price sensitivity)
- President's recommendation

AY 2022-23 TAC Recommendation



	2021-22	2022-23					
Undergraduate Tuition Rate per SCH	Current	Proposed	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per AY @ 45 SCH	Annual Tuition Cost
01-WUE SCH	\$301.50	\$314	4.15%	\$12.50	\$187.50	\$562.50	\$14,130.00
02-UG Resident SCH (incl. EXRES)	\$201.00	\$209	3.98%	\$8.00	\$120.00	\$360.00	\$9,405.00
02.2-UG JackJo Pledge	\$150.00	\$156	4.00%	\$6.00	\$90.00	\$270.00	\$7,020.00
03-UG Non Resident SCH	\$597.00	\$617	3.35%	\$20.00	\$300.00	\$900.00	\$27,765.00
04.1-UG Online SCH RES	\$201.00	\$209	3.98%	\$8.00	\$120.00	\$360.00	\$9,405.00
04.2-UG Online SCH NON-RES	\$201.00	\$314	56.22%	\$113.00	\$1,695.00	\$5,085.00	\$14,130.00
04.3-UG Online SCH WUE	\$301.50	\$314	4.15%	\$12.50	\$187.50	\$562.50	\$14,130.00
Graduate Tuition Rate per SCH							
05-GR Resident SCH (incl. EXRES)	\$505.00	\$525	3.96%	\$14.00	\$168.00	\$504.00	\$23,625.00
06-GR Non Resident SCH	\$610.00	\$630	3.30%	\$17.00	\$204.00	\$612.00	\$28,356.00
07.0-GR AP MBA Online SCH	\$430.00	\$430	0.00%	\$0.00	\$0.00	\$0.00	\$19,350.00
07.1-GR Online SCH RES	\$505.00	\$525	3.96%	\$14.00	\$168.00	\$504.00	\$23,625.00
07.2-GR Online SCH NON-RES	\$505.00	\$525	3.96%	\$14.00	\$168.00	\$504.00	\$23,625.00
07.3-GR AP MS.Ed Online SCH	\$369.00	\$369	0.00%	\$0.00	\$0.00	\$0.00	\$16,605.00
08-GR - MEDU SCH	\$433.00	\$450	3.93%	\$12.00	\$144.00	\$432.00	\$20,250.00
Other Categories Tuition Rate per SCH							
09-Staff	\$60.00	\$62	3.33%	\$2.00	\$30.00	\$90.00	\$2,790.00
10-Waived Tuition SCH	\$0.00	\$0	0.00%	\$0.00	\$0.00	\$0.00	\$0.00
11-Course Based Tuition SCH	\$113.00	\$118	4.42%	\$3.00	\$45.00	\$135.00	\$5,310.00
12-Adv Southern Credit SCH	\$50.00	\$52	4.00%	\$1.00	\$15.00	\$45.00	\$2,340.00
13-Early Entry Credit SCH	\$186.00	\$193	3.76%	\$5.00	\$75.00	\$225.00	\$8,685.00

AY 2022-23 Tuition Coding Update

	2021-22	2022-23		
Undergraduate Tuition Rate per SCH	<u>Current</u>	Proposed	% Change from Prior AY	Difference Per SCH
04.2-UG Online SCH NON-RES	\$201.00	\$314	56.22%	\$113.00
04.3-UG Online SCH WUE	\$301.50	\$314	4.15%	\$12.50
Graduate Tuition Rate per SCH				
06-GR Non Resident SCH	\$610.00	\$630	3.30%	\$17.00
07.1-GR Online SCH RES	\$505.00	\$525	3.96%	\$14.00
07.2-GR Online SCH NON-RES	\$505.00	\$525	3.96%	\$14.00

- The percent change to Item 04.2 UG Online SCH NON-RES will **only** apply to new incoming students.
 - Students who started at the university prior to Fall 2022 will continue to be charged the prevailing rate they started in their online programs
- Item 07.2 GR Online SCH NON-RES is locked to 07.1 GR Online SCH RES and will not change in tandem with percent changes to 06 GR Non Resident SCH

Tuition Rate-Setting Process

- HB 4141 became ORS 352.103
- Each public university listed in [ORS 352.002 \(Public universities\)](#) shall have an advisory body to advise the president of the university on the president's **recommendations to the governing board** regarding **resident tuition** and mandatory enrollment fees for the upcoming academic year.

ORS 352.103 Checklist (Formerly HB 4141 Checklist)

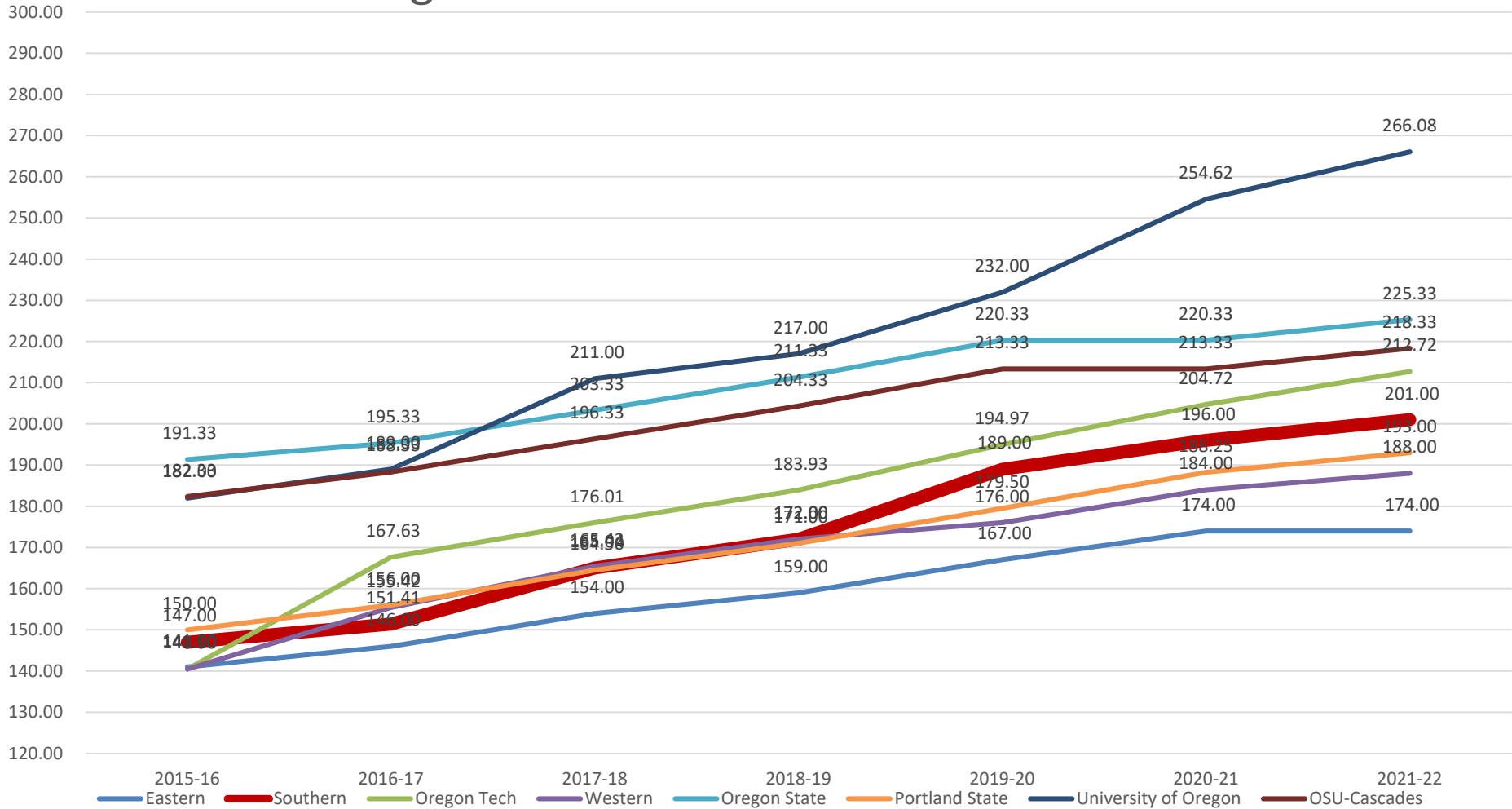
1. The University must create a shared governance body that advises the President concerning resident tuition and fees recommendations to be brought before the University’s Board of Trustees;
 - A. **SOU chartered the Tuition Advisory Council.**
2. That body must provide a written document describing 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 processes
 - 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

Reminder

Historic SCH Rate Comparison

*Note: UG Resident – Incoming Cohorts Only

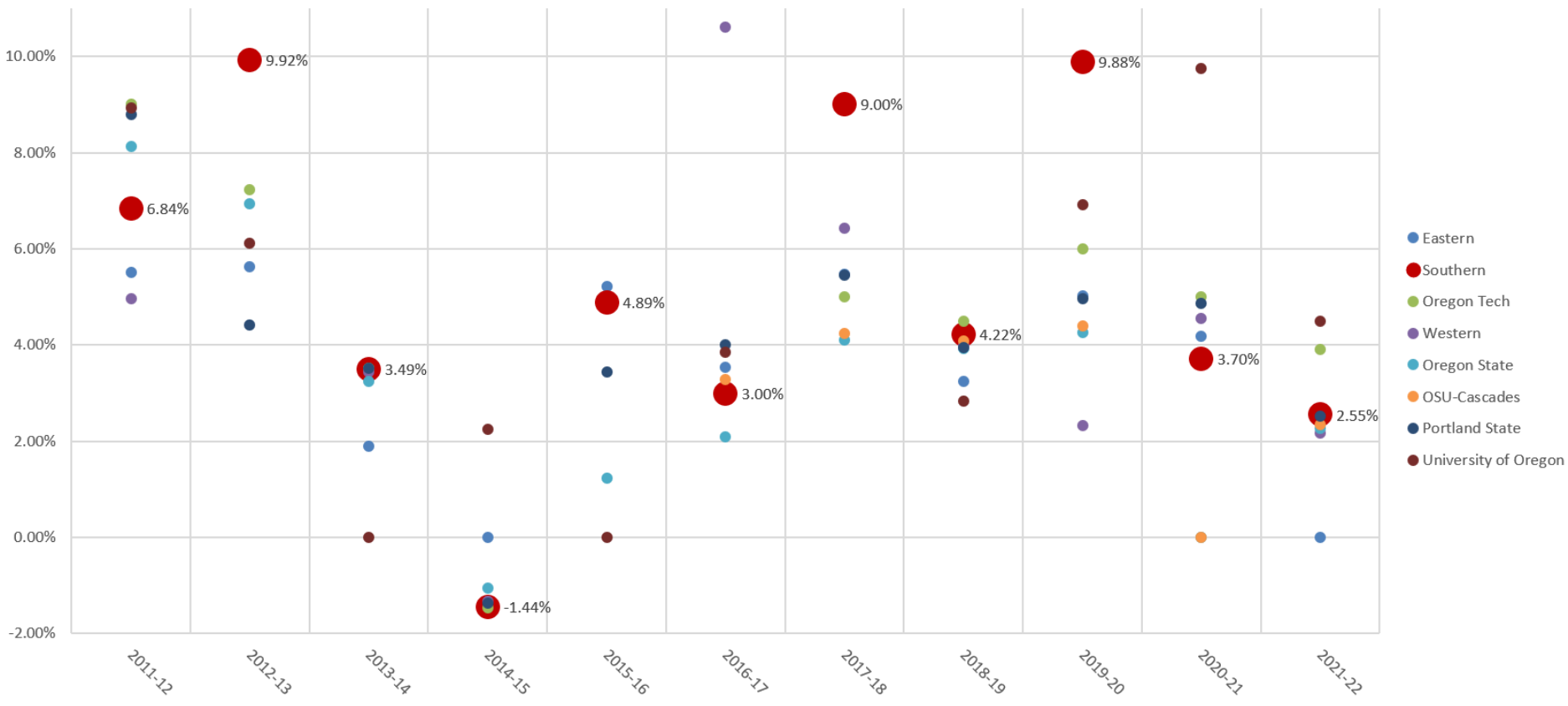
Oregon Resident UG Tuition 2015 - 2021



OPU Tuition Rate Percent Changes 2011 – 2021

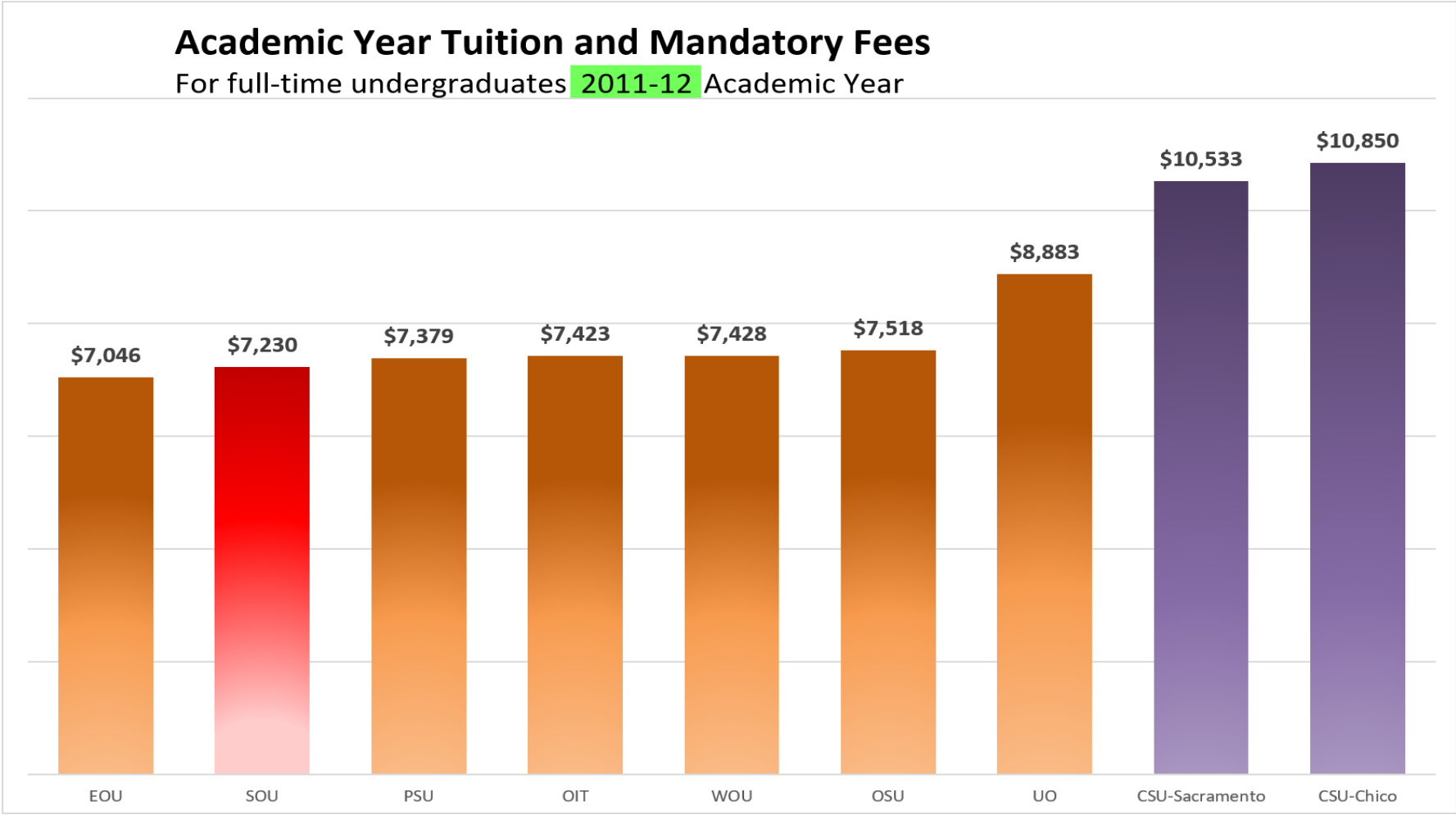


Relative % Change from Prior Academic Year



Composite Tuition & Fees Comparison

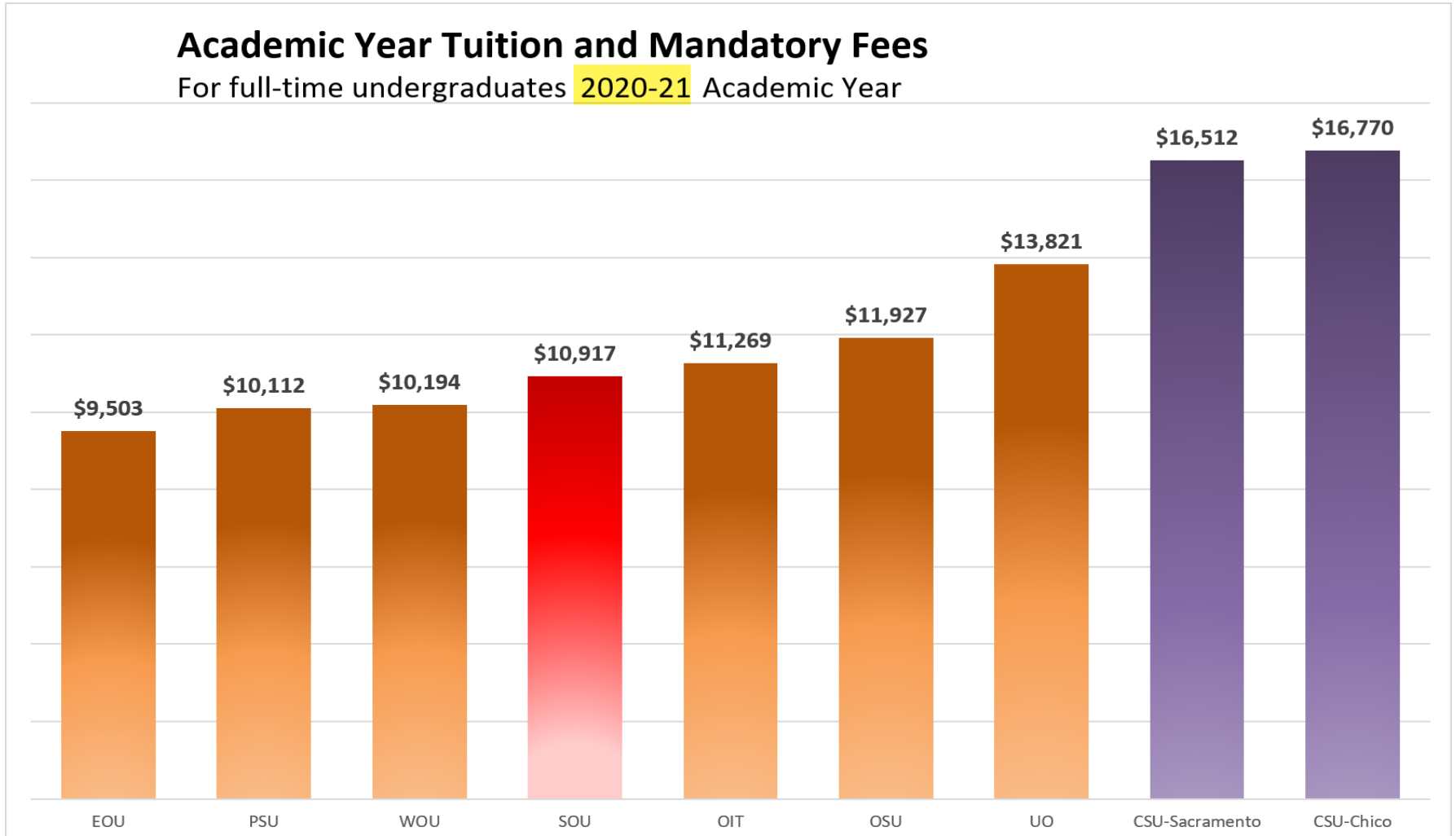
(Three terms, 15 SCH/term, all mandatory fees)



Source: HECC & others – annually compiled by SOU Office of Budget & Planning; new student cohorts only

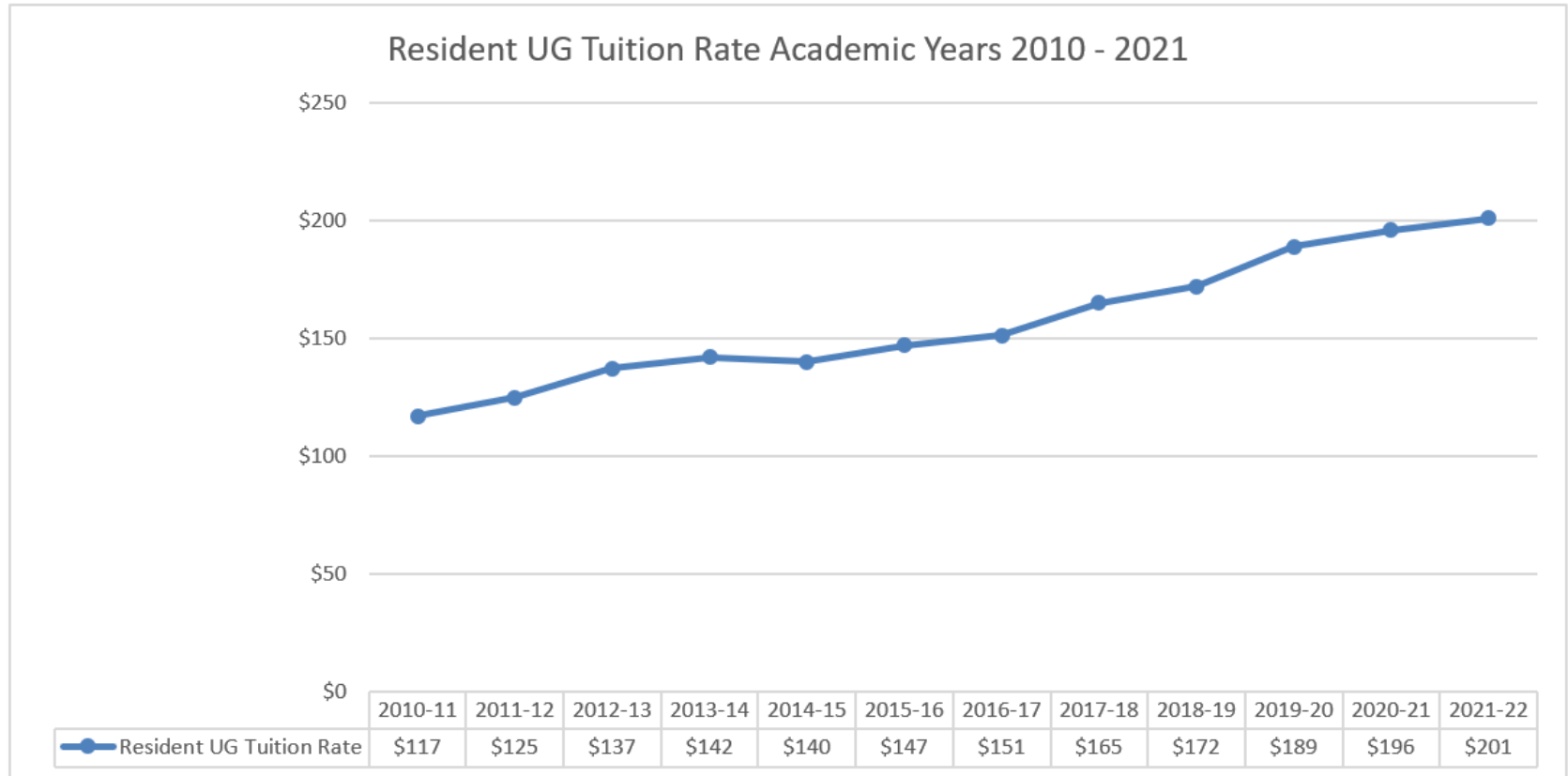
Composite Tuition & Fees Comparison

(Three terms, 15 SCH/term, all mandatory fees)



Source: HECC & others – annually compiled by SOU Office of Budget & Planning; new student cohorts only

Undergraduate Resident Tuition Rate Per Student Credit Hour



Source: SOU Factbooks (Graphs compiled by Budget & Planning)

President's Recommendation to Board



	2021-22	2022-23						
Undergraduate Tuition Rate per SCH	Current	Proposed	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per AY @ 45 SCH	Annual Tuition Cost	
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12-Adv Southern Credit SCH	\$50.00	\$52	4.00%	\$1.00	\$15.00	\$45.00	\$2,340.00	
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ACADEMIC YEAR 2021-22 TUITION RATE RECOMMENDATION
For July 1, 2022 through June 30, 2023

Date: April 14, 2022

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

From: Dr. Richard Bailey, President

DESCRIPTION OF REQUEST

Recommendation of Tuition Rates for Academic Year 2022-23

DESCRIPTION OF FUNDS

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

Undergraduate Tuition Rate per SCH	2021-22	2022-23	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per AY @ 45 SCH	Annual Tuition Cost
	Current	Proposed					
01-WUE SCH	\$301.50	\$314	4.15%	\$12.50	\$187.50	\$562.50	\$14,130.00
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02.2-UG Jacklo Pledge	\$150.00	\$156	4.00%	\$6.00	\$90.00	\$270.00	\$7,020.00
03-UG Non Resident SCH	\$597.00	\$617	3.35%	\$20.00	\$300.00	\$900.00	\$27,765.00
04.1-UG Online SCH RES	\$201.00	\$209	3.98%	\$8.00	\$120.00	\$360.00	\$9,405.00
04.2-UG Online SCH NON-RES	\$201.00	\$314	56.22%	\$113.00	\$1,695.00	\$5,085.00	\$14,130.00
04.3-UG Online SCH WUE	\$301.50	\$314	4.15%	\$12.50	\$187.50	\$562.50	\$14,130.00
Graduate Tuition Rate per SCH							
05-GR Resident SCH (incl. EXRES)	\$505.00	\$525	3.96%	\$14.00	\$168.00	\$504.00	\$23,625.00
06-GR Non Resident SCH	\$610.00	\$630	3.30%	\$17.00	\$204.00	\$612.00	\$28,356.00
07.0-GR AP MBA Online SCH	\$430.00	\$430	0.00%	\$0.00	\$0.00	\$0.00	\$19,350.00
07.1-GR Online SCH RES	\$505.00	\$525	3.96%	\$14.00	\$168.00	\$504.00	\$23,625.00
07.2-GR Online SCH NON-RES	\$505.00	\$525	3.96%	\$14.00	\$168.00	\$504.00	\$23,625.00
07.3-GR AP MS.Ed Online SCH	\$369.00	\$369	0.00%	\$0.00	\$0.00	\$0.00	\$16,605.00
08-GR - MEDU SCH	\$433.00	\$450	3.93%	\$12.00	\$144.00	\$432.00	\$20,250.00
Other Categories Tuition Rate per SCH							
09-Staff	\$60.00	\$62	3.33%	\$2.00	\$30.00	\$90.00	\$2,790.00
10-Waived Tuition SCH	\$0.00	\$0	0.00%	\$0.00	\$0.00	\$0.00	\$0.00
11-Course Based Tuition SCH	\$113.00	\$118	4.42%	\$3.00	\$45.00	\$135.00	\$5,310.00
12-Adv Southern Credit SCH	\$50.00	\$52	4.00%	\$1.00	\$15.00	\$45.00	\$2,340.00
13-Early Entry Credit SCH	\$186.00	\$193	3.76%	\$5.00	\$75.00	\$225.00	\$8,685.00

**Note: The new rate on Item 04.2 UG Online SCH NON-RES will only apply to new incoming students. Students who started at the university prior to Fall 2022 will continue to be charged the prevailing rate they started in their online programs*

PRESIDENT'S RECOMMENDATION

[X] Approve [] Disapprove

President, Southern Oregon University
Dr. Richard Bailey

4/14/2022

Date

Mandatory Enrollment Fee-Setting Roadmap

- Reminder of Process
- Summary of the Tuition Advisory Council's Recommendation
 - ✓ Building Fee Data and Discussion
 - ✓ Health Fee Data and Discussion
 - ✓ Oregon Public University (OPU) Fee Comparators (for context and price sensitivity)
 - ✓ Total Tuition and Fee Cost Impact to Students
- President's Enrollment Fee Recommendation
- Matriculation Fee Data and Discussion
- President's Matriculation Fee Recommendation
- Housing and Dining Fee – for information only

Mandatory Enrollment Fee-Setting Process

- Each public university listed in [ORS 352.002 \(Public universities\)](#) shall have an advisory body to advise the president of the university on the president's recommendations to the governing board regarding resident tuition and mandatory enrollment fees for the upcoming academic year.

Mandatory Enrollment Fees

- **Established by ORS 352.102**
 - oregonlaws.org/ors/352.102

- **NEW! Building Debt-Service & Technology Infrastructure Fee**
 - Recommended by Administration to the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – included in HECC review/approval

- **Health Center Fee**
 - Recommended by the Director, Student Health and Wellness Center to the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – included in HECC review/approval

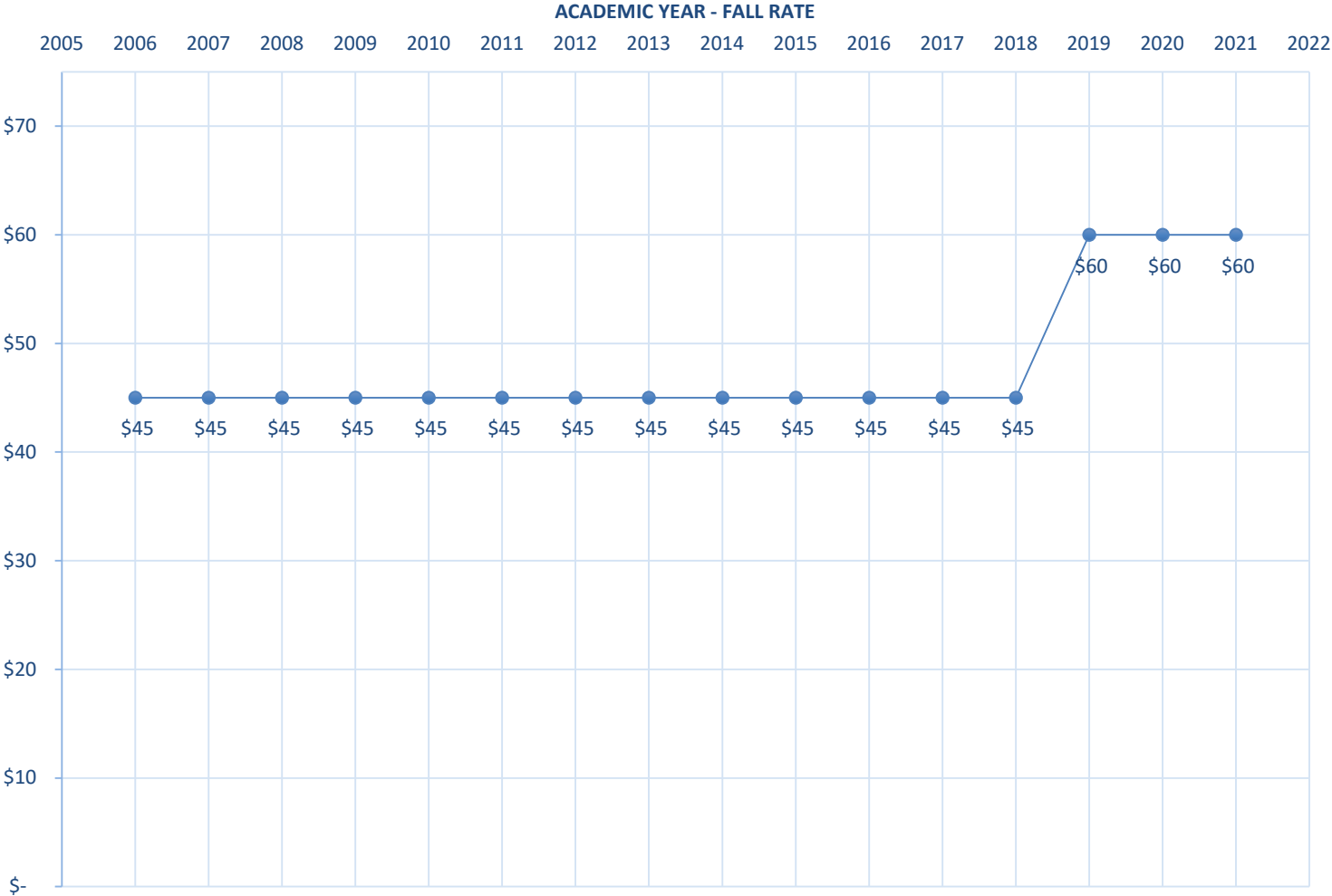
- **Proposed fee schedules as recommended by TAC on April 1st, 2022**

Mandatory Enrollment Fees	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Health Services	\$150.00	\$450.00	\$175.00	\$525.00	\$25.00	\$75.00	16.67%
Building Debt-Service Fee	\$45.00	\$135.00	\$50.00	\$150.00	\$5.00	\$15.00	11.11%
Technology Infrastructure Fee	\$15.00	\$45.00	\$25.00	\$75.00	\$10.00	\$30.00	66.67%
Composite Enrollment Fees:	\$210.00	\$630.00	\$250.00	\$750.00	\$40.00	\$120.00	19.05%

Enrollment Fees - Building



BUILDING FEE RATE 2006 - 2021



Enrollment Fees - Building

- Principally for debt service on bonds of non-instructional buildings that don't have dedicated revenue outside of incidental fee; I.e., Student Union
 - Excludes those that have separate revenue sources for debt-services
 - Housing, Dining, SRC, others
- Additional \$15 component added in 2019 to address necessary IT infrastructure upgrades in buildings
- Debt service piece will not be able to satisfy required payments by 2032;
 - Enrollment decline means fewer dollars supporting the reserves.

Enrollment Fees - Transparency



[HB 2542: Display of Mandatory Fees](#)

Summary: Requires each public university and community college to prominently display mandatory fees charged. Each institution shall report to the HECC no later than September 1 of each year a description of efforts to display mandatory fees, description of **use of mandatory fee, and financial overview.** First applies to 2021-2022 academic year.

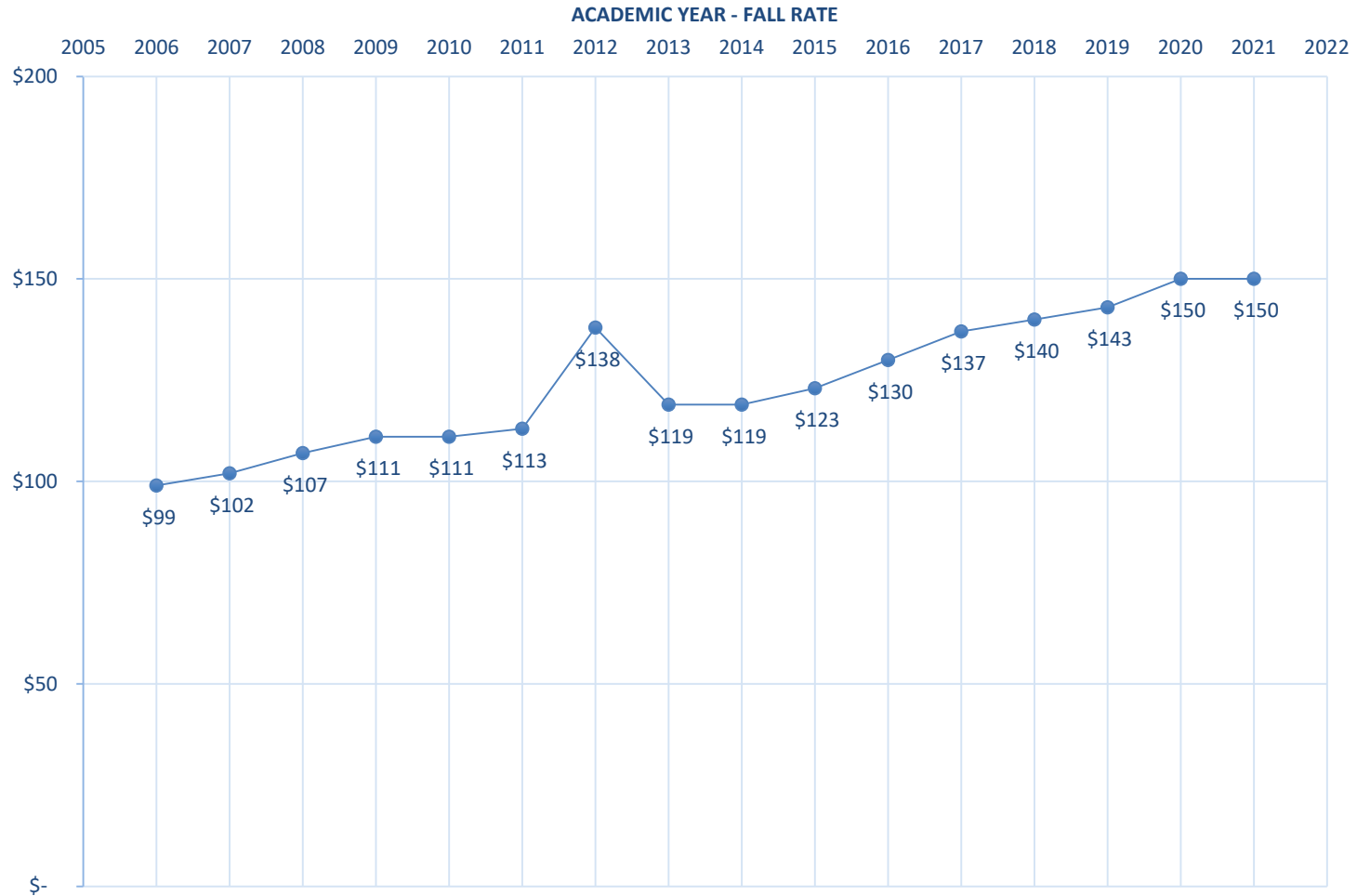
Effective Date: January 1, 2022

Recommendation to split into 2 distinct fees:

- Building Debt-Service Fee: \$50/term
- Technology Infrastructure Fee: \$25/term
- Total Increase from current 'Building' fee: \$15/term

Enrollment Fees - Health

HEALTH SERVICES FEE RATE 2006 - 2021



Enrollment Fees - Health

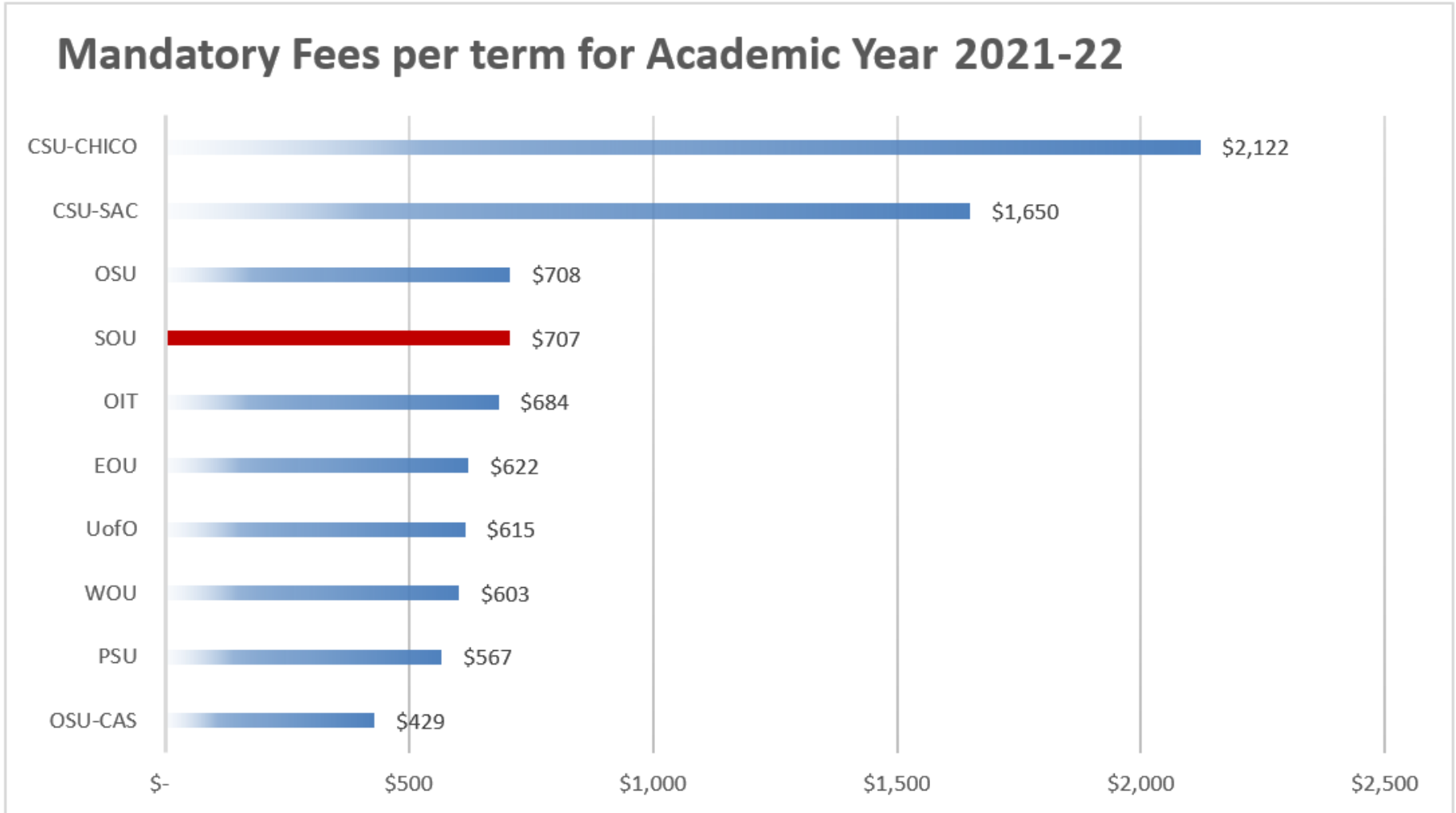
- Pandemic created extra utilization of Health Areas
- Testing and contact tracing increased workload and the SHWC often had to call in additional help
 - On-call nurse, overtime work for providers, etc.
- Exceptional level of service during the pandemic, but unrealistic to continue at that enhanced rate

Recommendations:

Current Service Level Expectation: \$150 → \$220

Reduced Service Level Post Pandemic: \$150 → \$175

AY 2021-22 OPU Mandatory Fees (Enrollment / Incidental)



Source: HECC – annually compiled by SOU Office of Budget & Planning; new cohorts only

AY 2022-23 Student Fee Committee and Tuition Advisory Committee Mandatory Fee Recommendations

Mandatory Enrollment & Incidental Fees	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Incidental Fee	\$380.00	\$1,140.00	\$395.00	\$1,185.00	\$15.00	\$45.00	3.95%
Green Tag Fee	\$13.00	\$39.00	\$14.00	\$42.00	\$1.00	\$3.00	7.69%
Student Rec Center Fee	\$104.00	\$312.00	\$104.00	\$312.00	\$0.00	\$0.00	0.00%
Student Health Services Fee	\$150.00	\$450.00	\$175.00	\$525.00	\$25.00	\$75.00	16.67%
Building Debt-Service Fee	\$45.00	\$135.00	\$50.00	\$150.00	\$5.00	\$15.00	11.11%
Technology Infrastructure Fee	\$15.00	\$45.00	\$25.00	\$75.00	\$10.00	\$30.00	66.67%
Composite Mandatory Fees:	\$707.00	\$2,121.00	\$763.00	\$2,289.00	\$56.00	\$168.00	7.92%

*All figures rounded to nearest whole dollar

AY 2022-23 Tuition and Fees Impact to Resident Undergraduate Students



Tuition	Current per Term	Current Per AY	Proposed per Term	Proposed Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Resident Undergrad	\$3,015	\$9,045	\$3,135.00	\$9,405.00	\$8.00	\$360.00	3.98%
Mandatory Enrollment & Incidental Fees							
Student Incidental & Green Tag	\$393	\$1,179	\$409.00	\$1,227.00	\$16.00	\$48.00	4.07%
Student Rec Center	\$104	\$312	\$104.00	\$312.00	\$0.00	\$0.00	0.00%
Student Health Services	\$150	\$450	\$175.00	\$525.00	\$25.00	\$75.00	16.67%
Building Debt-Service Fee	\$45	\$135	\$50.00	\$150.00	\$5.00	\$15.00	11.11%
Technology Infrastructure Free	\$15	\$45	\$25.00	\$75.00	\$10.00	\$30.00	66.67%
Composite Fees:	\$707	\$2,121	\$763.00	\$2,289.00	\$56.00	\$168.00	7.92%
Composite Tuition and Fees:	\$3,722	\$11,166	\$3,898.00	\$11,694.00	\$64.00	\$528.00	4.73%
HECC - Tuition & Mandatory Enrollment Fees:	\$3,225	\$9,675	\$3,385	\$10,155	\$48	\$480	4.96%

One-time Fees - Matriculation

- Assessed only **once** to new undergrads
 - Often deferred until fully enrolled/taking courses
- Designed to reduce (not eliminate) other student administrative fees that used to exist:
 - Orientation, Scheduling, transcripts, degree applications, re-enrollment, etc.
 - Also supports 1st year interest groups and learning
- Fee has not changed since ????

Recommendation:

Raise Matriculation Fee to support cost growth in areas supported by the fee from \$300 to \$350.

Mandatory One-Time Fees	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Matriculation Fee	\$300.00	\$900.00	\$350.00	\$1,050.00	\$50.00	\$150.00	16.67%



MANDATORY ENROLLMENT and ONE-TIME FEES RECOMMENDATION
For July 1, 2022 through June 30, 2023

Date: April 14, 2022
To: The Board of Trustees of Southern Oregon University
From: Dr. Richard Bailey, President

DESCRIPTION OF REQUEST

Recommendation for Mandatory Enrollment Fees for Academic Year 2022-23 & Summer Term 2022 and
Recommendation of an update to the Matriculation Fee for Academic Year 2022-23

DESCRIPTION OF FUNDS

Mandatory Enrollment Fees as authorized and collected according to ORS 352.102 and
One-time fee collection as authorized and collected according to ORS 352.102. Fees include:

<u>BUILDING DEBT SERVICE</u>	
Building Debt Service Fee - Academic Year 2022 - 23	\$50.00
Building Fee (Debt Portion) - Prior Academic Year	\$45.00
\$ Change from Prior Year:	\$5.00
% Change from Prior Year:	11.11%
Building Debt Service Fee - Summer Term 2022	\$37.50
Building Fee (Debt Portion) - Prior Summer Term	\$33.75
\$ Change from Prior Year:	\$4
% Change from Prior Year:	11.11%
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Building Debt-Service Reserve	\$404,350
<u>TECHNOLOGY INFRASTRUCTURE FEE</u>	
Technology Infrastructure Fee - Academic Year 2022 - 23	\$25.00
Building Fee (Technology portion) - Prior Academic Year	\$15.00
\$ Change from Prior Year:	\$10.00
% Change from Prior Year:	66.67%
Technology Infrastructure Fee - Summer Term 2022	\$18.75
Building Fee (Technology portion) - Prior Summer Term	\$11.25
\$ Change from Prior Year:	\$8
% Change from Prior Year:	66.67%
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Technology Infrastructure	\$202,175
<u>STUDENT HEALTH SERVICES FEE</u>	
Health Services Fee - Academic Year 2022 - 23	\$175.00
Health Services Fee - Prior Academic Year	\$150.00
\$ Change from Prior Year:	\$25.00
% Change from Prior Year:	16.67%
Health Services Fee - Summer Term 2021	\$125.00
Health Services Fee - Prior Summer Term	\$107.00
\$ Change from Prior Year:	\$18.00
% Change from Prior Year:	16.82%
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Student Health and Wellness Center and Programs	<u>\$1,415,225</u>

MANDATORY ENROLLMENT and ONE-TIME FEES RECOMMENDATION
 For July 1, 2022 through June 30, 2023
 (Continued)

ONE-TIME FEES	
Matriculation Fee - Academic Year 2022 - 23	\$350
Matriculation Fee - Prior Academic Year	\$300
\$ Change from Prior Year:	\$50
% Change from Prior Year:	16.67%

Programs Supported	Est. AY Collections
Matriculation Funded Indexes	\$353,500

PRESIDENT'S RECOMMENDATION

[X] Approve [] Disapprove



 President, Southern Oregon University
 Dr. Richard Bailey

4/14/2022

 Date

Cost of Attendance for Academic Year 2022-2023

Housing & Dining Rates Update



Housing & Dining Rates Updates

-For informational purposes

Housing	Current	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Greensprings - Double	\$2,742	\$8,225	\$2,851	\$8,554	\$110	\$329	4.00%
Greensprings - Double-as-Single	\$3,621	\$10,863	\$3,766	\$11,298	\$145	\$435	4.00%
Madrone - Single Apartment	\$4,230	\$12,690	\$4,399	\$13,198	\$169	\$508	4.00%
Shasta - Double	\$3,096	\$9,287	\$3,220	\$9,659	\$124	\$371	4.00%
Shasta - Single	\$3,770	\$11,310	\$3,921	\$11,762	\$151	\$452	4.00%
McLoughlin - Double	\$3,260	\$9,781	\$3,391	\$10,173	\$130	\$391	4.00%
McLoughlin - Single	\$4,048	\$12,144	\$4,210	\$12,630	\$162	\$486	4.00%
McLoughlin - Super Single	\$4,453	\$13,358	\$4,631	\$13,892	\$178	\$534	4.00%
McLoughlin - Studio Single	\$4,542	\$13,627	\$4,724	\$14,172	\$182	\$545	4.00%

Meals	Current	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Red Plan	\$ 1,978	\$ 5,935	\$2,050	\$6,150	\$72	\$215	3.62%
Black Plan	\$ 1,978	\$ 5,935	\$2,050	\$6,150	\$72	\$215	3.62%
S Plan	\$ 1,660	\$ 4,980	\$1,705	\$5,115	\$45	\$135	2.71%
O Plan	\$ 1,660	\$ 4,980	\$1,705	\$5,115	\$45	\$135	2.71%
U Plan	\$ 1,660	\$ 4,980	\$1,705	\$5,115	\$45	\$135	2.71%
Rocky Plan	\$ 1,349	\$ 4,048	\$1,390	\$4,170	\$41	\$122	3.03%
Hawk Plan	\$ 928	\$ 2,784	\$950	\$2,850	\$22	\$66	2.38%
Madrone Plan	\$ 873	\$ 2,620	\$900	\$2,700	\$27	\$80	3.05%

*All figures rounded to nearest whole dollar

Undergraduate Resident Cost of Attendance for Academic Year 2022-23

Tuition	Current per Term	Current Per AY	Proposed per Term	Proposed Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Resident Undergrad	\$3,015	\$9,045	\$3,135.00	\$9,405.00	\$8.00	\$360.00	3.98%
Mandatory Enrollment & Incidental Fees							
Student Incidental & Green Tag	\$393	\$1,179	\$409.00	\$1,227.00	\$15.00	\$45.00	4.07%
Student Rec Center	\$104	\$312	\$104.00	\$312.00	\$0.00	\$0.00	0.00%
Student Health Services	\$150	\$450	\$175.00	\$525.00	\$25.00	\$75.00	16.67%
Building Debt-Service Fee	\$45	\$135	\$50.00	\$150.00	\$5.00	\$15.00	11.11%
Technology Infrastructure Free	\$15	\$45	\$25.00	\$75.00	\$10.00	\$30.00	66.67%
Composite Fees:	\$707	\$2,121	\$763.00	\$2,289.00	\$56.00	\$168.00	7.92%
Composite Tuition and Fees:	\$3,722	\$11,166	\$3,898.00	\$11,694.00	\$64.00	\$528.00	4.73%
HECC - Tuition & Mandatory Enrollment Fees:	\$3,225	\$9,675	\$3,385	\$10,155	\$48	\$480	4.96%
Housing/Meals							
Shasta Double	\$3,096	\$9,287	\$3,220	\$9,659	\$124	\$371	4.00%
Red Plan	\$1,978	\$5,935	\$2,050	\$6,150	\$72	\$215	3.62%
Composite Housing/Meals Change:	\$5,074	\$15,222	\$5,270	\$15,809	\$195	\$586	3.85%
Cost of Attendance*							
Resident Undergrad	\$8,796	\$26,388	\$9,168	\$27,503	\$259	\$1,114	4.22%

Note: All figures rounded to nearest whole dollar

*Excludes course fees, books, and other special fees or charges required for specific enrollment situations.

Questions / Comments

**Southern Oregon University
Board of Trustees**

**RESOLUTION
Tuition and Fees for Academic Year 2022-23**

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 2022-23;

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 president and the board consider 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, the Board of Trustees of Southern Oregon University hereby approves the mandatory student incidental fees, the mandatory

enrollment fees, and tuition rates schedules [as proposed/as amended](#), to become effective July 1, 2022. With this approval, the board authorizes collection of tuition and fees for the 2022-2023 academic year.

VOTE:

Bullock	
Clough	
Franks	
Hennion	
Lee	
Nicholson	
Pieper	
Rosenberg	
Santos	
Thalden	
Thorndike	
Vincent	
Wilson	

DATE: April 22, 2022

University Board Secretary

SOU Educator Equity Plan

BACKGROUND

As described in the Governor’s report (https://www.oregon.gov/eac/Documents/EducatorAdvancement-Report_CEdO_Nov_2016.pdf) on Educator Advancement, high-quality teachers and effective administrators are key drivers to success in student learning, and diverse educators in particular enhance the education of all students. A more diverse workforce brings needed perspectives that help strengthen culturally responsive teaching practices most effective with today’s student populations. Therefore, the recruitment, preparation, and retention of diverse educators, is critical. In support of this finding, the State established a goal that the percentage of diverse educators employed reflects the percentage of diverse students in the state (ORS 342.437).

In support of this goal and other goals related to the diversification of the educator workforce (including the African American/Black Student Success Plan, Latino/a/x Student Success Plan, and American Indian/Alaska Native Student Success Plan), the Educator Advancement Council (EAC), in partnership with the HECC, will support Oregon’s six public educator preparation programs (EPPs) to develop and implement evidence-based best practices for the recruitment, preparation, and retention of diverse educators. The EAC specifically intends to support EPPs in the development and implementation of recruitment and retention strategies, which eliminate disparity, disproportionality, and predictability in outcomes.

Each university is required to develop a plan with specific goals, strategies, and deadlines for the recruitment, admission, retention, and graduation of diverse educators, and contribute to the development of the biennial Educator Equity Report required under ORS 342.448 and ORS 350.100. Since 2016, each EPP has submitted for approval, to the HECC, a biennial plan that describes the goals and strategies they will undertake and the HECC has provided review and approval of the plans (ORS 350.100). The EAC began providing grant funding to each of the six public universities in support of the development and implementation of the Equity Plans in 2020. The project will be closely coordinated with HECC and EAC staff to align with state goals, including continued evaluation and statewide measure of adequacy and feasibility.

SOUTHERN OREGON UNIVERSITY EDUCATOR EQUITY PLAN FOR 2021-2023

A. Community of Practice Team

Name of University:	Southern Oregon University
Community of Practice team members:	Roni Adams, Associate Professor of Education and Tribal Nations Liaison, adamsr@sou.edu Amanda Casto, Instructor of Education and Equity Coordinator, castoa@sou.edu Ria Galo, Multicultural Retention Specialist, molis@sou.edu Younghee Kim, Professor of Education and CRT Innovation Community team member, kimy@sou.edu Margaret Perrow, Associate Professor of English Education and CRT Innovation Community Team Leader, perrowm@sou.edu
Primary Contact for coordinating grant and Community of Practice:	Amanda Casto, Equity Coordinator, castoa@sou.edu

B. Strategies

STRATEGY 1: Peer Navigation Coaches and Facilitated Culture Circles

Question	Response
<p>Area of Focus</p>	<p><i>Select the area(s) of focus that this strategy addresses.</i></p> <p><input checked="" type="checkbox"/>Retention – Quality Learning Experience <input type="checkbox"/>Recruitment – Program Quality & Relevance</p>
<p>Equity Problem of Practice:</p> <p>Where do educator candidates, in particular students of color, struggle the most? Identify program practice standards aligned to the equity problem of practice.</p> <p>Which of the six conditions of systems change do you see impacting your problem of practice?</p>	<p>Over the past six years, SOU’s Educator Equity Pathways have helped increase the proportion of students from culturally and linguistically diverse backgrounds enrolled in teacher licensure programs from 9 to 33%. Providing greater access, however, is but a first step—we must also work to ensure that they feel welcomed, supported and able to thrive once there. Because students from underrepresented populations confront a greater likelihood of encountering social isolation on college campuses (Sidanius, et. al., 2008) ¹, the availability of pro-active social supports is critical to ensuring that all students experience an equitable opportunity for success (Walton & Cohen, 2007)².</p> <p><input type="checkbox"/>Policies – <input checked="" type="checkbox"/>Practices – <input type="checkbox"/>Resources – (STRUCTURAL, explicit) <input checked="" type="checkbox"/>Relationships/Connections – <input checked="" type="checkbox"/>Power dynamics – (RELATIONAL, semi-explicit) <input checked="" type="checkbox"/>Mental models – (TRANSFORMATIVE, implicit)</p>
<p>Data Sources</p> <p>Please describe three different sources of data used to determine your equity problem of practice.</p> <p>What trends do you notice?</p>	<p>Strategies employed to improve recruitment of students from underrepresented populations include increasing opportunities to participate from off-campus locations and maintain paid employment throughout the entirety of teacher preparation programs. While these opportunities certainly facilitate greater access for diverse candidates, they also present unique sets of intersecting challenges. Completing a teacher licensure program while maintaining paid employment as a classroom aide, for example, increases both the range and complexity of demands placed upon candidates as they navigate and balance two already arduous sets of employment and licensure requirements.</p> <p>Program admissions data indicates that these challenges are more likely to be borne by culturally and linguistically diverse candidates, 43% of whom participate from off-campus locations and 24% employed within schools throughout the entirety of their licensure program. Meanwhile, qualitative data gleaned from student advising and program completer surveys reinforce and refine our understanding of the toll these challenges place upon candidates’ academic performance and personal wellbeing. In light of the staffing challenges being experienced by schools as a result of the pandemic, both the prevalence and pressures associated with these “dueling-responsibilities” continue to rise.</p>

¹ Sidanius, J., Levin, S., Van Laar, C., & Sears, D. (2008). The diversity challenge: Social identity and intergroup relations on the college campus. New York, NY: Russell Sage Foundation.

² Walton, G. & Cohen, G. (2007). A question of belonging: Race, social fit, and achievement. Journal of Personality and Social Psychology 92 (1), 82–96, DOI: 10.1037/0022-3514.92.1.82

<p>Research-based Strategy/ Solution for Culturally Sustaining Practice:</p> <p>What strategy/solution are you using to address the equity problem of practice?</p> <p>Who will be your critical partners in addressing this problem of practice? How will you engage them?</p>	<p>Cultural affinity groups provide regularly scheduled, cohort-based venues for providing collegial support and connection while simultaneously developing the diverse funds of knowledge which students bring with them to the college campus (Kiyama & Rios-Aguilar, 2018)³. Serving students who enter the university via one of our Underrepresented Student Pathway programs, Culture Circles at SOU focus on strengthening students' sense of belonging and cultural identity while also helping connect students with campus resources and demystifying the institutional culture and systems of higher education.</p> <p>Facilitated by upperclassmen who have successfully navigated a similar path, Culture Circles meet on a monthly basis to provide programming tailored to the specific cultural identity the groups being served. Peer Navigation Coaches are student worker positions trained and supported by the university's Multicultural Retention Specialist and also provide personalized mentoring and support via regularly scheduled office hours.</p> <p>Knowing that students from underrepresented backgrounds participating in teacher licensure programs are more likely to confront a unique set of additional challenges as discussed previously, establishing a Peer Navigation Coach and Culture Circle to specifically serve students from the Educator Equity Pathways will improve our ability to provide support tailored to address this population's unique circumstances.</p>
<p>Strategy Rationale:</p> <p>How do you know this is the right strategy? Describe if this strategy is new, adapted or adopted from previous efforts. How closely related is this practice to current district needs and expectations for meaningful employment?</p>	<p>SOU's Cultural Circles are modelled after existing Educators of Color Affinity Groups organized through a Multi-District Equity Collaborative sponsored by the Southern Oregon Educational Services District. While evaluation of that initiative is unfolding, we are working with our K-12 district partners to ensure that educators throughout the Southern Oregon region experience a consistent and well-aligned trajectory as they transition between pre-service and in-service professional development and support structures.</p>
<p>How will impact be measured?</p> <p>What will you learn?</p> <p>Describe what results you expect to see after implementing your strategy. Include approximate timeline.</p> <p>How will you identify and disaggregate candidate data for groups you will track.</p>	<p>Consistent with the university's approach to monitor progress towards achieving key strategic priorities, SOU has identified a combination of leading and lagging indicators for measuring the impact of Culture Circles. Because our theory of change posits that increasing students' sense of belonging will contribute to improving student retention and program completion, our leading indicator of success will be the level of students' self-reported sense of belonging within the program completion surveys. Disaggregating those results for students participating in a Culture Circle and comparing those to program-wide averages will help identify the effectiveness of the supports and interventions being provided. As a lagging indicator, improving the retention and completion rates for pathway program students to a point equal to or above whole program averages will be our ultimate measure of success.</p>

³ Kiyama, J. & Rios-Aguilar, C. (2018). Funds of knowledge in higher education: Honoring students' cultural experiences and resources as strengths. New York, NY: Routledge.

<p>Stage of Implementation:</p> <p>Self-assessment based on Quality Implementation Framework.</p> <p>What evidence did you use to reach this conclusion?</p> <p>How are you building capacity for effective implementation of this strategy?</p>	<p><input type="checkbox"/>Connect & Commit – <input type="checkbox"/>Inquire & Investigate – <input type="checkbox"/>Design & Develop – <input checked="" type="checkbox"/>Implement & Iterate – <input type="checkbox"/>Sustain & Scale</p> <p>Having begun by hiring two Peer Navigation Coaches and piloting Culture Circles for our Pacific Islander student cohort last year, we are now expanding to six coaches and instituting Culture Circles for students from our Latinx and Native American pathway programs as well.</p>
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STRATEGY 2: Culturally Response Teaching Innovation Community

Question	Response
<p>Area of Focus</p>	<p><i>Select the area(s) of focus that this strategy addresses.</i></p> <p><input checked="" type="checkbox"/>Retention – Quality Learning Experience <input type="checkbox"/>Recruitment – Program Quality & Relevance</p>
<p>Equity Problem of Practice:</p> <p>Where do educator candidates, in particular students of color, struggle the most? Identify program practice standards aligned to the equity problem of practice.</p> <p>Which of the six conditions of systems change do you see impacting your problem of practice?</p>	<p>While peer support plays an important role in helping students feel welcomed and connected while on campus, the instructional practices and classroom climate they encounter is a crucial factor in the effectiveness of their professional preparation as aspiring educators. With that in mind, SOU faculty have convened a professional learning community dedicated to conducting ongoing research into Culturally Responsive Teaching, examining their curriculum and professional practices in light of this research, developing and experimenting with new CRT-informed practices, and disseminating their findings and applications to the wider SOU community.</p> <p><input type="checkbox"/>Policies – <input checked="" type="checkbox"/>Practices – <input type="checkbox"/>Resources – (STRUCTURAL, explicit) <input checked="" type="checkbox"/>Relationships/Connections – <input checked="" type="checkbox"/>Power dynamics – (RELATIONAL, semi-explicit) <input checked="" type="checkbox"/>Mental models – (TRANSFORMATIVE, implicit)</p>

<p>Data Sources</p> <p>Please describe three different sources of data used to determine your equity problem of practice.</p> <p>What trends do you notice?</p>	<p>Southern Oregon University employs several data sources to assess the campus and classroom climate experienced by students of color and evaluate the effectiveness of efforts to continually improve it. The National Survey of Student Engagement includes a module on “Inclusiveness and Engagement with Cultural Diversity” which examines students’ exposure to inclusive teaching practices and perceptions of institutional values and commitment to diversity. Meanwhile, SOU’s internal Bias Response Team collects real-time data regarding bias related complaints and monitors data showing progress towards SOU’s Strategic Direction IV which states that the university will strive to create a diverse, equitable, inclusive community where learners will flourish. Finally, with specific reference to the experience and perspectives of students participating in teacher licensure programs, we are modifying our annual program completer surveys to include a block of questions specifically focused on measuring students’ sense of belonging and extent to which program faculty model inclusive teaching practices.</p> <p>Triangulating each of these sources and using results from recent years to establish a comparative baseline will enable us to assess the effectiveness of these ongoing efforts and identify trends over time.</p>
<p>Research-based Strategy/ Solution for Culturally Sustaining Practice:</p> <p>What strategy/solution are you using to address the equity problem of practice?</p> <p>Who will be your critical partners in addressing this problem of practice? How will you engage them?</p>	<p>Culturally Responsive Teaching (CRT) is an approach to pedagogy that recognizes and builds upon the importance of including students’ cultural references in all aspects of learning (Ladson-Billings, 1994). Innovation Collaboratives are a form of Professional Learning Communities specifically tailored to the unique context of higher education focused on establishing a culture of collaboration to improve the experience and learning of students.</p> <p>Braiding together these two frameworks, one substantive and one procedural, SOU’s CRT Innovation Collaborative is a key ally and resource for ensuring that student perspectives voiced through Culture Circles are greeted with a hospitable institutional response. With 20 regular attenders drawn from across multiple departments and with close linkages to similar equity efforts currently underway in the regional K-12 community, the CRT Innovation Collaborative provides a direct venue for engaging critical thought and practice partners across both intutional and system boundaries.</p>
<p>Strategy Rationale:</p> <p>How do you know this is the right strategy? Describe if this strategy is new, adapted or adopted from previous efforts.</p> <p>How closely related is this practice to current district needs and expectations for meaningful employment?</p>	<p>The current iteration of the CRT Innovation Collaborative builds upon the success and extends the work of prior efforts. A core team of faculty from the Education and English departments began meeting as part of an ODE funded project in 2015. At that time, SOU’s CRT Transformation Team instituted monthly brown bag meetings to strengthen faculty understanding of, commitment to, and implementation of culturally responsive practices within their own classrooms, establish a CRT lending library, and create opportunities for shared professional learning spanning both K-12 and higher education contexts. Having convened a series of shared regional summits with speakers ranging from Zaretta Hammond and Linda Christenson, that group expanded and formalized into the CRT Innovation Collaborative in 2019 with funding provided through the SOU Center for the Advancement of Teaching and Learning. The</p>

	current plan seeks to reinstitute and expand upon that work via renewed support enabled by the Educator Equity Plan.
<p>How will impact be measured?</p> <p>What will you learn?</p> <p>Describe what results you expect to see after implementing your strategy. Include approximate timeline.</p> <p>How will you identify and disaggregate candidate data for groups you will track.</p>	<p>Evaluating the success of the Innovation Collaborative will again employ a combination of leading and lagging indicators. As a necessary precursor to improving instructional effectiveness, the receptiveness of faculty to critically examine their own practice and invest in a collaborative improvement process will be measured by the number of SOU faculty participating in ongoing culturally responsive and anti-racist professional development activities. A lagging indicator of the impact of these efforts upon the student learning experience will be measured by an aggregated cultural responsiveness score reported within the NSSE, DRT and program completer surveys. Disaggregating scores by program will enable SOU to compare scores for students participating in teacher licensure programs against university-wide averages.</p>
<p>Stage of Implementation:</p> <p>Self-assessment based on Quality Implementation Framework.</p> <p>What evidence did you use to reach this conclusion?</p> <p>How are you building capacity for effective implementation of this strategy?</p>	<p><input type="checkbox"/>Connect & Commit – <input type="checkbox"/>Inquire & Investigate – <input type="checkbox"/>Design & Develop – <input type="checkbox"/>Implement & Iterate – <input checked="" type="checkbox"/>Sustain & Scale</p> <p>Building upon the success of prior CRT communities of practice, the new iteration of the Innovation Collaborative will continue deepening their own knowledge and refining their practice of CRT within their own courses. With Educator Equity funding provided for the biennium, they will be well positioned and prepared to expand their scope of influence by serving as coaches for other faculty members and programs in year two.</p>

STRATEGY 3: Tribal Nations Liaison

Question	Response
<p>Area of Focus</p>	<p><i>Select the area(s) of focus that this strategy addresses.</i></p> <p><input type="checkbox"/>Retention – Quality Learning Experience <input checked="" type="checkbox"/>Recruitment – Program Quality & Relevance</p>
<p>Equity Problem of Practice:</p> <p>Where do educator candidates, in particular students of color, struggle the most? Identify program practice standards aligned to the equity problem of practice.</p> <p>Which of the six conditions of systems change do you see impacting your problem of practice?</p>	<p>While SOU's teacher preparation programs have steadily increased the proportion of students from culturally and linguistically diverse backgrounds over the past six years, the number of Native American candidates has failed to keep pace with increases among other diverse populations. Proactively recruiting this demographic of candidates has proven challenging in part because of their underrepresentation among working school paraprofessionals who are a primary recruiting pool for our existing educator equity efforts. Appointing a trusted faculty member and tribal representative as Native Nations Liaison is intended to help build closer connections and relationships with prospective Native American candidates and also with the tribal administrators and community elders who may nominate, encourage and support them during their pathway to becoming licensure teachers.</p>

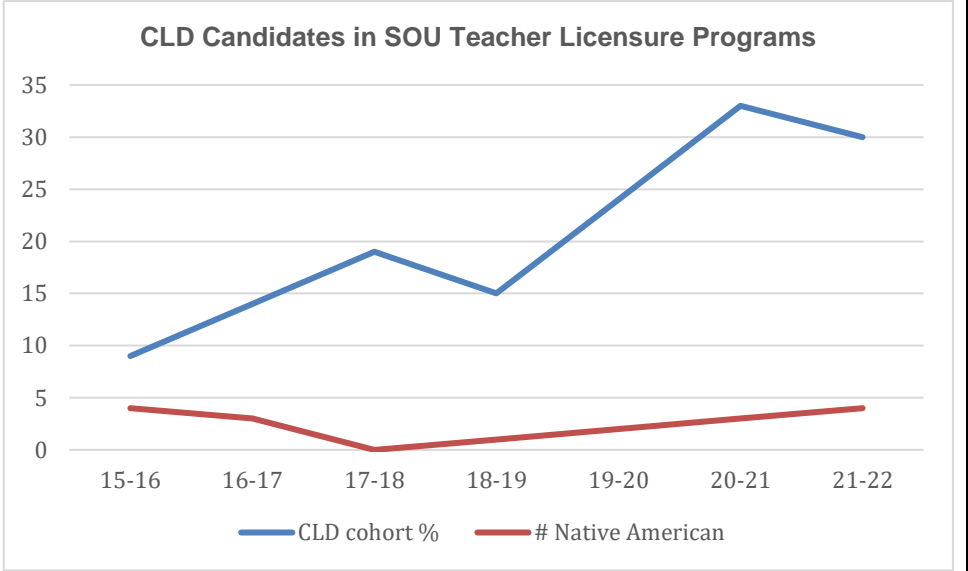
Policies – Practices – Resources – (STRUCTURAL, explicit)
Relationships/Connections – Power dynamics – (RELATIONAL, semi-explicit)
Mental models – (TRANSFORMATIVE, implicit)

Data Sources

Please describe **three** different sources of data used to determine your equity problem of practice.

What trends do you notice?

Admissions data over a seven year period indicate that successful recruitment Native American candidates into SOU’s teacher licensure programs continues to lag behind that of other culturally and linguistically diverse (CLD) populations.



Research-based Strategy/ Solution for Culturally Sustaining Practice:

What strategy/solution are you using to address the equity problem of practice?

Who will be your critical partners in addressing this problem of practice? How will you engage them?

Successful recruitment of culturally and linguistically diverse candidates over the past six years has involved partnering with regional K-12 school districts who have strong existing relationships with their diverse paraprofessional staff. The encouragement of districts to nominate and help support their culturally and linguistically diverse paraprofessionals embarking upon teacher preparation programs has proven critical to identifying and retaining promising candidates. With Native American candidates currently underrepresented among that pool of potential candidates, we are working to establish similar partnerships with tribal departments of education who are in the best position to play a similar role to that currently played by our other district partners. To build trust and establish working partnerships with the tribal communities, SOU has invested in hiring an experienced faculty member of tribal descent to serve as a Tribal Nations Liaison. This person works closely with tribal members to identify and overcome the barriers that have historically discouraged and impeded Native American candidates from pursuing a career in teaching.

Strategy Rationale:

How do you know this is the right strategy? Describe if this strategy is new, adapted or adopted from previous efforts.

How closely related is this practice to current district needs and

As described above, we know that cultivating strong partnerships with administrators who have close working relationships with potential candidates is an effective strategy for boosting the success of recruitment efforts because it has already done so with regards to school paraprofessionals and classified staff from diverse backgrounds. This candidate pool has strong potential to become effective classroom teachers because they have already demonstrated commitment to and success working with students and, in many cases, with family outreach and engagement. Recruiting teacher preparation candidates from within the community in which they already live and work is directly aligned

<p>expectations for meaningful employment?</p>	<p>with the philosophy and approach reflected in the statewide Grow Your Own initiative.</p>
<p>How will impact be measured?</p> <p>What will you learn?</p> <p>Describe what results you expect to see after implementing your strategy. Include approximate timeline.</p> <p>How will you identify and disaggregate candidate data for groups you will track.</p>	<p>Given the long history of marginalization in and by public schools, the work of building trust and rapport with Native candidates and communities is expected to be long and slow. Accordingly, measures of impact begin with simple points of contact—how frequently and how widely does the liaison meet with tribal community members. Indicators of success in building trust and relationships will include the number of tribal departments of Education nominating and offering to support, financially or otherwise, candidates entering into teacher preparation. Increasing the number of Native American applicants and program completers is the ultimate measure of success, while the willingness of those successful candidates to serve as ongoing program partners (as cooperating teachers, mentors and local community liaisons) will help ensure the continuity and sustainable growth of this mutual undertaking.</p> <p>To date, one Cow Creek member employed as the South Umpqua School District's Tribal Family Advocate has now enrolled in SOU's Second Bachelor's program to earn her teaching license.</p>
<p>Stage of Implementation:</p> <p>Self-assessment based on Quality Implementation Framework.</p> <p>What evidence did you use to reach this conclusion?</p> <p>How are you building capacity for effective implementation of this strategy?</p>	<p><input checked="" type="checkbox"/> Connect & Commit – <input type="checkbox"/> Inquire & Investigate – <input type="checkbox"/> Design & Develop – <input type="checkbox"/> Implement & Iterate – <input type="checkbox"/> Sustain & Scale</p> <p>The Tribal Nations Liaison has been working to establish rapport and trust with tribal partners throughout the state with a particular emphasis upon those located in geographical proximity to SOU's teacher preparation programs based in the Rogue Valley, Klamath Falls and Coos Bay. She has been attending monthly Zoom meetings with the Southern Coast GYO Advisory Council which includes representatives from the Coos and Coquille Tribes, and has been collaborating with representatives from the Tribal Education Department of the Cow Creek Band of Umpqua Indians and will be meeting with members of the Klamath Tribes as their offices re-open.</p> <p>Through ongoing connection with SOU Native American Studies professors, instructors, and students, she is working collaboratively to attract future teachers, advise Native students currently enrolled in our teacher education programs, and mentor prospective students at Klamath Community College.</p>

C. Preliminary Budget Plan

Please provide your best estimate of how funds will be distributed across the strategies and the cost of participation in the Community of Practice. We understand this budget is subject to change.

Category	Item	Description	Schedule	Amount	Percent of Total Grant Amount
Strategy 1: Peer Navigation Coaches and Facilitated Culture Circles					
Personnel	Peer Navigation Coaches	Six .25 FTE student worker positions	10/1/2021 – 6/31/2023	\$53,000	35.3%
Materials	Culture Circle refreshments	\$50 per event	3 Circles meeting monthly	\$3,000	2%
Strategy 1 Total				\$56,000	37.3%
Strategy 2: Culturally Responsive Teaching Innovation Community					
Personnel	Faculty stipends	\$1,000 for 10 faculty	4/1/2022 – 6/31/2023	\$10,000	6.7%
Materials	Curriculum materials	\$500 for 10 faculty	4/1/2022 – 6/31/2023	\$5,000	3.3%
Strategy 2 Total				\$15,000	10%
Strategy 3: Tribal Nations Liaison					
Personnel	Salary and OPE	.25 FTE	1/1/2022 – 6/31/2023	\$50,000	33.3%
Travel	Food and lodging	Quarterly visits to tribal Education Departments	1/1/2022 – 6/31/2023	\$2,000	1.3%
Strategy 3 Total				\$52,000	34.7%
Community of Practice Participation					
Personnel	Faculty stipends	\$1,000 for team of 5	tba	\$5,000	3.3%
Travel	Food and lodging	CoP participation	tba	\$2,000	1.3%
CoP Total				\$7,000	5.7%
Total Direct Costs				\$130,000	86.7%
Administrative Costs					
Personnel	Administrative release for Equity Coordinator	4-credit course release to oversee implementation of strategies and Community of Practice	4/1/2022 – 6/31/2023	\$5,000	3.3%
Indirect	Grants and contracts overhead	University assessment		\$15,000	10%
Total Administrative Costs				\$20,000	13.3%
Total				\$150,000	100%

Equity Grievance and Title IX

THE OFFICE OF EQUITY GRIEVANCE

ANGELA FLEISCHER, MSW, LCSW
DIRECTOR OF EQUITY GRIEVANCE/TITLE IX COORDINATOR
WEBSITE: [HTTPS://SOU.EDU/EQUITY-GRIEVANCE](https://sou.edu/equity-grievance)

Sexual Violence

Bias

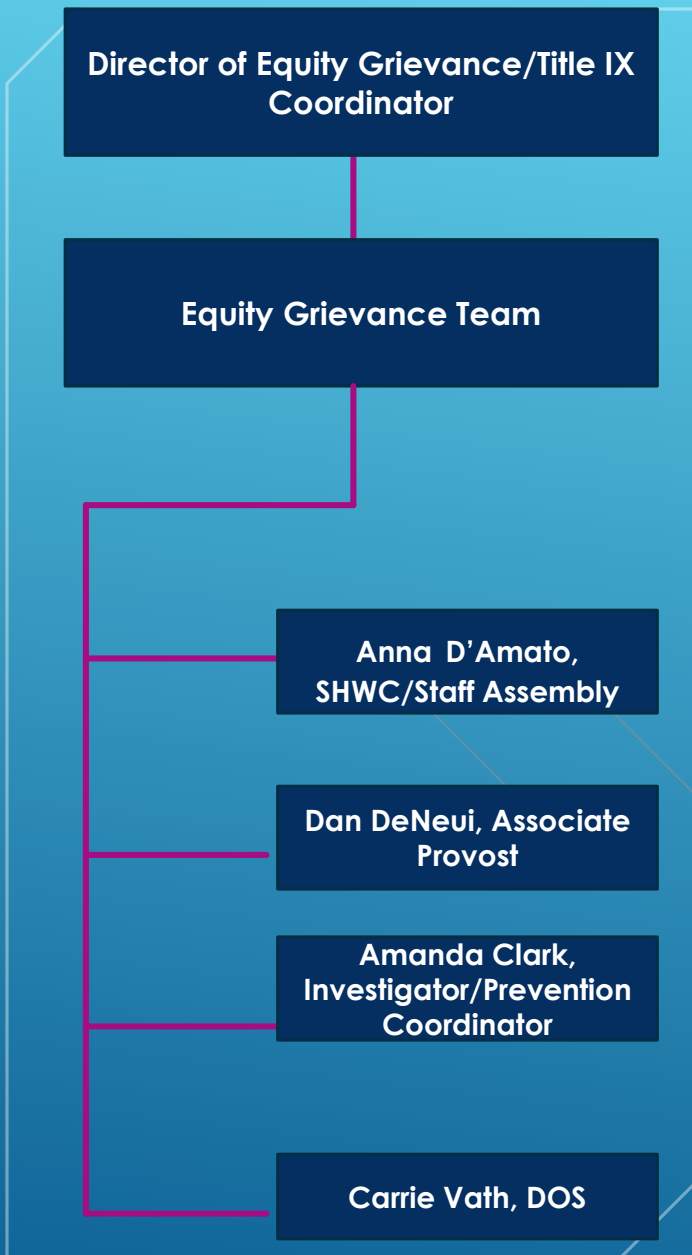
Discrimination

- ▶ **Students**
- ▶ **Staff**
- ▶ **Faculty**
- ▶ **Contract Partners**
- ▶ **Community Members**

WHO DOES THE OFFICE OF EQUITY GRIEVANCE SERVE?

- ▶ **Sexual Violence:**
- ▶ Rape
- ▶ Sexual Assault
- ▶ Intimate Partner Violence
- ▶ Stalking
- ▶ Harassment
- ▶ **Bias and Discrimination:**
- ▶ Racism
- ▶ Ableism
- ▶ Anti-military
- ▶ Anti-Queer
- ▶ Gender based discrimination
- ▶ Ageism

TYPES OF CONCERNS THAT COME TO THE OFFICE OF EQUITY GRIEVANCE



STRUCTURE

SOU has been a leader by having one policy that applies across all affiliations (Equal Opportunity, Harassment, and Sexual Misconduct).

The Office of Equity Grievance Reports to the President. This is important to avoid conflict of interest.

- ▶ **Human resources**
- ▶ **Campus Public Safety**
- ▶ **Vice President Cooper**
- ▶ **EDI team**
- ▶ **General Counsel**

KEY CAMPUS PARTNERS-THANK YOU

Campus Groups:

- ▶ Sexual Violence Response Review (CPS, APD, Community Based Advocacy, SHWC, Provost's Office, DOS, Confidential Advocates)
- ▶ Bias Response Review (Housing, SJEC, Athletics, Faculty, DOS)
- ▶ Sexual Violence Prevention Committee (Housing, CPS, ASSOU, Faculty, ROTC, Athletics, Rec Center, Student Life)

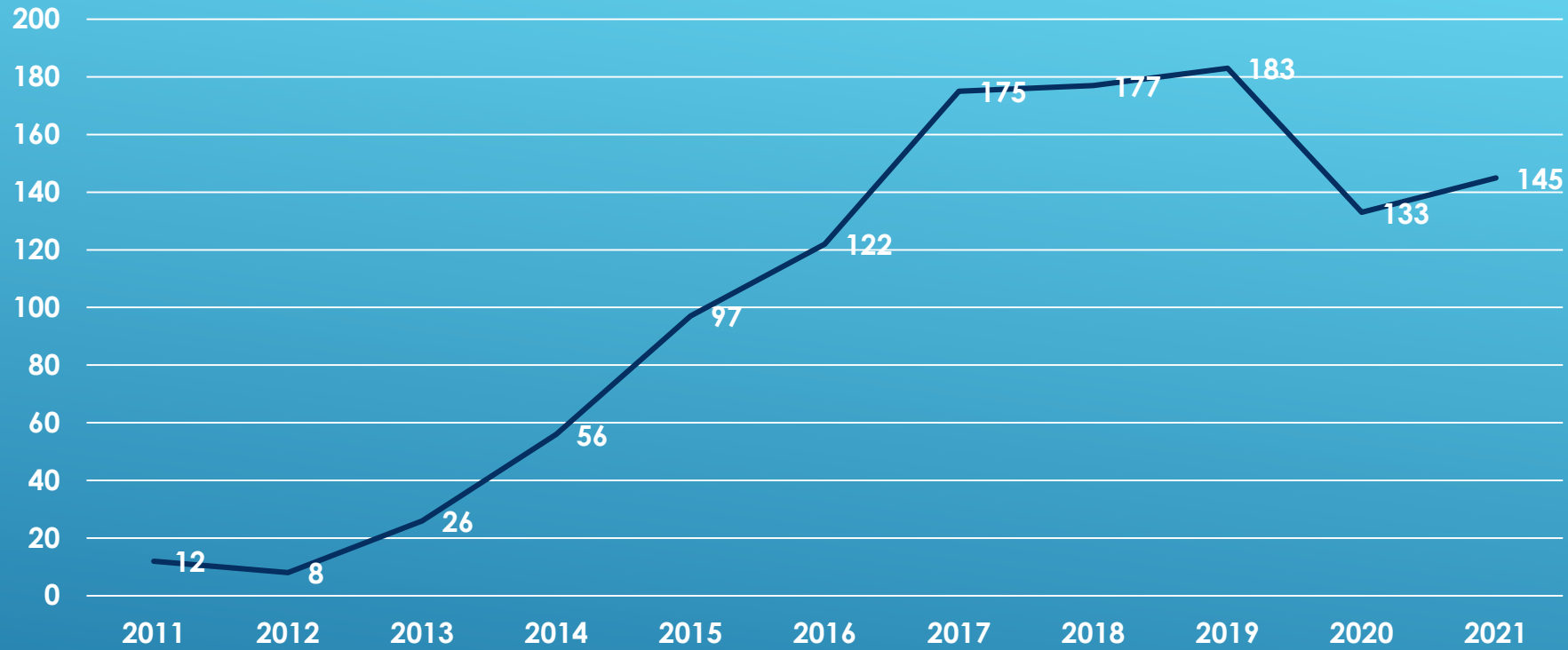
Community, State, Regional Groups

- ▶ Jackson County Sexual Assault Response Team
- ▶ Jackson County Council Against Domestic and Sexual Violence
- ▶ Attorney General's Sexual Assault Task Force
- ▶ Coordinator of Regional Title IX Coordinator Group

COLLABORATIVE WORK AND RESPONSE REVIEW

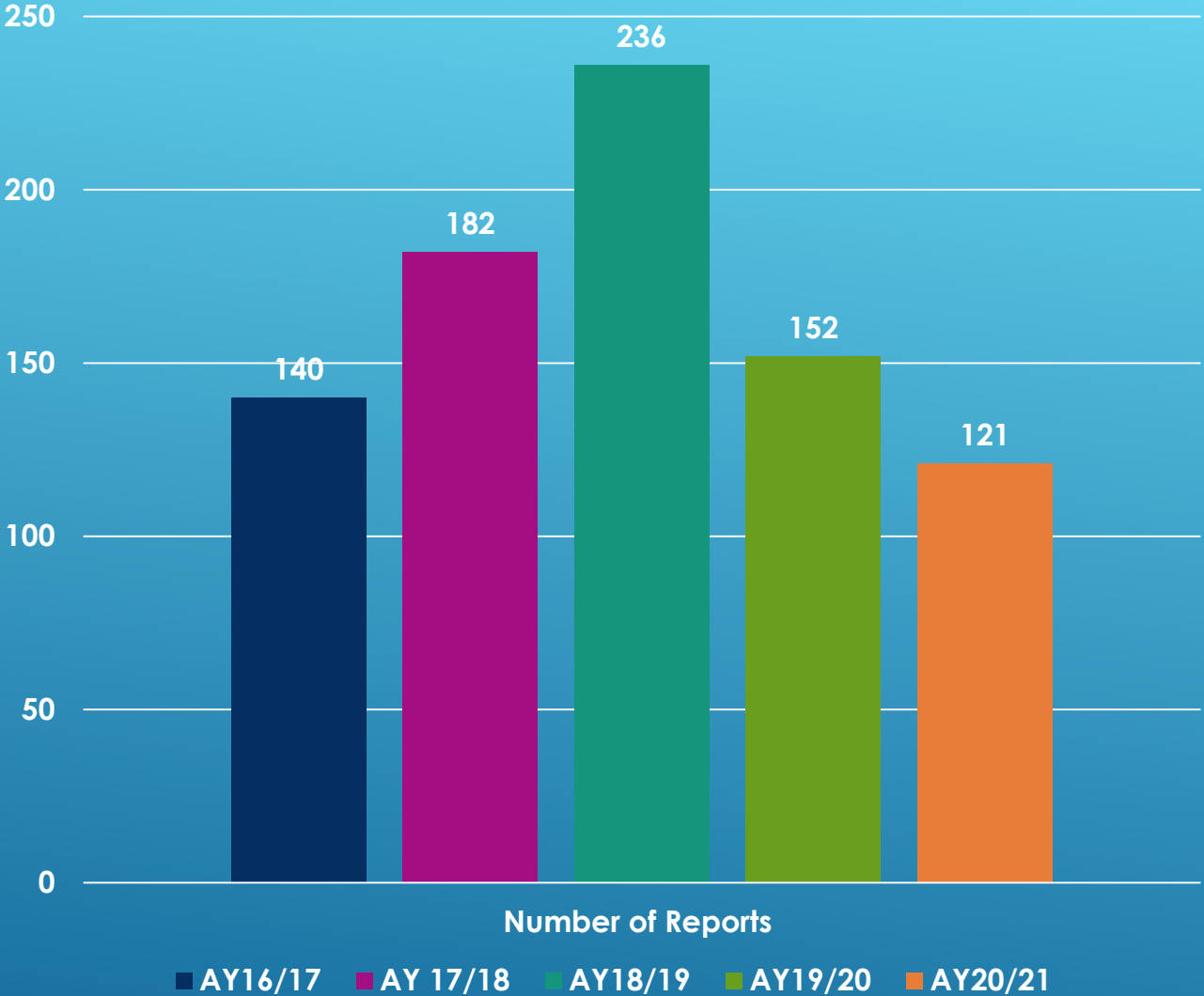
- ▶ In 2013 implemented Campus Choice.
- ▶ Reporting rate climbed significantly year over year
- ▶ Reporting means trust in system and experience of having needs met
- ▶ Partnership with local law enforcement
- ▶ Testify before Federal Judiciary
- ▶ 20/20 episode and others

HISTORICAL RESPONSE AT SOU

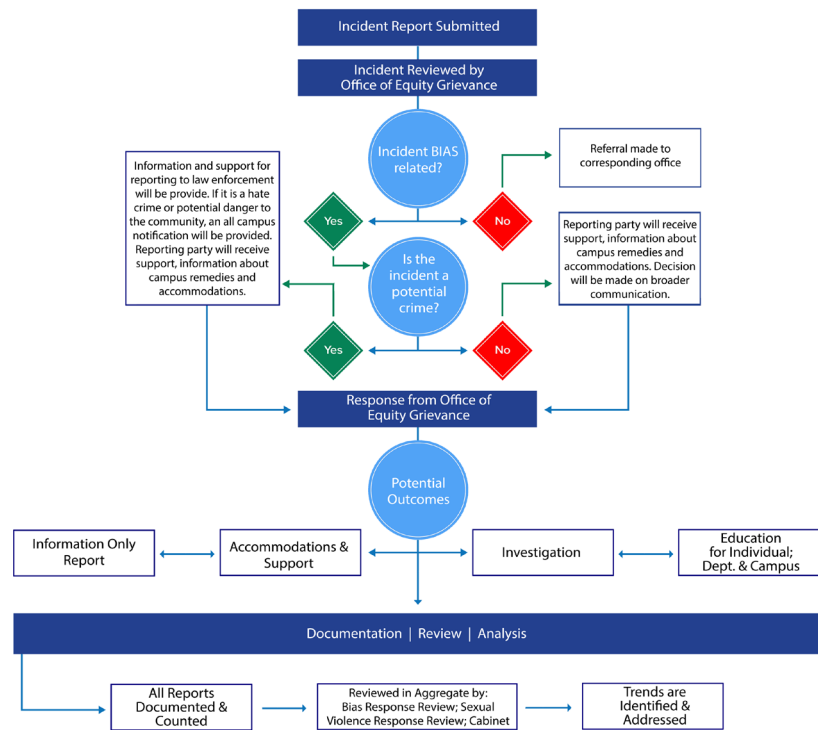


SEXUAL VIOLENCE REPORTS BY CALENDAR YEAR

NUMBERS OF REPORTS



What Happens to My Incident Report



FLOW FOR AN INCIDENT REPORT TO EQUITY GRIEVANCE

WEBSITE: [HTTPS://SOU.EDU/EQUITY-GRIEVANCE/REPORTING/WHAT-HAPPENS/](https://sou.edu/equity-grievance/reporting/what-happens/)

- ▶ Rape
- ▶ Sexual Assault
- ▶ Sexual Harassment
- ▶ Intimate Partner Violence
- ▶ Stalking
- ▶ Exploitation
- ▶ Childhood Sexual Abuse
- ▶ Internet based
- ▶ Gender Bias: denied access based on Gender
- ▶ Unknown
- ▶ Misc.

CATEGORIES REPRESENTED

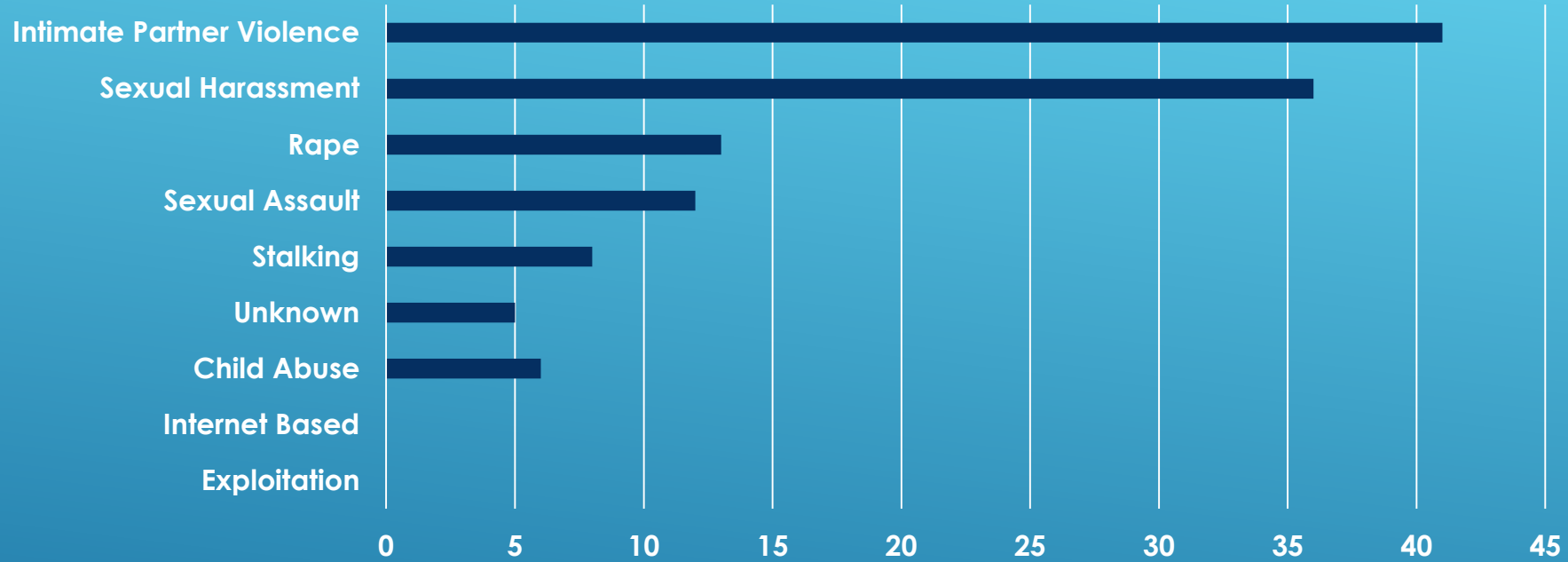
- ▶ Made Formal Report
- ▶ Informal Resolution
- ▶ Reported to law enforcement
- ▶ Support and Information
- ▶ Accommodation
- ▶ Unsubstantiated
- ▶ Unfounded

RESOLUTION TYPES

TITLE IX NUMBERS FOR AY 20/21

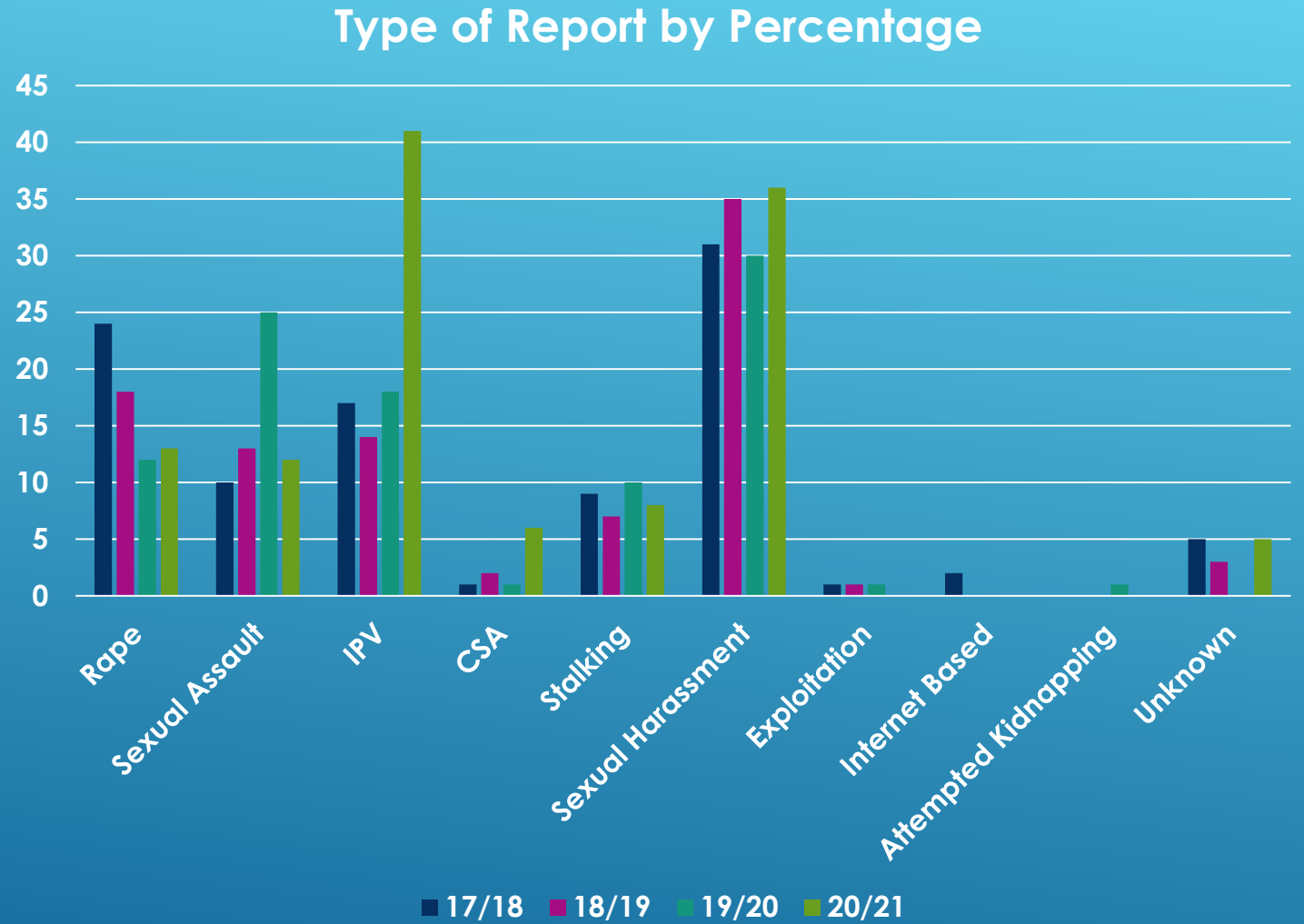
121 Reports of Sexual Violence

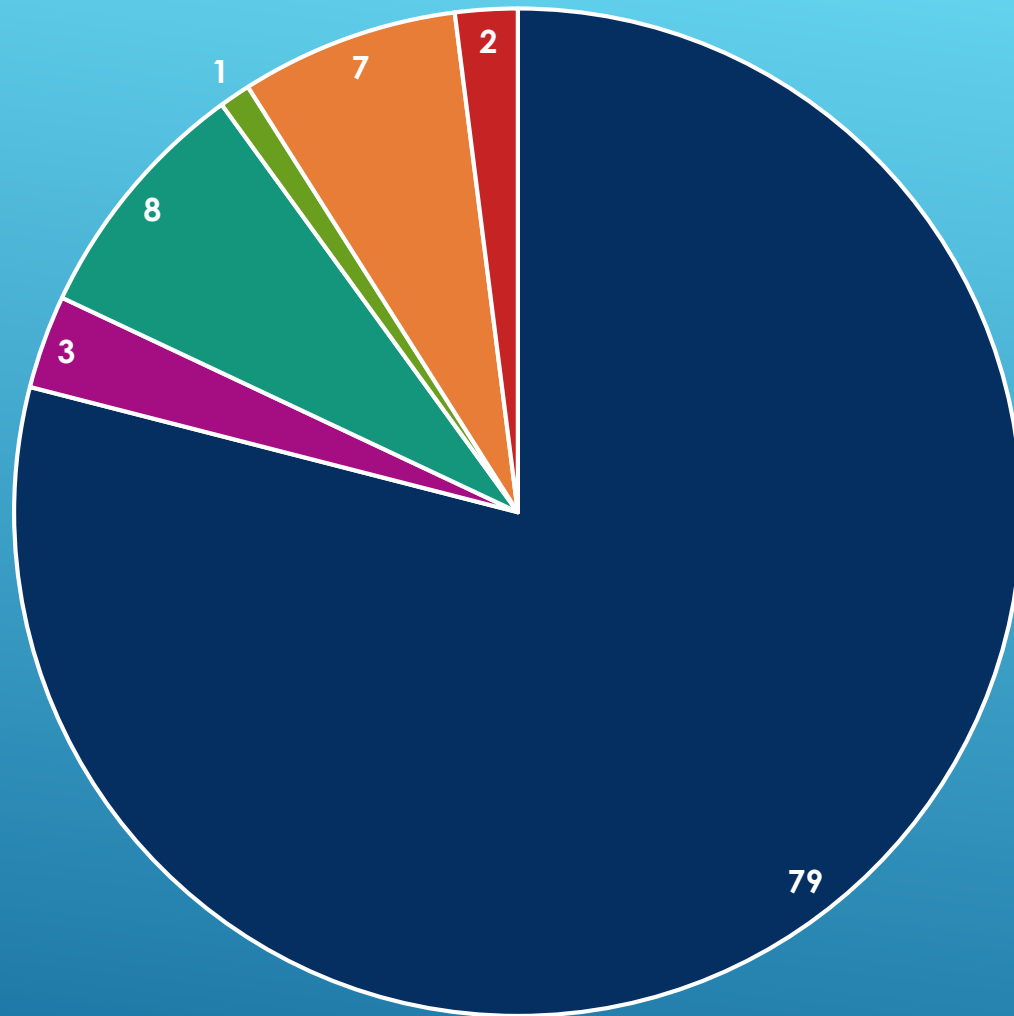
Reports 20/21



TYPE OF COMPLAINT

TYPE OF REPORT BY PERCENTAGE





□ Student

□ Staff

□ Faculty

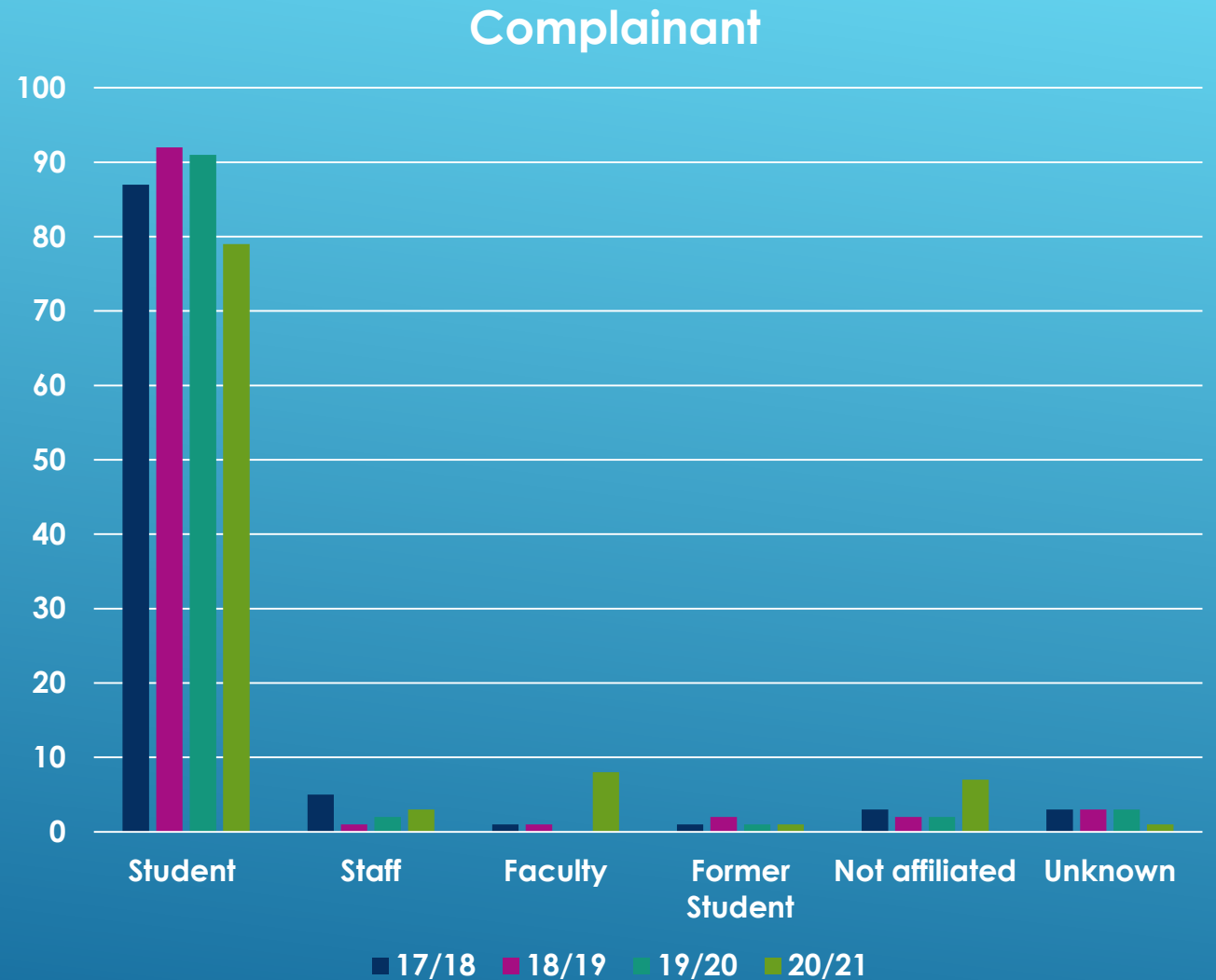
□ Former Student

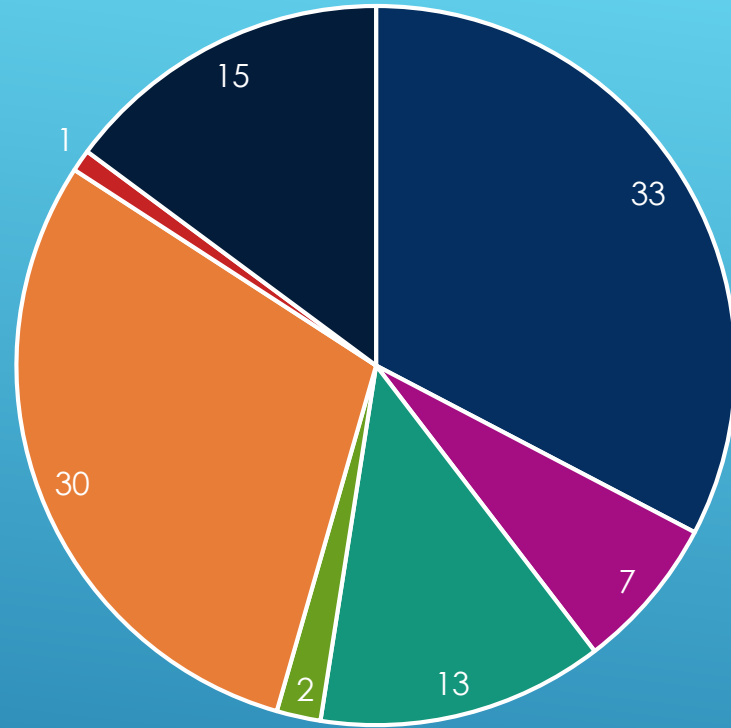
□ Not affiliated

□ Unknown

COMPLAINANT AFFILIATION BY PERCENT 20/21

IMPACTED PARTY IDENTITY BY PERCENTAGE OF TOTAL REPORTS



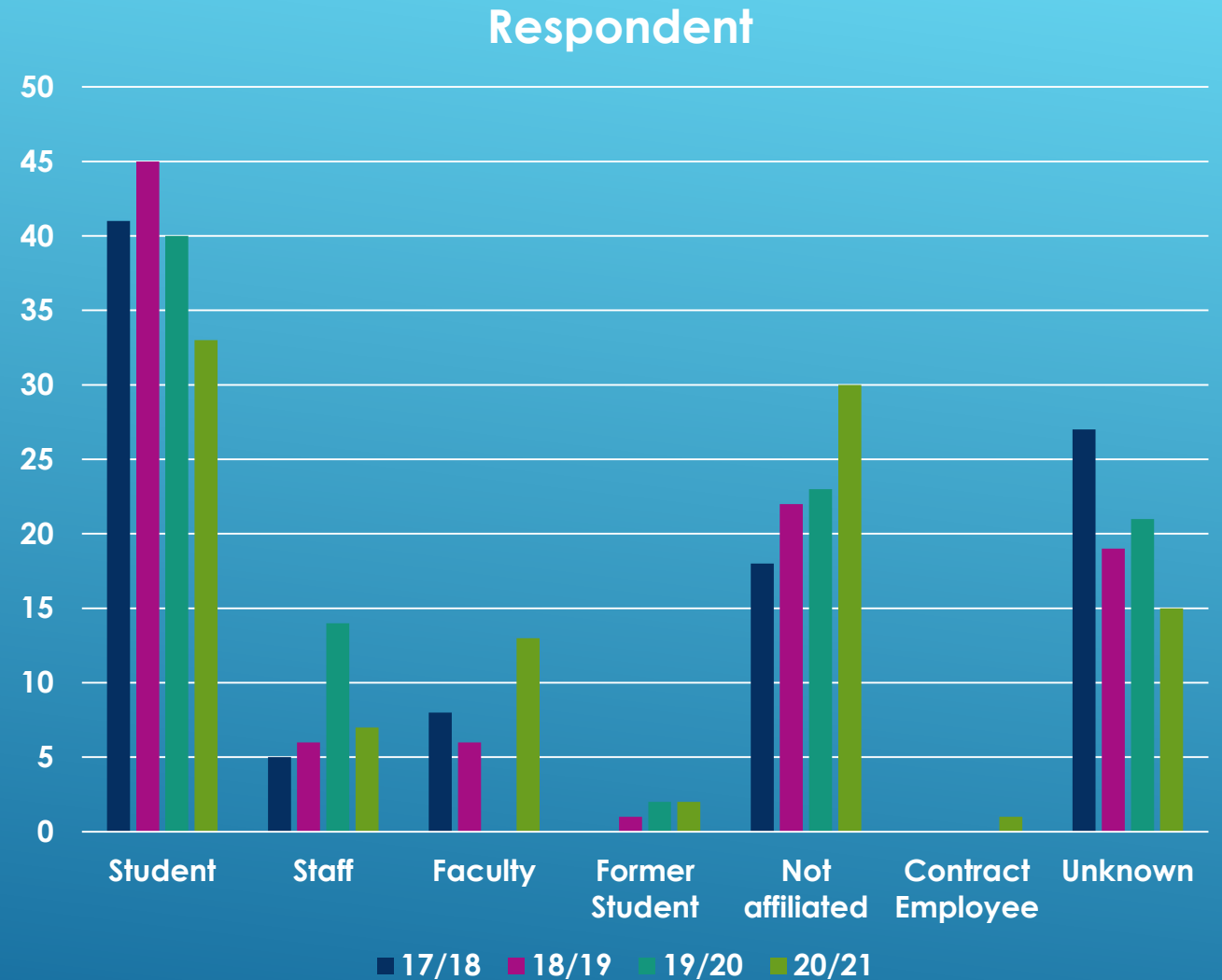


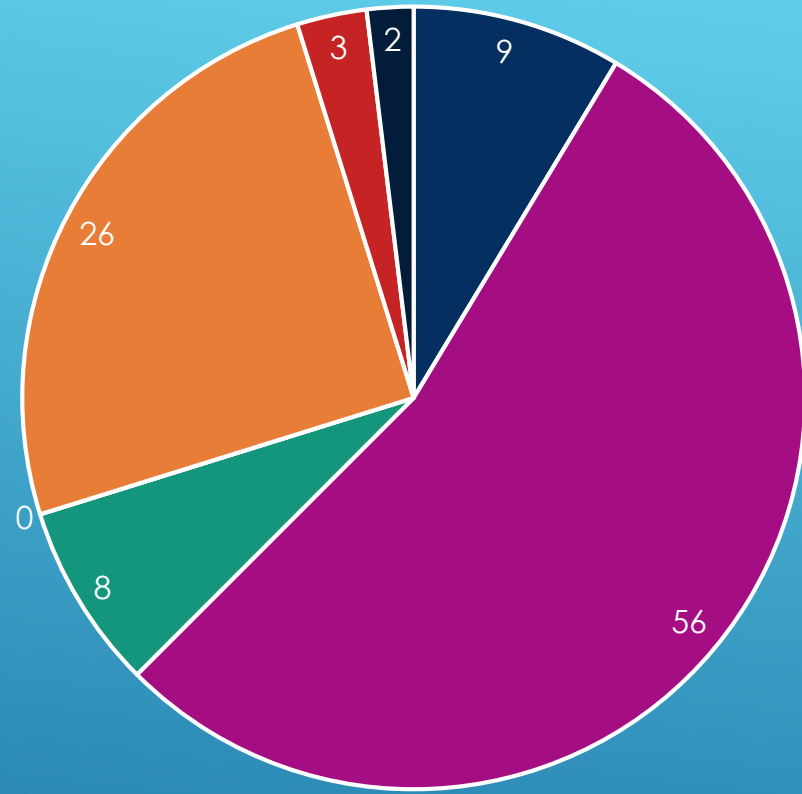
- Student
- Faculty
- Not affiliated
- Unknown

- Staff
- Former Student
- Contract Employee

RESPONDENT AFFILIATION 20/21

RESPONDING PARTY IDENTITY BY PERCENTAGE OF REPORTS





- Formal
- In Process
- No Engagement
- Informal
- Unsubstantiated
- Law Enforcement
- Unfounded

RESOLUTION TYPE AY 20/21

- ▶ Title IX: High risk area for a University
- ▶ Extraordinary turnover rate in Title IX jobs
- ▶ Presidential and Exec Level Response very important
- ▶ Anticipation for new guidance with each change over in federal presidential administration
- ▶ Challenging to keep up with new regulations both in policy and practice

NOTEWORTHY DYNAMICS

- ▶ **Biden Administration will release new guidance any day now for public comment. The release is intended to be more than 2,000 pages just like the guidance released in 2020**
- ▶ **State of Oregon's Senator Wagner bringing a bill before the state senate increasing campus responsibilities/expectations around prevention**
- ▶ **VAWA**

UPCOMING LEGISLATIVE CHANGES

SOU's readiness to respond to those changes

- **Waiting for new federal regs**
- **Working with statewide coalition**
 - a) **prevention MOU**
 - b) **current implementation**
 - c) **small vs big**

- ▶ Leader in the state and national in sexual violence response
- ▶ Many of upcoming requirements are already in place
- ▶ Consistently SOU administration has taken an open and honest approach
- ▶ Website publication of data
- ▶ Collaborative approach not achieved by many campuses nationally
- ▶ Prevention programming needs to expand and involve more areas around campus
- ▶ Revisit the idea of making sexual violence training for incoming students mandatory
- ▶ Further develop campus understanding of environmental or area specific interventions/investigations
- ▶ Always a work in progress to ensure people get to the right office to get their needs met

POINTS OF POSITIVE NOTE AND AREAS FOR GROWTH

Fiscal Year 2023 Internal Audit Plan

Southern Oregon University
Fiscal Year 2023 Internal Audit Plan



April 2022

Prepared by:
David Terry, CPA, CFE, CIA
Internal Audit Office

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PLAN OVERVIEW

This document provides the FY 2023 Internal Audit Plan as required by professional auditing standards.

AUDIT PLAN – Exhibit A

The final audit plan covers a 12-month period beginning July 1, 2022 through June 30, 2023. This plan includes internal audits selected based on the results of the entity wide risk assessment performed by Portland State University's (PSU) Internal Audit Office (IAO), who has been contracted by Southern Oregon University (SOU) to provide internal audit services.

PRIORITIZED POTENTIAL AUDITS – Exhibit B

The IAO prioritized the university's departments, or auditable units, by sorting the units from highest risk to lowest risk based on scoring criteria used for the entity wide risk assessment. The IAO analyzed the results to determine if risk ratings were consistent with what professional judgment would expect. In addition, the IAO considered significant changes in processes units are currently undergoing and/or will be undergoing in the near future to help identify the timing of when an Internal Audit should occur. This resulted in the prioritized ranking of audits.

RISK FACTOR DEFINITIONS AND SCORING CRITERIA – Exhibit C

The IAO established risk criteria, based on best practices implemented by other Internal Audit Departments throughout governmental and higher education entities, to be used in determining the overall risk for each potential audit unit. The IAO scored risk for each auditable unit by: receiving input from key stakeholders throughout the university; scoring the complexity of each unit; scoring the significance of the impact an error and/or weakness would have to the college as a whole if a detrimental event were to occur in that unit; scoring the significance of revenues and expenditures flowing through the unit; and scoring risk based on the IAO's professional judgment.

AUDIT ENTITIES – Exhibit D

Exhibit E provides an overview of the audit universe at the university (i.e. "what is auditable"). Defining the audit universe is a critical step in helping plan future internal audits at the university. Each auditable unit must be distinct and contain activities structured to obtain common objectives. For the FY 2023 entity wide risk assessment, there are 34 auditable units.

FY2023 INTERNAL AUDIT PLAN & BUDGETED HOURS

EXHIBIT A

Internal Audit Plan July 1, 2022 through June 30, 2023

Audit #	Engagement Title	Hours*	Timeframe**	Comments
Annual Risk Assessment	FY24 Annual Risk Assessment	40	June 2023	Required annually by IIA auditing standards.
Planned Audits				
2022-1	Residency Benchmarking & Recruitment	Estimated at 200 hours	Sept.-Dec. 2022	
2022-2	Equity, Diversity, & Inclusion – Procurement	Estimated at 160 hrs.	Jan.-May 2023	
2022-3	Financial Aid – Process Review	Estimated at 120 hrs.	April-June 2023	
Other Services				
SPECIAL REVIEWS	Special reviews	125	Fiscal Year 2023	Investigative reviews as requested by mgmt.
CONSULT	Consulting Work	55	Fiscal Year 2023	Consulting work as requested by mgmt.
	Total Audit Hours for FY 2023	700		

* Hours may be adjusted as needed based on scope and objectives of the planned audit and potential issues identified during fieldwork.

** Dates may be adjusted as needed to avoid a negative impact on SOU projects, available staff and resources.

Internal Audit Plan
 Description of Audits
 July 1, 2022 through June 30, 2023

Audit #	Description
2022-1	Benchmarking of resident vs. non-resident policies of Oregon's public universities and the HECC's criteria for reporting resident data for the State funding formula.
2022-2	A consulting review of SOU's formal procurement business processes and a review of how equity, diversity, and inclusion criteria is utilized in solicitations and scoring bids on procurement solicitations at SOU. Consulting review is intended to assist SOU in identifying any additional industry practices that may assist SOU in helping to achieve SOU's equity, diversity, and inclusion initiatives.
2022-3	An agreed upon procedures review to review SOU's controls over the handling and processing of financial aid funds at SOU.
Risk Assessment	The annual risk assessment forms the basis of the audit plan. Auditing standards require the IAO to conduct an annual risk assessment to conform to standards.
Consulting	SOU management may ask Internal Audit for consulting services to be performed in accordance with the Mission & Authority Statement for the Internal Audit Department.
Special Reviews	Includes hours for unplanned, special requests for audit reviews and investigations arising from allegations received and/or actual detrimental events occurring at the university.

FY2023 ENTITY WIDE RISK ASSESSMENT

EXHIBIT B

FY 2023 Prioritized Audit Risk Model – Auditable Units

Auditable Entity / Unit	Total Risk	Risk Ranking	Risk Category	IA Planned for FY'23?
Office of Information Technologies (IT)	37.0	1	High	No [^]
Financial Aid Office	37.0	2	High	Yes [^]
Enrollment Management and Student Affairs	36.0	3	High	Yes
Equity, Diversity, and Inclusion	35.3	4	High	No
Payroll and Human Resources	33.0	5	High	No [^]
Environmental Health and Safety	31.5	6	High	No
Athletics	30.4	7	High	No
Student Health Center	29.0	8	Moderate	No
Housing, Family Housing, and Food Services	29.0	9	Moderate	No [^]
Title IX	28.9	10	Moderate	No
Division for Business, Communications, and Environmental Science	28.8	11	Moderate	No
College of Arts & Sciences	28.8	12	Moderate	No
Division of Education Health and Leadership	28.8	13	Moderate	No
Division of Social Sciences	28.8	14	Moderate	No
Division of Science, Tech., English, & Math	28.8	15	Moderate	No
Facilities, Maintenance, and Plant	27.8	16	Moderate	No
Provost Office and Bridge Program	27.6	17	Moderate	No
Division of Humanities and Culture	27.6	18	Moderate	No
Division of Undergrad Studies	26.4	19	Moderate	No
Finance and Administration	25.3	20	Moderate	No [^]
Dean of Students, Gender & Sexuality Justice	25.2	21	Moderate	No
Honors College	25.2	22	Moderate	No
Office of International Programs	25.2	23	Moderate	No
Campus Public Safety Office	19.9	24	Low	No
JRP (Jackson Public Radio)	19.8	25	Low	No
Registrar's Office and Admissions	19.8	26	Low	No
University Advancement and Grants Administration	19.8	27	Low	No
President's Office	18.9	28	Low	No
Student Activities and Clubs	18.9	29	Low	No
Parking Services	18.9	30	Low	No
Schneider Museum of Art	15.1	31	Low	No
Hannon Library	13.2	32	Low	No
Office of Institutional Research	12.6	33	Low	No
Bookstore (Barnes and Noble)	12.6	34	Low	No

[^] External audit testing helps provide some coverage for these audit units. For example, IT receives some review each year under the external audit for GLBA compliance requirements.

FY 2023 RISK FACTORS, SCORING CRITERIA, & AUDIT PLAN APPROVAL PROCESS

EXHIBIT C

Overview of Entity Wide Risk Assessment

	A	B	C	D = A+B+C
Auditable Unit	Risk Assessment Interview Score	Financial Significance Score	Last Time Audit by IA Score	Total Risk Score
Example Auditable Unit A	30	6	7.2	43.2
Example Auditable Unit B	10	0.5	0	10.5

Risk Assessment Interview and Survey Score – The IAO held interviews with SOU managers to help gain an understanding of risks and obstacles each unit was facing and to gain a more thorough understanding of the duties and responsibilities of each unit. The IAO asked stakeholders questions on where these managers saw risks at SOU, both internal risks and external risks. The IAO also reviewed prior risk assessment materials and results prepared by SOU’s former Internal Auditor.

IAO scored the responses provided by stakeholders interviewed based on IAO’s collective professional experience and observations of these auditable units and related risks in higher education. The IAO assessed an initial risk score based on the risk assessment interviews and placed this score into Column **A** above. The highest score possible for this section of the risk assessment was 30 points and the lowest was 10 points.

Financial Significance Score – The IAO also assigned a risk score to each auditable unit based on how much revenues the unit processed during fiscal year 2021 (FY21) or how much expenditures the unit incurred during FY21. The primary concept of the risk scoring for this attribute was that as the amount of revenues and/or expenditures increases in a unit the risk for that unit also directly increases. The IAO primarily used financial data extracted from FY21 using

Banner’s FGIBDST report to obtain the revenue and expenditure amounts. The greater of revenues or expenditures being processed through the unit for FY21 was used to score the financial risk for the unit using the scoring matrix outlined below:

Risk Score Matrix for Financial Significance:

Revenue or Expenditure Total for FY21	Multiply Risk Score in Column A by the Percentage Below and Place the Results in Column B
> \$5,000,000	20%
\$4,999,999 to \$3,000,001	15%
\$3,000,000 to \$1,000,001	10%
\$1,000,000 to \$0	5%

The highest score an audit unit could obtain from the financial risk scoring here would be 6 points, and the lowest possible score an audit unit could obtain from this scoring would be .5 points.

Last Time Audited Score - The IAO also assigned a risk score to each auditable unit based on how much time has elapsed since an internal or external audit was conducted over all or a portion of the respective auditable units. A risk score was added onto each auditable unit using the scoring matrix below based on the length of time that has elapsed from the IAO’s last audit of the unit.

Last Time Unit was Audited	Risk Points Scale
Audited 5+ years ago	20%
Audited 2 to 5 years ago	10%
Audited within 1 to 2 years ago	0%

The risk scores from the length of time elapsing since an audit had been conducted at the auditable unit was placed in Column C above by taking the sum of risk score attribute A plus attribute B and multiplying that sum by the percentage in the Last Time Unit Was Audited matrix above. The highest risk score possible for Column C would be 7.2 and the lowest risk score possible for Column C would be 0.

Total Risk Score - To obtain the total risk score for each auditable unit, the IAO took the sum of the risk scores noted in Columns A through Column C, which was then placed in Column D as the auditable unit’s total risk score. These risk scores are the scores presented in Exhibit B and these risk scores were used to sort the various auditable units from high risk (i.e. units scoring 30 points or more) down to low risk units (i.e. units scoring below 20 points). The highest total risk score an audit unit could obtain using the risk scoring criteria above would be a score of 43.2 points, and the lowest score an audit unit could obtain would be a score of 10.5 points. Finally, to help designate high, moderate, and low risk audit units, the IAO took any audit unit that scored 30 points or higher and classified this as high risk. Units scored between 29.9 to 20.0 points were assessed as moderate risk. Units scored 19.9 points or less were assessed as low risk.

Internal Audit Plan Approval Process Flowchart

IAO conducts a financial analysis over each audit unit's fiscal year 2021 financial transactions. This analysis is scored into a portion of each audit unit's risk assessment score.



IAO interviews a sample of key stakeholders at SOU to receive input into the annual risk assessment and audit plan and to discuss potential risks to SOU and controls implemented to mitigate those risks. The input from the interviewees is then scored as a portion of the risk assessment scores



Draft annual audit plan and results of annual risk assessment presented to Executive and Audit Committee (EAC) at April meeting. EAC and IAO finalize the areas to be audited over the next fiscal year based on review and discussions over the results of the annual risk assessment.



IAO projects conducted in accordance with the approved audit plan.

AUDITABLE UNITS DEFINED

EXHIBIT D

Auditable Units Summary Descriptions

- 1. Athletics** – Athletics includes: Athletic Administration and general athletic operations; men’s sports program, women’s sports programs, Sports Information, sport camps, Marketing Department, Raider Athletics, Dance Team, Cheerleading, Sports Band, IFC Revenue Pool, Athletic Game Management, sports travel, and the Trainer department. Athletics is budgeted under Organization Codes 261100 through 270000 in Banner.
- 2. Bookstore (Barnes and Noble)** – This audit unit encompasses the outsourced bookstore operations at SOU and the contractual agreement with Barnes and Noble for outsourced bookstore services.
- 3. College of Arts & Sciences** – This audit unit covers all academic departments under the College of Arts & Sciences. This audit unit is budgeted under Organization Codes 335000 through 335013 in Banner.
- 4. Campus Public Safety Office (CPSO)** – CPSO provides a safe and secure environment for SOU students, employees and visitors to express freedom of intellectual growth and responsible global citizenship. CPSO is budgeted under Organization code 481000.
- 5. Dean of Students, Gender & Sexuality Justice** - The Office of the Dean of Students, along with the various resource centers offered to SOU students, helps to support the campus community and promotes individual student success and retention. This audit unit is budgeted under Organization Codes 510000 through 533000 in Banner
- 6. Division for Business, Communications, and Environmental Science** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division for Business, Communications, and Environmental Science. This audit unit is budgeted under Organization Codes 354000 through 354030 in Banner.
- 7. Division of Education, Health, and Leadership** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Education, Health, and Leadership. This auditable unit is budgeted under Organization Codes 355000 through 355022 in Banner.
- 8. Division of Humanities and Culture** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Humanities and Culture. This auditable unit is budgeted under Organization Codes 356000 through 356022.

- 9. Division of Science, Technology, English, and Math** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division for Science, Technology, English, and Math. This audit unit is budgeted under Organization Codes 357000 through 357025 in Banner.
- 10. Division of Social Sciences** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Social Sciences. This auditable unit is budgeted in Banner under Organization Codes 358000 through 358025.
- 11. Division of Undergrad Studies** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Undergrad Studies. This auditable unit is budgeted under Organization Codes 359000 through 359100 in Banner.
- 12. Enrollment Management and Student Affairs – Enrollment Management and Student Affairs helps to provide access to students interested in attending SOU.** Departments included in this unit include Veterans Services, Disability Resources, Recreation Center, Student Union, eSports Program, Career Fair, and Sign Interpretation. This audit unit is budgeted under Organization Codes 536010 through 544241 and includes 583000 through 586300, but excludes 543100 through 543761 and 544211 in Banner.
- 13. Environmental Health and Safety** – Environmental Health and Safety helps to ensure a SOU is safe for employees, students, visitors and the environment. Environmental Health and Safety is budgeted under Organization Code 482000 in Banner.
- 14. Equity, Diversity, and Inclusion (EDI)**- EDI is committed to promoting an inclusive process by working together to ensure equitable access to opportunities, benefits, and resources for all faculty, administrators, students, and community members. EDI is budgeted under Organization Codes 110021 and 321300 in Banner.
- 15. Finance and Administration**- The Finance and Administration audit unit includes the Budget Office, Business Services, Departmental Services, the Service Center, Student Services, Printing & Copy Services, Mail Services, Campus Planning, and the budget for the SOU Board. Finance and Administration is budgeted under Organization Codes 422100 through 460910 and includes Organization Codes 476500, 484200, and 484210 in Banner.
- 16. Financial Aid Office (FAO)** – The Financial Aid Office assists SOU students with merit scholarships, departmental scholarships, and external scholarships. FAO is budgeted under Organization Codes 560000 in Banner and includes all Title IV financial aid and state aid funds. **Note - The Internal Audit Office broke the Financial Aid Office out separately from Enrollment Management and Student Affairs as Financial Aid has unique federal regulations to comply with related to the handling of Title IV federal financial aid funds.**
- 17. Facilities, Maintenance, and Plant (FMP)** – FMP strives to expertly maintain the SOU campus and provide exceptional services to support the education and development of SOU students. FMP includes surplus property sales, fleet management, and campus sustainability. FMP is budgeted under Organization Codes 471009 through 476400 in Banner.

- 18. Honors College** – Combining real world projects with intellectual rigor, the Honors College at SOU aims to provide a challenging learning environment for SOU students. The Honors College is budgeted under Organization Codes 331790 through 331802 in Banner.
- 19. Housing, Family Housing, and Food Services** – This audit unit includes Housing Administration, Housing Conferences, Residence Life, Food Services & Contracted Food Services, Residence Hall Maintenance, and the EAAC Bike Program. These functions are budgeted under Organization Codes 543100 through 543700 and 547100 and 336100 in Banner.
- 20. Office of International Programs** – International Programs is SOU’s resource for international educational activities and works closely with faculty, staff, students, scholars, the local community, and international alumni in supporting initiatives to internationalize the university. This unit also is responsible for SEVIS compliance at SOU. International Programs is budgeted under Organization Code 325100 in Banner.
- 21. Office of Information Technology (IT)** – SOU IT helps to support students and employees with their technology needs at SOU. In addition to supporting students and staff, IT provides enterprise system support, cybersecurity and training, assistance with software and telecommunication needs, and general IT governance at SOU. IT is budgeted under Organization Codes 371000 through 378680 in Banner.
- 22. Jackson Public Radio (JPR)**- The mission of the JPR is to generate the highest quality newspaper in an unbiased manner to the students, staff, and faculty with newsworthy, entertaining, and stimulating content. JPR is budgeted under Organization Codes 231000 through 237000 in Banner.
- 23. Hannon Library** – SOU’s Library is integral to the success of all learners at SOU. The Library helps to advance information literacy and lifelong learning by teaching diverse learners to navigate and understand increasingly complex information environments. Library is budgeted under Organization Codes 361100 through 366100 and 544211 in Banner.
- 24. Office of Institutional Research** – The Office of Institutional Research provides timely and accurate statistical analyses that are integral to the strategic planning process for SOU including support for internal decision making and overall institutional effectiveness. The Office of Institutional Research is budgeted under Organization Code 255100 in Banner.
- 25. Parking Services** – The Parking Services department provides parking services for the campus community through the use of creative, innovative and proactive measures that support the SOU mission. Parking Services is budgeted under Organization Code 483000 in Banner.
- 26. Payroll and Human Resources** – Payroll and Human Resources is part of the Division of Finance and Administration. Human Resources contributes to the educational mission of SOU by developing, implementing, and administering a wide range of personnel programs within the guidelines provided by State and Federal regulations, University Shared Services Enterprise, and SOU. Payroll functions as part of the broader Business Services Administrative Support Unit for SOU. Payroll is responsible for handling all aspects

involving the processing of payroll for the campus, ensuring the accuracy of all compensation, deductions, benefits, the fundamental application of the collective bargaining agreements and complying with all State and Federal regulations. Payroll and Human Resources is budgeted under Organization Codes 461000 through 464300 in Banner. **Note - The Internal Audit Office broke Payroll and Human Resources out separately from the Finance and Administration audit unit as Payroll and Human Resources have unique State and Federal regulations to comply with related to the hiring, employing, and paying for employee services at SOU.**

- 27. President's Office** - The President's Office includes Government Relations, the Office of General Counsel, and Internal Audit at SOU. The President's Office is budgeted under Organization Codes 110000 through 110070, but excludes 110021 in Banner.
- 28. Provost Office and Bridge Program** – The Provost Office plays a leading role in sustaining an environment of academic excellence at SOU with a strategic focus on the academic success of SOU students. The SOU Bridge Program is available to students graduating from an Oregon high school and is designed to help incoming students be successful via a pre-Fall session program. The Provost Office and Bridge Program is budgeted under Organization Codes 311000 through 313110, 321300 through 325999, and 359100; however, this audit unit excludes 313150 through 313207, 321300, and 323100.
- 29. Registrar's Office and Admissions** – The Registrar's Office assists both the university and students with many different services including, but not limited to, student records, FERPA compliance, coordination of course schedules and the course catalog, and review of graduation requirements for students. The Admissions Office assists students interested in attending SOU with the application process. The Admissions Office also provides resources to the parents of students interested in SOU or students attending SOU. The Registrar's Office and Admissions is budgeted under Organization Codes 351000 through 352000 in Banner.
- 30. Schneider Museum of Art** – The Schneider Museum of Art, part of the Oregon Center for the Arts at SOU, is a vital force in the intellectual life of SOU that promotes an understanding of the visual arts within a liberal arts education. The Schneider Museum of Art is budgeted under Organization Code 380000 in Banner.
- 31. Student Activities and Clubs** – Student Activities and Clubs serve as a means to connecting with other students, providing leadership development and opportunities, appreciating diversity, encouraging civic engagement, and enhancing students' college experience. Student Activities and Clubs is budgeted under Organization Codes 544242 through 544810 in Banner.
- 32. Student Health and Wellness Center** – The Student Health and Wellness Center provides access to a wide range of health services including primary medical care, mental health care, psychiatric care, preventive services and campus-wide health promotion. The Student Health and Wellness Center is budgeted under Organization Code 570000 in Banner.
- 33. Title IX** – SOU is committed to a timely, thorough and thoughtful response to concerns of alleged equity violations. SOU is also committed to providing an educational environment that is safe and accessible to all. In addition, SOU values due process, clarity of procedure

and strives to ensure equal access for all members of the campus community. Title IX is budgeted under Organization Code 465000 in Banner.

34. University Advancement and Grants Administration – University Advancement and Grants Administration helps SOU with donor and alumni relations and the administration of state, federal, and local grants that SOU may receive. University Advancement and Grants Administration is budgeted under Organization Codes 210000 through 220000 and 323100 in Banner.

Amendments to Bylaws of Southern Oregon University

**BYLAWS
OF
SOUTHERN OREGON UNIVERSITY**

**ARTICLE I
Name**

The legal name of this independent public body is Southern Oregon University ("University").

**ARTICLE II
Purposes of Organization**

The purposes for which the University is organized are to carry out and exercise the powers, rights, duties and privileges, within and outside this state, that are expressly conferred upon the University, or that are implied by law or are incident to such powers, rights, duties and privileges.

**ARTICLE III
Board of Trustees**

- 1. Business and Affairs.** The University shall be governed and the business and affairs of the University shall be managed by the Board of Trustees of Southern Oregon University ("Board"), which may exercise all such powers, rights, duties and privileges as are expressly conferred upon the University, or that are implied by law or are incident to such powers, rights, duties and privileges. The Board may delegate and provide for the further delegation of any and all such powers, rights, duties and privileges subject to limitations expressly set forth in law.
- 2. Membership.** The membership of the Board is established by law. The President of the University shall serve as an ex-officio, nonvoting member of the Board. With the exception of the President of the University, the Trustees are appointed by the Governor of the State of Oregon and are subject to confirmation by the Oregon Senate in the manner prescribed by law. Per ORS 352.076, the Board shall include one student enrolled at the University, one member of the faculty, and one member of the non-faculty staff of the University. The term of office for each student, faculty and non-faculty staff member of the governing board is two years and the term for all other Board members appointed by the Governor is four years. A member of the governing board may not be appointed to serve more than two consecutive full terms.
- 3. Vacancies.** A vacancy on the Board shall exist upon the death, resignation, removal, termination of eligibility, or expiration of the term of any Trustee. A Trustee may resign at any time by delivering written notice to the Governor, the Chair of the Board of Trustees, and the President of the University. Resignation shall take effect at the time specified in the letter of resignation or within 30 days of the date of its receipt. When a vacancy exists, the Board Chair, in consultation with

the other Trustees, including the President, shall contact the Office of the Governor with a recommendation concerning the filling of the vacancy.

4. Removal. The Governor may remove a Trustee other than the President as provided by law. The Board may terminate the status of the President as a Trustee by terminating the President's appointment as President of the University, subject to the rights, if any, of the President under a contract of employment.

5. Officers of the Board.

a. The Board shall select by majority vote one of its members as Chair and another as Vice Chair, who shall be ~~the~~ Board Officers. Thereafter, a vacancy in the position of Chair for reasons other than a term expiration, shall be filled by the Vice Chair, ~~unless the position of Vice Chair is vacant,~~ in which case the Board shall elect the Chair. A vacancy in the position of Vice Chair for reasons other than a term expiration, shall be filled by an election of the Board ~~as soon as reasonably practicable~~. A vacancy in either position shall be filled consistent with the Board Statement on Officer Elections and for the remainder of the unexpired term.

a.b. The Chair and Vice Chair shall hold office for ~~one~~ two years, or until a successor shall have been duly ~~appointed and qualified elected~~ or until death, resignation, expiration of the appointment as a Trustee, or removal. The Chair and Vice Chair may be ~~appointed elected~~ to serve up to two consecutive terms. The Chair and Vice Chair shall not be employees or students of the University and shall not, as Chair and Vice Chair, be authorized to bind the University except as authorized by law or the Board. The Board may appoint such other Board Officers with such duties as the Board determines necessary or appropriate.

b.c. The Chair shall establish the agenda for and preside at all meetings of the Board. The Chair shall perform such other duties as assigned by the Board. In the absence of the Chair or in the event of the Chair's inability to act, the Vice Chair shall perform the duties of the Chair, and when so acting, shall have the powers of and be subject to all the restrictions upon the Chair. The Vice Chair shall perform such other duties as assigned by the Board. Other officers of the Board, if any, shall be subject to the authority of the Chair and Vice Chair.

e.d. e.—Notwithstanding the appointment of a Chair, Vice Chair, and other officers, authority is vested in the Board collectively and not in any individual Trustee. Individual trustees do not speak on behalf the Board or University unless authorized to do so by the Board or Chair. The Chair may speak on behalf of the Board and University, unless otherwise determined by the Board.

d.e. d.—A Board Officer serves at the pleasure of the Board. A Board Officer

may be removed from office by a two-thirds majority vote of Trustees eligible to vote.

6. Compensation; Reimbursement of Expenses. A Trustee performing his or her official duties is not acting as an employee of the University and shall not receive a salary. In accordance with University policy and upon approval by first the Secretary and then the Vice President of Finance & Administration of the University, a Trustee may be reimbursed for reasonable expenses incurred in connection with the performance of official duties.

7. Faculty and Non-faculty Staff Trustees. The Faculty Trustee and Non-faculty Staff Trustee are each hereby granted reasonable leave with pay at their regular salaries as employees of the University to attend meetings of the Board and other official Board functions that occur between the hours of 8 a.m. and 5 p.m. Pacific Time Monday through Friday. Nothing in this section 7 shall be deemed to alter the compensation of the faculty member or staff member for the performance of their duties as a University employee.

ARTICLE IV Meetings of the Board

1. Public Meetings. A "Public Meeting" of the Board is the convening of the Board for a purpose for which a quorum is required in order to make a decision or to deliberate toward a decision on any matter. All Public Meetings of the Board shall be conducted in compliance with the Public Meetings Law. Public Meeting does not include any on-site inspection of any project or program or the attendance of Trustees at any international, national, regional, state or local association.

2. Quorum of the Board. Except as otherwise specified herein, a quorum of the Board or Board Committee is required to conduct Board business. A quorum of the Board or the relevant committee shall be a majority of the member Trustees in office (including the President) or on the relevant committee at the time of the meeting.

3. Manner of Acting.

- a. Except as otherwise specified herein, action upon a matter for which a quorum is required shall be taken upon the approval of a majority of the Trustees present.
- b. All Trustees present must vote affirmatively or negatively on any matter on which a vote is called by the Chair, except that a Trustee may not vote if the Trustee is disqualified from voting under law, these bylaws, or applicable Board action. Abstentions may be permitted by the Chair.
- c. The Board may permit any or all Trustees to participate in a meeting by, or conduct the meeting through use of, any means of electronic communication

by which all Trustees participating may simultaneously hear each other or otherwise communicate with each other during the meeting. Participation in such a meeting by a Trustee shall constitute such Trustee's presence in person at the meeting. Voting by proxy or by absentee ballot is not permitted.

4. **Quorum Not Required.** A majority of the voting Trustees present at a meeting that is subject to the quorum requirements of this Article, although less than a quorum, may:
 - a. Adjourn the meeting from time to time to a different time or place before the date of the next regular meeting without further notice of any adjournment. At such adjourned and rescheduled meeting at which a quorum is present, any business may be transacted that might have been transacted at the meeting originally held.
 - b. Set a time for adjournment.
 - c. Call a recess.
 - d. Take any measure necessary or appropriate to assemble a quorum.
 - e. Absent a quorum, the Board may meet for the purposes of gathering information and making public announcements but no formal action may be taken.
5. **Waiver of Notice by Trustee.** A Trustee's attendance at or participation in a meeting waives any required notice of the meeting to the Trustee unless the Trustee at the beginning of the meeting objects to the holding of the meeting or the transaction of business at the meeting and does not subsequently vote for or assent to action taken at the meeting. A Trustee may at any time waive any notice required by law, these bylaws or other Board action, with a writing signed by the Trustee and specifying the meeting for which notice is waived. Any such waiver of notice shall be filed with the minutes of the meeting for which notice is waived.
6. **Procedural Rules.** Procedural disputes shall be resolved by traditional procedural rules, as interpreted by the Chair. Any Trustee who disagrees with a procedural decision may introduce a motion to amend or reverse the procedural decision.

ARTICLE V Public Meeting Procedures

1. **Regular Meetings.** Regular Public Meetings of the Board shall be held four times per year on such dates and at such times as specified by the Chair.
2. **Special Meetings.** Special Public Meetings of the Board may be called at any time by the Chair, President, or a majority of the Board and must be called by

the Chair no less than seventy-two (72) hours prior to the meeting.

3. Emergency Meetings. Emergency Public Meetings of the Board may be called at any time by the Chair, President, or a majority of the Board in instances of an actual emergency and may be called with less than twenty-four (24) hours' notice. Such notice as is appropriate to the circumstances shall be given for the meeting. Minutes of emergency Public Meetings shall describe the emergency justifying the emergency Public Meeting.

4. Place of Meetings. All regular Public Meetings and special Public Meetings of the Board shall be held in the State of Oregon at a location owned, controlled, leased, rented, or licensed by the University. Emergency Public Meetings necessitating immediate action may be held at other locations.

5. Notice of Meetings.

a. Notice of all regular Public Meetings shall be given in a manner reasonably calculated to give interested persons actual notice of the time and place of the meeting and principal subjects anticipated to be considered at the meeting. Notice of special Public Meetings shall be given to the news media which have requested notice and to the general public at least 24 hours prior to the hour of the meeting. Notice of an emergency Public Meeting shall be such as is appropriate to the circumstance.

b. Notice of a regular or special Public Meeting must be given to each Trustee at least 48 hours prior to the hour of the meeting, but longer advance notice as set forth in other Board action is preferable. Notice to each Trustee of an emergency Public Meeting shall be such as is appropriate to the circumstance. Notice of all such meetings may be given to Trustees orally either in person or by telephone or may be delivered in writing, either personally, by mail, by electronic mail, or by facsimile transmission. If provided other than by electronic mail, facsimile machine, or a telephone number on file with the Secretary, notice shall be deemed to be given three (3) days after deposit in the United States mail addressed to the Trustee at the Trustee's address on file with the Secretary for the purpose of receiving Board correspondence, with postage prepaid. If notice is provided by electronic mail, telephone, or facsimile transmission, notice shall be deemed given immediately if the notice is provided to the Trustee's Southern Oregon University electronic mail address or, as applicable, the Trustee's telephone number or facsimile number on file with the Secretary for the purpose of receiving such correspondence. Notice by all other means shall be deemed to be given when received by the Trustee.

6. Minutes of Meetings. The Board shall provide for the taking of written minutes of all Public Meetings, which minutes shall give a true reflection of the matters discussed and actions taken at the Public Meetings. In addition to written minutes, the Board may provide for an audio recording, an audio and video

recording, streaming audio, or streaming audio and video. A record of each recording or transmission shall be retained in accordance with applicable records retention requirements.

ARTICLE VI

Officers of the University

1. Officers. The officers of the University shall be a President, Vice President for Finance & Administration, Provost, General Counsel, Secretary and such other officers as may be deemed necessary by the President to conduct University business. The officers shall have such authority and perform such duties as set forth in the law and these bylaws and as may be prescribed by Board action or by the President.

2. President. The Board shall appoint a President. The President of the University is the President of the Faculty. The President is also the executive and governing officer of the University, except as otherwise provided by statute or action of the Board. Subject to the supervision of the Board, the President of the University has authority to direct the affairs of the University. The President shall, from time to time, report to the Board all significant matters within the President's knowledge related to affairs of the University. The President shall perform such other duties as assigned by the Board. The President may appoint other officers and employees of the University, who shall have such powers and duties as may be prescribed by the President. The President is authorized to accept legal process on behalf of the University.

3. Vice President for Finance & Administration. The President shall appoint a chief financial officer, who shall be the Vice President for Finance & Administration. The Vice President for Finance & Administration of the University shall properly account for all monies collected, received and expended by the University and all real and personal property of the University. The Vice President for Finance & Administration will keep and maintain, or cause to be kept and maintained, adequate and correct records of the assets, liabilities, and business transactions of the University. The Vice President for Finance & Administration will disburse the funds of the University as may be provided for by the Board, may settle and pay all claims against the University, and will render to the President or the Board, upon request, an account of the financial condition of the University.

4. Provost. The President shall appoint a Provost who shall have such powers and duties as assigned by the President. In the absence or incapacity of the President, the Provost shall assume the duties of the President. In the absence or incapacity of the President and the Provost, the Vice President for Finance & Administration shall assume the duties of the President.

5. General Counsel. The President shall appoint a General Counsel. The General Counsel to the University is the chief legal officer of the University and represents and advises the University, including the Board, officers, and employees,

in all matters related to the affairs of the University. The General Counsel is authorized to accept legal process on behalf of the University.

6. Secretary. In consultation with the Board Chair and Vice Chair, the President shall appoint the Secretary. The Secretary shall cause the required notices of meetings of the Board to be sent to each Board member, and the preparation of the minutes, any audio recording, audio and video recording, streaming audio, or streaming audio and video of meetings. The Secretary is the custodian of and shall cause the minutes and any recording or transmission to be maintained in accordance with applicable records retention requirements. The Secretary is authorized to accept legal process on behalf of the University.

ARTICLE VII Board Committees

Subject to the requirements of applicable law, the Board may establish such committees as it deems appropriate or necessary from time to time and shall define the duration, existence, duties, composition, and reporting requirements of such committees. Members of the Board Committees shall be appointed by the Chair.

ARTICLE VIII Conflicts of Interest

1. In General. Subject to the requirements of law and of this Article VIII, the Board may take any action involving either a potential conflict of interest or an actual conflict of interest (as defined in ORS Chapter 244). Prior to taking any action in an official capacity on any matter involving a potential conflict of interest or an actual conflict of interest for a Trustee, the Trustee shall publicly announce the nature of the potential or actual conflict of interest. Any Trustee having an actual conflict of interest in a transaction with the University shall in addition (i) refrain from participating in any discussion or debate on the issue out of which the conflict arises, and (ii) refrain from voting on the issue, unless the Trustee's vote is necessary for Board action on the issue and is otherwise not prohibited by ORS Chapter 244.

2. Labor Negotiations. The faculty and non-faculty staff members of the governing board may not participate in any discussions or action by the Board or attend any executive session of the Board involving collective bargaining issues. Each such member of the governing board shall be limited from participating in discussions, actions, and executive session pertaining to both faculty and non-faculty staff bargaining issues at the University.

3. Other. The Board may take such actions pertaining to conflict of interest and ethics as the Board determines to be appropriate.

ARTICLE IX
Indemnity

1. Indemnification and Defense in General.

- a. The University shall defend and indemnify any Trustee or Officer ("Party") against any Claim, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of official duties. The University shall not provide indemnification and defense in case of malfeasance in office, willful or wanton neglect of duty, or criminal conduct. The University may cease to provide indemnification or defense upon a determination by the University, in its sole discretion, that an act or omission may constitute malfeasance in office, willful or wanton neglect of duty, or criminal conduct.
- b. The University may choose to defend a Party under a reservation of rights. Any Party to whom the University is providing a defense shall cooperate fully with the University in the defense of such Claim. If the University determines, in its sole discretion, that such Party has not so cooperated or has otherwise acted to prejudice the defense of the Claim, the University may at any time terminate its defense and indemnity or proceed under a reservation of rights.

2. Legal Expenses when Claim is by a Governmental Entity or Professional Licensing Authority.

- a. Expenses incurred by a Party in the defense of a civil Claim by a governmental entity or a professional licensing authority may be advanced or reimbursed by the University if the University, in its sole discretion, determines that the civil Claim arose out of the Party's performance of official duties. Such advancement or reimbursement constitutes part of the Party's official compensation package for purposes of ORS Chapter 244. The University may decline to reimburse a Party for any expenses incurred prior to the University's written commitment to provide reimbursement.
- b. Expenses shall be paid by the University in advance of the final disposition of a civil Claim described in this section 2 at the written request of the Party if:
 - (1) The University determines, in its sole discretion, that the conduct of such Party was in good faith, and the Party reasonably believed that such conduct was in the best interests of, or not opposed to the best interests of, the University.
 - (2) The Party furnishes the University a written undertaking to repay such advance to the extent it is ultimately determined by the University, in its sole discretion, that such Party is not entitled to be indemnified by the University under this Article or under any other indemnification rights granted to such Party.

- (3) Such advances shall be made without regard to the person's ability to repay such advances.

3. Legal Representation. The President or designee shall have the exclusive authority to select counsel and to defend against any Claim. The President will consult with the Party regarding any term of a settlement agreement that affects the legal rights of the Party.

4. Definition. The term "Claim" means any threatened, pending, or completed investigation, action, suit, or proceeding brought by a party other than the University.

5. Non-Exclusivity and Continuity of Rights. This Article: (i) shall not be deemed exclusive of any other rights to which those indemnified may be entitled under any statute, agreement, general or specific action of the University or otherwise, both as to action in the official capacity of the person indemnified and as to action in another capacity while holding office, (ii) shall continue as to a person who has ceased to be a Party, and (iii) shall inure to the benefit of the heirs, executors, and administrators of such person.

6. Amendments. Any repeal of this Article shall only be prospective and no repeal or modification hereof shall adversely affect the rights under this Article in effect at the time of the alleged occurrence of any action or omission to act that is the cause of any Claim or complaint.

ARTICLE X

Miscellaneous Provisions

1. Principal Office. The principal office of the University is located at the Office of the President, Southern Oregon University, 1250 Siskiyou Boulevard, Ashland, OR 97520.

2. Fiscal Year. The fiscal year of the university begins on July 1 of each year and ends on June 30 of the succeeding year.

3. Severability. Any determination that any provision of these bylaws is for any reason inapplicable, invalid, illegal, or otherwise ineffective shall not affect or invalidate any other provision of these bylaws. The headings in these bylaws are provided for convenience and shall not be considered in the interpretation or construction of these bylaws.

4. Authority. Because the Board is the final University authority, these bylaws and Board actions have precedence over other actions of the University and its constituent parts without regard to whether such actions have the force of law. Any such actions shall be consistent with these bylaws.

5. Nondiscrimination. The University and the Board do not discriminate in educational, employment or other practices against any person on the basis of age, disability, national origin, race, color, marital status, veteran status, religion, sex, sexual orientation, gender identity and expression, genetic information, or any other basis protected by federal, state or local law.

6. Amendment of Bylaws. These bylaws may be altered, amended, restated or repealed and new bylaws may be adopted by the Board at any regular or special Public Meeting.

<insert date>

Chair, Board of Trustees

University Board Secretary

Revision	Change	Date
	-Initial Version	January 30, 2015
1	Membership, Vacancies, Quorum of the Board and Manner of Acting sections made more specific; Quorum Not Required, Emergency Meetings and Place of Meetings sections expanded; fiscal year defined; statement of nondiscrimination added; basic edits and corrections	January 18, 2019
	<u>2Duration of officer terms, term limits, elections when vacancies occur</u>	<u><insert date></u>

Board Equity, Diversity and Inclusion Work Group Update

Future Meetings

Executive Session

(Pursuant to ORS 192.660 (2)(d))

Adjournment