

OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

January 12, 2023

| TO: | Southern Oregon University Board of Trustees, Finance and Administration Committee |
|-------|---|
| FROM: | Sabrina Prud'homme, University Board Secretary |

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

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

Action items on the agenda include a consent agenda consisting of past meeting minutes and the committee's financial dashboard. There will be discussion and action on an expenditure authorization and contract award for the RNL Demand Builder service.

Information and discussion items include a vice president's report on innovations in the Business Affairs Council as well as updates on the Higher Education Coordinating Commission, student-requested installations of security cameras, and the Core Information System Replacement project. The committee also will discuss financial sustainability including a revenue forecast and cost management updates; a budget forecast and a review of the proforma; and facilities and capital projects updates.

The meeting will occur as follows:

Thursday, January 19, 2023 5:00 to 7:00 p.m. (or until business concludes) Meese Room, 3rd Floor, Hannon Library, SOU Campus Members of the public may view the proceedings at <u>https://sou.zoom.us/j/83079200675</u> at the time of the meeting. Materials for the meeting are available at governance.sou.edu.

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. If special accommodations are required, please contact Christina Martin at (541) 552-8055 at least 72 hours in advance.

Public Comment

Members of the public who wish to provide public comments for the meeting are invited to sign up to speak or to submit their comments in writing at least 24 hours in advance of the meeting to the Board of Trustees email address: <u>trustees@sou.edu</u>. 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.



Board of Trustees Finance and Administration Committee Meeting January 19, 2023



Call to Order / Roll / Declaration of a Quorum



Board of Trustees Finance and Administration Committee Meeting

Thursday, January 19, 2023 5:00-7:00 p.m. (or until business concludes) Meese Room, Hannon Library, SOU Campus Zoom: https://sou.zoom.us/j/83079200675

AGENDA

Persons wishing to provide public comment in the meeting or in writing may sign up at <u>trustees@sou.edu</u>. Please note: times are approximate and items may be taken out of order.

| 5 min | 1 1.1 | Call to Order/Roll/Declaration of a Quorum Welcome and Opening Remarks | Chair Shaun Franks | | |
|---------|-----------------|--|---|--|--|
| | 1.2 | Roll and Declaration of a Quorum | Sabrina Prud'homme, SOU, Board Secretary | | |
| | 1.3 | Agenda Review | Chair Franks | | |
| | 2 | Public Comment | | | |
| 5 min. | 3 3.1 | Consent Agenda October 20, 2022, Minutes | Chair Franks | | |
| | 3.2 | Finance Committee Dashboard | | | |
| 25 min. | 4 4.1 | Reports Vice President's Report | Greg Perkinson, SOU, Vic President for Finance and Administration | | |
| | | 4.1.1 Higher Education Coordinating Commission Updates | | | |
| | | 4.1.2 Innovations in Business Affairs Council | | | |
| | | 4.1.3 Update on Student-Requested Installation of Security Cameras | | | |
| | | 4.1.4 Core Information System Replacement Update | | | |
| | 5 | Action, Information and Discussion Items | | | |

Board of Trustees Finance and Administration Committee Meeting Thursday, January 19, 2023 5:00-7:00 p.m. (or until business concludes)

AGENDA (Continued)

| 10 min. | 5.1 | Financial Sustainability | President Rick Bailey; Greg Perkinson |
|-------------------|-----|--|---|
| 10 min | | 5.1.1 SOU Revenue Forecast | Greg Perkinson; Dr. Neil Woolf, SOU, Vice President for Enrollment Management and Student Affairs |
| 5 min | | 5.1.2 Cost Management Update | Greg Perkinson |
| 15 min. | 5.2 | Budget Forecast and Review of Pro Forma | Greg Perkinson |
| 15 min. | 5.3 | Expenditure Authorization and Contract Award: RNL Demand Builder (Action) | Dr. Neil Woolf; Greg Perkinson |
| 15 min. | 5.4 | Facilities and Capital Projects Update | Greg Perkinson; Leon Crouch, SOU, Director of Facilities, Management and Planning |
| $5 \mathrm{min}.$ | 5.5 | Future Meetings | Chair Franks |
| | 6 | Adjournment | Chair Franks |



Public Comment



Consent Agenda

Board of Trustees Finance and Administration Committee Meeting Thursday, October 20, 2022

MINUTES

Call to Order/Roll/Declaration of a Quorum

Committee Chair Franks called the meeting to order at 4:01 pm. He welcomed all to the fall meeting and thanked the new trustees for their service on the committee: Katherine Cable, Andrew Gay, Christina Medina, and Liz Shelby.

Board Secretary Sabrina Prud'homme called the roll and a quorum was verified.

Committee Members:

| 00111110000 11201110010101 | | | |
|----------------------------|---------|------------------|---------|
| Katherine Cable | Present | Christina Medina | Present |
| Sheila Clough | Present | Liz Shelby | Present |
| Shaun Franks, Chair | Present | Bill Thorndike | Present |
| Andrew Gay | Present | | |
| | | | |

Other trustees in attendance: Daniel Santos and President Rick Bailey.

Public Comment

No members of the public provided comments.

Consent Agenda (Action)

Trustee Thorndike moved to approve the consent agenda. Trustee Gay seconded the motion. Trustee Shelby abstained citing her absence from the meeting. With all other trustees present voting affirmatively, the motion passed.

Vice President's Report

Organizational Updates

Vice President Greg Perkinson announced that Becs Walker was promoted to Director of Sustainability. She is a part of the Institute of Applied Sustainability and provides expertise for the exciting activities happening at SOU including the recent award of a million-dollar grant, with others in process. Leon Crouch, who has been with SOU for 20 years, was promoted to Director of Facilities Management and Planning (FMP). He attributed the great FMP accomplishments at SOU to Leon's touch and intelligence.

Higher Education Coordinating Commission (HECC) Updates

Regarding the capital improvement and renewal funding as well as deferred maintenance funding, SOU typically receives about \$5 million in a biennium. Mr. Perkinson informed trustees that SOU can use those bonds at its discretion as long as it fits within "their guardrails." The HECC is allocating additional funds for SOU received in the short session, approximately \$2 million for cost escalation. There is also a repetitive discussion of real property and whose responsibility it is; while it is not totally certain, Mr. Perkinson thinks it has been determined that it is the state's property and therefore, the state's responsibility.

Transformations in Business Affairs

Mr. Perkinson referred to a model for transformation that includes people, processes, technology, and tools. Workday will improve and standardize processes that enable people to have the tools to transform work and he offered specific examples in payroll and other business services operations. The facilities and housing areas have touchpoints for maintenance and because of this, will work within a different platform; Workday does not support such activities and future integration will be necessary.

Vice Chair Clough was impressed with the re-engineering of the process as SOU transitions to Workday and emphasized the need to employ an equity lens. Tom Battaglia responded that this transition to Workday is a perfect time to focus on equity and processes intentionally. Workday will provide people-tracking and information such as pay equity, employee demographics, in a dashboard format. Vice President Perkinson committed to further exploration and updates to the committee.

Action, Information, and Discussion Items

Financial Sustainability

President Bailey introduced the item noting that cost management is only one part of the approach to financial sustainability. Within cost management there are two tiers: what are we going to stop doing or do more efficiently, like the Computer Information System Replacement (CISR) project and secondly, what are we going to stop paying for, or pay a lot less for, like energy and the solar project? The opportunity is to change the fiscal model of the institution as well as an opportunity for SOU to lead the nation in diversifying revenue and not relying on tuition as a primary source of it.

Mr. Perkinson provided an overview of Strategic Direction #5 which is to maintain financial stability and invest for institutional vitality. He added that financial sustainability requires attacking both sides of the revenue and expense equation.

<u>Revenue Forecast</u>

Josh Lovern reviewed the revenue streams, as presented in the meeting materials. Tuition and fees are expected to bring in 57 percent of SOU revenue, state funding is projected to bring in 39 percent, and miscellaneous revenues are projected at 4 percent. Because enrollment is down, state funding represents a larger portion of SOU's revenue than it has in the past. This does not mean SOU is receiving more state funding, it is just a larger proportion since enrollment is down.

Driving miscellaneous revenues, SOU refinanced debt in student housing to create liquidity by getting a lower rate and interest-only payments in first three years, resulting in about \$4.1 million. During the pandemic, bad debt allowance grew from about \$400,000 to \$600,000 for student debt and since then has doubled. As students repay debt, this will improve.

Regarding state funding Mr. Perkinson provided an overview of the work underway to maximize gains in the funding model and ultimately, in state funding. Mr. Lovern described the history and revisions made to the student success and completions (SSCM) funding model two years ago. He responded to several trustee questions noting that opportunities exist for SOU to increase funding through degree types are scored in the SSCM, certificates, counting of bilingual students, and others. Responding to additional questions, President Bailey said the SSCM will not be used to drive decisions but will be optimized so that SOU receives credit for what it already is doing. Provost Walsh gave the example of issuing certificates, which are rewarded in the SSCM, instead of minors. Mr. Lovern gave another example of the Emerging Media and Digital Arts (EMDA) program: Those courses were coded as art courses but when evaluating the course description, it was determined that some could be coded better as *computer science coding* or *audio engineering* courses, which provide higher scoring in the SSCM.

President Bailey discussed alternative revenue streams. He celebrated the \$1M SOU received for solar energy production and noted that SOU continues to await a \$2M appropriation from congress. On the Cascade housing project, President Bailey and Mr. Perkinson will go to Tempe to visit a project at Arizona State. SOU will utilize state funding to demolish the Cascade facility responsibly and while doing so, will investigate the possibility of preparing the land to make the future project easier. He also reminded the committee of the University District Business Accelerator a Workday Training Center, and thanked Gene Pelham of the SOU Foundation Board for helping to make connections regarding the latter. Trustees engaged in further discussion of the benefits of the Cascade and Workday projects and their potential for credit-creating opportunities under the SSCM.

Cost Management Update

Mr. Lovern reviewed the Education and General (E&G) expense elements as presented in the meeting materials. Labor and other personnel expenses comprise 78 percent of the total expense portfolio and there is very little flexible spending available. At 22 percent, supplies and service costs have increased due to utilities.

Regarding the SOU realignment, President Bailey provided a review of the September 20th all-call breakfast and the strategies for cost management using guiding principles such as integrity; compassion; transparency; being student-centered; and equity, diversity, and inclusion (EDI). The university has pledged to look at everything through an EDI lens. The program analyses are of Academic Affairs, Enrollment Management and Student Affairs, Athletics, Finance and Administration, and University Advancement. The approach is to evaluate the areas using both quantitative and qualitative data. The data are being collected and posted to the President's webpage; more will continue to be posted when they are available. There have been no predetermined decisions, as it would be premature before analysis of the data.

President Bailey reviewed the timeline with a pledge to implement by June 2024. He shared his concern about being too rigid and coming up with an algorithm that will

cause departments to compete with one another. He hopes to have a plan to the board by spring 2023 in order to work with those affected on a case-by-case basis.

Regarding changing the cost model and things the university can stop paying for or pay a lot less for including the solar energy and CISR projects, President Bailey answered Trustee Cable that he originally thought it would cost about \$1M per megawatt and that this has most likely increased due to inflation and supply chain. The goal is for SOU to produce 7.2 megawatts. Even with \$3M in grants, additional funding will be needed. There was some discussion on the momentum and what is to come including the need to be nimble while focusing on the overall strategy.

Mr. Perkinson discussed the programmatic analysis for the Finance and Administration portfolio as presented in the meeting materials. He reviewed the quantitative and qualitative factors and the transformation of systems and processes that will be realized by Workday. There was some discussion among trustees regarding consistent approaches across divisions culminating in the same process, including collecting data, analyzing data, communicating, planning, making decisions, and deployment. Trustee Clough cautioned not to bank on CISR in terms of large savings in productivity.

Vice President Janet Fratella provided a brief overview of the qualitative and qualitative measures within University Advancement as presented in the meeting materials. She noted that a unique aspect of her division is that some employees are partially or fully funded by the foundation. She gave examples that included the Osher Lifelong Learning Institute, which is funded by an endowment and that about 50 percent of fundraisers' salaries are paid by the foundation. She pointed out that many of the departments have a single person and therefore, any reduction in staffing would mean that the program/department would be eliminated. On the qualitative side, she asked her team to think of their own performance indicators. She expressed her belief that by collaborating with others on campus, the impact would be bigger and provide cost savings. She stated that she is also looking at outsourcing.

Mr. Perkinson said the path forward includes continued austerity and transparency; long-term plans to bend the cost curve through innovation and transformation; stabilizing revenue post-pandemic; and developing alternative sources of revenue.

Budget Forecast and Review of Pro Forma

Greg Perkinson provided an overview on the budget forecast and the pro forma and pointed out a change to the pro forma structure of year-to-date actuals with "estimate to complete."

Mr. Lovern highlighted key points: SOU saw growth in non-resident student credit hours as students transitioned back to in person classes; tuition revenue went up about 4 percent per credit and overall is slightly higher; expenses also have increased. Other changes in the model show Academic Partnerships (AP) as a separate line that is no longer included in Supplies and Services. Much discussion ensued on the AP relationship and modeling in the pro forma with questions from Trustee Cable; Vice President Perkinson suggested he and Trustee Cable consider this separate topic "offline" from the meeting; Trustee Cable agreed to this.

Mr. Perkinson reviewed the fund balance on the pro forma. He pointed out that the 10.92 percent forecast was slightly better than in June [at 8 percent] because in June, SOU assumed labor vacancies would be filled and many were not. Another contributing factor was the refinance in housing. Trustees discussed whether the assumption that a savings of \$3.6M is achievable in the fiscal year. Mr. Perkinson said it is still a manifest goal.

Core Information System Replacement Project (CISR) Update

Mr. Perkinson said CISR is transformative, as it will replace the outdated Banner system with Workday and will have two phases: HR/Finance/Payroll and Student Information Systems (SIS). This is a \$10M work effort that will drive continuous process improvement and workload reductions with a cost savings of \$800K per year. He later reviewed the implementation information presented in the meeting materials: project team, roles, approach and timeline, data security, and more. Tom Battaglia explained that the project currently is in the *architect and configure* period. A soft launch is scheduled for June 1, 2023, to allow for full launch with the new fiscal year. The implementer, Alchemy, was hired because of their expertise with both Workday and higher education. The SIS phase will begin around April 1, 2023, and is targeted to go live in May or June of 2025. Mr. Battaglia expressed appreciation for all who have been working on this project.

Fiscal Year (FY) 2022: Year-End Investment Review

Penny Burgess, Executive Director of the University Shared Services Enterprise (USSE) and Director of Treasury Management Services reviewed background information and financial results. Oregon State University (OSU) is the administrator of the Public University Fund (PUF) where assets are held for six of the seven universities and USSE is contracted to perform the majority of the administrative duties. There are short, intermediate and long-term holdings and the overall objective is to provide safety of principal and generate income by investing in quality securities, with a secondary objective to generate total return.

Ms. Burgess provided a summary of the results for the fourth quarter and a year-end summary for FY '22, assets in the PUF and endowment funds. The total return in FY '22 was 2.6 percent for an ending market value of \$20,327,555 on June 30. For the SOU endowment, which is managed in a separately held fund with the Oregon State Treasury, the total return in FY '22 was \$-16.3 percent for an ending market value of \$2,580,296 on June 30. The asset allocation is within the target range for this fund but the endowment assets and holdings are on watch. Per the investment policy, the annual spend is 4 percent computed on a 20-quarter trailing average of 5 years. Ms. Burgess reviewed numerous slides on the investments and assets, as presented in the meeting materials.

Facilities and Capital Projects Update

<u>Central Hall Phase 1.a Contract Award and Phase 1.b Project Expenditures (Action)</u> Vice President Perkinson sought approval for Central Hall capital project expenditures. Regarding sources of funding for the project, SOU received authorization for \$6M in Qseries bonds to renovate Central Hall. He noted that a portion of the project would be paid for using capital improvement and renewal funding, which is awarded for deferred maintenance and allows for some flexibility on how it is spent. Mr. Perkinson asked the board to approve the additional spending of \$1.2M for hazard waste removal and demolition and \$2M for other project costs for Central Hall. He underscored that the project has no impact on the general fund.

Trustees had discussion about the likelihood for phase 2 funding from the state, which Mr. Perkinson is hopeful about, and they backup plans if that is not received. Leon Crouch added that the bids received to date are encouraging following on-site walk-throughs, which signals contractors' appetites for work.

Trustee Cable moved to approve the Resolution of Central Hall Phases 1.a and 1.b. Trustee Shelby seconded the motion. The motion passed unanimously.

Proposed 2023-2024 Meeting Schedule (Action)

Chair Franks presented the schedule, which is an extension of the committee's current schedule. However, he announced that one trustee who did not previously have a conflict with the schedule now does. Therefore, Chair Franks asked the committee if they could meet later in the evening, from 5:00 p.m. to 7:00 p.m. Trustees agreed.

Trustee Gay moved to approved the 2023-24 meeting scheduled as amended. Trustee Clough seconded the motion. The motion passed unanimously.

Future Meetings

Chair Franks reminded the committee that its next meeting will be on January 19, 2023 at 5 p.m. He asked that any requests for future agenda items be submitted to himself or the board secretary.

Adjournment

Chair Franks adjourned the meeting at 6:07 p.m.

UNIVERSITY

Financial Dashboard

For FY2023

As of December 31, 2022 with prior to close numbers



Finance Dashboard: Notes and Take-aways



- \$3.3m of federal relief funds were transferred to Education and General fund (E&G) in July (this shows up as a "transfer-in" from the federal fund)
- With federal funds in E&G; cost reduction targets; additional housing transfer and a slight decrease in tuition revenue projection, anticipate we'll still come in just over \$5.2m ending fund balance (EFB) (around 8.2% of EFB metric)
- Cash (all funds): not meeting 'target', due to slight decrease in enrollment projection. In December, SOU received \$3m from reserve account held by Collegiate Housing Foundation (CHF)—there is another \$1.4m in reserves
 > Occupancy in Housing is strong (exceeding projections)
- Student Credit Hours: Enrollment declines continue, but are 'variable'
- Expenses: Compared to budget, total labor expenses are down \$2.9m as part of FY23 cost reduction measures. In summary:
 - ➢ Direct labor costs (YTD) expected to decrease \$1.8m;
 - \succ OPE is down by about \$1m; and
 - Supplies and Services spending is up, based on inflationary pressures



Vice President's Report

Roadmap for Vice President's Report



- Higher Education Coordinating Commission (HECC) update
- Innovations in Business Affairs Council (BAC)
- Update on Student-Requested Installation of Security Cameras (11 proposals submitted, in review now)
- Core Information Replacement System (CISR) update

CISR Schedule (Reminder)



- Currently on schedule—testing start in January!
- HR / Finance / Payroll "go live" on 6/1/23 (soft launch)

| August 1, 2022 | Oct. 17, 2022 | Feb. 20, 2023 | May 15, 2023 | June 12, 2023 |
|------------------------|----------------------|---------------|--------------|---------------|
| Planning, Discovery | | | | |
| | Architect, Configure | | | |
| | | Test | | |
| | | | Deploy | |
| | | | | Soft Launch |

- Starting Student Info System on/about 4/1/23
- "Go live" target is registration (May/June) 2025

Where Are We Now? And What's Next?



Status

- Finished configuration phase and started testing
- Extracting data from existing systems, and uploading data into the first 'instance' of Workday
- Integrating equity, diversity and inclusion considerations in change management aspects of project

Next Actions

- Finish testing through February
- Ongoing 'verification and validation' of data—seeing what our data looks like in the Workday platform



Financial Sustainability

Strategic Direction 5 (SD5)



Financial Sustainability

- Definition: SOU will maintain financial stability and invest for institutional vitality.
- Key to our success: attack both sides of the revenue / expense equation

Revenue Forecast

Cost Management (Expense side of the equation)...not explicit in the original definition



Revenue Forecast

FY23 E&G Revenue Streams

- Enrollment Projection
 ➢ No changes to model after Spring Term review
- State Funding
 >51% of biennium
 >Benefits Navigator
- Miscellaneous Revenues
 Growth in land lease (\$3m)
 Offset by bad-debt allowance



Enrollment Update, Fall 2022 End of Term



| | Fall 2021 | Fall 2022 | Change | % Change |
|-------------------------|-----------|-----------|--------|----------|
| New Freshmen | 507 | 557 | 50 | 9.9% |
| New Transfers | 365 | 283 | -82 | -22.5% |
| New PostBacs/Graduates | 188 | 152 | -36 | -19.1% |
| Subtotal - New Students | 1,060 | 992 | -68 | -6.4% |
| Continuing Students | 2303 | 2109 | -194 | -8.4% |
| Returning Students | 368 | 280 | -88 | -23.9% |
| Non-Admitted Students | 1355 | 1801 | 446 | 32.9% |
| Grand Total - Headcount | 5,086 | 5,182 | 96 | 1.9% |
| Grand Total - FTE | 3,308 | 3,268 | -40 | -1.2% |
| Resident | 3,657 | 3,844 | 187 | 5.1% |
| Non-resident | 1,429 | 1,338 | -91 | -6.4% |

Fall 2023 Outlook



| RNL Demand Builder | | | | | | | | | |
|--------------------|-----------|-------------|---------------|-------|-----------|--------|--------|--|--|
| | Fall 2022 | | | | Fall 2023 | | | | |
| | Sophomore | Junior | Senior | | Sophomore | Junior | Senior | | |
| Leads Generated | 123 | 34,870 | 43,134 | | 65 | 24,218 | 77,955 | | |
| Inquiries | 48 | 1,782 | 1,383 | | 10 | 467 | 3,059 | | |
| Applied | | | 326 | | | | 314 | | |
| Admitted | | | 299 | | | | 303 | | |
| Confirmed 📑 | | | 98 | | | | 21 | | |
| Enrolled | | | | | | | | | |
| | - | All Other L | ead Generatio | n Act | ivities | | | | |
| | | Fall 2022 | | | Fall 2023 | | | | |
| | Sophomore | Junior | Senior | | Sophomore | Junior | Senior | | |
| Leads Generated | 555 | 530 | 31,986 | | 2,036 | 2,235 | 1,711 | | |
| Inquiries | 1,503 | 4,329 | 9,122 | | 1,591 | 3,752 | 10,060 | | |
| Applied | | | 1,410 | | | | 944 | | |
| Admitted | | | 1,319 | | | | 816 | | |
| Confirmed 📑 | | | 515 | | | | 105 | | |
| Enrolled | | | 396 | | | | 0 | | |



FALL 23 NEW STUDENT ADMISSIONS/ENROLLMENT FUNNEL REPORT 37 WEEKS FROM START OF TERM (1/6/23 VS. 1/7/22)

FRESHMEN + TRANSFERS SUMMARY FUNNEL

| | FALL 23 YTD | FALL 22 YTD | FALL 23 YTD VS. FALL 22 YTD RAW CHANGE | FALL 23 YTD VS. FALL 22 YTD % CHANGE | FALL 22 FINAL | | FALL 23 YTD VS. FALL 22 FINAL % CHANGE | FALL 23 GOAL | FALL 23 YTD RAW GAP TO GOAL | FALL 23 YTD % OF GOAL |
|-----------------------------|-------------|-------------|--|--|---------------|--------|--|--------------|-----------------------------------|--------------------------|
| APPLICATIONS TOTAL | 1,390 | 1,309 | 81 | 6.2% | 2,602 | -1,212 | -46.6% | 2,748 | -1,358 | 50.6% |
| IN-STATE APPS | 693 | 713 | -20 | -2.8% | 1,410 | -717 | -50.9% | 1,498 | -805 | 46.3% |
| WUE APPS | 548 | 526 | 22 | 4.2% | 922 | -374 | -40.6% | 976 | -428 | 56.1% |
| OTHER NON-RES APPS | 145 | 67 | 78 | 116.4% | 234 | -89 | -38.0% | 238 | -93 | 60.9% |
| INTERNATIONAL APPS | 4 | 3 | 1 | 33.3% | 36 | -32 | -88.9% | 36 | -32 | 11.1% |
| COMPLETE APPS TOTAL | 1,224 | 1,162 | 62 | 5.3% | 2,400 | -1,176 | -49.0% | - | - | - |
| IN-STATE COMPLETE APPS | 633 | 645 | -12 | -1.9% | 1,325 | -692 | -52.2% | - | - | - |
| WUE COMPLETE APPS | 481 | 463 | 18 | 3.9% | 842 | -361 | -42.9% | - | - | - |
| OTHER NON-RES COMPLETE APPS | 109 | 54 | 55 | 101.9% | 204 | -95 | -46.6% | - | - | - |
| INTERNATIONAL COMPLETE APPS | 1 | 0 | 1 | #DIV/0! | 29 | -28 | -96.6% | - | - | - |
| ADMITS TOTAL | 1,200 | 1,146 | 54 | 4.7% | 2,376 | -1,176 | -49.5% | 2,509 | -1,309 | 47.8% |
| IN-STATE ADMITS | 616 | 631 | -15 | -2.4% | 1,308 | -692 | -52.9% | 1,389 | -773 | 44.3% |
| WUE ADMITS | 474 | 461 | 13 | 2.8% | 837 | -363 | -43.4% | 886 | -412 | 53.5% |
| OTHER NON-RES ADMITS | 109 | 54 | 55 | 101.9% | 202 | -93 | -46.0% | 205 | -96 | 53.2% |
| INTERNATIONAL ADMITS | 1 | 0 | 1 | #DIV/0! | 29 | -28 | -96.6% | 29 | -28 | 3.4% |
| CONFIRMED TOTAL | 153 | 106 | 47 | 44.3% | 1,150 | -997 | -86.7% | 1,214 | -1,061 | 12.6% |
| IN-STATE CONFIRMED | 80 | 48 | 32 | 66.7% | 703 | -623 | -88.6% | 747 | -667 | 10.7% |
| WUE CONFIRMED | 61 | 55 | 6 | 10.9% | 338 | -277 | -82.0% | 358 | -297 | 17.0% |
| OTHER NON-RES CONFIRMED | 11 | 3 | 8 | 266.7% | 80 | -69 | -86.3% | 80 | -69 | 13.8% |
| INTERNATIONAL CONFIRMED | 1 | 0 | 1 | #DIV/0! | 29 | -28 | -96.6% | 29 | -28 | 3.4% |
| ENROLLED TOTAL | 0 | 0 | 0 | #DIV/0! | 864 | -864 | -100.0% | 913 | -913 | 0.0% |
| IN-STATE ENROLLED | 0 | 0 | 0 | #DIV/0! | 542 | -542 | -100.0% | 576 | -576 | 0.0% |
| WUE ENROLLED | 0 | 0 | 0 | #DIV/0! | 261 | -261 | -100.0% | 276 | -276 | 0.0% |
| OTHER NON-RES ENROLLED | 0 | 0 | 0 | #DIV/0! | 42 | -42 | -100.0% | 42 | -42 | 0.0% |
| INTERNATIONAL ENROLLED | 0 | 0 | 0 | #DIV/0! | 19 | -19 | -100.0% | 19 | -19 | 0.0% |



✓ Solar Energy Production (see next slide)

- ✓ Cascade Housing Project (interim Master Plan to City of Ashland to support development)
- University District Business Accelerator
- PNW Workday Training Center

Solar Energy Project(s) Update



- Goal: 100% of electricity use at SOU generated by solar on campus (SOU generates 7-8% currently)
- SOU currently has 9 solar arrays on Ashland campus, plus array at HEC and STrackers on leased land
- \$1M State Grant and \$2M Federal Funding awarded
 > OR Department of Energy project also focuses on resiliency (battery storage for the Hawk) and solar collection (Lithia)
 - > Formed committee to support diversity of thought; shape priorities
- Campus roof and parking lot assessment currently underway to identify future opportunities; and
- Further Grant funding being pursued

Draft Interim Campus Master Plan

- Show Capital Project Siting
- Show development opportunities
- Identify near-term solar project sites
- Update Farm at SOU development
- Highlight University District





SO Southern OREGON UNIVERSITY

CAMPUS MAP





Cost Management Update

FY23 E&G Expense Elements

Southern OREGON UNIVERSITY

- Labor & OPE Comprises 78% of total expense portfolio
- Very little flexible spending available
- S&S costs escalating



Exploring Cost Management



meeti

Status:

- ✓ Identified Quantitative and Qualitative factors for each Division
- ✓ Conducted three Town Hall sessions so far, with future communications and breakout sessions
- ✓ Discussed high-level plan with Advisory Group (Faculty Senate / ASSOU / Staff Assembly)

Next Steps:

• Present programmatic analysis documents / strategy to to be discussed full board during full Board

Changing the Cost Model



- Reduce Operating Costs
 - ≻\$1m in electrical savings through solar energy
 - >\$700-800k / year in Information Management system costs through CISR project
 - Reduce shared services outlay (based on Workday implementation)
- Continue Reengineering...Programmatic Analysis changing the recurring cost-base
- Methodology and Discussion



Path Forward



- 1. Continued austerity this FY (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)


Budget Forecast and Review of Pro Forma

Roadmap



- Pro Forma:
 - Year to date status; then,
 - Out-year projection (conservative data set with aid and controls)
- Proposed Budget (summary, observations and assumptions, presentation by fund and transfers)
- Reminder of the Path Forward

FY23 E&G Budget with Forecast

- Josh Lovern out of office until 2/1/23
- Steve Larvick conducted Program Management Revenue (PMR). Key takeaways:
- Tuition Revenue "softening" (\$2.3m less than forecasted)
- Miscellaneous Revenue up to \$3.3m, due to Ground Lease 'reserve' transfer into E&G
- Total labor expenses coming in \$2.9m under budget (good progress toward \$3.6m cost reduction target)
- S&S expense pressure...burning hot due to inflation (watch item)
- \$3.3M transferred into E&G
- Glide slope to close with projected \$5.2m EFB (ties to 8.2% 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 | ucation and General 2021-23 Biennium | | |
|--|--------------------------------------|-------------------|---------------------------------------|
| (in thousands of dollars) | 2021-22 | 2022-23 | 2022-23 |
| anndalle | Actual | FY23 BUDGET | |
| O UPDIALES FOR Cast | (000's) | (000's) | (000's) |
| | | | |
| FOIT Appropriations: SSCM | 25,720 | 26,361 | 26,361 |
| Total State Funding (SSCM,ETSF,SELP,1-Time) | 26,220 | 26,860 | 26,860 |
| Tuition | 34,281 | 34,611 | 36,220 |
| Fees | 3,581 | 4,015 | 4,010 |
| Raider Aid (remissions) | (3,915) | (3,476) | (3,677) |
| Tuition, net of Raider Aid | 33,947 | 35,149 | 36,553 |
| Misc. Other Revenue | 1,476 | 2,964 | 2,816 |
| TOTAL REVENUES | 61,643 | 64,974 | 66,229 |
| EXPENSES | | | |
| Personnel Services | | | |
| Faculty | (15,129) | (15,971) | (15,873) |
| Admin | (9,922) | (10,532) | (10,374) |
| Classified | (6,642) | (7,450) | (7,315) |
| Students, GA's, etc | (1,066) | (1,586) | (1,420) |
| Salaries Sub-total | (32,760) | (35,539) | (34,982) |
| PERS & ORP (Retirement Pgms) | (8,042) | (8,524) | (8,900) |
| PEBB (Healthcare) | (6,786) | (8,473) | (8,473) |
| Other (FICA, SAIF, etc.) | (2,987) | (3,500) | (3,435) |
| OPE Sub-total | (17,815) | (20,497) | (20,808) |
| Net Personnel Services | (50,575) | (56,036) | (55,789) |
| Supplies & Services (S&S) | | | |
| S&S Expenses | (10,503) | (13,835) | |
| AP Program Share (AP) | (1,608) | (000) | (1,625) |
| Capital Expenses (CapEx) Total S&S, CapEx, AP | (117) (12,228) | (263) (14,098) | (263) (14,006) |
| | (12,220) | | |
| Cost Reductions, Savings, Outside Support | | 3,664 | 3,664 |
| EXPENDITURES BEFORE TRANSFERS | (62,803) | (66,469) | (66,132) |
| NET TRANSFERS (In & Out of E&G) | 251 | 192 | 251 |
| TOTAL EXPENSES & TRANSFERS | (62,552) | (66,277) | (65,881) |
| | (_,/ | | , , , , , , , , , , , , , , , , , , , |
| FUND BALANCE | | | |
| Change in Fund Balance | • • • | (1,303) | 348 |
| Beginning Fund Balance | | 6,501 | 6,886 |
| Ending Fund Balance | 6,886 | 5,198 | 7,234 |
| % Operating Revenues | 11.17% | 8.00% | 10.92% |
| Days of Operations | 40.18 | 29.63 | 40.08 |
| Months of Operations | 1.34 | 0.99 | 1.34 |

| Education and General | 2019-21 Biennium | ZUZ I-ZJ Bierinium | | | 2023-25 | Biennium |
|--|------------------|--------------------|-----------------------|-------------------------------|--------------|------------------------------|
| (in thousands of dollars) | 2020-21 | 2021-22 | | 2022-23 | 2023-24 | 2024-25 |
| | Actual | Actural | BUDGET | E Forecast | FORECAST | FORECAST |
| | (000's) | LUPS- | FOLGC S | 2 ¹ (000's) | (000's) | (000's) |
| REVENUES | | | | | | |
| State Appropriations: SSCM | 23,559 | FORME | 26,361 | 26,361 | 27,340 | 28,394 |
| Total State Funding (SSCM,ETSF,SELP,1-Time) | 23 970 | 26,220 | 26,860 | 26,860 | 27,839 | 28,893 |
| Tuition | 30451 | 34,281 | 34,611 | 36,220 | 35,507 | 35,258 |
| Fees | 3,457 | 3,581 | 4,015 | 4,010 | 4,120 | 3,997 |
| Raider Aid (remissions) | (3,245) | (3,915) | (3,476) | (3,677) | (3,566) | (3,533) |
| Tuition, net of Raider Aid | 36,663 | 33,947 | 35,149 | 36,553 | 36,061 | 35,722 |
| Misc. Other Revenue | 481 | 1,476 | 2,964 | 2,816 | 2,880 | 2,944 |
| TOTAL REVENUES | 61,081 | 61,643 | 64,974 | 66,229 | 66,779 | 67,559 |
| EXPENSES | | | | | | |
| Personnel Services | | | | | | |
| Faculty | (14,691) | (15,129) | (15,971) | (15,873) | (17,217) | (17,603) |
| Admin | (8,127) | (9,922) | (10,532) | (10,374) | (10,712) | (11,168) |
| Classified | (5,309) | (6,642) | (7,450) | (7,315) | (7,673) | (8,154) |
| Students, GA's, etc | (1,005) | (1,066) | (1,586) | (1,420) | (1,655) | (1,654) |
| Salaries Sub-total | (29,132) | (32,760) | (35,539) | (34,982) | (37,256) | (38,578) |
| PERS & ORP (Retirement Pgms) | (7,050) | (8,042) | (8,524) | (8,900) | (9,704) | (10,069) |
| PEBB (Healthcare) | (7,026) | (6,786) | (8,473) | (8,473) | (8,744) | (9,024) |
| Other (FICA, SAIF, etc.) | (3,172) | (2,987) | (3,500) | (3,435) | (3,659) | (3,788) |
| OPE Sub-total | (17,249) | (17,815) | (20,497) | (20,808) | (22,106) | (22,881) |
| Net Personnel Services | (46,381) | (50,575) | (56,036) | (55,789) | (59,362) | (61,459) |
| Supplies & Services (S&S) | | | | | | |
| S&S Expenses | (9,231) | | (13,835) | (12,118) | (12,391) | (12,670) |
| AP Program Share (AP) | (1,106) | | (222) | (1,625) | (1,662) | (1,716) |
| Capital Expenses (CapEx) | (124) | (117) | (263) | (263) | (269) | (275) |
| Total S&S, CapEx, AP | (10,461) | (12,228) | (14,098) | (14,006) | (14,322) | (14,660) |
| Cost Reductions, Savings, Outside Support | | | 3,664 | 3,664 | 3,312 | As Modeled |
| EXPENDITURES BEFORE TRANSFERS | (56,842) | (62,803) | (66,469) | (66,132) | (70,372) | (76,120) |
| NET TRANSFERS (In & Out of E&G) | (1,526) | 251 | 192 | 251 | (3,227) | (3,341) |
| TOTAL EXPENSES & TRANSFERS | (58,368) | (62,552) | (66,277) | (65,881) | (73,599) | (79,461) |
| | | | | | | |
| | 0.740 | (000) | (4.202) | 240 | (6.000) | (11,0000) |
| Change in Fund Balance | · · · | (909) | | 348 6,886 | (6,820) | (11,902) |
| Beginning Fund Balance | | 7,794 | 6,501 5 108 | | 7,234 414 | 414 |
| Ending Fund Balance % Operating Revenues | | 6,886 11.17% | 5,198 8.00% | 7,234 10.92% | 0.62%4 | (11,488) • -17.00% |
| | | | | | | |
| Days of Operations | 48.74 | 40.18 | 29.63 | 40.08 | 2.05 | (52.77) |
| Months of Operations | 1.62 | 1.34 | 0.99 | 1.34 | 0.07 | (1.76) |

Path Forward





- 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)



Expenditure Authorization: RNL Demand Builder (Action)

Road Map



- Introduction
- Summary of Ruffalo Noel Levitz (RNL) "Demand Builder" project
- Pricing



RNL

Recruitment Suite



RNL Demand Builder & Application Cultivator

Inquiry and Application Generation



- Target Freshman Senior leads
- 100,000 name buys (50,000 juniors) diversified through SAT, ACT, NRCCUA using predictive analytics
- 8-10 emails w/dynamic content and call to action
- 2-piece direct mail
- 4-6 Launches through cycle
- 20+ unique landing pages
- Digital Boost (580,000 impressions)
- Affordability Predictor Scoring to target lower EFC students
- ForecastPlus
- HS Partnership Data Exchange





1080 x 1080 Instagram Ad



1200 x 628 Facebook Ad





UNIVERSITY

Majors Financial Aid Virtual Tour



3Zac,

The reason **Southern Oregon University** is ranked one of the 30 most affordable colleges in the Pacific Northwest by College Values Online and is listed on Great Value Colleges as one of the 50 great affordable colleges for outdoor enthusiasts is because of the value you'll receive here.

- Our dedication to academic excellence
- Our commitment to equity, diversity and inclusion
- · Our leadership in sustainability

We also provide generous <u>merit-based scholarships</u> and financial aid. If you're a resident of a WUE state, you automatically save over \$13,000 per year through the <u>Western</u> <u>Undergraduate Exchange (WUE)</u>. Or learn more about our <u>North State Promise</u> (For students from selected California counties).

Did you know? You can get your parents connected with our community, so we can provide them with information they need about SOU, financial aid, academics and more. <u>Connect your</u> parents.

Southern OREGON

Majors Financial Aid Virtual Tour



While it's true that <u>Southern Oregon University</u> has <u>30+</u> <u>majors</u> to choose from, it's also important to know that each one is focused on your personal and professional success.

Through advising, mentoring and advocacy, our <u>Success at</u> <u>Southern/TRiO Student Support Services</u> help you make and achieve your goals.

Plus, our <u>Accelerated Baccalaureate Degree Program</u> (a bachelor's degree in three years). <u>Honors College</u> and <u>McNair Achievement Program</u> are designed to enhance your academic experience.

Respond today.

Invitation Code: C123865354B7C0



Get information on our challenging but supportive approach to learning, the value of a SOU education and the unique campus experience.

RESPOND TODAY





Communication Architecture

Right Student, Right Message, Right Time





- Communication audit of print and digital communications
- 125 mapped out communications over recruitment cycle (Sept Sept)
- Print, Email, Text, Phone, Social, Website
- Fr, So, Jr, Sr, Parents, Counselors
- Messaging includes:
 - Why College? & Preparation
 - o Academics, Location, Value
 - Financial Aid & Scholarships
 - Community & Culture
 - Leadership & Careers
 - O Diversity, Equity, and Inclusion
 - And more!





JUNIOR INQUIRY EMAILS



Our faculty is our biggent resource. The majority of SOU's faculty have a PhD, the cultimisation of many years developing scholarly and applied **appertise** in their field. It deserts top them Saculty members like chemising prefetox, Hai Scholarmin, continue their own academic growth while guidancy sours. Schepmann, continue the beamice ordirector 30 million National Scheme Faundation grant to advance women in STMA On top of the involvedge ther/lif state why hour incluses. Deprefetox will take provide the them to them about and your goals, meeting-you through neesch projects or international and dualing you can prandy sourt hereing.

Ask great questions. Be a good listener.







Congratulations! You have been admitted to Southern Oregon University for Fall 2022 as a student in **Biology**. My name is Sherry Ettlich, and I am the director of the Sciance, Technology, Engineering, & Mathematics (STEM) division. On behalf of the faculty and staff. I'm pleased to welcome you to our division and the SOU community.

The STEM division provides invaluable hands-on experiences, fosters critical thinking and creativity, and offers personalized learning with engaged faculty who know you by name. We're committed to student success and look forward to supporting your academic and professional goals.

At this time, please pay close attention to your email index for information from the Office of Admissions. To complete your enrollment, you will need to make an <u>enrollment deposit</u> (if you haven't already) and participate in our <u>Raider Ready</u> programs. During Raider Ready, an advisor will guide you through the process of scheduling and signing up for classes.

Once again, congratulations on becoming an SOU Raider! We're excited to meet you on campus scon!



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Sample - SR Inquiry Email Series

| | | Senior Inquiry | | July 1 roll out | 20 Student RNL Emails | , 6 parent, 5 guidance counselors |
|--------------------|----------|--|------------------|----------------------------|------------------------|-----------------------------------|
| Template | Sequence | Message | Target | Interval | Communication Type | Landing Page |
| 2022 Inquiry Email | 1 | Acknowledge inquiry (Thank you) | Senior Inquiry | / Immediate | Automated CRM email | |
| n/a | 2 | Counselor Introduction | Senior Inquiry | / Day 1 | Text | |
| SR INQ 03 (+ Name) | 3 | Counselor Introduction- how to connect | Senior Inquiry | / Day 1 | Email | |
| n/a | 4 | General Overview | Senior Inquiry | / Day 1 | Inquiry Packet Mailing | |
| SR INQ 05 | 5 | Why Southern Oregon? Top CJ and Theatre programs; DEI Rankings, location (3-4 key high | I Senior Inquiry | / Every 7-9 Days Stagger | Email | Who SOU Top 10 |
| SR INQ 06 | 6 | FAFSA PUSH | Senior Inquiry | / | Email | |
| n/a | 6 | FAFSA PUSH | Senior Inquiry | / | Text | |
| SR INQ 07A | 7A | Division of Business, Communication & the Environment (BCE) | Senior Inquiry | / | Email | Division Landing Page |
| SR INQ 07B | 7B | Division of Education, Health and Leadership (DEHL) | Senior Inquiry | / | Email | Division Landing Page |
| SR INQ 07C | 7C | Division of Humanities & Culture | Senior Inquiry | / | Email | Division Landing Page |
| SR INQ 07D | 7D | Oregon Center for the Arts at SOU (Theatre, Emerging Media, etc) | Senior Inquiry | / | Email | Division Landing Page |
| SR INQ 07E | 7E | Division of Social Sciences | Senior Inquiry | / | Email | Division Landing Page |
| SR INQ 07F | 7F | Division of Science, Technology, Engineering & Math (STEM) & Pre-Health Professions | Senior Inquiry | / | Email | Division Landing Page |
| SR INQ 07G | 7G | Default General Academics Message | Senior Inquiry | / | Email | sou.edu/academics |
| SR INQ 08A | 8A | Affordability/Scholarships | Senior Inquiry | /- In State | Email | sou.edu/scholarships |
| SR INQ 08B | 8B | Affordability/Scholarships | Senior Inquiry | /- 00S | Email | sou.edu/scholarships |
| SR INQ 08C | 8C | Affordability/Scholarships | Senior Inquiry | /- WUE | Email | sou.edu/scholarships |
| SR INQ 08D | 8D | Affordability/Scholarships | Senior Inquiry | / - (CA- northern counties | Email | sou.edu/scholarships |
| SR INQ 09 | 9 | Location- Top US Town-you can make every weekend an interesting visit! | Senior Inquiry | / | Email | Local Area Landing |
| SR INQ 10 | 10 | Recreational Adventures/activities- on/off campus/athletic highlight | Senior Inquiry | / | Email | sou.edu/apply |
| SR INQ 11 | 11 | Theatre & Criminal Justice- yes but so much more! Innovation and creativity | Senior Inquiry | / | Email | Academic Outcomes Landing |
| SR INQ 12 | 12 | A day and a life of a Raider | Senior Inquiry | / | Email | sou.edu/visitus |
| SR INQ 13 | 13 | Leadership opportunities- (i.e. honors college) | Senior Inquiry | / | Email | sou.edu/honors |
| SR INQ 14 | 14 | Career Readiness- internships | Senior Inquiry | / | Email | Campus Support Landing |
| n/a | 15 | FAFSA PUSH | Senior Inquiry | / | TEXT | |
| SR INQ 16 | 16 | DEI- Rankings Push/We treat them like they are are own. | Senior Inquiry | / | Email | Pride Landing Page |
| n/a | 17 | FAFSA PUSH | Senior Inquiry | / | Direct Mail (postcard) | |
| SR INQ 18 | 18 | Campus Culture/Caring/Diversity | Senior Inquiry | / | Email | edi.sou.edu |
| SR INQ 19 | 19 | General Academic Strength- outcomes focused | Senior Inquiry | / | Email | sou.edu/apply |
| SR INQ 20 | 20 | There is still time to apply | Senior Inquiry | / | Email | sou.edu/apply |



Fall 2023 Admitted Student

| 2023 SR ADMIT 08A - Resident | 12/26/2022, 15:06:20 | ~ | |
|------------------------------|-------------------------|--------------|---|
| 2023 SR ADMIT 06 | 12/19/2022, 11:03:11 | ~ | |
| 2023 SR ADMIT 07G - US | 12/15/2022, 13:02:09 | 1 | |
| 2023-2024 FAFSA/ORSAA | 12/13/2022, 14:05:23 | 1 | |
| 2023 Preview Invite | 12/10/2022, 15:03:44 | ~ | ~ |
| 2023 SR ADMIT 05 | 12/8/2022, 10:07:30 | √ | ~ |
| 2023 Admitted Next Steps | 11/30/2022, 08:07:39 | ~ | ~ |
| 2023 App Received | 11/23/2022, 09:07:17 | ~ | ~ |
| 2023 SR INQ 06 | 11/7/2022, 15:07:32 | ~ | |
| 2023 SR INQ 05 | 10/31/2022, 14:03:43 | √ | ~ |
| 202301 Application is Live | 10/26/2022, 09:05:55 | \checkmark | ~ |
| 2023 SR INQ 03 Pamela Chapin | 10/24/2022, 13:03:51 | ✓ | ~ |
| 2023 Inquiry Email | 10/20/2022, 15:06:09 | ~ | ~ |
| 2023 SR INQ 06 | 9/28/2022, 15:04:47 | ✓ | ~ |
| 2023 SR INQ 05 | 9/21/2022, 14:09:33 | \checkmark | ~ |
| 2023 SR INQ 03 Pamela Chapin | 9/14/2022, 13:06:11 | √ | ~ |
| | | | |

Log

Communication log of admissions emails

| 2023 Inquiry Email | 9/11/2022, 15:02:46 | 1 | 1 | |
|--------------------|------------------------|---|--------------|---|
| JR INQ 09 | 6/19/2022, 14:07:12 | ~ | ~ | |
| JR INQ 08 | 6/7/2022, 16:04:37 | ~ | ~ | |
| JR INQ 07 | 5/20/2022, 14:08:27 | ~ | ~ | |
| JR INQ 06 | 4/29/2022, 13:07:21 | 1 | \checkmark | |
| JR INQ 05 | 4/8/2022, 13:06:43 | 1 | ~ | |
| JR INQ 04 | 3/18/2022, 11:10:19 | ~ | ~ | ~ |
| JR INQ 02 | 2/25/2022, 10:07:38 | ~ | ~ | |
| 2022 Inquiry Email | 2/23/2022, 15:04:37 | ~ | ~ | 1 |

In addition to counselor communication, texts, postcards, letters, and phone calls



Digital Parent Engagement

Campus ESP



CAMPUS RECREAT

Q

22

← ∨ Reply

- Portal Experience for parents/families of admitted students
- Dynamic content relative to stage
- Bi-Monthly Newsletter
- Engagement platform for questions and answers
- ~5000 Current users
- 67% email open rate
- Most engaged communities: Health, Wellness & Safety; Career Support





Enrollment Funnel

Students Originated from RNL

Fall 2022 (FINAL)

- 43,134 Leads
- 1383 Inquires
- 326 Applicants
- 299 Admitted
- 98 Confirmed
- 76 Enrolled

Fall 2023 (as of 1/5/23)

- 77,995 Leads
- 3059 Inquires
- 314 Applicants
- 303 Admitted
- 21 Confirmed
- TBD Enrolled





Lead Comparisons

| RNL Demand Builder | | | | | | | |
|--------------------|-----------|-----------|--------|--|-----------|-----------|--------|
| | | Fall 2022 | _ | | | Fall 2023 | |
| | Sophomore | Junior | Senior | | Sophomore | Junior | Senior |
| Leads Generated | 123 | 34,870 | 43,134 | | 65 | 24,218 | 77,955 |
| Inquiries | 48 | 1,782 | 1,383 | | 10 | 467 | 3,059 |
| Applied | | | 326 | | | | 314 |
| Admitted | | | 299 | | | | 303 |
| Confirmed | | | 98 | | | | 21 |
| Enrolled | | | 76 | | | | (|

| All Other Lead Generation Activities | | | | | | | |
|--------------------------------------|-----------|-----------|--------|--|-----------|-----------|--------|
| | | Fall 2022 | | | | Fall 2023 | |
| | Sophomore | Junior | Senior | | Sophomore | Junior | Senior |
| Leads Generated | 555 | 530 | 31,986 | | 2,036 | 2,235 | 1,711 |
| Inquiries | 1,503 | 4,329 | 9,122 | | 1,591 | 3,752 | 10,060 |
| Applied | | | 1,410 | | | | 944 |
| Admitted | | | 1,319 | | | | 816 |
| Confirmed | | | 515 | | | | 105 |
| Enrolled | | | 396 | | | | 0 |



Contract Price

Year 1 (Current through March 14, 2023) \$51,473.00

Year 2 (March 2023 - 2024) \$265,078.60

Year 3 (March 2024 - 2025) \$273,030.96

Contract Price and Return on Investment (ROI)

Trial Year: 2021 (fall 2022) \$249,245

ROI for Trial Year (fall 2022)

76 students <u>x \$10,400 (ave net revenue per student)</u> \$790,400 <u>-\$249,245 (trial year price)</u>

\$541,000 Net Revenue for fall 2022

Year 1 2022 (fall 2023) \$257,358.5* (\$51k remaining balance)

Year 2 2023 (fall 2024) \$265,078.60

Year 3 2024 (fall 2025) \$273,030.96







OVERVIEW 1

This Statement of Work ("SOW") describes services to be provided by Ruffalo Noel Levitz, LLC ("RNL") to Southern Oregon University ("Client") (together referred to as the "Parties") and is made pursuant to the June 14, 2019 Master Services Agreement between the Parties ("MSA," and collectively with this SOW the "Agreement").

TERM 2

A. The term of this SOW starts on March 15, 2023 ("Start Date") and ends on March 14, 2025 ("End Date") (the "Term").

3 **SERVICES**

During the Term, RNL will provide the following services ("Services"):

A. March 15, 2023 to March 14, 2025, Student Search and Engagement as described in Appendix 1 in the following quantities:

| Program Inclusions | Quantity Per Program Year |
|--|---------------------------|
| Marketing Campaign to New Records Purchased | |
| Number of Records | Up to 50,000 Records |
| Campaign Launches | 4 to 6 |
| Outreach Email Templates | 2 |
| Outreach Email Versions (2 series of 9 emails) | 18 |
| Outreach Email Versions (Srs) | 5 |
| Outreach Email Non-Responders | 4 |
| Fulfillment Email Templates | 1 |
| Fulfillment Email Versions | 5 |
| Phone Campaign Launches | 0 |
| Calling Segments | 0 |
| Dedicated Calling Hours | 0 |
| Direct Mail Launches | 4 to 6 |
| Direct Mail Volume | 80% with valid address |
| Text Message Reply Mechanism | Included |
| RNL Digital Advertising Impressions | 338,000 |
| Display Ad Templates for Digital Advertising | 8 |
| Display Ad Versions for Digital Advertising | Up to 3 |
| Application Marketing Campaign | |
| Number of Records | Up to 50,000 Records |

Proprietary and Confidential

RuffaloNL.com

| Campaign Launches | 3 |
|---|------------------------|
| Outreach Email Templates | 1 |
| Outreach Email Versions (1 series of 9 emails) | 9 |
| Phone Campaign Launches | 3 |
| Calling Segments | 4 |
| Dedicated Calling Hours | 0 |
| Application Information Package Volume | 80% with valid address |
| Personalized Letter with Insert Volume | 80% with valid address |
| RNL Digital Advertising Impressions | 263,000 |
| Display Ad Templates for Digital Advertising | 8 |
| Display Ad Versions for Digital Advertising | Up to 3 |
| Modeling Analytics | |
| Search Model (4 Distinct Markets) | 1 |
| ForecastPlus™ Inquiry to Enrollment Model | 1 |
| ForecastPlus [™] Applicant | Not Included |
| ForecastPlus™ Admit | Not Included |
| RNL Affordability Predictor | Included |
| Consulting, Reports & Support | |
| Campus Visit (onsite or virtual) | Up to 2 |
| RNL SmartView | Dashboards Included |
| Program Reporting | RNL Standard Reports |
| Program Management and Consulting | Included |
| RNL Alumni Success Content | Included |
| <u>Software</u> | |
| RNL Visual Caller ID | Not Included |
| Digital Student Engagement | Not Included |
| Digital Parent Engagement (Pre-Enrollment) - Campus ESP | Included |
| Digital Family Engagement (Current Students) | Not Included |
| AL: Conversational AI for Enrollment | Not Included |

- B. To assist the Client in segmenting its scored data, RNL grants to the Client a non-exclusive and non-transferable license to use Forecast*Plus* during the Term of this SOW for internal purposes only.
- C. RNL manages the creative process as applicable to the Services in two (2) revision rounds ("**Revision Rounds**") before Client approval.
- D. All Services purchased must be consumed within the Term.

4 CLIENT RESPONSIBILITIES

A. The provision of Services by RNL is conditioned upon Client providing the following ("**Client Responsibilities**"):

- i. A data file in the format requested by RNL and in a timely manner.
 - a. If Client provides records in a data file format other than RNL's requested format, the Client will have the option to either (1) incur an additional fee corresponding to the additional work required to utilize the data file, or (2) resend the data file as requested by RNL.
- ii. Data necessary for the analysis and research components of the Services, in the format requested by RNL and in a timely manner.
- iii. Client Materials necessary for the Services.
- iv. Timely coordination with RNL for implementation of Services.
- v. Client must have an appropriate privacy policy which addresses the use of data by its service providers both in general and with regard to the services RNL will provide. Client will instruct RNL to link to privacy policy, if necessary.
- vi. Except to the extent otherwise expressly provided in this SOW or waived in writing signed by both Parties, Client shall deliver Client Materials to an RNL provided SFTP server.
- vii. Ensuring your domain is verified within Facebook Business Manager.
- viii. Adding RNL as a verified domain-partner within Facebook Business Manager.
- ix. Prioritizing various events within your Facebook domain as specified by RNL.
- B. RNL may use and provide additional data (the "Additional Data") to augment Client's data during the building of the historical models and the ranking of the Client database if such Additional Data proves to be predictive. The Additional Data is currently provided to RNL by a third-party vendor pursuant to a license agreement (the "Third Party Data License Agreement"). RNL does not make any guarantees or warranties, nor accepts any responsibility, regarding the accuracy or completeness of the Additional Data. In addition, RNL cannot assure Client that any or all of the Additional Data will continue to be available to RNL pursuant to the Third Party Data License Agreement. The Client agrees that Additional Data, provided by RNL, is confidential and may be only used within the United States and at Client's facilities in the United States in accordance with the following:
 - i. At the Zip +4 level in the Client's direct marketing recruiting campaigns conducted in the United States.
 - Client may not sell or otherwise provide the Additional Data to any third party. Notwithstanding the foregoing, Client may provide the Additional Data to its third party contractors performing services on behalf of Client (at such third party contractors' facilities within the United States for use only within the United States); provided that prior to delivery of such Additional Data to such third party contractors, Client shall have obtained third party contractors' written agreement to: (a) hold the Additional Data in strict confidence; (b) use the Additional Data only in connection with such third party contractors' performance of services on behalf of Client as permitted herein; (c) not translate the information contained in the Additional Data into another format or language, or decompile or reverse engineer the information within the Additional Data, and (d) not sell, rent, or otherwise provide the Additional Data or any portion thereof to any third party.

- ii. Client may not use the Additional Data as a factor in establishing an individual's creditworthiness or eligibility for (i) credit or insurance, or (ii) employment.
- iii. All marketing communications shall (i) be devoid of any reference to any selection criteria or presumed knowledge concerning the intended recipient of such solicitation; (ii) comply with all applicable federal and state laws, rules, and regulations; and (iii) comply with all applicable privacy policies, ethical use, and Fair Information Practices published by the Direct Marketing Association.
- iv. Client shall not use any Additional Data to advertise, sell, or exchange any products or services relating to illegal or illicit activities, including, without limitation, sexual products or services, illegal drug products or services, pornographic materials, weapons, or involving credit repair services.
- v. Upon expiration or termination of this SOW, Client shall not be entitled to receive any additional Data from RNL, but may retain its then current copy of the Additional Data for Client's internal archival and/or historical purposes; provided, that in no event may Client use the Additional Data for any other purposes whatsoever. Further, Client shall maintain the Additional Data as confidential information subject to the terms and conditions of this SOW, the relevant portions of which shall continue to survive, and shall govern Client's obligations with respect to such limited use of the Additional Data.
- C. Client hereby agrees to the RNL Alumni Success Content Emsi Standard Terms & Conditions found at ruffalonl.com/documentation.
- D. Client hereby agrees to the Digital Parent Engagement CampusESP End User Agreement found at ruffalonl.com/documentation.

5 FEES & PAYMENT SCHEDULE

- A. Client shall pay RNL \$589,582.56 (Five Hundred Eighty-nine Thousand, Five Hundred Eightytwo Dollars and Fifty-six Cents) for Services.
- B. Client shall pay for Services in accordance with the following payment schedule:

Year 1 (March 15, 2023 to March 14, 2024)

| Invoice Date | Services Fees |
|------------------|--------------------|
| November 1, 2023 | \$132,540.60 |
| January 1, 2024 | \$79,523.00 |
| March 1, 2024 | <u>\$53,015.00</u> |
| TOTAL | \$265,078.60 |

Year 2 (March 15, 2024 to March 14, 2025)

| Invoice Date | <u>Services Fees</u> |
|------------------|----------------------|
| November 1, 2024 | \$136,515.96 |
| January 1, 2025 | \$81,909.00 |
| March 1, 2025 | <u>\$54,606.00</u> |

Proprietary and Confidential

RuffaloNL.com

| Page 4

TOTAL \$273,030.96

- C. Client shall reimburse RNL for all postage charges incurred through delivery of the Services, plus a 3% processing fee ("**Postage Fees**"). RNL will bill Client for postage as it is incurred.
- D. All pricing is subject to adjustment based on any increase in any applicable minimum wage law, regulation, or policy, including without limitation: federal, state, provincial, and local laws, as well as Client policies or procedures applicable to wages (individually a "**Required Wage Increase**"). In the event of a Required Wage Increase, RNL may increase all pricing and fees based in any manner on wages, by an amount equal to the Required Wage Increase plus the reasonably estimated taxes imposed on such Required Wage Increase, in its discretion, and such increase shall be added to the total price as additional fees to be paid by Client. RNL will provide written notice of any increase.
- E. Sales tax is not included in the pricing and will be added where applicable unless an exemption certificate is provided to RNL.
- F. Client shall pay applicable vendors for fees it incurs for purchase of Search Records. RNL's good faith estimate of such fees is \$50,000.00 (Fifty Thousand Dollars) annually.
- G. Payment of amounts due following resolution of disputed billings and invoices, if any, are due ten (10) days following resolution.

6 CLIENT INFORMATION

A. Client primary contact for SOW:

Name:

Title:

Phone:

Email:

B. Invoices shall be sent to the following address:

Name:

Title:

Address:

Phone:

Email:

Client may revise the above contact information at any time upon written notice to RNL.

7 GENERAL PROVISIONS

- A. **Amendments.** Any amendments to this SOW will require a change order ("**CO**") signed by both Parties. No services are required to be rendered or provided beyond the scope of services described in this SOW, without a CO or separate SOW. Notwithstanding the foregoing, these Services, or a portion thereof, may be provided to RNL by a third-party vendor. Therefore, RNL cannot guarantee these Services will continue to be available to RNL or the Client.
- B. **Service Conditions**. If any of the Client Responsibilities or payment obligations described above (the "**Service Conditions**") are not satisfied, then RNL may suspend provision of the Services and may terminate this SOW without penalty to RNL. Any decision by RNL to forego suspension or termination of this SOW in the event of an unsatisfied Service Condition shall not be construed as a waiver of RNL's right to later terminate this SOW if the unsatisfied Service Condition remains uncured, or for any other unsatisfied Service Condition, all in RNL's sole discretion. Notwithstanding any term in the Agreement to the contrary, this SOW may not be terminated without cause.
- C. Other Provisions. Any terms or phrases undefined in this SOW shall have the meaning given them in the MSA. If there is any conflict between the terms of this SOW and the MSA, the terms of the SOW shall govern and control. This SOW, the MSA, and applicable invoices ("Relevant Documents") are the Parties' entire agreement relating to the subject matter of the Relevant Documents. Any modifications to the Relevant Documents or Change Orders must be in writing, signed by both Parties, and specifically reference this SOW. Obligations in the MSA or this SOW which by their nature are continuing, shall survive termination or expiration of the Agreement. The Parties agree that additional, conflicting, or different terms on existing or future Client or third-party purchasing documents are expressly rejected and shall be void.

[SPACE INTENTIONALLY LEFT BLANK. SIGNATURES FOLLOW ON NEXT PAGE.]

Southern Oregon University

By:

Name:

Title:

Date:

Ruffalo Noel Levitz, LLC

By:

Name:

Title:

Date:

Please return signed contracts to <u>RNLContracts@RuffaloNL.com</u>

Appendix 1 to SOW (Description of Services)

Definitions:

- i. **Inquiry Records:** An individual student record classified as a student who has inquired/ requested/sought out information about the Client.
- ii. **Search Records:** Student records purchased by Client through a third party such as College Board, National Research Center for College and University Admissions (NRCCUA), Act, Inc., and/or College Bound Selection Service (CBSS).
- iii. Revision Round: A text and design change request for any and all creative components communicated by Client to RNL, and then completed by RNL before the Campaign Launch. After these revision rounds and Client approval on text and design, Client-requested changes may be completed for an additional fee and based on RNL creative team availability, pursuant to a CO.
- A. Marketing Campaign to New Records Purchased
 - i. **Campaign Launches:** Commencement of activities pursuant to the SOW designed to generate applicant interest in the Client.
 - a. RNL manages list purchase for each Campaign Launch on behalf of Client.
 - b. Creation of online inquiry form to capture responders.
 - c. RNL and Client will collaboratively determine the focus of each Campaign Launch, between high school student records.
 - ii. **Outreach Email Non-Responders:** A series of four (4) additional emails sent to all non-responders over one phase of the campaign.
 - iii. **Phone Campaign Launches:** Commencement of activities pursuant to the SOW designed to generate applicant interest in the Client by phone.
 - a. Phone Campaign Launches: one (1) for High School Juniors and one (1) for High School Seniors OR two (2) for High School Juniors, as determined by the RNL enrollment consultant based on Client goals and unique characteristics.
 - 1. RNL will run phone append process to append available phone numbers to records.
 - 2. All records with phone numbers are loaded into phone campaign: high propensity and moderate propensity with dedicated calling hours assigned to all records.
 - iv. **Calling Segments:** Defined sets of applicant or prospective applicant data records grouped by one or more common attributes.
 - v. **Dedicated Calling Hours:** The number of hours the RNL call center provides for calls after the Phone Campaign Launch.
 - vi. **Direct Mail Launches**: Period of time in which **Direct Mail** is initiated to be printed and mailed.
 - a. **Direct Mail:** A letter, brochure, or postcard designed to communicate with applicants or prospective applicants. Direct mail is personalized and provides specific content relevant to the campaign.

- vii. **Direct Mail Volume:** The number of pieces of Direct Mail printed.
 - a. Direct Mail to records within the scope of the SOW, in the form of self-mailer brochure OR letter package.
 - 1. Specifications for letter package:
 - 8.5" x 11" letter and reply sheet
 - Data personalized on one side
 - Return BRE
 - Closed-face envelope
 - Mailing services
 - 2. Specifications for the self-mailer brochure:
 - Multi-panel color brochure on cover-weight stock
 - Data personalized on one side
 - Mailing services
- viii. **Text Message Reply Mechanism**: The opportunity for a student to reply to a Direct Mail piece and/or email, as applicable, by text message to Client.
- ix. **RNL Digital Advertising Impressions:** A single display of an **Ad** on a webpage, mobile app, or other delivery medium.
 - a. Impressions of Targeted Display Advertising in the form of display marketing to new records. Matching new records for display advertising, **Geo-fencing** and **Retargeting**.
 - b. Ad: A digital advertisement designed for mobile, display, or social networks.
 - c. **Geo-fencing:** A mobile advertising strategy that targets a user's current location (based off of a phone's active GPS), and serves them Ads via mobile applications while they are in the geo-fenced location.
 - d. **Retargeting:** Retargeting is an online advertising strategy that involves serving website visitors Ads based on their prior Internet use. For example, retargeting allows a college or university to advertise to individuals across the web that have previously visited select pages of their .EDU site. The strategy involves using cookies.
 - e. **Targeted Display Advertising:** Matching individuals across devices to deliver Ads to them on the websites and social media outlets (including Facebook and Instagram) that they visit.
- x. **Display Ad Templates For Digital Advertising:** Design prototype for digital Ads.
- xi. **Display Ad Versions For Digital Advertising:** A Display Ad Template for Digital Advertising with specific text.
 - a. Display Ad Versions for Digital Advertising will be allocated as follows: Two versions for A/B testing purposes and the third version for Geo-fencing, if applicable.
- B. <u>Application Marketing Campaign</u>
 - i. **Campaign Launches:** Commencement of activities pursuant to the SOW designed to cultivate applicants.

- a. RNL manages list purchase for each Campaign Launch on behalf of Client.
- ii. **Phone Campaign Launches:** Commencement of activities pursuant to the SOW designed to cultivate applicants by phone.
 - a. Phone Campaign Launches to all new and existing records with phone numbers which are loaded into phone campaign in four segments.
 - 1. Prospective applicants with a high propensity (Senior Search Record & Inquiry Record) and moderate propensity (search & inquiry) with Dedicated Calling Hours managed by RNL across all records. Propensity is determined by the RNL Enrollment Marketing consultant.
 - 2. RNL will run phone append process to append available phone numbers to records.
- iii. **Calling Segments:** Defined sets of prospective applicant data records grouped by one or more common attributes.
- iv. **Dedicated Calling Hours:** The number of hours the RNL call center provides for calls after the Phone Campaign Launch.
- v. **Application Information Package Volume**: The number of Applicant Information Packages provided by RNL.
 - a. Direct Mail of Application Information Packages to records with viable addresses in the campaign.
- vi. **Personalized Letter with Insert Volume**: The number of Personalized Letter with Inserts provided by RNL.
- vii. **RNL Digital Advertising Impressions:** A single display of an **Ad** on a webpage, mobile app, or other delivery medium.
 - a. **Ad:** A digital advertisement designed for mobile, display, or social networks.
 - b. Impressions of Targeted Display Advertising through display matching, **Geofencing** and Retargeting on application form, only if RNL student application is utilized by Client.
 - 1. **Geo-fencing:** A mobile advertising strategy that targets a user's current location (based off of a phone's active GPS), and serves them Ads via mobile applications while they are in the geo-fenced location.
 - 2. **Retargeting:** Retargeting is an online advertising strategy that involves serving website visitors Ads based on their prior Internet use. For example, retargeting allows a college or university to advertise to individuals across the web that have previously visited select pages of their .EDU site. The strategy involves using cookies.
 - 3. **Targeted Display Advertising:** Matching individuals across devices to deliver Ads to them on the websites and social media outlets (including Facebook, and Instagram) that they visit.
- viii. **Display Ad Templates for Digital Advertising**: Design prototype for Digital Ads.
- ix. **Display Ad Versions for Digital Advertising**: A Display Ad Template for Digital Advertising with specific text.

- a. Display Ad Versions for Digital Advertising will be allocated as follows: Two versions for A/B testing purposes and the third version for Geo-fencing, if applicable.
- C. Modeling Analytics
 - i. **Search Model (4 Distinct Markets):** Logistic regression analysis from inquiry to application for market analysis that prioritizes four (4) geographic markets in a predictive model, and, when available to RNL, is based on three (3) years of historical Client data.
 - ii. **Forecast***Plus* **Inquiry to Enrollment Model:** A logistic regression analysis from inquiry to enrollment identifying a student's propensity to enroll at Client based on one (1) year of historical Client data.
 - iii. **Forecast***Plus* **Applicant:** A logistic regression analysis from applicant to enrollment identifying an applicant's propensity to enroll at Client based on one (1) year of historical Client data.
 - iv. **Forecast***Plus* **Admit:** A logistic regression analysis from admit to enrollment identifying an admit's propensity to enroll at Client based on one (1) year of historical Client data.
 - v. **RNL Affordability Predictor:** Affordability Predictor Category appended to each student record post purchase, with the model category, High/Medium/Low.
- D. <u>Consulting, Reports & Support</u>
 - i. **Campus Visit (onsite or virtual):** A visit to the Client's campus remotely or in person to facilitate delivery of Services, including consulting, training, and/or delivery report reviews.
 - ii. **RNL SmartView:** Dashboard providing Client information regarding campaign performance.
 - iii. **Program Reporting:** Reporting on campaign progress and results during and after the campaign.
 - iv. **Program Management and Consulting:** Services provided by RNL to manage the program details and provide training and relevant consulting.
 - v. **RNL Alumni Success Content:** RNL Alumni Success Content, which provides key outcomes data such as average salary, job placement, and acquired skills at the academic program/major level of Client's graduates within a defined time period to include the following:
 - a. Access to RNL Alumni Success Content for up to five (5) Authorized Users ("Authorized Users"). Authorized Users must be employed by the Client. RNL will issue each Authorized User a unique login credential (username and password). Login credentials may not be generic (e.g., email aliases) or shared.
 - b. RNL Alumni Success Content is provided based on data from Client's graduates and delivered in two phases:
 - 1. Phase 1—Pre-match: Limited amounts of data can be displayed and exported using infographic image files; and

- 2. Phase 2—Post-match: Detailed data can be displayed and exported in infographic image files.
- c. Client may create infographics based on the following filterable fields during the two phases:

| Pre-Match | Post-Match |
|----------------------------------|--|
| Program (2 or 4 digit CIP codes) | Client majors/programs |
| | Client academic unit (college or school) |
| | Client sub-academic unit (department) |
| Geographic region | Geographic region |
| Level of education | Level of education |
| | Graduation year of alumni |
| | Campus (if applicable) |

d. Client may generate and export infographic image files displaying the following data points and based on the above filtered fields during the two phases:

| Pre-Match | Post-Match |
|--------------------------------|--|
| Companies that employ Client | Companies that employ Client alumni |
| alumni | |
| Top alumni occupations | Top alumni occupations |
| Job outlook by occupation | Job outlook by occupation |
| Where alumni live (city/state) | Where alumni live (city/state) |
| Top alumni job titles | Top alumni job titles |
| Top alumni skills | Top alumni skills |
| | Percentage of students working "in field" |
| | Estimated annual salary of alumni by program |

e. Technical support via telephone or email during regular business hours (Monday – Thursday, 9 am – 5 pm PT; Friday 9 am – 4 pm PT).

E. <u>Software</u>

- i. **RNL Visual Caller ID:** Enables caller ID information to appear on recipients screen as Client's name, logo, and location.
- ii. **Digital Student Engagement:** A social media and web app (ZeeMee) that enables students to connect with the Client community and peer groups, for up to 20 (twenty) Client users to include:
 - a. Qualification—surveying students in regards to their interest in Client as well as details related to their college search;
 - b. In-app Chat—peer-to-peer and group chat capabilities that allow for peer engagement;
 - c. Videos—Client and student produced videos hosted within the app;
 - d. Polls and Surveys—pulse or regularly scheduled surveys to gain student feedback on topics of Client's choice; and
 - e. Message pushes.

- iii. **Digital Parent Engagement (Pre-Enrollment):** A configured, Client-branded web platform for parents of prospective students that allows the Client and parents to share dynamic content and engage in event registration and surveys, including:
 - a. Qualification to survey parents on their interest in Client and other details related to their student's college search;
 - b. Online information hub with dynamic content;
 - c. In hub surveying;
 - d. Notification emails; and
 - e. Email newsletters.
- iv. **Digital Family Engagement (Current Students):** A configured, Client-branded web platform for parents of current students that allows the Client and parents to share dynamic content and engage in event registration and surveys, including:
 - a. Online information hub with dynamic content;
 - b. In hub surveying;
 - c. Notification emails; and
 - d. Email newsletters.
- v. **AL: Conversational AI for Enrollment:** An online chatbot that can be trained to have specific conversations and includes the following:
 - a. RNL will provide up to three (3) hours of initial training via webinar to include chatbot set-up, conversations, and conversation management post-launch; and
 - b. Client may utilize and train chatbot for use on Client's website(s).



Facilities and Capital Projects Update

Roadmap



- Central Hall
- Demolition of Cascades
- Retirement Living Community

Central Hall Project Update





Central Hall Project Update (Continued)



- Invitation to Bid (ITB) posted for Phase II construction
 - 1/4/23 Pre-bid meeting & site walk very well attended
 - Bids due 1/17/23
- Bid review & intent to award pending
- Onsite construction begins 1/31/23
- Construction complete no later than $12/31/23^*$

*Continued supply chain issues with HVAC & electrical equipment & supplies may impact schedule

Demolition of Cascades



- \$3.5M awarded by State of Oregon to completely demolish Cascade Residence Halls
- Hazardous material survey completed by PBS Environmental
- Building still supporting Housing, ROTC, National Parks Service, JPR and FMP
- Next steps:
 - Relocate current tenants
 - Draft RFP for bids
 - Demolition begins ~Q3 2024



Retirement Living Community Development Update



- Conceptually—move from 5 acres to 11.5 acres and include all programs
 - ➢ For RLC: apartments, memory care, assisted living, dining, medical support, parking and lifelong learning
 - ➢ For SOU: sculpture studios and classrooms; Student Health and Wellness Center; and OLLI
- Status: RFP in draft
- Next Actions: post RFP and engage with stakeholders



Southern OREGON UNIVERSITY

CAMPUS MAP





Future Meetings



Adjournment