



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

April 14, 2023

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 reports from the board's committees; the Associated Students, Faculty Senate, and Staff Assembly of Southern Oregon University; the administrative units of equity, diversity, and inclusion; and university advancement; and the university president.

Action items on the agenda include a consent agenda consisting of past meeting minutes; the SOU Forward Realignment Plan; mandatory student incidental fees for the 2023-2024 academic year; tuition and mandatory student enrollment fees for the 2023-2024 academic year; and amendments to the board's governing documents including Board Statements on Ethics and Conflicts of Interest; Policies; Recommending Candidates for At-Large Board Positions, and Investment for the SOU Endowment Fund.

The board will receive updates on the budget including a review of the pro forma; government relations and legislation; the Core Information System Replacement project; and the Equity, Diversity, and Inclusion Work Group of the board.

The meeting will occur as follows:

Friday, April 21, 2023

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

Meese Room, 3rd Floor, Hannon Library

Members of the public may view the proceedings at <https://sou.zoom.us/j/89647531509> 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 during 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: 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.



Board of Trustees
April 21, 2023

SOU Land Acknowledgment



SOU Land Acknowledgment

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

This Land Acknowledgment may not be altered from this version, as changes will only occur in conversations with our partners.

We [you may say I or the name of a program/department] want to take this moment to acknowledge that Southern Oregon University is located within the ancestral homelands of the Shasta, Takelma, and Latgawa peoples who lived here since time immemorial. These Tribes were displaced during rapid Euro-American colonization, the Gold Rush, and armed conflict between 1851 and 1856. In the 1850s, discovery of gold and settlement brought thousands of Euro-Americans to their lands, leading to warfare, epidemics, starvation, and villages being burned. In 1853 the first of several treaties were signed, confederating these Tribes and others together - who would then be referred to as the Rogue River Tribe. These treaties ceded most of their homelands to the United States, and in return they were guaranteed a permanent homeland reserved for them. At the end of the Rogue River Wars in 1856, these Tribes and many other Tribes from western Oregon were removed to the Siletz Reservation and the Grand Ronde Reservation. Today, the Confederated Tribes of Grand Ronde Community of Oregon (<https://www.grandronde.org>) and the Confederated Tribes of Siletz Indians (<http://www.ctsi.nsn.us/>) are living descendants of the Takelma, Shasta, and Latgawa peoples of this area. We [you may say I or the name of a program/department] encourage YOU to learn about the land you reside on, and to join us in advocating for the inherent sovereignty of Indigenous people.

Call to Order / Roll / Declaration of a Quorum



Board of Trustees Meeting

Friday, April 21, 2023

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

Meese Room, Hannon Library, SOU Campus

Zoom: <https://sou.zoom.us/j/89647531509>

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

- | | | | |
|---------|----------|---|--|
| 10 min. | 1 | Call to Order/Roll/Declaration of a Quorum | |
| | 1.1 | Welcome and Opening Remarks | Chair Daniel Santos |
| | 1.2 | SOU Land Acknowledgment | Trustee Jonathon Bullock |
| | 1.3 | Roll Call and Declaration of a Quorum | Sabrina Prud'homme, SOU,
Board Secretary |
| | 1.4 | Agenda Review | Chair Santos |
| 20 min. | 2 | Public Comment | |
| | 2.1 | Invited Public Comment: Associated Professors of Southern Oregon University | Sara Adams, APSOU,
President |
| | 2.2 | Invited Public Comment: SOU Service Employees International Union (Sublocal 84) | Sage TeBeest, SEIU,
President |
| | 2.3 | Other Public Comment | |
| 5 min. | 3 | Consent Agenda | Chair Santos |
| | 3.1 | January 20, 2023 Minutes | |
| | 3.2 | March 17, 2023 Minutes | |
| 15 min. | 4 | Reports | |
| | 4.1 | Committee Reports | Trustee Bullock; Trustee
Shaun Franks; Chair Santos |
| 5 min. | 4.2 | Associated Students of Southern Oregon University Report | Alicia Gerrity, ASSOU,
President |

Board of Trustees Meeting
Friday, April 21, 2023
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

5 min.	4.3	SOU Faculty Senate Report	Dr. Brian Fedorek, SOU, Faculty Senate Chair
5 min.	4.4	SOU Staff Assembly Report	Ashley King, SOU, Staff Assembly Chair
10 min.	4.5	Equity, Diversity, and Inclusion Report	Toya Cooper, SOU, Vice President for Equity, Diversity, and Inclusion
10 min.	4.6	University Advancement Report	Janet Fratella, SOU, Vice President for Advancement and Executive Director, SOU Foundation
20 min.	4.7	President’s Report	President Rick Bailey
	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
60 min.	5.2	SOU Forward Realignment Plan (Action)	Chair Santos; President Rick Bailey
10 min.		BREAK	
15 min.	5.3	Mandatory Student Incidental Fees Recommendation for Academic Year 2023-24 (Action)	Jose Guillen, ASSOU, Director of Finance and Administration
40 min.	5.4	Tuition and Mandatory Student Enrollment Fees Recommendation for Academic Year 2023-2024 (Action)	President Bailey; Dr. Susan Walsh, SOU, Provost and Vice President for Academic Affairs; Greg Perkinson
		5.4.1 Cost of Attendance	
10 min.	5.5	Government Relations and Legislative Update	Jeanne Stallman, SOU, Associate Vice President for Government and Corporate Relations

Board of Trustees Meeting
Friday, April 21, 2023
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

5 min.	5.6	Core Information System Replacement Project Update	Greg Perkinson; Tom Battaglia, SOU, Chief Information Officer
5 min.	5.7	Equity, Diversity, and Inclusion Work Group Update	Trustee Christina Medina
15 min.	5.8	Amendments to Board Governing Documents (Action)	Vice Chair Sheila Clough
	5.8.1	Board Statement on Ethics and Conflict of Interest	
	5.8.2	Board Statement on Policies	
	5.8.3	Board Statement on Recommending Candidates for At-large Board Positions	
	5.8.4	Board Statement on Investments for the SOU Endowment Fund	
5 min.	5.9	Future Meetings	Chair Santos
	6	Adjournment	Chair Santos

Public Comment

Consent Agenda

**Board of Trustees of Southern Oregon University
Board of Trustees Meeting
Friday, January 20, 2023**

MINUTES

Call to Order/Roll/Declaration of a Quorum

Chair Santos called the meeting to order at 12:04 p.m. He welcomed and thanked presenters: Alicia Gerrity, Dr. Brian Fedorek, Ashley King, Dr. Sara Adams, Rachel Gibbs, Toya Cooper, Janet Fratella, Jean Bushong, Jeanne Stallman, Greg Perkinson, Tom Battaglia, and Dr. Neil Woolf. He recognized President Rick Bailey's first full year on the job and thanked the president for taking on the challenges and opportunities of SOU while keeping students at the forefront of SOU's priorities.

Trustee Cable read the SOU Land Acknowledgment.

The secretary called the roll and a quorum was verified.

Daniel Santos	Present	Shawn Franks	Present
Rick Bailey	Present	Andrew Gay	Present
Brent Barry	Present	Christina Medina	Present
Jon Bullock	Present	Mimi Pieper	Present
Katherine Cable	Present	Liz Shelby	Present
Iris Maria Chavez	Present	Barry Thalden	Present
Sheila Clough	Absent	Bill Thorndike	Present
Debra Lee	Present		

Public Comment

Invited public commenter, Sara Adams, represented the APSOU faculty union and said President Bailey is genuinely interested in what faculty have to say and that faculty feel safe giving their opinions and sharing concerns. However, she said they were not sure how faculty's concerns and ideas will be incorporated in the new plan. Regarding investment in academic affairs, and as a certified public accountant, she understands the need to keep SOU sustainable. Academic Affairs is the revenue-generating arm of the institution and faculty are the best recruiters and retainers of students. She asked the board to avoid repeating history and to make an investment in Academic Affairs.

Invited public commenter, Rachael Gibbs, spoke on behalf of the SEIU classified staff union, and expressed the angst and concern on campus. She asked for more information, transparency, and timeliness regarding the realignment plan but understood that it is a process. She said the staff are looking forward to contributing.

Elizabeth (Liz) Atkinson, a sustainability major and student representing the sustainability collective, commended President Bailey for his excitement about what the group is doing. She started the collective because she noticed that students had a lack of hope with world affairs, climate change, and equity and diversity, and they want to encourage others to engage in activism with their communities. The group meets Wednesdays from 5:30 to 7:00 p.m. in the Social Justice and Equity Center (SJEC). The collective is open to students and the public and Ms. Atkinson welcomed the board to join.

Consent Agenda (Action)

Trustee Franks moved to approve the consent agenda. Trustee Lee seconded the motion and it was approved unanimously.

Reports

Committee Reports

Trustee Jonathon Bullock reported on the January 19 Academic and Student Affairs Committee meeting, which was themed *Perseverance*, as during these challenging times, faculty, staff, students, leadership, and the board have continued to persist in the advancing SOU. The committee learned of a number of initiatives regarding mental health including the 24/7 Mental Health Crisis Care available to students. Mental health is the number one reason students give for withdrawing. He described work to identify and improve programs to meet the needs of students.

He further reported that new program review was a large part of the meeting with four new bachelor degree programs approved: Bachelor of Fine Arts in Digital Cinema; Bachelor of Arts/Bachelor (BA/BS) of Science in Media Innovation; BA/BS in Human Service; and BA/BS in Power and Politics. The committee also approved four new certificate programs: Cinematography and Production Technology; Directing for Scripted Narrative; Media Post-Production; and Producing and Production Management.

Trustee Bullock further reported on the discussion of changes to the Free Application of Federal Student Aid (FAFSA) that go into effect in October of this year for the 2024-25 school year. Lastly, he said a highlight of the meeting was learning about recruitment efforts in American Samoa and hearing from an outstanding student, Morgan Ulu. He thanked Dr. Woolf and Provost Walsh for their work on the agenda and for getting staff and faculty there to support the committee.

Trustee Franks reported on a fun and robust Finance and Administration Committee meeting that took place on January 19. He reported that Vice President Perkinson provided updates on the Higher Education Coordinating Commission (HECC), innovations in the Business Administration Council (BAC), student-requested cameras, and the Core Information System Replacement project (CISR). Other items included financial sustainability, a revenue forecast, cost management, and a budget forecast. Trustee Franks stated that the action item and expenditure request for RNL Demand Builder was approved and recommended to the board. He thanked those who spoke at the special listening session, as those comments laid a lot of groundwork for the meeting's dialogue.

Chair Daniel Santos echoed appreciation for the listening session. He reported on the day's January 20 Executive, Audit, and Governance Committee meeting. Internal Auditor David Terry reported on current activities and there was an in-depth report by Jeanne Bushong of CliftonLarsonAllen (CLA), SOU's external auditor; this is an action item for the board's meeting. Trustee Bullock provided an overview of the Policy Workgroup and their recommended changes that will be presented to the board as an action item. Chair Santos said the honorary degree policy is still a work in progress.

Associated Students of Southern Oregon University (ASSOU) Report

ASSOU President, Alicia Gerrity, reported on recent events student government has been involved with including a midterm election watch party, bracelet event during Welcome

Week, a town hall, and club involvement fair. She updated the board on several items including upcoming meetings; events including the Social Justice and Equity Conference; the work of the student fee committees; and the task forces on parking and financial aid. Student initiative workshops are being considered for a financial aid, Google mail, and writing to legislators. Ms. Gerrity explained that she is working with student body presidents from the other Oregon public universities (OPUs) to organize a lobby day around higher education funding and she will testify on the resolution for SOU's 150th anniversary. Lastly, ASSOU is inviting students who are interested in the student trustee position to present their initiatives and a recommendation will be sent to Governor Kotek.

SOU Faculty Senate Report

Faculty Senate Chair Brian Fedorek said he appreciated the listening session and echoed Sara Adams' earlier comments that President Bailey has been upholding the guiding principles. Although there has been transparency in the realignment, a lot of it has been misunderstood. Fedorek talked about shared governance and the "five families." He noted that angst comes from the cost management side but also recognized the grants, philanthropy, and diversification of revenue.

Since his last reporting to the board, Faculty Senate has been approving new programs and courses for general education, discussing a faculty ombuds office, and considering a formal charter. Faculty Senate invited Vice Presidents Woolf, Perkinson, and Fratella as well as Athletic Director Sayer to speak on the realignment plan, which was well received. He also reported that certificate processes and changes to teaching awards were discussed. Mr. Fedorek said two big, upcoming items are the finalization of the new general education for implementation in the fall, as well as the reorganization of divisions and how those changes will impact Faculty Senate's composition and bylaws.

SOU Staff Assembly Report

Staff Assembly Chair, Ashley King, reported that the assembly's website is live at staffassembly.sou.edu. The Staff Assembly held a special realignment meeting with President Bailey on January 18 with just under 100 staff in attendance; a second meeting is needed to answer all their questions. She also spoke of the five families and their commitment to work together. She provided an update on special elections noting that nominations ended and ballots will go out. The Service Committee is working on a project called The Year of Gratitude, as a result of findings from a recent survey. Ms. King announced that Staff Assembly is planning additional town hall meetings for the spring to bring awareness and information to campus about Staff Assembly.

Equity, Diversity, and Inclusion Report

Vice President Cooper provided an overview of her presentation on a Cultural Competency Report, Further Operationalizing EDI, and Programming Activity Updates. She provided brief history and a summary of the cultural competency report, as included in the materials. Regarding operationalizing EDI, the EDI team is discussing key learnings from the USC Equity Institute, SOUs assessment practices, an inclusive excellence framework, and recent survey data. She reviewed the Cultural Crosswalk tool she created to assess programs, activities, and the strategic direction SOU is aiming towards.

Programming activities included the recent MLK Day events; the service project with Options for Helping Residents of Ashland; and a campus pajama drive to benefit Community Works. The Inclusive Living & Learning Guide Publication is on schedule and expected to be completed on January 31. She announced the Discourse and Difference Roundtables that will take place on February 9 and May 11. These are discussions on difficult topics with trained mediators. In closing, Ms. Cooper talked about the Education Resources Review and Analysis that is taking place on campus with the library.

Trustees remarked on their excitement around the work being done. In response to Trustee Cable's concern that survey data was suppressed for transgender and binary faculty and staff and their reports of feeling unsafe on campus, Ms. Cooper said that data was being developed further by way of focus groups.

University Advancement Report

Vice President Janet Fratella shared the vision and mission of University Advancement, then reviewed marketing at the institution and broke it down into two categories: the marketing of the University and marketing to prospective students, which the admission's office does. The institution's marketing budget is approximately \$100,000 and has been the same for nearly a decade. Nicolle Aleman, Director of Marketing, discussed that every dollar of the marketing budget is leveraged by putting a strong, cohesive brand into the marketplace. The university is promoted through print, digital, billboards, television, airport signage, and social media. She reported on the marketing dashboard and how it is used to determine return on investment (ROI) to make good decisions. The strategy is not just to create impressions but also engagement. The Marketing Department partnered with the Division of Business, Communication and Environment to build a marketing plan and she will use that as a template for success for each division. Ms. Fratella emphasized that institutional marketing in higher education has to think about every audience, including students, donors, alumni, and legislators with top-level marketing. She also talked about the non-paid marketing in terms of media attention and that so far this year, SOU's efforts would equal \$35M in paid advertising. Much discussion ensued on marketing.

Ms. Fratella reported on the first Raider network platform. There are about 500 alumni on the platform so far. Approximately 3,000 students were invited to create profiles via email and there was a 60 percent open rate and about 150 students already joined the platform from that push. Alumni Relations is creating relationships between current students and alumni using Raider Roundtables. She also reviewed grants and gifts that have been received, then discussed fundraising as well as the importance having a 100 percent giving rate among all boards at SOU.

President's Report

President Bailey reminded the board of his goals for the 2022-23 academic year and provided an update on each. Regarding the first goal related to Equity, Diversity and Inclusion, he reported that of the seven public universities in Oregon, SOU has had the most progress in student diversity in the last eight years. Regarding the second goal to provide leadership for student enrollment, support and success, he acknowledged Vice President Neil Woolf's efforts and the fantastic engagement with ASSOU. Highlighting specific efforts, he noted that a student town hall is scheduled for February 2 and that

work is being done with the 142nd Airforce National Guard (ANG) in Portland for an SOU partnership. He later commended Dr. Woolf's innovation with data-sharing agreements and spoke about the implementation with high schools and community colleges.

Regarding goal three, crafting the long-term fiscal stability roadmap, he acknowledged comments from individuals at the previous day's listening session and the challenge of balancing transparency with respect for the individuals who will be affected by the plan. SOU is on course to have a draft in March, for a decision in April, for implementation by June 2024. Regarding the cost management work, more work will be done prior to March in terms of sharing details of the realignment plan. President Bailey also noted recent positions in University Advancement for the grants function and discussed that SOU is reimagining grants infrastructure. Commenting on philanthropy, he said SOU is doing great. On the revenue diversification projects, he highlighted that a draft request for proposals (RFP) has been created for the Cascade Project, which is the senior housing project. Regarding the University District—a housing and business complex to create a more student-friendly environment—there is excitement for the project as Vice President Perkinson and his team are amending the facilities master plan to include the project and the City of Ashland is already referring to the district. For now, the Workday Training Center is on the “back burner,” as the team is busy implementing Workday at SOU.

The remaining two goals are to strengthen internal and external outreach and to position the University for the inaugural comprehensive campaign are progressing. President Bailey discussed engagement, provided a list of strategic partners he has met with since the last board meeting, and showed pictures of his visits with some of these key leaders.

Action, Information and Discussion Items

Fiscal Year 2022 Financial Audit Results

Chair Santos introduced the topic of the external audit report and noted this was discussed and referred for the board's adoption during the Executive, Audit and Governance Committee. He then introduced Jean Bushong from CliftonLarsonAllen, SOU's external auditor. She provided an overview of her role and that of the external auditor as two-fold: to confirm that information provided by SOU in the financial statements is reliable and that SOU is adhering to federal standards on monies it has received. She then reviewed the report and presentation as presented in the meeting materials. She also provided an update on unique audit items including the new suite of auditing standards, GASB 87 leases, and continued Higher Education Emergency Relief Funds (HEERF). The results of the audit were there were no items that needed to be modified or adjusted. However, there were some past audit adjustments and one significant deficiency on PEBB expense. She then reviewed the required communications and federal award audit.

On seconded motion from the Executive, Audit, and Governance Committee, Chair Santos called for a vote on the resolution, “SOU 2022 Annual Financial Report Including Audited Financial Statements.” The resolution passed unanimously.

SOU Realignment Update and Discussion

President Bailey said that from January to September of last year he spent a lot of time understanding the pro forma model and realized that something needed to be done

differently. He said there has been discussion on how this realignment plan will be different from retrenchment plans of the past. He acknowledged that the state is not likely to double funding for higher education and therefore, SOU needs to start making its own luck. He talked about the welcome back breakfast in September and the challenges he discussed with the campus. He expressed his confidence that SOU can get on the other side of this. By sharing the timeline, President Bailey showed where SOU is in the process and next steps.

Based on the pro forma, these changes need to take effect by June 2024 to avoid a massive structural deficit. The timeline is to ensure that SOU is acting with compassion with those whose positions will be eliminated. Work will include helping people find new jobs and dealing with expectations of employees who remain employed. President Bailey explained the five administrative areas' information posted to the website, emphasizing that both quantitative and qualitative data was considered. He shared his believe that SOU will become the role model for public institutions that do not want skyrocketing tuition.

There was discussion on transparency, the process for sharing the plan, and feedback. Trustee Gay suggested some heads-up emails and communication of what will be shared. Trustee Thorndike related SOU's work ahead to the prioritization process with the Oregon Health Plan. Trustee Thalden reiterated that hollowed-out programs and diminished faculty and staff could reduce the attractiveness of SOU; he shared further concerns that SOU cannot cut its way to success. President Bailey acknowledged the comments and other reasons students leave SOU, but still believes affordability is also a key factor.

Trustee Cable shared the feedback from her engagement around campus and the negative perception around equity between the "rank and file" employees compared to administration. Further conversation ensued regarding the closure of the Medford Mail Tribune, vacant positions, and consolidation and mergers. Trustee Bullock reminded the board it was at their instruction that SOU is undergoing this realignment process. He expressed that it sounds like the board is questioning what they have asked President Bailey to do. He acknowledged that it is the board's role to vet the process and that in the spring they will be asked to approve the plan; however, discussions sometimes overstep into the management role. The board is not the manager but is the fiduciary and its responsibilities are to the institution as a whole, not to individual constituencies.

Government Relations and Legislative Updates

Associate Vice President Jeanne Stallman provided a draft of the Oregon Public Universities (OPU) common legislative agenda. She emphasized that Oregon ranks 45th in the nation for per student spending and is below the national average in financial aid for students. While higher education is facing a sustaining budget rather an investment budget, Ms. Stallman and her colleagues will be pushing hard to obtain the \$1.05B. Priorities include support for wraparound services for students; increasing financial aid through the Oregon Opportunity Grant (OOG); financial support to students from Oregon's Tribes; meeting basic food and shelter needs by extending and expanding basic needs navigators; and improving student learning environments through capital projects.

SOU's specific legislative agenda is the OPU common agenda, Oregon Behavioral and Mental Health Sciences Institute (OBMHSI), alternative energy, and capital projects to

include the creative industries/Student Success Center and Central Hall Phase 2. She discussed work groups and upcoming bills, highlighting SB 273, “the governance bill,” that could affect higher education governance. Lastly, she reminded the trustees that they may be asked to speak to legislators, discussed protocol for that, and that only the Chair speaks on behalf of the board.

Budget Update and Review of Pro Forma

Mr. Perkinson introduced the topic and invited Dr. Woolf to discuss enrollment as a key driver of revenue. Dr. Woolf provided the enrollment update for Fall 2022, noting that headcount increased 1.9 percent over the previous year but total Full Time Enrollment (FTE) decreased 1.2 percent. President Bailey added that compared to other OPU, SOU is doing well, as others are seeing double-digit declines. Dr. Woolf demonstrated how well RNL Demand Builder helps enrollment compared to other activities.

Since President Bailey already discussed the alternative revenue streams, Mr. Perkinson celebrated a \$1M state grant and \$2M in federal funding for the solar project. Mr. Perkinson showed a picture of the pro forma and acknowledged that was not up to date since the budget director has been out. Key takeaways are that tuition revenue was \$2.3M less than expected; miscellaneous revenue was up \$3.3M due to a transfer of ground lease reserves into the Education and General Fund (E&G); and total labor expenses were \$2.9M under budget as a result of unfilled vacancies. He discussed increasing Services and Supplies (S&S) due to inflation.

Core Information Systems Replacement (CISR)

Mr. Perkinson summarized the project, provided updates on the progress and schedule, and noted the project was on schedule. The configuration is complete and testing in the current phase has begun. Mr. Perkinson discussed the change management team and the integration of EDI principles in their work.

Contract Award and Expenditure Authorization RNL Demand Builder

Dr. Woolf provided an introduction and summary of Ruffalo Noel Levitz (RNL) Demand Builder. The goal is to have RNL help create 100,000 new leads for prospective students. He reviewed the communication architecture including specifics using print, email, text, phone, social media, and the web. Messages are targeted to all students regardless of where they come from and materials highlight academics and faculty. He compared the previous year with current year-to-date results, which are already ahead. There was discussion on where leads come from and how they are tracked; the contract price; return on investment; the three-year contract period; and the scope of work in the proposal.

Chair Santos asked for the full Board of Trustees to authorize SOU to enter into a contract with RNL for the total cost of approximately \$589,700 for the Demand Builder project, as presented in the meeting materials and passed by the Finance and Administration Committee. Trustee Medina moved to approve the resolution. Trustee Chavez seconded the motion and it passed unanimously.

Board of Trustees Equity, Diversity, and Inclusion Workgroup Update

Chair Santos thanked former Trustee janelle wilson for continuing to chair the EDI workgroup and acknowledged the other work group members: Chair Santos, Trustee Pieper, Trustee Medina, VP Cooper, and Board Secretary Prud'homme. He reviewed the

2022 recommendations and progress including a completed self-assessment, EDI trainings, and allocated time on the board agenda. He talked about the book *Biased* by Stanford researcher, Jennifer Eberhardt, which the board is reading and the possibility of a campus visit from the author. Chair Santos described two priorities for 2023: 1) to utilize VP Cooper's assessment tool to better understand where the board and trustees are with the ability to act on EDI priorities; and 2) to consider how to obtain data that would demonstrate SOU's EDI efforts university-wide such as an EDI audit.

Amendments to Board Governing Documents

Trustee Clough chairs the work group on Board Policies and in her absence, Trustee Bullock provided a summary of their work. He, Trustee Clough, Trustee Lee, Board Secretary Prud'homme, and General Counsel, Rob Patridge, serve on the work group; he expressed appreciation for the staff helping to keep their work on task. Much of their work was to clean up the documents to provide stylistic changes and consistency. He directed attention to the redlined changes and focused on the delegation of authority document. Other notable changes were the global addition of "Governance" to the Executive and Audit Committee; codifying the delegation of curriculum approvals to the Academic Student Affairs Committee; and others, as presented in the meeting materials.

Chair Santos gave his appreciation for the workgroup's efforts. Trustee Bullock moved to approve the resolution. It was seconded by Trustee Shelby and passed unanimously.

Future Meetings

Chair Santos announced that the board's next meeting will be on Friday, March 17, 2023, and that meeting will be narrowly focused on the realignment plan, which will include an additional listening session. He asked that any ideas for the April 21 meeting agenda be sent to him or the board secretary.

Adjournment

Chair Santos asked if anyone had a questions or additional items to discuss. Hearing none, he adjourned the meeting at 4:38 p.m.

**Board of Trustees Meeting
Friday, March 17, 2023**

MINUTES

Call to Order/Roll/Declaration of a Quorum

Chair Santos called the meeting to order at 11:31 a.m. and wished everyone a Happy St. Patrick’s Day. He congratulated athletic director, Matt Sayre, and SOU’s entire women’s wrestling program. SOU’s ladies wrestling won the NAIA National Championship title and Coach Gabrielle Weyrich was named Coach of the Year.

Trustee Shelby read the SOU Land Acknowledgment.

The secretary called the roll and a quorum was verified.

Daniel Santos	Present	Shaun Franks	Present
Rick Bailey	Present	Andrew Gay	Present
Brent Barry	Present	Christina Medina	Present
Jon Bullock	Present	Mimi Pieper	Present
Katherine Cable	Present	Liz Shelby	Present
Iris Maria Chavez	Present	Barry Thalden	Present
Sheila Clough	Present	Bill Thorndike	Present
Debra Lee	Present		

Consent Agenda (Action)

There being no comments or amendments to the meeting minutes for September 16-17, 2022, and January 19, 2023, Trustee Gay moved to approve the consent agenda. Trustee Shelby seconded the motion and it was approved unanimously.

Information and Discussion Items

SOU Forward Realignment Plan

President Bailey introduced the topic noting that there is one common purpose, which is to make sure the institution is accessible and affordable to students in the future. He welcomed input and assured trustees that the plan was not created with any malice and represents the best thinking the administration has as of today. The president acknowledged that in his first board meeting in 2022, which was his third day on the job, he knew Southern Oregon University’s financial situation was dire and regarded the challenges as opportunities to build the institution.

In June 2022 the board made two decisions: to find \$3.6M in savings for the current fiscal year and unanimously charged the president with balancing the budget. President Bailey referred to Trustee Thalden’s comment that, “we can’t cut our way to prosperity” as he presented the four planks of the realignment plan: managing costs, reimaging grants, leveraging philanthropy, and diversifying revenue. While the university continues making progress on the others, the focus of the day’s presentation would be cost management, which he regarded as “impossible decisions,” that would have been made already if they were easy decisions. He described each guiding

principle: integrity; primacy of students and the university; transparency; compassion; long-term vision; justice, equity, diversity, and inclusion; universality; humility; and unity. He emphasized that the plan is not set in stone.

President Bailey noted that part of cost management includes job loss and unfortunately, some people's livelihoods would be affected. He stressed that compassion and time to work with people are important. The administration worked with many groups including the shared governance partners and the unions. Although all groups don't all agree on everything, he commended their leadership and willingness to present their perspectives as well as opposition. There was consensus that SOU can't rely on skyrocketing tuition.

Upon arrival at SOU, the president said he noticed that the cost and revenue curves did not match. The entire state was looking at this and wondering how to get control of it and live within the institutions' means. Looking to future fiscal projections, a \$14M deficit was scary and a cost realignment plan solves the fiscal problem. It's challenging and sobering but it takes the runaway train out of sight. President Bailey stated that it comes down to the cost of doing nothing versus the cost of implementing the realignment plan, and while there is much emotion around this plan, SOU can't do nothing. Options included a permanent, 20 to 30 percent across-the-board pay cut for every employee or a massive tuition increase, but no one wants to do that. The plan calls for the loss of almost 82 full-time equivalent positions. President Bailey gave kudos to the provost's office and others who have helped leverage retirements and other creative solutions that affect students the least, as everything has a cost associated with it, not just a savings.

President Bailey reviewed a few of the high-level plans from each of the five university areas, as presented in the detailed meeting materials. He spoke of the following proposed activities: reducing academic divisions and directors from seven to four; rethinking the Master of Science in Environmental Education (MSEE); eliminating vacant positions; exploring the Workday transition; investigating where departments can work together to increase enrollment; discontinuing the Corporate Relations Program, reverting two athletics programs to club sports. Emphasizing the guiding principle of universality, he showed a chart of positions that will be eliminated across the functional areas of Academic Affairs, Finance and Administration, Enrollment Management and Student Affairs, University Advancement, and Athletics. He said this was not to be viewed as a scoreboard but it illustrates that across campus, everything was examined.

In SOU's 150-year history, the two biggest gifts ever received were in the last 12-months. Those gifts are reimagining what SOU can do in new ways and will be used to invest in talent, students, faculty and staff, and to bend the cost curve. In reimagining grants, there is much being funneled elsewhere because SOU needs to improve its infrastructure. There is an opportunity to do it better and incentivize the people doing it, as grants can supplement what SOU does—especially faculty research and student

support. Then work can begin on the other revenue projects including: the Cascade project, solar, the University District, and the Workday training center.

In discussing the path forward, President Bailey recognized that SOU has to think about taking better care of each other. There is no expectation that everyone will just do more work. SOU is coming together with SOU Leadership, Faculty Senate, the Associated Professors of SOU (APSOU), SOU Staff Assembly, Service Employees International Union (SEIU), and the Associated Students of SOU (ASSOU). These groups are asking, “What can we let go of that we are doing today?” President Bailey discussed a pledge he made to Staff Assembly that SOU will reevaluate if the only solution is to do [work] with more people. He appreciated that even though all five groups do not agree on everything, trust is being built, which is a large part of how this institution will move forward together.

President Bailey acknowledged that the culture shift and new model are hard to implement but it is imperative that revenue is greater than or equal to cost. He committed that if results are not seen, changes would be made to address the shortfall. He recognized that SOU is really good at starting things and trying new things but less good at stopping things. He believes SOU should be willing to take calculated risks and try new things but needs timelines, returns on investments, milestones, etc., to measure results and hold the administration accountable. He further commented on enrollment projections and the continued efforts to do what is needed to strengthen the pathway to SOU and to the graduation stage. The plan is to budget enrollment realistically but if SOU doesn’t hit those targets, it could have disastrous consequences.

President Bailey stated that nobody wants to be engaged in this difficult work, but SOU owes it to the students of today and tomorrow to make sure SOU is going to be here to serve them. As hard as this is, this really is about the love of this place, and its students.

Public Comment

Chair Santos explained that the board set aside up to 90 minutes to hear from individuals for three minutes, starting with those who signed up in advance. He invited any additional comments to be sent to trustees@sou.edu.

Faculty Senate Chair Brian Fedorek read a list of questions that he has received from mostly faculty. These questions ranged from topics of faculty positions, their value and responsibilities to enrollment, fiduciary and ethical obligations. Dr. Fedorek began and ended with questions regarding how this administration’s plan will be different and how leadership will be held accountable.

Brent Florendo, enrolled member of the Confederated Tribe of Warm Springs of Oregon and of Wasco-Yakama-Warm Springs descent, alum, and employee of 28 years, talked about SOU’s agreements with sovereign nations. He spoke about the roles he fulfils connecting parents and students to SOU. Mr. Florendo shared his belief that the Native

Nations Liaison (NNL) should be a program unto itself but it is in admissions. He said that the cost of losing this position is great and urged the board to do the right thing for native people.

Rivers Brown, an SOU neighbor, offered comments about SOU's Sustainability Center and provided the history, mission, and basic information on it as well as the SOU Community Garden, with which he has been involved. Mr. Brown commented on his very good interpersonal relationships with the gardeners, both young and old. He reminded the board that the university is not insular and encouraged them to keep the garden for low-income community members. Finally, he questioned the position of the solar panel on the roof of the Hannon Library.

Dr. Emily Reeder, Associate Professor of Psychology and APSOU President-elect, thanked the board and the president for their leadership. In the context of student-to-faculty ratios and a belief that faculty are at the forefront of enrollment, she explained that her students have commented that they choose SOU because of the small class sizes and the personal experience they would receive. She referenced retirements and direct cuts resulting in fewer faculty, questioned whether the plan is sustainable in the long term, and believes broader changes to structure need to be made or the university will be back in the same place in ten years. She suggested going "back to basics" as a teaching university. Commenting on retaining students, Dr. Reeder questioned why the university would reduce revenue-generating programs and not cut other services.

Nicholas Pflug, a student double-majoring in sustainability and environmental science and policy, spoke about the proposal to remove a specific professor from the SOU Environmental Science Department. He urged the board to reconsider the elimination of that position and highlighted the professor's value to the institution and community as an educator and leader.

Carol Vergin, a nurse at the Student Health and Wellness Center (SHWC), reiterated that physical and mental health are essential to student success and retention. The SHWC has been providing counseling and medical services for over 50 years. She explained that they are a group of committed, mental and medical professionals who are skilled at serving the needs of college students. She explained that the staff at SHWC understood the financial challenges, have willingness make sacrifices including staff reductions, and have identified opportunities to increase revenue. However, they do not support the action they recently heard was under consideration, which is to outsource the SHWC to an outside entity. She thinks outsourcing is risky and controversial, and should only be considered after all other options have been exhausted. She listed issues faced by other universities that have outsourced their health clinics and concluded with the request that their SHWC proposals be considered.

John Maurer, a community stakeholder, applauded President Bailey and the board for their efforts and the process of the realignment. He stated that a survivor is a person or institution that adapts and changes to its environment and said SOU is a survivor. He

said it would be painful but encouraged the board and administration to “hang in there.”

Ashley King, SOU Staff Assembly Chair, thanked President Bailey for the town halls in which everyone had a voice. She reminded everyone that staff and administrators support students by ensuring that all state and federal regulations are met. She wanted to be sure that staff are represented in the conversation and acknowledged for their vital work.

SOU Board of Trustees and Administration Realignment Plan Discussion

Chairs Santos commented that there is much to process with many questions/ comments. He asked the trustees to organize their thoughts so the board can have a structured discussion.

President Bailey started by answering Chair Santos that SOU remains committed to its relations with tribal entities and to strengthening pathways to the graduation stage and beyond. A meeting was held about a week ago with Mr. Florendo, both full-time Native American Studies (NAS) faculty, Vice President Cooper, Vice President Woolf, Provost Walsh and himself to start the dialog about reimagining SOU’s partnership with the tribes. The initial plan had the NNL position coming out of admissions. SOU is investigating how to broaden the position. President Bailey assured the board and others that he is listening to Mr. Florendo and others, and there will be something in place in relation to the NAS academic program and outreach to the tribes.

Trustee Cable said there’s a perception among students and staff that with some of the proposed elimination of staff, it has the appearance of coming on the backs of underrepresented students, as the Social Justice and Equity Center (SJEC) positions are student funded. In coordination with the reduction of these positions, the NNL position, Veteran’s Administration (VA) certifier, and others, it seemed to Trustee Cable that SOU is providing fewer services and placing more burden on underrepresented students. She expressed curiosity and wariness of these internal and external optics.

President Bailey stated that as a veteran himself, it is personal and every underrepresented group at this institution is personal to him. Specific to veterans, he said he is looking at the possibility that the work of the VA certifying role and others in Raider Services can be done by colleagues, the financial aid director, and assistant director. President Bailey pledged that if departments cannot identify areas to cut or find efficiencies, the positions will need to be reevaluated. Equity, diversity, and inclusion is a guiding principle so every effort was made not to damage progress.

Trustee Cable shared concerns about the SJEC moving to a ten-month contract. President Bailey has a meeting to discuss the 10-month contracts for some positions and Vice President Woolf added that the reduction of student traffic in the SJEC was a combination of COVID and summer. These services are funded with incidental fees and

with decreases in enrollment there are decreases in fees. Dr. Woolf said there could be an opportunity to fund the position during the summer with grants or another source.

Trustee Gay remarked on the merging of NAS with Gender, Sexuality, and Women Studies under a single chair. He believes these tell a story when taken together and it is different than the story SOU has been telling. As SOU moves forward, Trustee Gay cautioned how the plan would be perceived around marginalized populations. President Bailey said the intention is not to dilute the focus on these areas.

Vice Chair Clough brought up the fears expressed to the board in the submitted letters that employees are just going to be left doing more work. She asked President Bailey if SOU has considered how to invest in skilling and resources to take a deep dive into performance improvement and reimagining the actual work. She emphasized the need to help those who remain and to readjust their workloads. President Bailey said this fear is being felt across campus and recognized that faculty and staff perspectives may differ as there are more classified and unclassified staff than ten years ago yet there are fewer students. Students' needs are much greater than they once were and SOU has to honor that. Staff have more work because state and federal requirements have increased; the president noted the importance that efficiencies and processes be improved.

Vice President Perkinson added that Strategic Direction 2 is to become an employer of choice and he spoke attracting and retaining good employees. Vice Chair Clough mentioned the comments about cutting out busy work and that if employees knew how to do that, it probably has already been done. She suggested making an investment in the team's ability to reimagine work streams to get waste and bureaucracy out. Trustee Cable agreed and said it needs to be across the board and has to be a collaborative process. Mr. Perkinson said SOU will double down on the process improvement effort.

Trustee Thorndike shared his experiences with various departments within the State of Oregon noting that the convenience of solving issues online is helpful but getting customer service on the phone or the old idea of the generalist is problematic. Today's reality is that between paid time off, sick leave, etc., it takes 1.2 people to fill a single position. It's not realistic to assume that one can pick up the phone and receive customer service. President Bailey said that a balance needs to be struck. Dr. Woolf indicated that SOU's process will be to adapt to what's happening with students and not just rely on reports of supervisors.

Trustee Thorndike asked for more information and perspective on shared services. President Bailey explained that when Oregon University System (OUS) broke up there was an agreement among institutions to share some services. However, once SOU began the process of transitioning to Workday, it became apparent that Workday will provide many of the service for which SOU currently pays. Mr. Perkinson notified the University Shared Services Enterprise (USSE) of SOU's plans to discontinue three of the five or six services they provide; the savings will be approximately \$400K each year.

Vice Chair Clough asked about the funding model and whether the proposed changes will help or hurt. President Bailey responded that the programmatic changes in Academic Affairs will not have an effect on SOU's funding. Each program has a cost but the plan doesn't drastically affect what students can take.

Chair Santos asked about the theater program and requested President Bailey walk the board through where it was and where it is now? President Bailey said it's natural but unfortunate that a lot of people went to a doomsday scenario when it came to Theater. It is part of the fabric of SOU, but that doesn't mean the department shouldn't take a look at itself. Theater is having those conversations now and has been for many years. There are opportunities of collaboration with Emerging Media and Digital Arts, the Digital Media Center, and others. Provost Walsh added that SOU created the very best theater program on west coast at a regional university but questioned its current sustainability. It has been held stable for a long time, including during past retrenchments but it now needs to look at what it offers students, what it can stop doing, or do differently, or maintain status quo. Theater has been having this conversation for at least eight years and each time, they get stuck. The hope now is that the core group of faculty assembled will get unstuck and make curriculum and personnel changes. President Bailey reiterated that reimagining the SOU Theater Department is to have it thrive long-term, and not to take it down but to build it up.

Trustee Gay added that he wanted to correct a message that has been prevalent in letters to the board. He said the fear around Theater comes from the cuts being shared before the curriculum and plan have been determined. He stated that there is a "cool vision" how to keep doing theater tech and preparing students to work in live events, video gaming, and virtual production. The tech side is evolving and growing, not going away, and people don't quite understand that.

Trustee Gay thought the four planks of the plan are missing the mission and inclusion of enrollment and retention. He shared his concern that losing faculty, the enrollment vice president, and programs could have many people question how that is going to affect enrollment and therefore, should be part of the plan. Trustee Gay noted that he was unaware of SOU's enrollment vision, how many students SOU should have, or what a sustainable number of students is. He also shared his concern about the lack of budget for marketing as well as faculty's role in enrollment.

President Bailey acknowledged it as a fair critique and noted that if SOU had 7,000 students today or 5,000 FTE, the university would not be in the current situation, but SOU has seen a ten-year decline in enrollment. Enrollment and retention (E&R) are underlying goals of all the planks and there is a lot of information that will be shared with campus soon. Dr. Woolf, said E&R can't live with one person. SOU has an enrollment council that discusses marketing, student success and retention, and financial aid; that group works with academic program planning.

Trustee Bullock expressed his disagreement with President Bailey's earlier statement about not doing a good enough job of effectively discussing the education and general

fund situation with campus. He said it is talked about at every meeting. Trustee Bullock said if there's failure, it is to continually remind everyone about what led SOU to this situation. The state has disinvested in higher education for over 30 years and fewer people go to college. The board has been looking at these trends and Trustee Bullock is proud of the president's work, because change to an organization cannot happen without changing how it is staffed, funded, or organized. The plan the board asked for will require hard, substantial change, and it is what the board asked the president to do.

Trustee Thalden admitted he has been outspoken about not being able to cut the way to success and has been critical of the financial model that shows a 30 percent increase in expenses yet only a 10 percent increase in revenue. He believes opportunities in revenue can be great, agreed that E&R should be added to the plan, and that these would allow the cuts to be less significant. He shared his concern for upholding the quality of education at SOU. In order to gain support for his argument, he has talked to a lot of people around SOU and couldn't find support for his arguments. He shared his surprise that those he talked with wanted changes but had not had the impetus to do it. Trustee Thalden mentioned that ten years ago, SOU had 6,000 FTE and now it is 4,000. During that time, there have been increases everywhere and the model doesn't hold up. Although the revenue projects look great, SOU can't count on them now and the governor said higher ed can't depend on more state funding. He now sees that SOU is maintaining quality and is not negatively impacting E&R. SOU still has opportunities for additional revenue and can use future income to grow in a better way.

Trustee Gay said something that struck him today, and that he has heard in other meetings, is that even among people who disagree with the choices, people have done so respectfully and in appreciation for President Bailey's service. He mentioned that it meant a lot to hear our faculty leaders criticize the plan and thank President Bailey for his leadership.

Trustee Cable discussed the Workday delay caused by the lack of staffing resources. She shared her concern about taking the institutional knowledge and capacity of those vital to implementing Workday, and what it does for the implementation. She said it's vaguely concerning that in human resources and finance, positions are not defined, as SOU waits for efficiencies. Trustee Cable further shared her concern that there is a plan to approve but that information is incomplete. President Bailey replied that part of the decision had to do with the workload issue and the operational risk. There is a gap between Phase 1 and Phase 2 to learn. SOU's team is working on mitigating that risk and asked Alchemy to help with the staffing band.

Vice Chair Clough revisited Trustee Thalden's comment that the governor made it clear that continued investment in higher education will not be the wave of the future. SOU needs to reduce dependency on state funding. When looking at these four levers of revenue diversification, focus needs to be on how to continue an environment of entrepreneurialism in this institution. Regarding her question about incentivizing the team, President Bailey responded that private institutions do this already—often

because they have endowments that generate income that allows them to ride the market. Because SOU is doing the heavy work, there is acknowledgement across the state and beyond. President Bailey said that because SOU is serious about not putting more and more on the backs of students, the philanthropy will follow. Tuition won't replace state funding and the more SOU thinks of itself like a flagship, the better chance it has to change the model as well as the value of public higher education in the state. It's a public good and worth state investment, especially at technical and regional institutions.

In response to Trustee Gay's question about the process and how SOU is presenting this to potential students and parents, President Bailey reiterated that SOU is doing the work to make sure this generation of students and their kids have a vibrant university. Although changes in the plan are sobering, SOU is still vibrant with a lot of different offerings. SOU should still brag that this is an impressive school. President Bailey said that even in midst of all of this, there is not another school he'd rather be at. He implored all to share that message. It cannot be overstated that SOU could get here without exigency and that is a big deal.

Trustee Cable commented about how the realignment and reimagining will affect programs being created. She commended Matt Stillman and Josh Lovern, whose ideas are changing how the SSCM treats SOU and how their work will change funding.

Responding to Trustee Thorndike's question regarding the Portland State University search for their next leader, President Bailey shared PSU's challenge with a double-digit drop in enrollment. He said they are sharing the challenges and not sugar coating them. The committee was open with the candidates so that they are not surprised by the challenges they will face.

President Bailey said the universities that survive will be the most nimble, creative, and collaborative, and SOU will be the north star. Higher education is to educate students on not *what* to think but *how* to think. SOU must start thinking of what the next 20-30-50 years will look like. There is a hyper-politicization happening and universities have to come together to address it. The challenge is not the model for teaching students a skill set but to teach them habits and lines of inquiry because higher education has given them intellectual curiosity.

Future Meetings

Chair Santos announced that the board's next meeting will be on Friday, April 21, 2023. He asked that any ideas for the agenda be sent to him or the board secretary.

Adjournment

Chair Santos asked if anyone had a questions or additional items to discuss. Hearing none, he adjourned the meeting at 2:37 p.m.

Committee Reports

- **Academic and Student Affairs Committee**
- **Finance and Administration Committee**
- **Executive, Audit and Governance Committee**

Associated Students of Southern Oregon University Report

SOU Faculty Senate Report

SOU Staff Assembly Report

Equity, Diversity, and Inclusion Report

EDI: UPDATES & WORK AHEAD

- “Survey Says!”-- Data Responsive Initiatives
 - Discourse & Difference
 - Inclusive Guide
 - Educational Resource
- “Survey Says!”– Further Data Development
 - Focus Groups & Roundtable Discussions
- EDI Strategic Planning: not additive; embedded
 - EDI Ahead: Operationalizing SDIV
 - Strategic Planning

“Survey Says!” –Data Responsive Initiatives

- “Survey Says!”-- Data Responsive Initiatives
 - [Discourse & Difference](#)
- Participants surveyed (faculty, staff, & students) with positive results—desired outcomes met; high interest in repeat participation
- Program Intentions Two-fold—
 - growing community capacity for dialogue on difficult subject matters
 - developing regular, ongoing space for conversation in community that provides institution with avenue of understanding “community pulse” on current events/topics of import for which institutional response is desired

“Survey Says!” –Data Driven Initiatives



- [Inclusive Guide](#)
 - Wayfinding, Belonging, Inclusion
 - Who the Guide is For
 - How the Guide is Used
 - e.g., HR to use in recruitment efforts; community request
- Educational Resource Guide
 - Ongoing; template built

“Survey Says!” –Data Responsive Initiatives

- “Survey Says!”– Further Data Development
 - Focus Groups & Roundtable Discussions to develop spring 2022 climate survey; and explore anecdotal data on minoritized populations
 - First Up—Gender & Sexual Identity
 - GAIN Conference Attendees
 - Ethnic Minoritized populations – Learning Circle student project

EDI Strategic Planning: Embedded Not Additive

- Operationalizing EDI Tool
- Developed in collaboration with USC Equity liaison and with materials from the same, as well as others
- A way to assess area operations and activities –from physical space, tools/equipment, and foundational statements; to procedures for recruitment (Faculty/Staff/Student), educational/professional development programming activities, and communication practices
- Then make a determination about how these features of the university—which represent its culture—serve or hinder SDIV

SDIV Goal Reminders

- Commitment to a diverse equitable, and inclusive community where all learners flourish by--
- **Goal One:** SOU will eliminate barriers/establish equitable processes and practices that promote a sense of belonging and ensure the success of a diverse “new majority.”
- **Goal Two:** SOU will establish supportive pathways that will increase the access, retention, and success of learners (students, faculty, and staff) from underrepresented backgrounds.
- **Goal Three:** SOU will prepare all learners regardless of background, identity and position, to work, live, and communicate effectively across differences in order to thrive in an increasingly diverse world.

EDI Strategic Planning

How do we know?

- What, if any, inequitable process/barriers exist in our areas of operation?
- What inhibits a sense of belonging and inclusion among members of the community?
- What knowledge is necessary for members of community to thrive in diverse world?
- There are tools for that!
 - Climate survey
 - existing data and data practices
 - Cultural assessment tool

EDI Strategic Planning- Work Underway & Work to Come

- **Community Development:** Equitable processes and practices that promote a sense of belonging
 - *e.g. Faculty & Staff Affinity Group; Discourse & Difference; Faculty Networking conference affinity groups*
- **Orienting/Onboarding & Transition Navigation:** Establish supportive pathways that will increase the access, retention, and success of learners
 - *e.g., Inclusive Guide - use in HR recruitment*
- **Education /Professional Development:** Prepare all learners to thrive in an increasingly diverse world.
 - *e.g., Developing online/live professional development opportunities (DACA and Higher Ed; Allyship; LGBTQTIA+)*

EDI Strategic Planning- Work Underway & Work to Come

- Next: Memorializing the Plan, including
 - where we are; where we'd like to be; what it will take to get there; and how we'll measure success (also in the operationalizing EDI/Cultural Crosswalk tool)

QUESTIONS?

University Advancement Report

President's Report



CELEBRATING 150 YEARS

**PRESIDENT'S REPORT
TO THE BOARD OF TRUSTEES**

President Rick Bailey

April 2023

SO | Southern **OREGON**
U | **UNIVERSITY**

2022-2023 GOALS — PROGRESS UPDATE

Transformation

- **Promote Justice, Equity, Diversity and Inclusion on Campus and Throughout the Region**
 - Inclusive Guide Release / Discourse and Difference / NASU Pow Wow / Focus Groups
- **Provide Leadership for Student Enrollment, Support and Success**
 - Crafting Enrollment Strategy (Student Pathways and Student Success)
- **Craft Long-Term Fiscal Stability Roadmap**
 - Recommendation to Board Today / Efforts Continue / Cultural and Procedural Shift
- **Strengthen Internal and External Outreach**
 - Upcoming Slides
- **Position the University for Inaugural Comprehensive Campaign**
 - Tie Between Philanthropy and Fiscal Stability

PARTNERSHIP AND COLLABORATION



IN SERVICE TO OUR STATE AND STUDENTS

- Presentation to HECC
- Inside Higher Ed Cover Story

FISCAL STABILITY AND GROWTH

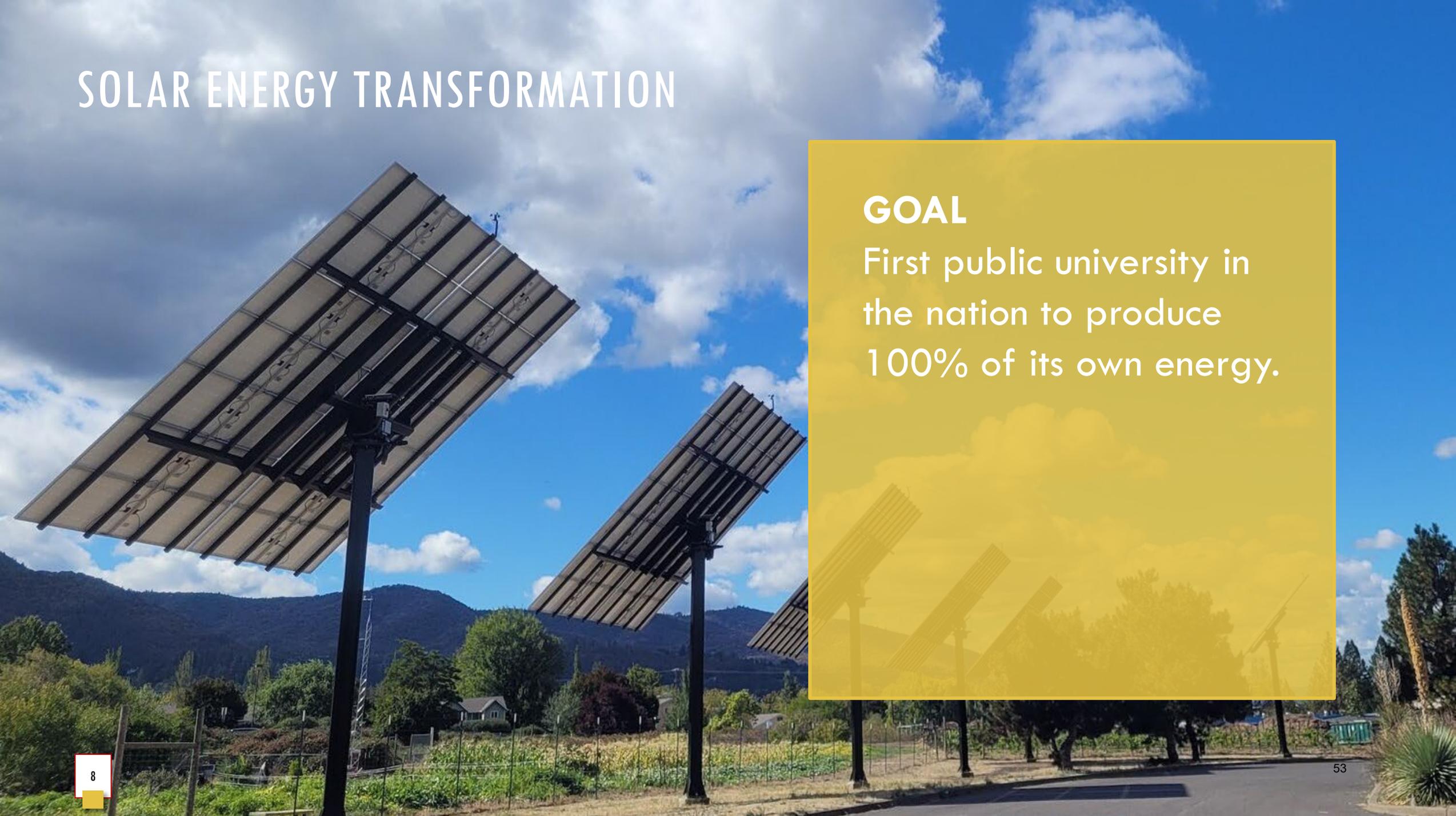


FOR THE LONG TERM...

- **Cost management** – Teamwork
- **Reimagine grants infrastructure** – Hiring Begun, detail work still left
- **Philanthropy** – Continuing to Shine
- **Revenue diversification** – Updates on Next Slides

REVENUE DIVERSIFICATION IDEAS (IN ORDER OF PROGRESS TO DATE)

SOLAR ENERGY TRANSFORMATION



GOAL

First public university in the nation to produce 100% of its own energy.



GOAL

Raze antiquated dormitory and build a senior housing project to create multi-generational learning experiences for seniors and students.



GOAL

Generate revenue and retain students by developing a housing and business complex to create a student-friendly environment.



GOAL

Develop a regional and/or national training center for Workday users.

ENGAGEMENT

STRATEGIC ENGAGEMENTS SINCE LAST BOARD MEETING (JAN 2023)

- Governor Kotek
- US Senators Wyden and Merkley
- Oregon State Legislators
- OCOP / HECC
- SOELC
- Ashland/ Medford Chambers of Commerce
- PSU Presidential Search Committee
- Portland Executives Group
- Oregon 142nd Air National Guard Wing
- Oregon Business Council
- Tribal Leadership from Cow Creek and Coquille
- Tribal Government to Government Education Leaders (All Nine Federally Recognized Tribes)
- Public Schools Superintendents (Bend, Redmond, Ashland, Medford, Grants Pass)
- SOREDI / Rogue Workforce Partnership
- American Association of State Colleges & Universities
- National Association of Intercollegiate Athletics
- KOBI-TV, SOPBS, JPR, Ashland.News, Ashland Living Magazine, Sneak Preview Magazine
- Inside Higher Ed



QUESTIONS AND DIALOGUE

Thank You!

Budget Update and Review of Pro Forma

Strategic Direction 5 (SD5)

Financial Sustainability

- Definition: **SOU will maintain financial stability and invest for institutional vitality.**
- Key to our success: Revenues greater than or equal to Cost

$$R \geq C$$

Road Map

- Revenue Outlook
- Cost Management Update
- Pro Forma

E&G Budget with Forecast to Complete

- Tuition Revenue “softening” (\$1.4M less than forecasted)
- Miscellaneous Revenue up \$100K, due to Ground Lease ‘reserve’ transfer into E&G
- Total labor expenses coming in \$3.7M under budget (good indicator we’ll achieve \$3.6M cost reduction target)
- S&S expense pressure...burning hot due to inflation and adjusted to include early retirement (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)

Education and General (in thousands of dollars)

	2021-23 Biennium		
	2021-22 Actual (000's)	2022-23 FY23 BUDGET (000's)	2022-23 FYE Forecast (000's)
REVENUES			
Total State Funding (SSCM,ETSF,SELP,1-Time)	26,220	26,860	26,860
Tuition	34,281	34,611	33,200
Fees	3,581	4,015	3,754
Raider Aid (remissions)	(3,915)	(3,476)	(3,691)
<i>Oth tuition & fee adjustments</i>			
Tuition, net of Raider Aid	33,947	35,149	33,264
<i>Growth Opportunities Revenue External to modeling</i>			
Misc. Other Revenue	1,476	2,964	3,090
TOTAL REVENUES	61,643	64,974	63,214
EXPENSES & TRANSFERS			
<u>Personnel Services</u>			
Faculty	(15,129)	(15,971)	(14,913)
Admin	(9,922)	(10,532)	(10,276)
Classified	(6,642)	(7,450)	(6,965)
Students, GA's, etc	(1,066)	(1,586)	(1,331)
Salaries Sub-total	(32,760)	(35,539)	(33,484)
PERS & ORP (Retirement Pgms)	(8,042)	(8,524)	(8,065)
PEBB (Healthcare)	(6,786)	(8,473)	(7,985)
Other (FICA, SAIF, etc.)	(2,987)	(3,500)	(2,883)
OPE Sub-total	(17,815)	(20,497)	(18,933)
Net Personnel Services	(50,575)	(56,036)	(52,417)
<u>Supplies & Services (S&S)</u>			
S&S Expenses	(10,503)	(13,835)	(11,517)
AP Program Share (AP)	(1,608)		(1,323)
Capital Expenses (CapEx)	(117)	(263)	(93)
Total S&S, CapEx, AP	(12,228)	(14,098)	(12,933)
Cost Reductions, Savings, Outside Support		3,664	0
Recurring S&S Cuts			0
<i>Personnel and S&S before Transfers</i>	(62,803)	(66,469)	(65,350)
Net from Operations Before Transfers	(1,160)	(1,496)	(2,136)
Budgeted Transfers (In & Out)	251	192	222
<i>Transfers Adjustments</i>			
Transfers Net (In & Out of E&G)	251	192	222
TOTAL EXPENSES & TRANSFERS	(62,552)	(66,277)	(65,128)
FUND BALANCE			
Change in Fund Balance	(909)	(1,303)	(1,914)
Beginning Fund Balance	7,793	6,501	7,113
Ending Fund Balance	7,113	5,198	5,199
% Operating Revenues	11.54%	8.00%	8.22%
Days of Operations	41.51	29.63	29.14
Months of Operations	1.38	0.99	0.97

NACUBO recommendation is 40%

OR Department of Treasury requires 30 days of available cash on hand

Revenue Assumptions, FY 24

- Conservative State Revenue Allocation:
 - Assuming Governor's Recommended Budget of \$26.4M (versus Ways & Means Co-Chairs' Budget)
- Tuition Revenue:
 - Modeled with increases of under 3% (from 1.94% to 2.87%) and enrollment/student credit down slightly
- Miscellaneous Revenue:
 - Up to \$3.3M (due to Ground Lease 'reserve' transfer into E&G; strong in FY 24, then levels out)
- Last increment of federal support (\$2.9M) shown
- Not considered (one-time monies)
 - Congressionally Directed Spending - \$3.3M ask for CISR student phase
 - \$15M earmark for technical and regional universities (uncertain outcome)
 - ~ \$3M ask for Oregon Behavioral Health Institute

Cost Assumptions, FY 24

- Refined Cost Management recurring savings (about 82 FTE) projection
 - Specific timing of affected positions included
 - Plan ties to ~ \$9M in recurring savings
- S&S expense pressure...burning hot due to inflation and early retirement (watch item)...modeling growth at 2.5% (very aggressive, less than inflation)
- Updated transfers in and out of E&G based on reduced costs in Athletics, and Housing reorganization.

Note: Will monitor cost relationship with Physical Plant Fund / E&G / Auxiliaries

Education and General

(in thousands of dollars)

REVENUES (as of 4/6/23)

	2021-23 Biennium			2023-25 Biennium		2025-27 Biennium	
	2021-22 Actual (000's)	2022-23 FY23 BUDGET (000's)	2022-23 FYE Forecast (000's)	2023-24 FORECAST (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
Total State Funding (SSCM,ETSF,SELP,1-Time)	26,220	26,860	26,860	26,896	27,973	28,798	29,953
Tuition	34,281	34,611	33,200	34,306	35,625	36,589	37,819
Fees	3,581	4,015	3,754	3,731	3,951	4,019	4,174
Raider Aid (remissions)	(3,915)	(3,476)	(3,691)	(3,423)	(3,562)	(3,655)	(3,779)
<i>Oth tuition & fee adjustments</i>							
Tuition, net of Raider Aid	33,947	35,149	33,264	34,614	36,015	36,953	38,214
<i>Growth Opportunities Revenue External to modeling</i>							
Misc. Other Revenue	1,476	2,964	3,090	3,160	3,231	2,223	2,273
TOTAL REVENUES	61,643	64,974	63,214	64,669	67,219	67,975	70,441
EXPENSES & TRANSFERS							
Personnel Services							
Faculty	(15,129)	(15,971)	(14,913)	(14,115)	(14,107)	(14,313)	(14,471)
Admin	(9,922)	(10,532)	(10,276)	(9,940)	(9,671)	(9,640)	(9,868)
Classified	(6,642)	(7,450)	(6,965)	(6,694)	(6,727)	(7,082)	(7,408)
Students, GA's, etc	(1,066)	(1,586)	(1,331)	(1,655)	(1,654)	(1,638)	(1,705)
Salaries Sub-total	(32,760)	(35,539)	(33,484)	(32,404)	(32,159)	(32,674)	(33,452)
PERS & ORP (Retirement Pgms)	(8,042)	(8,524)	(8,065)	(8,379)	(8,316)	(8,449)	(8,650)
PEBB (Healthcare)	(6,786)	(8,473)	(7,985)	(7,720)	(8,106)	(8,511)	(8,937)
Other (FICA, SAIF, etc.)	(2,987)	(3,500)	(2,883)	(2,790)	(2,769)	(2,813)	(2,880)
OPE Sub-total	(17,815)	(20,497)	(18,933)	(18,889)	(19,190)	(19,773)	(20,467)
Net Personnel Services	(50,575)	(56,036)	(52,417)	(51,293)	(51,350)	(52,447)	(53,919)
Supplies & Services (S&S)							
S&S Expenses	(10,503)	(13,835)	(11,517)	(10,276)	(10,548)	(11,828)	(11,115)
AP Program Share (AP)	(1,608)		(1,323)	(1,203)	(1,181)	(1,180)	(1,174)
Capital Expenses (CapEx)	(117)	(263)	(93)	(95)	(97)	(99)	(102)
Total S&S, CapEx, AP	(12,228)	(14,098)	(12,933)	(11,574)	(11,827)	(13,107)	(12,391)
Cost Reductions, Savings, Outside Support		3,664	0	2,879	As Modeled	As Modeled	As Modeled
Recurring S&S Cuts			0	906	0	0	0
Personnel and S&S before Transfers	(62,803)	(66,469)	(65,350)	(59,988)	(63,176)	(65,554)	(66,310)
Net from Operations Before Transfers	(1,160)	(1,496)	(2,136)	4,681	4,043	2,421	4,130
Budgeted Transfers (In & Out)	251	192	222	(3,227)	(2,769)	(2,813)	(2,892)
Transfers Adjustments				461			
Transfers Net (In & Out of E&G)	251	192	222	(2,766)	(2,769)	(2,813)	(2,892)
TOTAL EXPENSES & TRANSFERS	(62,552)	(66,277)	(65,128)	(62,754)	(65,945)	(68,367)	(69,203)
FUND BALANCE							
Change in Fund Balance	(909)	(1,303)	(1,914)	1,915	1,274	(392)	1,238
Beginning Fund Balance	7,793	6,501	7,113	5,199	7,114	8,388	7,995
Ending Fund Balance	7,113	5,198	5,199	7,114	8,388	7,995	9,233
% Operating Revenues	11.54%	8.00%	8.22%	11.00%	12.48%	11.76%	13.11%
Days of Operations	41.51	29.63	29.14	41.08	46.42	42.69	48.70
Months of Operations	1.38	0.99	0.97	1.37	1.55	1.42	1.62

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)

SOU Forward Realignment Plan (Action)

FORWARD

SOUTHERN OREGON UNIVERSITY

Securing SOU's Future by Embracing a New Fiscal Paradigm

2023-24

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INTRODUCTION

Southern Oregon University’s leaders and campus community are addressing an undeniable truth: the current fiscal path is unsustainable. As stewards of the university and with a directive from the SOU Board of Trustees to address the issues that have caused an ongoing structural deficit, university academic and administrative leaders developed **SOU FORWARD**, a four-plank realignment strategy to stabilize campus-wide operations by focusing on financial viability and strategic growth to meet the academic needs of future students, the region and state.

The focus of *Securing SOU’s Future by Embracing a New Fiscal Paradigm* is cost management, the first plank of **SOU FORWARD**. In this document, we provide a framework and a working plan for SOU’s path toward fiscal health and stability. By realigning institutional revenues and costs and diversifying its sources of revenue, the university can thrive.

This document is the product of many. Authorship, consultation, feedback, and a variety of other inputs were provided by Academic Division Directors, faculty members, classified and unclassified employees, and the executive leadership team. This document also benefits from the significant input of SOU’s shared governance partners, our two union partners, and the broader campus community—all of whom have engaged with open hearts and open minds in this work.

BACKGROUND

SOU must change the way it does business because the status quo is structurally flawed. Like each of Oregon’s seven public universities, we have historically relied on a combination of state appropriations and tuition revenue to pay for most operations. But the proportion of those two funding sources has flipped in recent decades—what used to be about a two-thirds share from the state and one-third from tuition is now the exact opposite. Students and their families have become overburdened, and we must not allow skyrocketing tuition to be the answer to current and future fiscal challenges.

We have completed several millions of dollars in budget reductions during the past several fiscal years—many of which resulted in one-time savings. However, the structural changes necessary to improve the university’s long-term financial condition were not made. Without these changes, we will operate at a significant financial deficit in the 2026 fiscal year. **SOU FORWARD** proposes a path toward financial stability.

SOU FORWARD consists of four planks, the first of which is cost management. This plank requires painful decisions that affect a number of valued colleagues and will result in changes to all academic and administrative programs. We must make the difficult decisions about what we hold most dear, what is essential to our identity, and what we can live without.

The other three planks of the **SOU FORWARD** strategy will impact our fiscal structure in three very specific areas, and each is built on a foundation of creativity and optimism. Those planks call for us to

1. Reimagine support for projects funded by external granting agencies and organizations
2. Leverage an ongoing surge in philanthropic support
3. Diversify revenue sources by pursuing entrepreneurial opportunities

These last three planks—focusing on revenue diversification—are what make **SOU FORWARD** fundamentally different from the cost reduction exercises conducted during two previous retrenchments. Further, **SOU FORWARD** seeks to change our institutional culture to include the time value of decision-making and setting clear expectations with included metrics, milestones, and actions as new projects are brought forward. When fully realized, these new revenue streams and cultural changes will enable us to avoid large, year-after-year tuition increases, grow strategically, meet future needs of the region and state, and potentially serve as a national model for public higher education funding.

We acknowledge the need to address workload among all our employees. While **SOU FORWARD** is built on optimism, we understand the imperative to review what we do and how we do it. We recognize that we cannot expect our employees to do more work with fewer resources. The work before us, therefore, must include an

analysis of our internal processes and workflows, a review of the policies and procedures that guide and—at times—impede our work, and robust dialogue about what we can stop doing as an institution.

SOU FORWARD STRATEGY



Cost Management | We must adopt a mindset of long-term fiscal stability by balancing our budget year after year (ensuring that revenue is always greater than or equal to cost) and building a robust reserve fund to manage through future external uncertainties. This work requires a variety of painful decisions that impact all academic and administrative programs and all employee groups. See remaining document (sections II - V below) for additional information.



Grants | Numerous funding opportunities are available from state, federal, foundations and other private entities for a variety of uses. Some may directly affect SOU's current expenditures, while others may allow us to augment or add value to existing programs. University Advancement's Office of Sponsored Programs is supporting faculty and staff who are actively pursuing and managing grants and other "sponsored" funding opportunities.



Philanthropy | We have achieved a series of fundraising records in recent years, and we have repositioned ourselves to continue its dynamic growth. The two single largest philanthropic gifts in the university's 150-year history were made in the last 12 months, and they cap a 125% increase in giving in five years. As the campus embarks on its inaugural comprehensive campaign, the opportunity for donors to support academic programs, faculty positions, and student services has never been greater. To be successful, we will need the entire campus community moving forward together—to support our fundraising priorities and bring new donors into our Raider family.



Revenue Diversification | Our efforts to explore entrepreneurial projects to diversify our revenue streams has caught the attention of our legislative and political leaders throughout the state. They are commenting publicly about the bold steps we are taking to manage our current reality and plan for the future.

The projects below are just the beginning; these current revenue projects are in the discovery phase and all are moving forward at various speeds.

Solar

- We are moving rapidly to put together a coalition of individuals and organizations to help us become the first public university in the country to produce all of its own daytime electricity on our campus. The savings we will achieve by this work will be transformative.

Senior Living Complex

- The idea of replacing Cascade Housing Complex with a senior living community is already generating lists of individuals who want to move into the facilities. Our goal is to create a living community that creates a unique synergy between its residents, SOU students, and the university.

University Business District

- The proposed University Business District at the corner of Walker Avenue and Ashland Street has the potential to ease the housing shortage in the city and support SOU students by bringing in businesses that cater to our students.

Workday Training Center

- We are learning a lot from our transition to Workday. We are working with the intent of becoming experts so that we may share our learnings with other organizations migrating to the platform; it is anticipated that many of Oregon's public colleges and universities will implement a new core information system in the coming years.

Continuous Improvement

- We will continue to rigorously improve our processes to achieve desired outcomes. For example, SOU actively supported changes to the Student Success and Completion Model (SSCM) in 2020 and is now leveraging current practices to bring in additional state funding. SOU made great strides to ensure that we are getting as much funding as possible from the SSCM working group process. And we will continue to pursue and refine revenue enhancement by: ensuring we are getting full credit for activities we are already doing; establishing new enrollment and degree practices that align well with the funding model; and working diligently to fully-capitalize on appropriate coding and data mechanisms. This work is already yielding a significant increase in funding allocation and will continue to grow moving forward.

COST MANAGEMENT GUIDING PRINCIPLES

As we began this challenging process, we recognized that we had no blueprints for this work and that any recommendation we made likely would be unpopular to someone. In an effort to keep us focused, we developed a set of principles based upon the university's core values as a means to guide our behavior throughout this process. We shared these principles with our campus community each time we met to review progress toward this recommendation. The guiding principles were and remain:

- Integrity
- Primacy of students and the university
- Transparency
- Compassion
- Long-term vision
- Justice/equity/diversity/inclusion
- Universality
- Humility
- Unity

Of all of the guiding principles, our campus community seemed to focus most on our effort to create transparency in our thinking and decision-making. In fall 2022, we posted qualitative and quantitative frameworks to be used by each of the university's five large areas. This was followed by extensive data collection and analysis, much of which was developed in tandem with a variety of stakeholder groups. This data was then posted for the community in December 2022 for review and comment (<https://sou.edu/president/next-steps/>). We also held four town hall events for employees and students between January–March 2023 where employees and students could offer their thoughts, ask questions, and seek clarity on a number of issues.

We put forward our best effort to be as transparent as possible as we were making decisions; however, we made the intentional decision to take the vast amount of data that had been collected and analyzed and translate it into a workable plan through a 'top-down' approach. We did, however—throughout the process—ask for plans, ideas, recommendations, and more, from the entire campus community. We took those inputs into consideration and used them to develop this recommendation. This overarching plan was shared with campus in February 2022. Ultimately, we recognize that the University President must make a final recommendation to the Board of Trustees, and this plan reflects our best thinking.

ASSUMPTIONS AND APPROACH

In any strategic endeavor, we assert that there are two indispensable questions that must be addressed:

1. What is our current environment (the strategic context within which we are operating)?
2. How do we make ourselves adaptable to uncertainty?

The environment is shaped by our fiscal challenges, to be sure, but also by the contracts with our union partners, the perspectives of shared governance leaders, the myriad of opinions from community partners, the expectations of state and local governments, and more. The uncertainty is rooted in our inability to determine (with precision) future trends in state funding, enrollment, retention, and so forth. Thus, the plan needed to minimize the impact to the student experience, explore strategic savings versus strategic costs, respect the contracts that we have with our APSOU and SEIU partners, and ultimately avoid a ‘cut-now then cut-more-later’ approach.

We are committed to taking great care in making the necessary and difficult proposed reductions in a manner that does not undermine our work in support of Strategic Direction IV—to create a diverse, equitable, inclusive community where all learners flourish (<https://sou.edu/president/the-sou-plan/>). Our increased enrollment of historically underrepresented students, our increased hire of historically underrepresented faculty and staff, and our development of current and future EDI-supporting philanthropic gifts have bolstered our efforts toward growing greater diversity, equity, and inclusion. Further sharpening our focus on JEDI efforts, we’ve appointed a Vice President for EDI and staffed the Office; conducted an institution-wide survey that sheds light on lived experiences of the university community; and developed responsive initiatives that address key findings, all of which represent significant momentum in advancing SD-IV.

The **SOU FORWARD** Plan strategically considers programmatic needs of the students it serves from all academic and administrative areas in the context of this momentum, and seeks to maintain and increase it for optimal impact on what is a transforming community. Moreover, and just as critical, **SOU FORWARD** takes care to apply its JEDI lens to this plan, in its solicitation of feedback, communication of the proposed reductions, and finally in how it will implement final decisions.

In our communication to individuals holding positions affected under **SOU FORWARD**, we took great care to provide clear, timely, and comprehensive information to allow individuals to make critical, life decisions. We also committed to mitigating the impact of reduction decisions in all ways reasonably possible.

Rather than a single-faceted approach to reductions (e.g., 15% institution wide cuts; last-in/first-out), proposed reductions under **SOU FORWARD** are mindful of the programmatic needs of our students and those who teach, administer, and support them. In this way, we position ourselves to maintain continuity of the program service

levels we provide and to develop a plan that does not inequitably burden those who remain in university employment. To that end, the three governing and two union associations, in partnership with university faculty and staff, are charged with considering how roles and functions can be reimagined, and how workloads can be reduced; how we can reasonably adjust expectations and create different ones; and find ways to invest in the person as well as the function toward a thriving, transforming community in which everyone can flourish.

In addition, the fiscal approach utilizes realistic assumptions for the future (for example, we assume that a budget will be based on enrollment figures that follow recent trends). But that does not mean that we will not be aspirational and intentional about our future and strive for increased enrollment and retention. In the past three years, we have made significant improvements to our enrollment infrastructure placing SOU in a position to implement strategies that have grown and will continue to grow enrollment. Our recent data-sharing partnership agreements with ten school districts throughout the region, progress with transfer articulation with community college partners, funding formula success in the Student Success and Completion Model, and initial results from Demand Builder (expanding our pool of prospective students) are four examples that likely will help our enrollment picture moving forward. Initial Fall 2023 enrollment data suggest strong new freshmen enrollment growth, slight growth in new transfer students, and continuing student population stabilizing from periods of enrollment loss.

RECOMMENDATIONS

The five major units at the university developed recommendations to reduce expenditures and minimize the impact on students and academic and administrative program delivery. The result of the recommendations includes a reduction of employees, recognizing that 85% of our costs are investments in our people.

A Comparison: Doing Nothing vs. Cost Management

	REVENUE	COST	DOING NOTHING	IMPLEMENT COST MANAGEMENT PLAN
FY 2023-24	\$ 64.4 M	\$ 63.3 M	\$ -4.9 M	\$ 1.3 M
FY 2024-25	\$ 67.1 M	\$ 64.7 M	\$ -8.1 M	\$ 2.4 M
FY 2025-26	\$ 67.8 M	\$ 67.5 M	\$ -13.3 M	\$.3 M
FY 2026-27	\$ 70.1 M	\$ 68.7 M	\$ -14.6 M	\$ 1.4 M

Through reorganization, process improvement, and program adjustments across the university, our cost management plan recommends a reduction of 81.83 FTE, or 13% of our workforce.

Cost Management Recommendation: Workforce Reductions

	FACULTY	UNCLASSIFIED	CLASSIFIED	TOTALS
Vacancies	6.24	12.55	17.35	44%
Volunteer Reductions	.71	1.00		2%
Retirements	14.40	2.00	1.00	22%
Impacted Employees	5.68*	9.20	11.70	32%
TOTAL	27.03	24.75	30.05	81.83
% of FTE Reductions	33%	30%	37%	100%

*includes non-renewable positions

ACADEMIC AFFAIRS

For Academic Affairs, realignment planning centered on restructuring our current academic model from 7 Divisions to 4 Schools, strategically reducing program costs and identifying ways to generate additional revenue. Through a combination of retirements, resignations, voluntary FTE reductions, and “noticed” employees, the proposed plan results in savings—from 27.03 FTE in faculty and 5.7 FTE in classified and unclassified employees.

After developing a list of qualitative and quantitative criteria to help guide our decision-making (https://sou.edu/president/wp-content/uploads/sites/8/2023/01/draft_realignment_approach_academic-affairs-1.pdf), we gathered extensive data about each program. These data include academic program reviews, metric cards for each academic program (<https://sou.edu/president/next-steps/#metric-sheets>), responses to cost management questions from the academic support programs (<https://sou.edu/president/next-steps/#cost-management-questions>), and written responses from each program (<https://sou.edu/president/next-steps/#triangle-documents>) addressing how they contribute to the “Three Points of the Triangle”: SOU’s commitment to liberal arts and sciences education, regional responsiveness, and creativity and innovation. Using these data and the established criteria, we developed a plan that includes, but is not limited to, moving from seven academic Divisions to four (<https://sou.edu/president/wp-content/uploads/sites/8/2023/01/Draft-Proposed-Realignment-of-Academic-Divisions-2.2.pdf>) and making reductions in many academic programs.

As a regionally-responsive campus with a strong commitment to liberal arts and sciences education, and in order to continue to best meet the needs of our students, our cost-reduction measures have focused almost exclusively on making reductions within programs rather than eliminating programs. Strategies for continuing to meet student needs despite program reductions include revising our curricula and offering fewer sections of courses for which there is less student demand. Additionally, we understand that these reductions will pose challenges related to workload. Therefore, it is important to note that the Provost's Office is committed to addressing any and all workload issues that will help to facilitate implementation of proposed changes to programs in each academic unit that follows.

Division: Business, Communication and the Environment (BCE)

The Division of Business, Communication, and the Environment continues to focus on innovative curriculum development, programmatic marketing, online delivery, and off-campus revenue generation. The three programs within the Division are among the most profitable departments on campus. However, the continued decline in enrollment demands that we act to reduce costs while simultaneously continuing our efforts to innovate.

Current initiatives led by BCE faculty, staff, and administration include efforts to institutionalize departmental-level marketing and recruitment, increase resources for external grants and contracts, continue to explore the potential for incorporating alternative methods of course delivery into the curriculum, and respond to regional needs through job market analysis. In addition, the reductions in BCE are a way to provide financial stability while simultaneously investing in new programs and concepts in areas such as social media innovation, sustainable agriculture, wildlife ecology, corporate sustainability, and e-sports.

Resource-sharing and collaborations will be created through a new School of Science and Business. Some benefits will be realized immediately through shared faculty resources across biology and environmental science. Additional benefits will be realized as the new school forms in Fall 2023. Ongoing efforts include improvements in academic advising, curriculum development, community-based learning, contracted services, grant-funded scholarship, and philanthropic development.

ACTION	RATIONALE
Eliminate Division Director position	Through the use of support staff and streamlined processes, the division of BCE is being eliminated. The departments of Business and ESPS will move to a new School of Science and Business. The CMC department will join colleagues in the arts.
Reduce the total number of faculty in Business	Business has experienced a steady decline in enrollment over the past 5 years. However, it has been difficult to reduce the total number of sections offered because the program is offered both online and in-person. This requires teaching sections of courses in both formats. Through the use of innovative teaching modalities, we will reduce the number of sections by offering courses as in-person, online synchronous, online asynchronous, and self-paced in one unified course. Business is additionally revisiting its curriculum as it strives to offer courses that appeal to, or provide resources for, a broader range of students. The School of Business will leave an open faculty line in marketing unfilled, will reduce one faculty line in management through retirement, and will eliminate positions in accounting and internship delivery through early retirements.
Reduce the total number of faculty in Environmental Science, Policy, and Sustainability (ESPS)	The total number of majors, certificates, and micro-credentials in this department continues to grow. Multiple new programs are currently under review that will expand offerings at both the undergraduate and graduate level. However, as a result of changes to our general education curriculum,

	we anticipate as much as a 75% reduction in lower-division offerings to non-majors.
Reduce faculty FTE in Communication, Media & Cinema (CMC)	Through a voluntary reduction in FTE, CMC will slightly reduce faculty FTE. This reduction is in an area of the department that has seen some moderate decline in enrollment over the past five years.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Professor/ Business	1.00	Faculty
Senior Instructor 1/ Business	0.67	Faculty
Senior Instructor 1/ Business	1.00	Faculty
Instructor/ Business	1.00	Faculty
Assistant Professor/ Communication	0.33	Faculty
Instructor/ Environ Sci & Pol	1.00	Faculty
TOTAL	5.00	

Revenue Considerations

Modify internship requirements and hire internship coordinator: other institutions have leveraged their students as essential human resources for community organizations and businesses. In this model, the institution develops relationships with businesses or organizations that lead to internships or externships. By further expanding on this possibility at SOU, we would continue to collect tuition dollars for opportunities and for providing the framework.

Strengthen grant productivity: Several of our BCE faculty are bringing in more to the institution in indirect cost recovery through grants than they bring in through tuition revenue. We are proposing ways to release these faculty from some teaching responsibilities to expand grant writing and research development.

e-Sports Major: Annual revenue is estimated for the growth of our existing e-Sports Program into a major within business.

Institute for Applied Sustainability, LAD (Lithia Motors, Inc.) Credential Development: Using gift funds, we are building a credential for corporate executives in corporate sustainability. This credential will provide training to executives across the globe.

Expanded Master's Programs in Environmental Science: Highly successful grant and contract work in environmental science, policy, and sustainability has created the opportunity to create a graduate program in which all students are provided graduate assistantships. This allows us to capture some state funding while additionally adding to our growing research funds.

Division: Education, Leadership, Health, and Humanities (ELHH)

The ELHH Division has had a significant number of resignations, tenure relinquishments, and retirements. Within the next three years, potentially 11 faculty members will be leaving the Division and two year-long adjuncts have each been reduced by 0.25 FTE, while other faculty are requesting reduced FTE loads. Outdoor Adventure Leadership (OAL) was impacted most severely by COVID due to the nature of the program. All other programs were also greatly impacted, but were able to adapt more easily.

Prior to our current realignment work, World Languages & Cultures (WLC) had been most impacted by changes in the University Studies requirements for BA (versus BS) degrees. They most recently eliminated the French and Japanese programs. Spanish has been proactive in exploring new ways to make their program accessible by developing a Spanish for Medical Workers certificate, developing general education courses that are not taught in Spanish, and exploring other certificate ideas specific to other degree areas that would fit into students' programs due to the new general education requirements. Philosophy continues to coordinate the Campus Theme each year and is also developing attractive general education courses. English has been highlighting the diversity of opportunities available with an English degree, which supports the Oregon Writing Project, Advanced Southern Credit, and the Teach from Your Best Self project with support from Southern Oregon Education Service District (SOESD).

Education has seen the most significant reduction in personnel in the Division. By eliminating the one-year Master of Arts in Teaching (MAT) program, faculty will be available to teach the essential teacher preparation courses in the two-year MAT program. To better address the region's needs, an online option will be added to the two-year MAT program allowing local and remote students to meet as a cohort to support one another. The synchronous online format will make the program accessible to teachers and teacher candidates in the region's more rural areas. Additionally, the current Special Education (SPED) endorsement for teachers will be offered with an online option, similar to the MAT. The undergraduate teacher preparation program is also pursuing an online option and hopes to begin making it available by Fall 2024.

The teacher preparation programs require approval from the Teacher Standards and Practices Commission (TSPC), which constrains our ability to modify the curriculum. To increase the presence of developing adult learning professionals, the Education program is pursuing an undergraduate degree in Training & Development. There are few such programs in the country, so its reach could go beyond the region.

ACTION	RATIONALE
Eliminate the one-year MAT program	Offer a two-year Master of Arts in Teaching (MAT) program, which would be accessible to teachers currently on a restricted license and future teachers in rural areas.
Merge three small programs	The current English, Philosophy, and World Languages & Cultures (WLC) programs will be combined into one department, to be named later, and will still maintain their individual majors and minors.
Decrease faculty FTE	Enrollment has decreased, so there is less need for full-time faculty. However, adjuncts will be needed to teach Education courses required for licensure. The need is especially important for Special Education (SPED) and Literacy.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Education/600-Hour Appt	0.44	Faculty
Professor/ Education	1.00	Faculty
Associate Professor/ Education	0.53	Faculty
Professor/ English	0.39	Faculty
Associate Professor/Language	1.00	Faculty
Senior Instructor 1/ Language	1.00	Faculty
Senior Instructor 1/ Language	0.51	Faculty
Adjunct Instructor/Health & Exercise Science	0.25	Faculty
Adjunct Instructor / Outdoor Adv Leadership	0.25	Faculty
Associate Professor/ Philosophy	1.00	Faculty
TOTAL	6.37	

Revenue Considerations

A decrease in student enrollment allows us to accommodate a reduction in faculty. However, our efforts to attract and retain students continue. Education is planning to offer additional contract courses as professional development opportunities for area educators. We have scholarship funding for educators interested in pursuing the Foundations of School Mental and Behavioral Health micro-credential. We have made the MAT program and SPED endorsement available online so that they are accessible to teachers on restricted licenses and those in rural areas.

English has been offering events for regional teachers and students through the Oregon Writing Project, Academic Southern Credit, and Teach from Your Best Self initiatives.

Health & Exercise Science (HEX) has been working with other programs across campus and is exploring making lab resources available to community organizations/schools.

OAL has been conducting recruiting meetings and is active in industry-related organizations.

Philosophy is developing general education courses that will attract students, continuing to develop campus themes that will interest students, and re-starting their community Friends of Philosophy group.

WLC is continuing their popular and successful Summer Language Institute in Spanish. Faculty are developing general education courses that will offer students the opportunity to learn about different Spanish cultures to develop an interest in the language. Faculty are also exploring specialty micro-credentials and certificates that would be of specific interest to a degree program or programs.

Division: Oregon Center for the Arts (OCA)

The Oregon Center for the Arts at Southern Oregon University has demonstrated positive enrollment numbers this year over last year, but over the last five years its enrollments have declined. To reflect student reductions, the OCA has realigned several of its programs.

Music will voluntarily eliminate graduate and undergraduate programs in music performance as well as its music education concentration. These programs require substantial resources and with fewer students the programs are unable to generate enough support to maintain themselves. Although it should be noted that Music has had the greatest growth this year than it has had over the last five years, its numbers are far below what it was ten years ago. Music is shifting its instructional focus by retaining the BA/BS in Music and providing training in commercial music which will allow more students to participate with greater access to promising careers in the music industry.

For several years, the Theatre faculty have been planning realignment of their program to better prepare students for careers in the entertainment industry, but little progress was made in implementation. The university plan aligns well with Theatre's plan as it moves forward with necessary restructuring. With the loss of

Faculty FTE and prospective retirements, Theatre will adjust its program by reconfiguring some positions. There will also be additional support provided for the very successful Master of Theatre Studies position by providing the coordinator additional time for more effective planning and recruitment. Future retirements will create opportunities for strategic hiring over the next several years.

Creative Arts is eliminating an open position 1.0 faculty FTE in ceramics but that has secured the positions of the newly hired art faculty who have created excitement and enthusiasm for components of the program. Strategic plans are in place to fill the need for ceramics instruction which is very popular on campus involving guest visiting artists and artists-in-residence. Future retirements may provide opportunities to review the ceramics position as a viable option for a faculty addition.

ACTION	RATIONALE
Refocus Music Faculty FTE	Music is moving from a conservatory model of academy to a comprehensive music school model with new Certificates in Performance, Conducting, Popular Music, Music History and Theory, in addition to our pre-existing Certificate in Music Industry and Production. This will provide students with the preparation necessary to enter the music industry in all its forms, as well as to practice their art in music ensemble settings. The Master of Music in Performance and the Bachelor of Music with concentrations in Performance and Music Education will be discontinued; students currently in those programs will have a path to graduation. Three out of the seven full-time faculty have agreements for tenure relinquishment and retirement dates on or before December 31, 2025. The program will need to replace at least one of the retiring faculty, and we anticipate adding another specialist in the music industry and popular music history. These changes will streamline the program’s offering, resulting in a highly focused and more competitive program that will attract more students.
Decrease Music Faculty FTE	By offering fewer applied music lessons and eliminating the Bachelor of Music with concentrations in Performance and Music Education, fewer courses are needed. This will NOT eliminate the Music major, but rather reposition the program for future growth and opportunity.
Decrease Art Faculty FTE	Creative Arts has an open position in Ceramics that is being filled this year by a year-long ceramics artist-in-residence. This year-long position will not be renewed and Ceramics will continue to be taught in part by our Sculpture/3D

	professor and in part by Visiting Artist Scholar Teachers (VAST). Ceramics is a popular course of study, and its continuation is important.
Refocus Theatre	Theatre Faculty have been strategizing ways to better train students not only for work in Theatre but for the creative entertainment industries. Theatre graduates have opportunities in film, video, gaming, concerts, special events, and more. In the university's proposed realignment plan, Theatre will revise positions to meet the needs of students and prepare them for future employment opportunities. The program will better align its offerings with student demand, and will remain a program of distinction in our region. Students will continue to have real-time experience in the development of and participation in a robust Theatre season.
Decrease Theatre Faculty and Staff FTE	With the refocus of the Theatre Program, the Technical Director, Lighting Design, and Costume Design and Construction positions will be reconfigured, aligning Theatre faculty positions with enrollment and structures at similar sized programs across the western United States. Retirements will provide opportunities for strategic hires within the next several years. A task force within the program is already engaged in laying out an exciting vision for its future. A currently vacant part-time staff position will be eliminated with the removal of one of the auxiliary Theatre Programs, the Visiting High Schools Shakespeare Program. The university will continue to engage with the Oregon Shakespeare Festival, as it is currently undergoing its own fiscal challenges, and explore possibilities for reconstituting the Visiting High Schools Shakespeare Program in coordination with OSF.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Professor/ Art	1.00	Faculty
Professor/ Music	1.00	Faculty
Adjunct Instructor/ Music	0.60	Faculty
Professor/ Theatre Arts	1.00 (pending)	Faculty
Instructor/ Theatre Arts	1.00	Faculty
Professor/ Theatre Arts	0.25	Faculty
Associate Professor/ Theatre Arts	1.00	Faculty

Office Specialist 2	0.40	Classified
TOTAL	6.25	

Revenue Considerations

The OCA is housed in six university buildings across campus, containing desirable facilities and specialized equipment that could be made more available for use by the community, when not used by the university.

The OCA Box Office is desired to be used by outside performance groups and this could be made available through ticket fees to cover the expense of staff.

Division: Social Sciences (SS)

The Division of Social Sciences is composed of thirteen distinct academic programs and two research centers, which take a variety of forms. Under the proposed realignment plan, faculty reductions are scheduled to occur in Criminology & Criminal Justice, Economics, Political Science, Psychology, and Sociology & Anthropology. Additionally, upon the resignation of the Division’s Student Success Coordinator, other Student Success Coordinators were reassigned to fill the need in Social Sciences.

Curricular reforms are necessary in several areas. The Division of Social Sciences will meet student needs through a combination of revised curriculum and, because there are fewer students, offering fewer course sections. A variety of strategies are being implemented. For example, some required criminal law courses in Criminology & Criminal Justice are being modified so that they may be taught by multiple educators within the program. Social Science chairs are discussing the potential for shared methods and career development courses. They are also discussing optimizing course modalities. The Political Science Program has voluntarily ended its major, replacing it with a new interdisciplinary major in Power & Politics.

Though quite lean, the Division of Social Sciences will continue to offer its full complement of majors, select minors, and an expanding array of certificate programs. Though some classes will necessarily be reduced, current and future students will continue to enjoy the opportunity to pursue a diverse array of academic programs. The Division is also poised to capitalize on SOU’s renewed focus on grants and sponsored programs.

ACTION	RATIONALE
Eliminate the Political Science major, replacing it with a Power & Politics major; reduce the Political Science faculty FTE	Political Science’s major headcount has fluctuated between approximately the low-40s and high-60s over the past several years. With the onset of the pandemic, those numbers remained on the lower end of that range. Additionally, a first-year Assistant Professor resigned last academic year to take a position elsewhere, in part because courses continued to under-

	enroll, and another dual-appointment faculty member moved into the Division Director role. Recognizing the interdisciplinary diversity of expertise in political topics among the current SOU faculty, the existing major will be taught out with no new permanent faculty hires, and develop an interdisciplinary major focused on the study of politics titled Power & Politics.
Reduce the Economics faculty FTE	Student demand in Economics has not been sufficient to support the current level of faculty FTE. A reduction in FTE should meet student needs, and those of interdisciplinary partners, at current enrollment levels.
Reduce the Criminology & Criminal Justice (CCJ) faculty FTE	Major headcount in CCJ has declined over the past decade – a trend that predated the onset of the pandemic. Faculty reductions are designed to meet the current level of student demand.
Reduce the Sociology & Anthropology (SOAN) faculty FTE	All SOAN faculty contribute to at least one academic program outside of their home department. Faculty are able to cover curricular needs within the program by adjusting offerings.
Reduce the Psychology FTE	The Psychology major is the largest in the Division, and depends to some extent upon term-by-term faculty to meet existing student needs. The program is considering revisions to its core offerings since there is not a dedicated neuropsychologist on staff (there is a faculty member who can teach those courses, but who also has significant responsibilities elsewhere in the curriculum).
Curricular Revisions	Curricular revisions will necessarily take a variety of forms. Some Social Science chairs are exploring shared, common courses among some of their programs. Cross-listing and cross-referencing of courses has been used extensively in many Social Science programs, and is expanding, in an effort to maximize the impact and utility of individual course offerings. In other cases, courses and majors are being reformed to increase flexibility within the program.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Professor/ Criminology	0.13	Faculty
Professor/ Criminology	0.39	Faculty
Professor/ Economics	1.00	Faculty
Adjunct Assistant Professor/ Political Science	0.71	Faculty
Assistant Prof/ Psychology	1.00	Faculty
Professor/ Sociology-Anthropology	1.00	Faculty
Student Success Coordinator	1.00	Unclassified
TOTAL	5.23	

Revenue Considerations

There are also revenue-enhancement opportunities in the Social Sciences. The division contributes substantially to the dual-enrollment Advanced Southern Credit (ASC) program. ASC enrollments have rebounded after declining during the pandemic and in response to the local fires.

The Southern Oregon University Lab of Anthropology (SOULA) secures hundreds of thousands of dollars in contracted research annually, serving the region and the state, offering students opportunities to practice archeology, and generating a revenue stream.

On a somewhat smaller scale, the Southern Oregon University Research Center (SOURCE) also provides research support for clients in the region, pursues grant opportunities, and secures SOU revenue. Social Science programs are in the process of developing a series of new certificate programs that will appeal to student needs.

Division: Science, Technology, Engineering and Mathematics (STEM)

The changes in general education are significantly reducing demand in STEM courses. The recent changes to our General Education model will significantly reduce demand for STEM courses in some strands by 33% and in others 50%. Biology and Mathematics have seen the greatest declines due to their heavy general education service contribution over many decades. However, all STEM programs are reducing the number of sections offered as well as discontinuing some courses altogether. In anticipation of these reductions, several vacancies over the last 3 years in both Biology and Mathematics have already not been replaced as part of the normal planning process.

Furthermore, enrollment trends in STEM programs had been declining and were further impacted by COVID. All programs saw declines in class sizes, resulting in multiple low-enrolled courses, decreased need for adjunct

instructors, and even challenges keeping faculty in some programs fully loaded. Due to national projections, a more rapid enrollment rebound in STEM fields was originally projected; however, this has been slower than anticipated. Faculty are actively involved in recruitment and student research, partnering with admissions, grants, SOU foundation, and community partners as they look to the future.

All STEM programs have routinely updated their curriculum, but substantial revisions to majors are in progress. Biology, Chemistry, and Mathematics are redesigning their curricula to deliver effective majors with reduced faculty. Each is looking at current trends and student career goals, in addition to regional needs in the redesign. Computer Science redesigned their program a few years ago due to retirements and hiring challenges at that time and is still refining that implementation.

ACTION	RATIONALE
Eliminate STEM Director	Division administration is being reduced to 4 Directors. This retirement is one of three and will not be replaced in reorganizing divisions from the original 7 to 4.
Discontinue Adjunct Instructor/Biology and not replace retiring Senior Instructor 2/Mathematics	Due to declining general education demand.
Discontinue current EE (Environmental Education) Master's Program but explore reimagined environmentally-oriented master's program	The EE program will serve current students until graduation in the excellent, but small, Environmental Education Master's program. Enrollments over the last 10 years ranged from 5-16 with high fluctuations in cohort size from year to year and recent decline (10-year average cohort size of 10.7, 5-year average of 9.6, and 3-year average of 7.3). A reimagined environmentally-oriented master's program could draw stronger enrollments and allow students to pursue a wider variety of career options, including environmental education, sustainability, ecology, and other environmental-oriented areas. The shared line in Biology and Environmental Education will be discontinued (incumbent resigned). We are heartened by the conversations that are already taking place between academic leaders in both the Environmental Science Program and the Education Program about offering some of the curriculum previously offered in the MSEE program as well as exploring the possibility of a reimagined stand-alone program in the future.

Do not replace vacant line for Professor/Biology	<p>Although one vacancy will not be replaced, two other vacancies are planned to be replaced in order to provide sufficient staffing in Biology:</p> <ul style="list-style-type: none"> • Human Anatomy & Physiology vacancy (professorial resignation) to be replaced by an instructor, and • Biology professorial position to fill gaps in revised biology curriculum, as dictated by enrollment.
Discontinue part-time Adjunct Instructor/Computer Science (CS) pending successful faculty search	<p>This position has been used in various years to enable the program to continue to offer a robust curriculum even though the program experienced failed faculty searches. With a successful search this year (Fall 2023 start date), the additional staffing needs beyond ongoing faculty in CS should drop back to what has been normally covered with adjunct term-by-term instructors.</p>
Discontinue Assistant Professor/Chemistry	<p>Chemistry enrollment has declined since 2017-18, and the program has had ongoing challenges with low-enrolled upper-division courses for many years. Two faculty have similar specialties that should allow the remaining faculty member to cover that area of expertise in a revised program. Challenges will be honing curriculum and implementing some alternate year offerings to accommodate reduction in staff and to remedy low enrolled courses. We will continue to monitor longitudinal trends and be open to reconsidering staffing levels when enrollment improves.</p>

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Adjunct Instructor/ Biology	1.00	Faculty
Professor/ Biology	1.00	Faculty
Assistant Professor/ Chemistry	1.00	Faculty
Adjunct Instructor/Computer Science	0.58	Faculty
Senior Instructor 2/ Mathematics	1.00	Faculty
Division Director position for STEM	1.00	Unclassified
TOTAL	5.58	

New Name: University Library and Undergraduate Studies

Departments: Undergraduate Studies (University Seminar, Bridge, Degree in Three, General Education); Hannon Library

Both Undergraduate Studies and Hannon Library offer valuable academic support services for students. The synergies between the two service areas, Library and Seminar, are significant. UGS faculty prepare learners with the essential skills needed for a complex, diverse, and rapidly-changing world through programs and courses supporting general education foundations, including first-year seminars and a specialized curriculum for Oregon Bridge students, who are often first-generation students. Library faculty teach academic support courses that scaffold the additional skills for students needing extra support in a seminar. Library faculty and staff also support student learning and success by providing information resources and teaching students how to use them in courses that span the entire curriculum, meeting with students for in-depth research consultations, and continually seeking out the best resources and formats to support our curriculum.

With the reduction of 1.0 Library faculty FTE and an increase in the University Librarian’s administrative duties, decisions about work reassignments will be made in consultation with the Library chair, and remaining faculty and staff. As the realignment process moves forward and workload issues are addressed, attention will be directed toward options included but not limited to the elimination of services, redistribution of duties, and/or other ways of allocating Library resources.

ACTION	RATIONALE
Combine Undergraduate Studies (UGS) with the Hannon Library	A structured integration of these two units/divisions will result in a more holistic academic support structure on campus, allowing for fuller integration of information literacy outcomes into the curriculum. This will create a place where students feel more welcomed and have their educational needs met efficiently, contributing to an engaged and student-centered college experience. Seminar and library faculty already work together. During the three parts of Seminar, students work in the library with a librarian and their instructor, becoming acquainted with the methods of researching, from exploring databases to utilizing library stacks. The units also collaborate to provide student engagement and outreach events, such as the Long Night Against Procrastination, in which librarians and UGS faculty advise, mentor, and tutor students as they work on final projects each term. Uniting the two units allows for deeper organization and structure, strengthening the student experience.

Decrease Faculty/Staff	<p>The Director position will be eliminated as part of the consolidation, and the majority of duties will be assumed by the University Librarian. UGS faculty and staff will report to the University Librarian.</p> <p>To reduce workload, the library is changing its service offerings, such as moving to mostly digital documents for Government Publications. These workload modifications will allow us to reconfigure staff positions to maintain core library services with fewer staff.</p>
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Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Eliminate Director for Division of UG Studies	1.00	Unclassified
UGS TOTAL	1.00	
Professor/Library	1.00	Faculty
Library staff member	1.00	Classified
LIBRARY TOTAL	2.00	

Division: Graduate Studies

Vacancies in a staff position and the Master in Interdisciplinary Studies (MIIS) graduate coordinator allowed us to realize a 1.3 FTE in savings. Based on an analysis, we determined we would sunset the existing MIIS graduate program, while retaining the option to implement revisions that reduce the administrative and instructional costs of the program at some future point in time. At this time, current demand for the program does not justify the administrative and instructional costs of maintaining it.

Similarly, with the departure of the Graduate Studies Program Specialist, we analyzed the position description and worked with individual graduate programs to streamline processes and to utilize faculty and/or graduate assistants to provide support previously offered by the GSPS. In addition, the elimination of two smaller graduate programs reduced the need for administrative support.

ACTION	RATIONALE
Eliminate Graduate Studies Program Specialist	Program reductions and contractions led to reduced need for administrative support.
Eliminate MIIS Graduate Coordinator position	Phase out of the current MIIS program

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Administrative Program Spec	1.00	Classified
MIIS Graduate Coordinator	0.30	Unclassified
TOTAL	1.30	

FINANCE AND ADMINISTRATION

The Finance and Administration function area has a two-phased approach for implementing changes to the recurring cost base (<https://sou.edu/president/next-steps/#finance--administration-documents>). The first phase is to remove funded, unfilled positions (that can be vacated) from the budget. This would occur after the SOU Board of Trustees approves the recommended plan (for example, starting in May of 2023). The second phase is to implement the first module of the Core Information Replacement System (CISR). CISR implements Workday, and will involve technology and process changes, enabling better efficiency and effectiveness. The Go Live date for phase one is 1/1/2024 and quarterly program reviews will enable a full reorganization of Financial Services after 12 months.

ACTION	RATIONALE
Transform Financial Services (People, Process, Tools and Technology) with the implementation of Workday	<p>The legacy Banner ecosystem and paper processes for Business Services must be upgraded to enable a transformation of Financial Services (Payroll, the Service Center, Accounting, Budget Planning and Financial Reporting). The target is 10 FTE reduction.</p> <p>In addition, University Shared Services Enterprise (USSE) will be discontinued and three core functions moved in house (saving \$400k annually)</p> <p>These adjustments will improve processes, deliver better customer service and reduce recurring labor expenses.</p>
Implement CISR, phase one, enabling HR, Payroll and Financial process improvements	<p>The legacy Banner ecosystem and paper processes for human capital management (HR), Payroll and Business Services must be improved.</p>
Improve Facility Management by leveraging funds from other organizations; and enhance Facilities' Asset Management process (FCA model)	<p>Management vacancies will be vacated (in the near-term) and planning will continue to adopt an Asset Management framework. This work will enable us to better leverage each dollar. In addition, state bond funding and auxiliary funding will be maximized to reduce transfers (reimbursable expenses) from the E&G budget.</p>

Simplify IT and reduce cyber threat	A management reorganization occurred two years ago, and internal realignment allowed better focus on Information Security. Developing an Info Security Manager (ISM) is one aspect of cybersecurity risk identification and mitigation.
Maintain safety and a sense of personal security across campus; Improve Clery Program management; Leverage City of Ashland Emergency Manager in exchange for mutual use of LMP Emergency Operations Center	Reorganization (circa Fall '22) eliminated the Assistant Director position and established a full time Clery Program manager to reduce risk of non-compliance. We have also removed the responsibility of emergency management from the Public Safety Director's position description to better focus on parking and safety.
Reorganize Housing Administration to maximize net revenues	Two recent departures created an opportunity to revise position descriptions for front-office staff, clarifying coordinator role/responsibility, and reducing costs for this key self-supporting Auxiliary program, which transfers revenue into the E&G budget.
Enable CISR phase 2, smooth transition, flow and execution	Effective CISR project management will enable the student project module to be designed, configured and tested, effectively serving our students and faculty.

Impact on Personnel

The following listing of positions and reorganization plan for Finance and Administration detail Phase One and Phase Two:

Department	Position	FTE Reduction	Classification
Budget Office	Sr Financial Management Analyst	1.00	Unclassified
Facilities	Custodial Supervisor	1.00	Unclassified
	Asst Director of Operations	1.00	Unclassified
	Trades/Maintenance Worker 2	1.00	Classified

	Custodian (* -use aux. funding)	1.00	Classified
	Grounds Maintenance Worker 1*	1.00	Classified
	Grounds Maintenance Worker 2*	1.00	Classified
Human Resources	Class/Comp & Recruit Coord	1.00	Unclassified
Information Technology	Info Technology Consultant 3	0.50	Classified
	Computing Coordinator I	1.00	Classified
Campus Public Safety	Office Specialist 2	0.20	Classified
Housing	Custodian/Housing	1.00	Classified
	Asst Director of Conferences/ Operations	0.25	Unclassified
VP Office	Administrative Services Coordinator	0.20	Unclassified
Business Services	Business Svcs Accounting Mgr	1.00	Unclassified
	Revenue Agent 1	1.00	Classified
PHASE 2	Reorganize Financial Services using Workday	10.00	Combination of Unclassified and Classified (TBD)
TOTAL		23.15	

Revenue Considerations

There are continued opportunities to generate revenues that support E&G, Auxiliaries and Designated Operations Funds. For example, we hope to raise conference revenue to pre-pandemic levels. This directly benefits University Housing, and indirectly benefits E&G. Another example is found in the Print and Copy center. This service center is inward facing; but could explore other revenue sources.

ENROLLMENT MANAGEMENT & STUDENT AFFAIRS

The EMSA division applied the principles established by the university and reviewed each position for core services to students (<https://sou.edu/president/wp-content/uploads/sites/8/2023/02/draft-realignment-approach-enrollment-management-and-student-affairs-2.pdf>). Each area director reviewed our overarching student needs and determined how to meet those needs while also achieving cost savings. They also evaluated a series of risk factors for each of the proposed staff reductions. In some areas, work functions are being reassigned to existing staff members as described below.

Vice President's Office

ACTION	RATIONALE
Eliminate Vice President of Enrollment Management and Student Affairs position	The institution has made significant infrastructure changes to improve enrollment strategy and operations that now puts SOU on par with competitors. Incumbent VP is accelerating career goals and the position will not be filled.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Vice President for Enrollment and Student Affairs	1.00	Unclassified
TOTAL	1.00	

Admissions

ACTION	RATIONALE
Eliminate Office Support Specialist	Position responsibilities (reception, communications, student employee supervision, document processing, etc.) will be functionally re-imagined and absorbed in combination by Admissions Counselors, existing operations staff, and student employees.

Eliminate Portland Regional Admissions Counselor	Recruitment and territory management responsibilities will be redistributed by campus-based Admissions Counselors.
Eliminate Evaluation Specialist	This was a vacant line for an Evaluation Specialist.
Transition Native Nations Liaison position (previously funded by Admissions) into a new tribal outreach and relationship position	This position, while originally and continuously funded by Admissions, has evolved into a direct report in sole support of Native American Studies Program and Youth Programs. Following an initial meeting with the current Native Nations Liaison and faculty members in the Native American Studies Program, we are crafting a new position which will be responsible for Tribal relations, student support, and mentorship of the Native American Student Union. The goal is to have that position defined, and a search underway, by summer 2023.

In order to maintain core service levels, admissions will re-envision the role of Admissions Counselors and student employees in support of our front office and operation (reception, communication, document processing, admissions evaluation) needs. This will impact the Admissions Counselor role and time spent recruiting new students. Future technology advances with Workday and a new document imaging solution will streamline processes.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Administrative Program Assist	1.00	Classified
Native Nations Liaison	1.00	Unclassified
Office Specialist 2	1.00	Classified
Regional Admissions Counselor	1.00	Unclassified
TOTAL	4.00	

Financial Aid

ACTION	RATIONALE
Eliminate IT support	Due to the realignment and with the elimination of the IT support within the Financial Aid office, support from the IR/IT offices will continue to help the Financial Aid Office provide the needed data to our campus community.
Eliminate the VA/Scholarship Coordinator	The VA duties will be assigned to the Assistant Director and Director who were already serving as back up certifiers. An additional resource may include assistance from the Equity Coordinator for Veterans and Military Family Members. We anticipate that Veteran students will continue to have the financial aid support they require, and will maintain support from the Veterans' Resource Center.

After reviewing the number of students who utilize Title IV aid at Southern Oregon University, the need for Financial Aid processors and those who directly oversee Title IV funding is where the most support is needed. With the elimination of the IT support position, all data needs from the Financial Aid Office will need to be supported by Information Technology and Institutional Research. The VA/Scholarship Coordinator position was created to focus solely on the certification of chapter benefits for Veteran students and their dependents. This position also included the SOSA application and awarding of scholarships. The SOSA process and awarding of scholarships will be managed by the Director and Assistant Director of Financial Aid.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Program Representative 1 (Vacant)	1.00	Classified
Program Representative 2 (Vacant)	1.00	Classified
Information Tech Consult 2	1.00	Classified
Fin Aid & Scholarship Coord	1.00	Unclassified
TOTAL	4.00	

Enrollment Management & Student Support

(Raider Student Services Operations, Registration & Records, Office of International Programs, Disability Resources/UCAM, TRIO SSS)

ACTION	RATIONALE
Eliminate Coordinator of Innovative Program Development	Eliminating the position will reduce available resources to support Navigate. Basic Navigate technical support will be reassigned by other team members - outreach, innovation, training, and advanced support of Navigate users will not be possible.
Eliminate one Raider Student Services (RSS) Student Services Associate	Direct student services will take longer. It is likely that RSS will need to continue to operate in a remote services fashion aside from peak start of term intervals. RSS back office staff will need to help support front office activities limiting the bandwidth for front office to assist backlog with back office. It is also possible that RSS will need to stop directly taking phone calls and instead rely almost entirely on email communication, thereby aligning service delivery with student demand.
Eliminate Academic Records Coordinator	This is the only position within Registration and Records that is truly cross-functional. As such, the duties can be reasonably spread across other positions, but as with all employee positions, workload analysis and process streamlining may be required.
Eliminate Office of International Programs Admissions Coordinator	Some duties of this position, especially international student admissions assessment, will need to be reassigned to other appropriate staff. OIP will need to sunset some current program functionality as a result.

Writ large, these impacted areas are actively seeking ways to refine processes in order to absorb this workload. For example, we will be proposing changes to how course scheduling occurs. Some services that are not mission-critical will need to be eliminated, some services will take longer to fulfill, and these offices will need to be exceptionally judicious with taking on any new projects. Focal points will have to hinge around compliance and essential services first and foremost.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
IEP & USEM TESOL (Vacant)	1.00	Unclassified
Office Specialist 1	0.45	Classified
Administrative Program Assist	1.00	Classified
Coord Innovative Pgm Develop	1.00	Unclassified
Administrative Program Assist	1.00	Classified
Administrative Program Assist	1.00	Classified
Program Representative 2	1.00	Classified
TOTAL	6.45	

Campus Recreation

ACTION	RATIONALE
Eliminate the Membership & Programs Coordinator position	The Membership & Programs Coordinator position became vacant in December 2022. The membership duties will be spread across the Assistant Director position (Operations & Marketing) and the Director position. Some programs will be more heavily led by instructors and student-leads.

With the elimination of the Membership & Programs Coordinator position, the membership and student-employee supervision duties are shifting to a redesigned Assistant Director position and some operations/equipment management duties are shifting to the Director position. Some programming duties will be shuffled to instructors and student-leads. This suppression will be reflected in the reduction of the RECPRG index, part of the Incidental Fee allocated by the Student Fee Allocation Committee (SFAC) within ASSOU.

Impact on Personnel

Division / Department	Planned FTE Reduction	Classification
Membership & Programs Coordinator	1.00	Unclassified
TOTAL	1.00	

Dean of Students Office/Student Life

ACTION	RATIONALE
Eliminate shared health promotion specialist position	Other positions (Care Coordinators, Conduct Coordinator, Associate Dean of Students, and Dean of Students) will attempt to provide the services. It could be possible if/when all of the other vacancies are filled. Vacant since December 2021.
Eliminate Asst. Dir. of Student Life for Equity and Access	This position was created and implemented in August 2020 during the reorganization of Student Life. We are currently exploring optimal solutions for the reorganization of the portfolio that came under the Vice President for Enrollment Management and Student Affairs. We anticipate that reorganization to take place before the start of the Fall 2023 term and no later than January 2024. Conversations are already underway between the President, VP- EMSA, VP-EDI, and Dean of Students. We will strive to prevent any negative impact on direct service to students during and after this transition.
Eliminate Office Specialist 2	This position has been vacant since September 2021 and was slated for elimination in Phase 2 of the reorganization proposed by the former Dean of Students in 2020. It is a student-focused position but the current duties will continue to be filled by the Coord. of Student Orgs and Events with support from the New Student Programs Coordinator and the Director of Student Activities. Vacant since June 30, 2022.
Explore changes to SJEC Coordinator infrastructure	The initial draft of the plan included reducing SJEC Coordinator contracts from 12 months to 10 months, with summer identity-based activity coverage for registration events, resource referral, food pantry, and the veterans' lounge being covered by the Dean of Students Office. This proposal is currently being considered. There may be an opportunity to keep 12-month contracts in place with a smaller footprint. As stated above, we are currently in discussions for reorganization with a goal of fall term 2023. Again, we will strive for no negative impact to direct student support.

Reduce student employee wages and S&S	To recoup reduction in student employee wages any students employed by SULIFE must be eligible for Federal Work Study. Effective June 30, 2022.
Relocate 100% Dir. of Student Activities/Stevenson Union salaries to STUAFD	This position is essential to operations and must be covered by the general fund. Effective June 30, 2022.

The Student incidental fee process is happening now for AY 2023-2024 and estimated reductions to the incidental fee will be between \$500,000-\$800,000. In the area of Student Life, we have been holding positions vacant (N=4). This includes two of four positions in the Social Justice and Equity Center (Gender and Sexuality Justice Coordinator (vacant since September 2022) and Sustainability and Basic Needs Coordinator (vacant beginning March 20, 2023), one position in Student Activities (Coordinator for New Student Programs, vacant since October 2022), and one position within the Dean of Students/Director of Student Life Office (Coordinator for Student Life, Marketing, Engagement and Events, vacant since February 2023).

Once we know the incidental fee allocation (expected by end of April 2023) we will determine what reductions will need to be made. As with the 2021-2022 reductions we will try to minimize the impact to the student experience and ensure that any reductions or eliminations will not detract from SOU's Strategic Direction IV (SOU will create a diverse, equitable, inclusive community where learners flourish). Our programs and activities help students have a sense of belonging, develop new friendships, and create a better community and world. They exist to better serve our students and always put students at the core of everything they do.

On the General Fund side, we have held the Coordinator of Career Connections position vacant and are using those salary savings to pay for a consultant to review and recommend a pathway forward for this department. The Health Promotions Specialist position has been vacant since December 2021.

A concern associated with the proposed reductions for this upcoming year and the reductions that have occurred in previous years is that the area of the Dean of Students/Student Life will be unable to provide the same quality of service. We are reviewing which services will need to be eliminated and determining how to adjust campus expectations related to timely response. A proposal is being developed based on the Career Connections consultants reports that will advocate for the reallocation of existing funds within Career Connections to expand career-related services for SOU students, alumni, and employers.

Impact on Personnel

Division / department	Planned FTE Reduction	Classification
Health Promotions Specialist	0.50	Unclassified
Office Specialist 2	0.50	Classified
Asst Dir SL 4 Equity & Access	1.00	Unclassified
Equity Coord. Vet Resources	0.20 (pending)	Unclassified
Equity Coord. Sustain/Resource	0.20 (pending)	Unclassified
Equity Coord. Racial/Justice	0.20 (pending)	Unclassified
Equity Coord. G&S Justice	0.20 (pending)	Unclassified
TOTAL	2.80	

UNIVERSITY ADVANCEMENT

University Advancement approached the realignment process by focusing on the programs funded by the state budget (<https://sou.edu/president/wp-content/uploads/sites/8/2023/01/Draft-realignment-approach-university-advancement.pdf>). With a comprehensive campaign underway, our goal was to maintain core strength in areas critical to ensuring the campaign’s success. We also looked carefully at those offices staffed with a single professional and were cognizant of the impact these offices would have on the broader university if eliminated (<https://sou.edu/president/wp-content/uploads/sites/8/2023/01/University-Advancement-Data-Analysis-Project-Information.pdf>).

ACTION	RATIONALE
Discontinue Corporate Relations Program	The program develops relationships between the university and regional employers. It is being discontinued in an effort to maximize university resources and focus on those items that are core to the SOU mission.
Eliminate accounting manager position	This position was created in 2022 and is currently vacant.

The Corporate Relations Program was dropped about 2008 due to personnel cuts; regrowth began in 2016. Although there is revenue earned with this program, it is not self-supporting. The challenge will be the potential lack of connection with employers in the region who want to provide professional development opportunities for their employees using their local university. If there are business partners who are also philanthropic supporters, the fundraising team will become the lead connection point for the university.

By eliminating the accounting manager position, we will be slower in processing payments as it relates to sending foundation funds to the university, processing reimbursements, etc. Additionally, with just one remaining employee in the finance and administration area we are reverting to an organizational structure that demands constant monitoring related to internal controls. **This position will likely need to be reinstated in the coming years as foundation assets grow and management of its portfolio becomes more complex; it would be funded entirely by the foundation.**

Impact on Personnel

Position	FTE Reduction	Classification
Assistant Director for Corporate Relations	1.00	Unclassified
Associate Vice President for Government and Corporate Relations	.20	Unclassified
Accounting Manager	1.00	Unclassified
TOTAL	2.20	

INTERCOLLEGIATE ATHLETICS

Our goal was to identify cost savings that did not significantly reduce current numbers of student-athletes, thus minimizing the impact to SOU’s enrollment. Athletic programs have provided a steady increase in enrollment for campus going from 353 to 432 student-athletes in five years. Since 2017, SCH for student-athletes has marked a 44.2% increase. Two of our newer programs—Cheer/Dance and Cycling—however, were in their first year as varsity sports and had not yet pulled in large rosters. Returning them to club status should still allow them potential for growth while saving the cost of fully funding the programs at the intercollegiate level.

Other savings were identified in a vacant position, shifting salary from the General Fund to private gift revenue, a classified adjustment, and numerous reductions to S&S and travel that will necessitate additional fundraising (https://sou.edu/president/wp-content/uploads/sites/8/2023/01/draft_realignment_approach_athletics-1.pdf).

ACTION	RATIONALE
Cheer, Dance and Cycling will move from fully funded varsity programs to Club status.	Savings will predominantly be in salaries for full-time coaches. (A small stipend for .23 FTE will be budgeted for each program to maintain a coaching presence).
Move .25 FTE for Wrestling from state funding to private funding.	This move is the result of a private gift to endow the head coach’s position. This is a cost savings on the E&G side of the equation.
Eliminate Strength and Conditioning Coach position.	Position is currently vacant.
Move Athletic Grounds position to FMP Grounds crew.	Scope of athletic field work can be absorbed into the Grounds crew.

Along with providing a solid structure for the growth of Cheer, Dance and Cycling (and other club sports), Athletics will maintain its focus on the outstanding academic and competitive performance of all our intercollegiate student-athletes. In this crucial time for SOU, we will continue to be a source for dependable, diverse enrollment and retention at a financially viable level...and we will win championships doing it.

Impact on Personnel

Position	FTE Reduction	Classification
Competitive Cheer/Dance Head Coach	1.00	Unclassified
Wrestling Coach to gift funds	.25	Unclassified
Cycling Head Coach	.75	Unclassified
Head Coach, Strength and Conditioning	1.00	Unclassified
Grounds Maintenance Worker 2	1.00	Classified
TOTAL	4.00	

CONCLUSION

We approached this work with an appreciation for the complexity of the challenges, and humility in the understanding that there were no perfect or ‘right’ answers. The urgency with which we crafted this plan was driven by the diverging curves between revenues and costs and a desire to take the time needed to act with compassion for those whose positions are impacted by the recommendation.

The cost management piece of **SOU FORWARD** is just one piece of a broader strategy to repair the structural flaws in the university’s financial model that have resulted in recurring budget crises over the past 25 years, and to ensure continued access and academic success for our students. We have confidence that this strategic approach will help to secure the university’s future for generations.

To minimize the possibility of future fiscal crises, like the one we now face, we need to create a culture that incorporates stronger accountability measures. The Board of Trustees will play a crucial role in those processes. Put simply, as new proposals are introduced for Board consideration, and as new proposals are introduced to the President, five questions must be answered before any approval is given:

1. What resources will this new proposal require?
2. What are the anticipated fiscal or performance benefits from this initiative?
3. What is the time horizon for these expected benefits?
4. What metrics and measurements will be used to monitor progress?
5. What actions will be taken if the expected milestones are not achieved?

By embracing this cultural shift, we can help mitigate the likelihood of uncontrolled programmatic cost increases. All of us must acknowledge our responsibility to keep the institution on sound fiscal footing.

We also understand, and accept, that there will be many critiques of this recommendation, but at the same time we are united in our desire to move the institution forward in a fiscally sustainable way—maintaining our affordability and accessibility—so that we can continue our excellent service to the students for whom we were built to serve.

**Southern Oregon University
Board of Trustees**

**RESOLUTION
Authorization of Budget Realignment**

Whereas, the Board of Trustees of Southern Oregon University (“board”) has a fiduciary duty to ensure the university meets its financial obligations, is operating in furtherance of its stated purposes, and is operating in compliance with the law;

Whereas, current budget projections through Fiscal Year 2026 show the university having a progressive structural deficit of approximately \$-14.6 million in FY 2026-27 in the absence of substantial budget reductions and/or significant additional revenue;

Whereas, the board has concluded that financial resources are not reasonably assured to the University to meet its financial obligations of at least a continuing service level;

Whereas, the Board of Trustees has reviewed the proposed “SOU Forward: Securing SOU’s Future by Embracing a New Fiscal Paradigm” plan dated April 14, 2023 (*SOU Forward*), and is supportive of the plan’s four planks:

1. Cost Management
2. Reimagine support for projects funded by external granting agencies and organizations
3. Leverage an ongoing surge in philanthropic support
4. Diversify revenue sources by pursuing entrepreneurial opportunities

Whereas, the board has held listening sessions related to prior version of the proposed *SOU Forward* plan and provided feedback to the university president;

Whereas, the university has held numerous town halls, meetings with shared governance partners, and meetings with union representatives to receive feedback in the development of *SOU Forward*;

Whereas, the board understands that *SOU Forward* calls for academic program eliminations and modifications; workforce reductions; expenditure reductions; restructuring and reorganization; targeted reductions and reorganization in intercollegiate athletics; and related revenue considerations for these; and

Whereas, *SOU Forward* will help to ensure that the University can continue offering high-quality education and extra-curricular programs, supportive services for SOU students, and targeted service to the community despite the budget reductions necessary to maintain the fiscal stability of SOU;

Now, therefore, be it resolved, the university president is directed to take such actions as may be required, to implement the cost management recommendations of the

SOU Forward plan in order to achieve the cost management targets outlined in the plan including program eliminations and modifications;

Be it further resolved, that the Board of Trustees supports the pursuit of the other *SOU Forward* plan planks: grants, philanthropy, and entrepreneurial opportunities within the authority it has delegated to the university president; and

Be it further resolved, that if the financial condition of the university is not improved as currently projected or better, the university president shall notify the board and will implement additional budget reductions and/or revenue enhancements as may be necessary to alleviate the university's structural deficit, consistent with the board's delegated and retained authorities.

VOTE:

DATE: April 21, 2023

University Board Secretary

Mandatory Student Incidental Fees Recommendation for Academic Year 2023-24 (Action)

AY 2023-24 SFC and TAC Mandatory Incidental Fee Recommendations



Mandatory Incidental Fees (Student Fee Process)	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Incidental	\$395.00	\$1,185.00	\$412.00	\$1,236.00	\$17.00	\$51.00	4.30%
Green Tag	\$14.00	\$42.00	\$14.00	\$42.00	\$0.00	\$0.00	0.00%
Student Rec Center	\$104.00	\$312.00	\$118.00	\$354.00	\$14.00	\$42.00	13.46%
Composite <u>Incidental</u> Fees:	\$513.00	\$1,539.00	\$544.00	\$1,632.00	\$31.00	\$93.00	6.04%



MANDATORY STUDENT INCIDENTAL FEES – JOINT RECOMMENDATION
For July 1, 2023 through June 30, 2024

Date: April 19, 2023
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 2023-24 & Summer Term 2023

DESCRIPTION OF FUNDS

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

STUDENT INCIDENTAL FEE	
Incidental Fee - Academic Year 2023 - 24	\$412
Incidental Fee - Prior Academic Year 2022 - 23	\$395
\$ Change from Prior Year:	\$17
% Change from Prior Year:	4.30%
Incidental Fee - Summer Term 2023	\$92
Incidental Fee - Prior Summer Term	\$88
\$ Change from Prior Year:	\$4
% Change from Prior Year:	4.30%

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 AY23 -24:	\$2,905,226

GREEN TAG FEE	
Green Tag Fee - Academic Year 2023 - 24	\$14
Incidental Fee - Prior Academic Year 2022 - 23	\$14
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%

Programs Supported

Green Tag Projects

Est. AY Collections

\$98,721

RECREATION CENTER FEE	
Recreation Center Fee - Academic Year 2023 - 24	\$118
Recreation Center Fee - Prior Academic Year 2022 - 23	\$104
\$ Change from Prior Year:	\$14
% Change from Prior Year:	13.46%

Programs Supported

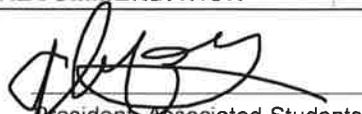
Recreation Center (Building, Debt Service, Core Salaries, etc.)

Est. AY Collections

\$832,079

JOINT RECOMMENDATION

Approve Disapprove


 President, Associated Students
 of Southern Oregon University
 Alicia Gerrity

4/19/2023
Date

Approve Disapprove


 President, Southern Oregon University
 Dr. Richard Bailey

4/19/2023
Date

Tuition and Mandatory Student Enrollment Fees Recommendation for Academic Year 2023-2024 (Action)

Tuition Advisory Council Website:

<https://sou.edu/president/tuition-advisory-council/#2023-meetings-closed>

Roadmap

- Summary of the Tuition Advisory Council's Recommendation
 - Tuition Rates
 - Mandatory Enrollment Fees
 - Total Tuition and Fee Cost Impact to Students
 - One-time Matriculation Fee
- President's Enrollment Fee Recommendation
- President's Tuition Rate Recommendation
- Cost of Attendance
 - Housing and Dining Fee (provided for information only)
 - Summary of Resident Undergraduate (UG) Cost of Attendance

President's Recommendation to Board



	2022-23		2023-24						
Undergraduate Tuition Rate per SCH	Current		Proposed		% Change From Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per Term @ 45 SCH	Annual Tuition Cost
01-WUE SCH	\$ 314.00	\$	\$ 323.00		2.87%	\$ 9.00	\$ 135.00	\$ 405.00	\$ 14,535.00
02-UG Resident SCH (incl. EXRES)	\$ 209.00	\$	\$ 215.00		2.87%	\$ 6.00	\$ 90.00	\$ 270.00	\$ 9,675.00
02.2-UG JackJo Pledge	\$ 156.00	\$	\$ 160.00		2.56%	\$ 4.00	\$ 60.00	\$ 180.00	\$ 7,200.00
03-UG Non Resident SCH	\$ 617.00	\$	\$ 629.00		1.94%	\$ 12.00	\$ 180.00	\$ 540.00	\$ 28,305.00
04.1-UG Online SCH RES	\$ 209.00	\$	\$ 215.00		2.87%	\$ 6.00	\$ 90.00	\$ 270.00	\$ 9,675.00
04.2-UG Online SCH NON-RES	\$ 314.00	\$	\$ 323.00		2.87%	\$ 9.00	\$ 135.00	\$ 405.00	\$ 14,535.00
04.3-UG Online SCH WUE	\$ 314.00	\$	\$ 323.00		2.87%	\$ 9.00	\$ 135.00	\$ 405.00	\$ 14,535.00
Graduate Tuition Rate per SCH									
05-GR Resident SCH (incl. EXRES)	\$ 525.00	\$	\$ 539.00		2.67%	\$ 14.00	\$ 210.00	\$ 630.00	\$ 19,404.00
06-GR Non Resident SCH	\$ 630.00	\$	\$ 643.00		2.06%	\$ 13.00	\$ 195.00	\$ 585.00	\$ 23,148.00
07.0-GR AP MBA Online SCH	\$ 430.00	\$	\$ 430.00		0.00%	\$ -	\$ -	\$ -	\$ 15,480.00
07.1-GR Online SCH RES	\$ 525.00	\$	\$ 539.00		2.67%	\$ 14.00	\$ 210.00	\$ 630.00	\$ 19,404.00
07.2-GR Online SCH NON-RES	\$ 525.00	\$	\$ 536.00		2.10%	\$ 11.00	\$ 165.00	\$ 495.00	\$ 19,296.00
07.3-GR AP MS.Ed Online SCH	\$ 369.00	\$	\$ 369.00		0.00%	\$ -	\$ -	\$ -	\$ 13,284.00
08-GR - MEDU SCH	\$ 450.00	\$	\$ 462.00		2.67%	\$ 12.00	\$ 180.00	\$ 540.00	\$ 16,632.00
Other Categories Tuition Rate per SCH									
09-Staff	\$ 62.00	\$	\$ 64.00		3.23%	\$ 2.00	\$ 30.00	\$ 90.00	\$ 2,880.00
10-Waived Tuition SCH	\$ -	\$	\$ -		0.00%	\$ -	\$ -	\$ -	\$ -
11-Course Based Tuition SCH	\$ 118.00	\$	\$ 121.00		2.54%	\$ 3.00	\$ 45.00	\$ 135.00	\$ 5,445.00
12-Adv Southern Credit SCH	\$ 52.00	\$	\$ 53.00		1.92%	\$ 1.00	\$ 15.00	\$ 45.00 ¹¹⁸	\$ 2,385.00
13-Early Entry Credit SCH	\$ 193.00	\$	\$ 198.00		2.59%	\$ 5.00	\$ 75.00	\$ 225.00	\$ 8,910.00

Mandatory Enrollment Fees

- **Established by ORS 352.102**
 - oregonlaws.org/ors/352.102
- **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 5th, 2023**

Mandatory Enrollment Fees	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Health Services	\$175.00	\$525.00	\$187.00	\$561.00	\$12.00	\$36.00	6.86%
Building Debt-Service Fee	\$50.00	\$150.00	\$50.00	\$150.00	\$0.00	\$0.00	0.00%
Technology Infrastructure Fee	\$25.00	\$75.00	\$25.00	\$75.00	\$0.00	\$0.00	0.00%
Composite <u>Enrollment</u> Fees:	\$250.00	\$750.00	\$262.00	\$786.00	\$12.00	\$36.00	4.80%

AY 2023-2024 Tuition and Fees Impact to Resident Undergraduate Students

Tuition	Current per Term	Current Per AY	Proposed per Term	Proposed Per AY	\$ ▲ Per Term / Per Credit	\$ ▲ per AY	% ▲
Resident Undergrad	\$3,135	\$9,405	\$3,225.00	\$9,675.00	\$6.00	\$270.00	2.87%
Mandatory Enrollment & Incidental Fees							
Student Incidental & Green Tag	\$409	\$1,227	\$426.00	\$1,278.00	\$17.00	\$51.00	4.16%
Student Rec Center	\$104	\$312	\$118.00	\$354.00	\$14.00	\$42.00	13.46%
Student Health Services	\$175	\$525	\$187.00	\$561.00	\$12.00	\$36.00	6.86%
Building Debt-Service Fee	\$50	\$150	\$50.00	\$150.00	\$0.00	\$0.00	0.00%
Technology Infrastructure Free	\$25	\$75	\$25.00	\$75.00	\$0.00	\$0.00	0.00%
Composite Fees:	\$763	\$2,289	\$806.00	\$2,418.00	\$43.00	\$129.00	5.64%
Composite Tuition and Fees:	\$3,898	\$11,694	\$4,031.00	\$12,093.00	\$49.00	\$399.00	3.41%
HECC - Tuition & Mandatory Enrollment Fees:	\$3,385	\$10,155	\$3,487	\$10,461	\$18	\$306	3.01%

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 once existed:
 - Orientation, Scheduling, transcripts, degree applications, re-enrollment, etc.
 - Also supports first-year interest groups and learning
- Fee was approved to be raised up to \$350 last year (from \$300), but was maintained at \$300 during 2022-2023.

Recommendation:

Begin assessing the Matriculation Fee at \$350 going into 2023-2024, to support cost growth in areas supported by the fee.

Mandatory One-Time Fees	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Matriculation Fee	\$350.00	\$1,050.00	\$350.00	\$1,050.00	\$0.00	\$0.00	0.00%

MANDATORY ENROLLMENT and ONE-TIME FEES RECOMMENDATION

For July 1, 2023 through June 30, 2024

Date: April 12, 2023

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 2023-24 & Summer Term 2023 and Recommendation of an update to the Matriculation Fee for Academic Year 2023-24

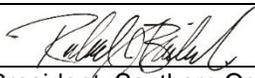
DESCRIPTION OF FUNDS

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 2023 - 24	\$50.00
Building Fee (Debt Portion) - Prior Academic Year	\$50.00
\$ Change from Prior Year:	\$0.00
% Change from Prior Year:	0.00%
Building Debt Service Fee - Summer Term 2023	\$37.50
Building Fee (Debt Portion) - Prior Summer Term	\$37.50
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Building Debt-Service Reserve	\$352,576
<u>TECHNOLOGY INFRASTRUCTURE FEE</u>	
Technology Infrastructure Fee - Academic Year 2023 - 24	\$25.00
Building Fee (Technology portion) - Prior Academic Year	\$25.00
\$ Change from Prior Year:	\$0.00
% Change from Prior Year:	0.00%
Technology Infrastructure Fee - Summer Term 2023	\$18.75
Building Fee (Technology portion) - Prior Summer Term	\$18.75
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Technology Infrastructure	\$176,288
<u>STUDENT HEALTH SERVICES FEE</u>	
Health Services Fee - Academic Year 2023 - 24	\$187.00
Health Services Fee - Prior Academic Year	\$175.00
\$ Change from Prior Year:	\$12.00
% Change from Prior Year:	6.86%
Health Services Fee - Summer Term 2023	\$133.00
Health Services Fee - Prior Summer Term	\$125.00
\$ Change from Prior Year:	\$8.00
% Change from Prior Year:	6.40%
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Student Health and Wellness Center and Programs	\$1,318,634
<u>ONE-TIME FEES</u>	
Matriculation Fee - Academic Year 2023 - 24	\$350
Matriculation Fee - Prior Academic Year	\$350
\$ Change from Prior Year:	\$0
% Change from Prior Year:	0.00%
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Matriculation Funded Indexes	\$320,000

PRESIDENT'S RECOMMENDATION

Approve Disapprove



 President, Southern Oregon University
 Dr. Richard Bailey

4/12/2023

 Date



ACADEMIC YEAR 2022-23 TUITION RATE RECOMMENDATION
For July 1, 2023 through June 30, 2024

Date: April 12, 2023

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 2023-24

DESCRIPTION OF FUNDS

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

Undergraduate Tuition Rate per SCH	2022-23		2023-24		% Change From Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per Term @ 45 SCH	Annual Tuition Cost
	Current		Proposed						
01-WUE SCH	\$ 314.00	\$	\$ 323.00		2.87%	\$ 9.00	\$ 135.00	\$ 405.00	\$ 14,535.00
02-UG Resident SCH (incl. EXRES)	\$ 209.00	\$	\$ 215.00		2.87%	\$ 6.00	\$ 90.00	\$ 270.00	\$ 9,675.00
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03-UG Non Resident SCH	\$ 617.00	\$	\$ 629.00		1.94%	\$ 12.00	\$ 180.00	\$ 540.00	\$ 28,305.00
04.1-UG Online SCH RES	\$ 209.00	\$	\$ 215.00		2.87%	\$ 6.00	\$ 90.00	\$ 270.00	\$ 9,675.00
04.2-UG Online SCH NON-RES	\$ 314.00	\$	\$ 323.00		2.87%	\$ 9.00	\$ 135.00	\$ 405.00	\$ 14,535.00
04.3-UG Online SCH WUE	\$ 314.00	\$	\$ 323.00		2.87%	\$ 9.00	\$ 135.00	\$ 405.00	\$ 14,535.00
Graduate Tuition Rate per SCH									
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07.0-GR AP MBA Online SCH	\$ 430.00	\$	\$ 430.00		0.00%	\$ -	\$ -	\$ -	\$ 15,480.00
07.1-GR Online SCH RES	\$ 525.00	\$	\$ 539.00		2.67%	\$ 14.00	\$ 210.00	\$ 630.00	\$ 19,404.00
07.2-GR Online SCH NON-RES	\$ 525.00	\$	\$ 536.00		2.10%	\$ 11.00	\$ 165.00	\$ 495.00	\$ 19,296.00
07.3-GR AP MS.Ed Online SCH	\$ 369.00	\$	\$ 369.00		0.00%	\$ -	\$ -	\$ -	\$ 13,284.00
08-GR - MEDU SCH	\$ 450.00	\$	\$ 462.00		2.67%	\$ 12.00	\$ 180.00	\$ 540.00	\$ 16,632.00
Other Categories Tuition Rate per SCH									
09-Staff	\$ 62.00	\$	\$ 64.00		3.23%	\$ 2.00	\$ 30.00	\$ 90.00	\$ 2,880.00
10-Waived Tuition SCH	\$ -	\$	\$ -		0.00%	\$ -	\$ -	\$ -	\$ -
11-Course Based Tuition SCH	\$ 118.00	\$	\$ 121.00		2.54%	\$ 3.00	\$ 45.00	\$ 135.00	\$ 5,445.00
12-Adv Southern Credit SCH	\$ 52.00	\$	\$ 53.00		1.92%	\$ 1.00	\$ 15.00	\$ 45.00	\$ 2,385.00
13-Early Entry Credit SCH	\$ 193.00	\$	\$ 198.00		2.59%	\$ 5.00	\$ 75.00	\$ 225.00	\$ 8,910.00

PRESIDENT'S RECOMMENDATION

[X] Approve [] Disapprove

President, Southern Oregon University
Dr. Richard Bailey

4/12/2023

Date

**Southern Oregon University
Board of Trustees**

**RESOLUTION
Tuition and Fees for Academic Year 2023-24**

Whereas, the Southern Oregon University Board of Trustees (“the board”) has the authority to establish tuition and mandatory enrollment fees in accordance with Oregon Law and other applicable laws and policies, 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, and established in accordance with Oregon Law;

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 2023-24;

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 presented, to become effective July 1,

2023. With this approval, the board authorizes collection of tuition and fees for the 2023-2024 academic year.

VOTE:

DATE: April 21, 2023

University Board Secretary

Cost of Attendance

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	\$2,851	\$8,553	\$2,937	\$8,553	\$86	\$0	3.00%
Greensprings - Double-as-Single	\$3,766	\$11,298	\$3,879	\$11,298	\$113	\$0	3.00%
Madrone - Single Apartment	\$4,399	\$13,197	\$4,531	\$13,197	\$132	\$0	3.00%
Shasta - Double	\$3,219	\$9,657	\$3,316	\$9,657	\$97	\$0	3.00%
Shasta - Single	\$3,921	\$11,763	\$4,039	\$11,763	\$118	\$0	3.00%
McLoughlin - Double	\$3,390	\$10,170	\$3,492	\$10,170	\$102	\$0	3.00%
McLoughlin - Single	\$4,212	\$12,636	\$4,338	\$12,636	\$126	\$0	3.00%
McLoughlin - Super Single	\$4,633	\$13,899	\$4,772	\$13,899	\$139	\$0	3.00%
McLoughlin - Studio Single	\$4,727	\$14,181	\$4,869	\$14,181	\$142	\$0	3.00%

Meals	Current	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Red Plan	\$2,050	\$6,150	\$2,100	\$6,300	\$50	\$150	2.44%
Black Plan	\$2,050	\$6,150	\$2,100	\$6,300	\$50	\$150	2.44%
S Plan	\$1,705	\$5,115	\$1,775	\$5,325	\$70	\$210	4.11%
O Plan	\$1,705	\$5,115	\$1,775	\$5,325	\$70	\$210	4.11%
U Plan	\$1,705	\$5,115	\$1,775	\$5,325	\$70	\$210	4.11%
Rocky Plan	\$1,390	\$4,170	\$1,400	\$4,200	\$10	\$30	0.72%
Hawk Plan	\$950	\$2,850	\$980	\$2,940	\$30	\$90	3.16%
Madrone Plan	\$900	\$2,700	\$900	\$2,700	\$0	\$0	0.00%

UG Resident Cost of Attendance for Academic Year 2023-24



Tuition	Current per Term	Current Per AY	Proposed per Term	Proposed Per AY	\$ ▲ Per Term / Per Credit	\$ ▲ per AY	% ▲
Resident Undergrad	\$3,135	\$9,405	\$3,225.00	\$9,675.00	\$6.00	\$270.00	2.87%
Mandatory Enrollment & Incidental Fees							
Student Incidental & Green Tag	\$409	\$1,227	\$426.00	\$1,278.00	\$17.00	\$51.00	4.16%
Student Rec Center	\$104	\$312	\$118.00	\$354.00	\$14.00	\$42.00	13.46%
Student Health Services	\$175	\$525	\$187.00	\$561.00	\$12.00	\$36.00	6.86%
Building Debt-Service Fee	\$50	\$150	\$50.00	\$150.00	\$0.00	\$0.00	0.00%
Technology Infrastructure Free	\$25	\$75	\$25.00	\$75.00	\$0.00	\$0.00	0.00%
Composite Fees:	\$763	\$2,289	\$806.00	\$2,418.00	\$43.00	\$129.00	5.64%
Composite Tuition and Fees:	\$3,898	\$11,694	\$4,031.00	\$12,093.00	\$49.00	\$399.00	3.41%
HECC - Tuition & Mandatory Enrollment Fees:	\$3,385	\$10,155	\$3,487	\$10,461	\$18	\$306	3.01%
Housing/Meals							
Shasta Double	\$3,219	\$9,657	\$3,316	\$9,657	\$97	\$0	3.00%
Red Plan	\$2,050	\$6,150	\$2,100	\$6,300	\$50	\$150	2.44%
Composite Housing/Meals Change:	\$5,269	\$15,807	\$5,416	\$16,247	\$147	\$440	2.78%
Cost of Attendance*							
Resident Undergrad	\$9,167	\$27,501	\$9,447	\$28,340	\$196	\$839	3.05%

Government Relations and Legislative Update

Core Information System Replacement Project Update

CISR Dashboards and Tools

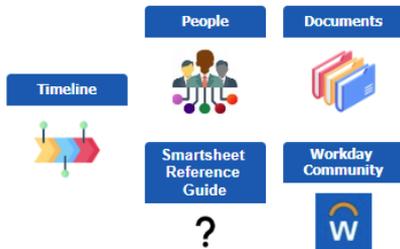
🕒 SOU - Team Dashboard ☆

Home | Status Report | Integrations | Reporting | Testing | Change Management | Data Conversion | RAID Log




Useful Links

People | Documents | Timeline | Smartsheet Reference Guide | Workday Community



- 📄 SOU - Key Dates & Activities
- 📄 SOU - Status Report
- 📄 SOU - Integrations Tracking
- 📄 SOU - RAID Log
- 📄 SOU - Testing Defects
- 📄 SOU - Reporting Inventory [Platform]

Key Resources

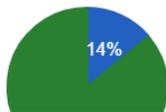


Project Status

Days to Go Live

Go Live **63**

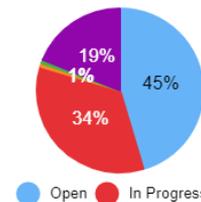
Project Completion %



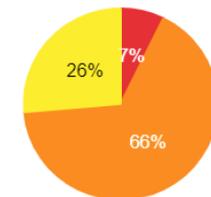
SOU - Weekly Status Report			
Week Ending	Workstream	Current Status	Trending Status
03/24/23	PRJ - Change Management	●	●
03/24/23	TEC - Data Conversion	●	●
03/24/23	TEC - Integrations	●	●

RAID Status

RAID Status



RAID Priority



<https://app.smartsheet.com/dashboards/5f4F2GM3H8pV5hhx5pFFjXGC73p9Q3vRCrcQjp71>

Equity, Diversity, and Inclusion Work Group Update

Amendments to Board Governing Documents (Action)

Board Statement on Ethics and Conflict of Interest Board of Trustees of Southern Oregon University

1.0 Purposes of Board Statement

The Southern Oregon University ("SOU") Board of Trustees is committed to the ethical exercise of its authority and discharge of its fiduciary duties, both for the SOU community and the State of Oregon. There are many federal and state laws and rules governing ethics and conflicts of interest as a Trustee.

Each individual Trustee is personally responsible for complying with the laws applicable to ethical conduct and conflict of interest. SOU will endeavor to schedule annual or periodic training offered by the Oregon Government Ethics Commission ("OGEC"), which is generally charged with the oversight of the State of Oregon's ethics laws as well as specific training offered by SOU. Training is not a substitute for Trustees fulfilling their individual legal responsibilities.

While this Board Statement does not contain an exhaustive list of all considerations a Trustee might face with regard to ethics and conflicts of interests, the purposes of this Statement are to generally inform the Board of Trustees about: (a) the ethical duties of a Trustee; and (b) the Oregon Government Ethics Law and other laws that address conflicts of interest.

SOU shall cause the Trustees to be informed on an annual basis (more often if the law changes) about applicable state and federal law regarding ethics and conflicts of interest so as to maximize the ability of the Trustees generally and each Trustee specifically to avoid ethical breaches and unwise or impermissible conflicts of interest.

2.0 General Ethical Duties of a Trustee

2.1 A Trustee is a fiduciary. A Trustee has duties to the institution and its beneficiaries that few, if any, employees, students, and volunteers have. Trustees are often chosen to fill specific positions and bring their specific backgrounds and expertise to the Board. While Trustees may come from a specific background or role, they are expected to put aside the interests of any specific constituency, government, persons, political party, or private enterprise, keeping the welfare of SOU at all times paramount. Trustees must also recognize that the interests and the welfare of a particular constituency could be irreconcilable with the welfare of SOU generally. Acting upon the interests of a particular constituency could impede the Trustee's ability to discharge their fiduciary duty to SOU.

2.2 Duties of care, loyalty, and obedience.

- 2.2.1 Duty of Care. A Trustee must act in good faith, using a degree of diligence, care, and skill that prudent persons would use under similar circumstances and always in SOU's best interests. In discharging their duties, a Trustee is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data that a reasonable person would rely upon. Trustees may reasonably rely upon data prepared or presented by or under the direction of: (a) One or more officers of the institution whom the Trustee reasonably believes to be reliable and competent in the matters presented; (b) Legal counsel, public accountants or other persons retained by the institution to speak to matters that the Trustee reasonably believes are within the person's professional or expert competence; (c) A committee of the Board of which the Trustee is not a member, as to matters within its jurisdiction, if the Trustee reasonably believes the committee merits confidence. A Trustee fails to act in good faith if the Trustee has personal knowledge concerning the matter in question that makes reliance unwarranted, even if such reliance would otherwise be permitted by this subsection.
- 2.2.2 Duty of Loyalty. A Trustee must act in good faith and in a manner that is reasonably believed to be within the scope of the public purposes of SOU rather than in the Trustee's own interests or the interests of a specific constituency, government, persons, political party, or private enterprise. A Trustee must be loyal to SOU and not use their position of authority to obtain, whether directly or indirectly, a benefit for themselves, their relatives or family, or for another organization in which the Trustee has an interest. The duty of loyalty considers both the financial interests held by a Trustee and the positions a Trustee has with other organizations. A Trustee must maintain independence from stakeholders external to the Board in the conduct of oversight and policy responsibilities.
- 2.2.3 Duty of Obedience. A Trustee must ensure that SOU is operating in furtherance of its stated purposes and is operating in compliance with the law. A Trustee also must ensure effective internal controls. The Board shall periodically re-evaluate its role, purposes, and mission and must be prepared to amend or change them when it is necessary and appropriate to do so.

3.0 **Definitions**

- 3.1 Under Oregon Law: Trustees are considered public officials. Service as a

Trustee is a public trust. Trustees are volunteers and serve without compensation. Trustees are charged to put loyalty to SOU to the highest ethical standards above loyalty to the government, persons, political party, or private enterprise. Trustees are often busy people involved in many state and community activities, and service in multiple public official positions does not constitute the holding of incompatible offices unless expressly stated in the law. Trustees are charged not to make private promises that are binding upon the institution because individual Trustees have no private promise that can be binding on SOU. Finally, Trustees are called upon to expose corruption wherever discovered

3.2 The following definitions apply to this Board Statement:

3.2.1 “Potential conflict of interest” means any action or any decision or recommendation by a person acting in a capacity as a public official, the effect of which could be to the private financial benefit or detriment of the person or the person's relative or a business with which the person or the person's relative is associated *unless* the financial benefit or detriment arises out of the following:

- a. An interest or membership in a particular business, industry, occupation, or other class required by law as a prerequisite to the holding by the person of the office or position.
- b. Any action in the person's official capacity which would affect to the same degree a class consisting of all inhabitants of the state or a smaller class consisting of an industry, occupation, or other group including one of which or in which the person, or the person's relative or business with which the person or the person's relative is associated, is a member or is engaged.
- c. Membership in or membership on the board of directors of a nonprofit corporation that is tax-exempt under section 501(c) of the Internal Revenue Code.

3.2.2 “Actual conflict of interest” means any action or any decision or recommendation by a person acting in a capacity as a public official, the effect of which would be to the private financial benefit or detriment of the person or the person's relative or any business with which the person or a relative of the person is associated unless the financial benefit or detriment arises out of circumstances described in the definition of potential conflict of interest.

3.2.3 “Relative” means:

- a. The spouse, parent, stepparent, child, sibling, stepsibling, son-in-law, or daughter-in-law of the Trustee;
- b. The parent, stepparent, child, sibling, stepsibling, son-in-law, or daughter-in-law of the spouse of the Trustee;
- c. Any individual for whom the Trustee has a legal support obligation;
or
- d. Any individual for whom the Trustee provides benefits arising from the Trustee's public service or from whom the Trustee receives benefits arising from that individual's employment.

4.0 Overview of the Oregon Government Ethics Law

4.1 In General. ORS Chapter 244 sets forth the minimum standards for ethical conduct of Oregon public officials. Each member of the Board of Trustees is an Oregon public official. The Oregon Government Ethics Commission has issued administrative rules, publications, and advisory and staff opinions interpreting certain provisions of ORS Chapter 244.

4.2 Subjects Covered. ORS Chapter 244 addresses, among other topics:

- 4.2.1 Gifts
- 4.2.2 Use or attempted use of an official position to obtain financial gain
- 4.2.3 Honoraria
- 4.2.4 Annual statement of economic interest
- 4.2.5 Lobbying
- 4.2.6 Conflicts of interest, whether actual or potential
- 4.2.7 Nepotism
- 4.2.8 Travel paid by third parties
- 4.2.9 Attendance at events
- 4.2.10 Entertainment
- 4.2.11 Food and beverages
- 4.2.12 Compensation packages
- 4.2.13 Reimbursement of expenses
- 4.2.14 Use of certain confidential information for personal gain

4.3 Relatives. In addition to a Trustee, the Oregon Government Ethics Law may apply to some relatives or members of the household of the Trustee and to certain businesses with which the Trustee or a relative of the Trustee is associated.

4.4 Gifts.

- 4.4.1 During a calendar year, a Trustee or a relative may not solicit or receive, directly or indirectly, any gift or gifts with an aggregate value in excess of \$50 from any single source that could reasonably be known to have a legislative or administrative interest. During a calendar year, a person who has a legislative or administrative interest may not offer to the Trustee or a relative or member of the household of the Trustee any gift or gifts with an aggregate value in excess of \$50.
- 4.4.2 “Legislative or administrative interest” means an economic interest, distinct from that of the general public, in any matter subject to the decision or vote of the Trustee acting in the Trustee's capacity as a Trustee.
- 4.4.3 There are numerous exceptions to the definition of "gift," below are some examples:
- a. Gifts from relatives or members of the household of the Trustee.
 - b. An unsolicited token or award of appreciation in the form of a plaque, trophy, desk item, wall memento, or similar item, with a resale value reasonably expected to be less than \$25.
 - c. Informational or program material, publications, or subscriptions related to the Trustee's performance of official duties.
 - d. Admission provided to or the cost of food or beverage consumed by a Trustee or a member of the household or staff of the Trustee when accompanying the Trustee at a reception, meal, or meeting held by an organization when the Trustee represents the SOU.
 - e. Expenses provided by one public official to another public official for travel inside the state to or from an event that bears a relationship to the receiving public official's office and at which the official participates in an official capacity.
 - f. Food or beverage consumed by a Trustee at a reception where the food or beverage is provided as an incidental part of the reception and no cost is placed on the food or beverage.

- g. Entertainment provided to a Trustee or a relative or member of the household of the Trustee that is incidental to the main purpose of another event.
- h. Entertainment provided to a Trustee or a relative or member of the household of the Trustee where the Trustee is acting in an official capacity while representing SOU.
- i. Anything of economic value offered to or solicited or received by a Trustee or a relative or member of the household of the Trustee:
 - A. As part of the usual and customary practice of the person's private business or the person's employment or position as a volunteer with a private business, corporation, partnership, proprietorship, firm, enterprise, franchise, association, organization, not-for-profit corporation or other legal entity operated for economic value; and
 - B. That bears no relationship to the Trustee's holding of, or candidacy for, a position on the Board of Trustees or another public office.

4.5 Use of Position for Personal Gain. Trustees may not use or attempt to use their official position to obtain a financial benefit for themselves, relatives, or businesses they are associated with through opportunities that would not otherwise be available but for the office held.

4.6 Annual Reporting of Economic Interests. On or before April 15th of each year, a Trustee must file with the OGECE a verified statement of economic interest. SOU is charged with ensuring that OGECE is provided with contact information for each Trustee.

4.7 Use of Certain Confidential Information for Personal Gain. Trustees may have access to or manage information that is confidential and not available to members of the general public. The Oregon Government Ethics Law prohibits Trustees from attempting to use confidential information gained because of the position held or by carrying out assigned duties to further the Trustee's personal gain. The law also prohibits a former Trustee from attempting to use confidential information for personal gain if that confidential information was obtained while holding the position as a Trustee from which access to the confidential information was obtained.

4.8 ORS 351.067 addresses the process by which the Board of Trustees may

permit certain compensation or reimbursement of expenses that would otherwise be prohibited by ORS Chapter 244.

5.0 Conflicts of Interest.

5.1 Generally. Not all conflicts of interest are wrong or unacceptable. Although some categories of conflicts may be prohibited by law, or the law may require that they be disclosed and managed in a particular way, in many cases, management of conflicts of interest is not primarily a question of law but of ethics. In some circumstances, conflicts may be inevitable, and the question for a Trustee may be how to manage the conflict. Some considerations can be identified that tend to signal that a conflict should be prohibited or carefully managed. Often this would be the case where, for example, an individual's outside activities or relationships or the institution's own interests entail the actuality or appearance that the quality or objectivity of a Trustee's judgment could be impaired; or that a Trustee is placing personal interest before SOU's interest; or that SOU's resources or assets apparently are being used for private gain; or that an individual is receiving something of value from a business where the business would appear to benefit from the individual's decision on behalf of SOU; or that an individual is pursuing an economic opportunity identified in the course of service to SOU, where the opportunity is not widely available.

5.2 State law.

5.2.1 The Oregon Government Ethics Law addresses the existence, disclosure, and disposition of certain potential and actual conflicts of interest. The standards set forth in the law attempt to balance the need to avoid conflicts of interest with the need for the services of knowledgeable, experienced public officials. Compliance with state law is required but may be insufficient. Some considerations can be identified that tend to signal that a conflict should be forbidden or carefully managed. Often this would be the case where for example:

- a. A Trustee's outside activities or relationships or SOU's own interests entail the actuality or appearance that the quality or objectivity of judgment could be impaired.
- b. A Trustee is placing personal interest before the SOU's interest.
- c. SOU's resources or assets apparently are being used for private gain.
- d. A Trustee is receiving something of value from a business where the business would appear to benefit from the Trustee's

intervention or decision.

- e. A Trustee is pursuing an economic opportunity identified in the course of their service to SOU, where the opportunity is not widely available to others.

5.2.2 ORS 352.076 addresses a conflict of interest inherent in the positions of the faculty trustee and the non-faculty staff trustee. The conflict may be financial or non-financial. The faculty and non-faculty staff trustees (a) may not participate in any discussions or action by the Board involving collective bargaining issues that affect faculty or non-faculty staff at the SOU, and (b) may not attend any executive session of the Board involving collective bargaining issues that affect faculty or non-faculty staff at SOU. This prohibition may include collective bargaining issues that affect any collective bargaining organization, unit, or agreement, not merely a collective bargaining organization or unit that represents the faculty or non-faculty staff trustee or a collective bargaining agreement to which the organization or unit is a party.

5.2.3 Declaration of Potential and Actual Conflicts of Interest under Oregon Law. When met with a potential or an actual conflict of interest, a Trustee is strongly urged:

- a. Potential: Announce publicly the nature of the *potential* conflict prior to taking any action thereon in the capacity of a Trustee; or
- b. Actual: When met with an *actual* conflict of interest, announce publicly the nature of the actual conflict and refrain from participating in any discussion or debate on the issue out of which the actual conflict arises or from voting on the issue.

5.3 Federal law. Federal laws and regulations mandate conflict-of-interest-related requirements in certain areas applicable to universities – such as lobbying of certain federal officials and the receipt of federal funds for financial aid, construction, research, and grants and contracts. Trustees should be aware that their activities and interests may be in conflict with the interests and activities of the institution under federally-funded programs and may implicate the government relations activities of the institution.

5.4 Non-financial interests. The Board of Trustees does not confine its concerns about conflict of interest to financial conflicts but extends its concerns to all kinds of interests that (a) may lead a Trustee to pursue a policy or practice or take a position that is incompatible with the Trustee's fiduciary duties to the institution, or (b) may

entail steps by the Trustee to achieve personal gain or gain for family, friends or associates, by use of the Trustee's role at the institution.

5.5 Disclosure. Trustees should promptly disclose all actual or potential conflicts of interest related to the institution as the conflicts become known to them. To facilitate Trustees' identification of such conflicts, SOU is directed to inform the Trustees on an annual basis of applicable state and federal law regarding conflicts of interest so as to maximize the potential for awareness of possible conflicts.

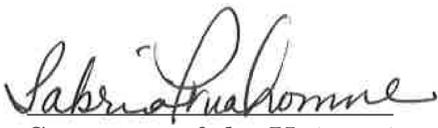
6.0 Compliance

6.1 When a Trustee gives notice of an actual or potential conflict of interest, the Secretary shall record the actual or potential conflict in the official records of the public body.

6.2 Federal law and state law supersede anything in this Statement that is inconsistent or in conflict with such law.

Approved on April 21, 2023

Chair of the Board


Secretary of the University

Revision	Change	Date
	Initial Version	June 26, 2015
1	Duty of Obedience made more specific and expanded; basic edits and corrections.	March 22, 2019
2	General updates to include more “plain language” in the statement; basic edits and corrections	April 21, 2023

Board Statement on Ethics and Conflict of Interest Board of Trustees of Southern Oregon University

1.0 Purposes of Board Statement

The Southern Oregon University ("SOU") Board of Trustees is committed to the ethical exercise of its authority and discharge of its fiduciary duties, both for the SOU community and the State of Oregon. ~~There are many federal and state laws and rules governing ethics and conflicts of interest as a Trustee.~~

~~Each individual Trustee is personally responsible for complying with the laws applicable to ethical conduct and conflict of interest. -SOU will endeavor to schedule annual or periodic training offered by the Oregon Government Ethics Commission ("OGEC"), which is generally charged with the oversight of the State of Oregon's ethics laws as well as specific training offered by SOU. -Training is not a substitute for Trustees fulfilling their individual legal responsibilities.~~

Trustees

While this Board Statement does not contain an exhaustive list of all considerations a Trustee might face with regard to ethics and conflicts of interests, the purposes of this Statement are to generally inform the Board of Trustees about: (a) ~~the~~ the ethical duties of a Trustee; and (b) the Oregon Government Ethics Law and other laws that address conflicts of interest. ~~Each individual Trustee is personally responsible for complying with the law applicable to ethical conduct and conflict of interest.~~

~~The University~~ SOU shall cause the Trustees to be informed on an annual basis (more often if the law changes) about applicable state and federal law regarding ethics and conflicts of interest so as to maximize the ability of the Trustees generally and each Trustee specifically to avoid ethical breaches and unwise or impermissible conflicts of interest.

2.0 General Ethical Duties of a Trustee

~~2.1 — Trustees are volunteers and serve without salary. Service as a Trustee is a public trust. A Trustee is expected to perform his or her duties faithfully and efficiently.~~

~~2.12~~ A Trustee is a fiduciary. A Trustee has duties to the institution and its beneficiaries that few, if any, employees, students, and volunteers have. Trustees are often chosen to fill specific positions and bring ~~to~~ their ~~task~~ specific varied

~~backgrounds~~ and expertise to the Board. —~~While Trustees may come from a specific background or role,~~ but they are expected to put aside the interests of any specific constituency, government, persons, political party, or private enterprise~~parochial interests~~, keeping the welfare of the entire institution~~SOU~~; ~~not just a particular constituency,~~ at all times paramount. Trustees must also recognize that ~~parochial~~the interests and the welfare of a particular constituency could be irreconcilable with the welfare of ~~the entire institution generally~~SOU generally. Acting upon ~~parochial~~the interests ~~or for the welfare~~ of a particular constituency could impede the Trustee's ability to discharge ~~his or her fiduciary~~their fiduciary duty to ~~the entire institution~~SOU.

2.23 D~~The fiduciary duties of a Trustee include the~~ duties of care, loyalty, and obedience.

2.23.1 Duty of Care. A Trustee must act in good faith, using a degree of diligence, care, and skill that prudent persons would use under similar ~~circumstances and~~circumstances and must act in a manner that he or she reasonably believes to be always in the ~~institution~~SOU's best interests. In discharging ~~his or her~~their duties, a Trustee is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data that a reasonable person would rely upon. Trustees may reasonably rely upon data, if prepared or presented by or under the direction of: (a) One or more officers of the institution whom the Trustee reasonably believes to be reliable and competent in the matters presented; (b) Legal counsel, public accountants or other persons retained by the institution to speak to matters that the Trustee reasonably believes are within the person's professional or expert competence; (c) A committee of the Board of which the Trustee is not a member, as to matters within its jurisdiction, if the Trustee reasonably believes the committee merits confidence. A Trustee fails to act in good faith if the Trustee has personal knowledge concerning the matter in question that makes reliance unwarranted, even if such reliance would otherwise be permitted by this subsection.

2.23.2 Duty of Loyalty. A Trustee must act in good faith and in a manner that is reasonably believed to be within the scope of the public purposes of ~~the institution~~SOU rather than in the Trustee's own interests or the interests of a specific constituency, government, persons, political party, or private enterprise~~another organization or constituency~~. A Trustee must be loyal to ~~the institution~~SOU and not use ~~his or her~~their position of authority to obtain, whether directly or

indirectly, a benefit for ~~him or her~~themselves, ~~his or her~~their relatives or family, or for another organization in which the Trustee has an interest. The duty of loyalty considers both ~~the~~ financial interests held by a Trustee and ~~the~~ positions a Trustee has with other organizations. A Trustee must maintain independence from stakeholders external to the Board in the conduct of oversight and policy responsibilities.

2.~~23~~.3 Duty of Obedience. A Trustee must ensure that ~~the University~~SOU is operating in furtherance of its stated purposes and is operating in compliance with the law. A Trustee also must ensure effective internal controls. The Board shall periodically re-evaluate its ~~role,~~ purposes, and mission and must be prepared to amend or change them when it is necessary and appropriate to do so.

3.0 Definitions

3.1 ~~Under Oregon Law: -Trustees are considered public officials. -Service as a Trustee is a public trust. Trustees are volunteers and serve without compensation. —Trustees are charged to put loyalty to SOU to the highest ethical standards above loyalty to the government, persons, political party, or private enterprise. -Trustees are often busy people involved in many state and community activities, and service in multiple public official positions does not constitute the holding of incompatible offices unless expressly stated in the law. —Trustees are charged not to make private promises that are binding upon the institution because individual Trustees have no private promise that can be binding on SOU. -Finally, Trustees are called upon to expose corruption wherever discovered~~

3.~~21~~ The following definitions apply to this Board Statement:

3.~~21~~.1 ~~“Potential conflict of interest”~~ means any action or any decision or recommendation by a person acting in a capacity as a public official, the effect of which could be to the private ~~financial pecuniary~~ benefit or detriment of the person or the person's relative, or a business with which the person or the person's relative is associated, ~~unless the financial pecuniary~~ benefit or detriment arises out of the following:

- a. An interest or membership in a particular business, industry, occupation, or other class required by law as a prerequisite to the holding by the person of the office or position.
- b. Any action in the person's official capacity which would affect to the same degree a class consisting of all inhabitants of the state, or a

smaller class consisting of an industry, occupation, or other group including one of which or in which the person, or the person's relative or business with which the person or the person's relative is associated, is a member or is engaged.

- c. Membership in or membership on the board of directors of a nonprofit corporation that is tax-exempt under section 501(c) of the Internal Revenue Code.

3.21.2 “Actual conflict of interest” means any action or any decision or recommendation by a person acting in a capacity as a public official, the effect of which would be to the private ~~pecuniary~~ financial benefit or detriment of the person or the person's relative or any business with which the person or a relative of the person is associated unless the ~~pecuniary~~ financial benefit or detriment arises out of circumstances described in the definition of potential conflict of interest.

3.21.3 “Relative” means:

- a. The spouse, parent, stepparent, child, sibling, stepsibling, son-in-law, or daughter-in-law of the Trustee;
- b. The parent, stepparent, child, sibling, stepsibling, son-in-law, or daughter-in-law of the spouse of the Trustee;
- c. Any individual for whom the Trustee has a legal support obligation; or
- d. Any individual for whom the Trustee provides benefits arising from the Trustee's public service or from whom the Trustee receives benefits arising from that individual's employment.

4.0 Overview of the Oregon Government Ethics Law

4.1 In General. ORS Chapter 244 sets forth the minimum standards for ethical conduct of Oregon public officials. Each member of the Board of Trustees is an Oregon public official. The Oregon Government Ethics Commission has issued administrative rules, publications, and advisory and staff opinions interpreting certain provisions of ORS Chapter 244.

4.2 Subjects Covered. ORS Chapter 244 addresses, among other [thingstopics](#):

- 4.2.1 Gifts
- 4.2.2 Use or attempted use of an official position to obtain financial gain
- 4.2.3 Honoraria
- 4.2.4 Annual statement of economic interest
- 4.2.5 Lobbying
- 4.2.6 Conflicts of interest, whether actual or potential
- 4.2.7 Nepotism
- 4.2.8 Travel paid by third parties
- 4.2.9 Attendance at events
- 4.2.10 Entertainment
- 4.2.11 Food and beverages
- 4.2.12 Compensation packages
- 4.2.13 Reimbursement of expenses
- 4.2.14 Use of certain confidential information for personal gain

4.3 Relatives. In addition to a Trustee, the Oregon Government Ethics Law may apply to some relatives or members of the household of the Trustee and to certain businesses with which the Trustee or a relative of the Trustee is associated.

4.4 Gifts.

4.4.1 During a calendar year, a Trustee or a relative may not solicit or receive, directly or indirectly, any gift or gifts with an aggregate value in excess of \$50 from any single source that could reasonably be known to have a legislative or administrative interest. During a calendar year, a person who has a legislative or administrative interest may not offer to the Trustee or a relative or member of the household of the Trustee any gift or gifts with an aggregate value in excess of \$50.

4.4.2 “Legislative or administrative interest” means an economic interest, distinct from that of the general public, in any matter subject to the decision or vote of the Trustee acting in the Trustee's capacity as a Trustee.

4.4.3 There are numerous exceptions to the definition of "gift," ~~the most germane of which are the following~~ below are some examples:

- a. Gifts from relatives or members of the household of the Trustee.
- b. An unsolicited token or award of appreciation in the form of a plaque, trophy, desk item, wall memento, or similar item, with a resale value reasonably expected to be less than \$25.
- c. Informational or program material, publications, or subscriptions related to the Trustee's performance of official duties.
- d. Admission provided to or the cost of food or beverage consumed by a Trustee, or a member of the household or staff of the Trustee when accompanying the Trustee, at a reception, meal, or meeting held by an organization when the Trustee represents the UniversitySOU.
- e. Expenses provided by one public official to another public official for travel inside the state to or from an event that bears a relationship to the receiving public official's office and at which the official participates in an official capacity.
- f. Food or beverage consumed by a Trustee at a reception where the food or beverage is provided as an incidental part of the reception and no cost is placed on the food or beverage.
- g. Entertainment provided to a Trustee or a relative or member of the household of the Trustee that is incidental to the main purpose of another event.
- h. Entertainment provided to a Trustee or a relative or member of the household of the Trustee where the Trustee is acting in an official capacity while representing ~~the~~ UniversitySOU.
- i. Anything of economic value offered to or solicited or received by a Trustee, or a relative or member of the household of the Trustee:
 - A. ~~(A)~~ As part of the usual and customary practice of the person's private business, or the person's employment or position as a volunteer with a private business, corporation, partnership, proprietorship, firm, enterprise, franchise, association,

organization, not-for-profit corporation or other legal entity operated for economic value; and

- B. ~~(B)~~ That bears no relationship to the Trustee's holding of, or candidacy for, a position on the Board of Trustees or another public office.

4.5 Use of Position for Personal Gain. Trustees may not use or attempt to use their official position to obtain a financial benefit for themselves, relatives, or businesses they are associated with, through opportunities that would not otherwise be available but for the office held.

4.6 Annual Reporting of Economic Interests. On or before April 15th of each year, a Trustee must file with the ~~OGEC Oregon Government Ethics Commission~~ a verified statement of economic interest. ~~The University~~SOU is charged with ensuring that OGEC is provided with contact information for each Trustee ~~receives the proper form from the Commission.~~

4.7 Use of Certain Confidential Information for Personal Gain. Trustees may have access to or manage information that is confidential and not available to members of the general public. The Oregon Government Ethics Law prohibits Trustees from attempting to use confidential information gained because of the position held or by carrying out assigned duties to further the Trustee's personal gain. The law also prohibits a former Trustee from attempting to use confidential information for personal gain if that confidential information was obtained while holding the position as a Trustee; from which access to the confidential information was obtained.

4.8 ORS 351.067 addresses the process by which the Board of Trustees may permit certain compensation or reimbursement of expenses that would otherwise be prohibited by ORS Chapter 244.

5.0 **Conflicts of Interest.**

5.1 Generally. Not all conflicts of interest are wrong or unacceptable. Although some categories of conflicts may be prohibited by law, or the law may require that they be disclosed and managed in a particular way, in many cases, management of conflicts of interest is not primarily a question of law but of ethics. In some circumstances, conflicts may be inevitable, and the question for a Trustee may be how to manage the conflict. Some considerations can be identified that tend to signal that a conflict should be prohibited or carefully managed. Often this would be the case where, for example, an individual's outside activities or relationships or the institution's own interests entail the actuality or appearance that the quality or objectivity of a Trustee's judgment could be impaired; or that a Trustee is placing personal interest before SOU's ~~the institutional~~-interest; or that ~~institutional~~-SOU's resources or assets apparently are being used for private gain; or that an individual is receiving something of value from a business where the business would appear to benefit from the individual's decision on behalf of ~~the institution~~SOU; or that an individual is pursuing an economic opportunity identified in the course of ~~institutional~~-service to SOU, where the opportunity is not widely available.

5.2 State law.

5.2.1 The Oregon Government Ethics Law addresses the existence, disclosure, and disposition of certain potential and actual conflicts of interest. The standards set forth in the law attempt to balance the need to

avoid conflicts of interest with the need for the services of knowledgeable, experienced public officials. Compliance with state law is required but may be insufficient. Some considerations can be identified that tend to signal that a conflict should be forbidden or carefully managed. Often this would be the case where, for example:

- a. A Trustee's outside activities or relationships or ~~an institution's~~ SOU's own interests entail the actuality or appearance that the quality or objectivity of judgment could be impaired.
- b. A Trustee is placing personal interest before the SOU's institutional interest.
- c. ~~Institutional-SOU's~~ resources or assets apparently are being used for private gain.
- d. A Trustee is receiving something of value from a business where the business would appear to benefit from the Trustee's intervention or decision.
- e. A Trustee is pursuing an economic opportunity identified in the course of ~~institutional service~~ their service to SOU, where the opportunity is not widely available to others.

5.2.2 ORS 352.076 addresses a conflict of interest inherent in the positions of the faculty trustee and the non-faculty staff trustee. The conflict may be financial or non-financial. The faculty and non-faculty staff trustees (a) may not participate in any discussions or action by the Board involving collective bargaining issues that affect faculty or non-faculty staff at the ~~University~~SOU, and (b) may not attend any executive session of the Board involving collective bargaining issues that affect faculty ~~or or~~ non-faculty staff at ~~the University~~SOU. This prohibition may include collective bargaining issues that affect any collective bargaining organization, unit, or agreement, not merely a collective bargaining organization or unit that represents the faculty or non-faculty staff trustee or a collective bargaining agreement to which the organization or unit is a party.

5.2.3 Declaration of Potential and Actual Conflicts of Interest under Oregon Law. When met with a potential or an actual conflict of interest, a Trustee is strongly urged:

- a. Potential: Announce publicly the nature of the *potential* conflict prior to taking any action thereon in the capacity of a Trustee; or

- b. Actual: When met with an *actual* conflict of interest, announce publicly the nature ~~of~~of the actual conflict and refrain from participating in any discussion or debate on the issue out of which the actual conflict arises or from voting on the issue.

5.3 Federal law. Federal laws and regulations mandate conflict-of-interest-related requirements in certain areas applicable to universities – such as lobbying of certain federal officials and the receipt of federal funds for financial aid, construction, research, and grants and contracts. Trustees should be aware that their activities and interests may be in conflict with the interests and activities of the institution under federally-funded programs and may implicate the government relations activities of the institution.

5.4 Non-financial interests. The Board of Trustees does not confine its concerns about conflict of interest to financial conflicts but extends its concerns to all kinds of interests that (a) may lead a Trustee to pursue a policy or practice or take a position that is incompatible with the Trustee's fiduciary duties to the institution, or (b) may entail steps by the Trustee to achieve personal gain, or gain for family, friends or associates, by use of the Trustee's role at the institution.

5.5 Disclosure. Trustees should ~~disclose promptly~~promptly disclose all actual or potential conflicts of interest related to the institution as the conflicts become known to them. To facilitate Trustees' identification of such conflicts, ~~the~~ UniversitySOU is directed to inform the Trustees on an annual basis of applicable state and federal law regarding conflicts of interest so as to maximize the potential for awareness of possible conflicts.

6.0 Compliance

6.1 When a Trustee gives notice of an actual or potential conflict of interest, the Secretary shall record the actual or potential conflict in the official records of the public body.

6.2 Federal law and state law supersede anything in this Statement that is inconsistent or in conflict with such law.

Approved on ~~March-April 212~~, 202319



Chair of the Board

Sabrina Puelhomme
Secretary of the University

Revision	Change	Date
	Initial Version	June 26, 2015
1	Duty of Obedience made more specific and expanded; basic edits and corrections.	March 22, 2019
<u>2</u>	<u>General updates to include more “plain language” in the statement; basic edits and corrections</u>	<u>April 21, 2023</u>

Board Statement on Policies

Board of Trustees of Southern Oregon University

1.0 Preamble

Consistent with authority of the Board of Trustees ("Board") to manage the affairs of Southern Oregon University ("University" or "SOU") and, in recognition of its fiduciary obligations, the Board identifies the following categories of authority and the principles and processes governing the development of statements of authority, including bylaws, committee charters, board statements, board resolutions, university policies, university procedures, handbooks, and manuals.

2.0 Categories of Authority

2.1 Bylaws. Board Bylaws outline the essential elements necessary for the Board's constitution and operation, including, but not limited to Board officers, meeting agendas, and certain legal obligations.

2.2 Committee Charters. Committee charters identify the duties and scope of authority for the Board's committees, both standing and ad hoc, and must be consistent with the Board's Bylaws, Board Statement on Committees, and other Board actions. These charters may only be adopted, amended, or repealed by a majority vote of the Board. Board committees, from time to time, may suggest changes to the committee charters for Board action.

2.3 Board Statements and Resolutions. Board Statements are broad, strategic statements communicating the Board's expectations. As opposed to University Policies or Procedures, which could communicate delegated, operational or transactional authority or procedures, Board Statements communicate the fundamental strategic, fiduciary, and structural expectations of the Board. While the Board's committees, President, and SOU Policy Council play a role in the development and recommendation of Board Statements, such Statements may only be adopted, amended or repealed by a majority vote of the Board. Pursuant to ORS 352.107, the Board may authorize a Board Statement to have the force of law. Board Resolutions are also reserved for broad, strategic statements, but may be used in specific circumstances, including statements that need to be reaffirmed periodically by the Board or for actions authorizing the sale of bonds. Board Statements and Resolutions must be consistent with the Board's Bylaws and federal and state law.

2.4 University Policies. University Policies describe the exercise of authority delegated to the President by the Board. University Policies typically communicate the broad, strategic expectations of the President regarding the University's affairs. University Policies must be consistent with Board Statements and Resolutions and federal and state law. In any event where a

University Policy is inconsistent with a Board Statement or Resolution, the Board Statement or Resolution shall prevail.

2.5 University Procedures. University Procedures, which likely work in concert with one or more University Policies, communicate the day-to-day steps or processes necessary for the effective and efficient accomplishment of University Policies. University Procedures must be consistent with Board Statements and Resolutions, University Policies, and other actions, as well as federal and state law. Where a University Procedure is inconsistent with a Board Statement, Resolution, University Policy or other Board action the Board Statement, Resolution, Policy, or action prevails.

2.6 Handbooks and Manuals. Handbooks and Manuals exist throughout the University and typically communicate desktop procedures or expectations for a University department, unit, or functional area. Examples may include, but are not limited to a faculty handbook, student handbook, and fiscal policy manual. Handbooks and Manuals must be consistent with Board Statements, Resolutions, and other actions, and University Policies and Procedures. Where a Handbook or Manual is inconsistent with a Board Statement, Resolution, or action, or University Policy or Procedure, the Statement, Resolution, action, Policy, or Procedure will prevail.

3.0 SOU Policy Committee

3.1 To assist in the formulation, drafting, revision, recommendation, and maintenance of the Board's and University's statements of authority, the Board directs the President to establish and maintain a policy council. The SOU Policy Council ("Council") will be convened by the SOU General Counsel who shall serve Policy Council Chair. With the approval of the President, the Council will consist of representatives of the major functional units at the University (e.g., human resources, business affairs, contracting and procurement, public safety, student affairs, academic affairs, and risk management), as well as duly-elected or appointed representatives of the SOU Faculty Senate, the Associated Students of SOU, and the SOU Staff Assembly. The Council is a consultative, multi-functional group designed to provide valuable input and advice on the categories of authority described in this Board Statement.

3.2 The responsibility for any statement of authority described at sections 2.4, 2.5, or 2.6 of this Board Statement resides with the cognizant officer or director ("Responsible Officer"), as designated by the President.

3.3 The Responsible Officer, or designee, shall present University Policies, whether new or existing, to the Council for advice. After discussion of the draft University Policy, the Policy Council Chair, may seek comment from the University community at any time. Draft University Policies shall also be posted on the

University's policy website for a period of at least seven calendar days, unless policy changes are immaterial or are an emergency. The appropriate Responsible Officer or the Chair, with any comments, may return to the Council for advice.

The Chair shall communicate to the President major issues or concerns, if any, identified by the Council, University community, or the public. A University Policy is only valid after an official copy is approved by the President and posted on the University's policy website.

3.4 The Responsible Officer, or designee, shall present all University Procedures, whether new or existing, to the Council for the official record of the University's procedures. The Responsible Officer shall communicate to the Council and the President any major issues, regulatory considerations, or additional concerns. A University Procedure is only valid after an official copy is approved by the Responsible Officer and a copy is made available to the University community either (a) on the University website or (b) a copy is created and made available to the University community in the department responsible for the procedure. Any inconsistency with a category of authority described at Section 2.4, 2.5, or 2.6 of this Statement will be resolved in favor of the applicable Law, Board Statement, Resolution, or action, University Policy or Procedure, or, as applicable, collective bargaining agreement.

3.5 The Responsible Officer, or designee, shall present all University Handbooks and Manuals, whether new or existing, to the Council for the official record of the University. The Responsible Officer shall communicate to the Council and the President any major issues, regulatory or additional concerns. A University Handbook or Manual is only valid after an official copy is approved by the Responsible Officer and a copy is made available to the University community either (a) on the University website or (b) a copy is created and made available to the University community in the department responsible for the procedure. Any inconsistency with a category of authority described at Section 2.4, 2.5, or 2.6 of this Statement will be resolved in favor of the applicable Law, Board Statement, Resolution, or action, University Policy or Procedure, or, as applicable, collective bargaining agreement.

3.6 Inspection of policies, procedures, handbooks and manuals may be restricted to the extent allowed by the Oregon Public Records Law to prevent the misuse of sensitive security information, financial and business procedures, and similar information.

3.7 Board Statements or Resolutions may come to the Council for advice and consideration through a variety of channels, including the Board or its chair, its committees, whether standing or *ad hoc*, the President, or a Responsible Officer. The relevant Responsible Officer, at the direction of the Board Chair, Board

committee chair, or the President, may present a Board Statement or Resolution, whether new or existing, to the Council for advice and consideration. After any advice and consideration by the Council, and with the Board Chair's authorization, the President or Responsible Officer may submit a draft Board Statement or Resolution to the University community for comment. Notwithstanding the Council's existence as a consultative, advisory group assembled for the benefit of the University, nothing in this Section shall be construed to require the Board or its committees to submit its Board Statements or Resolutions to the Council.

4.0 Format

4.1 All categories of authority will be presented substantially in the same format.

4.2 The Board Secretary shall devise an operational system to organize the Categories of Authority listed in Sections 2.1, 2.2, and 2.3, as required by law.

4.3 The Council will devise an operational system to organize the categories of authority listed in Sections 2.4, 2.5, and 2.6, as required by law.

4.4 Responsible Officers will, from time to time, review categories of authority within their functional areas to determine if repeal or amendment is advisable.

4.5 Technical changes to the organizational system, titles of authorities, indexing of authorities, or any other administrative change necessary to maintain an accessible and efficient policy function that does not conflict with this Board Statement may be accomplished after notice to the Board Chair or President as applicable.

Approved on April 21, 2023

Chair of the Board



University Board Secretary

Revision	Change	Date
	Initial Version	June 26, 2015
1	Responsible officers expanded to chief student affairs officer; validation of official university procedures expanded; applicability of Oregon Public Records Law included; basic edits and corrections.	March 22, 2019
2	Responsible officers updated; operational system to organize updated; procedural detail removed from 3.4, 3.5, and 3.7.; basic updates, edits, and corrections.	April 21, 2023

Board Statement on Policies

Board of Trustees of Southern Oregon University

1.0 Preamble

—Consistent with authority of the Board of Trustees ("Board") to manage the affairs of Southern Oregon University ("University" or "SOU") and, in recognition of its fiduciary obligations, the Board identifies the following categories of authority and the principles and processes governing the development of statements of authority, including bylaws, committee charters, board statements, board resolutions, university policies, university procedures, handbooks, and manuals.

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2.2 Committee Charters. Committee charters identify the duties and scope of authority for the Board's committees, both standing and ad hoc, and must be consistent with the Board's Bylaws, Board Statement on Committees, and other Board actions. These charters may only be adopted, amended, or repealed by a majority vote of the Board. Board committees, from time to time, may suggest changes to the committee charters for Board action.

2.3 Board Statements and Resolutions. Board Statements are broad, strategic statements communicating the Board's expectations. As opposed to University Policies or Procedures, which could communicate delegated, operational or transactional authority or procedures, Board Statements communicate the fundamental strategic, fiduciary, and structural expectations of the Board. While the Board's committees, President, and SOU Policy Council play a role in the development and recommendation of Board Statements, such Statements may only be adopted, amended or repealed by a majority vote of the Board. Pursuant to ORS 352.107, the Board may authorize a Board Statement to have the force of law. Board Resolutions are also reserved for broad, strategic statements, but may be used in specific circumstances, including statements that need to be reaffirmed periodically by the Board or for actions authorizing the sale of bonds. Board Statements and Resolutions must be consistent with the Board's Bylaws and federal and state law.

2.4 University Policies. University Policies describe the exercise of authority delegated to the President by the Board. University Policies typically communicate the broad, strategic expectations of the President regarding the University's affairs. University Policies must be consistent with Board Statements and Resolutions and federal and state law. In any event where a

University Policy is inconsistent with a Board Statement or Resolution, the Board Statement or Resolution shall prevail.

2.5 University Procedures. University Procedures, which likely work in concert with one or more University Policies, communicate the day-to-day steps or processes necessary for the effective and efficient accomplishment of University Policies. University Procedures must be consistent with Board Statements and Resolutions, University Policies, and other actions, as well as federal and state law. Where a University Procedure is inconsistent with a Board Statement, Resolution, University Policy or other Board action the Board Statement, Resolution, Policy, or action prevails.

2.6 Handbooks and Manuals. Handbooks and Manuals exist throughout the University and typically communicate desktop procedures or expectations for a University department, unit, or functional area. Examples may include, but are not limited to a faculty handbook, student handbook, and fiscal policy manual. Handbooks and Manuals must be consistent with Board Statements, Resolutions, and other actions, and University Policies and Procedures. Where a Handbook or Manual is inconsistent with a Board Statement, Resolution, or action, or University Policy or Procedure, the Statement, Resolution, action, Policy, or Procedure will prevail.

3.0 SOU Policy Committee

3.1 To assist in the formulation, drafting, revision, recommendation, and maintenance of the Board's and University's statements of authority, the Board directs the President to establish and maintain a policy council. The SOU Policy Council ("Council") will be convened by the SOU General Counsel who shall serve Policy Council Chair. With the approval of the President, the Council will consist of representatives of the major functional units at the University (e.g., human resources, business affairs, contracting and procurement, public safety, student affairs, academic affairs, and risk management), as well as duly-elected or appointed representatives of the SOU Faculty Senate, the Associated Students of SOU, and the SOU Staff Assembly ~~and ASSOU~~. The Council is a consultative, multi-functional group designed to provide valuable input and advice on the categories of authority described in this Board Statement.

3.2 ~~_____~~ The responsibility for any statement of authority described at sections 2.4, 2.5, or 2.6 of this Board Statement resides with the cognizant officer or director ("Responsible Officer"), as designated by the President, even if employees that report to the Responsible Officer participate in the Council. Responsible Officers include: (1) chief academic officer, (2) chief student affairs officer, (3) chief financial officer, (4) chief legal officer, (5) chief development officer, and (6) athletic director.

3.3 The Responsible Officer, or designee, shall present University Policies, whether new or existing, to the Council for advice. After discussion of the draft University Policy, the ~~Responsible Officer~~ Policy Council Chair, may ~~submit the draft University Policy to the President for authorization to seek comment from the University community at any time. With the President's authorization, a Responsible Officer may submit a~~ Draft University Policies ~~y to the University community for comment for at least seven calendar days. The draft shall also be posted on the University's policy website for a period of at least seven calendar days, unless policy changes are immaterial or are an emergency. The appropriate - during the comment period. After seven days, the Responsible Officer or the Chair, with any comments, may return to the Council for advice. or request approval from the President.~~

~~Although a vote is not required in order for the Responsible Officer to submit a University Policy to the President, the Responsible Officer~~ The Chair shall communicate to the President ~~any~~ any major issues or concerns, if any, identified by the Council, University community, or the public. ~~With the President's authorization, a Responsible Officer may submit a draft University Policy to the University community for comment for at least seven calendar days. The draft shall also be posted on the University's policy website during the comment period. After seven days, the Responsible Officer, with any comments, may return to the Council for advice or request approval from the President.~~ A University Policy is only valid after an official copy is ~~(i)~~ (i) approved by the President ~~and posted and (ii) included~~ on the University's policy website.

3.4 The Responsible Officer, or designee, shall present all University Procedures, whether new or existing, to the Council ~~for ad~~ for the official record of the University's procedures ~~vice. After discussion of the draft University Procedure, the Responsible Officer may seek the President's approval. Although a vote is not required in order for the~~ The Responsible Officer to submit a University Procedure to the President for approval, the Responsible Officer shall communicate to the Council and the President any major issues, regulatory considerations, or additional concerns, if any, identified by the Council. ~~-~~ A University Procedure is only valid after an official copy is approved by the ~~President~~ Responsible Officer and a copy is made available to the University community either (a) on the University website or (b) a physical copy is created and made available to the University community in the department responsible for the procedure. Any inconsistency with a category of authority described at Section 2.48, 2.54, or 2.56 of this Statement will be resolved in favor of the applicable Law, Board Statement, Resolution, or action, University Policy or Procedure, or, as applicable, collective bargaining agreement.

3.5 The Responsible Officer, or designee, shall present all University Handbooks and Manuals, whether new or existing, to the Council for the official

~~record of the University. The Responsible Officer shall communicate to the Council and the President any major issues, regulatory or additional concerns. A University Handbook or Manual is only valid after an official copy is approved by the Responsible Officer and a copy is made available to the University community either (a) on the University website or (b) a copy is created and made available to the University community in the department responsible for the procedure. The Responsible Officer is authorized to maintain Handbooks and Manuals described at Section 2.6 for any unit or department that reports to him or her. The Responsible Officer may seek the advice and guidance of the Council for Handbooks and Manuals, but is not required to do so. Notwithstanding this authority, a Handbook or Manual is not valid unless it contains statements that (i) it does not create a contractual obligation unless expressly stated, (ii) that the official copy may be found on the University's website or the location where a physical copy may be inspected, and (iii) any inconsistency with a category of authority described at Section 2.34, 2.45, or 2.56 of this Statement will be resolved in favor of the applicable Law, Board Statement, Resolution, or action, University Policy or Procedure, or, as applicable, collective bargaining agreement.~~

3.6 Inspection of policies, procedures, handbooks and manuals may be restricted to the extent allowed by the Oregon Public Records Law to prevent the misuse of sensitive security information, financial and business procedures, and similar information.

3.7 Board Statements or Resolutions may come to the Council for advice and consideration through a variety of channels, including the Board or its chair, its committees, whether standing or *ad hoc*, the President, or a Responsible Officer. The relevant Responsible Officer, at the direction of the Board Chair, Board committee chair, or the President, may present a Board Statement or Resolution, whether new or existing, to the Council for advice and consideration. After any advice and consideration by the Council, and with the Board Chair's authorization, the President or Responsible Officer may submit a draft Board Statement or Resolution to the University community for comment, ~~for at least seven calendar days. The draft may also be posted on the University's policy website during the comment period. After seven days, the President or Responsible Officer may compile any comments and seek the advice of the Board Chair on whether to return the draft to the Council for further refinement or include the draft Board Statement or Resolution in the Board's docket for action at a regular, special or emergency meeting.~~ Notwithstanding the Council's existence as a consultative, advisory group assembled for the benefit of the University, nothing in this Section shall be construed to require the Board or its committees to submit its Board Statements or Resolutions to the Council.

4.0 Format

4.1 All ~~categories of authority~~ categories of authority will be presented substantially in the same format. ~~The official copy of the authority will be found on the Board's website and the University's policy website, with an official paper in the Board's office files.~~

4.2 The Board Secretary shall devise an operational system to organize the Categories of Authority listed in Sections 2.1, 2.32, and 2.3, as required by law.

4.32 ~~The Council will devise an operational system to organize the categories of authority listed in Sections 2.4, 2.5, and 2.6, under discernible functional areas as required by law.~~

4.43 Responsible Officers will, from time to time, review categories of authority within their functional areas to determine if repeal or amendment is advisable.

4.54 Technical changes to the organizational system, titles of authorities, indexing of authorities, or any other administrative change necessary to maintain an accessible and efficient policy function that does not conflict with this Board Statement may be accomplished after notice to the ~~Board Chair~~ Board Chair or President as applicable.

Approved on ~~March 22~~ April 21, 2019 ~~2023~~



Chair of the Board



~~Secretary of the~~ University Board Secretary

Revision	Change	Date
	Initial Version	June 26, 2015
1	Responsible officers expanded to chief student affairs officer; validation of official university procedures expanded; applicability of Oregon Public Records Law included; basic edits and corrections.	March 22, 2019

<u>2</u>	<u>Responsible officers updated; operational system to organize updated; procedural detail removed from 3.4, 3.5, and 3.7.; basic updates, edits, and corrections.</u>	<u>April 21, 2023</u>
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**Board Statement on Recommending Candidates
for At-Large Board Positions
Board of Trustees of Southern Oregon University**

1.0 Goal

Members of the Board of Trustees of Southern Oregon University are appointed by the Governor of the State of Oregon and confirmed by the Oregon Senate, in compliance with Oregon Law. It is a goal of the Board of Trustees (“Board”) to recommend at-large candidates for the Governor's consideration who meet the individual characteristics desired for the Board and who complement the needs of the Board as a whole. The Board fully recognizes that, as executive appointees, Southern Oregon University trustees are appointed only by the Oregon Governor and confirmed only by the Oregon Senate.

2.0 Purpose

The purpose of this Board Statement is to guide the Board's efforts in identifying potential candidates to recommend to the Governor for at-large board positions. The positions filled by the following members are not at-large positions on the Board of Trustees: President of the University, a student enrolled at the University, a member of the faculty of the University, and a member of the non-faculty staff of the University. With the exception of the University President, the board will rely on the campus governance bodies that represent the applicable constituent groups to implement a process for recommending candidates for appointment to the Board.

3.0 Board Composition

3.1. Board Composition. The Board should be composed of members who have:

- a. A commitment to public higher education;
- b. A record of public or community service;
- c. Knowledge of complex organizations or academic institutions;
- d. Demonstrated collaborative, collegial approach to leadership;
- e. A willingness and availability for constructive engagement;
- f. A commitment to open-minded, non-partisan decision-making;
- g. A record of integrity, good judgment, and civic virtue;
- h. A commitment to engagement in board responsibilities and interests; and
- i. A commitment to equity, diversity and inclusion.

3.2 Experience. There should be a variety of perspectives, backgrounds, experience, and skills among the members of the Board. These may include, but are

not limited to:

- a. Gender, race and ethnicity, age, geographic location of residence, and other expressions of diversity;
- b. Unique skills and competencies, including experience that will benefit the Board and the University;
- c. Complementary skills and perspectives;
- d. A broad range of professional fields (e.g., education, legal, finance, engineering, healthcare, criminal justice, business, etc.);
- e. Knowledge of and/or connection to Southern Oregon University (alumni relation, campus service, community relationships, etc.); and
- f. Qualifications and characteristics that reflect and support the Governor's goals, priorities, and initiatives.

4.0 Process

The process for identifying and vetting potential candidates will include the following:

4.1 Conduct Needs Assessment. When a vacancy on the Board is anticipated or occurs, the Board Secretary, in conjunction with the President, Board Chair, and/or Vice Chair, will conduct a needs assessment by analyzing the present Board membership against the composition identified in Section 3. The Board also will conduct periodic self-assessments, which the Board Secretary, President, and Board Chair also will consider in assessing the Board's needs.

4.2 Identify and Vet Potential Candidates. Based on the needs assessment, the President and/or Board Chair, in consultation with the Vice Chair, will identify potential candidates. To assist the President and Board Chair in identifying potential candidates, the Board Secretary will maintain a list of individuals submitted by sources such as trustees, the President, senior administrators, and others. The President and/or Board Chair will vet candidates under priority consideration, or may cause the vetting of those candidates to occur. Vetting may include a discussion with potential candidates about their interest, responsibilities of serving as a trustee, readiness for nomination, ability to serve the university with:

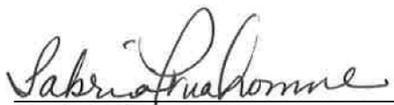
- a. Support for the mission and strategic priorities of the university;
- b. Commitment of time and talent;
- c. Attendance at and participation in board and committee meetings;
- d. Ability to maintain a university-wide perspective on issues and concerns;
- e. Promotion of the university mission through advocacy and oversight of policy; and
- f. Active involvement in the life of the university.

4.3 Review Results of the Vetting Process. The President will discuss priority candidates with the Board Chair. The Board Chair will consult with members of the Board regarding potential candidates who are willing and able to serve and who satisfy the needs identified in the needs assessment. Candidates will be asked to complete an application process required by the Governor's Office of Executive Appointments. The Board Secretary may provide technical assistance to applicants. Based on the factors set forth above and the information gathered for the Board Chair, the Board Chair will decide which candidates to recommend on behalf of the Board of Trustees to the Governor for consideration.

Any member of the public who may be interested in serving as a trustee, but who has not come to the attention of the Board through this process, may apply independently. It is understood by the Board that providing recommendations to the Governor's office regarding potential trustees in no way guarantees or implies appointment of any applicant. As executive appointees, Southern Oregon University trustees are appointed only by the Oregon Governor and confirmed only by the Oregon Senate.

Approved on April 21, 2023

Board Chair



Board Secretary

Revision	Change	Date
	Initial Version	June 17, 2016
1	Revised to include Vice Chair; Review Results of the Vetting Process revised; basic edits and corrections.	March 22, 2019
2	Board composition section updated; application process updated; basic updates, edits and corrections.	April 21, 2023

**Board Statement on Recommending Candidates
for At-Large Board Positions
Board of Trustees of Southern Oregon University**

1.0 ~~1.~~ Goal

~~Under ORS 352.076, Members of the Board of Trustees of~~ Southern Oregon University ~~trustees~~ are appointed by the Governor of the State of Oregon and confirmed by the Oregon Senate, in compliance with Oregon Law. It is a goal of the Board of Trustees (“Board”) to recommend at-large candidates for the Governor's consideration who meet the individual characteristics desired for the Board and who complement the needs of the Board as a whole. The Board fully recognizes that, as executive appointees, Southern Oregon University trustees are appointed only by the Oregon Governor and confirmed only by the Oregon Senate.

2.0 Purpose

The purpose of this ~~policy~~ Board Statement is to guide the Board's efforts in identifying potential candidates to recommend to the Governor for at-large board positions. The positions filled by the following members are not at-large positions on the Board of Trustees: ~~the~~ President of the University, a student enrolled at the ~~u~~University, a member of the faculty of the ~~u~~University, and a member of the non-faculty staff of the University. ~~-~~With the exception of the University President, the board will rely on the campus governance bodies that represent the applicable constituent groups to implement a process for recommending candidates for appointment to the Board.

3.0 Board Composition

3.1. Board Composition.

The Board should be composed of members who have:

- a. A commitment to public higher education;
- b. A record of public or community service;
- c. Knowledge of complex organizations or academic institutions;
- d. Demonstrated collaborative, collegial approach to leadership;
- e. A willingness and availability for constructive engagement;
- f. A commitment to open-minded, non-partisan decision-making;
- g. A record of integrity, good judgment, and civic virtue; ~~and~~
- h. A commitment to engagement in board responsibilities and interests; ~~and-~~
- h.i. A commitment to equity, diversity and inclusion.

3.2 Experience. There should be a ~~balance-variety~~ of perspectives, backgrounds, experience, and skills among the members of the Board. These may include, but are not limited to:

- a. Gender, ~~race and~~ ethnicity, age, geographic location of residence, and other expressions of diversity;
- b. Unique skills and competencies, including experience that will benefit the Board ~~and the University~~;
- c. Complementary skills and perspectives;
- d. A broad range of professional fields (e.g., education, legal, finance, engineering, healthcare, criminal justice, business, etc.);
- e. Knowledge of and/or connection to Southern Oregon University (alumni relation, campus service, community relationships, etc.); and
- f. Qualifications and characteristics that reflect and support the Governor's goals, priorities, and initiatives.

4.0 Process

The process for identifying and vetting potential candidates will include the following:

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When a vacancy on the Board is anticipated or occurs, the Board Secretary, in conjunction with the President, Board Chair, and/or Vice Chair, will conduct a needs assessment by analyzing the present Board membership against the composition identified in Section 3. The Board also will conduct periodic self-assessments, which the Board Secretary, President, and Board Chair also will consider in assessing the Board's needs.

4.2 Identify and Vet Potential Candidates.

Based on the needs assessment, the President and/or Board Chair, in consultation with the Vice Chair, will identify potential candidates. To assist the President and Board Chair in identifying potential candidates, the Board Secretary will maintain a list of individuals submitted by sources such as trustees, the President, senior administrators, and others. The President and/or Board Chair will vet candidates under priority consideration, or may cause ~~the~~ vetting of those candidates to occur. Vetting may include a discussion with potential candidates about ~~their interest,~~ responsibilities of serving as a trustee, ~~as well as interest,~~ readiness for nomination,

~~and~~ ability to serve the university with:

- a. Support for the mission and strategic ~~plan~~ priorities of the university;
- b. Commitment of time and talent;
- c. Attendance at and participation in board and committee meetings;
- d. Ability to maintain a university-wide perspective on issues and concerns;
- e. Promotion of the university mission through advocacy and oversight of policy; and
- f. Active involvement in the life of the university.

4.3 Review Results of the Vetting Process.

The President will discuss priority candidates with the Board Chair. The Board Chair will consult with members of the Board regarding potential candidates who are willing and able to serve and who satisfy the needs identified in the needs assessment. Candidates will be asked to complete an application ~~package including the process required by the~~ Governor's Office of Executive Appointments, Interest Form, Background Information Form, and other documentation required for executive appointments. The Board Secretary may provide ~~information on filing the required form~~ technical assistance to applicants. Based on the factors set forth above and the information gathered for the Board Chair, the Board Chair will decide which candidates to recommend on behalf of the Board of Trustees to the Governor for consideration.

Any member of the public who may be interested in serving as a trustee, but who has not come to the attention of the Board through this process, may apply independently. It is understood by the Board that providing recommendations to the Governor's office regarding potential trustees in no way guarantees or implies appointment of any applicant. As executive appointees, Southern Oregon University trustees are appointed only by the Oregon Governor and confirmed only by the Oregon Senate.

Approved on ~~March-April 212, 2023~~ 19


Board Chair



Board Secretary

Revision	Change	Date
	Initial Version	June 17, 2016
1	Revised to include Vice Chair; Review Results of the Vetting Process revised; basic edits and corrections.	March 22, 2019
<u>2</u>	<u>Board composition section updated; application process updated; basic updates, edits and corrections.</u>	<u>April 21, 2023</u>

Board Statement on Investments for the SOU Endowment Fund Board of Trustees of Southern Oregon University

1.0 Introduction

This statement governs the investment of the Southern Oregon University Endowment Fund (the "Fund").

This statement is set forth in order that the Board, the Investment Advisor, its investment managers and others entitled to such information may be made aware of the Policy of the Fund with regard to the investment of its assets.

This statement of investment policy sets forth the following:

- a. There will be a clear understanding by the Board, the Investment Advisor and staff of the investment goals and objectives of the portfolio.
- b. The Board and management have a basis for evaluation of the investment managers.
- c. The investment managers be given guidance and limitation on investing the funds.

It is intended the objectives in this policy to be sufficiently specific to be meaningful, but flexible enough to be practical. It is expected that the policy and objectives will be amended as necessary to reflect the changing needs of the endowment; however, all modifications shall be made in writing and approved by the Board.

2.0 Southern Oregon University Endowment Fund

The Fund is permanent and expected to operate in perpetuity, so these funds will be invested long-term. It is important to follow coordinated policies regarding spending and investments to protect the principal of the Fund and produce a reasonable total return.

3.0 Responsibility of the Board

The role of the Board is to recommend broad investment goals to the Investment Advisor, including spending rate information and to provide input into the asset allocation process.

4.0 Investment Advisor Responsibility

The Investment Advisor, and/or a designee, serves as consultant to the Board and

will have the responsibility and authority to establish the asset allocation for the Fund and approve the retention and termination of all investment managers. The Investment Advisor, and/or a designee, will recommend to the Board a specific asset mix reflecting judgments of the investment environment as well as the specific needs of the Fund. Other duties assigned to the Investment Advisor, and/or a designee, include:

- a. Recommending professional investment managers;
- b. Negotiating and/or monitoring Fund investment expenses;
- c. Monitoring investment managers, on an ongoing basis;
- d. Assuring proper custody of the investments; and
- e. Reporting to the Board, on a quarterly basis, the Fund's investment results, its composition and any other information the Board may request.

5.0 Spending Policy

The amount of endowment return available for spending (distribution) is based on a percentage of the average unit market value of the 20 quarters preceding the current fiscal year. The distribution per unit (under Exhibit A) is determined by the Board. The distribution amount per unit is multiplied by the current number of units and any additional units added during the current year as new endowment money comes into the Fund. This shall be exclusive of investment management fees.

6.0 Investment Policy Guidelines

6.1 Asset Allocation. The most important component of an investment strategy is the allocation among the various classes of securities available to the Fund. The Investment Advisor, in consultation with the Board, will establish the target asset allocation for the investments that will most likely achieve the investment goals of the Fund, taking into consideration the appropriate level of portfolio risk.

6.2 The risk/return profile shall be maintained by establishing the following long-term "target" strategic asset allocations:

<u>Asset Class</u>	<u>Policy</u>	<u>Target</u>	<u>Benchmark</u>
Global Equities	70-80%	75%	MSCI ACWI IMI Net
Fixed Income	20-30%	25%	Barclays Aggregate
Cash	0-3%	0%	91 Day T-Bill

6.3 Investment Time Horizon. In making investment strategy decisions for the Fund, the focus shall be on a long-term investment time horizon that encompasses a

complete business cycle (usually three to five years). An interim evaluation will be performed by the Investment Advisor, and/or a designee, if a significant change in fees, manager personnel, investment strategy or manager ownership occurs.

- 6.3.1 While the quantitative assessment of managerial competence will be measured over a complete market cycle, the Board anticipates that the Investment Advisor will make period qualitative assessments as well. Specific qualitative factors considered by the Investment Advisor may include, but are not limited to, fundamental changes in the manager's investment philosophy, changes in the manager's organizational structure, financial condition and personnel, and any changes, relative to peers, in a manager's fee structure.

7.0 Prudence and Ethical Standards

7.1 Prudence. All participants in the investment process shall act responsibly. The standard of prudence to be applied by the Board, the Investment Advisor, selected designees, SOU staff and external service providers shall be the "prudent investor" rule, which states: "Investments shall be invested and the investments managed as a prudent investor would do, under the circumstances then prevailing and in light of the purposes, terms, distribution requirements and laws governing each investment fund."

7.2. Ethics and Conflicts of Interest. Board members, Investment Advisory staff, selected designees, SOU staff and external service providers involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. These parties are required to reveal all relationships that could create or appear to create a conflict of interest in their unbiased involvement in the investment process.

8.0 Investment Objectives

The investment objective of the Fund is to seek consistency of investment return with emphasis on capital appreciation over long periods of time, since the Fund will operate in perpetuity. In keeping with the performance goals included in the Policy, achievement of this objective shall be done in a manner that, over a long-term planning horizon, will meet the spending rate established by the Board (under Exhibit A) and maintain the purchasing power of the principal.

9.0 Manager(s) Responsibilities

9.1 Legal Compliance. The investment manager(s) is (are) responsible for strict compliance with the provisions of their investment management agreement.

9.2 Authority of Investment Manager(s) in the Managed Accounts. Subject to the terms and conditions of this Policy and the investment management agreement, manager(s) shall have full discretionary authority to direct investments of assets in the managed accounts. The Investment Advisor, and/or a designee, will recommend changes to this Policy when the advisor(s) views any part of this Policy to be inconsistent with overall market, economic conditions, or investment policies.

9.2.1 The Investment Advisor directs all managers to vote proxies and to vote them in the best economic interest of the Fund. When requested, managers will report to the Investment Advisor regarding how proxies were voted.

9.2.2 Meetings between Fund managers and the Investment Advisor will occur consistent with the policies established for the Investment Advisor's other managers, to discuss items including, but not limited to, the manager's performance, outlook, and investment decision process.

10.0 Reporting Requirements

Investment results will be regularly monitored by the Investment Advisor, selected designees and Board staff.

A representative of the Investment Advisor, and/or a designee, shall report investment results, or other information, to the Board no less frequently than annually. Any material non-compliance with the Investment Policy, Guidelines and Objectives of the Fund or with the investment management agreement will be reported to the Board immediately.

11.0 Investment Guidelines

11.1 Cash. The Fund shall maintain minimal cash, consistent with short-term requirements. Short term cash will be invested in a liquid cash equivalent investment.

11.2 Fixed Income. Fixed-income securities, for purposes of these guidelines, shall mean mortgage-backed securities, U.S. government securities, investment-grade domestic or global corporate bonds, and other fixed income securities, such as certificates of deposit and commercial paper. The objective of this component of the Fund is to preserve capital in keeping with prudent levels of risk, through a combination of income and capital appreciation. Realization of income will be subordinate to safety, liquidity, and marketability (i.e., securities should be readily marketable). This component of the Fund shall adhere to the following criteria:

- 11.2.1 Average portfolio credit quality shall be A or better;
- 11.2.2 With the exception of U.S. Government and Agency issues, no more than 10 percent of the bond portfolio, at market value, will be invested in the securities of a single issuer or 5 percent of the individual issue;
- 11.2.3 Below investment grade bonds shall not exceed 20 percent of the bond portfolio; and
- 11.2.4 Non-U.S. bonds shall not exceed 20 percent of the bond portfolio.

Fixed-income managers have full discretion over the allocation between long-term, intermediate, and cash equivalent investments.

11.3 Equities.

- 11.3.1 Objective: The objective of the equity portfolio is to enhance total return by investing in a broadly diversified portfolio of domestic and international stocks.
- 11.3.2 Strategy: Hold a fully invested, diversified portfolio of global equity securities, including emerging markets.
- 11.3.3 Permitted Holdings: Publicly traded domestic and international common stock, and other financial instruments consistent with the guidelines of the investment management agreements.
- 11.3.4 Diversification: The Investment Advisor shall recognize the need for diversification to minimize the risk of significant losses to the Fund. Diversification by capitalization, style, and sector distribution shall be obtained through the selection of complementary investment managers, or index strategies. Not more than 5 percent of the market value of any investment fund will be invested in any single issuer or security, unless part of an index fund.
- 11.3.5 Portfolio Restrictions: There will be no engagement in short sales, purchases on margin, or investments in options, futures, or private placements unless consistent with the underlying investment management agreements.

11.4. Performance. Performance expectations for each of the asset classes are described in Exhibit A.

12.0 Asset Custody and Securities Lending

Custodial responsibility for all securities is to be determined by the Board or its designee(s).

13.0 Conclusion

Implementation of this Policy, including investment manager selection, shall be the responsibility of the Investment Advisor, subject to the necessary approvals from the Board.

This Policy shall be reviewed by the Board at least every two years.

Approved on March 22, 2019

Board Chair

A handwritten signature in cursive script, appearing to read "Sabina Redd", is written over a horizontal line.

Board Secretary

Revision	Change	Date
	Initial Version	January 20, 2017
1.	Investment Guidelines, Fixed Income components revised; basic edits and corrections.	March 22, 2019
2.	Formatting updated; no amendments to content.	April 21, 2023

EXHIBIT A

Spending Policy

The distribution rate for the Fund is up to 4 percent of the five-year moving average unit market value.

Performance Monitoring

Global equities are expected to match the performance of the passive benchmark assigned.

Fixed income accounts are expected to exceed the return of the Barclays Capital Aggregate Bond Index by 0.5 percent (after fees) over a market cycle for core bond investments.

**Southern Oregon University
Board of Trustees**

**RESOLUTION
Amendments to Governing Documents
of the Board of Trustees of Southern Oregon University**

Whereas, the Board of Trustees of Southern Oregon University periodically reviews the board's governing documents;

Whereas, a work group including trustees, the university board secretary, and the university general counsel reviewed the documents below, gathered information, and provided amendments to the Board Statement on Ethics and Conflict of Interest; Board Statement on Policies; Board Statement on Recommending Candidates for At-large Board Positions; and Board Statement on Investments for the SOU Endowment Fund;

Whereas, the Executive, Audit, and Governance Committee of the Board of Trustees has performed a thorough review of the proposed amendments and has referred this matter to the Board of Trustees recommending adoption; and

Whereas, the Board of Trustees has performed a thorough review of the proposed amendments;

Now therefore, be it resolved, the aforementioned governing documents of the Board of Trustees of Southern Oregon University shall be amended and adopted as articulated in the board's April 21, 2023, meeting documentation.

VOTE:

DATE: April 21, 2023

Recorded by the University Board Secretary:

Future Meetings

Adjournment