

Board of Trustees
Friday, April 21, 2023

MINUTES

Call to Order/Roll/Declaration of a Quorum

Chair Santos called the meeting to order at 12:02 p.m. He thanked the trustees and members of cabinet who dedicate their time for the board’s meetings. He also welcomed presenters. Sean O’Skea, professor of design in the Theatre Department, introduced a video showcasing SOU’s talented students and played a compilation of their work, which trustees appreciated.

Trustee Bullock 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)

Trustee Gay moved to approve the consent agenda consisting of meeting minutes from January 20, 2023 and March 17, 2023. Trustee Lee seconded the motion and it passed unanimously.

Public Comment

Sara Adams, APSOU president, thanked the board for their service to the university and consideration of the *SOU Forward* plan. She expressed her disappointment in the loss of valued faculty colleagues and her belief that cutting the main revenue generating piece will not led to meaningful profit realization. She shared her concern these cuts will negatively impact SOU’s programs and students, and will leave remaining faculty with unmanageable workloads. Faculty are participating in discussions with the Provost’s Office in hopes of improving efficiency within academic affairs. She mentioned that new and innovative teaching modalities in the plan could have contract implications that will have to be bargained.

Sage TeBeest, SEIU president, was thankful for the opportunity to speak and said much of what she had to say would echo Ms. Adam’s comments. She stated she was here to fight for her people and what will benefit the larger group as a whole, too. She did not think the process would be as equitable as it has been. Ms. TeBeest expects SOU to honor the SEIU contract and expressed her desire to bring employees back and allow them to benefit from university employment and retirement. She asked the board to ensure that affected employees have a welcoming and open door.

Reports

Committee Reports

Trustee Bullock provided a report on the previous day’s Academic and Student Affairs Committee meeting, themed “SOU Forward.” He announced that Provost Walsh and Dr. Woolf

provided reports. There were program updates on Bachelor of Arts (BA) and Bachelor of Science (BS) in Healthcare Administration; BA/BS/BFA in Digital Cinema; and the BA/BS in Gender, Sexuality, and Women's Studies. Trustee Bullock thanked Dr. Larry Gibbs, Dr. Kylan DeVries, and Andrew Gay for their presentations that addressed successes and challenges the programs have faced. Trustee Bullock said he was struck by Trustee Gay's report on the number of students entering the digital cinema program which will double in the year ahead. He announced that the committee approved seventeen new certificates and heard how these certificates will provide students better opportunities for post graduate employment and ways the certificate assist SOU's bottom line. He also explained that Dr. Carrie Vath and Anna D'Amato led detailed report about how SOU helps students with mental health issues.

Trustee Franks provided the report for the previous day's Finance and Administration Committee meeting. The committee acted on a board statement on investments for the SOU endowment, and on tuition and fees. The committee discussed financial sustainability, revenue, and cost management updates. He commended Dr. Vath for her presentation on YOU@ SOU for mental health support and retention. Franks recognized Jose Guillen, Provost Walsh, and the Tuition and Advisory Council for their work.

Chair Santos reported on the Executive, Audit, and Governance Committee meeting. The agenda included an internal audit (IA) report from SOU's internal auditor, David Terry. Terry reviewed his team's work on residency benchmarking, EDI in SOU's procurement process; and hotline reports. There was an informational session on SOU's internet infrastructure and cybersecurity by Tom Battaglia. There was discussion and action on amendments to some of the board's governing documents: Board Statements on Ethics and Conflict of Interest; Policies; Recommending Candidates for At-large Board Positions; and Investments for the SOU Endowment Fund.

ASSOU Report

President Alicia Gerrity reported that the Associated Students of SOU (ASSOU) continues to hold cabinet-to-cabinet meetings and mentorship. She talked about the efforts to influence the legislature by testifying at hearings, lobbying at TRU Day on May 4, and holding an email workshop aimed at the Ways and Means Committee. President Gerrity reported that the universities' student body presidents are meeting biweekly. She also discussed activities including the beaded bracelet event, the ASSOU retreat and celebrations, the American Cancer Society fun run, and an upcoming awards ceremony. President Bailey and trustees commended ASSOU's leadership and President Gerrity for her service.

SOU Faculty Senate Report

Dr. Brian Fedorek, SOU faculty senate chair, thanked the board, faculty senate, staff assembly, and union leadership. He provided an update of the winter term accomplishments including approval of general education courses and a number of certificates, discussions on the faculty ombuds position, and approval of Carpenter grants. Upcoming items for spring term include Provost Development grants; recommendations for distinguished faculty awards; approving more general education courses; changes to the faculty constitution and bylaws; the president's evaluation; and the continued discussion of the University Planning Board. He announced that on June 5, Jackie Apodaca takes over as chair of the body.

SOU Staff Assembly Report

Ashley King, staff assembly chair, thanked the board and reported that the Staff Assembly (SA) has been in existence for nearly two years and the good progress that was made this year including the “Year of Gratitude” program and the SA website. She expressed her appreciation of the open discussion on the realignment plan and the forums with President Bailey. She reported on the all-staff breakout discussions that were held in February. Finally, Ms. King provided an update on the leadership of the SA and the upcoming elections.

Equity, Diversity, and Inclusion Report

Vice President Toya Cooper provided an update on the equity, diversity, and inclusion (EDI) climate survey and responsive programming. The first initiative, the Discourse and Difference (D&D) program, is a series of conversations about the difficult topics. The Guide to Inclusive Rogue Valley Living was shared with the board and now is available online. Another survey outcome was the identification of a need to further the collection of data around gender and sexual identity, which is being occurring; attendance at the Gender Advocacy and Inclusion Network conference also was mentioned.

Vice President Cooper expressed excitement for operationalizing EDI tools and the collaboration around campus to assess culture, operations, and activities as they relate to SOU’s values. This work is responsive to SOU’s strategic direction four (SDIV) goals: eliminating barriers and creating equitable processes and practices; establishing supportive pathways; and preparing all learners to live lives of purpose. President Bailey commended VP Cooper, her team’s leadership, and the commitment of “people in the room,” but acknowledged that local and national challenges exist.

University Advancement Report

Vice President Janet Fratella reviewed the SOU Foundation’s mission and vision, and reported on marketing efforts to encourage student enrollment. She cited paid advertising, data analytics, and reviewed metrics including 48K click-throughs to SOU’s website leading to 3.7M impressions. Website traffic, the time visitors spend on the SOU website, the number of unique media mentions, and the corresponding value of this coverage all increased. Updates in alumni relations included the recent presentation of the 2020 Distinguished Alumni Award to Ty Burrell; an update on the Raider Network with 780 active users; and recent Raider Rendezvous. Regarding sponsored programs, Ms. Fratella reviewed graphics on grant productivity and value of grants awarded; provided examples of the successes; and gave an update on the staffing infrastructure being created in this area.

On the development side, Fratella stated the FY 2023 giving goal of \$9M has been exceeded as the total raised was \$14.18M. She provided an update on scholarships and programs, and recognized donors. She referenced board giving and sought 100% board participation. Ms. Fratella concluded with a picture depicting the signing of HCR1 honoring SOU’s 150th anniversary. President Bailey asked for concurrence from the board to present a plaque on their behalf to American Samoa Community College in recognition of the partnership; the board was supportive. Vice Chair Clough recognized the work of the foundation and she challenged her trustee colleagues to give in order to reach 100% board participation.

Government Relations and Legislative Update

Jeanne Stallman noted that approximately 2,900 bills were introduced in the legislature and at half-way through the session, twenty-three have made it to the governor. Stallman highlighted the public universities’ focus on budget. She gave an overview of the budget

process starting with the governor's recommend budget (GRB) for OPUs of \$933M, which is less than the current service level (CSL). She said she was happy about the possibility of \$15M for technical and regional universities, which she proposed. Ms. Stallman noted that the OPUs are asking for \$1.05B, as students bear three-quarters of university costs and high inflation. A revenue forecast comes out May 17 and when it does, it will indicate how much funding is available; it is expected to be tight, as tax revenue is slipping. President Bailey continues to talk to key legislators. Next week, he will deliver a formal presentation to the Ways and Means Committee and students are also signed up to testify at TRU Day on May 4. Trustee Thorndike asked about the Oregon Behavioral Health Institute and Ms. Stallman stated the proposal is being received positively and although there is no money for the bill, there is money for behavioral health so her feeling is that there is a 50-50 chance on receiving funding.

President's Report

President Bailey reflected on the past 15 months and the journey SOU has been on with the realignment plan. He acknowledged the work of the shared governance, unions, and the challenges all have faced. He then reviewed his goals and the progress of those goals with mentions of the EDI initiatives, the enrollment strategies, the long-term fiscal stability roadmap, and the launch of the inaugural comprehensive campaign. President Bailey reviewed partnerships and collaborations including with the HECC, an Inside Higher Ed cover story, Oregon Council of Presidents and TRU collaboration, and meetings with executive and legislative leadership. He talked briefly about financial stability and growth including cost management, reimaging grants and incentivizing faculty, philanthropy, and revenue diversification. He reviewed the revenue diversification initiatives in order of progress. These included solar energy transformation, the Cascade Housing Project, the university district, and the Workday training center. President Bailey reviewed an abbreviated list of strategic engagements since the last board meeting and shared pictures of these meetings.

Budget Update and Review of Pro Forma

Vice President Greg Perkinson provided an update on the budget with a review of the pro forma to help set the stage for the realignment discussion. He reviewed the education and general budget and highlighted key points including a "softening" of tuition revenue, which is about \$1.4M less than forecasted, labor expenses coming in \$3.7M under budget, supplies and services (S&S) pressure due to inflation, and a projected \$5.2M in ending fund balance. He discussed revenue assumptions for FY 2024 and highlighted a conservative approach in projecting state allocations and tuition revenue. Mr. Perkinson reviewed cost assumptions, noted the inflation in S&S, and reviewed the pro forma, as presented in the meeting materials.

SOU Forward: Realignment Plan

President Bailey noted his gratitude to all those involved with the SOU's realignment plan. He described options to address the financial deficit and although difficult, he believed this plan is the best option. He highlighted recent amendments to the plan since the last board meeting. The president noted SOU's commitment to the theatre program and the intentional work being done to reimagine it. He commended the thoughtful input on the master's degree in environmental science education, as well as possibilities to incorporate curriculum into the education program or offering a reimagined stand-alone program sometime in the future. Using chemistry as an example, President Bailey discussed the commitment to monitor trends in all programs and student affairs, and reconsider staffing as enrollment improves.

On the transition of the native nations liaison position, Bailey pledged to create a position to: mentor the Native American Student Union—one of the most active groups on campus; act as a conduit to native tribes in Oregon and eventually beyond; and provide support to SOU's native students and community. The goal is to have the position in place by fall term.

Regarding other positions, President Bailey explained that the elimination of the assistant director of student life for equity and access position is funded by student fees, not the university. There is a need for an SOU Foundation accounting position, which may result in that position being filled with foundation resources. The Student Health and Wellness Center is in preliminary talks with an outside medical provider for services; this was seen as a way to save students money. Dr. Bailey also pledged that the level of student service would not decrease and that no student would be left out.

Regarding enrollment and retention, President Bailey has asked Dr. Woolf to draft a strategy that includes what the correct size for SOU is in terms of full time equivalent (FTE). Finally, President Bailey addressed the cultural shift that needs to happen in order to ensure SOU is not in the same situation in five years. He reviewed the five questions that should be asked for all new proposals and he expressed his optimism for the future.

Answering Trustee Cable's question regarding the FTE for the native nations liaison, President Bailey said the position was included in the pro forma and that he envisions under EDI. Trustee Cable also expressed concerns about the IT support position in financial aid being eliminated. Tom Battaglia announced that person has been hired within IT and will continue to support financial aid.

President Bailey acknowledged that workload is a real concern. It is possible that in some areas, SOU's processes are paper-based and even with Workday aside, SOU can do some things smarter. After looking through processes it is determined that SOU cannot meet an acceptable standard of service, then new staff will need to be hired. Trustee Shelby and Vice Chair Clough commented further on strategies and a cultural shift to ensure sustainability of these measures. Trustee Barry praised the remarkable work that has been done. Chair Santos expressed his appreciation for all the collaboration, sacrifices, and his hopes for the future. Trustee Thalden commended the process and possibilities for the future. Trustee Gay read a prepared statement that, overall, expressed support for SOU Forward.

Vice Chair Clough moved to approve the "Authorization of Budget Realignment" resolution. Chair Bullock seconded the motion. The board secretary took a roll call vote and the motion passed unanimously.

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

Brayden Clayburn, ASSOU representative, introduced himself and reviewed the mandatory student incidental fee recommendations which were: a 4.3% increase in the mandatory student incidental fee; a 13.46% increase in the student recreation center (SRC) fee, which will be stable for three years; and no increase in to the green tag fee. Mr. Clayburn talked about the joint recommendation before the board that ASSOU voted on the previous evening. He noted that last year, approximately \$2.9M in incidental fees were collected and that after crunching the numbers, the Student Fee Allocation Committee projects only a \$10K shortfall. He emphasized the collaboration and equity in fulfilling all clubs' requests. In response to

Trustee Frank's question, Mr. Clayburn stated that although he heard stories of numerous unfunded index codes in the past, this year there were only one or two cuts and the rest of the index codes were funded at the current level or even increased. There was further discussion on the thoughtful work and collaboration of the student fee and allocation committees.

Tuition and Mandatory Student Enrollment Fee Recommendation for Academic Year 2023-24 (Action)

Chair Santos introduced the topic and announced the Finance and Administration Committee approved this recommendation to the board at the previous day's meeting. President Bailey commented on how finely tuned the process is and acknowledged this year's challenges. He had a lofty goal that SOU would have the lowest tuition increase in the state, and the proposed increase is among the lowest at SOU in a decade.

Provost Walsh thanked the members of the Tuition Advisory Council (TAC). Mr. Perkinson provided a chart depicting the current and proposed tuition rates for various categories of students and reviewed mandatory enrollment fees, inclusive of student health services, building debt-service, and technology infrastructure. The recommendations for both of the later fees were to remain the same while the recommended increase to the student health fee was 6.86% for a total increase to mandatory enrollment fees was 4.80%. In response to Trustee Gay's question, Mr. Perkinson explained that legacy and statute are the reasons why fees are not built into tuition. President Bailey added that it adds fidelity to what students are paying for. Mr. Perkinson reviewed the composite tuition and fees rate for a resident undergraduate student at a 3.01 % increase of \$10,461 per year. Although the board approved an increase in one-time matriculation fees the previous year, it was not implemented. The plan is to start assessing the \$350 fee in 2023-24. President Bailey expressed confidence in the proposal.

Trustee Gay moved to approve the resolution on "Tuition and Fees for Academic Year 2023-24." Trustee Cable seconded the motion and it passed unanimously.

Core Information System Replacement (CISR) Project Update

Vice President Perkinson reviewed the CISR dashboard and tools, as presented in the meeting materials. Chief information officer, Tom Battaglia, used the metaphor of air travel and noted that SOU just turned off the seat belt sign, as the project is in a steady operating rhythm. Although the plane still needs to land and the descent is coming, he is confident that SOU can land safely. He commended the implementation team and human resources team. In response to Chair Santos, Mr. Battaglia said the project is going very well, despite early challenges.

Equity, Diversity, and Inclusion Work Group Update

Trustee Medina, the new chair of the EDI work group, stated that this group fits nicely into work she is doing in "the outside world." She reviewed the group's plan to move forward with an expansion of the Black Lives Matter statement, which was referred to them from the board's policy work group; creating pillars for board development and training; and their discussions about EDI indicators such as metrics, key events, and communications.

Amendments to Board Governing Documents (Action)

Vice Chair Clough announced the governing documents have been vetted through the work group as well as the Executive, Audit, and Governance Committee (EAGC). She commended Trustee Bullock and Trustee Lee for doing their homework and the help from Ms. Prud'homme and Mr. Patridge. She provided a high-level summary of each of the documents and the desire

to move toward “plain language” and grammatical updates. The documents reviewed included the Board Statement on Ethics and Conflict of Interest; Board Statement on Policies; Board Statement on Recommending Candidates At-large Board Positions; and Board Statement on Investments for the SOU Endowment Fund.

Vice Chair Clough moved to approve the resolution regarding the amendments to the Board’s governing documents. Trustee Franks seconded the motion and it passed unanimously.

Future Meetings

Chair Santos announced the next meeting of the board is scheduled to take place on Friday, June 16, 2023. That will be the last meeting of the academic year and the following day, SOU will celebrate its graduates at the 97th commencement ceremony.

Adjournment

Chair Santos adjourned the meeting at 4:04 p.m.

Date: June 16, 2023

Respectfully submitted by,



Sabrina Prud'homme, University Board Secretary