Board of Trustees
June 16, 2023

Public Meeting Notice

June 9, 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; university advancement; the university president; and the Higher Education Coordinating Commission.

The board will receive updates on the board's Equity, Diversity, and Inclusion Work Group; accreditation, including an overview; SOU's general education transformation and launch; the Core Information System Replacement Project; legislative affairs; and the Fiscal Year 2023 budget with a review of the pro forma.

Action items include a consent agenda consisting of past meeting minutes and a contract extension of the Education Advisory Board's *Navigate* software. The committee also will act on amendments to the Board Statements on Evaluation of the University President, the Performance of Official Business, the Process for Officer Elections, President Emeritus Status, Presidential Searches and Appointments, and a Resolution on the Responsibilities of Individual Trustees. Additional action items include a new Board Statement on Honorary Degrees; a draft risk assessment and the Fiscal Year 2024 internal audit plan; and the Fiscal Year 2024 budget.

Other information and discussion topics include the accountability framework for the *SOU Forward* plan implementation; the president's 2023 performance evaluation process; and the board's Statement on Black Lives Matter.

The meeting will occur as follows:

Friday, June 16, 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/86292555684 at the time of the meeting.
Materials for the meeting are available at governance.sou.edu.

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

Public Comment
Members of the public who wish to provide public comments for the meeting are invited to sign up to speak or to submit their comments in writing at least 24 hours in advance of the meeting to the Board of Trustees email address: 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.

SOU Land Acknowledgement

Call to Order / Roll / Declaration of a Quorum

Southern OREGON UNIVERSITY

Board of Trustees Meeting

Friday, June 16, 2023
12:00 – 5:00 p.m. (or until business concludes)
Meese Room, Hannon Library, SOU Campus
Webinar Link: https://sou.zoom.us/j/86292555684

AGENDA

Persons wishing to provide public comment in the meeting or in writing may sign up at trustees@sou.edu.
Please note: times 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 Iris Maria Chavez
	1.3	Roll and Declaration of a Quorum	Sabrina Prud'homme, SOU, Board Secretary
	1.4	Agenda Review	Chair Santos
15 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	April 21, 2023 Minutes	
	3.2	Education Advisory Board's *Navigate* Software Contract Extension	
	4	**Reports**	
15 min.	4.1	Committee Reports	Trustee Jonathon Bullock; Trustee Shaun Franks; Chair Santos

AGENDA (Continued)

5 min.	4.2	Associated Students of Southern Oregon University Report	Brayden Clayburn, ASSOU, President
5 min.	4.3	SOU Faculty Senate Report	Dr. Brian Fedorek, SOU, Outgoing Faculty Senate Chair; Jackie Apodaca, SOU, Incoming Faculty Senate Chair
5 min.	4.4	SOU Staff Assembly Report	Ashley King, SOU, Staff Assembly Chair
15 min.	4.5	Equity, Diversity, and Inclusion Report	Toya Cooper, SOU, Vice President for Equity, Diversity, and Inclusion
15 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**	
30 min.	5.1	Higher Education Coordinating Commission (HECC) Report	Ben Cannon, HECC, Executive Director
10 min.		**BREAK**	
25 min.	5.2	Accreditation Overview and Update	Dr. Susan Walsh, SOU, Provost and Vice President for Academic Affairs; Dr. Dan DeNeui, SOU, Associate Provost and Director of Graduate Studies
20 min.	5.3	General Education Transformation Update and Launch	Dr. Susan Walsh; Andrew Gay, SOU, Chair, General Education Task Force

Southern Oregon University
Board of Trustees Meeting
Friday, June 16, 2023
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

15 min.	5.4	SOU Forward: Accountability Framework for Implementation	President Bailey; Greg Perkinson, SOU, Vice President for Finance and Administration
10 min.	5.5	Fiscal Year 2023 Budget Update and Review of Pro Forma	Greg Perkinson; Neil Woolf, SOU, Vice President of Enrollment Management and Student Affairs
20 min.	5.6	Fiscal Year 2024 Budget (Action)	President Bailey; Greg Perkinson
20 min.	5.7	Draft Risk Assessment and Fiscal Year 2024 Internal Audit Plan and (Action)	David Terry, SOU, Director of Internal Audit; Amy Smith, SOU, Senior Internal Auditor
5 min.	5.8	Core Information System Replacement Project Update	Greg Perkinson; Tom Battaglia, SOU, Chief Information Officer
10 min.	5.9	Legislative Affairs Update	Jeanne Stallman, Associate Vice President for Government and Corporate Relations
5 min.	5.10	Equity, Diversity and Inclusion Work Group Update	Chair Santos
10 min.	5.11	Amendments to Governing Documents (Action)	Vice Chair Sheila Clough

       5.11.1   Board Statement on Honorary Degrees

       5.11.2 Resolution on the Responsibilities of Individual Trustees

       5.11.3 Board Statement on Evaluation of the University President

       5.11.4 Board Statement on the Performance of Official Business

Southern Oregon University
Board of Trustees Meeting
Friday, June 16, 2023
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

	5.11.5	Board Statement on the Process for Officer Elections	
	5.11.6	Board Statement on President Emeritus Status	
	5.11.7	Board Statement on Presidential Searches and Appointments	
	5.11.8	Update on the Board's Statement on Black Lives Matter	Chair Santos
5 min.	5.12	President's 2023 Performance Evaluation Process	Chair Santos
5 min.	5.13	Future Meetings	Chair Santos
	6	**Adjournment**	Chair Santos

Public Comment

Consent Agenda

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Board of Trustees
Friday, April 21, 2023

MINUTES

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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 and 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 financially 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.

Navigate Extension

Board of Trustees
Prepared May 2023

Indicators of Success

- Summary:
  - Higher persistence and retention for users
  - Improved attempted and completed credits
  - Improved registration (shorter time for registration holds to resolve)
  - Mixed results on GPA
    - Some terms where average GPA improves, some where it doesn't
    - No significant difference between average GPA for non-users compared to users
  - Improved communication between students and advisors
  - Early warnings when off track; personal outreach

Navigate, what is it?

- Navigate is higher education's leading student CRM, built based on a decade of research to improve recruitment, student success, and the student experience.
    - 850 colleges and universities
    - serving more than 10 million students

- Navigate unites administrators, faculty, staff, and students in a collaborative network to measurably improve outcomes across the entire student journey.

- Membership in the Student Success Collaborative, gaining access to decades of research, an EAB expert dedicated to their success, events designed to share best practices, and a close-knit community of peers.

- Navigate helps academic advisors, faculty, and other staff scale interventions, streamline day-to-day work and create a truly coordinated network for student success
    - 360-degree student profiles
    - multimodal student communications
    - in-app appointment scheduling.

- Actionable student data
    - See personal information, academic performance, app activity, credit trends, and more-all in one place.

- Appointment scheduling and Communication
    - Email, text, and call individual students or groups from within the app to schedule and manage appointments.

- Campaign Management
    - Segment data by a range of criteria to generate and deliver custom campaigns for effective outreach to students.

Navigate, what is it?

- Student Empowerment Tools
  - Navigate's student interface helps you connect with students on their terms, building belonging and a deeper sense of purpose at your institution. The Navigate mobile app provides structure for the college journey and proactive guidance at students' pivotal moments. Navigate also enables virtual student onboarding, peer support communities, and more.

- Integrated Analytics
  - Navigate's student success analytics and predictive modeling help you understand which interventions are working and how to best adjust your strategy. Standardized reports offer insight into ongoing advising activities and staff dashboards continuously monitor student progress to identify opportunities for better student support.

Student Usage

Percent of Whole

	Fall 2019	Winter 2020	Spring 2020	Fall 2020	Winter 2021	Spring 2021	Fall 2021	Winter 2022	Spring 2022	Fall 2022
Involved in Campaign	77%	77%	77%	79%	80%	80%	86%	86%	86%	89%
App User	53%	53%	54%	64%	69%	69%	80%	82%	81%	80%
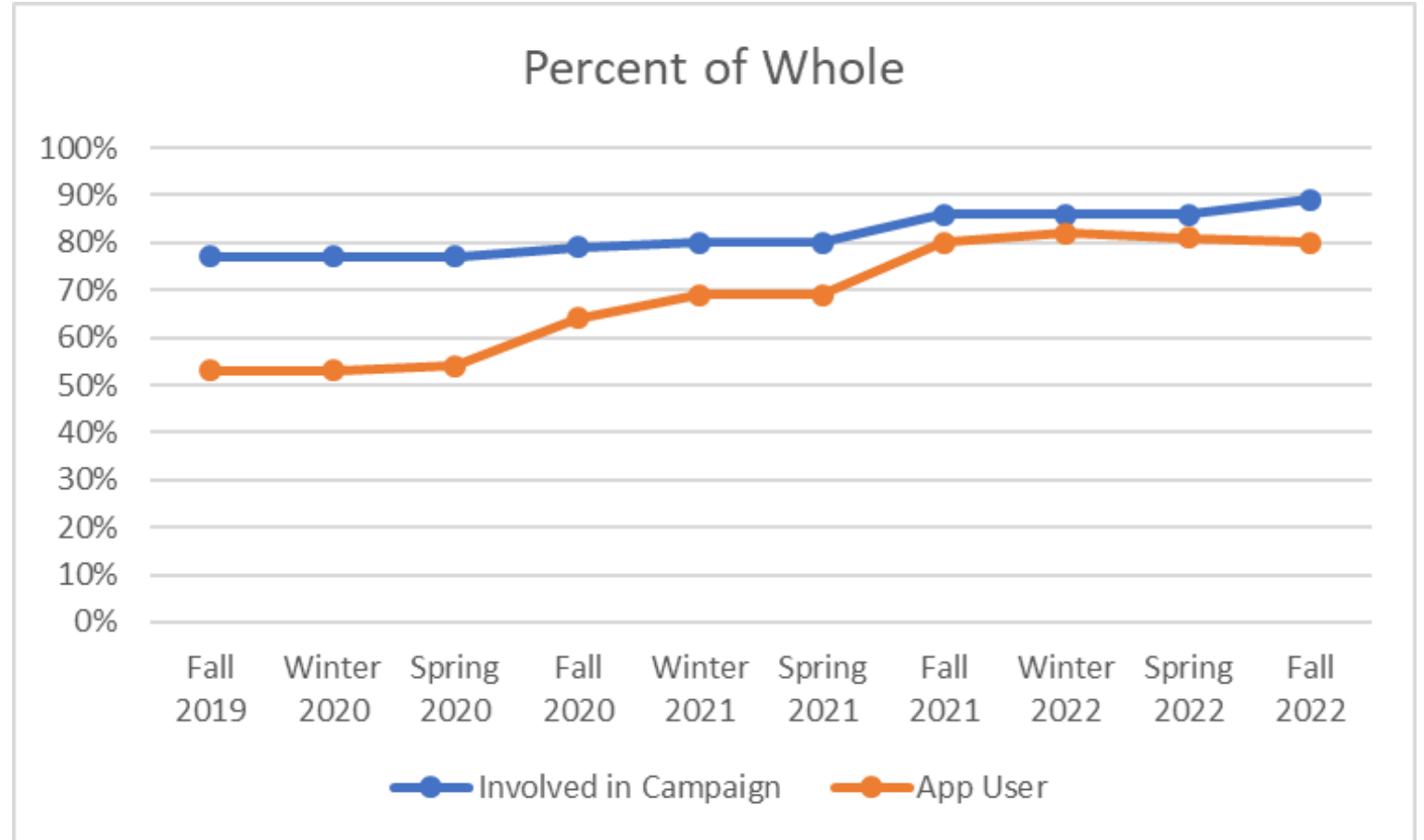
Retention Data Comparison
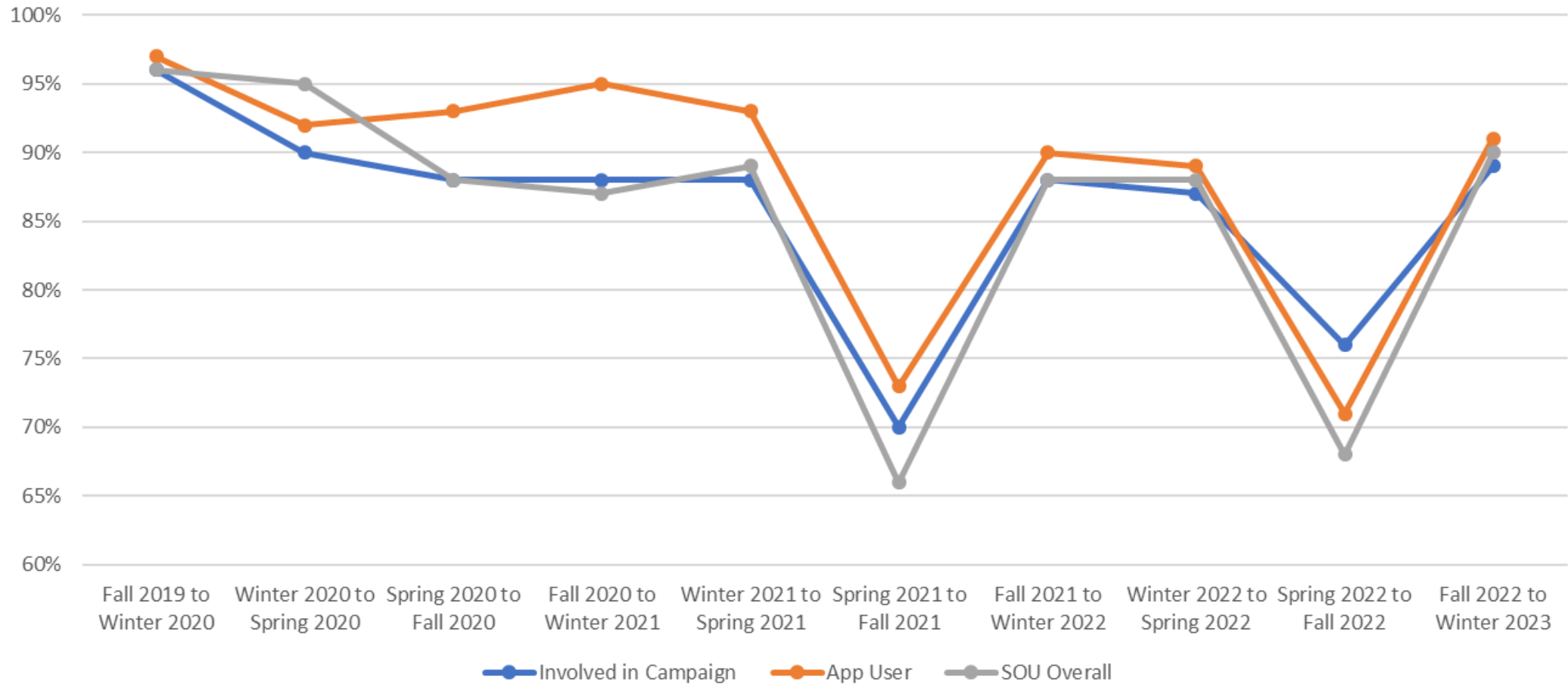
Return on Investment Estimates

- 8 of the past 10 terms retention to next term is higher for app users than non app users

- Return on Investment: are we saving more by virtue of the app that outweighs the annual cost?

Academic Year	Ave. Headcount	Annual Ave Retention Difference (users v non-users)	Headcount Retained	Ave Annual Tuition and Fee Revenue Per Student	Annual Price of Navigate	Approx ROI (Headcount retained x Ave Revenue Per Student - Cost of Contract)
Fall 19- Spring 20	3,002	0.50%	15.01	$ 24,000	$ 177,065	$ 183,175
Fall 20 - Spring 21	2629	6.50%	170.885	$ 25,800	$ 181,816	$ 4,227,017
Fall 21 - Spring 22	2426	2%	48.52	$ 27,600	$ 187,269	$ 1,151,883
Fall 22 - Winter 23	2410	2%	48.2	$ 30,300	$ 192,888	$ 1,267,572

Contract Proposal

	Navigate	Student Success Collaborative	Strategic Care	Total
Sept 2024 - 25	$204,365	$7,500	Included	$212,135
Sept 25 - 26	$210,774	$7,500	Included	$218,274
Sept 26 - 27	$217,097	$7,500	Included	$224,597

Committee Reports

Associated Students of Southern Oregon University Report

SOU Faculty Senate Report

SOU Staff Assembly Report

Equity, Diversity, and Inclusion Report

EDI: Year End Summary

- Permanency of EDI Work
  - Discourse & Difference
  - Inclusive Guide
  - Educational Resources
  - Faculty & Staff Affinity Gatherings
    - Each initiative informed with survey data, to be permanently sustained where successful and warranted, and modified where necessary upon assessment
- Signature Programming
- Native Nations Liaison: New Position & Search Effort
  - Under Presidential leadership: VPs for EDI, Academic Affairs, and Enrollment Management & Student Affairs, current liaison, Brent Florendo, and professors Brook Colley, PhD, and Chance White Eyes, PhD

EDI: 2023-24 Plan Summary

- EDI Office Strategic Plan
  - Project-driven work with annual focus|2-year focus
- Investment in Committee for Equity and Diversity (CED)
  - Investment in CED membership in support of EDI Strategic Plan (amplifying summer work group success)
    - Membership Retreat; Professional Development Opportunities, etc.
- Ongoing Investment in Existing Partnerships & Collaborations; Developing New Relationships
  - Internal (e.g., OCA, Admissions, Outreach & Youth Programs, Foundations, Faculty Liaison)
  - External (e.g., OSF, Phoenix-Talent Schools, B.A.S.E., RCC)

QUESTIONS?

University Advancement Report

President's Report

CELEBRATING 150 YEARS

PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES

President Rick Bailey

June 2023

SO | Southern OREGON
U | UNIVERSITY

2022-2023 GOALS – PROGRESS UPDATE

- **Promote Justice, Equity, Diversity and Inclusion on Campus and Throughout the Region**
  - Native American Liaison Discussion (Institute) / Achievement Gap Analysis / JPR Edward R. Murrow Excellence in DEI Award

- **Provide Leadership for Student Enrollment, Support and Success**
  - Enrollment & Retention Draft Strategy (Sep 2023) / 142nd ANG Wing / Super Cabinet

- **Craft Long-Term Fiscal Stability Roadmap**
  - SOU Forward Implementation/ Accountability Measures / Revenue Planks

- **Strengthen Internal and External Outreach**
  - Upcoming Slides / Signed IGA with CoA and APS for EOC

- **Position the University for Inaugural Comprehensive Campaign**
  - Still Far Ahead of Trends

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PARTNERSHIP AND COLLABORATION

IN SERVICE TO OUR STATE AND STUDENTS

- Presentation to Ways and Means
  Ed Subcommittee

- Discussion with State Treasurer

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FISCAL STABILITY AND GROWTH

FOR THE LONG TERM…

- **Cost management** – Workload / Morale / Autonomy and Entrepreneurship

- **Reimagine grants infrastructure** – Hiring Begun, detail work still left

- **Philanthropy** – Continuing to Shine

- **Revenue diversification** – Updates on Next Slides

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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.
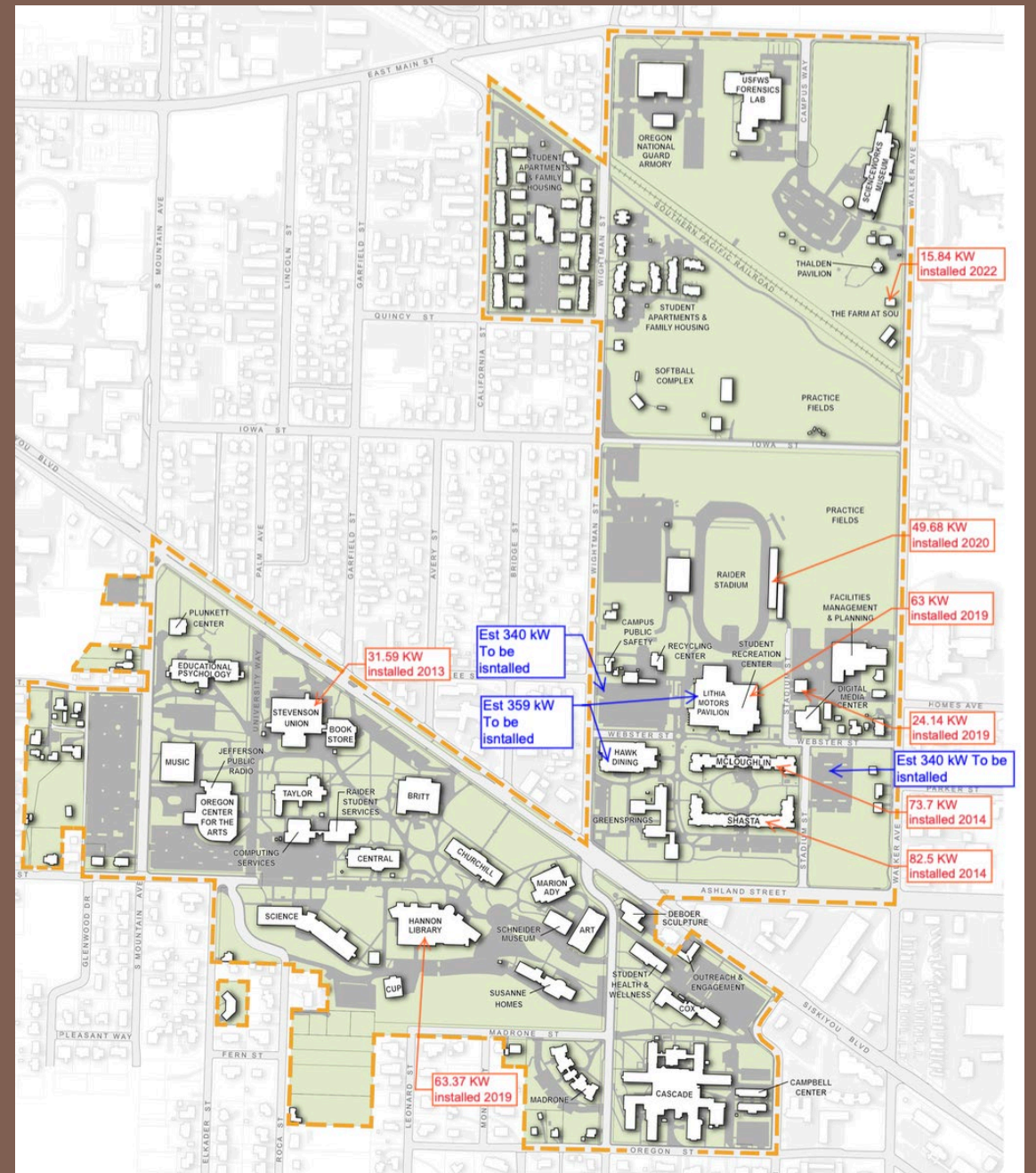
GOAL

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

13

STRATEGIC ENGAGEMENTS SINCE LAST BOARD MEETING (JAN 2023)

- Reception for Locally Admitted Students
- Technical and Regional University Presidents
- Numerous Oregon State Legislators
- Oregon Council of Presidents
- ASSOU Head of Government Group
- KOBI-TV Five on Five Interview
- KDRV-TV Live Interview
- Rogue Workforce Partnership
- Oregon 142nd Air National Guard Wing
- S.O. Boys and Girls Club
- OHSU Nursing Honor Society
- Rogue Credit Union

- University of Guanajuato Contingent
- Klamath Tribes
- American Samoan Delegation Reception
- Ashland Coalition
- Cascade and Frontier Athletic Conference Presidents
- Denver Raider Rendezvous
- S.O. Regional Economic Development Inc
- Interinstitutional Faculty Senate
- Black and Red Crew
- Oregon Coast 150th Anniversary Trip

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QUESTIONS AND DIALOGUE

Thank You!

Higher Education Coordinating Commission (HECC) Report

Accreditation Overview and Update

Accreditation

- Overview and Priorities

- Resources and Documents

- Timeline and Planning

- Questions

Overview and Priorities:

Quick Facts

- Our accrediting body is the Northwest Commission on Colleges and Universities [NWCCU](#)

- NWCCU is recognized by the US Dept. of Educ. and the Council on Higher Education Accreditation

- Seven year review cycle

Purpose of Accreditation

- "NWCCU recognizes higher education institutions for performance, integrity, and quality to merit the confidence of the educational community and the public. Our accreditation of postsecondary institutions is a voluntary, non-governmental, self-regulatory process of quality assurance and institutional improvement." - NWCCU website

Purpose of Accreditation

- Standardized process of recognizing educational institutions for performance, integrity, and quality

- Establishes trust of the educational community and public

- Recognizes individual nature of institutions and institutional mission, vision, and values

- Required to receive Title IV funding

Purpose of Accreditation

- Foster excellence through the development of criteria and guidelines for assessing educational quality and institutional effectiveness

- Encourage institutional improvement through continuous self-study and evaluation

- Provide counsel and assistance to the institution

Purpose of Accreditation

- Ensure to the educational community, the general public, and other organizations that an institution
  - has clearly defined and appropriate educational objectives
  - has established conditions under which their (objectives) achievement can reasonably be expected;
  - appears to be substantially accomplishing those objectives;
  - and is so organized, staffed and supported that it can be expected to continue to do so

Accreditation Process

- NWCCU revised the review cycle in 2020
  - Collapsed five standards into two
  - Institutions now provide yearly information via the NWCCU portal
  - Mid-term report (SOU-2019)
  - Year six report (SOU-2022)
  - Year seven report (SOU-2023)

Accreditation Standards

- Standard One (Year Seven Report-Oct 2023)
  - 1.A Institutional Mission
  - 1.B Improving Institutional Effectiveness
  - 1.C Student Learning
  - 1.D Student Achievement

Accreditation Standards

- Standard Two (Year Six Report-August 2022)
  - 2.A Governance
  - 2.B Academic Freedom
  - 2.C Policies and Procedures
  - 2.D Institutional Integrity
  - 2.E Financial Resources
  - 2.F Human Resources
  - 2.G Student Support Resources
  - 2.H Library and Information Resources
  - 2.I Physical and Technological Infrastructure

The Year Seven Report
Standard One

- Identifying an institution's self-regulation planning, processes, and methodologies for establishing institutional integrity through evidence of mission fulfillment

- Linking to the language of the accreditation standards

Resources and Documents

Accreditation Core Team

- Dan DeNeui, Associate Provost and Accreditation Liaison Officer (Chair)

- Joe Jackson, Lead Reporting and Data Analyst, Institutional Research

- Eileen McFall, Director University Assessment

- Lee Ayers, Director of Undergraduate Studies

- Matt Stillman, University Registrar

- Carrie Vath, Dean of Students

- Carrie Forbes, University Librarian

- Zac Olson, Director of Admissions

Resources and Documents

- SOU IR Accreditation Site

- Nuventive Improve

- NWCCU

- Previous annual report, ad hoc reports and substantive change reports

- SOU administrators who have been on site visits

Timeline and Planning

Year Seven Report Timeline

- November 2022 – August 2023: information gathering, analysis, and collaboration

- August 23, 2023: Year Seven Report due to NWCCU

- October 23-25, 2023 – NWCCU site visit

  - NWCCU team visits campus and meets with SOU representatives

- *Dec '23-Jan '24 Evaluation report sent to SOU (approximately 8 weeks post site visit)

*dates are approximate

Year Seven Report Timeline

- *Jan '24 - SOU optional response to the initial draft

- *Jan '24 - All documentation reviewed by NWCCU commissioners

- *Jan '24 - Meeting with President Bailey and designees

- *Feb-Mar '24 - Commission Action Letter sent to SOU

- SOU response to Commission recommendations as determined in the Action Letter.

*dates are approximate

Questions?

General Education Transformation Update and Launch

TRANSFORMING GENERAL EDUCATION
PROGRESS UPDATE

Report to the SOU Board of Trustees

JUNE 2023

Goals of GenEd Transformation

1. Apply Strategic Directions 1 & 4 (and HB 2864 Cultural Competency) to SOU GenEd.

2. Reduce GenEd credit requirements.

3. Make GenEd learning goals & requirements more transparent & purposeful for students.

4. Make GenEd model more attractive to prospective students.

5. Accomplish all of the above while ensuring maximum transferability of credits.

From Disciplinary Strands to Skill-Based Capacities

Current University Studies Model	New Core Capacity Model
64 credits based on 10 disciplinary "strands" A. Communication B. Thinking C. Information Literacy D. Quantitative Reasoning E. Humanities F. Social Sciences G. Sciences H. Science, Technology, and Society I. Citizenship & Social Responsibility J. Diversity & Global Awareness	**39-44 credits in 6 skill-based "capacities"** • *Purposeful Learning* • *Communication & Expression* • *Numerical Literacy* • *Inquiry & Analysis* • *Creativity & Innovation* • *Equity, Diversity, and Inclusion*

The Raider General Education Model

TOTAL CREDITS: **39-44**

YEAR-LONG SEMINAR EXPERIENCE

PURPOSEFUL LEARNING	WR 121 4 credits required	WR 122 4 credits required	WR 123 4 credits required	**12**

CORE CAPACITY REQUIREMENTS

No more than 4 credits may be taken in any one disciplinary course prefix

COMMUNICATION & EXPRESSION	One 3-4 credit Lower-Division Course required	**3-4**
CREATIVITY & INNOVATION	One 3-4 credit Lower-Division Course required	**3-4**
INQUIRY & ANALYSIS	One 3-4 credit Lower-Division Course required	**3-4**
NUMERICAL LITERACY	One 3-4 credit Lower-Division Course required	**3-4**
EQUITY, DIVERSITY, AND INCLUSION	One 3-4 credit Lower-Division Course required 4 Upper-Division Credits required	**7-8**

UPPER DIVISION CAPACITY EXPLORATION

COMMUNICATION & EXPRESSION CREATIVITY & INNOVATION INQUIRY & ANALYSIS NUMERICAL LITERACY	8 Upper-Division Credits required No more than 4 credits in any one capacity	**8**

From Disciplinary Strands to Skill-Based Capacities

Example University Studies Outcome:	Example Core Capacity Outcome:
Humanities (E Strand)	**Creativity & Innovation**
Students will recognize human accomplishments in the arts and humanities and understand their role in clarifying individual and social values.	*A student's capacity for Creativity & Innovation prepares them to understand and engage in the creative process and to discover and implement original and useful approaches to projects and/or complex problems within any context or discipline. This capacity fosters the self-confidence and imagination necessary to innovate boldly and to bring a product or solution to fruition. Creativity that leads to innovation is an ongoing and iterative process, whereby students learn to improve their work through experimentation, ongoing practice, and by considering and incorporating feedback.*
Outcome is discipline-focused.	Outcome is student focused.

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Equity & Access benefits of GE transformation

- Reduced costs for students entering with excessive credits.

- Requirements are more meaningful and transparent.

- Increased opportunity for students who wish to pursue the skills and credentials that interest them most (Certificates, Badges, etc.).

- Enhanced curricular focus on Equity, Diversity, and Inclusion with 8 credits required in this capacity.

Courses Design

ACADEMIC UNIT	ALL	%
Arts and Communication	44	26.3%
Education, Leadership, Health, and Humanities	34	20.4%
Library	4	2.4%
Science and Business	37	22.2%
Social Science	48	28.7%
TOTAL	167	100%

CAPACITY	CE	CI	EDI	IA	NL	ALL
LD	17	12	19	20	12	80
UD	15	16	27	22	7	87
SUM	32	28	46	42	19	167

SOU Forward: Accountability Framework for Implementation

Accountability: Creating the Culture

From page 43 of SOU: Forward

How will we handle new proposals and initiatives?

These 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…"

From Plan to Action

- How do the four planks get actualized? This becomes the art of executing strategic imperatives.

- Develop "project plans" and create a management dashboard enabling top-level oversight

- Update and track: issues, risks and opportunities

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.

Implementing SOU Forward

Focus on the main thing…the execution paradigm:

- Focus on Wildly Important Goals
- Measure 'leading indicators' (influence and behavior)
- Put up a Scoreboard
- Conduct regular 'accountability' talks / meetings

Complete near-term milestones and develop action plan

✓ Implement Phase 1 personnel actions (notices issued 5/1/23; 6 classified completed, Unclassified Admin: 12 complete / 3 pending)

✓ Finish amendments to FAST (Budget system of record) not later than 6/30/23

✓ Continue hiring key positions (Provost, Title IX coordinator, etc.)

Cost Management Milestones

Mid-Term:

- ✓ Completed plan to reorganize Academic and Student Affairs (6/15/23)
- Continue University Housing reorganization (9/1/23)
- Transition Facilities Management to "Asset Management" technology and mindset (9/15/23)
- Plan for phase 2, personnel actions (9/15/23)
- Hire new Provost and VP of Academic and Student Affairs (12/31/23)
- Implement CISR on time and with quality (go-live 1/1/24)

Long-Term:

- Monitor culture change tied to equity, accountability and the transformation (technology, processes and tools)

President's Dashboard
"Program Management 101"

Next major milestone	Health	Initiative or Program Area	Summary - Desired outcome or end-state	Estimated Completion Date	Status	Remarks (Risks and Constraints // Discuss near-mid-long term actions)	In Progress	On Hold	Business Academic EM - Student Advancement EDI
7/30/2023	G	Demolish Cascades	Effectively demolish existing Cascades complex using $3.5m in ARPA funding from State NLT 12/31/25	12/31/2026	Funding received, Developing RFP	Haz survey complete, low risk, evaluate synergy with potential P3 capital development	x		Business
6/30/2023	G	Retirement Community	Parnter with Private non-profit entity to develop Retirement Community and create lifelong learning opportunities	12/31/2028	Legal review in progress	After legal review complete, RFP and project plan will be developed	x		Advancement and Business
6/15/2023	G	Philanthropy	Continue silent phase of SOU Foundation campaign	1/1/2030	Great. Performance well above Plan	SOUF board is really engaged; great momentum	x		Advancement
7/15/2023	G	Grants Office and Program	Implement the new vision for Program	1/1/2026	Hired new Director	Team doing great work, with 'short staffing'	x		Advancement and Academic
6/31/2023	G	Cost Management - Personnel Plan	Implement Cost Management plan, removing 82 FTE from recurring cost base	6/30/2024	Board approved plan; employees notified 5/1	SOU Forward ammeded, and pending board approval; then personnel plan will be implemented	x		All
7/1/2023	G	CISR Project	Transition from Banner to Workday, using a 2-phased project approach: HCM/Finance and Payroll; then Student Info Systems	9/30/2026	Testing configuration	https://app.smartsheet.com/dashboards/5f4F2GM3H8pV5hhx5pFFjXGC73p9Q3vRCrcQjp71	x		Business
9/15/2023	Y	Service Excellence - culture change	Re-invigorate Service Excellence; correcting languishing implementation	Ongoing	Go back to SE rollout	Pandemic interupted operating rhythm for onboarding and	x		All

Program Management Dashboard | Demolish Cascades | Retirement Living Communty | Philanthropy | Grants Office and Program | Cost Management, Personnel | CISR Project | Service Excellence - C

President's Dashboard Worksheet (detail)

	A	B	C	D	E
	Demolish Cascades				
	Five Questions to Consider	Answers	Risks	Issues	Opportunities
	1. What resources will this new proposal require?	Manhours from FMP; $3.5m in ARPA provided by State; 'grant management by Business Services'	Differing site conditions	None	Add contract work effort
	2. What are the anticipated fiscal or performance benefits from this initiative?	Reduced operating costs; site prep for Retirement Living Community	Failed market survey or financials after RFP	None	Increase ground lease revenue
	3. What is the time horizon for these expected benefits?	Complete by 3/31/25	Delays on execution	None	Any advantage to accelerating?
	4. What metrics and measurements will be used to monitor progress?	Progress reports to HECC; VP updates to President and Board		Implement new Project module	Use new Project Module in Workday
	5. What actions will be taken if the expected milestones are not achieved?	Get additional resources to support oversight or mitigation	Blowing through budget	None	
	Milestones				
	Current to 5/30/24: Dispose of surplus furniture & beds (looking at local nonprofits to donate beds to). Salvage all useful items.				
	6/15/24 to 9/30/24: Move ROTC, National Parks, SOULA storage & JPR storage. Utility disconnects and safe-off.				
	7/1/24: Release demolition RFP for bid				
	8/1/24: Award contract to successful qualified low bidder. Complete contracts & permitting.				
	10/1/24: Begin hazardous material abatement				
	12/1/24: Begin demolition				
	3/31/25: Demolition complete				

Program Management Dashboard | Demolish Cascades | Retirement Living Communty | Philanthropy | Grants Office and Program

Fiscal Year 2023 Budget Update and Review of Pro Forma

FY23 E&G Estimate to Complete (as of 6/2/23)

- Tuition Revenue "softening" ($1.2M less than forecasted)

- Remissions 'burning hot'

- 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 $5.3M EFB (ties to 8.24% 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	27,001
Tuition	34,281	34,611	33,438
Fees	3,581	4,015	3,801
Raider Aid (remissions)	(3,915)	(3,476)	(3,994)
Tuition, net of Raider Aid	33,947	35,149	33,246
Misc. Other Revenue	1,476	2,964	3,765
TOTAL REVENUES	61,643	64,974	64,012
EXPENSES & TRANSFERS			
Personnel Services			
Faculty	(15,129)	(15,971)	(14,669)
Admin	(9,922)	(10,532)	(10,202)
Classified	(6,642)	(7,450)	(6,858)
Students, Graduate Assistants , etc	(1,066)	(1,586)	(1,348)
Salaries Sub-total	(32,760)	(35,539)	(33,077)
PERS & ORP (Retirement Pgms)	(8,042)	(8,524)	(7,938)
PEBB (Healthcare)	(6,786)	(8,473)	(7,918)
Other (FICA, SAIF, etc.)	(2,758)	(3,500)	(2,836)
OPE Sub-total	(17,586)	(20,497)	(18,692)
Net Personnel Services	(50,346)	(56,036)	(51,769)
Supplies & Services (S&S)			
S&S Expenses	(10,503)	(13,835)	(12,875)
AP Program Share (AP)	(1,608)		(1,328)
Capital Expenses (CapEx)	(117)	(263)	(79)
Total S&S, CapEx, AP	(12,228)	(14,098)	(14,283)
Cost Reductions		3,664	0
Personnel and S&S before Transfers	(62,574)	(66,469)	(66,052)
Net from Operations Before Transfers	(931)	(1,496)	(2,040)
Budgeted Transfers (In & Out)	(3,085)	(3,120)	(3,120)
Federal Relief Funds Transferred to E&G	3,336	3,312	3,319
Transfers Net (In & Out of E&G)	251	192	199
TOTAL EXPENSES & TRANSFERS	(62,323)	(66,277)	(65,853)
TOTAL EXPENSES (excluding Federal Relief)	(65,659)	(69,589)	(69,172)
FUND BALANCE			
Change in Fund Balance	(680)	(1,303)	(1,841)
Beginning Fund Balance	7,793	6,501	7,113
Ending Fund Balance	7,113	5,198	5,272
% Operating Revenues	11.54%	8.00%	8.24%
Days of Operations	39.54	29.63	27.82
Months of Operations	1.32	0.99	0.93

Fiscal Year 2024 Budget (Action)

Revenue Assumptions, FY 24

- Conservative state revenue allocation:
  - Using $26.4M ==based on GRB== (versus W&M co-chairs' budget)

- Tuition revenue:
  - Modeled with increases of under 3% (from 1.94 – 2.87%) and enrollment (SCH) down slightly (-1.6%)

- Miscellaneous revenues budget increase (adjust if one-time $ flow)
  - Refinancing North Campus Village bonds worked!
  - Ground lease income restored/created new reserve accounts

- Last increment of Federal support ($2.9M) shown

- Reminder—Not considered (one-time monies)
  - Congressionally Directed Spending - $3.3M ask for SIS
  - $25M earmark for TRUs + PSU (uncertain outcome / allocation)
  - ~ $2.5M ask for Mental Health Center of Excellence (pending)

Cost Assumptions, FY 24

- Vacant positions (identified in SOU Forward) removed from FAST; and filled positions coded for removal based on timing identified

- Services and Supplies
  - Projected savings from reduced shared services work effort
  - Projected IT savings in Facilities Management

- Updated transfers in and out of E&G, based on changes in Athletics (less cost) and Housing reorganization

- Note: will monitor cost relationship with Physical Plant Fund / E&G and Auxiliaries (Housing and Athletics)

Education and General	2021-23 Biennium			2023-25 Biennium		2025-27 Biennium	
(in thousands of dollars)	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)
REVENUES							
Total State Funding (SSCM,ETSF,SELP,1-Time)	26,220	26,860	27,001	26,781	27,858	28,685	29,840
Tuition	34,281	34,611	33,438	34,583	35,904	36,896	38,072
Fees	3,581	4,015	3,801	3,772	3,998	4,066	4,218
Raider Aid (remissions)	(3,915)	(3,476)	(3,994)	(3,452)	(3,591)	(3,687)	(3,806)
Tuition, net of Raider Aid	33,947	35,149	33,246	34,903	36,311	37,276	38,483
Misc. Other Revenue	1,476	2,964	3,765	3,550	3,630	3,711	3,795
TOTAL REVENUES	61,643	64,974	64,012	65,234	67,799	69,672	72,119
EXPENSES & TRANSFERS						2.66%	
Personnel Services							
Faculty	(15,129)	(15,971)	(14,669)	(14,652)	(14,366)	(14,654)	(14,883)
Admin	(9,922)	(10,532)	(10,202)	(10,085)	(9,754)	(9,724)	(9,954)
Classified	(6,642)	(7,450)	(6,858)	(6,666)	(6,432)	(6,772)	(7,084)
Students, Graduate Assistants , etc	(1,066)	(1,586)	(1,348)	(1,655)	(1,654)	(1,638)	(1,705)
Salaries Sub-total	(32,760)	(35,539)	(33,077)	(33,059)	(32,206)	(32,788)	(33,625)
PERS & ORP (Retirement Pgms)	(8,042)	(8,524)	(7,938)	(8,094)	(8,321)	(8,472)	(8,688)
PEBB (Healthcare)	(6,786)	(8,473)	(7,918)	(8,503)	(8,928)	(9,375)	(9,843)
Other (FICA, SAIF, etc.)	(2,758)	(3,500)	(2,836)	(2,934)	(2,859)	(2,910)	(2,985)
OPE Sub-total	(17,586)	(20,497)	(18,692)	(19,531)	(20,108)	(20,756)	(21,516)
Net Personnel Services	(50,346)	(56,036)	(51,769)	(52,590)	(52,314)	(53,545)	(55,141)
Supplies & Services (S&S)							
S&S Expenses	(10,503)	(13,835)	(12,875)	(11,074)	(11,323)	(11,778)	(11,021)
AP Program Share (AP)	(1,608)		(1,328)	(1,210)	(1,188)	(1,187)	(1,184)
Capital Expenses (CapEx)	(117)	(263)	(79)	(81)	(83)	(85)	(86)
Total S&S, CapEx, AP	(12,228)	(14,098)	(14,283)	(12,365)	(12,594)	(13,050)	(12,291)
Cost Reductions		3,664	0	0	As Modeled	As Modeled	700
Personnel and S&S before Transfers	(62,574)	(66,469)	(66,052)	(64,955)	(64,908)	(66,594)	(66,732)
Net from Operations Before Transfers	(931)	(1,496)	(2,040)	279	2,891	3,078	5,387
Budgeted Transfers (In & Out)	(3,085)	(3,120)	(3,120)	(2,533)	(2,520)	(2,565)	(2,642)
Federal Relief Funds Transferred to E&G	3,336	3,312	3,319	2,879	-	-	-
Transfers Net (In & Out of E&G)	251	192	199	346	(2,520)	(2,565)	(2,642)
TOTAL EXPENSES & TRANSFERS	(62,323)	(66,277)	(65,853)	(64,609)	(67,428)	(69,160)	(69,374)
TOTAL EXPENSES (excluding Federal Relief)	(65,659)	(69,589)	(69,172)	(67,488)	(67,428)	(69,160)	(69,374)
FUND BALANCE							
Change in Fund Balance	(680)	(1,303)	(1,841)	625	371	512	2,745
Beginning Fund Balance	7,793	6,501	7,113	5,272	5,897	6,268	6,780
Ending Fund Balance	7,113	5,198	5,272	5,897	6,268	6,780	9,525
% Operating Revenues	11.54%	8.00%	8.24%	9.04%	9.25%	9.73%	13.21%
Days of Operations	39.54	29.63	27.82	31.89	33.93	35.78	50.11
Months of Operations	1.32	0.99	0.93	1.06	1.13	1.19	1.67

Optimistic Scenario – HB 5025-1

Education and General (i	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)
REVENUES							
Total State Funding (SSCM,ETSF,SELP,1-Time)	26,220	26,860	27,001	29,340	29,793	31,191	32,448
Tuition	34,281	34,611	33,438	34,583	35,904	36,896	38,072
Fees	3,581	4,015	3,801	3,772	3,998	4,066	4,218
Raider Aid (remissions)	(3,915)	(3,476)	(3,994)	(3,452)	(3,591)	(3,687)	(3,806)
Tuition, net of Raider Aid	33,947	35,149	33,246	34,903	36,311	37,276	38,483
Misc. Other Revenue	1,476	2,964	3,765	3,550	3,630	3,711	3,795
TOTAL REVENUES	61,643	64,974	64,012	67,793	69,734	72,178	74,727
EXPENSES & TRANSFERS						2.66%	
Personnel Services							
Faculty	(15,129)	(15,971)	(14,669)	(14,652)	(14,366)	(14,654)	(14,883)
Admin	(9,922)	(10,532)	(10,202)	(10,085)	(9,754)	(9,724)	(9,954)
Classified	(6,642)	(7,450)	(6,858)	(6,666)	(6,432)	(6,772)	(7,084)
Students, Graduate Assistants , etc	(1,066)	(1,586)	(1,348)	(1,655)	(1,654)	(1,638)	(1,705)
Salaries Sub-total	(32,760)	(35,539)	(33,077)	(33,059)	(32,206)	(32,788)	(33,625)
PERS & ORP (Retirement Pgms)	(8,042)	(8,524)	(7,938)	(8,094)	(8,321)	(8,472)	(8,688)
PEBB (Healthcare)	(6,786)	(8,473)	(7,918)	(8,503)	(8,928)	(9,375)	(9,843)
Other (FICA, SAIF, etc.)	(2,758)	(3,500)	(2,836)	(2,934)	(2,859)	(2,910)	(2,985)
OPE Sub-total	(17,586)	(20,497)	(18,692)	(19,531)	(20,108)	(20,756)	(21,516)
Net Personnel Services	(50,346)	(56,036)	(51,769)	(52,590)	(52,314)	(53,545)	(55,141)
Supplies & Services (S&S)							
S&S Expenses	(10,503)	(13,835)	(12,875)	(11,074)	(11,323)	(11,778)	(11,021)
AP Program Share (AP)	(1,608)		(1,328)	(1,210)	(1,188)	(1,187)	(1,184)
Capital Expenses (CapEx)	(117)	(263)	(79)	(81)	(83)	(85)	(86)
Total S&S, CapEx, AP	(12,228)	(14,098)	(14,283)	(12,365)	(12,594)	(13,050)	(12,291)
Cost Reductions		3,664	0	0	As Modeled	As Modeled	700
Personnel and S&S before Transfers	(62,574)	(66,469)	(66,052)	(64,955)	(64,908)	(66,594)	(66,732)
Net from Operations Before Transfers	(931)	(1,496)	(2,040)	2,838	4,826	5,584	7,995
Budgeted Transfers (In & Out)	(3,085)	(3,120)	(3,120)	(2,533)	(2,520)	(2,565)	(2,642)
Federal Relief Funds Transferred to E&G	3,336	3,312	3,319	2,879	-	-	-
Transfers Net (In & Out of E&G)	251	192	199	346	(2,520)	(2,565)	(2,642)
TOTAL EXPENSES & TRANSFERS	(62,323)	(66,277)	(65,853)	(64,609)	(67,428)	(69,160)	(69,374)
TOTAL EXPENSES (excluding Federal Relief)	(65,659)	(69,589)	(69,172)	(67,488)	(67,428)	(69,160)	(69,374)
FUND BALANCE							
Change in Fund Balance	(680)	(1,303)	(1,841)	3,184	2,306	3,018	5,353
Beginning Fund Balance	7,793	6,501	7,113	5,272	8,456	10,762	13,780
Ending Fund Balance	7,113	5,198	5,272	8,456	10,762	13,780	19,133
% Operating Revenues	11.54%	8.00%	8.24%	12.47%	15.43%	19.09%	25.60%
Days of Operations	39.54	29.63	27.82	45.73	58.25	72.72	100.66
Months of Operations	1.32	0.99	0.93	1.52	1.94	2.42	3.36

FY23 Summary of Expenditures by Fund

Implementing SOU Forward—Cost Management

FY24 Summary of Expenditures by Fund				
FUND	**2022 Actuals**	**FY23 Adopted + Adjustments**	**FY23 Year End Est Projection**	**FY24 DRAFT Budget**
Budgeted Ops (Fund Type 11)	$ 65,658,876	$ 69,588,822	$ 69,171,475	$ 67,488,209
Auxiliary Ops (Fund Type 20)	$ 12,292,302	$ 15,694,894	$ 13,873,139	$ 14,256,140
Designated Ops & Service Centers (Fund Types 12 & 13)	$ 4,230,726	$ 5,742,690	$ 5,475,377	$ 5,857,608
Combined Ops	$ 82,181,904	$ 91,026,407	$ 88,519,991	$ 87,601,957

Southern Oregon University
Budgeted Operations

	2022 Actuals	FY23 Adopted + Adjustments	FY23 Year End Est Projection	FY24 DRAFT Budget
REVENUES				
Tuition, Fees (net of Remission)	33,946,951	35,148,939	33,245,562	34,903,184
State Funding	26,219,576	26,860,486	27,000,945	26,780,858
Misc. Other Revenues	1,476,478	2,964,336	3,765,228	3,549,946
REVENUES Total	**61,643,005**	**64,973,761**	**64,011,736**	**65,233,988**
LABOR				
Unclassified (Faculty & Admin)	(24,942,478)	(26,507,366)	(24,870,749)	(24,737,112)
Classified	(6,642,080)	(7,362,946)	(6,858,234)	(6,666,458)
Student, Grad Assistants, etc	(1,066,412)	(1,624,943)	(1,348,200)	(1,655,015)
Benefits & OPE	(17,695,230)	(20,561,232)	(18,691,930)	(19,531,279)
LABOR Total	**(50,346,200)**	**(56,056,488)**	**(51,769,113)**	**(52,589,864)**
SUPPLIES AND SERVICES	**(12,111,423)**	**(13,828,068)**	**(14,203,744)**	**(12,284,339)**
CAPITAL EXPENSES	**(116,636)**	**(285,508)**	**(79,071)**	**(80,850)**
Cost Reductions	**0**	**3,664,000**	**0**	**0**
TRANSFERS				
Transfers In (excluding Federal Relief Funds)	465,648	223,175	398,899	108,188
Transfers Out (exlcuding Federal Relief Funds)	(3,550,265)	(3,305,933)	(3,518,446)	(2,641,344)
TRANSFERS Total	**(3,084,617)**	**(3,082,758)**	**(3,119,547)**	**(2,533,156)**
Total Expenses	**(65,658,876)**	**(69,588,822)**	**(69,171,475)**	**(67,488,209)**
Federal Relief Funds	3,335,520	3,311,689	3,318,811	[96] **2,879,038**
Total Revenue - Expenses	**(680,351)**	**(1,303,372)**	**(1,840,928)**	**624,817**

Southern Oregon University
Designated and Service Center Operations

	2022 Actuals	FY23 Adopted + Adjustments	FY23 Year End Est Projection	FY24 DRAFT Budget
REVENUES				
Enrollment Fees	891,519	1,202,080	1,259,303	1,026,572
Govt Resources and Allocations	-	-	-	-
Misc. Other Revenues	2,972,263	4,472,589	4,547,952	4,688,337
REVENUES Total	**3,863,782**	**5,674,669**	**5,807,255**	**5,714,909**
LABOR				
Unclassified	(1,366,344)	(1,680,709)	(1,535,898)	(1,716,667)
Classified	(412,350)	(418,656)	(421,671)	(485,928)
Student Labor	(91,690)	(180,537)	(143,092)	(225,740)
Benefits & OPE	(1,083,457)	(1,299,630)	(1,315,115)	(1,417,657)
LABOR Total	**(2,953,842)**	**(3,579,532)**	**(3,415,776)**	**(3,845,992)**
SUPPLIES AND SERVICES	**(1,745,858)**	**(2,608,135)**	**(2,337,801)**	**(2,434,717)**
CAPITAL EXPENSES	**-**	**(12,086)**	**(162,416)**	**(12,086)**
TRANSFERS				
Transfers In (excluding Federal Relief Funds)	801,906	633,088	851,550	577,444
Transfers Out (exlcuding Federal Relief Funds)	(332,932)	(176,025)	(410,933)	(142,257)
TRANSFERS Total	**468,974**	**457,063**	**440,616**	**435,187**
Total Expenditures	**(4,230,726)**	**(5,742,690)**	**(5,475,377)**	**(5,857,608)**
Federal Relief Funds	-	-	-	-
Total Revenue - Expenses	**(366,944)**	**(68,021)**	**331,879**	**(142,699)**

Projected Ending Fund Balance for FY24 in excess of $2m

Southern Oregon University
Auxiliary Operations

	2022 Actuals	FY23 Adopted + Adjustments	FY23 Year End Est Projection	FY24 DRAFT Budget
REVENUES				
Enrollment Fees	5,131,267	5,479,681	5,264,642	5,194,867
Govt Resources and Alloc	1,257,759	1,257,759	1,257,759	1,257,759
Misc. Other Revenues	8,548,591	6,509,236	9,120,306	7,196,011
REVENUES Total	**14,937,617**	**13,246,676**	**15,642,708**	**13,648,637**
LABOR				
Unclassified	(3,021,967)	(3,359,980)	(3,176,632)	(3,071,276)
Classified	(970,757)	(1,093,688)	(866,754)	(1,025,958)
Student Labor	(687,270)	(1,205,154)	(805,439)	(1,195,846)
Benefits & OPE	(2,334,757)	(2,863,214)	(2,543,707)	(2,760,837)
LABOR Total	**(7,014,750)**	**(8,522,036)**	**(7,392,532)**	**(8,053,916)**
SUPPLIES AND SERVICES	**(7,235,150)**	**(9,798,553)**	**(9,160,898)**	**(8,300,193)**
CAPITAL EXPENSES	**0**	**0**	**0**	**0**
TRANSFERS				
Transfers In (excluding Feder	3,429,356	3,717,447	3,785,024	3,164,969
Transfers Out (exlcuding Fec	(1,471,758)	(1,091,752)	(1,104,733)	(1,067,000)
TRANSFERS Total	**1,957,598**	**2,625,695**	**2,680,291**	**2,097,969**
Total Expenditures	**(12,292,302)**	**(15,694,894)**	**(13,873,139)**	**(14,256,140)**
Federal Relief Funds	0	0	0	0 (A)
Total Revenue - Expenses	**2,645,315**	**(2,448,218)**	**1,769,568**	**(607,503)**

(A) = Federal Relief funds deposited to an Auxiliary Reserve, and later transferred out to support E&G. This is being excluded from the Transfer lines to reflect the remaining transfers that are impacting Auxiliary operations. Is also not being relected on the Federal Relief line since it wasn't being made available to support auxiliary operations, but is instead being placed into E&G over a three-year period.

Projected Ending Fund Balance for FY24 in excess of $6m

Transfers
(Why there is a disconnect?)

- Why? Transfers out of Operations and placed into Plant Funds aren't shown.

  - Budgeted, Designated and Auxiliary Operations budgets only reflect the "Unrestricted Operating Budgets" (and don't include the Plant Fund)

- Summary of the "Transfer Total" line, and the factors that are causing it to not be $0.00

Summary of Transfers to Plant Fund (Capital Projects)	2022 Actuals	FY23 Adopted + Adjustments	FY23 Year End Est Projection	FY24 DRAFT Budget
Net Transfer Recap:				
Capital Project: GF Support for Beach Volleyball Court	191,000			
OHSU Funds Received in GF, Moved to Support Capital Maintenance Projects:	500,000			
Capital Project: Science Building Return Unused Funds GF	(67,955)			
Capital Project: GF Support for Solar at the Farm	35,000			
Capital Project: GF Support for Solar at the Farm			-	1,360
Total	658,045		-	1,360	-

Southern Oregon University
Combined Operations

	2022 Actuals	FY23 Adopted + Adjustments	FY23 Year End Est Projection	FY24 DRAFT Budget
REVENUES				
Enrollment Fees	39,969,737	41,830,699	39,769,507	41,124,623
Gov't Resources and Allocations	27,477,335	28,118,245	28,258,704	28,038,617
Misc. Other Revenues	12,997,332	13,946,161	17,433,487	15,434,294
REVENUES Total	**80,444,405**	**83,895,106**	**85,461,699**	**84,597,534**
LABOR				
Unclassified	(29,330,788)	(31,548,056)	(29,583,279)	(29,525,055)
Classified	(8,025,187)	(8,875,290)	(8,146,659)	(8,178,343)
Student Labor	(1,845,372)	(3,010,633)	(2,296,731)	(3,076,601)
Benefits & OPE	(21,113,444)	(24,724,077)	(22,550,752)	(23,709,774)
LABOR Total	**(60,314,792)**	**(68,158,056)**	**(62,577,421)**	**(64,489,773)**
SUPPLIES AND SERVICES	**(21,092,431)**	**(26,234,756)**	**(25,702,443)**	**(23,019,249)**
CAPITAL EXPENSES	**(116,636)**	**(297,594)**	**(241,487)**	**(92,936)**
TRANSFERS				
Transfers In (excluding Federal Relief Funds)	4,696,910	4,573,710	5,035,473	3,850,601
Transfers Out (exlcuding Federal Relief Funds)	(5,354,955)	(4,573,710)	(5,034,112)	(3,850,601)
TRANSFERS Total	**(658,045)**	**(0)**	**1,360**	**0**
Total Expenditures	**(82,181,904)**	**(94,690,407)**	**(88,519,991)**	**(87,601,957)**
Federal Relief Funds	3,335,520	3,311,689	3,318,811	102,879,038 (B)
Total Revenue - Expenses	**1,598,021**	**(7,483,612)**	**260,519**	**(125,385)**

Southern Oregon University
Board of Trustees

RESOLUTION
Adoption of Fiscal Year 2023-2024 Budget

Whereas, ORS 352.102(1) provides that, except as set forth within ORS 352.102, the Board of Trustees may authorize, establish, collect, manage, use in any manner and expend all revenue derived from tuition and mandatory enrollment fees;

Whereas, ORS 352.087(1)(a) provides that the Board of Trustees may acquire, receive, hold, keep, pledge, control, convey, manage, use, lend, expend and invest all moneys, appropriations, gifts, bequests, stock and revenue from any source;

Whereas, ORS 352.087(1)(i) provides that the Board of Trustees may, subject to limitations set forth in that section, spend all available moneys without appropriation or expenditure limitation approval from the Legislative Assembly; and

Whereas, ORS 352.087(2) requires, and the Finance and Administration Committee finds, that the budget of the Southern Oregon University is prepared in accordance with generally accepted accounting principles; Now, therefore,

Be it resolved, on the recommendation of the Finance and Administration Committee, the Board of Trustees hereby adopts the Fiscal Year 2023-2024 expenditures budget in the sum of $87,601,957, inclusive of Education and General [budgeted operations] in the sum of $67,488,209; an Auxiliaries budget in the sum of $14,256,140; and Designated Operations and Service Centers in the sum of $5,857,608.

VOTE:

DATE: June 16, 2023

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)

Draft Risk Assessment and Fiscal Year 2024 Internal Audit Plan (Action)

Southern Oregon University
Fiscal Year 2024 Internal Audit Plan

SO | Southern OREGON U | UNIVERSITY

June 2023

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

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PLAN OVERVIEW

This document provides the FY 2024 Internal Audit Plan as required by professional auditing standards.

AUDIT PLAN – Exhibit A
The final audit plan covers a 12-month period beginning July 1, 2023 through June 30, 2024. This plan includes internal audits selected based on the results of the entity wide risk assessment performed by Portland State University's (PSU) Internal Audit Office (IAO), who has been contracted by Southern Oregon University (SOU) to provide internal audit services.

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

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

AUDIT ENTITIES – Exhibit D
Exhibit D provides an overview of the audit universe at the university (i.e. "what is auditable"). Defining the audit universe is a critical step in helping plan future internal audits at the university. Each auditable unit must be distinct and contain activities structured to obtain common objectives. For the FY 2024 entity wide risk assessment, there are 34 auditable units.

FY2024 INTERNAL AUDIT PLAN & BUDGETED HOURS

EXHIBIT A

Internal Audit Plan
July 1, 2023 through June 30, 2024

Audit #	Engagement Title	Hours*	Timeframe**	Comments
Annual Risk Assessment	FY24 Annual Risk Assessment	40	June 2024	Required annually by IIA auditing standards.
Planned Audits				
2024-1	Workday Implementation – Consulting Review	Estimated at 250 hours	July-June 2024	
2024-2	Veterans Services	Estimated at 250 hrs.	Aug.-Apr. 2024	
Other Services				
SPECIAL REVIEWS	Special reviews	125	Fiscal Year 2024	Investigative reviews as requested by mgmt.
CONSULT	Consulting Work	55	Fiscal Year 2024	Consulting work as requested by mgmt.
	Total Audit Hours for FY 2024	**720**		

* Hours may be adjusted as needed based on scope and objectives of the planned audit and potential issues identified during fieldwork.
** Dates may be adjusted as needed to avoid a negative impact on SOU projects, available staff and resources.

Internal Audit Plan
Description of Audits
July 1, 2023 through June 30, 2024

Audit #	Description
2024-1	Consulting project will help review the implementation of the Workday system and will spot check new processes and systems to help ensure critical controls and processes are implemented and working effectively before the system goes live and the organization moves away from utilizing Banner.
2024-2	Project will look at veterans' services and related compliance requirements for veterans' certification processes.
Risk Assessment	The annual risk assessment forms the basis of the audit plan. Auditing standards require the IAO to conduct an annual risk assessment to conform to standards.
Consulting	SOU management may ask Internal Audit for consulting services to be performed in accordance with the Mission & Authority Statement for the Internal Audit Department.
Special Reviews	Includes hours for unplanned, special requests for audit reviews and investigations arising from allegations received and/or actual detrimental events occurring at the university.

FY2024 ENTITY WIDE RISK ASSESSMENT

EXHIBIT B

FY 2024 Prioritized Audit Risk Model – Auditable Units

Auditable Entity / Unit	Total Risk	Risk Ranking	PY Risk Score	Risk Category	IA Planned for FY'24?
Office of Information Technologies (IT)	37.0	1	37.0	High	Yes
Financial Aid Office (FAO)	33.6	2	37.0	High	No^
Enrollment Management and Student Affairs	33.0	3	36.0	High	Yes
Payroll and Human Resources	33.0	4	33.0	High	No^
Athletics	31.7	5	30.4	High	No
Environmental Health and Safety	31.5	6	31.5	High	No
Equity, Diversity, and Inclusion (EDI)	30.2	7	35.3	High	No
Student Health Center	29.0	8	29.0	Moderate	No
Facilities, Maintenance, and Plant	29.0	9	27.8	Moderate	No^
Housing, Family Housing, and Food Services	29.0	10	29.0	Moderate	No^
Title IX	28.9	11	28.9	Moderate	No
Division for Business, Communications, and Environmental Science	28.8	12	28.8	Moderate	No
College of Arts & Sciences	28.8	13	28.8	Moderate	No
Division of Education Health and Leadership	28.8	14	28.8	Moderate	No
Division of Social Sciences	28.8	15	28.8	Moderate	No
Division of Science, Tech., English, & Math	28.8	16	28.8	Moderate	No
Provost Office and Bridge Program	27.6	17	27.6	Moderate	No
Division of Humanities and Culture	27.6	18	27.6	Moderate	No
Finance and Administration	27.3	19	25.3	Moderate	Yes
Division of Undergrad Studies	26.4	20	26.4	Moderate	No
Dean of Students, Gender & Sexuality Justice	26.4	21	25.2	Moderate	No
Honors College	25.2	22	25.2	Moderate	No
Office of International Programs	25.2	23	25.2	Moderate	No
Campus Public Safety Office	20.9	24	19.9	Moderate	No
JRP (Jackson Public Radio)	19.8	25	19.8	Low	No
University Advancement and Grants Administration	19.8	26	19.8	Low	No
President's Office	19.8	27	18.9	Low	No
Student Activities and Clubs	18.9	28	18.9	Low	No
Parking Services	18.9	29	18.9	Low	No
Registrar's Office and Admissions	16.5	30	19.8	Low	No
Schneider Museum of Art	15.1	31	15.1	Low	No
Hannon Library	13.2	32	13.2	Low	No
Office of Institutional Research	12.6	33	12.6	Low	No
Bookstore (Barnes and Noble)	12.6	34	12.6	Low	No

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

FY2024 RISK FACTORS, SCORING CRITERIA, & AUDIT PLAN APPROVAL PROCESS

EXHIBIT C

Overview of Entity Wide Risk Assessment

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

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

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

Financial Significance Score – The IAO also assigned a risk score to each auditable unit based on how much revenues the unit processed during fiscal year 2022 (FY22) or how much expenditures the unit incurred during FY22. The primary concept of the risk scoring for this attribute was that as the amount of revenues and/or expenditures increases in a unit the risk for that unit also directly increases. The IAO primarily used financial data extracted from FY22 using

Banner's FGIBDST report to obtain the revenue and expenditure amounts. The greater of revenues or expenditures being processed through the unit for FY22 was used to score the financial risk for the unit using the scoring matrix outlined below:

Risk Score Matrix for Financial Significance:

Revenue or Expenditure Total for FY22	Multiply Risk Score in Column A by the Percentage Below and Place the Results in Column B
> $5,000,000	20%
$4,999,999 to $3,000,001	15%
$3,000,000 to $1,000,001	10%
$1,000,000 to $0	5%

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

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

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

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

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

Internal Audit Plan Approval Process Flowchart

IAO conducts a financial analysis over each audit unit's fiscal year 2022 financial transactions. This analysis is scored into a portion of each audit unit's risk assessment score.

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

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

IAO projects conducted in accordance with the approved audit plan.

AUDITABLE UNITS DEFINED

Auditable Units
Summary Descriptions

1. **Athletics –** Athletics includes: Athletic Administration and general athletic operations; men's sports program, women's sports programs, Sports Information, sport camps, Marketing Department, Raider Athletics, Dance Team, Cheerleading, Sports Band, IFC Revenue Pool, Athletic Game Management, sports travel, and the Trainer department. Athletics is budgeted under Organization Codes 261100 through 270000 in Banner.

2. **Bookstore (Barnes and Noble) –** This audit unit encompasses the outsourced bookstore operations at SOU and the contractual agreement with Barnes and Noble for outsourced bookstore services.

3. **College of Arts & Sciences** – This audit unit covers all academic departments under the College of Arts & Sciences. This audit unit is budgeted under Organization Codes 335000 through 335013 in Banner.

4. **Campus Public Safety Office (CPSO) –** CPSO provides a safe and secure environment for SOU students, employees and visitors to express freedom of intellectual growth and responsible global citizenship. CPSO is budgeted under Organization code 481000.

5. **Dean of Students, Gender & Sexuality Justice -** The Office of the Dean of Students, along with the various resource centers offered to SOU students, helps to support the campus community and promotes individual student success and retention. This audit unit is budgeted under Organization Codes 510000 through 533000 in Banner

6. **Division for Business, Communications, and Environmental Science –** This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division for Business, Communications, and Environmental Science. This audit unit is budgeted under Organization Codes 354000 through 354030 in Banner.

7. **Division of Education, Health, and Leadership –** This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Education, Health, and Leadership. This auditable unit is budgeted under Organization Codes 355000 through 355022 in Banner.

8. **Division of Humanities and Culture –** This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Humanities and Culture. This auditable unit is budgeted under Organization Codes356000 through 356022.

9. **Division of Science, Technology, English, and Math –** This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division for Science, Technology, English, and Math. This audit unit is budgeted under Organization Codes 357000 through 357025 in Banner.

10. **Division of Social Sciences –** This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Social Sciences. This auditable unit is budgeted in Banner under Organization Codes 358000 through 358025.

11. **Division of Undergrad Studies –** This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Undergrad Studies. This auditable unit is budgeted under Organization Codes 359000 through 359100 in Banner.

12. **Enrollment Management and Student Affairs – Enrollment Management and Student Affairs helps to provide access to students interested in attending SOU.** Departments included in this unit include Veterans Services, Disability Resources, Recreation Center, Student Union, eSports Program, Career Fair, and Sign Interpretation. This audit unit is budgeted under Organization Codes 536010 through 544241 and includes 583000 through 586300, but excludes 543100 through 543761 and 544211 in Banner.

13. **Environmental Health and Safety –** Environmental Health and Safety helps to ensure a SOU is safe for employees, students, visitors and the environment. Environmental Health and Safety is budgeted under Organization Code 482000 in Banner.

14. **Equity, Diversity, and Inclusion (EDI)-** EDI is committed to promoting an inclusive process by working together to ensure equitable access to opportunities, benefits, and resources for all faculty, administrators, students, and community members. EDI is budgeted under Organization Codes 110021 and 321300 in Banner.

15. **Finance and Administration-** The Finance and Administration audit unit includes the Budget Office, Business Services, Departmental Services, the Service Center, Student Services, Printing & Copy Services, Mail Services, Campus Planning, and the budget for the SOU Board. Finance and Administration is budgeted under Organization Codes 422100 through 460910 and includes Organization Codes 476500, 484200, and 484210 in Banner.

16. **Financial Aid Office (FAO) –** The Financial Aid Office assists SOU students with merit scholarships, departmental scholarships, and external scholarships. FAO is budgeted under Organization Codes 560000 in Banner and includes all Title IV financial aid and state aid funds. Note - The Internal Audit Office broke the Financial Aid Office out separately from Enrollment Management and Student Affairs as Financial Aid has unique federal regulations to comply with related to the handling of Title IV federal financial aid funds.

17. **Facilities, Maintenance, and Plant (FMP) –** FMP strives to expertly maintain the SOU campus and provide exceptional services to support the education and development of SOU students. FMP includes surplus property sales, fleet management, and campus sustainability. FMP is budgeted under Organization Codes 471009 through 476400 in Banner.

18. **Honors College** – Combining real world projects with intellectual rigor, the Honors College at SOU aims to provide a challenging learning environment for SOU students. The Honors College is budgeted under Organization Codes 331790 through 331802 in Banner.

19. **Housing, Family Housing, and Food Services –** This audit unit includes Housing Administration, Housing Conferences, Residence Life, Food Services & Contracted Food Services, Residence Hall Maintenance, and the EAAC Bike Program. These functions are budgeted under Organization Codes 543100 through 543700 and 547100 and 336100 in Banner.

20. **Office of International Programs –** International Programs is SOU's resource for international educational activities and works closely with faculty, staff, students, scholars, the local community, and international alumni in supporting initiatives to internationalize the university. This unit also is responsible for SEVIS compliance at SOU. International Programs is budgeted under Organization Code 325100 in Banner.

21. **Office of Information Technology (IT) –** SOU IT helps to support students and employees with their technology needs at SOU. In addition to supporting students and staff, IT provides enterprise system support, cybersecurity and training, assistance with software and telecommunication needs, and general IT governance at SOU. IT is budgeted under Organization Codes 371000 through 378680 in Banner.

22. **Jackson Public Radio (JPR)-** The mission of the JPR is to help feed the human intellectual and creative spirit of Southern Oregon and Northern California communities striving to build a diverse community of informed citizens through fact-based journalism and programs that stimulate civic discourse, inspire community engagement, celebrate music and foster the art of storytelling. JPR is budgeted under Organization Codes 231000 through 237000 in Banner.

23. **Hannon Library –** SOU's Library is integral to the success of all learners at SOU. The Library helps to advance information literacy and lifelong learning by teaching diverse learners to navigate and understand increasingly complex information environments. Library is budgeted under Organization Codes 361100 through 366100 and 544211 in Banner.

24. **Office of Institutional Research –** The Office of Institutional Research provides timely and accurate statistical analyses that are integral to the strategic planning process for SOU including support for internal decision making and overall institutional effectiveness. The Office of Institutional Research is budgeted under Organization Code 255100 in Banner.

25. **Parking Services –** The Parking Services department provides parking services for the campus community through the use of creative, innovative and proactive measures that support the SOU mission. Parking Services is budgeted under Organization Code 483000 in Banner.

26. **Payroll and Human Resources –** Payroll and Human Resources is part of the Division of Finance and Administration. Human Resources contributes to the educational mission of SOU by developing, implementing, and administering a wide range of personnel programs within the guidelines provided by State and Federal regulations, University Shared Services

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

27. **President's Office -** The President's Office includes Government Relations, the Office of General Counsel, and Internal Audit at SOU. The President's Office is budgeted under Organization Codes 110000 through 110070, but excludes 110021 in Banner.

28. **Provost Office and Bridge Program –** The Provost Office plays a leading role in sustaining an environment of academic excellence at SOU with a strategic focus on the academic success of SOU students. The SOU Bridge Program is available to students graduating from an Oregon high school and is designed to help incoming students be successful via a pre-Fall session program. The Provost Office and Bridget Program is budgeted under Organization Codes 311000 through 313110, 321300 through 325999, and 359100; however, this audit unit excludes 313150 through 313207, 321300, and 323100.

29. **Registrar's Office and Admissions –** The Registrar's Office assists both the university and students with many different services including, but not limited to, student records, FERPA compliance, coordination of course schedules and the course catalog, and review of graduation requirements for students. The Admissions Office assists students interested in attending SOU with the application process. The Admissions Office also provides resources to the parents of students interested in SOU or students attending SOU. The Registrar's Office and Admissions is budgeted under Organization Codes 351000 through 352000 in Banner.

30. **Schneider Museum of Art –** The Schneider Museum of Art, part of the Oregon Center for the Arts at SOU, is a vital force in the intellectual life of SOU that promotes an understanding of the visual arts within a liberal arts education. The Schneider Museum of Art is budgeted under Organization Code 380000 in Banner.

31. **Student Activities and Clubs –** Student Activities and Clubs serve as a means to connecting with other students, providing leadership development and opportunities, appreciating diversity, encouraging civic engagement, and enhancing students' college experience. Student Activities and Clubs is budgeted under Organization Codes 544242 through 544810 in Banner.

32. **Student Health and Wellness Center –** The Student Health and Wellness Center provides access to a wide range of health services including primary medical care, mental health care, psychiatric care, preventive services and campus-wide health promotion. The Student Health and Wellness Center is budgeted under Organization Code 570000 in Banner.

33. **Title IX –** SOU is committed to a timely, thorough and thoughtful response to concerns of alleged equity violations. SOU is also committed to providing an educational environment

that is safe and accessible to all. In addition, SOU values due process, clarity of procedure and strives to ensure equal access for all members of the campus community. Title IX is budgeted under Organization Code 465000 in Banner.

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

Southern Oregon University
Board of Trustees

Resolution
Adoption of Fiscal Year 2024 Internal Audit Plan

Whereas, Southern Oregon University has a duty to responsibly manage, invest, allocate, and spend its resources;

Whereas, Southern Oregon University has contracted a certified internal auditor to provide independent, objective evaluations and advisory services that add value to the University;

Whereas, the internal auditor will work closely with the Board of Trustees, University leadership, faculty, and staff to conduct and coordinate a range of internal audit functions for the University;

Whereas, the internal auditor has developed, for approval by the Board, an internal audit plan for Fiscal Year 2024 as described in the June 16, 2023 meeting materials; and

Whereas, the Executive, Audit, and Governance Committee of the Board of Trustees has reviewed the Fiscal Year 2024 plan, and recommends its adoption by the Board of Trustees;

Now, therefore, be it resolved, the Board of Trustees of Southern Oregon University hereby approves and adopts the Fiscal Year 2024 Internal Audit Plan;

Be it further resolved, the Board of Trustees hereby instructs the internal auditor and the officers of the university to take all actions and steps deemed necessary and proper to implement the Internal Audit Plan.

VOTE:

DATE:

Core Information System Replacement Project Update

Core Information System Replacement (CISR) Project Update

Enterprise Resource Planning (ERP) and Student Information System (SIS) Update

- The CISR Project Team has devoted the past nine months to acquiring proficiency in Workday while, at the same time, meticulously evaluating and constructing the new HR, Finance, and Payroll systems. The team's commitment and extensive efforts in upholding the project core values of CISR will ensure a seamless transition to Workday.

- As we shift focus to the summer quarter, I want to share some noteworthy CISR highlights and achievements. The Accounting, Budget, Finance, and HR areas successfully completed *Customer Confirmation Sessions* (CCS). These sessions provide an opportunity for SOU subject matter experts to show off what has been built in the system thus far. Currently, the overall project status is green as all functional areas continue to be diligent and adhere to the newly-established timeline.

A look ahead...

- Over the next few months, SOU will continue to work hard to prepare for the December 2023 go-live. Upcoming project priorities include:
  - ❑ Discussions pertaining to the implementation of the Student phase of Workday will start this summer, involving a carefully selected group of employees. This group will play a pivotal role in planning and shaping the successful integration of Workday.
  - ❑ As part of the End-to-End Testing phase, which is scheduled for August, the project team will thoroughly examine everyday scenarios within the system, ensuring their accurate construction from start to finish.
  - ❑ In the fall, employees who are not directly involved in the project will be able to access, evaluate, and provide constructive feedback on Workday during User Readiness Review sessions.
  - ❑ Employee training will begin in November. A comprehensive plan is being developed and will include in-person and virtual sessions, along with detailed step-by-step training guides to facilitate optimal learning and utilization of the system.
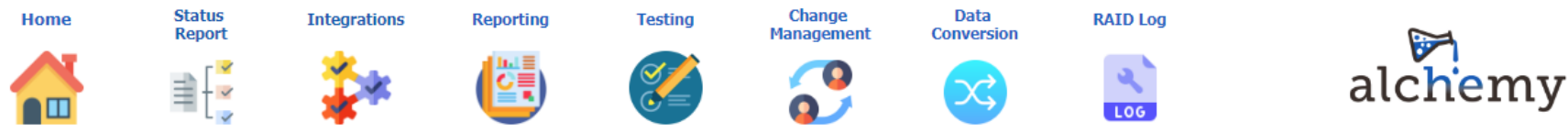
Did you know?

- Once launched, Workday will provide employees with access to real-time reports, empowering SOU to make prompt and informed decisions.
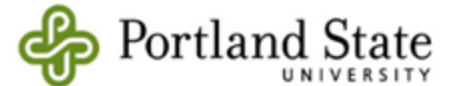
CISR Dashboards and Tools

Legislative Update

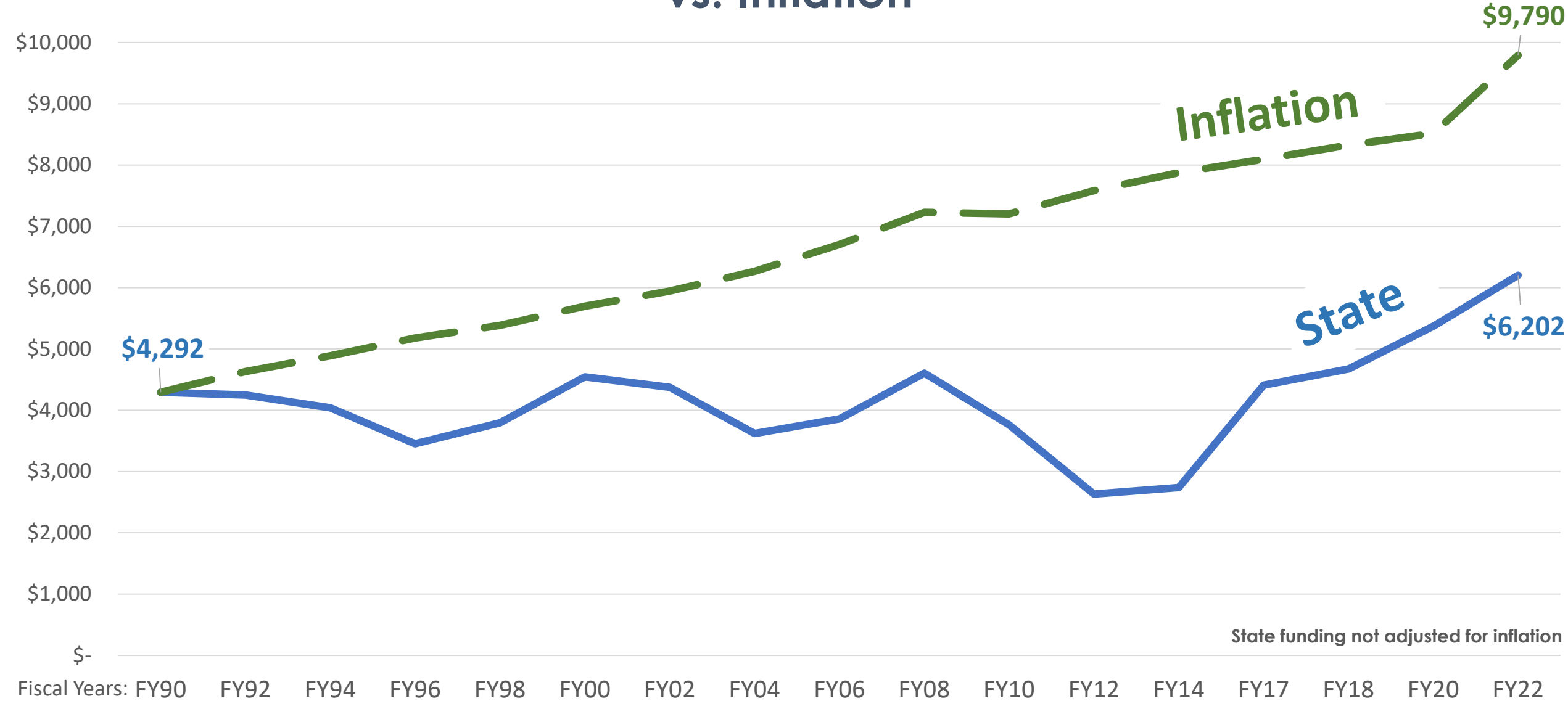# 2023 Session: Funding Request

Public University Support Fund:

- Consolidated Funding Request (Apr '22), $1.05B
- Agency Request Budget (Aug '22), $992M
- Governor's Recommended Budget (Feb '23), $933M
- Co-Chairs Draft Budget (Mar '23), $944M

Oregon Public Universities
2023 Budget Presentation
- *Service to Students* -

$1.05 B

OREGON COUNCIL OF PRESIDENTS

EASTERN OREGON UNIVERSITY

Oregon TECH
Oregon Institute of Technology

Oregon State University

Portland State UNIVERSITY

SOU Southern OREGON UNIVERSITY

UNIVERSITY OF OREGON

Western Oregon UNIVERSITY

Per-Student* State Funding of Public Universities vs. Inflation

Inflation $9,790

State $6,202

$4,292

State funding not adjusted for inflation

Fiscal Years: FY90 FY92 FY94 FY96 FY98 FY00 FY02 FY04 FY06 FY08 FY10 FY12 FY14 FY17 FY18 FY20 FY22

More details provided in supplemental deck.

*Full-time equivalent student

Sources: Oregon University System Fact Book; HECC E&G Survey; U.S. Bureau of Labor Statistics: CPI Inflation Calculator

Per-Student* State Funding of Public Universities

45TH Place

WE CAN DO BETTER

Oregon — **$5,580**

California — **$8,540**

National Average — **$8,859**

Washington — **$9,639**

$- $2,000 $4,000 $6,000 $8,000 $10,000 $12,000
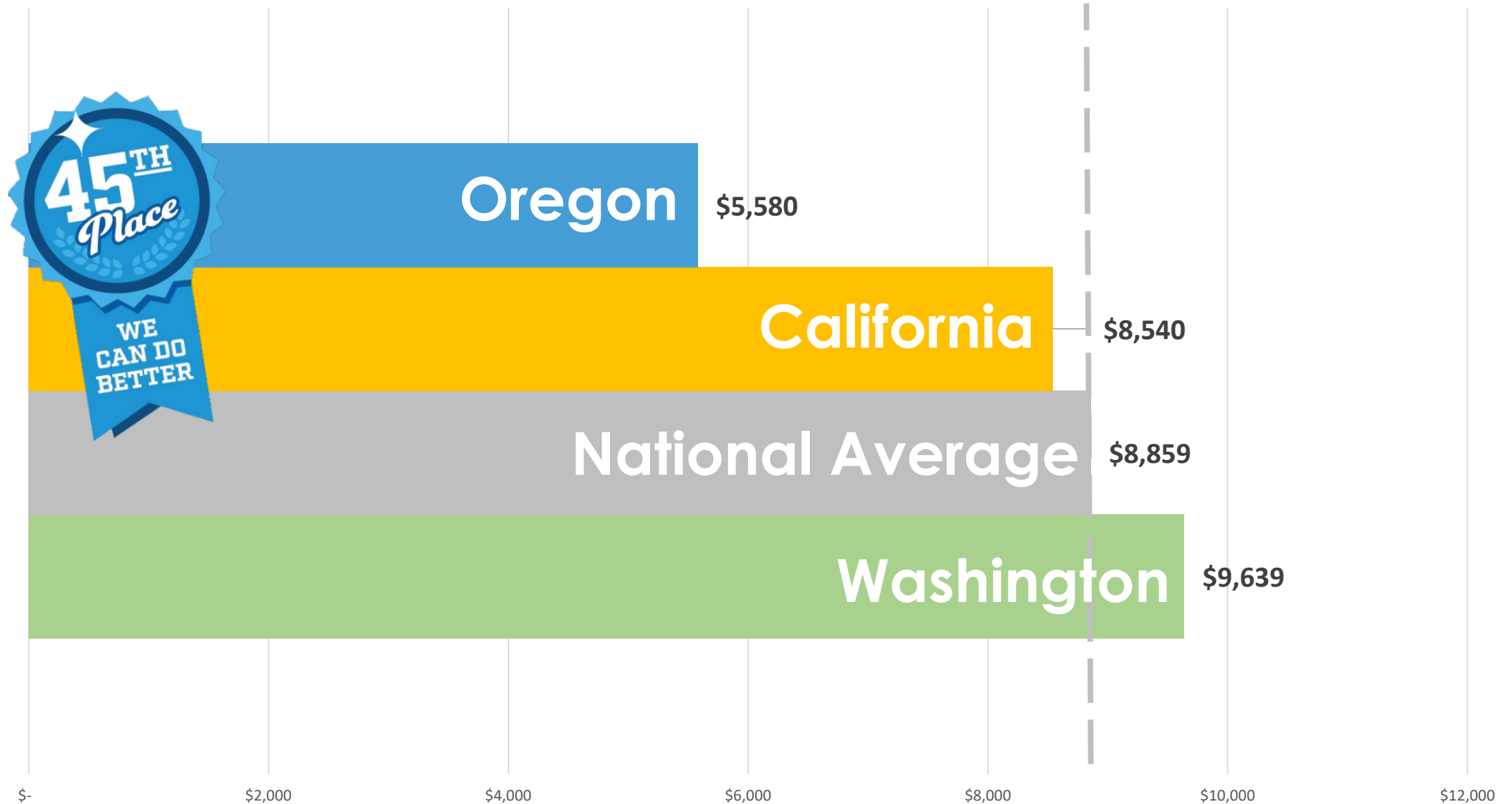
Source: State Higher Education Executive Officers Association:
2021 State Higher Education Finance Report; Table 3.2.
More details provided in supplemental deck.

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*Full-time equivalent student

Public Universities Operational Funding
Who Has Paid Historically?

Legend:
- Other E&G Revenues (gray)
- Student (yellow)
- State (blue)
- University Request (green)
- Co-Chairs' Budget (red)

X-axis: FY90, FY92, FY94, FY96, FY98, FY00, FY02, FY04, FY06, FY08, FY10, FY12, FY14, FY17, FY18, FY20, FY22

Sources: Oregon University System Fact Book; HECC E&G Survey

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More details provided in supplemental deck.
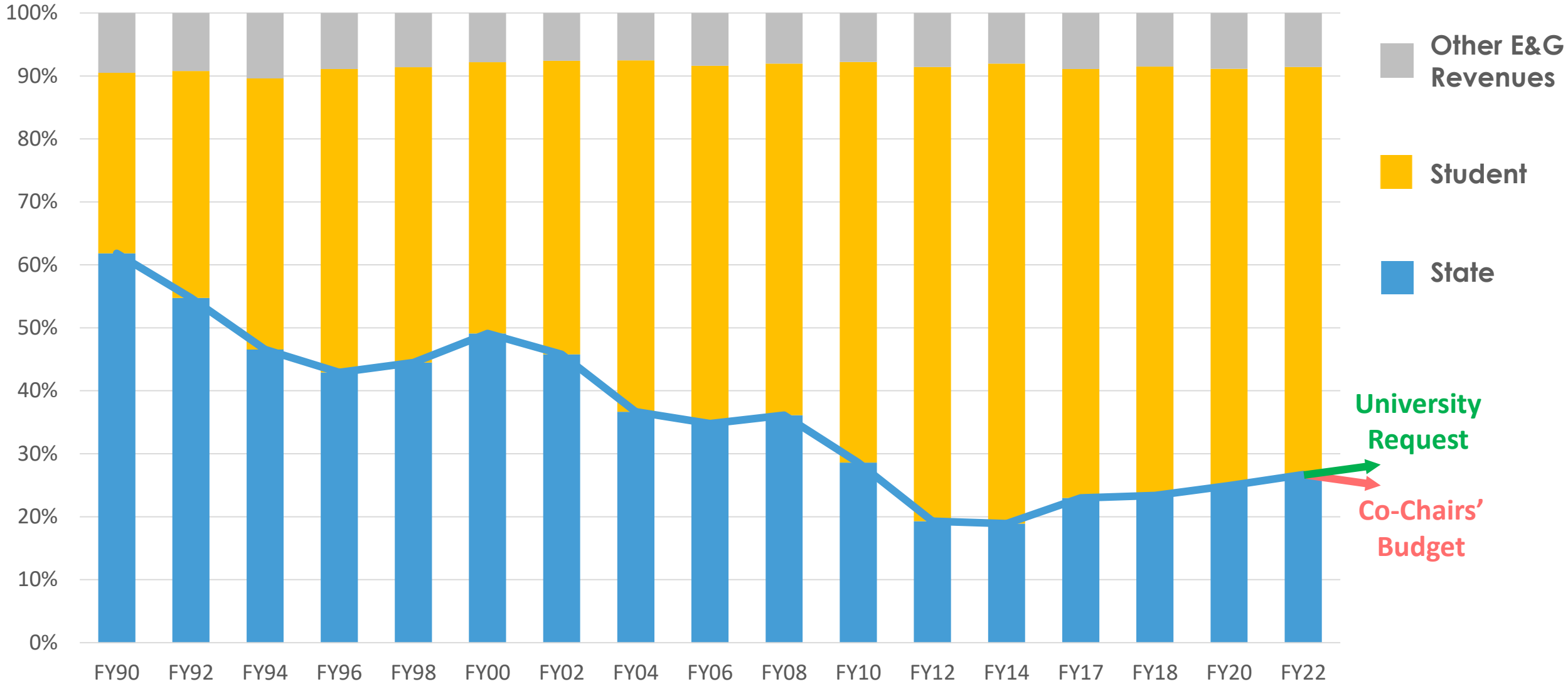
1.05 TO THRIVE

$1.05 Billion
for the
Public University
Support Fund

Achieved
$1B

$400 million
Oregon Opportunity Grant

Full 1% Contribution
Sports Lottery

$40 million
Oregon Student Tribal Grant

Expand
Benefits Navigator Program

$10 million
Strong Start

308 M

TRU/PSU Funding $25M

Full 1%

24M

Cont. Fund

130
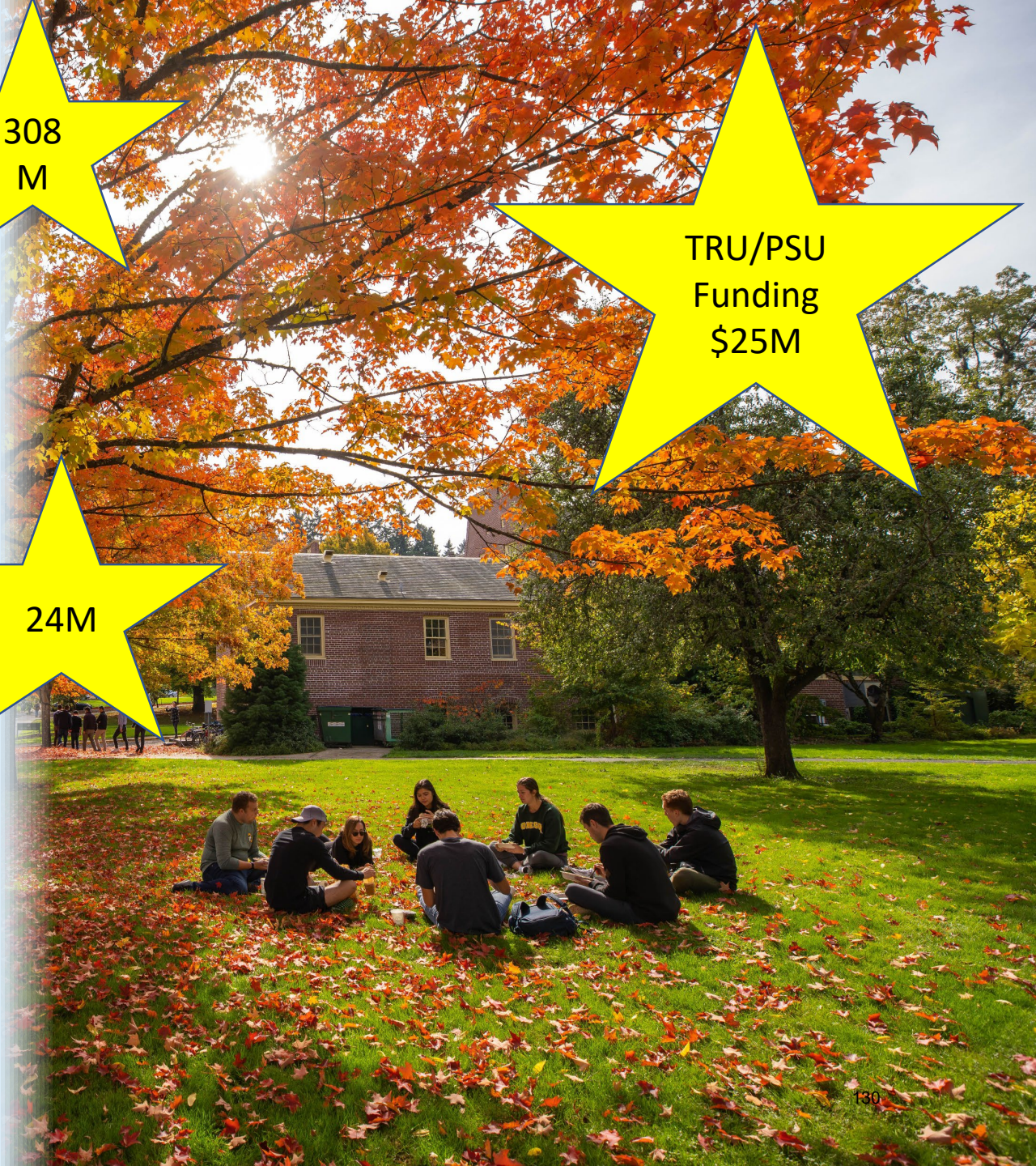
Board Equity, Diversity, and Inclusion Work Group Update

Work Group Members

Trustees	Staff Members
Christina Medina, Chair	Toya Cooper
Mimi Pieper	Sabrina Prud'homme
Danny Santos	janelle wilson

Statement on Black Lives Matter
The board's Policy Work Group reviewed the board's 2020 [Statement on Black Lives Mater](#). The Policy Work Group believed the statement should be broadened and expanded for greater inclusivity and referred it to the board's Equity, Diversity, and Inclusion Work Group for consideration.

Status: Board Chair Danny Santos, primary author of the original Statement, currently is drafting a new, "furthermore" statement for the board's future consideration.

Shared Experience and Training
The book, Biased, by Dr. Jennifer Eberhardt, previously was distributed to the board, on recommendation from the EDI Work Group. It is expected that Dr. Jennifer Eberhardt will join the board's fall retreat for a campus-wide presentation and follow-up training with the Board of Trustees to fulfill the EDI component of the board's retreat.

Status: SOU is awaiting the speaker's agreement.

EDI Personal Assessment: Knowledge; Exposure; Capacity; & Growth
Vice President Toya Cooper developed a self-assessment inventory intended to help respondents assess their own sense of "who you are," "how you behave," "the patterns you've developed," and "how the values you hold affect how you engage with yourself and with others, specifically others who you would view as different or who you may refer to as your 'opposite' in appearance, values, and behaviors. The work group reviewed the tool and finds it to be a strong instrument to increase trustees individual self-awareness and growth.

Status: It is proposed that the board complete this exercise in conjunction with its fall retreat. Considerations for anonymity, didactic sharing, and some collective understanding are being discussed.

Ongoing Consideration
The work group also wishes to consider how to obtain data that would demonstrate SOU's EDI efforts university-wide. The group's interest will continue in this area and findings will be shared with the Board of Trustees when available.

Amendments to Board Governing Documents (Action)

Board Statement on Honorary Degrees
Board of Trustees of Southern Oregon University

1.0. Purpose

Upon approval by the Board of Trustees ("Board"), Southern Oregon University ("University") may award honorary degrees, which shall be honorary doctorates under the following criteria. The Board shall have the exclusive authority to approve honorary degree recipients. The purpose of this statement is to establish the criteria and process by which the University reviews and awards honorary degrees.

2.0 Honorary Degrees

2.1. <u>Doctor of Humane Letters</u>. An Honorary Doctor of Humane Letters degree may be awarded at the University's commencement ceremony and shall be reserved for individuals of the most distinctive caliber. This honorary degree shall be awarded on rare occasions to individuals whose exceptional contributions are unsurpassed or seldom matched in quality. This honorary degree shall be awarded to individuals and should be limited to one such degree in a single academic year.

3.0 Eligibility and Criteria

Candidates for honorary degrees are selected based on their integrity, distinguished achievements, and outstanding contributions in their lifetime to the University, community, state, world, and/or society. This will include exceptional service of lasting distinction that is so noteworthy, because of longevity and significance to those served, that it has seldom been matched by others.

An honorary degree cannot be awarded to an active employee of the University, nor to a person holding an elected or appointed office of a state, federal, or municipal government. Persons in these categories are eligible for nomination and award at least three years after retirement or resignation from their positions at the University or in government.

3.1   The awarding of an honorary degree is recognition of a person whose life and achievements serve as examples of the University's aspirations for its students.

3.2   An honorary degree may be offered to a person who has contributed significantly to the cultural, scientific, social and/or economic development of the state, nation, or world. The contribution should be sustained over a period of years and should be lasting in nature. One must be able to document the lasting impact of the contributions. Merely holding an executive position, public office, or

professorship for many years is not sufficient. The creativity of the individual and the extraordinary character of the contributions must be evident.

3.3   The individual receiving an honorary degree should have a sustained reputation over a period of years. The reputation should extend beyond the boundaries of the University and the state and preferably should extend nationally or internationally. The reputation should not bring reputational harm to the institution.

3.4   Affiliation or relationship to Southern Oregon University should be regarded as an especially favorable factor, but is not alone a sufficient condition, nor is it a requirement for the awarding of an honorary degree.

3.5   The activities of the individual should consist of outstanding contributions in scholarly research, teaching and learning, the arts, public service, or business. The person might be a distinguished scholar in the natural, physical, or social sciences; the arts or humanities; or a distinguished person in public life, business, the professions, visual arts, or the performing arts. Evaluation will be based on the level of intellectual and professional attainment and the significance of the contributions to the enrichment and/or welfare of the state, nation, or world.

3.6   The Board will make an effort to recognize the achievements of people of diverse identities and backgrounds, in keeping with the equity, diversity, and inclusion values of the institution.

3.7   The Board will seek to maintain a balance among persons in various fields of activity in a cycle of years. The awarding of honorary degrees should maintain a reasonable balance between academic and non-academic recipients, and various fields of endeavor.

4.0   Nomination and Committee to Review Nominations

4.1   <u>Nomination and Deadline</u>. Any member of the university community may nominate a potential recipient by notifying the Office of the Board of Trustees and completing a nomination form. Nominations shall be received no later than September 30 in order to be considered for an award during the university's commencement ceremony in the same academic year.

4.2   <u>Committee to Review Nominations</u>. The University President shall appoint an Ad Hoc Honorary Degree Committee ("Committee") to review nominations. The Committee shall elect a chair from among its members.

The Committee shall include the following members:

   A. Provost of the University or their designee;

B. President of the Associated Students of Southern Oregon University (ASSOU) or their designee from among the ASSOU Executive Branch;

C. Chairperson of the Faculty Senate or their designee from among senate members;

D. Chairperson of the Staff Assembly or their designee from among assembly members;

E. Vice President for University Advancement or their designee; and

F. Other members may be appointed to the committee by the University President.

5.0   Process

5.1   Screening of Nominations. The Committee shall screen nominations, seek thorough information about the nominees from nominators and others, and investigate, to its satisfaction, that the nominee(s) meet the criteria above.

5.2   Evaluation. It is the responsibility of the Committee to evaluate each nominee based on the criteria and to determine whether it is appropriate to send a recommendation to the University President.

5.3   Recommendation to the President. Upon the Committee's review of all nominations and supporting documentation or information, the committee shall recommend an honorary degree recipient or recipients to the President from among the pool of nominees. The recommendation shall be accompanied by the appropriate supporting documentation or information for each nominee, sufficient for the president's decision-making.

5.4   President's Approval and Background Check. Following the president's review and approval, the selected nominee(s) shall undergo and pass a criminal background check to be conducted by Southern Oregon University. The costs shall be borne by the University.

5.5   Recommendation to the Board of Trustees. Upon the nominee's successful passage of a criminal background check, the President will then recommend an honorary degree recipient or recipients to the Board of Trustees for final consideration.

5.6   Confidentiality. To prevent reputational harm to the university and to any individual being considered for an honorary degree, all persons involved in the process of recommending honorary degrees to the Board of Trustees shall work in the strictest of confidence and without disclosure to persons not belonging to the

committee. A failure to do so may result in removal from the Committee by the University President.

5.7   Pool of Nominees. The Committee will review, on at least an annual basis, the pool of approved nominees to ensure that it remains appropriate. Nominations in the pool shall sunset after three years; although such a sunset does not preclude an individual from receiving future nominations or recommendations pursuant to this board statement.

6.0   Decision

In the January meeting of the Board of Trustees, or as soon as reasonably practicable, the Board of Trustees shall decide the recipients of SOU honorary degrees to be awarded at the SOU commencement ceremony in a given academic year.

7.0   Award

An honorary degree recipient will receive a paper diploma. The honorary degree is not associated with an official transcript or academic record other than the honorary degree itself.

An individual or organization shall not receive an honorarium or payment in exchange for accepting an honorary degree. This does not preclude an honorarium or compensation for other service or functions at the university, e.g., speaking at commencement or participating in a lecture series.

8.0   Revocability

The Board retains the authority to revoke an honorary degree award at its discretion at any time.

Approved on June 16, 2023

_____

Daniel P. Santos
Chair, Board of Trustees

_____

Sabrina Prud'homme
University Board Secretary

Revision	Change	Date
-	Initial Version	June 16, 2023

Resolution on the Responsibilities of Individual Trustees
Board of Trustees of Southern Oregon University

Whereas, the Board of Trustees develops and advances the mission and goals of Southern Oregon University;

Whereas, the Board of Trustees ensures that the institution is well managed, endeavors to provide for adequate resources, and endeavors to maintain good relations with all constituencies; and

Whereas, the Board of Trustees provides accountability, fosters transparency, and endeavors to ensure that the University meets its obligations as part of Oregon's education system while preserving the autonomy of the institution.

Now, therefore, each Trustee for themself and for future Trustees pledges to fulfill the duties set forth herein:

1.   Evaluation. Each Trustee acknowledges that the Board is responsible for seeing that each Trustee carries out their responsibilities as specified herein, and each Trustee will participate in self-evaluations and evaluations of Board performance.

2.   Fiduciary Duties. Each Trustee acknowledges that they have fiduciary duties to the University and its beneficiaries, including the following.

A.   <u>Duty of Care</u>. A Trustee must act in good faith, using a degree of diligence, care, and skill that prudent persons would use under similar circumstances and must act in a manner that is reasonably believed to be in the institution'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, 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.

A.   <u>Duty of Loyalty</u>. 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 rather than in the Trustee's own interests or the interests of another

organization or constituency. A Trustee must be loyal to the institution and not use their position of authority to obtain, whether directly or indirectly, a benefit for themselves or their relatives or family, or for another organization in which the Trustee has an interest. The duty of loyalty considers both financial interests held by a Trustee and 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.

C. <u>Duty of Obedience</u>. A Trustee must ensure that the University 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 purposes and mission and must be prepared to amend or change them when it is necessary and appropriate to do so.

3. Service. Each Trustee must make service to the University through Board activities a high personal priority; ensure attendance at substantially all meetings for which the Trustee is scheduled, participate constructively and consistently in the work of the Board and its committees; accept and discharge leadership positions and other assignments; work positively on behalf of the University between Board meetings; attend functions and events to which the Trustee is invited; prepare for meetings by reading the agenda and supporting material; keeping informed about the University and trends and issues in higher education; participate in rational, informed Board or committee deliberations by considering reliable information, thinking critically, asking good questions and respecting diverse points of view, in order to reach decisions on the merits that are in the best interests of the institution; and use their own judgment in voting versus following the lead of others.

4. Respect. Each Trustee acknowledges that only the Board Chair and the President speak for the University; other Trustees must be careful to identify when they do not speak on behalf of the University; should support the President of the University in word and deed while at the same time exercising critical judgment as an active, discerning, energetic, and probing Trustee; distinguish, in their role as a Trustee, between matters of governance and matters of management; speak candidly but also support actions approved by the Board-even if the Trustee did not vote for them; respect the opinions of others and refrain from public criticism of others or their views; and communicate any significant concern or complaint promptly to the Chair.

Each Trustee must refrain from directing the President and accept that the President reports to the Board as a whole. A Trustee must also refrain from directing staff, including making requests for information from or directing the activities of staff members. The Board Chair, President and Board Secretary, Internal Auditor, Vice President for Finance and Administration, or General

Counsel may provide limited assistance to individual Trustees. Authority to manage the activities of employees is delegated to the President.

5. **Personal Behavior.** Each Trustee must avoid conflicts of interest or the appearance thereof, should declare actual and potential conflicts of interest in accordance with Oregon Law and the Board's policies on conflict of interest, and adhere to the highest standards of personal and professional behavior and discretion so as to reflect favorably on the University. A Trustee may not use their position of authority to obtain, whether directly or indirectly, a benefit for themself or for another organization in which the Trustee has an interest; must avoid personal agendas or appearing to be a representative of any internal or external constituency, group, cause, community, or constituent part of the institution; and must refrain from requesting special considerations or favors.

A Trustee who is unable to uphold the Responsibilities of Individual Trustees may be asked to resign their position on the board.

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University Board Secretary

_____
Chair, Board of Trustees

Revision	Change	Date
-	Initial Version	January 30, 2015
1	Emphasis added to attendance; clarified directing of the President and staff; basic edits and corrections	June 21, 2019
2	Emphasis added to upholding responsibilities; basic edits and corrections	June 16, 2023

Resolution on the Responsibilities of Individual Trustees
Board of Trustees of Southern Oregon University

Whereas, the Board of Trustees develops and advances the mission and goals of Southern Oregon University;

Whereas, the Board of Trustees ensures that the institution is well managed, endeavors to provide for adequate resources, and endeavors to maintain good relations with all constituencies; and

Whereas, the Board of Trustees provides accountability, fosters transparency, and endeavors to ensure that the University meets its obligations as part of Oregon's education system while preserving the autonomy of the institution.

Now, therefore, each Trustee for themself and for future Trustees pledges to fulfill the duties set forth herein:

1.   **Evaluation.** Each Trustee acknowledges that the Board is responsible for seeing that each Trustee carries out their responsibilities as specified herein, and each Trustee will participate in self-evaluations and evaluations of Board performance.

2.   **Fiduciary Duties.** Each Trustee acknowledges that they have fiduciary duties to the University and its beneficiaries, including the following.

aA.   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 must act in a manner that they is reasonably believed to be in the institution'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, 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.

bA.   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 rather than in the Trustee's own interests or the interests of another

organization or constituency. A Trustee must be loyal to the institution and not use their position of authority to obtain, whether directly or indirectly, a benefit for themselves or their relatives or family, or for another organization in which the Trustee has an interest. The duty of loyalty considers both financial interests held by a Trustee and 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.

eC.   Duty of Obedience. A Trustee must ensure that the University 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 purposes and mission and must be prepared to amend or change them when it is necessary and appropriate to do so.

3.   **Service.** Each Trustee must make service to the University through Board activities a high personal priority; ensure attendance at substantially all meetings for which the Trustee is scheduled, participate constructively and consistently in the work of the Board and its committees; accept and discharge leadership positions and other assignments; work positively on behalf of the University between Board meetings; attend functions and events to which the Trustee is invited; prepare for meetings by reading the agenda and supporting material; and keeping informed about the University and trends and issues in higher education; participate in rational, informed Board or committee deliberations by considering reliable information, thinking critically, asking good questions and respecting diverse points of view, in order to reach decisions on the merits that are in the best interests of the institution; and use their own judgment in voting versus following the lead of others.

A Trustee who is unable to ensure regular attendance at Board and Committee meetings may be asked to resign their position on the Board.

4.   **Respect.** Each Trustee acknowledges that only the Board Chair and the President speak for the University; other Trustees must be careful to identify when they do not speak on behalf of the University; should support the President of the University in word and deed while at the same time exercising critical judgment as an active, discerning, energetic, and probing Trustee; distinguish, in their role as a Trustee, between matters of governance and matters of management; speak candidly but also support actions approved by the Board-even if the Trustee did not vote for them; respect the opinions of others and refrain from public criticism of others or their views; and communicate any significant concern or complaint promptly to the Chair.

Each Trustee must refrain from directing the President and accept that the President reports to the Board as a whole. A Trustee must also refrain from

directing staff, including making requests for information from or <u>directing the</u> activities of staff members. The Board Chair, President and Board Secretary, Internal Auditor, Vice President for Finance and Administration, or General Counsel may provide limited assistance to <u>individual</u> Trustees. Authority to manage the activities of ~~the staff~~<u>employees</u> is delegated to the President.

     5.   **Personal Behavior.** Each Trustee must avoid conflicts of interest or the appearance thereof, should declare actual and potential conflicts of interest in accordance with <u>Oregon Law and</u> the Board's policies on conflict of interest, and adhere to the highest standards of personal and professional behavior and discretion so as to reflect favorably on the University. A Trustee may not use their position of authority to obtain, whether directly or indirectly, a benefit for themself or for another organization in which the Trustee has an interest; must avoid personal agendas or appearing to be a representative of any internal or external constituency, group, cause, community, or constituent part of the institution; and must refrain from requesting special considerations or favors.

<u>A Trustee who is unable to uphold the Responsibilities of Individual Trustees may be asked to resign their position on the board.</u>

_____
University Board Secretary

_____
Chair, Board of Trustees

Revision	Change	Date
	-Initial Version	January 30, 2015

1	Emphasis added to attendance; clarified directing of the President and staff; basic edits and corrections	June 21, 2019
2	Emphasis added to upholding responsibilities; basic edits and corrections	June 16, 2023

**Board Statement on Evaluation of the University President
Board of Trustees of Southern Oregon University**

1.0   Purpose

It is the responsibility of the Board of Trustees of Southern Oregon University ("Board") to review the performance of the President annually.

The primary purposes of the annual review are to enable the President to strengthen their performance and effectiveness in leading the institution to success and to allow the President and the Board to set mutually agreeable goals. The review process is not intended as a substitute for regular and ongoing communication about progress toward goals between the President and the Board.

Annual reviews will inform decisions regarding compensation, although compensation adjustments are not necessarily awarded simultaneously with a positive performance review. Adjustments to, or renewal of, the President's contract will be handled as a separate matter, taking into account presidential performance, peer-group comparisons and other factors.

The annual review process will occur on a July 1 to June 30 cycle. The annual review will cover the preceding year.

2.0   Criteria

2.1   The criteria for evaluation and information responsive to those criteria will be based principally on the President's self-assessment with respect to goals mutually set by the Board and President for the year in review.

2.2   The retrospective elements of the President's self-assessment customarily will include:

   A. A copy of the mutually-agreed upon goals, with a description of efforts to meet them and the President's progress assessment, including the identification of significant challenges;

   B. A description of other personal or institutional achievements of which the Board should be aware; and

   C. Comments regarding university officers and other campus leaders who report directly to the President, as they pertain to the President's goals or achievements.

2.3   The prospective elements of the President's self-assessment customarily will include:

A. Goals the President proposes for their individual performance over the course of the upcoming year;

B. The President's professional development plans and any associated requests of the Board; and

C. Key areas in which the President would especially benefit from Board support.

3.0 Review Process

3.1 <u>President's Self-Assessment</u>. The President will submit their self-assessment to the Board Chair before September 1 of each year. The Board Chair, Vice Chair, and the President will then meet to discuss the self-assessment. The President's self-assessment will be provided to the Board, along with any other information determined by the Board Chair.

3.2 <u>Board Chair's Evaluation</u>. The Board Chair will prepare an evaluation of the President. The evaluation and self-assessment will be provided to the Board of Trustees prior to any meeting in which the Board or committee of the Board will discuss the evaluation.

3.3 <u>Evaluation of the President</u>. The Executive, Audit, and Governance Committee may meet in executive session for the purpose of evaluating the President, during which the President is to present their self-assessment and engage in a discussion with the committee regarding both the retrospective and prospective elements of the assessment. The President may be excluded from any portion of such an executive session at the discretion of the Board Chair.

At the Board's fall meeting, or as soon thereafter as the Board's calendar will reasonably allow, the Board of Trustees may go into an executive session to discuss the evaluation of the President. The President may be excluded from any portion of such an executive session at the discretion of the Board Chair.

3.4 <u>Presentation and Approval of Goals</u>. After the Board discusses the evaluation of the President, the President will then present to the Board for approval the goals that the President proposes for their individual performance for the upcoming year. The President's presentation of their goals and the Board's consideration of such goals shall take place in public session.

3.5 <u>Board Feedback to the President</u>. After the meeting in which the evaluation of the President takes place, the Board Chair will meet with the President to communicate verbally and/or in writing to the President the conclusions of the evaluation and any recommendations, concerns, or priorities arising out of the evaluation.

4.0   Additional Considerations

The Executive, Audit, and Governance Committee may, at its discretion, perform a comprehensive performance review of the President, including a 360-degree review. A comprehensive review of this nature should generally be performed prior to consideration of the renewal of the President's contract. When a comprehensive review is performed, it is to be incorporated into the annual review process described above, with such adjustments to the schedule as may be necessary.

Pursuant to Oregon Law, documents regarding the President's performance, including the President's self-assessment, the Board's evaluation, and the 360-degree review are faculty personnel records and are not public records.

The Board periodically will review and, as necessary or desirable, revise this policy and its associated procedures in light of experience gained, best practices, and legal developments as applicable.

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University Board Secretary

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Chair, Board of Trustees

Revision	Change	Date
	Initial Version	<<insert date>>
1	Revisions to simplify process and number of board actions	June 21, 2019
2	Basic edits for clarity, formatting	June 16, 2023

Board Statement on Evaluation of the University President
Board of Trustees of Southern Oregon University

1.0 Purpose

It is the policy of the Board of Trustees of Southern Oregon University ("Board") to review the performance of the President annually.

The primary purposes of the annual review are to enable the President to strengthen their performance and effectiveness in leading the institution to success and to allow the President and the Board to set mutually agreeable goals. The review process is not intended as a substitute for regular and ongoing communication about progress toward goals between the President and the Board.

Annual reviews will inform decisions regarding compensation, although compensation adjustments are not necessarily awarded simultaneously with a positive performance review. Adjustments to, or renewal of, the President's contract will be handled as a separate matter, taking into account presidential performance, peer-group comparisons and other factors.

The annual review process will occur on a July 1-June 30 cycle. The annual review will cover the preceding year.

2.0 Criteria

The criteria for evaluation and information responsive to those criteria will be based principally on the President's self-assessment with respect to goals mutually set by the Board and President for the year in review.

The retrospective elements of the President's self-assessment customarily will include:

- A copy of the mutually-agreed upon goals, with a description of efforts to meet them and the President's progress assessment, including the identification of significant challenges.

- A description of other personal or institutional achievements of which the Board should be aware.

- Comments regarding university officers and other campus leaders who report directly to the President, as they pertain to the President's goals or achievements.

The prospective elements of the President's self-assessment customarily will include:

- Goals the President proposes for their individual performance over the course

of the upcoming year.

- The President's professional development plans and any associated requests of the Board.

- Key areas in which the President would especially benefit from Board support.

Review Process

1. President's Self-Assessment

   The President will submit their self-assessment to the Board Chair before September 1 of each year. The Board Chair, Vice Chair, and the President will then meet to discuss the self-assessment. The President's self-assessment will be provided to the Board, along with any other information determined by the Board Chair.

2. Board Chair's Evaluation

   The Board Chair will prepare an evaluation of the President. The evaluation and self-assessment will be provided to the Board of Trustees prior to any meeting in which the Board or committee of the Board will discuss the evaluation.

3. Evaluation of the President

   The Executive, ~~and~~ Audit, and Goveranance Committee may meet in executive session for the purpose of evaluating the President, during which the President is to present their self-assessment and engage in a discussion with the committee regarding both the retrospective and prospective elements of the assessment. The President may be excluded from any portion of such an executive session at the discretion of the Board Chair.

   At the Board's fall meeting, or as soon thereafter as the Board's calendar will reasonably allow, the Board of Trustees may go into an executive session to discuss the evaluation of the President. The President may be excluded from any portion of such an executive session at the discretion of the Board Chair.

4. Presentation and Approval of Goals

   After the Board discusses the evaluation of the President, the President will then present to the Board for approval the goals that the President proposes for their individual performance for the upcoming year. The President's presentation of their goals and the Board's consideration of such goals shall take place in public session.

5. Board Feedback to the President

After the meeting in which the evaluation of the President takes place, the Board Chair will meet with the President to communicate verbally and/or in writing to the President the conclusions of the evaluation and any recommendations, concerns, or priorities arising out of the evaluation.

Additional Considerations

The Executive, ~~and~~ Audit, and Governance Committee may, at its discretion, perform a comprehensive performance review of the President, including a 360-degree review. A comprehensive review of this nature should generally be performed prior to consideration of the renewal of the President's contract. When a comprehensive review is performed, it is to be incorporated into the annual review process described above, with such adjustments to the schedule as may be necessary.

Pursuant to ~~ORS 351.065~~Oregon Law, documents regarding the President's performance, including the President's self-assessment, the Board's evaluation, and the 360-degree review are faculty personnel records and are not public records.

The Board periodically will review and, as necessary or desirable, revise this policy and its associated procedures in light of experience gained, best practices, and legal developments as applicable.

Approved on June 21, 2019

Chair of the Board

Secretary of the University

Board Statement on the Performance of Official Business
Board of Trustees of Southern Oregon University

As fiduciaries responsible for governance of the University, it is important that trustees demonstrate their participation in University life by word and by deed. In furtherance of the duty, it is important that trustees share the responsibility to be collectively visible at campus events and in the greater community, and to represent the University and its interests to the many valued stakeholders on campus and community supporters at large.

1.0   Attendance at Events in an Official Capacity

1.1   University Events.   From time to time, a trustee and one or more relatives or members of the trustee's household may be invited to attend a University event. Such persons attend such an event in an official capacity. Such an event may include artistic and musical performances, athletic competitions, speeches and other events for which there is ordinarily an attendance charge. Tickets to such an event may be provided by the University to a trustee and one or more relatives or members of the trustee's household without charge. The trustee and guests may be required to play an official role related to such an event. Any ticket or cost associated with attendance at such an event may be considered to be official compensation, reimbursement of an expense, and not a gift for purposes of the Oregon Government Ethics Law. Ordinarily, no more than four tickets for an event will be provided to a trustee at no charge.

1.2   Non-University Events.   From time to time, a trustee and a guest may be invited to attend a non-university event. Such persons attend such an event in an official capacity. Such an event may include artistic and musical performances, athletic competitions, speeches, community events with the University's collaborative partners, and other events for which there is ordinarily an attendance charge. Tickets to such an event must be provided by the third party to the University. If the trustee is to attend the non-university event in an official capacity, tickets may be provided by the University to a trustee and a guest without charge. The trustee and guest may be required to play an official role related to such an event. Any ticket or cost associated with attendance at such an event is not a gift for purposes of the Oregon Government Ethics Law.

2.0   Procedure for Reimbursement

All reimbursements for costs associated with official business that are actually incurred are subject to the relevant University policy except as set forth herein. A trustee seeking reimbursement should coordinate with the Board Secretary to review current policies relating to expenditures and reimbursements. All reimbursements require the approval of the Board Secretary and the Vice President for Finance & Administration.

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University Board Secretary

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Chair, Board of Trustees

Revision	Change	Date
-	Initial Version	January 30, 2015
1	Introductory paragraph added; University Events and Non-university Events updated; basic edits and corrections	June 21, 2019
2	Basic corrections	June 16, 2023

Board Statement on the Performance of Official Business
Board of Trustees of Southern Oregon University

As fiduciaries responsible for governance of the University, it is important that trustees demonstrate their participation in University life by word and by deed. In furtherance of the duty, it is important that trustees share the responsibility to be collectively visible at campus events and in the greater community, and to represent the University and its interests to the many valued stakeholders on campus and community supporters at large.

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~~Chair of the Board~~

~~Secretary of the~~ University Board Secretary

Chair, Board of Trustees

Revision	Change	Date
	-Initial Version	January 30, 2015
1	Introductory paragraph added; University Events and Non-university Events updated; basic edits and corrections	June 21, 2019
2	Basic corrections	June 16, 2023

Board Statement on the Process for Officer Elections
Board of Trustees of Southern Oregon University

1.0   Appointment of an Officer Election Work Group

1.1   By January 30 in even-numbered years, or as soon thereafter as is practicable, the Board Chair shall appoint an Officer Election Work Group for the purpose of receiving and presenting the names of candidates for election to two-year terms to begin July 1.

1.2   The Board Chair shall select one member to serve as Chair of the Officer Election Work Group.

2.0   Composition of the Work Group

2.1   The Officer Election Work Group shall be comprised of a diverse group of three-to-five trustees. At least one past Chair or Vice-Chair should be selected for the committee, if feasible. If necessary, a former trustee who served as an officer of the Board may serve in this role. At least one of the Board's current, "on- campus" trustees (i.e., student, faculty, or non-faculty staff trustees) should be selected for the committee, if feasible. The Board Secretary will serve as a non-voting, ex officio member of the Officer Election Work Group.

2.2   No member of the Officer Election Work Group will be permitted to recommend themselves during the process or otherwise accept a recommendation for Chair or Vice-Chair positions without immediately recusing themselves from further service in the group. Members of the group should have these considerations in mind before accepting membership in the work group.

3.0   Responsibilities of the Work Group

3.1   The Chair of the Officer Election Work Group will invite all trustees to submit suggestions for Chair and Vice-Chair to the Board Secretary.

3.2   The Officer Election Work Group will review all suggestions and contact each nominee to discuss their willingness to serve in either role. Trustees willing to serve will be asked to submit a brief statement of interest, explaining why they wish to serve as an officer, discussing relevant experience, specifying goals for their service as a Board officer, and any other additional information they would like the board to consider with respect to their nomination. Trustees may request consideration for only the Chair position, only Vice-Chair position, or for both.

3.3   The Officer Election Work Group will review the statements of interest, consider the past and current engagement of each trustee, and may request additional information from the candidates, if necessary. If review of the recommended trustee's information presents any issues or concerns important to the

trustee's potential candidacy, the Chair of the Officer Election Work Group will discuss those matters with the candidate and, at their discretion, other members of the work group.

A designated member of the Officer Election Work Group will seek the input of the President.

3.4   Thereafter, the Officer Election Work Group will finalize the list of trustees for presentation at a meeting of the Board of Trustees. All candidates who completed the work group's process will be included for discussion at the meeting unless they withdraw from   consideration. Members of the Officer Election Work Group will present a summary of each candidate's experience, a summary of their statement of interest, and a member will nominate each trustee for consideration as Chair.

4.0   Board Election of Officers

4.1   Once all candidates have been presented for consideration and nominated, the Board will elect a Chair with the votes of a majority of trustees present required to complete the selection. If no nominee receives a majority of votes, then the two initial nominees receiving the most votes will be subject to a second vote of the Board of Trustees with the Chair selected by majority vote.

  4.1.1   All candidates who wish to be considered for Vice-Chair, will be nominated for the position using the aforementioned nomination and voting procedure described in sections 3.4 to 4.1.

  4.1.2   Trustees may opt out from consideration for either position at any point during this process.

  4.1.3   No officer will be eligible to serve more than two (2) consecutive, full, two-year terms in the same office.

  4.1.4   Board officer elections may take place at any meeting of the Board.

5.0   Officer Vacancies

5.1   A vacancy in the position of Chair for reasons other than a term expiration shall be filled by the Vice Chair, consistent with Article III, Section 5.a. of the Bylaws of Southern Oregon University, unless the position of Vice Chair is vacant in which case the Board shall elect the Chair.

5.2   A vacancy in the position of Vice Chair for reasons other than term expiration shall be filled by an election of the board, consistent with this policy.

5.3   An officer vacancy shall be filled for the remainder of the unexpired term as soon as reasonably practicable.

This policy shall be reviewed by the Board in odd-numbered calendar years.

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University Board Secretary

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Chair, Board of Trustees

Revision	Change	Date
	Initial Version	April 21, 2020
1	Diversity of the work group, elections in the case of officer vacancy, formatting	January 21, 2022
2	Basic edits for clarity, formatting	June 16, 2023

Board Statement on the Process for Officer Elections
Board of Trustees of Southern Oregon University

1.0 ~~1.0~~ Appointment of an Officer Election Work Group

1.1   By January 30 in even-numbered years, or as soon thereafter as is practicable, the Board Chair shall appoint an Officer Election Work Group for the purpose of receiving and presenting the names of candidates ~~for re-election or new officers~~ for election to two- year terms to begin July 1.

1.2   The Board Chair shall select one member to serve as Chair of the Officer Election Work Group.

2.0   Composition of the Work Group

2.1   The Officer Election Work Group shall be comprised of a diverse group of three-to-five trustees. At least one past Chair or Vice-Chair should be selected for the committee, if feasible. If necessary, a former trustee who served as an officer of the Board may serve in this role. At least one of the Board's current, "on- campus" trustees (i.e., student, faculty, or non-faculty staff trustees) should be selected for the committee, if feasible. The Board Secretary will serve as a non-voting, ex officio member of the Officer Election Work Group.

2.2   No member of the Officer Election Work Group will be permitted ~~——~~to recommend themselves during the process or otherwise accept a recommendation for Chair or Vice-Chair positions without immediately recusing themselves from further service in the group. M~~; m~~embers of the group should have these considerations in mind before accepting membership in the work group.

3.0   Responsibilities of the Work Group

3.1   The Chair of the Officer Election Work Group will invite all trustees to submit ~~recommendations~~ suggestions for Chair and Vice-Chair to the Board Secretary.

3.2   The Officer Election Work Group will review all ~~recommendations~~ suggestions and contact each nominee to discuss their willingness to serve in either role. Trustees willing to serve will be asked to submit ~~—~~a brief statement of interest, explaining why they wish to serve as an officer, discussing relevant experience, specifying goals for their service as a Board officer, and any other additional information they would like the board to consider~~ed~~ with respect to their nomination. Trustees may request consideration for only the Chair position, only Vice-Chair position, or for both.

3.3   The Officer Election Work Group will review the statements of interest, consider the past and current engagement of each trustee, and may request

additional information from the candidates, if necessary. If review of the recommended trustee's information presents any issues or concerns important to the trustee's potential candidacy, the Chair of the Officer Election Work Group will

discuss those matters with the candidate and, at their discretion, other members of the work group.

A designated member of the Officer Election Work Group will seek the input of the President.

3.4   Thereafter, the Officer Election Work Group will finalize the list of recommended trustees for presentation at a meeting of the full BoardBoard of Trustees. All recommended candidates who completed the work group's process will be included for discussion at the meeting unless they withdraw from   consideration. Members of the Officer Election Work Group will present a summary of each candidate's experience, a summary of their statement of interest, and a member will nominate each recommended trustee for consideration as Chair.

4.0   Board Election of Officers

4.1   Once all candidates have been presented for consideration and nominated, the Board will select a Chair with the votes of a majority of trustees present required to complete the selection. If no nominee receives a majority of votes, then the two initial nominees receiving the most votes will be nominated be subject to for a second vote by the full Board of the Board of Trustees with the Chair selected by majority vote.

> 4.1.1   All candidates who wish to be considered for Vice-Chair, will be nominated for the position —using the aforementionedis nomination and voting procedure described in sections 3.4 to 4.1.
>
> 4.1.2   Trustees may opt out from consideration for either position at any point during this process.
>
> 4.1.3   No officer will be eligible to serve more than two (2) consecutive, full, two-year terms in the same office.
>
> 4.1.4   Board officer elections may take place at any meeting of the Board.

5.0   Officer Vacancies

5.1   A vacancy in the position of Chair for reasons other than a term expiration shall be filled by the Vice Chair, consistent with Article III, Section 5.a. of the Bylaws of Southern Oregon University, unless the position of Vice Chair is vacant in which case

the Board shall elect the Chair.

5.2   A vacancy in the position of Vice Chair for reasons other than term expiration shall be filled by an election of the board, consistent with this policy.

5.3   An officer vacancy shall be filled for the remainder of the unexpired term as soon as reasonably practicable.

This policy shall be reviewed by the Board in odd-numbered calendar years.

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University Board Secretary

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Chair, Board of Trustees

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University Board Secretary

Revision	Change	Date
	Initial Version	April 21, 2020
1	Diversity of the work group, elections in the case of officer vacancy, formatting	January 21, 2022
2	Basic edits for clarity, formatting	June 16, 2023

Board Statement on President Emeritus Status
Board of Trustees of Southern Oregon University

1.0 Policy

The Board of Trustees of Southern Oregon University is the sole entity that may confer emeritus status upon a former university president of Southern Oregon University.

Former presidents who have served SOU for a significant period, sufficient to demonstrate meaningful contributions to higher education in Oregon, and upon the recommendation of the Board of Trustees, may be eligible to be accorded the title of President Emeritus of Southern Oregon University.

The significance of the period of service may include but is not limited to considerations of the duration of service and circumstances occurring during the president's period of service.

2.0 Purpose

The purpose of this board statement is to describe the criteria and process for granting the title of President Emeritus and the rights and privileges extended to Presidents Emeriti.

3.0 Criteria for Granting Emeritus Status

The President Emeritus title may be conferred on an individual with significant honorable and distinguished service as university president. Such service goes beyond the regular duties and responsibilities of the appointment and contemplates that the individual had an extraordinary impact on the university and broader community that exemplified the highest standards of professional and personal conduct, integrity, vision, and leadership.

4.0 Process for Granting President Emeritus Status

Granting of the rights, privileges, and title of President Emeritus:

4.1 The Board of Trustees will observe a waiting period of at least one year following the completion of a president's service as university president before considering awarding emeritus status.

4.2 A member of the Board may nominate a university president for the title of President Emeritus. The title must be approved by a majority of the trustees when a quorum is present.

4.3   In the board's determination of awarding the title of President Emeritus, the board may consult with members of the SOU community to support the designation of this honor. The nature of such consultation is informational only, as the Board retains the sole authority for conferring emeritus status upon a former university president of SOU.

4.4   If approved by the Board, the Board Secretary will notify the individual, the SOU Faculty Senate, and the SOU Staff Assembly that the honorary title of President Emeritus has been granted.

4.5   The Board reserves the discretion to award the Presidential Emeritus title and privileges as it deems necessary and appropriate.

4.6   The Board retains the authority to withdraw a President Emeritus title at its discretion at any time.

5.0   Rights and Privileges of Presidential Emeritus Status

5.1   The title of President Emeritus confers no remuneration, rights to employment, rights to service, or any benefit in addition to those described in this statement. Presidents Emeriti do not exercise any of the authority or administrative functions associated with holding a faculty or staff position at the university, unless they are doing so in the capacity of another SOU position title (such as professor).

5.2   The benefits and privileges that inure to a former university president with the President Emeritus title are as follows:

    5.2.1   A resolution naming and honoring the university president as President Emeritus;

    5.2.2   Listing on the university President's Office website;

    5.2.3   Use of the title "President Emeritus" in community and professional activities;

    5.2.4   SOU business cards, upon request;

    5.2.5   Upon the invitation of the then-current University President, the option to participate in university functions and events;

    5.2.6   Complimentary parking on the university campus, upon request;

    5.2.7   The ability to use an institutional e-mail address;

    5.2.8   SOU Identification Card; and

5.2.9 Campus library privileges.

The Board of Trustees may consider additional privileges. The exercise of any privileges shall be consistent with the institutional policies and procedures of Southern Oregon University. The costs of these privileges shall be the responsibility of Southern Oregon University.

It is the intent of this statement that the designated individual shall be accorded the right to use the President Emeritus designation from the date of issuance forward, to mark this singularly significant professional honor.

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University Board Secretary

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Chair, Board of Trustees

Revision	Change	Date
	Initial	June 17, 2022
1	Basic edits and corrections	June 16, 2023

Board Statement on President Emeritus Status
Board of Trustees of Southern Oregon University

1.0   Policy

The Board of Trustees of Southern Oregon University is the sole entity that may confer emeritus status upon a former university president of Southern Oregon University.

Former presidents who have served SOU for a significant period, sufficient to demonstrate meaningful contributions to higher education in Oregon, and upon the recommendation of the Board of Trustees, may be eligible to be accorded the title of President Emeritus of Southern Oregon University.

The significance of the period of service may include but is not limited to considerations of the duration of service and circumstances occurring during the president's period of service.

2.0   Purpose

The purpose of this board statement is to describe the criteria and process for granting the title of President Emeritus and the rights and privileges extended to Presidents Emeriti.

3.0   Criteria for Granting Emeritus Status

The President Emeritus title may be conferred on an individual with significant honorable and distinguished service as university president. Such service goes beyond the regular duties and responsibilities of the appointment and contemplates that the individual had an extraordinary impact on the university and broader community that exemplified the highest standards of professional and personal conduct, integrity, vision, and leadership.

4.0   Process for Granting President Emeritus Status

Granting of the rights, privileges, and title of President Emeritus:

4.1   The Board of Trustees will observe a waiting period of at least one year following the completion of a president's service as university president before considering awarding emeritus status.

4.2   A member of the Board may nominate a university president for the title of President Emeritus. The title must be approved by a majority of the trustees when a quorum is present.

4.3   In the board's determination of awarding the title of President Emeritus, the board may consult with members of the SOU community to support the designation of this honor. The nature of such consultation is informational only, as the Board retains the sole authority for conferring emeritus status upon a former university president of SOU.

4.4   If approved by the Board, the Board Secretary will notify the individual, the SOU Faculty Senate, and the SOU Staff Assembly that the honorary title of President Emeritus has been granted.

4.5   The Board reserves the discretion to award the Presidential Emeritus title and privileges as it deems necessary and appropriate.

4.6   The Board retains the authority to withdraw a President Emeritus title at its discretion at any time.

5.0   Rights and Privileges of Presidential Emeritus Status

5.1   The title of President Emeritus confers no remuneration, rights to employment, rights to service, or any benefit in addition to those described in this policystatement. Presidents Emeriti do not exercise any of the authority or administrative functions associated with holding a faculty or staff position at the university, unless they are doing so in the capacity of another SOU position title (such as professor).

5.2   The benefits and privileges that inure to a former university president with the President Emeritus title are as follows:

      5.2.1   A resolution naming and honoring the university president as President Emeritus;

      5.2.2   Listing on the university President's Office website;

      5.2.3   Use of the title "President Emeritus" in community and professional activities;

      5.2.4   Emeritus SOU business cards, upon request;

      5.2.5   Upon the invitation of the then-current University President, the option to   to participate in university functions and events;

      5.2.6   Complimentary parking on the university campus, upon request;

      5.2.7   The ability to use an institutional e-mail address;

      5.2.8   SOU Identification Card; and

5.2.9   Campus library privileges.

The Board of Trustees may consider additional privileges. The exercise of any privileges shall be consistent with the institutional policies and procedures of Southern Oregon University. The costs of these privileges shall be the responsibility of Southern Oregon University.

It is the intent of this statement that the designated individual shall be accorded the right to use the President Emeritus designation from the date of issuance forward, to mark this singularly significant professional honor.

~~Chair, Board of Trustees~~

University Board Secretary

Chair, Board of Trustees

Revision	Change	Date
	Initial	June 17, 2022
1	Basic edits and corrections	June 16, 2023

Board Statement on Presidential Searches and Appointments
Board of Trustees of Southern Oregon University

1.0   Preamble

As set forth in Oregon Law, the Board of Trustees of Southern Oregon University ("Board") shall, in consultation with the Governor or their designee, appoint and employ the President of Southern Oregon University ("University" or "SOU"). In further recognition of this obligation, the Board sets forth below, its policy governing the selection and appointment of a President, as well as the selection of an Acting or Interim President when appropriate.

2.0   Authority, Guidelines, and Search Committee

2.1   Selection and Appointment of the President. The Board retains the sole responsibility for the selection and appointment of the President.

2.2   Search Guidelines. When it becomes necessary to hire a President, the Board will initiate a search. The search will be conducted in a manner consistent with guidelines recommended by the Executive, Audit, and Governance Committee and approved by the Board. The search guidelines will be designed to ensure appropriate public notice of the open position and will address considerations of equity, diversity and inclusion.

2.3   Search Committee. A single search committee will be responsible for assisting the Board by identifying, recruiting, and evaluating possible candidates for President. The Board, may authorize the university to contract for the services of a consulting or executive search firm to assist it in recruiting candidates as well as organizing and executing the search process and related services.

> 2.3.1 The Board Chair will appoint members of the search committee. The Board Chair will appoint a search committee chair, who will be a current member of the Board of Trustees.

> 2.3.2 The Board Chair will appoint a senior employee of the university to serve as coordinator of the search. The coordinator will serve as a non-voting ex-officio member of the committee.

> 2.3.3 The Board Chair may, at their discretion, choose to appoint additional employees of the university to support the search committee in an advisory capacity.

2.4   Recommendation. After reviewing and interviewing candidates, the search committee will recommend finalists for the position of University President to the Executive, Audit, and Governance Committee. The search committee will prepare a report of the strengths and weaknesses of the finalists, especially in terms of the desired qualifications for the position. The Executive, Audit, and Governance

Committee may meet with the search committee to discuss the report. The search committee will not rank the finalists.

2.5   Interviews. Consistent with the guidelines approved by the Board at Section 2.2 and other considerations, the Executive, Audit, and Governance Committee will interview the finalists in executive session. The Executive, Audit, and Governance Committee, after notification to the search committee, may narrow the field of finalists that will be forwarded to the Board for consideration. Consistent with the guidelines approved by the Board at Section 2.2 and other considerations, the Board will interview the finalist or finalists in executive session.

2.6   Negotiation. Following the interviews, the Board Chair will negotiate terms and conditions of employment with the Board's first preference for President. If the negotiation is unsuccessful, the Board Chair will seek further advice from members of the Board before negotiating with other finalists.

3.0 Selection of an Acting President

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

3.2   The Board Chair will interview the recommended candidate(s) for Acting President. The Executive, Audit, and Governance Committee or the Board, at its discretion, may meet in executive session to discuss the strengths and weaknesses of the recommended candidate.

3.3   At its next meeting, the Board will vote on the Acting President's appointment. The Acting President will serve until the incumbent is able to resume their duties. If the incumbent is unable or unwilling to resume their duties as President, the Acting President will continue to serve in the role. Throughout their term, the Acting President will serve at the pleasure of the Board.

4.0   Selection of an Interim President as Regular President

4.1   When the position of President becomes vacant or is expected to become vacant prior to the appointment and service of a regular successor, the Board Chair will, after consultation with the Executive, Audit, and Governance Committee and other constituents as necessary, determine the required skills and desired qualifications of an Interim President and will recommend a candidate or candidates for Interim President.

4.2   The Board Chair will interview the recommended candidate(s) for Interim President. The Executive, Audit, and Governance Committee or the Board, in its

discretion, may meet in executive session to discuss the strengths and weaknesses of the recommended candidate.

4.3   At its next meeting, the Board will vote on the Interim President's appointment. The Interim President will serve until the Board has appointed a regular President or until the Interim President has been relieved of their duties and responsibilities. Throughout their term, the Interim President will serve at the pleasure of the Board.

4.4   When the Board must decide whether to search for a President or move an Interim or Acting President to regular status, the Executive, Audit, and Governance Committee will conduct a full interview of the Interim or Acting President under consideration for appointment as President and will forward a recommendation to the Board. The Board will interview the candidate for appointment as President in executive session.

4.5   Following the interview(s), and with the approval and consent of the Board to the hiring of the Acting or Interim President to position of President, the Board Chair will negotiate terms and conditions of employment with the proposed President. If the negotiation is unsuccessful, the Board Chair will seek further advice from members of the Board before opening or reopening a search.

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University Board Secretary

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Chair, Board of Trustees

Revision	Change	Date
-	Initial Version	April 16, 2021
1	Service of Acting President clarified; document formatting and reorganization; and basic edits and corrections.	June 16, 2023

Board Statement on Presidential Searches and Appointments
Board of Trustees of Southern Oregon University

1.0_____ –Preamble

As set forth in Oregon ~~Revised Statute 352.087~~Law, the Board of Trustees of Southern Oregon University ("Board") shall, in consultation with the Governor or their designee, appoint and employ the ~~P~~president of Southern Oregon -University ("University" or "SOU"). In further~~ance~~ recognition of this obligation, the Board sets forth below, its policy ~~below~~ governing the selection and appointment of a ~~p~~President, as well as the selection of an ~~a~~Acting or I~~i~~nterim ~~p~~President whe~~nre~~ appropriate.

2.0_____ Authority, ~~Procedures/~~Guidelines,~~/~~ and Search Committee

2.1_____ Selection and Appointment of the President. -
-
~~2.1.1~~ The Board retains the sole responsibility for the selection and appointment of the ~~p~~President.

2.2~~1.2~~ Search Guidelines. When it becomes necessary to hire a ~~president~~President, the Board will initiate a search. The search will be conducted in a manner consistent with guidelines recommended by the Executive, ~~and~~ Audit, and Governance Committee and approved by the Board. The search guidelines will be designed to ensure appropriate public notice of the open ~~appointment~~ position and will address considerations of equity, diversity and inclusion.

2.3~~1.3~~ Search Committee. A single search committee will be responsible for ~~for~~ assisting the Board by identifying, recruiting, and evaluating possible candidates for ~~p~~President. The Board, ~~in addition to a search committee,~~ may authorize the university to contract for the services of a consulting or executive search firm to assist it in recruiting candidates as well as~~nd~~ organizing and executing the search process and related services.

> 2.3.1
>   ~~(a)~~ The Board Chair will appoint members of the search committee. The Board Chair will appoint a search committee chair, who will be a current member of the Board of Trustees.

> 2.3.2 -
>   ~~(b)~~ The Board Chair will appoint a senior employee of the university to serve as coordinator of the search. The coordinator will serve as a non-voting ex--officio member of the committee.

2.3.3 ~~(e)~~ The Board Chair may, at their discretion, choose to appoint additional employees of the university to support the search committee in an advisory capacity.

2.~~1.~~4 Recommendation. After reviewing and interviewing candidates, the search committee will recommend finalists for the position of University President to the Executive, Audit, and Governance Committee~~Executive and Audit Committee~~. The search committee will prepare a report of the strengths and weaknesses of the finalists, especially in terms of the desired qualifications for the position. The Executive, Audit, and Governance Committee ~~Executive and Audit Committee~~ may meet with the search committee to discuss the report. The search committee will not rank the finalists.

2.~~1.~~5 Interviews. Consistent with the guidelines approved by the Board at Section 2.~~1.~~2 and other considerations, the Executive, Audit, and Governance Committee ~~Executive and Audit Committee~~ will interview the finalists in executive session. The Executive, Audit, and Governance Committee~~Executive and Audit Committee~~, after ~~consultation~~ notification ~~with~~ to the search committee, ~~is authorized to~~may narrow the field of finalists that will be forwarded to the Board for consideration. Consistent with the guidelines approved by the Board at Section 2.2 and other considerations, the Board will interview the finalist or finalists in executive session.

2.~~1.~~6 Negotiation. ~~Consistent with the guidelines approved by the Board at Section 2.1.2, the Board will interview the finalist or finalists in executive session.~~ Following the interviews, the Board Chair will negotiate terms and conditions of employment with the Board's first preference for ~~P~~president. If the negotiation is unsuccessful, the Board Chair will seek further advice from members of the Board before negotiating with other finalists.

~~**2.2 Selection of an Interim or Acting President**~~

~~2.2.1 When the position of president becomes vacant prior to the appointment of a regular successor, the Board Chair will, after consultation with the Executive and Audit Committee and other constituents as necessary, to determine the required skills and desired qualifications of an interim university president and will recommend a candidate or candidates for Interim president.~~

~~2.2.2 The Board Chair will interview the recommended candidate(s) for interim president. The Executive and Audit Committee or the Board, in its discretion, may meet in executive session to discuss the strengths and weaknesses of the recommended candidate.~~

~~2.2.3 At its next meeting, the Board will vote on the interim president's appointment. The interim president will serve until the Board has appointed a regular president or until the interim president has been relieved of their duties and responsibilities. Throughout their term, the interim president will serve at the pleasure of the Board.~~

3.02.3 Selection of an Acting President

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

3.2.3.2 The Board Chair will interview the recommended candidate(s) for aActing pPresident. The Executive, Audit, and Governance Committee Executive and Audit Committee or the Board, atin its discretion, may meet in executive session to discuss the strengths and weaknesses of the recommended candidate.

3.2.3.3 At its next meeting, the Board will vote on the Aacting pPresident's appointment. The aActing pPresident will serve until the incumbent is able to resume their duties. If the incumbent is unable or unwilling to resume their duties as President, the Acting President will continue to serve in the roleacting president has been relieved of their duties and responsibilities. Throughout their term, the aActing pPresident will serve at the pleasure of the Board.

4.02.4 Selection of an Interim President as Regular President

4.1   When the position of President becomes vacant or is expected to become vacant prior to the appointment and service of a regular successor, the Board Chair will, after consultation with the Executive, Audit, and Governance Committee and other constituents as necessary, determine the required skills and desired qualifications of an Interim President and will recommend a candidate or candidates for Interim President.

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

4.3   At its next meeting, the Board will vote on the Interim President's appointment. The Interim President will serve until the Board has appointed a regular President or until the Interim President has been relieved of their duties and responsibilities. Throughout their term, the Interim President will serve at the pleasure of the Board.

4.2.4.41 When the Board must decide whether to search for a ~~president~~President or move an ~~i~~Interim or ~~a~~Acting ~~p~~President to regular status, the Executive, Audit, and Governance Committee ~~Executive and Audit Committee~~ will conduct a full interview of the ~~i~~Interim or ~~a~~Acting ~~p~~President under consideration for appointment as ~~regular p~~President and will forward a recommendation to the Board. The Board will interview the candidate for appointment as ~~regular~~ ~~p~~President in executive session.

4.2.4.52 Following the interview(s), and with the approval and consent of the Board to the ~~permanent~~ hir~~ing~~e of the Acting or I~~i~~nterim ~~or acting~~ ~~p~~President to ~~regular~~ position of ~~p~~President, the Board Chair will negotiate terms and conditions of employment with the proposed ~~regular p~~President. If the negotiation is unsuccessful, the Board Chair will seek further advice from members of the Board before opening or reopening a ~~full~~ search.

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~~Chair, Board of Trustees~~

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University Board Secretary

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Chair, Board of Trustees

Revision	Change	Date
-	Initial Version	April 16, 2021
1	Service of Acting President clarified; document formatting and reorganization; and basic edits and corrections.	June 16, 2023

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, 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 Evaluation of the University President; Board Statement on the Performance of Official Business; Board Statement on the Process for Officer Elections; Board Statement on President Emeritus Status; Board Statement on Presidential Searches and Appointments; and a Resolution on the Responsibilities of Individual Trustees in addition to creating a new Board Statement on Honorary Degrees;

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 June 16, 2023, meeting.

VOTE:

DATE: June 16, 2023

Update on the Board's "Statement on Black Lives Matter"

Southern Oregon University
Board of Trustees

Statement on Black Lives Matter

As a nation, a state, and a Southern Oregon University community, we continue to witness the senseless killings of Black people throughout our country. The recent deaths of Ahmaud Arbery, Breonna Taylor, George Floyd, and so many others before and since, have been added to the tragic list of historic and systemic injustices committed against people of color since the "founding" of America.

These injustices have a tremendous impact on all of us, but especially on our students, colleagues, families, and friends from communities of color, who experience them on a very personal level. On this Juneteenth of 2020, we act in solidarity with Black Lives Matter, and with people of all racial and ethnic backgrounds who continue to face unprecedented challenges, injustices, and violence.

The SOU Board joins President Linda Schott in her clear statement that "*Southern Oregon University condemns and denounces hate and abhorrent language and behaviors intended to harm any member of our learning community on the basis of race, color, religion (creed), gender, expression, age, national origin (ancestry), immigration status, disability, marital status, sexual orientation, or military status. We are firmly committed to peace, justice, civil discourse, social-emotional support, and respect for all.*"

In our Board's fiduciary role to SOU, there is something we can do to change the course of history. It lies with our students and colleagues. It lies with the educational and social roadmaps we are building during the students' time at SOU. As a Board and University community, let us do what it takes to build in our students, colleagues, and community a foundation that effectively disrupts these patterns of injustice. As the statement etched on Churchill Hall notes, "*The challenges of democracy are the opportunities of education.*"

We must seize these opportunities, and while acknowledging the challenges, we must assure our students and colleagues that we see them, hear them, and stand with them against racial oppression and injustice. We cannot be silent. It is not enough to feel bad, or hope someone else will do something. We must be part of the solution. We must act.

Identifying actions that we can take will be part of our challenge and our opportunity. We recognize that thinking of actions is easier than taking them. But taking action is a moral imperative. As a Board, we commit to not only condemning injustice but also to taking action and rising to the challenge to be part of the solution.

VOTE: Unanimous
DATE: June 19, 2020

Recorded by the University Board Secretary:

President's 2023 Performance Evaluation

Future Meetings

Adjournment