

**Board of Trustees**  
**Friday, June 16, 2023**

**MINUTES**

**Call to Order/Roll/Declaration of a Quorum**

Chair Santos called the meeting to order at 12:05 p.m. He commented on the celebrations surrounding commencement and welcomed all to the meeting including the trustees, staff and faculty, the Higher Education Coordinating Commission Director Ben Cannon, leaders from shared governance, and community members.

Chair Santos and the entire board congratulated SOU's national champions, both the women's wrestling and softball teams, who were at the meeting. President Bailey shared his congratulations and introduced Bobby Heiken, the associate athletic director. Mr. Heiken provided background and introduced the teams and coaches who shared their pride in their teams and the women's many accomplishments. The student athletes shared their experiences and what the team and SOU means to them.

Trustee Chavez 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	Absent	Christina Medina	Absent
Jon Bullock	Absent	Mimi Pieper	Present
Iris Maria Chavez	Present	Liz Shelby	Present
Sheila Clough	Present	Barry Thalden	Present
Debra Lee	Present	Bill Thorndike	Present

**Public Comment**

No one signed up in advance.

Sara Adams sent a letter to trustees in advance of the meeting asserting examined, there was no change in retention/graduation rates among Navigate users and nonusers. Sage TeBeest commented on her satisfaction with the collaboration with the shared governance and attending the cabinet meetings. The Board Secretary read a letter from Alison Rutledge, SOU Student Success Coordinator, advocating for the renewal of the Navigate Software contract.

**Consent Agenda (Action)**

Vice Chair Clough moved to approve the consent agenda consisting of meeting minutes from April 21, 2023 and that the approval of the Education Advisory Board's (EAB) *Navigate* Software Contract Extension be removed from the consent agenda to be discussed further by the board. Trustee Franks seconded the motion and it passed unanimously.

Education Advisory Board's Navigate Software Contract

Vice President Neil Woolf provided background on the uses and usage of the software and referenced the support as well as concerns from the previous day's committee meetings, regarding the contract, which is approaching its final year. Dr. Woolf said the use of the *Navigate* is voluntary and it has not been fully utilized by faculty. However, the program has strong success indicators among users. Dr. Woolf provided his professional opinion that it is a

well thought out and easy decision to continue the contract, as the implementation of Workday is still three years out on the student side. There was discussion on the possible overlap of Navigate and Workday and it was pointed out there is an “out” clause in the contract and three years is the industry standard for such services. In response to Vice Chair Clough’s question regarding other software, Dr. Woolf acknowledged the functionality of other programs but that Navigate was more comprehensive. Discussion ensued about the benefits Navigate such as higher retention, and the concerns, including usage.

Trustee Lee moved to take up the recommendation of the Academic and Student Affairs and the Finance and Administration Committees to extend the Navigate contract as proposed. Trustee Pieper seconded and the motion passed.

## **Reports**

### **Committee Reports**

With the absence of Trustee Bullock, Chair Santos reported on the Academic and Student Affairs Committee (ASAC). He highlighted the committee’s recommendation to continue the Navigate Software contract and their approval of 19 new certificate programs.

Trustee Franks provided the report for the Finance and Administration Committee (FAC) meeting. He reviewed Vice President Perkinson’s report on the Higher Education Coordination Commission (HECC), capital projects, and the CISR project. The committee discussed the accountability of the *SOU Forward* Plan and the budget update and pro forma review. He also reported that the committee recommended the FY 2024 Budget for the board’s approval. Separate

Chair Santos reported on the Executive, Audit, and Governance Committee. The agenda included an internal audit (IA) report from SOU’s internal auditor, David Terry. Mr. Terry reviewed his team’s work on residency benchmarking, EDI in SOU’s procurement process; and hotline reports. The committees also approved the Risk Assessment and Fiscal Year 2024 Internal Audit Plan for recommendation to the board. There was discussion and action on amendments to some of the board’s governing documents, which he did not cover in any depth since the board would also discuss and act on these documents.

### **ASSOU Report**

President Brayden Clayburn reported that he is now the president of the Associated Students of SOU (ASSOU) and was previously the vice president. Chair Santos expressed his appreciation for the student participation in the legislative session. Mr. Clayburn stated it was his first time to the state capitol and it was exciting and fast-paced. His biggest concern was not allowing things to get lost in the transition of the new ASSOU leadership. He acknowledged that it was powerful to witness the students, faculty, and staff all speaking with one voice.

### **SOU Faculty Senate Report**

Dr. Brian Fedorek provided an update on the work of Faculty Senate during the spring term including the creation of a Faculty Workload group as well as amendments to the Faculty Constitution and Bylaws to reflect the recent changes within Academic Affairs. He indicated that the senate approved faculty grants, a lot of certificates, new courses, the general education requirements, and updated language of the catalog. The Faculty Senate recognized distinguished faculty and presented five awards. He informed the board that he and the board secretary would be tallying the survey results of President Bailey’s evaluation. Prior to

introducing the new chair, Jackie Apodaca, Dr. Fedorek thanked the board for their leadership.

### **SOU Staff Assembly Report**

Ashley King, staff assembly chair, acknowledged the difficulty of this year's realignment and the challenges for the newly-formed governing body. She reported that the SOU Staff Assembly is currently electing representatives and thanked the new chairs-elect Luke Williams and Dr. Carrie Vath. She explained the idea of a "Year of Gratitude" at SOU and stated that she is working with the board secretary and janelle wilson on the process to help identify a new staff trustee. Dr. Vath explained the vision and focus for the next year which is to keep the flow of communication open, continue to acknowledge staff for their support of students, and retention. She thanked President Bailey and his cabinet for their support. President Bailey acknowledged Ms. King as a well-deserving recipient of the Outstanding Staff Member of the Year award and thanked her for her steady, graceful, calm leadership during the year's challenges.

### **Higher Education Coordinating Commission (HECC) Report**

Ben Cannon, Director of the HECC, commended the board on their high level of camaraderie, trust, and partnership with its constituents. He then reported on a number of topics HECC has been working on this year. Director Cannon explained his work with the legislature to get a budget for higher education in upcoming biennium inclusive of public universities, community colleges, and grants. He noted that Senate Bill 273 would require the HECC to convene with boards for the purpose of education, training, and relationship building. He will be reaching out to Sabrina Prud'homme and President Bailey in the fall. Of interest, is Governor Kotek's Executive Order 23-12 creating an early literacy program supported by the HECC and that will revise program and licensure standards for teacher training.

Mr. Cannon noted that President Bailey's presentation to the HECC of the *SOU Forward* Plan was well received. The commissioners were greatly appreciative of the president's and the board's forthright look at the challenges and the realistic, pragmatic, and hopeful approach to addressing the issues. Much discussion ensued regarding workforce training and development, a broader vision for Oregon's future economy, and the state's disinvestment in higher education. Mr. Cannon cited the need to change how the state values higher education to increase its willingness to invest in it. President Bailey expressed his gratitude to the commission and specifically to Director Cannon. In response to President Bailey's question, Mr. Cannon did not have any insight as to the legislature's plans on capital projects. In response to Trustee Lee's question, Mr. Cannon said the grant programs offered by the state of Oregon do not require students to be documented citizens.

### **University Advancement Report**

Vice President Janet Fratella reviewed the SOU Foundation's (SOUF) mission and vision. She provided a year over year comparison of SOU in the news which is 107 percent over last year. Vice Chair Clough later asked about marketing efforts for individual programs and Ms. Fratella explained a recent, successful, division campaign for specific programs and SOU's plan to replicate this among departments and programs. Reviewing grants, she noted that 100 percent of SOU's applications have been awarded, resulting in \$5M so far. Regarding fundraising, Vice President Fratella thanked Trustee Thorndike for providing rails at Raider Stadium and highlighted other major gifts. Regarding the capital campaign, SOU will stay in the silent phase until 50 percent of the \$100M is raised. SOU is currently at \$27M of this goal.

The SOUF Board has added three at-large trustees, a number of affiliate trustees, and a new student trustee.

### **Equity, Diversity, and Inclusion (EDI) Report**

Vice President Toya Cooper provided a year-end summary of SOU's EDI work including the Discourse & Difference series, faculty and staff affinity gatherings; and resources such as the Inclusive Guide. She also discussed signature programming and the work to create a job description for a new Native Nations Liaison position. She also shared a summary of the 2023-24 plan for EDI that included creating an EDI Office Strategic Plan; further investment in the Committee for Equity and Diversity; and ongoing investment in existing partnerships, collaborations, and new relationships. Chair Santos congratulated VP Cooper on the Juneteenth event. Trustee Gay publicly thanked VP Cooper for her willingness to meet with his department and with him individually. He mentioned how lucky SOU is to be able to pursue its values while so many others around the country are not. Chair Santos also acknowledged VP Cooper for being a great resource for the board's EDI Work Group.

### **President's Report**

President Bailey introduced Mary Katie Brown, the new executive assistant to the President's Office. He acknowledged that SOU partners with the Women's Leadership Conference and that Board Secretary Sabrina Prud'homme was the recipient of the Jolie Johnson Award. President Bailey provided a progress update on his 2022-23 goals and emphasized successes in promoting EDI such as the Native Nations Liaison, and achievement gap analysis, and Jefferson Public Radio's (JPR) receipt of the Edward R. Murrow Excellence in DEI Award. Regarding student enrollment, support, and success, he announced the drafting of an enrollment and retention strategy; a new student affairs structure; and the search for a new Provost, among other activities.

President Bailey discussed crafting a long-term fiscal stability roadmap that included *SOU Forward* implementation, accountability measures, and revenue planks. He gave kudos to Vice President Perkinson for his work with the City of Ashland and the Ashland School District to craft a plan for an emergency operation center that SOU will host. He also mentioned the University's Inaugural Comprehensive Campaign which is "knocking it out of the park." Partnerships and collaborations of note include presentations to the Ways and Means Education Subcommittee and discussions with the State Treasurer. He reviewed the plans for long-term fiscal stability and growth including cost management, reimagining grants infrastructure, philanthropy, revenue diversification, and the solar projects. He also provided early status updates on the Cascade Project, the University District, and the Workday training center. Vice Chair Clough shared her belief that SOU was doing incredibly as it worked through the realignment process and she credited the SOU leadership.

### **Accreditation Overview and Update**

Provost Walsh introduced Associate Provost Dan DeNeui as the Accreditation Liaison Officer (ALO). Dr. DeNeui shared that SOU's accrediting body is the Northwest Commission on Colleges and Universities (NWCCU) which has a seven-year review cycle and is recognized by the US Department of Education and the Council on Higher Education Accreditation. He and Dr. Walsh reviewed the mission of the NWCCU and the importance of accreditation for a variety of reasons including but not limited to ensuring a quality education for students, the ability to recruit strong faculty, and ensuring access to student funding such as Pell Grants.

Dr. DeNeui provided an overview of the accreditation process, standards, cycle, and timeline for reporting. Standard One reviews the institutional mission, improving institutional effectiveness, student learning, and student achievement in the year seven report in October 2023. Standard Two reviewed governance, academic freedom, policies and procedures, institutional integrity, financial resources, human resources, student support resources, library and information resources, and physical and technological infrastructure in August of 2022. This year, SOU will respond to the findings in the year six report. He described SOU's core team, provided information on the software and the process to track progress towards strategic goals, and elaborated on the accreditor's October 2023 visit. He noted that trustees will have a role in the campus visit and that they will receive a copy of the report in advance of the visit. President Bailey thanked Dr. DeNeui and his team for their herculean efforts.

### **General Education Transformation Update and Launch**

Provost Walsh introduced Trustee Gay as the General Education (GenEd) czar and acknowledged his work on this transformation over the last four years. Dr. Walsh reviewed the goals of the GenEd transformation: applying Strategic Directions one and four; reducing credit requirements, ensuring more transparency and purposefulness for students, making it more attractive to prospective students; and ensuring maximum transferability of credits. She complimented Trustee Gay's instincts, leadership, and communication.

Trustee Gay compared the current University Studies model which is sixty-four credits based on ten disciplinary "strands" to a range of thirty-nine to forty-four credits in six skill-based "strands." The change is from discipline-focused to student-focused, with core competencies instead and fewer credits. The equity and access benefits with the new GenEd include reduced costs, requirements are more meaningful and transparent, there are increased opportunities to pursue skill and credentials, and there is an enhanced focus on EDI. The curriculum requires creativity and innovation and requires measurement of these. In response to Trustee Chavez's question regarding faculty turnover, Trustee Gay explained that faculty are open to tweaking things that aren't working and that each unique course has been proposed by faculty. Faculty provided course maps that showed all the learning activities, assessments of outcomes, syllabus, etc. Therefore, a course can be taught by someone else if needed.

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

David Terry, SOU's Internal Auditor, walked the trustees through the draft risk assessment and related internal audit plan, as presented in the meeting materials. This was reviewed earlier in the day by the Executive, Audit, and Governance Committee and recommended for the Board's adoption. The risk assessment led to two projects being selected for the upcoming year's planned audits. These included Workday Implementation and Veteran's Services. Chair Santos pointed out that that plan includes special reviews and consulting work that enables the Board to ask for certain items or topics to be reviewed.

Trustee Shelby moved to approve the 2024 Internal Audit Plan. Trustee Franks seconded the motion and commented his appreciation that Workday is on the radar. Vice Chair Clough added that the cybersecurity component is so important when implementing Workday. The motion was unanimously approved.

### **SOU Forward: Accountability Framework for Implementation**

Providing highlights, as the FAC already reviewed the framework multiple times, Vice President Greg Perkinson reviewed the five questions that must be answered prior to approval of a new proposal or initiative. What resources will this new proposal require? What are the

anticipated fiscal or performance benefits from this initiative? What is the time horizon for these expected benefits? What metrics and measurements will be used to monitor progress? What actions will be taken if the expected milestones are not achieved? He reviewed key strategies in implementing *SOU Forward* and emphasized accountability. Mid-term cost management milestones will be worked on over the summer but long-term, he said it is all about culture, change tied to equity, accountability, and the transformation of technology, processes, and tools. Using the president's dashboard that he described as a program management tool, he showed milestones for each initiative, descriptions, estimated completion dates, status, and other key elements for specific tasks.

### **Fiscal Year 2023 Budget Update and Review of Pro Forma**

Vice President Greg Perkinson indicated that the FAC covered this topic in great detail during their last two meetings. The pro forma shows how SOU plans to end the year and start the next. He highlighted the Education and General (E&G) Fund major indicators. These included a softening of tuition revenue with \$1.2M less than forecasted; labor expenses that were \$3.7M under budget; Service and Supplies (S&S) increases due to inflation; \$3.3M transferred to E&G; and a projected \$5.2M ending fund balance (EFB) or 8 percent. He said SOU will close the year a little better than planned.

### **Fiscal Year 2024 Budget (Action)**

Vice President Perkinson reviewed the revenue assumptions for FY 2024 that included a conservative state revenue allocation based on the Governor's Recommended Budget (GRB); tuition revenue with a 3 percent increase in tuition; a 1.6 percent decline in enrollment; an increase in miscellaneous revenues from refinancing North Campus Village and ground lease income; and the last increment of federal support in the amount of \$2.9M. One-time monies were not considered. He reviewed the cost assumptions that included the removal of vacant positions; projected savings in S&S from IT savings, facilities management, and shared services; and reorganizations in Athletics and Housing. President Bailey added that even in a worst-case funding scenario, SOU shows a positive fund balance. Mr. Perkinson reviewed conservative and optimistic pro formas, noting that the difference is revenue.

Mr. Perkinson provided a summary of expenditures by fund that included budgeted operations or "ops," auxiliary ops, and designated ops and service centers. Auxiliaries include housing, student recreation center, athletics and are supposed to be self-supporting. Designated ops are Jefferson Public Radio (JPR), Rogue Valley Television (RVTV), and non-credit programs; and service centers include Print and Copy. Budgeted ops is also known as E&G. He explained that E&G is \$624K ahead. He also stated that designated ops is down \$142K but has \$2M in reserves. President Bailey noted that designated ops and auxiliaries typically balance themselves out over years. Mr. Perkinson closed by reviewing the combined operations budget.

In response to Trustee Frank's question on whether Mr. Perkinson thought SOU budgeted too optimistically in the past, he responded that projections were realistic but in 2018 enrollment was 4 percent less than budgeted. The uncertainty during the pandemic also led to miscalculations. Trustee Thalden asked for clarification on how the sports lottery operates. Mr. Perkinson stated it was capped at 1 percent of sports lottery money. He said that statute dictates how SOU can use the money, for example, to support Title IX, women's sports, and scholarships. SOU will receive \$3.2M, \$200K more than last biennium.

Trustee Gay moved to approve the resolution to adopt the Fiscal Year 2023-2024 Budget.

Trustee Shelby seconded the motion and it passed unanimously.

### **Amendments to Board Governing Documents (Action)**

Vice Chair Clough indicated that the governing documents have been vetted through the policy work group that she shares with colleagues Trustees Lee and Bullock. Describing the significant homework and reviews this process entailed, she also acknowledged Ms. Prud'homme and Mr. Patridge for their support. In addition to the workgroup, some stakeholders on campus were consulted as appropriate. She demonstrated that many of the amendments consisted of grammatical corrections or the standardization of language and were the result of many conversations. At the advice of General Council Patridge and Trustee Lee, specific references to statutory references were removed. Another overarching principal was to provide guidance to the existing and future boards but not prescriptions. Earlier in the day, the EAGC went through every document and recommended adoption of the changes to the Board Statements on Honorary Degrees, Evaluation of the University President, the Performance of Official Business, the Process for Officer Elections, President Emeritus Status, and Presidential Searches and Appointments; and Resolution on the Responsibilities of Individual Trustees

Chair Santos provided an update on the Board's Statement on Black Lives Matter, which the work group had not amended. The board's Policy Work Group instead referred the statement to the EDI work group seeking their expertise on expansion as well as greater inclusion. The EDI workgroup has taken up this charge and a new draft will be shared with the board.

Trustee Thorndike moved to approve the resolution regarding the amendments to the Board's governing documents. Trustee Gay seconded the motion and it passed unanimously

### **Core Information System Replacement (CISR) Project Update**

Sharing the CISR update recently sent to campus, Vice President Perkinson reviewed the CISR dashboard and tools. He noted that the project is going well and is a heavy lift. Looking forward, he expressed his excitement about the faculty's desire to be involved in the student-side of Workday, the work for which begin in late summer or early fall. He commended the implementation and human resources teams. Vice Chair Clough reiterated Mr. Perkinson's statement from a previous meeting that there was no potential to miss the "go live" date. In response, President Bailey said that although there is never a 100 percent guarantee with a project this complex, the team is very, very confident in the progress.

### **Legislative Affairs Update**

Jeanne Stallman provided an update on the legislative session starting with the funding request for the Public University Support Fund, which has a two-year cycle. In April 2022, the public universities requested \$1.05B from the HECC and in August of 2022, they requested \$944M, which is slightly more than the current service level. The Governor's Recommended Budget is for \$933M and the budget of the co-chairs of the Ways and Means Committee is for \$944M. The university is grateful for the state's positive revenue forecast and SOU is advocating with other OPUs, which is critical. She emphasized the visible collaboration with the OPU presidents and their focus on students.

Ms. Stallman described several additional updates including President Bailey's and students' advocacy in Salem, as per-student funding for Oregon places the state in 45<sup>th</sup> place. This helped and the PUSF was funded at \$1.05B. She reviewed additional funding that included: \$400M in Oregon Opportunity Grants; the full one percent allocation of the sports lottery;

\$40M in Oregon Student Tribal Grants; and \$10M in Strong Start funding. Ms. Stallman thanked trustees for always being responsive when called upon, and offered special thanks to Trustee Thalden.

**Equity, Diversity, and Inclusion Work Group Update**

Chair Santos reported that the workgroup is revising the Board Statement on Black Lives Matter. He also mentioned that Trustee Medina, chair of the workgroup, and Ms. Prud’homme are planning for the Board Retreat. It is in the works to bring the author of the book *Biased* to campus to work with the Board and the campus community.

**President’s 2023 Performance Evaluation Process**

Chair Santos reviewed the process for the president’s annual evaluation, which was underway. A faculty, staff, and student survey also will be distributed and Chair Santos and Vice Chair Clough will hold interviews with cabinet, faculty, staff, and student government leadership. As the summer progresses, they will also obtain feedback from trustees and President Bailey will do a self-evaluation, which all will be shared at the October meeting.

**Future Meetings**

Chair Santos announced the next meeting of the board is scheduled to take place on Friday, October 20, 2023. In the meantime, there will be a retreat on September 29 and 30. Trustees made announcements about end-of-year events board members could attend such as breakfast on the morning of commencement, a student film premier, and the Lavender Graduation.

**Adjournment**

Chair Santos adjourned the meeting at 5:04 p.m.

Date: October 20, 2023

Respectfully submitted by,



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Sabrina Prud’homme, University Board Secretary