



OFFICE OF THE BOARD OF TRUSTEES

**Public Meeting Notice**

April 11, 2024

TO: Southern Oregon University Board of Trustees, Finance and Administration Committee

FROM: Sabrina Prud'homme, University Board Secretary

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

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

Action items for the meeting include a consent agenda consisting of the financial dashboard and past meeting minutes; mandatory student incidental fees for the 2024-25 academic year; tuition and mandatory student enrollment fees for the 2024-25 academic year, including a review of the cost of attendance; and a financial reserves stability target.

Information and discussion items include a vice president's report consisting of updates regarding the Higher Education Coordinating Commission; the SOU Forward realignment plan; and other general updates. There will be a budget update consisting of the budget forecast and a review of the pro forma; a progress update on the FY 2025 Institutional Budget Committee; and an update on the external budget review. The committee also will discuss an information technology update including the Core Information System Replacement project.

The meeting will occur as follows:

Thursday, April 18, 2024

5:00 p.m. to 7:00 p.m. (or until business is concluded)

Meese Room, 3<sup>rd</sup> Floor, Hannon Library, SOU Campus

Members of the public may view the proceedings at <https://sou.zoom.us/j/81110115537> at the time of the meeting.

Materials for the meeting are available at [governance.sou.edu](https://governance.sou.edu).

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. **If ADA or special accommodations are required, please contact Sabrina Prudhomme at (541) 552-6060 at least 72 hours in advance.**

**Public Comment**

Members of the public who wish to provide public comments in the meeting may do so live, in person or remotely, or may send written comments to the board. Public commenters are invited to sign up to speak or to submit their written comments at least 24 hours in advance of the meeting to the Board of Trustees email address: [trustees@sou.edu](mailto: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.

Note: Preceding the meeting, a quorum of the board is expected to attend a tour of Central Hall.



**Board of Trustees**  
**Finance and Administration Committee Meeting**  
**April 18, 2024**

# Call to Order / Roll / Declaration of a Quorum



Board of Trustees  
Finance and Administration Committee Meeting

Thursday, April 18, 2024  
5 p.m. – 7 p.m. (or until business concludes)  
Meese Room, Hannon Library, SOU Campus  
Zoom: <https://sou.zoom.us/j/81110115537>

AGENDA

Persons wishing to provide live public comments in the meeting or in writing may sign up at [trustees@sou.edu](mailto:trustees@sou.edu).  
Please note: times are approximate and items may be taken out of order.

- |         |          |   |   |
|---------|----------|---|---|
| 5 min.  | <b>1</b> | <b>Call to Order/Roll/Declaration of a Quorum</b>                                     | Chair Shaun Franks  |
|         | 1.1      | Welcome and Opening Remarks   |   |
|         | 1.2      | Roll and Declaration of a Quorum  | Sabrina Prud'homme, SOU,<br>Board Secretary                                     |
|         | 1.3      | Agenda Review   | Chair Franks  |
|         | <b>2</b> | <b>Public Comment</b>   |   |
| 5 min.  | <b>3</b> | <b>Consent Agenda</b>   | Chair Franks  |
|         | 3.1      | March 21, 2024 Minutes  |   |
|         | 3.2      | Finance Committee Dashboard   |   |
|         | <b>4</b> | <b>Reports</b>  |   |
| 10 min. | 4.1      | Vice President's Report   | Dr. Neil Woolf, SOU,<br>Executive Vice President                                |
|         | 4.1.1    | Higher Education Coordinating<br>Commission Updates                                   |   |
|         | 4.1.2    | SOU Forward Updates   |   |
|         | 4.1.3    | Other General Updates   |   |
|         | <b>5</b> | <b>Action, Information and Discussion Items</b>                                       |   |
| 15 min. | 5.1      | Mandatory Student Incidental Fees for Academic<br>Year 2024-2025 (Action)             | Brayden Clayburn, ASSOU,<br>President; Dillon Straley,<br>ASSOU, Vice President |
| 25 min. | 5.2      | Tuition and Mandatory Student Enrollment Fees<br>for Academic Year 2024-2025 (Action) | President Rick Bailey; Dr.<br>Casey Shillam, SOU; Josh<br>Lovern                |
|         | 5.2.1    | Cost of Attendance  |   |

**Southern Oregon University  
Board of Trustees  
Finance and Administration Committee Meeting  
Thursday, April 18, 2024**

**AGENDA (Continued)**

20 min.	5.3	Budget Update	President Bailey; Dr. Neil Woolf; Josh Lovern
	5.3.1	Budget Forecast and Review of Pro Forma	
	5.3.2	FY 2025 Institutional Budget Committee and Process Update	Dr. Neil Woolf
	5.3.3	External Budget Review	Bart Hawley, CLA, Director
10 min.	5.4	Financial Reserves Stability Target (Action)	President Rick Bailey; Dr. Neil Woolf
10 min.	5.5	Information Technology and Core Information System Replacement Project Update	Dr. Neil Woolf; Hart Wilson, SOU, CISR Project Manager
5 min.	5.6	Future Meetings	Chair Franks
5 min.	<b>6</b>	<b>Adjournment</b>	Chair Franks

# Public Comment

# Consent Agenda



**Board of Trustees**  
**Finance and Administration Committee Meeting**  
**Thursday, March 21, 2024**  
**Minutes**

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

Committee Chair Shaun Franks called the meeting to order at 5:00 p.m. Board Secretary Sabrina Prud'homme called the roll and a quorum was verified. Chair Franks welcomed new trustees, Sachta Card and Julissa Taitano as well as new provost, Dr. Casey Shillam.

**Committee Members:**

Sachta Card	Present	Liz Shelby	Present
Sheila Clough	Present	Julissa Taitano	Present
Shaun Franks, Chair	Present	Bill Thorndike	Present
Christina Medina	Present		

**Public Comment**

No members of the public offered comments.

**Consent Agenda (Action)**

Trustee Thorndike moved to approve the consent agenda consisting of the minutes from the January 18, 2024 meeting and the financial dashboard. Vice Chair Clough seconded the motion and it passed unanimously.

**Vice President's Report**

Legislative Update

Executive Vice President Neil Woolf and President Bailey recognized Marc Overbeck and Rob Patridge for their persistence with legislators, along with student voices and others in the short legislative session. President Bailey said SOU fared strikingly well in the session: it benefitted from a behavioral health bill and a \$6M capital request that was approved for Central Hall. The only OPU to receive capital funding was SOU. Looking to 2025, the OPUs are considering the next consolidated funding request and creating a shared vision.

On a biennial basis, the Higher Education Coordinating Commission (HECC) issues a financial conditions report. Dr. Woolf noted that the HECC is shifting the focus of this report from a university-based scorecard approach to a statewide approach including the higher education landscape; however, the methodology is still being developed.

FY 2023 External Audit Update

Dr. Woolf updated trustees that the external audit has been completed and SOU met the filing deadline. More information will be shared before the April meetings of the board. Responding later to Vice Chair Clough, Dr. Woolf noted that the board will see the information on the audit findings.

Organizational Updates

Dr. Woolf announced that Chief Information Officer, Tom Battaglia is no longer at SOU. He acknowledged Mr. Battaglia's good work at SOU and that he will be missed. A temporary senior management team in IT is being set up and the board will be updated.

Regarding the Workday project, certified project manager and instructional designer, Hart Wilson, will lead that workstream. The organizational structure with implementer Alchemy has changed for the student phase; so, on a weekly basis three from the Alchemy team meet with him, Ms. Wilson and Dr. Shillam. Vice Chair Clough cautioned SOU to be mindful of cybersecurity issues and to ensure checks and balances in that area.

### Other General Updates

Dr. Woolf provided other general updates. Regarding the third-party budget review, SOU expects to have a meeting next week with CliftonLarsonAllen to discuss a draft report. On SOU's solar projects, he reported that the contract is in place for the next solar arrays on top of Lithia Pavilion and the Hawk. The design work is complete, equipment is being procured, and the work for these is expected to be completed this summer. Regarding the issue of cellular towers, he noted that AT&T is nearing completion on the tower near SOU's football stadium. Verizon planned to erect a tower on the SOU Science Building, which the Ashland City Council approved, but was not built so their approval expired and they are seeking renewal. Trustees may receive emails about next week's public meeting.

### **Tuition and Student Fees Overview and Update**

#### Tuition and Mandatory Enrollment Fees Process & Tuition Advisory Council (TAC) Update

Provost Shillam said the TAC is meeting and purposefully having difficult conversations about increases. She commended the TAC members for their openness. The TAC will vote on proposed rates April 2, solicit feedback from the campus community, and consider necessary adjustments before providing a recommendation to the president and the board.

Josh Lovern provided an overview of the TAC's process, noting that the authorizing legislation, HB 4141, was modeled after SOU's process, so it was easy to implement. The TAC is chaired by the provost and has eight additional members: four students, two from ASSOU, two from historically underrepresented backgrounds; two administrators; and two faculty members. Others may serve in an advisory capacity. In TAC, he and others educate, model scenarios, discuss their roles, uphold compliance, look at historical perspectives, see how decisions impact the budget, and look at labor forces until the information is easily understood by all. While TAC does not recommend them, it looks at fee and housing rates to understand the total cost of attendance holistically. They further address questions, consider scenarios, and vote on recommendations, which are presented to President Bailey, who considers them and makes a recommendation to the board.

The board decides on the rates and delegates their collection to the president. If the increase (including fees) is over three percent, the HECC reviews it; if it is over five percent, the HECC must approve it, finally. Dr. Carrie Vath answered trustees indicating that ASSOU selects senators or individuals for the TAC.

#### Mandatory Student Incidental Fee Process and Update

Josh Lovern explained that the TAC does not act on but does consider the mandatory incidental fees in order to understand the total cost of attendance, and the HECC does not consider these fees. The cost of housing and meals is assessed by the university. Julissa Taitano, speaking as the ASSOU Director of Finance explained that the incidental fee funds student organizations, athletics, the recreation center, etc. By statute, the process for determining the fee is designed to uphold student autonomy. The Student Fee Budget

Committee (SFBC) sets the budget and fee, sends it to the ASSOU Senate, if approved, it goes to the Student Fee Allocation Committee (SFAC) to spend the money, then the Senate votes on the allocation, the ASSOU President confirms the Senate approval, and it goes to the SOU Board of Trustees, who authorize the collection of the fee.

President Brayden Clayburn explained that he recently vetoed the suggested student incidental fee. The fee is designed to provides services and enriching experiences and he based the line item vetoes on this. Considering factors affecting students such as FAFSA delays, inflation, headcount volatility, veterans, rural and minority students, the union contract requiring a 15 percent increase over three years, minimum wage increases, increases in the fee over ten years, the one percent increase that was recommended would not meet the needs of the students or the university. The increase rate has been 3.5-4.5 over 9-10 years. Ms. Taitano explained that the committee re-budgeted. Trustees commented that the students are thinking deeply about this, making difficult decision, and showing courageous leadership.

#### Proposed Amendment to Assessment of Mandatory Student Fees

Rick commended the many employees working on this. He noted that SOU's fees were designed based on a 20<sup>th</sup> century construct of how students take classes. A couple of byproducts are that students who take classes in different modalities could be seen as being punished for that course taking behavior but that's how they are taking class now. Nontraditional are not eh traditional student with mixture of in person or online or not necessarily. full time. Under this proposal, it would transform the complex list of fees to a single fee and students will be able to understand better what they are paying for.

Dr. Matt Stillman and Mr. Lovern explained that a single fee assessment would not change the way the budgets are constructed, but it is proposed that the fee would be assessed differently as a single fee based on the number of credits a student takes not the modality in which they take them. The goals of this approach are to fix the fee-related challenges associated with students simultaneously registered for in-person and online courses, make low-credit thresholds more affordable, increase access for non-traditional students and maintain current revenue levels.

Much discussion ensued among trustees regarding the proposed model and if other universities assess student fees in this way, how it may affect student funding, the relative advantages or disadvantages of Workday, if it needs approval by the HECC, the vulnerability of specific student populations, and the influence on course-taking behavior by students and teaching behavior by faculty.

#### FY 2024 Budget Update

Dr. Woolf explained that projection models are being updated to Workday logic which is a very challenging process. However, an improvement over past years is that assumptions are being shared more broadly across campus including with SOU's Institutional Budget Committee and cabinet.

Regarding revenue, there's a positive bump due to increases in the Advanced Southern Credit (ASC) program. Regarding expenses, with labor, the classified staff contract was ratified this week and labor impacts for FY 24 are less acute than expected but future

years are more impactful. Faculty costs are under control, but an unclassified staff strategy needs improvement. President Bailey explained that SOU is projecting an increase of eight percent over the next 4 years for these employees. Salary increases for this group are lagging behind faculty and staff, raising concerns about retaining talent, and he wants to find ways to take care of this group as well. Regarding expenses in the Supplies and Services fund, there are some timing issues, issues with implementing the new system, and increased expenses—particularly in paying for a 3<sup>rd</sup>-party consultant on Title IX because SOU has not yet found replacement for that position.

In transfers, there were only slight changes. Overall, the Education and General fund balance was previously projected to be down slightly but is back into alignment this year due to increases in ASC and SCH.

#### Institutional Budget Committee (IBC) Update

Dr. Woolf explained that he chairs the IBC. There are three faculty, staff and students each on the committee; the shared governance partners all are represented; Provost Shillam and Jonathan Chavez Baez are on it; and Josh Lovern is an ad hoc member. The IBC meets bi-weekly; they get in-depth training on inputs such as the funding and tuition models. The stability target also was discussed with them.

#### SOU Properties Update

Mr. Leon Crouch explained that the board previously approved a plan to dispense of SOU's excess properties. That work began but SOU Forward put things on hold. The university considered fixing them up and renting to students but they were too expensive to renovate. He reviewed the condition of each of these properties which fell into a few categories: three were sold because fixing them up would not be profitable, even if rented; one was repaired and is ready to sell or rent; the others are boarded up due to vacancy and vandalism, which is a chronic issue. President Bailey acknowledged that SOU has a challenge recruiting new faculty and staff due to housing and ideally, the university could rent to them for a year, until they figure it out. Dr. Woolf said SOU will continue that discussion and how to do it.

#### Discussion of Financial Stability Target

President Bailey mentioned the board's challenge to improve the university's financial resilience. A reserve target equal to the expenses of one fall term was proposed, and what remains to be determined is a reasonable time horizon to achieve it. The timelines were aggressive (by 2031), balanced (by 2038), or limited (by 2049). This would allow SOU to have a longer runway than the current one-month operating reserve. Dr. Woolf noted that the idea is landing well with the campus, but how quickly SOU achieves it a concern, as some in the IBC viewed it as a target, while others saw it as potential cuts; so, there is more socializing of the idea to do. President Bailey said the committee and the board will be asked to make a decision on this in April.

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

Project Manager Hart Wilson introduced herself and her background. She is an advocate for the project—sometimes for the team and sometimes for the staff, managing expectations and communication. Dr. Woolf praised Ms. Wilson as an excellent communicator. He recounted that an issue from Phase 1 was the problem of backfilling

staff roles so the CISR project and Workday implementation was on top of people's regular jobs. He said SOU owes the team a debt of gratitude. He also pointed out that Phase 2 is a bigger project that SOU can't do without additional staff so Matt Stillman and Karen Stone put together a backfill plan, which President Bailey approved, and SOU is recruiting for now. Vice Chair Clough asked how the student voice will be included. Matt Stillman noted that advisory groups will be formed. Students also will be involved in testing scenarios to try to use Workday as well as "break" it.

### **Future Meetings**

Chair Franks announced that the next meeting of the committee is scheduled to take place on April 18, 2024 at 5:00 p.m. If any trustee has a specific item to suggest for a future meeting, he asked trustees to send them to the board secretary.

### **Adjournment**

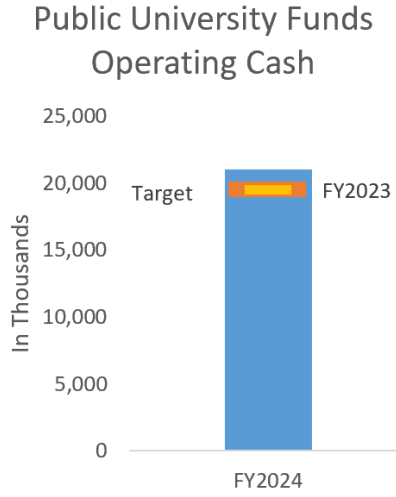
Chair Franks adjourned the meeting at 7:00 p.m.

DRAFT

# Financial Dashboard

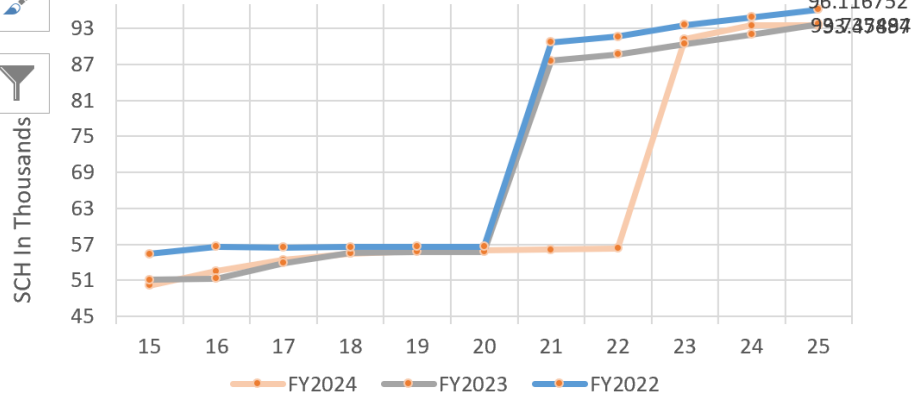
For FY2024

As of March 31, 2024 prior to close numbers

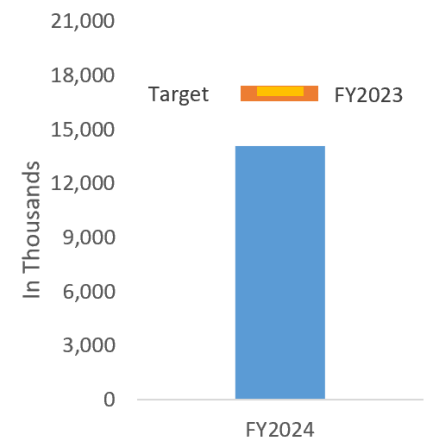


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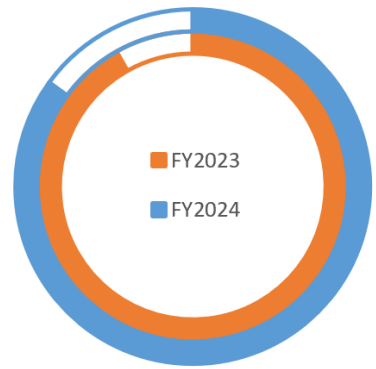
### Total Student Credit Hours by Week of the Fiscal Year



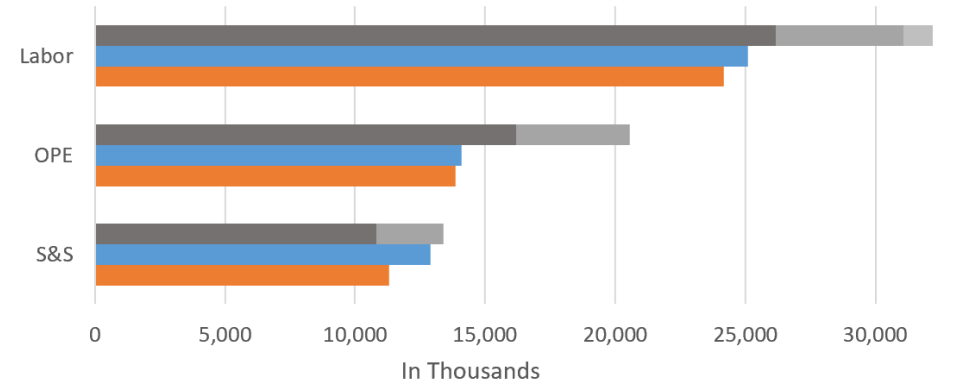
### E&G Fund Balance



### E&G YTD Revenues



### E&G YTD Select Expenses



\*Timing difference of Student and Fees revenues.

Periodic Management Report



As of March 31, 2024  
Fiscal Year Ending June 30, 2024

	Year-to-Date			Budget
	Prior YTD Actual	Current YTD Actual	% Change compared to last year	FY2024 Initial Budget
<i>(in thousands except enrollment)</i>				
<b>Education &amp; General</b>				
State General Fund	\$ 22,665	\$ 24,341	7%	\$ 29,157
Tuition & Resource Fees, net of Remissions**	31,135	23,509	-24%	35,013
Other	1,876	2,111	13%	3,675
<b>Total Revenues</b>	<b>\$ 55,676</b>	<b>\$ 49,961</b>		<b>\$ 67,846</b>
Personnel Services	\$ 38,041	\$ 36,723	-3%	\$ 54,272
Supplies & Services & Capital Outlay	10,002	12,339	23%	13,660
<b>Total Expenditures</b>	<b>\$ 48,043</b>	<b>\$ 49,062</b>	2%	<b>\$ 67,933</b>
<b>Net from Operations</b>	<b>\$ 7,633</b>	<b>\$ 899</b>	-88%	<b>\$ (87)</b>
Net Transfers In (Out)	251	(1,533)		57
Change in Fund Balance	\$ 8,772	\$ (634)	-107%	\$ (30)
Beginning Fund Balance	7,113	14,904	110%	14,904
Ending Fund Balance	<u>\$ 15,885</u>	<u>\$ 14,270</u>	-10%	<u>\$ 14,874</u>
Ending FB as a % Operating Revenues	28.5%	28.6%		21.9%

\*\* Timing Differences of revenues not posted from Banner to Workday

# Vice President's Report



# **Mandatory Student Incidental Fees for Academic Year 2024-2025 (Action)**

# Mandatory Incidental Fees

Statute: ORS 352.105

The board for each public university listed in ORS 352.002 (Public universities) shall collect mandatory incidental fees upon the request of the recognized student government under a process established by the recognized student government of a university in consultation with the board. The process may include a student body referendum conducted under procedures established by the recognized student government. Mandatory incidental fees collected under this section shall be allocated by the recognized student government.

# Mandatory Incidental Fees

- **Student Incidental and Green Tag Fees**
  - Recommended by ASSOU to the President
  - Recommended by the President to the Governing Board
  - Adopted by the Governing Board – not included in HECC review/approval
  
- **Student Recreation Center Fee**
  - Recommended by ASSOU to the President
  - By Student Referendum, the fee can only change once every three years
  - Recommended by the President to the Governing Board
  - Adopted by the Governing Board – not included in HECC review/approval
  
- **Proposed fee schedule as approved by ASSOU on March 13, 2024**

Mandatory Incidental Fees (Student Fee Process)	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Incidental	\$412.00	\$1,236.00	\$430.00	\$1,290.00	\$18.00	\$54.00	4.37%
Green Tag	\$14.00	\$42.00	\$14.00	\$42.00	\$0.00	\$0.00	0.00%
Student Rec Center	\$118.00	\$354.00	\$118.00	\$354.00	\$0.00	\$0.00	0.00%
Composite <b>Incidental</b> Fees:	\$544.00	\$1,632.00	\$562.00	\$1,686.00	\$18.00	\$54.00	<b>3.31%</b>



**MANDATORY STUDENT INCIDENTAL FEES – JOINT RECOMMENDATION**

For July 1, 2024 through June 30, 2025 & Summer Term 2024

Date: April 9, 2024  
 To: The Board of Trustees of Southern Oregon University  
 From: Associated Students of Southern Oregon University (ASSOU)

DESCRIPTION OF FUNDS

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

<b>STUDENT INCIDENTAL FEE</b>	
Incidental Fee Per Term for Academic Year 2024 - 25	\$430
Incidental Fee Per Term for Prior AY 2023 - 24	\$412
\$ Change Per Term from Prior Year:	\$18
% Change from Prior Year:	4.37%
Incidental Fee - Summer Term 2024	\$92
Incidental Fee - Prior Summer Term	\$88
\$ Change from Prior Year:	\$4
% Change from Prior Year:	4.37%

**Programs Supported**

Athletics (Incidental Fee Supported Programs), Campus Recreation (Incidental Fee Supported Programs), Student Life & Educational Activities, Indirect Budget Authority Support (e.g. OCA Art Gallery), Building/Equipment Reserves & General Liability Easements, Incidental Fee Reserve

	<u>Est. AY Collections</u>
Student Incidental Fee	\$3,257,250

<b>GREEN TAG FEE</b>	
Green Tag Fee Per Term for Academic Year 2024 - 25	\$14
Green Tag Fee Per Term for Prior AY 2023 - 24	\$14
\$ Change Per Term from Prior Year:	\$0
% Change from Prior Year:	0.00%


<b><u>Programs Supported</u></b>	<u>Est. AY Collections</u>
Green Tag Projects	\$106,050

<b>RECREATION CENTER FEE</b>	
Recreation Center Fee Per Term for Academic Year 2024 - 25	\$118
Recreation Center Fee Per Term for Prior AY 2024 - 25	\$118
\$ Change Per Term from Prior Year:	\$0
% Change from Prior Year:	0.00%

<b><u>Programs Supported</u></b>	<u>Est. AY Collections</u>
Recreation Center (Building, Debt Service, Core Salaries, etc.)	\$893,850

**JOINT RECOMMENDATION**

Approve     Disapprove

  
 President, Associated Students  
 of Southern Oregon University  
 Brayden Clayburn

4-10-24  
 Date

Approve     Disapprove

  
 President, Southern Oregon University  
 Dr. Richard Bailey

04/11/2024  
 Date

# **Tuition and Mandatory Student Enrollment Fees for Academic Year 2024-2025 (Action)**

# Tuition Rate Roadmap

- Process and Board of Trustee involvement
- Tuition Advisory Council (TAC) Checklist
- Historical Tuition Review with Comparators
- TAC Tuition and Enrollment Fee Recommendations
- President's Recommendations
- Affordability Analysis

# Tuition Rate Setting Process

Statute: ORS 352.103

- Each public university listed in ORS 352.002 (Public universities) shall have an advisory body to advise the president of the university on the president's recommendations to the governing board regarding resident tuition and mandatory enrollment fees for the upcoming academic year.

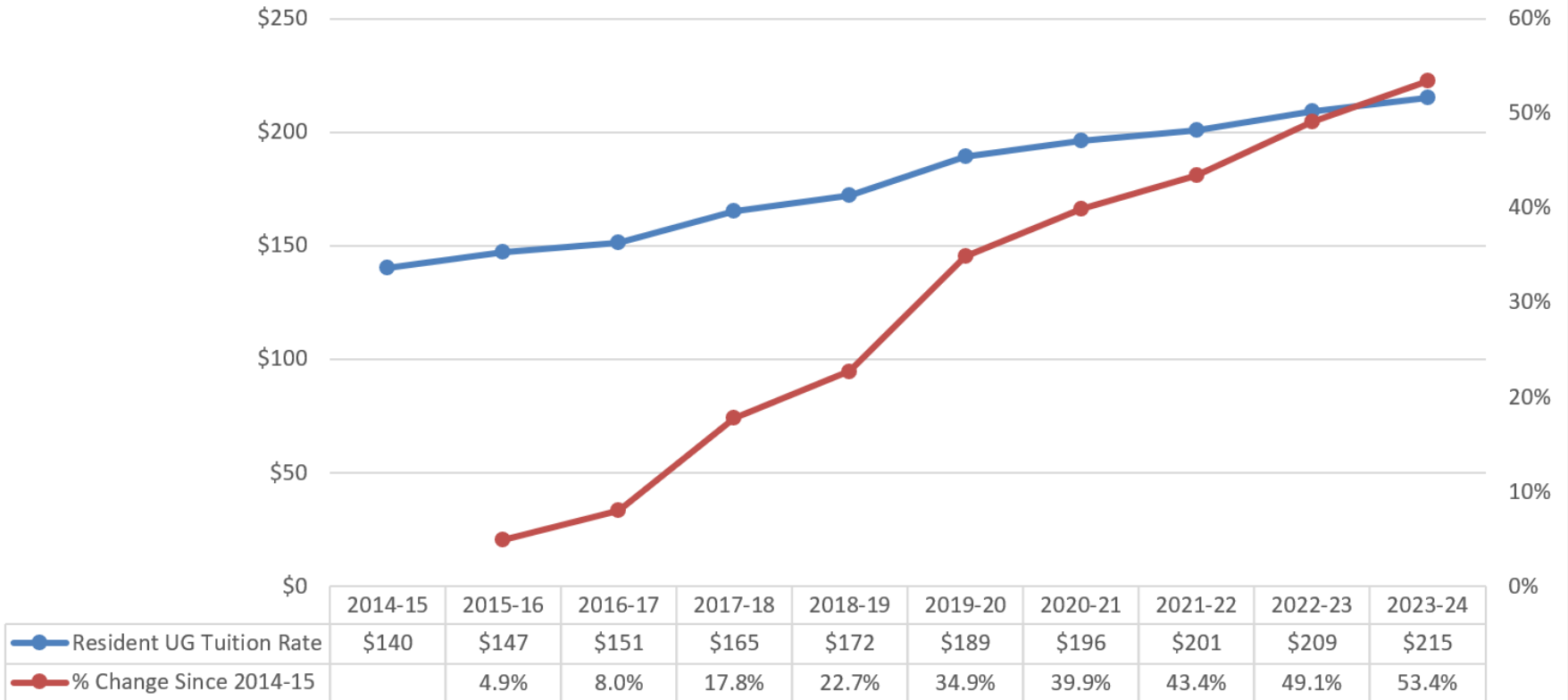
1. The University must create a shared governance body that advises the President concerning resident tuition and fees recommendations to be brought before the University’s Board of Trustees;
  - A. **SOU chartered the Tuition Advisory Council.**
2. That body must provide a written document describing the role of the advisory council and be composed of at least:
  - a) Two Administrators
  - b) Two Faculty
  - c) Two Students representing Student Government
  - d) Two Students representing historically underserved students
3. The University must provide training on:
  - a) The budget of the university
  - b) The legislative appropriation processes
  - c) Data showing the relationship between tuition and fees to state appropriations
4. The University must provide the council with:
  - a) A plan for managing costs
  - b) A plan for how tuition and fees *could be decreased* if the university receives extra appropriations
5. If the council feels a recommendation greater than 5% annually is necessary, the council must document its consideration of:
  - a) The impact of that increase on students, especially historically underserved students
  - b) The impact of that increase on the mission of the University
  - c) Alternative scenarios involving smaller increases
6. The council must also:
  - a) Provide opportunities for students to actively participate in the process and deliberations
  - b) Provide a written report to the President with recommendations, deliberations and observations about tuition and fees for the upcoming academic year including any sub-reports requested by members of the council or other documentation produced or received by the council
7. The University must ensure that the process is described on the University’s website and include downloadable materials such as:
  - a) The council’s role and relationship to the Board
  - b) Any documentation, agendas and data considered during deliberations



# SOU's Tuition Rate Change History

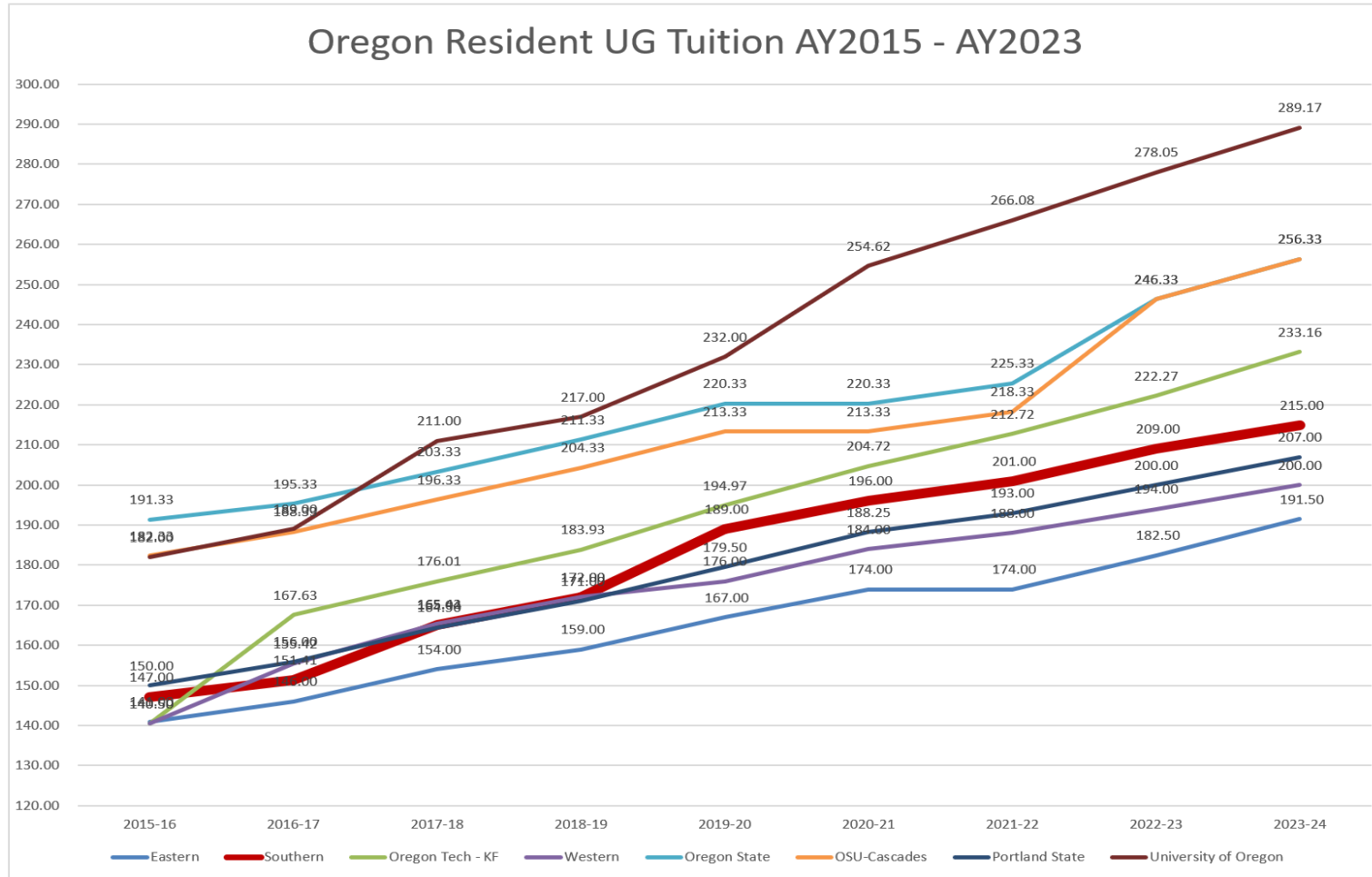


Resident UG Tuition Rate Academic Years 2014-15 Through 2023-24



# Historic Rate Comparison

## Undergraduate Resident, Incoming

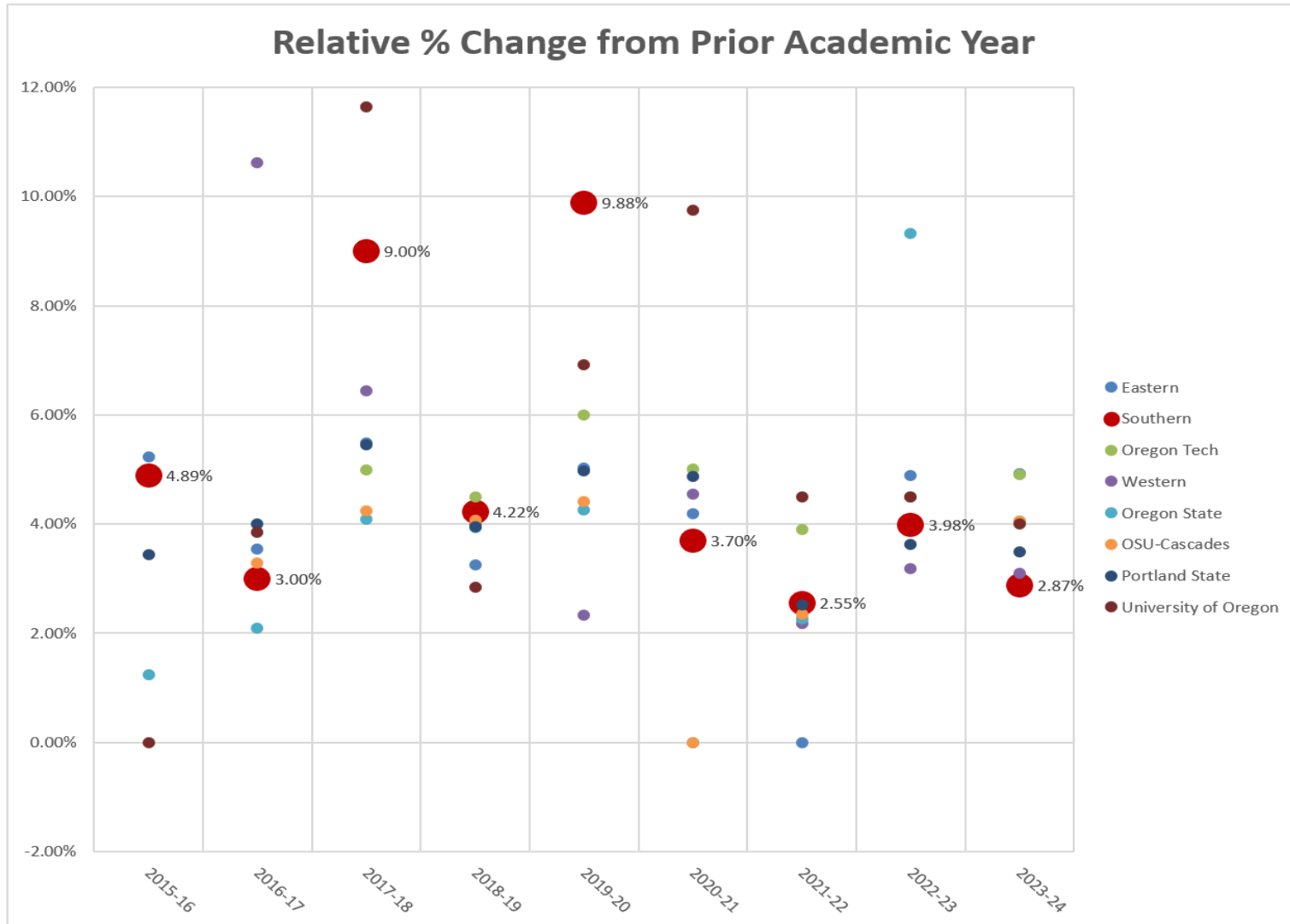


# Historic Tuition Rate Comparison



Institution	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	AY % Increase
Eastern	159.00	167.00	174.00	174.00	182.50	191.50	4.93%
<b>Southern</b>	<b>172.00</b>	<b>189.00</b>	<b>196.00</b>	<b>201.00</b>	<b>211.00</b>	<b>215.00</b>	<b>1.90%</b>
Oregon Tech - KF	183.93	194.97	204.72	212.72	222.27	233.16	4.90%
Western	172.00	176.00	184.00	188.00	194.00	200.00	3.09%
Oregon State	211.33	220.33	220.33	225.33	246.33	256.33	4.06%
OSU-Cascades	204.33	213.33	213.33	218.33	246.33	256.33	4.06%
Portland State	171.00	179.50	188.25	193.00	200.00	207.00	3.50%
University of Oregon	217.00	232.00	254.62	266.08	278.05	289.17	4.00%

# OPU Tuition Rate Change History



# Composite Tuition & Fees Comparison

(Three terms, 15 SCH/term, all mandatory fees)



## Academic Year Tuition and Mandatory Fees

For full-time undergraduates **2014-15** Academic Year



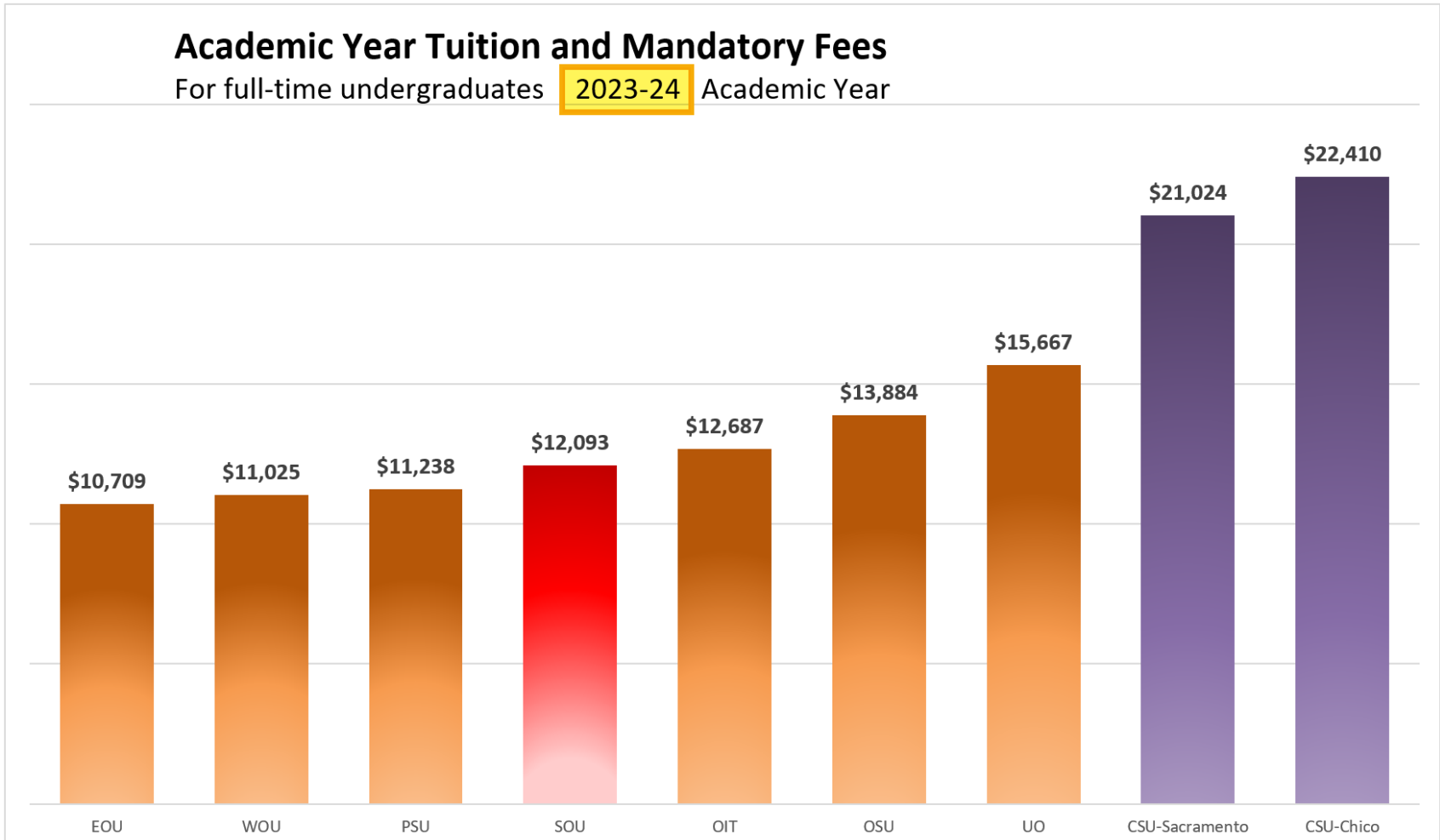
# Composite Tuition & Fees Comparison

(Three terms, 15 SCH/term, all mandatory fees)



## Academic Year Tuition and Mandatory Fees

For full-time undergraduates **2023-24** Academic Year



# AY 2024-25 Tuition Recommendation



Undergraduate Tuition Rate per SCH	Current AY 2023-24	Res: 4.99% Non-Res: 3.50%	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 12 SCH	Difference Per AY @ 36 SCH	Annual Tuition Cost
01-WUE SCH	\$323	\$339	4.95%	\$16.00	\$192.00	\$576.00	\$12,204.00
02-UG Resident SCH (incl. EXRES)	\$215	\$226	5.12%	\$11.00	\$132.00	\$396.00	\$8,136.00
02.2-UG JackJo Pledge	\$160	\$168	5.00%	\$8.00	\$96.00	\$288.00	\$6,048.00
03-UG Non Resident SCH	\$629	\$651	3.50%	\$22.00	\$264.00	\$792.00	\$23,436.00
04.1-UG Online SCH RES	\$215	\$226	5.12%	\$11.00	\$132.00	\$396.00	\$8,136.00
04.2-UG Online SCH NON-RES	\$323	\$334	3.41%	\$11.00	\$132.00	\$396.00	\$12,024.00
04.3-UG Online SCH WUE	\$323	\$339	4.95%	\$16.00	\$192.00	\$576.00	\$12,204.00
Graduate Tuition Rate per SCH		Res: 4.99% Non-Res: 3.73%	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 9 SCH	Difference Per AY @ 27 SCH	Annual Tuition Cost
05-GR Resident SCH (incl. EXRES)	\$539	\$566	5.01%	\$27.00	\$243.00	\$729.00	\$15,282.00
06-GR Non Resident SCH	\$643	\$667	3.73%	\$23.98	\$215.86	\$647.57	\$18,009.00
07.0-GR AP MBA Online SCH	\$430	\$430	0.00%	\$0.00	\$0.00	\$0.00	\$11,610.00
07.1-GR Online SCH RES	\$539	\$566	5.01%	\$27.00	\$243.00	\$729.00	\$15,282.00
07.2-GR Online SCH NON-RES	\$539	\$566	5.01%	\$27.00	\$243.00	\$729.00	\$15,282.00
07.3-GR AP MS.Ed Online SCH	\$369	\$369	0.00%	\$0.00	\$0.00	\$0.00	\$9,963.00
08-GR - MEDU SCH	\$462	\$462	0.00%	\$0.00	\$0.00	\$0.00	\$12,474.00
Other Categories Tuition Rate per SCH		4.99%	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 12 SCH	Difference Per AY @ 36 SCH	Annual Tuition Cost
09-Staff	\$64	\$67	4.69%	\$3.00	\$45.00	\$135.00	\$2,412.00
10-Waived Tuition SCH	\$0	\$0	0.00%	\$0.00	\$0.00	\$0.00	\$0.00
11-Course Based Tuition SCH	\$121	\$127	4.96%	\$6.00	\$90.00	\$270.00	\$4,572.00
12-Adv Southern Credit SCH	\$53	\$56	5.66%	\$3.00	\$45.00	\$135.00	\$2,016.00
13-Early Entry Credit SCH	\$198	\$208	5.05%	\$10.00	\$150.00	\$450.00	\$7,488.00



**ACADEMIC YEAR 2024-25 TUITION RATES RECOMMENDATION**  
For July 1, 2024 through June 30, 2025

Date: April 09, 2024

To: The Board of Trustees of Southern Oregon University Board of Trustees

From: Dr. Richard Bailey, President

**DESCRIPTION OF FUNDS**

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

<b>Undergraduate Tuition Rate per SCH</b>	<b>Current AY 2023-24</b>	<b>Res: 4.99% Non-Res: 3.50%</b>	<b>% Change from Prior AY</b>	<b>Difference Per SCH</b>	<b>Difference Per Term @ 12 SCH</b>	<b>Difference Per AY @ 36 SCH</b>	<b>Annual Tuition Cost</b>
01-WUE SCH	\$323	\$339	4.95%	\$16.00	\$192.00	\$576.00	\$12,204.00
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<b>Graduate Tuition Rate per SCH</b>		<b>Res: 4.99% Non-Res: 3.73%</b>	<b>% Change from Prior AY</b>	<b>Difference Per SCH</b>	<b>Difference Per Term @ 9 SCH</b>	<b>Difference Per AY @ 27 SCH</b>	<b>Annual Tuition Cost</b>
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<b>Other Categories Tuition Rate per SCH</b>		<b>4.99%</b>	<b>% Change from Prior AY</b>	<b>Difference Per SCH</b>	<b>Difference Per Term @ 12 SCH</b>	<b>Difference Per AY @ 36 SCH</b>	<b>Annual Tuition Cost</b>
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13-Early Entry Credit SCH	\$198	\$208	5.05%	\$10.00	\$150.00	\$450.00	\$7,488.00

**PRESIDENT'S RECOMMENDATION**

[X] Approve [ ] Disapprove

Richard J. Bailey, Jr., Ph.D.  
President, Southern Oregon University

April 9, 2024  
Date



# Mandatory Enrollment Fees

Statute: ORS 352.102

- Each public university listed in ORS 352.002 (Public universities) shall have an advisory body to advise the president of the university on the president's recommendations to the governing board regarding resident tuition and mandatory enrollment fees for the upcoming academic year.

# Mandatory Enrollment Fees

- **Building Debt-Service & Technology Infrastructure Fees**
  - Recommended by Administration to the President
  - Recommended by the President to the Governing Board
  - Adopted by the Governing Board – included in HECC review/approval
  
- **Health Center Fee**
  - Recommended by the Director, Student Health and Wellness Center to the President
  - Recommended by the President to the Governing Board
  - Adopted by the Governing Board – included in HECC review/approval
  
- **Proposed fee schedule as recommended by TAC on April 2<sup>nd</sup>, 2024**

Mandatory Enrollment Fees	Current	Per AY	Proposed	Per AY	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Health Services	\$187.00	\$561.00	\$187.00	\$561.00	\$0.00	\$0.00	0.00%
Building Debt-Service Fee	\$50.00	\$150.00	\$52.00	\$156.00	\$2.00	\$6.00	4.00%
Technology Infrastructure Fee	\$25.00	\$75.00	\$28.00	\$84.00	\$3.00	\$9.00	12.00%
Composite <u>Enrollment</u> Fees:	\$262.00	\$786.00	\$267.00	\$801.00	\$5.00	\$15.00	1.91%

# Mandatory Enrollment Fees Transparency

## HB 2542 (Effective January 1, 2022): Display of Mandatory Fees

- Requires each public university and community college to prominently display mandatory fees charged. Each institution shall report to the HECC no later than September 1 of each year a description of efforts to display mandatory fees, description of use of mandatory fee, and financial overview.

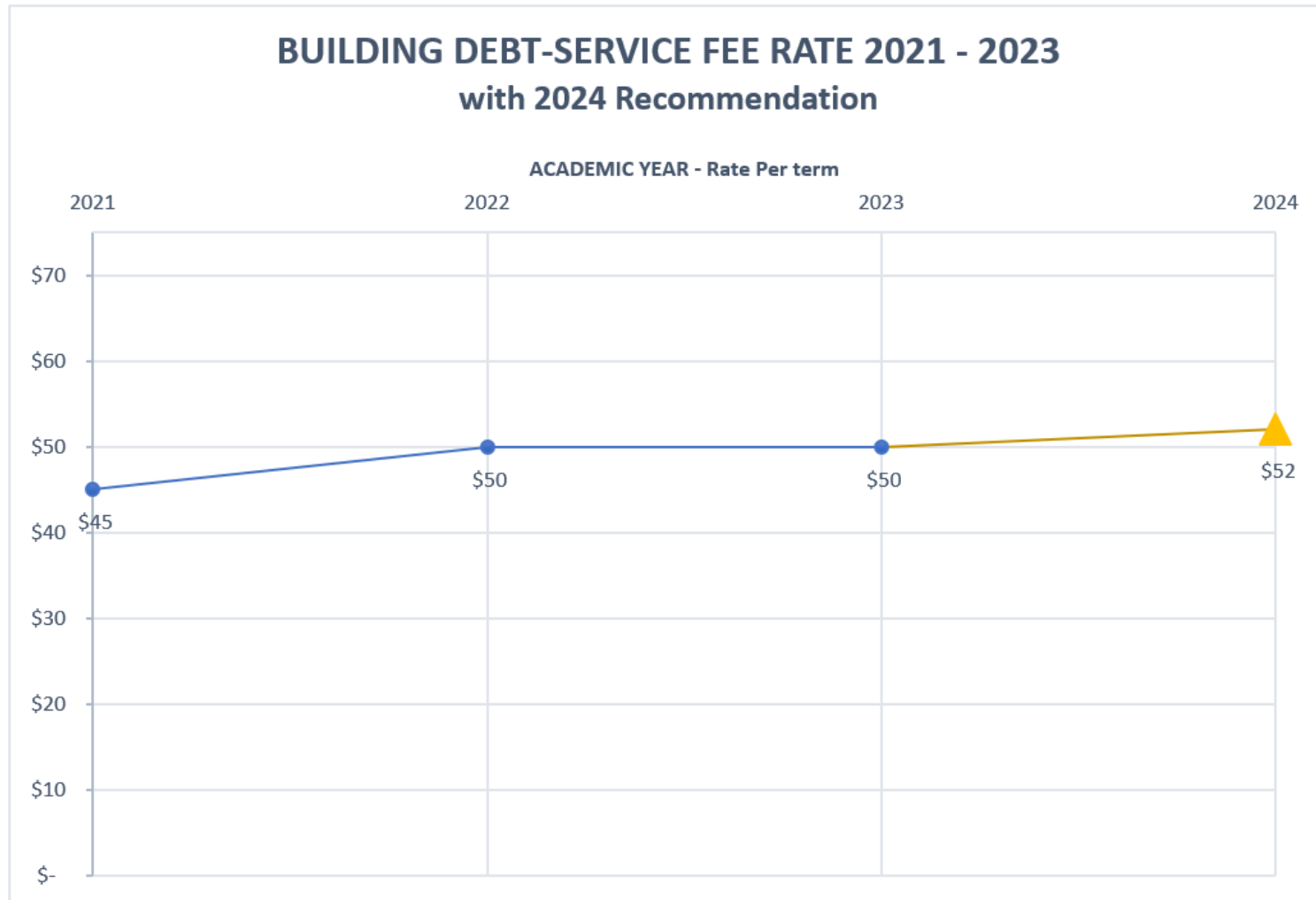
## 2 Distinct Fees Recommended in 2021

- Building Debt-Service Fee
- Technology Infrastructure Fee

# Building Debt-Service Fee

- Principally for payments on bonds of non-instructional buildings that do not have dedicated revenue outside of incidental fee; i.e. Stevenson Union
  - Excluding those that have separate revenue for debt-services
    - Housing, Dining, Student Recreation Center, others
- Debt service collections will not be able to satisfy required payments by 2030
  - Enrollment decline means fewer dollars supporting the reserves

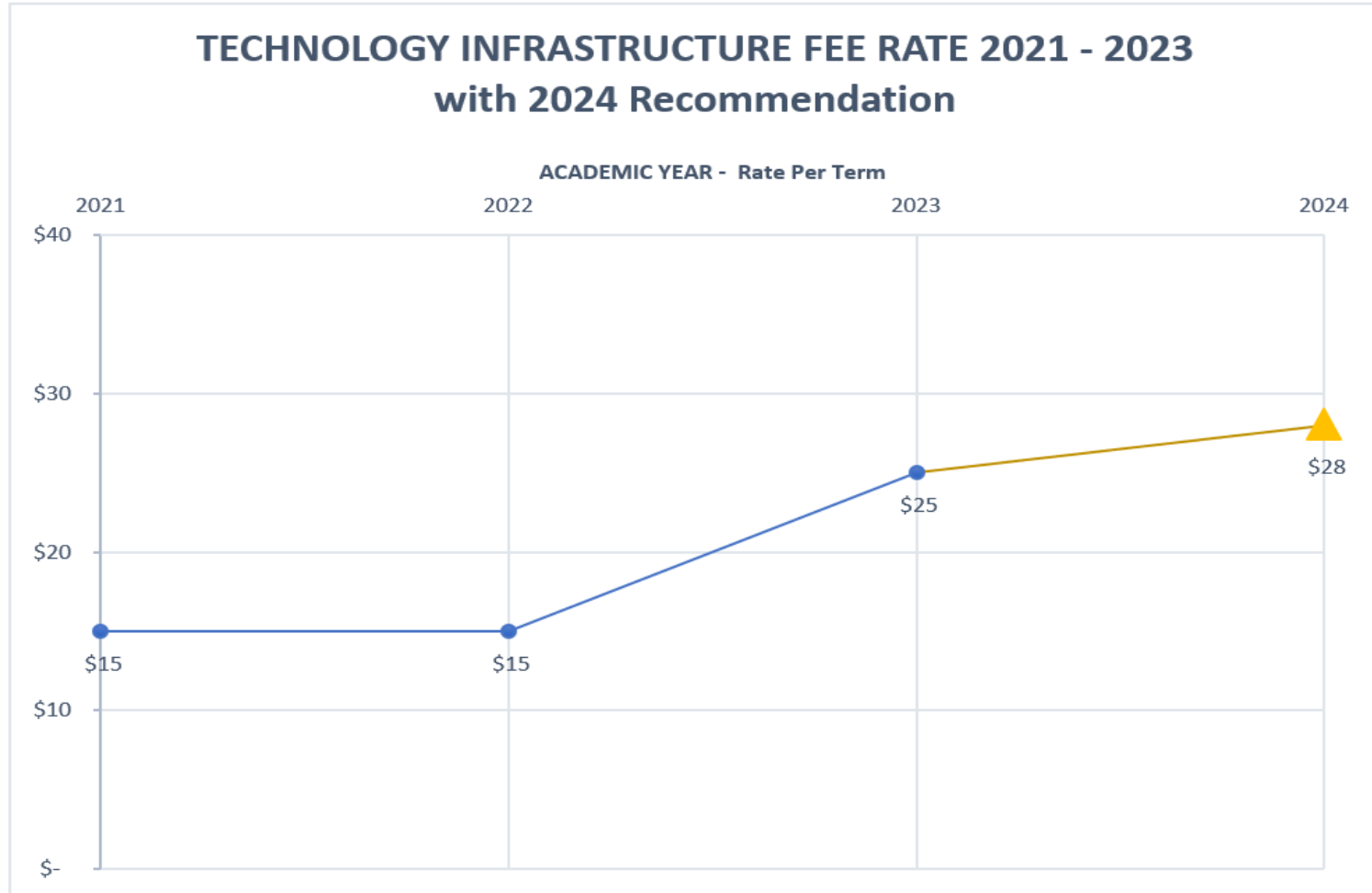
# Historical Enrollment Fee Recommendations



# Technology Infrastructure Fee

- The “Tech Fee” is used to generate funds to mitigate financial risk associated with larger IT projects and software for supporting course-delivery and students
  - Modernizing classrooms with newer technology for hybrid delivery
  - Moodle
  - Adobe Suite Student Licenses

# Historical Enrollment Fee Recommendations



# Health Services Fee

## Health Center operations shifting to La Clinica

- Service cutover in September 2024
- Clinics available throughout Southern Oregon
- Fee revenue split 88% La Clinica, 22% SOU
- Some SOU expenses will still be managed locally

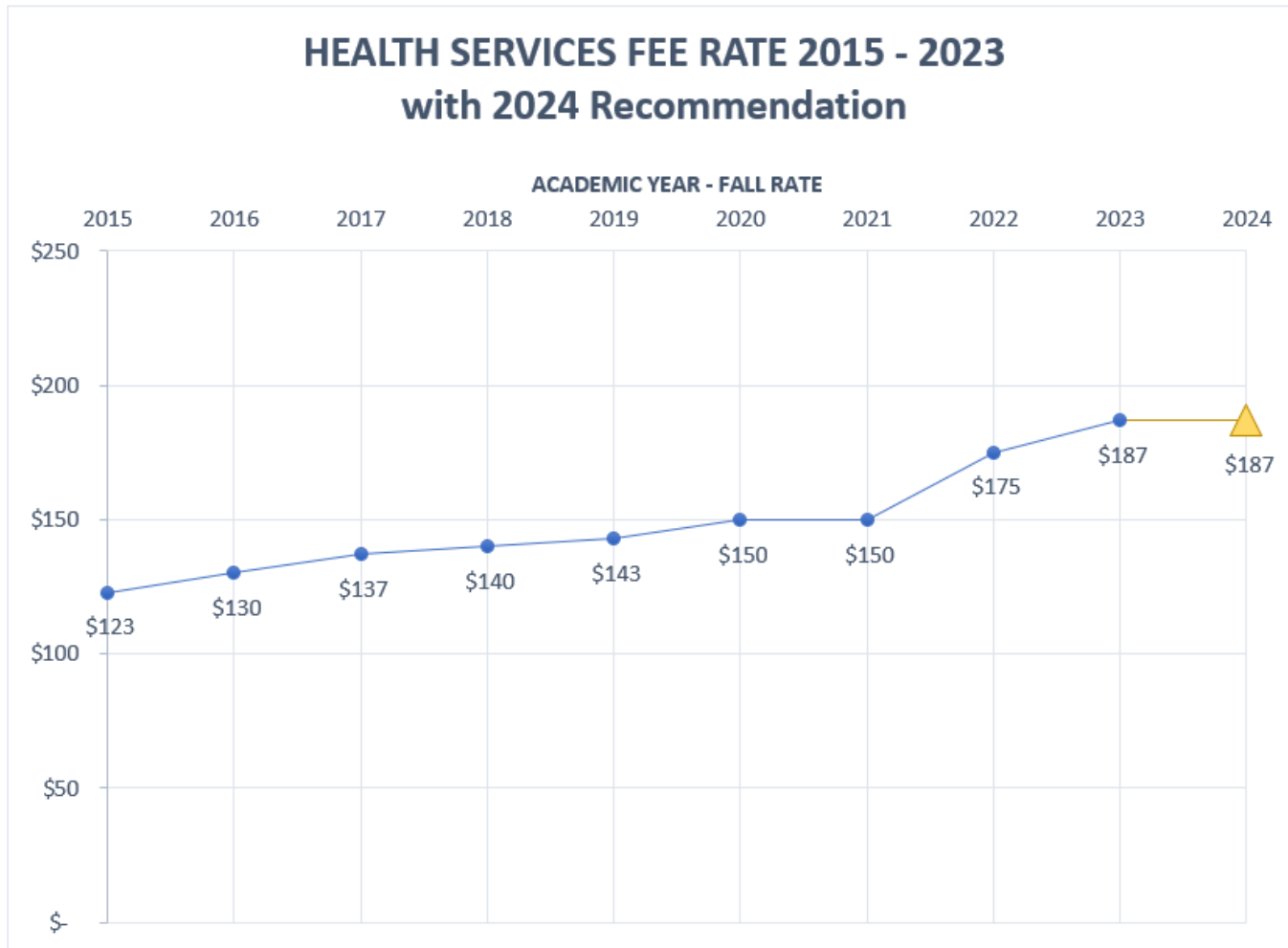
## Recommendation:

Maintain Service Level Expectation: \$187 per term

Collaborate with La Clinica early and often



# Historic Enrollment Fee Recommendations





**MANDATORY ENROLLMENT FEES RECOMMENDATION**  
 For July 1, 2024 through June 30, 2025 & Summer Term 2024

Date: April 9, 2024  
 To: The Board of Trustees of Southern Oregon University  
 From: Dr. Richard Bailey, President

**DESCRIPTION OF FUNDS**

Mandatory Enrollment Fees as authorized and collected according to ORS 352.102. Fees include:

<u><b>BUILDING DEBT SERVICE</b></u>	
Building Debt Service Fee Per Term for Academic Year 2024 - 25	\$52.00
Building Debt Service Fee Per Term for Prior AY 2023 - 24	\$50.00
\$ Change Per Term from Prior Year:	\$2.00
% Change from Prior Year:	4.00%
Building Debt Service Fee - Summer Term 2024	\$39.00
Building Debt Service Fee Prior Summer Term 2023	\$37.50
\$ Change from Prior Year:	\$2
% Change from Prior Year:	4.00%
<u><b>Programs Supported</b></u>	
Building Debt-Service Reserve	<u><b>Est. AY Collections</b></u> \$393,900

<u><b>TECHNOLOGY INFRASTRUCTURE FEE</b></u>	
Technology Infrastructure Fee Per Term for Academic Year 2024 - 25	\$28.00
Technology Infrastructure Fee Per Term for Prior AY 2023 - 24	\$25.00
\$ Change Per Term from Prior Year:	\$3.00
% Change from Prior Year:	12.00%
Technology Infrastructure Fee for Summer Term 2024	\$21.00
Technology Infrastructure Fee Prior Summer Term 2023	\$18.75
\$ Change from Prior Year:	\$2
% Change from Prior Year:	12.00%
<u><b>Programs Supported</b></u>	
Technology Infrastructure	<u><b>Est. AY Collections</b></u> \$212,100

<u><b>STUDENT HEALTH SERVICES FEE</b></u>	
Health Services Fee Per Term for Academic Year 2024 - 25	\$187.00
Health Services Fee Per Term for Prior AY 2023 - 24	\$187.00
\$ Change Per Term from Prior Year:	\$0.00
% Change from Prior Year:	0.00%
Health Services Fee for Summer Term 2024	\$133.00
Health Services Fee for Prior Summer Term 2023	\$133.00
\$ Change from Prior Year:	\$0.00
% Change from Prior Year:	0.00%
<u><b>Programs Supported</b></u>	
Student Health and Wellness Center and Programs	<u><b>Est. AY Collections</b></u> \$1,416,525

**PRESIDENT'S RECOMMENDATION**

[X] Approve [ ] Disapprove

Richard J. Bailey, Jr., Ph.D.  
 President, Southern Oregon University

April 9, 2024  
 Date

# One-Time Matriculation Fee

- Matriculation fee assessed only once to new undergrads
  - Often deferred until fully enrolled/taking courses
- Designed to reduce other student administrative fees that used to exist:
  - Orientation, scheduling, transcripts, degree applications, re-enrollment, etc.
- Also supports 1<sup>st</sup> year interest groups and learning

Recommendation 1: \$0.00 increase in AY 2024-25

\*Recommendation 2: \$25.00 increase (from \$350 to \$375) in AY 2025-26

\*Seeking approval at this time to prepare for AY 2025-26 admissions



ACADEMIC YEAR 2025-26 MATRICULATION (ONE-TIME) FEE RECOMMENDATION  
For July 1, 2025 through June 30, 2026

Date: April 9, 2024  
To: The Board of Trustees of Southern Oregon University Board of Trustees  
From: Dr. Richard Bailey, President

DESCRIPTION OF FUNDS

One-time matriculation fee as authorized and collected according to ORS 352.102:

**ONE-TIME FEES**

Matriculation Fee - Academic Year 2025 - 26	\$375
Matriculation Fee - Prior Academic Year	\$350
\$ Change from Prior Year:	\$25
% Change from Prior Year:	7.14%

<u>Programs Supported</u>	<u>Est. AY 2025-26 Collections</u>
Matriculation Funded Indexes	\$320,000

**PRESIDENT'S RECOMMENDATION**

Approve     Disapprove

Richard J. Bailey, Jr., Ph.D.  
President, Southern Oregon University

April 9, 2024  
Date

# Cost of Attendance

# Housing & Dining Rates Update



# Housing & Dining Rates Update

- *For informational purposes*



Housing	Current	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Greensprings - Double	\$2,937	\$8,553	\$3,054	\$9,163	\$117	\$610	4.00%
Greensprings - Double-as-Single	\$3,879	\$11,298	\$4,034	\$12,102	\$155	\$804	4.00%
Madrone - Single Apartment	\$4,531	\$13,197	\$4,712	\$14,137	\$181	\$940	4.00%
Shasta - Double	\$3,316	\$9,657	\$3,449	\$10,346	\$133	\$689	4.00%
Shasta - Single	\$4,038	\$11,763	\$4,200	\$12,599	\$162	\$836	4.00%
McLoughlin - Double	\$3,493	\$10,170	\$3,632	\$10,897	\$140	\$727	4.00%
McLoughlin - Single	\$4,336	\$12,636	\$4,510	\$13,529	\$173	\$893	4.00%
McLoughlin - Super Single	\$4,770	\$13,899	\$4,960	\$14,881	\$191	\$982	4.00%
McLoughlin - Studio Single	\$4,866	\$14,181	\$5,060	\$15,181	\$195	\$1,000	4.00%

Meals	Current	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Red Plan	\$2,100	\$6,300	\$2,184	\$6,552	\$84	\$252	4.00%
Black Plan	\$2,100	\$6,300	\$2,184	\$6,552	\$84	\$252	4.00%
S Plan	\$1,775	\$5,325	\$1,846	\$5,538	\$71	\$213	4.00%
O Plan	\$1,775	\$5,325	\$1,846	\$5,538	\$71	\$213	4.00%
U Plan	\$1,775	\$5,325	\$1,846	\$5,538	\$71	\$213	4.00%
Rocky Plan	\$1,400	\$4,200	\$1,456	\$4,368	\$56	\$168	4.00%
Hawk Plan	\$980	\$2,940	\$1,019	\$3,058	\$39	\$118	4.00%
Madrone Plan	\$900	\$2,700	\$936	\$2,808	\$36	\$108	4.00%

\*All figures rounded to nearest whole dollar

# Undergraduate Resident Cost of Attendance for AY 2024-25



Tuition	Current per Term	Current Per AY	Proposed per Term @12 SCH	Proposed Per AY	\$ ▲ Per Term / Per Credit	\$ ▲ per AY	% ▲
Resident Undergrad	\$2,580	\$7,740	<b>\$2,712.00</b>	\$8,136.00	\$11.00	\$396.00	5.12%
<b>Mandatory Enrollment &amp; Incidental Fees</b>							
Student Incidental & Green Tag	\$426	\$1,278	<b>\$444.00</b>	\$1,332.00	\$18.00	\$54.00	4.23%
Student Rec Center	\$118	\$354	<b>\$118.00</b>	\$354.00	\$0.00	\$0.00	0.00%
Student Health Services	\$187	\$561	<b>\$187.00</b>	\$561.00	\$0.00	\$0.00	0.00%
Building Debt-Service Fee	\$50	\$150	<b>\$52.00</b>	\$156.00	\$2.00	\$6.00	4.00%
Technology Infrastructure Free	\$25	\$75	<b>\$28.00</b>	\$84.00	\$3.00	\$9.00	12.00%
Composite Fees:	\$806	\$2,418	<b>\$829.00</b>	\$2,487.00	\$23.00	\$69.00	2.85%
Composite Tuition and All Fees:	\$3,386	\$10,158	<b>\$3,541.00</b>	\$10,623.00	\$34.00	\$465.00	<b>4.58%</b>
HECC - Tuition & Mandatory Enrollment Fees:	\$2,842	<b>\$8,526</b>	\$2,979	<b>\$8,937</b>	Academic Year % Change:		<b>4.82%</b>
<b>Housing/Meals</b>							
Shasta Double	\$3,316	\$9,948	<b>\$3,449</b>	\$9,657	\$230	\$0	4.00%
Red Plan	\$2,100	\$6,300	<b>\$2,184</b>	\$6,300	\$50	\$150	4.00%
Composite Housing/Meals Change:	\$5,416	\$16,248	<b>\$5,633</b>	\$16,898	\$280	\$839	4.00%
<b>Cost of Attendance*</b>							
Resident Undergrad	\$8,802	\$26,406	<b>\$9,174</b>	\$27,521	\$314	\$1,304	<b>4.22%</b>

Note: All figures rounded to nearest whole dollar  
 \*Excludes course fees, books, and other special fees or charges required for specific enrollment situations.



**Southern Oregon University  
Board of Trustees  
Finance and Administration Committee**

**RESOLUTION  
Tuition and Fees for Academic Year 2024-25**

Whereas, the Southern Oregon University Board of Trustees (“the board”) has the authority to establish tuition and mandatory enrollment fees in accordance with Oregon Law and other applicable laws and policy, including the Board Statement on Delegation of Authority;

Whereas, the board previously adopted a process for Establishing Tuition and Mandatory Fees;

Whereas, the board authorizes the collection of mandatory student incidental fees that have been recommended jointly by the university president and the recognized student government, and established in accordance with Oregon Law;

Whereas, the university’s Tuition Advisory Council, which is comprised of representatives from various campus constituencies including but not limited to students, student government, faculty, and staff, has recommended to the university president tuition and mandatory enrollment fees for Academic Year 2024-25;

Whereas, after considering numerous factors including but not limited to historical tuition and fee trends, comparative data of peer institutions, the university’s budget and projected costs, anticipated funding including anticipated state appropriation levels, and applicable fee recommendations, the university president has provided tuition and mandatory enrollment fee recommendations for consideration;

Whereas, the University President has recommended to the Finance and Administration Committee that the proposed tuition and mandatory student incidental and enrollment fees schedules be submitted to the full Board of Trustees for consideration and approval; and

Whereas, the president and the board consider a number of factors, including the desire to: create affordable access to programs and courses; encourage a diverse student body; maintain quality academic programs; encourage enrollment, persistence, and graduation of students; maintain the university infrastructure necessary to support the academic, cultural and physical development of its students; and support the educational goals of the State of Oregon;

Now, therefore, be it resolved, that the Finance and Administration Committee of the Board of Trustees of Southern Oregon University hereby recommends the Board of Trustees approve the tuition rates, mandatory student incidental fees and mandatory

enrollment fees as proposed, to become effective July 1, 2024. With this approval, the committee further recommends the board authorize the collection of tuition and mandatory fees for the 2024-2025 academic year.

VOTE:

DATE: April 18, 2024

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University Board Secretary

# Budget Forecast and Review of Pro Forma

# Education & General Fund Revenues

Education and General (in thousands of dollars)	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<b>REVENUES</b>						
<b>Total State Funding (SSCM,ETSF,SELP,BenNav)</b>	27,001	28,157	27,879	29,002	30,158	31,373
Tuition	33,178	34,711	34,070	35,395	36,914	38,207
Fees	4,254	4,157	4,033	4,364	4,486	4,677
Raider Aid (remissions)	(4,002)	(4,055)	(4,301)	(4,135)	(4,312)	(4,463)
<i>Oth tuition &amp; fee adjustments</i>		200	200	200		
<b>Tuition, net of Raider Aid</b>	33,430	35,013	34,002	35,824	37,088	38,421
<i>Non-Recurring 1-Time Revenue</i>		1,000	1,000	1,000	1,000	
Misc. Other Revenue	3,933	3,675	4,046	3,818	3,982	4,121
<b>TOTAL REVENUES</b>	<b>64,364</b>	<b>67,846</b>	<b>66,927</b>	<b>69,644</b>	<b>72,228</b>	<b>73,915</b>

## APRIL UPDATE TO REVENUE PROJECTIONS & OBSERVATIONS

- Slight increase to fee revenue for FY24 – driven by late ASC additions
- Slight tuition estimate increase for FY2025 based on conservative approach
- Future forecasts tempered by FY2025 projection update

# E&G Labor

	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<u>Personnel Services</u>						
Faculty	(14,626)	(14,539)	(13,944)	(14,048)	(14,334)	(14,757)
Unclassified Staff	(10,229)	(10,174)	(10,071)	(9,815)	(9,780)	(10,002)
Classified Staff	(6,845)	(7,335)	(6,868)	(7,263)	(7,779)	(8,119)
Students, GA's, etc	(1,365)	(1,787)	(1,411)	(1,670)	(1,676)	(1,759)
<b>Salaries Sub-total</b>	(33,065)	(33,835)	(32,293)	(32,796)	(33,569)	(34,636)
PERS & ORP (Retirement Pgms)	(7,890)	(8,323)	(8,252)	(8,280)	(8,571)	(8,958)
PEBB (Healthcare)	(7,907)	(8,651)	(8,204)	(8,483)	(8,771)	(9,069)
Other (FICA, SAIF, OPL, etc.)	(2,683)	(3,423)	(3,028)	(3,318)	(3,434)	(3,589)
<b>OPE Sub-total</b>	(18,480)	(20,397)	(19,484)	(20,081)	(20,776)	(21,616)
<i>Vacancy Adj.</i>		250				
<i>Other Adj. to Labor</i>		(260)			(377)	(842)
<b>Net Personnel Services</b>	(51,545)	(54,241)	(51,777)	(52,877)	(54,722)	(57,093)

## APRIL UPDATE TO LABOR PROJECTIONS & OBSERVATIONS

- Faculty – tracking as anticipated if even slightly lower
- Unclassified COLA planning still in process
- Classified salary projections now updated
  - FY24 projection (green column) showing slight decrease due to timing
  - FY25 & FY26 projections updated per bargaining update
- OPE Estimates showing savings from budget
  - PEBB cost projections for FY25 and onward have been re-baselined
  - ‘Other’ category to get updated during Budget development

# Supplies and Services (S&S)

## Education and General

(in thousands of dollars)

	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<u>Supplies &amp; Services (S&amp;S)</u>						
S&S Expenses	(12,863)	(12,292)	(13,744)	(12,231)	(12,527)	(12,840)
AP Program Share (AP)	(1,104)	(1,128)	(1,311)	(1,227)	(1,200)	(1,126)
Capital Expenses (CapEx)	(99)	(240)	(102)	(246)	(251)	(257)
<b>Total S&amp;S, CapEx, AP</b>	<b>(14,066)</b>	<b>(13,660)</b>	<b>(15,156)</b>	<b>(13,704)</b>	<b>(13,978)</b>	<b>(14,223)</b>

## APRIL SUPPLIES & SERVICES (S&S) PROJECTIONS & OBSERVATIONS

- S&S Full fiscal year projections are currently exceeding budget
  - Some unexpected increases include:
    - Title IV & Clery outsourcing
    - Building Repairs
    - Professional Services
    - **Timing?**
- AP Program share increasing
  - More revenue = more revenue share
  - Program growth

# Transfers

	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
Budgeted Transfers (In & Out) <i>Transfers Adjustments</i>	(3,304)	(2,822)	(2,822)	(2,751)	(2,847)	(2,970)
<b>Transfers Net</b> (excluding relief funds)	(3,304)	(2,822)	(2,822)			
<b>Federal Relief Funds Transferred to E&amp;G</b>	3,312	2,879	2,879			
<b>Transfers Net</b> (In & Out of E&G)	8	57	57	(2,751)	(2,847)	(2,970)

## APRIL TRANSFERS PROJECTIONS & OBSERVATIONS

- Slight change from last update
  - Related to labor contract updates as expected
  - Careful monitoring during coming weeks of budget development as fees are determined for Auxiliaries
- Reminder:
  - Final year of Federal HEERF support as offset of expenses
    - Extra monitoring of regular operations post-HEERF for all transfers out of E&G
    - Detailed examination of transfers to commence during Workday transition

# E&G Fund Balance



Education and General (in thousands of dollars)		2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
		2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<b>FUND BALANCE</b>							
	Change in Fund Balance	<b>(1,239)</b>	<b>1</b>	<b>51</b>	<b>312</b>	<b>680</b>	<b>378</b>
	Beginning Fund Balance	6,886	5,883	5,647	5,698	6,010	6,690
	Ending Fund Balance	5,647	5,884	5,698	6,010	6,690	7,068
	<b>% Operating Revenues</b>	<b>8.77%</b>	<b>8.67%</b>	<b>8.51%</b>	<b>8.63%</b>	<b>9.26%</b>	<b>9.56%</b>
	Gross Tuition Contribution Ratio	50.6%	51.2%	50.9%	51.1%	51.6%	52.0%
	Net Tuition Dependency Ratio	51.9%	51.6%	50.8%	51.4%	51.3%	52.0%
	<b>Days of Operations</b>	29.91	30.37	29.82	31.64	34.13	35.08
	<b>Months of Operations</b>	1.00	1.01	0.99	1.05	1.14	1.17

## APRIL FUND BALANCE PROJECTIONS & OBSERVATIONS

- Current fund balance projections very slightly decreased from March
  - Largely due to continued growth in S&S of contract labor
- Larger regular labor impacts felt in FY25 – FY27
  - Contracts + CISR Surge
- Continued monitoring to ensure  $R \geq C$



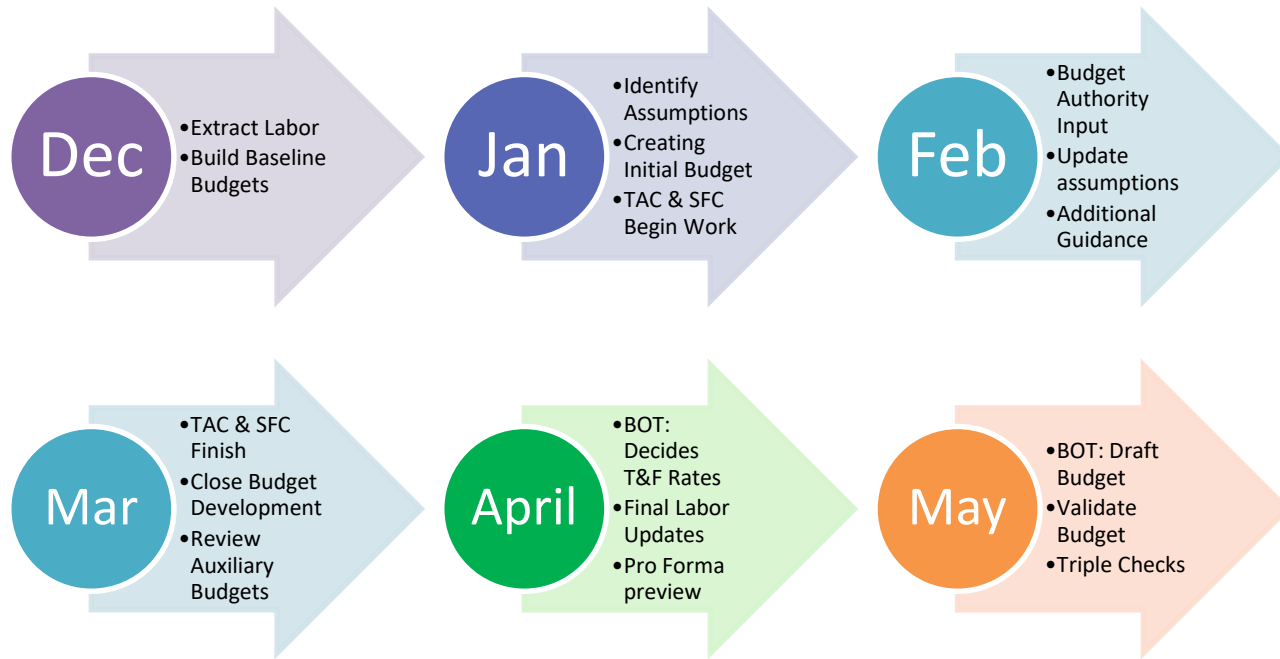
# E&G Pro Forma Projections to FY27

Education and General (in thousands of dollars)	2021-23 Biennium	2023-25 Biennium		2025-27 Biennium		
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<b>REVENUES</b>						
<b>Total State Funding (\$SCM,ETSF,SELP,BeaNav)</b>	27,001	28,157	27,879	29,002	30,158	31,373
Tuition	33,178	34,711	34,070	35,395	36,914	38,207
Fees	4,254	4,157	4,033	4,364	4,486	4,677
Raider Aid (remissions)	(4,002)	(4,055)	(4,301)	(4,135)	(4,312)	(4,463)
<i>Other tuition &amp; fee adjustments</i>		200	200	200		
<b>Tuition, net of Raider Aid</b>	33,430	35,013	34,002	35,824	37,088	38,421
<i>Non-Recurring 1-Time Revenue</i>		1,000	1,000	1,000	1,000	
Misc. Other Revenue	3,933	3,675	4,046	3,818	3,982	4,121
<b>TOTAL REVENUES</b>	<b>64,364</b>	<b>67,846</b>	<b>66,927</b>	<b>69,644</b>	<b>72,228</b>	<b>73,915</b>
<b>EXPENSES &amp; TRANSFERS</b>						
<b>Personnel Services</b>						
Faculty	(14,626)	(14,539)	(13,944)	(14,048)	(14,334)	(14,757)
Unclassified Staff	(10,229)	(10,174)	(10,071)	(9,815)	(9,780)	(10,002)
Classified Staff	(6,845)	(7,335)	(6,868)	(7,263)	(7,779)	(8,119)
Students, GA's, etc	(1,365)	(1,787)	(1,411)	(1,670)	(1,676)	(1,759)
<b>Salaries Sub-total</b>	<b>(33,065)</b>	<b>(33,835)</b>	<b>(32,293)</b>	<b>(32,796)</b>	<b>(33,569)</b>	<b>(34,636)</b>
PERS & ORP (Retirement Pgm)	(7,890)	(8,323)	(8,252)	(8,280)	(8,571)	(8,958)
PEBB (Healthcare)	(7,907)	(8,651)	(8,204)	(8,483)	(8,771)	(9,069)
Other (FICA, SAIF, OPL, etc.)	(2,683)	(3,423)	(3,028)	(3,318)	(3,434)	(3,589)
<b>OPE Sub-total</b>	<b>(18,480)</b>	<b>(20,397)</b>	<b>(19,484)</b>	<b>(20,081)</b>	<b>(20,776)</b>	<b>(21,616)</b>
<i>Vacancy Adj.</i>		250				
<i>Other Adj. to Labor</i>		(260)			(377)	(842)
<b>Net Personnel Services</b>	<b>(51,545)</b>	<b>(54,241)</b>	<b>(51,777)</b>	<b>(52,877)</b>	<b>(54,722)</b>	<b>(57,093)</b>
<b>Supplies &amp; Services (S&amp;S)</b>						
S&S Expenses	(12,863)	(12,292)	(13,744)	(12,231)	(12,527)	(12,840)
AP Program Share (AP)	(1,104)	(1,128)	(1,311)	(1,227)	(1,200)	(1,126)
Capital Expenses (CapEx)	(93)	(240)	(102)	(246)	(251)	(257)
<b>Total S&amp;S, CapEx, AP</b>	<b>(14,066)</b>	<b>(13,660)</b>	<b>(15,156)</b>	<b>(13,704)</b>	<b>(13,978)</b>	<b>(14,223)</b>
1x Cost Reductions, Savings, Outside Support				As Modeled	As Modeled	As Modeled
Recurring S&S Cuts				0	0	750
<i>Personnel and S&amp;S before Transfers</i>	<i>(65,611)</i>	<i>(67,901)</i>	<i>(66,933)</i>	<i>(66,581)</i>	<i>(68,701)</i>	<i>(70,566)</i>
Net from Operations Before Transfers	(1,247)	(56)	(6)	3,063	3,527	3,349
Budgeted Transfers (In & Out)	(3,304)	(2,822)	(2,822)	(2,751)	(2,847)	(2,970)
<i>Transfers Adjustments</i>						
<b>Transfers Net (excluding relief funds)</b>	<b>(3,304)</b>	<b>(2,822)</b>	<b>(2,822)</b>			
<b>Federal Relief Funds Transferred to E&amp;G</b>	<b>3,312</b>	<b>2,879</b>	<b>2,879</b>			
<b>Transfers Net (In &amp; Out of E&amp;G)</b>	<b>8</b>	<b>57</b>	<b>57</b>	<b>(2,751)</b>	<b>(2,847)</b>	<b>(2,970)</b>
<b>TOTAL EXPENSES &amp; TRANSFERS</b>	<b>(65,603)</b>	<b>(67,845)</b>	<b>(66,876)</b>	<b>(69,332)</b>	<b>(71,548)</b>	<b>(73,537)</b>
<b>TOTAL EXPENSES (excluding Federal Relief)</b>	<b>(68,907)</b>	<b>(70,667)</b>	<b>(69,698)</b>			
<b>FUND BALANCE</b>						
Change in Fund Balance	(1,239)	1	51	312	680	378
Beginning Fund Balance	6,886	5,883	5,647	5,698	6,010	6,690
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<b>Days of Operations</b>	<b>29.91</b>	<b>30.37</b>	<b>29.82</b>	<b>31.64</b>	<b>34.13</b>	<b>35.08</b>
<b>Months of Operations</b>	<b>1.00</b>	<b>1.01</b>	<b>0.99</b>	<b>1.05</b>	<b>1.14</b>	<b>1.17</b>

# External Budget Review Update

# **Institutional Budget Committee and Budget Process Updates**

# Budget Development Schedule



# Financial Reserves Stability Target (Action)

# Discussion: Financial Resilience

- Developing an institutional reserves policy that enables effective fund balance preservation and simultaneous departmental access to funds for advancing the institution's mission

General  
Operations  
And  
Labor

# Discussion: Financial Resilience

- **GOAL:** Reserve enough for 1 full Fall term
  - Reserves based on expenses not % of revenues
  - Use prior Fall expenses as baseline for budgeted reserve target in the coming fiscal year

+ Labor & OPE  
+ S&S  
+ Transfers Out  
= Reserve **GOAL**

# Recommendation: Adopt Balanced Approach

Fiscal Year	RESERVES GOAL (Prior Fall Expense +5% escalation)	BALANCED (+5% towards GOAL per FY)	
		Ending Fund Balance*	Additional Reserve \$ Per FY
2025	\$23,222,115	\$8.1M	\$1.2M
2026	\$24,383,221	\$9.8M	\$1.6M
2027	\$25,602,382	\$11.5M	\$1.8M
2028	\$26,882,501	\$13.4M	\$1.9M
2029	\$28,226,626	\$15.5M	\$2.1M
2030	\$29,637,957	\$17.8M	\$2.3M
8yrs later...			
2038	\$43,788,761	\$43.8M	\$4.2M

\*Assumes 100% fund balance retained year-over-year



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

## Update for Board of Trustees April 18-19, 2024



The Workday Student portion of the CISR project was formally kicked off on April 5 with a high-level overview of the project schedule and explanation of how the SOU team and consultants for Alchemy will collaborate to achieve our implementation goals. Planning and discovery meetings are scheduled for the primary work groups through the end of April and into May.

The Student side of Workday features many integrated functions, so our teams will be working closely together throughout the project. The executive committee (President, Provost and VPFA) will be meeting with the project managers (Hart Wilson on our side and two counterparts at Alchemy) every two weeks to track our progress and provide timely decisions as big questions arise.

The primary workstreams for this project are:

- Academic Foundation
- Recruiting and Admissions
- Student Records
- Curriculum and Advising
- Financial Aid
- Student Financials
- Data Conversion
- Integrations
- Reporting

In addition to these functional areas, we also have staff dedicated to managing the testing process (which will be ongoing throughout the project) and helping prepare the campus for the changes that Workday will bring.

Several staff members have already completed initial training offered by Workday to familiarize themselves with how the platform works. While there is understandably some trepidation about how we're going to manage some of the trickier aspects of this transformation, there is also a lot of budding enthusiasm that Workday will offer some solutions that we didn't expect and may simplify some processes.

An overview of the project plan is attached for your reference.



# Future Meetings

# Adjournment