



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

April 12, 2024

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 will hold a regular meeting on the date and at the location set forth below.

In addition to a consent agenda consisting of past meeting minutes, action items on the agenda include the audited financial statements and FY 2023 Annual Financial Report; mandatory student incidental fees for the 2024-25 academic year; tuition and mandatory student enrollment fees for the 2024-25 academic year; and a financial reserve stability target. The board also will review and act on Board Statements on Social Justice, Anti-Racism, and Non-Discrimination; the Responsibilities of Individual Trustees; and Policies.

Regular reports will be delivered to the board from the board's committees; the Associated Students of SOU, SOU Faculty Senate, SOU Staff Assembly; the administrative units of equity, diversity, and inclusion and university advancement; and from the university president.

The board will receive updates on the budget including revenue, the forecast and financial pro forma, the FY 2025 budget committee and process, and the external budget review. Additional updates include those on government relations; the Core Information System Replacement project; and the Equity, Diversity, and Inclusion Work Group of the board.

The meeting will occur as follows:

Friday, April 19, 2024

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/87496339864> 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 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. Public comments also may be delivered by hand or mailed to SOU Board of Trustees, 1250 Siskiyou Boulevard, Churchill Hall, Room 107, Ashland, OR 97520.



Board of Trustees
April 19, 2024



SOU Land Acknowledgement

Call to Order / Roll / Declaration of a Quorum



Board of Trustees Meeting

Friday, April 19, 2024
12:00 – 5:00 p.m. (or until business concludes)
Meese Room, Hannon Library, SOU Campus
Zoom: <https://sou.zoom.us/j/87496339864>

AGENDA

Persons wishing to provide live public comment shall sign up in advance or do so in writing via trustees@sou.edu.
Please note: timings are approximate and items may be taken out of order

- | | | | |
|---------|----------|---|--|
| 10 min. | 1 | Call to Order/Roll/Declaration of a Quorum | |
| | 1.1 | Welcome and Opening Remarks | Chair Daniel Santos |
| | 1.2 | SOU Land Acknowledgment | Trustee Garima Sharma |
| | 1.3 | Roll and Declaration of a Quorum | Sabrina Prud'homme, SOU,
Board Secretary |
| | 1.4 | Agenda Review | Chair Santos |
| 20 min. | 2 | Public Comment | |
| | 2.1 | Invited Public Comment: Associated Professors of Southern Oregon University | Emily Reeder, APSOU,
President |
| | 2.2 | Invited Public Comment: SOU Service Employees International Union (Sublocal 84) | Sage TeBeest, SOU, SEIU
President |
| | 2.3 | Other Public Comment | |
| 5 min. | 3 | Consent Agenda | Chair Santos |
| | 3.1 | January 19, 2024 Minutes | |
| | 4 | Reports | |
| 15 min. | 4.1 | Committee Reports | Trustee Barry; Trustee Franks;
Chair Santos |
| 5 min. | 4.2 | Associated Students of Southern Oregon University Report | Brayden Clayburn, ASSOU,
President |
| 5 min. | 4.3 | SOU Faculty Senate Report | Jackie Apodaca, SOU, Faculty
Senate Chair |

Board of Trustees Meeting
Friday, April 19, 2024
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

- | | | | |
|---------|--------------|---|---|
| 5 min. | 4.4 | SOU Staff Assembly Report | Hart Wilson, SOU, Staff
Assembly Chair |
| 15 min. | 4.5 | Equity, Diversity, and Inclusion (EDI) Report | Jonathan Chavez Baez, SOU,
Interim Associate Vice
President for Equity, Diversity,
and Inclusion |
| 10 min. | 4.6 | University Advancement Report | Janet Fratella, SOU, Vice
President for Advancement and
Executive Director, SOU
Foundation |
| 20 min. | 4.7 | President’s Report | President Rick Bailey |
| 10 min. | BREAK | | |
| | 5 | Action, Information, and Discussion Items | |
| 25 min. | 5.1 | Audited Financial Statements and Annual
Financial Report for Fiscal Year 2022-23
(Action) | Jean Bushong, CliftonLarson-
Allen, Principal; Agnes Maina,
SOU, Controller |
| 15 min. | 5.2 | Mandatory Student Incidental Fees for
Academic Year 2024-2025 (Action) | Brayden Clayburn, ASSO, U,
President; Dillon Straley,
ASSOU, Vice President |
| 30 min. | 5.3 | Tuition and Mandatory Student Enrollment
Fees for Academic Year 2024-2025 (Action) | President Rick Bailey; Dr.
Casey Shillam, SOU; Josh
Lovern |
| 10 min. | 5.4 | Government Relations Update | Marc Overbeck, SOU, Director
of Government Relations; Rob
Patridge, SOU, General
Counsel |
| 20 min. | 5.5 | Budget Update | President Bailey; Dr. Neil
Woolf; Josh Lovern, SOU,
Director of Budget and
Planning |
| | | 5.5.1 FY 24 Revenue Update | |
| | | 5.5.2 Budget Forecast and Review of Pro Forma | |

Board of Trustees Meeting
Friday, April 19, 2024
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

5.5.3 FY 25 Budget Committee and Process

5.5.4 Update on External Budget Review

- | | | |
|---------|---|---|
| 15 min. | 5.6 Enrollment Metrics | President Bailey; Dr. Neil Woolf; Dr. Matt Stillman, SOU, Associate Vice President for Enrollment Management and University Registrar |
| | 5.7 Financial Reserves Sustainability Target (Action) | President Bailey; Josh Lovern |
| 10 min. | 5.8 Student Health and Wellness Center Transition to La Clinica | Dr. Carrie Vath, SOU, Dean of Students; Rob Patridge, SOU, General Counsel |
| 10 min. | BREAK | |
| 15 min. | 5.9 SOU Emergency Planning and Collaboration | Dr. Neil Woolf; Robert Gibson, SOU, Director of Campus Public Safety and Parking; Kelly Burns, City of Ashland Emergency Management Coordinator |
| 10 min. | 5.10 Core Information System Replacement Project Update | President Bailey, Dr. Neil Woolf; Hart Wilson; SOU, CISR Project Manager |
| 10 min. | 5.11 Board Equity, Diversity, and Inclusion Work Group Update | Trustee Christina Medina |
| | 5.12 Amendments to Governing Documents (Action) | Trustee Medina; Sabrina Prud'homme |
| 5 min. | 5.12.1 Board Statement on Social Justice, Anti-Racism, and Non-Discrimination | |
| | 5.12.2 Board Statement on the Responsibilities of Individual Trustees | |
| | 5.12.3 Board Statement on Policies | |

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AGENDA (Continued)

5.13 Future Meetings Chair Santos

6.0 Adjournment Chair Santos

Public Comment

Consent Agenda

Board of Trustees Meeting
Friday, January 19, 2024
12:00 – 5:00 p.m.

MINUTES

Call to Order/Roll/Declaration of a Quorum

Chair Santos called the meeting to order at 12:00 p.m. and welcomed everyone to the meeting. He and the board recognized departing trustees, Dr. Jonathon Bullock and Andrew Gay.

Trustee Brent Barry read the SOU Land Acknowledgment.

The secretary called the roll and a quorum was verified.

Daniel Santos	Present	Shaun Franks	Present
Rick Bailey	Present	Christina Medina	Present
Brent Barry	Present	Mimi Pieper	Present
Jason Mendoza	Present	Liz Shelby	Present
Iris Maria Chavez	Present	Barry Thalden	Present
Sheila Clough	Present	Bill Thorndike	Present
Debra Lee	Present		

Public Comment

Sage TeBeest, President of SEIU, spoke about the then-current collective bargaining session saying that staff have endured, been supportive, and open-minded for the success of SOU. She hopes SOU will honor their sacrifices with a fair contract.

Amy Harper, SOU costume shop assistant and alum said that [staff members] have seen a lot of changes in last five years, comparing the minimum wage of \$15 hr. to high inflation measures. She said SOU is more of a commuter campus but employees, students and alumni can't afford to live in this community.

Consent Agenda (Action)

Trustee Chavez moved to approve the consent agenda consisting of meeting minutes from October 20, 2024. Trustee Lee seconded the motion and it passed unanimously.

Reports

Committee Reports

Trustee Brent Barry provided a summary of the Academic and Student Affairs Committee (ASAC). He said the committee heard updates on faculty workload issues; student success; innovation strategies; and an enrollment goal-setting simulation. A highlight of the meeting was a presentation from Dr. Vath on student support services including the TRIO program. This was followed by a tour of the Stevenson Union including the Center of Belonging and Engagement, the food pantry, the Veteran's program, and Career Connections.

Regarding the Finance and Administration Committee, Trustee Shaun Franks shared notable points from the meeting. The university transitioned to Workday earlier in January and is preparing to start the student phase; it is engaging in an external review of SOU's budget process; and an Institutional Budget Committee was created to guide the FY 2025 budget process. Committee recommendations coming forward for the board's approval are: 1) the capital projects prioritization including the Creative Industries project; and 2) the softball complex. Lastly, the committee discussed a financial stability target.

Chair Santos reported on the activities of the Executive, Audit, and Governance Committee (EAGC). Their agenda included a report from SOU's internal auditor, David Terry in the areas of a financial aid audit, the hotline, preparatory work on a Veteran's Program engagement, and possible future activities. The external audit has been delayed and will be presented to the board in April; Jean Bushong and Agnes Maina discussed this topic. Regarding Senate Bill 273, SOU has been a leader in implementing its provisions. The committee also discussed upcoming officer elections and learned that Bill Thorndike will chair an elections work group that Trustees Chavez and Mendoza will serve on as well.

ASSOU Report

President Brayden Clayburn provided an update on numerous activities of the Associated Student of Southern Oregon University (ASSOU). He announced new leaders in ASSOU for the vice president, speaker of the senate, and vice speaker. The Student Fee Budget and Allocation Committees have started up; SOU representatives will soon attend a statewide luncheon on legislative priorities; and President Clayburn will attend the upcoming Oregon Student Association's executive meeting at University of Oregon. Additionally, SOU will be taking 14 students to the upcoming Lobby Day; ASSOU committees are reviewing and revising bylaws and rules; and ASSOU is looking forward to the possibility of holding blood drives.

SOU Faculty Senate Report

Jackie Apodaca, chair of the SOU Faculty Senate, was not present but emailed the board with her comments about difficulties faculty are facing with getting textbooks for their classes and seeking open educational resources or anything online.

SOU Staff Assembly Report

Staff Assembly Chair, Hart Wilson, reported that the assembly administered a survey and everyone felt that SOU's equity, diversity, and inclusion efforts should be everyone's concern. They are also looking at workload issues, guided the faculty's recent process. Reporting on various other topics, she said the super-cabinet structure is going well; the assembly has plans for a listening session; they are excited that unclassified staff increases are being considered; and the assembly continues work on its Bylaws.

Equity, Diversity, and Inclusion (EDI) Report

Jonathan Chavez Baez presented the EDI vision and plan, as detailed in the meeting materials. To operationalize this plan, SOU will focus on retention, recruitment, education and professional development, partnership building, and lifelong connections to SOU, which were explained in depth. For 2024, Mr. Chavez Baez lead will the creation of a Hispanic-serving institution taskforce, launch strategic programming for the five focus and financial aid, and

reconfigure the President's Committee on Equity and Diversity. The native nations liaison will work on getting a memorandum of understanding with Oregon's Tribes.

Much discussion ensued regarding the demographic shifts in the region along with significant workforce shortages statewide. SOU's EDI work intersects well with the employers looking to grow and diversity their workforces to the mutual benefits of students and employers.

University Advancement Report

Vice President Janet Fratella delivered an overview of the SOU Foundation (SOUF), beginning with a review of its mission and vision. She discussed growth of the SOU alumni network; growth in the value of media coverage; growth in the advertising value of SOU's marketing; and current areas of focus in marketing including search engine marketing, display ads, sponsored stories, and billboards. She reviewed grants applications to awards resulting in growth to nearly \$10M in awards. Regarding giving, she highlighted the a \$40.5M endowment, the lower cost of a dollar raised at \$.20, an FY 2024 goal of \$11M, FY 2023 results of \$11M; numerous individual donors, and board giving. The university is still in the silent phase of a \$100M fundraising campaign, having raised \$28.9M to date.

President's Report

President Bailey provided an update on his goals in the areas of justice, equity, diversity, and inclusion; student enrollment, support and success; a long-term fiscal sustainability roadmap; strengthening internal and external outreach; and positioning the university or an inaugural comprehensive campaign. All goals have numerous activities underway. Regarding a strategic plan, the conversation will start around 2025-26 as financial stabilization, an enrollment and retention roadmap, and a more complete post-pandemic picture are expected

President Bailey praised Dr. Susan Walsh, who is retiring and noted that Dr. Casey Shillam will be SOU's new provost. A search is underway for the vice president for finance and administration, the vice president for EDI position will not be filled immediately, and the general counsel's portfolio now includes government relations. Dr. Bailey also discussed fiscal stability and growth, focusing on the revenue-generating projects, noting there is significant solar growth and SOU is not counting savings yet. Lastly, Dr. Bailey reviewed his community engagements and events, including a cabinet celebration of Dr. Woolf, who was appointed as the president of New Mexico Highlands University.

Action, Information, and Discussion Items

External Audit Update

Jean Bushong, principal at CliftonLarsonAllen (CLA) noted the scope of the audit engagement was the audit of the financial statements and the single audit for financial aid, assuring reader that they can rely on the statements. Management has responsibilities for both the financial statements and the compliance for those federal dollars, governance's oversight and the auditor's responsibilities, differentiating responsibilities from those of the internal auditor. There are two unique standards affecting the audit this year: GASB 94, affecting public-private and public-public partnerships and GASB 96 affecting the accounting for subscription-based technology. Management is finalizing the implementation of these standards into SOU's FY 2023 financial statements.

The auditor's testing is ongoing, there is nothing to report at this time, and CLA plans to file the statements before the March 31 deadline Ms. Bushong said that management was and continues to be very helpful in the process. Controller Agnes Maina reviewed the audit timeline starting March 30 and draft financial statements were provided to the auditors two weeks ago. The report will be available in the April meeting for further discussion.

Accreditation Update

Provost Walsh said the accreditation site team was at SOU in October. She reviewed four commendations: planning and development on the new general education model; the prioritization of student access and success amidst the pandemic, wildfires and other challenges; faculty and staff resiliency and commitment; and President Bailey's bold, transparent action to address financial issues. Dr. Dan DeNeui reviewed the recommendations: demonstrate a continuous process to assess institutional effectiveness; set goals and objectives to define mission fulfillment; benchmark disaggregated student achievement and use the data to inform student achievement goals; demonstrate the results to improve learning outcomes and support services; publicize learning outcomes; and create a regular and substantive interaction policy.

The next steps are to meet the accreditor in Seattle where they deliberate, provide feedback, and then a month later, SOU expects to receive the approval. The accreditor, NWCCU knows this work takes time and they will monitor from afar.

Core Information System Replacement (CISR) Project Update

Chief Information Officer Tom Battaglia reported that SOU went fully live on the human resources, finance, and payroll portions of Workday on January 2, 2024. It required a lot of work and there are very weary people. An important milestone was reached in testing: after the second parallel test, payroll ran at 99 percent accuracy and the target was 97 percent. There was a six-month extension and two modules in scope were added, yet SOU is meeting its project budget target and will probably end up at 101 percent of budget for this phase.

The university is ramping up efforts for Phase 2, as Drs. Matt Stillman and Karen Stone are helping to lead this work. They are looking at everything from training to staff augmentation, as SOU cannot have a negative impact on service levels to students. Vice Chair Clough suggested quantifying Workday efficiencies to examine in the context of workload issues or relief. President Bailey praised Mr. Battaglia for his project leadership.

Budget Update

Dr. Neil Woolf introduced the topic and explained that revenue estimates remain conservative, as the one-time funding of \$25M allocated to the technical and regional universities is looking feasible to support the CISR project, marketing, and the benefits navigator position. The HECC true-up resulted in 1\$163K from HECC's earlier projections and next year, it's also reduced by -\$169K.

President Bailey explained that in SOU's continued refinement of processes, it was discovered that there was a data transfer issue with the way courses like OLLI and training

courses counted in the pro forma. The pro forma assumed those were full-tuition paying students, but they don't pay the same rate. So, there was an over-inflation of tuition revenue by \$847K this year and \$926K next year. Refinement efforts include the validation of data into budget models, pro form formulas will be validated quarterly. Future efforts include an external review and trip-wire development processes in Workday. Josh Lovern explained that the review resulted in an update to projections, and various other adjustments were made based on several factors such as labor, lottery funding, and others. Overall, the university was projected to be down by \$195K and "in the black" moving forward. President Bailey is confident SOU can monitor its spending and bring it in line.

Dr. Neil Woolf reviewed the charge of the Institutional Budget Committee, the membership, and their upcoming training. The budget development schedule started in December and culminates in June of each year, which is not a rigid timeline.

Capital Projects Prioritization (Action)

Chair Santos said the board regularly approves the prioritization of capital projects, which helps SOU to compete for funding for capital projects, along with the other OPU's. The Finance and Administration Committee has reviewed the prioritization and has recommended it to the board's for approval. Dr. Neil Woolf noted that it is the same prioritization as a couple of years ago, as SOU's priorities as well as the HECC's scoring matrix remain unchanged. Although SOU's Creative Industries project scored highly, the legislature only funded the top three projects. It is expected that this project will be at the top of the list for the next biennium and SOU has strengthened its proposal.

Trustee Thorndike moved to approve the Capital Projects Prioritization, as presented. Trustee Franks seconded the motion and it passed unanimously.

Expenditure Authorization: Design Services Contract and SOU Softball Project (Action)

Dr. Woolf and Matt. Sayre discussed the progress of the Softball Project and asked the board to approve the expenditure for the design service contracted. The Finance and Administration Committee reviewed this item and has recommended it to the board for approval. Mr. Sayre noted that SOU would not be in the position to build the complex if it did not have three national championships in last four years. Donors are very interested in having a complex to reflect the performance of SOU's athletes and coaching staff. The sport of softball was added in 2001 and SOU is still using that equipment. Following a bid process, SOU selected KSW for design services at a cost of \$305K, has fundraised 100K, and has \$500K in donor funds banked. Mr. Sayre reviewed renderings of the proposed complex. Much discussion ensued regarding maintenance and expected cost savings.

Trustee Thorndike moved to approve the resolution for the expenditure of a design service contract for the Expenditure Authorization for Design Services Contract and Conditional Approval of SOU Softball Complex, as presented. Trustee Clough seconded the motion and it passed unanimously. Trustee Brent Barry was not present for the vote.

Government Relations Update and 2024 Legislative Session Priorities

Rob Patridge reported that the good news HECC approved the \$25M piece to ask the legislature for the additional \$18M. He reviewed the combined legislative agenda of the OPUs for the 2024 session. Supporting students on campus requires \$6M for Strong Start programs and \$6M for emergency needs. In preparing students to meet Oregon's workforce needs the OPUs are seeking \$30M to boost the semiconductor workforce and talent pipeline. For the behavioral health workforce, the OPUs are requesting \$6.2M to create more licensed professionals and Senator Golden is sponsoring that bill. The university is also seeking \$6M to complete Central Hall. Mr. Patridge added that an offer was made for a government relations director and he thanked Trustee Chavez and Chair Santos for their assistance.

2024 Recommendation of SOU Honorary Degree (Action)

President Bailey and Provost Walsh discussed SOU's Honorary Degree and made a recommendation to the board to support the nomination of Mr. Sid DeBoer. President Bailey separated the idea of Mr. DeBoer's contributions to SOU and instead recognized him for what he also has done writ large for business, the community and the world, how he built his business and beyond. Dr. Susan Walsh, who chaired the Honorary Degree Committee prescribed by the board, said the committee followed the policy to the letter and used the criteria the board established. Discussion ensued about Mr. DeBoer's contributions locally to internationally.

Trustee Thorndike moved to approve the 2024 recommendation to award an SOU Honorary Degree to Sid DeBoer. Trustee Clough seconded the motion and it passed unanimously.

Board Equity, Diversity, and Inclusion Work Group Report

The board's EDI Work Group chair, Trustee Medina, reviewed a draft of the Board Statement on Social Justice, Anti-Racism, and Non-Discrimination with trustees. She asked trustees to review the statement closely and invited trustees' constructive feedback on the relevant, important and timely statement, as the work group has been gathering information and would seek the board's approval on it in April.

SOU Board of Trustees Officer Election Process

Chair Santos referred to the Board Statement on Officer Elections and discussed the board's officer elections process. He announced that he was appointing a work group to gather information for upcoming officer elections in June. Trustee Bill Thorndike will chair the committee; Trustees Iris Maria Chavez and Jason Mendoza will also serve on the work group, which the board secretary will support.

Future Meetings

Chair Santos said the next meeting of the board is April 19, 2024 at noon. If trustees have agenda items for a future meeting, he asked them to send them to the board secretary.

Collective Bargaining Update [Executive Session Pursuant to ORS 192.660 (2)(d)]

Chair Santos said that pursuant to ORS 192.660(2) (d), the committee would enter into an executive session to conduct deliberations with persons designated by the governing body to carry on labor negotiations. He said no final actions or decisions would be made during this

session. At the end of the executive session, the committee would return to open session and welcome members of the public back to the meeting and the videoconference (if any remain). Following the executive session, which was expected to conclude in approximately 15 minutes, online attendees would be able to use the meeting link to rejoin. In addition to SOU board members, the following persons were permitted to remain for the executive session: Rob Patridge, Neil Woolf, Brian Caulfield, and Alana Lardizabal.

At the conclusion of the executive session, Chair Santos returned the meeting to a public session.

Adjournment

Chair Santos adjourned the meeting at approximately 3:50 PM.

Committee Reports



Associated Students of Southern Oregon University Report



SOU Faculty Senate Report



SOU Staff Assembly Report

Equity, Diversity, and Inclusion Report



EQUITY, DIVERSITY, & INCLUSION

SOUTHERN OREGON UNIVERSITY

Jonathan Chavez Baez M.A.
Assistant Vice President
for Equity, Diversity, & Inclusion



EDI Update

- **Climate Survey Findings Report Card**
- **Native Initiates & Efforts**
- **Proposed Office Structure**
- **EDI Key Performing Indicators & Metrics**



Climate Survey (2022) Report Card

Key Findings

- Lack of Sense of Belonging
- Lack of Sense of Value
- Discrimination on Campus
- Safety on Campus
- Sufficient Programs and Resources for Success of Diverse Campus Community
- Campus Diversity

Climate Survey (2022) Report Card

✓	Completed/Met
✓	In progress
✓	Not Started/Not Met

Initiative/Effort Progress: 75%

Climate Survey (2022) Report Card						
Key Finding	Target population(s)	Goal	Effort & Initiative	✓	✓	✓
Lack of Sense of Belonging	Faculty & Staff	Create Affinity groups for HMG employees to foster sense of belonging to reduce attrition.	MOSAIC - Affinity group for HMG & Allies			X
Lack of Sense of Belonging	Students, Faculty, & Staff	Create local resource guide to foster sense of belonging to reduce attrition.	Inclusive Living Guide			X
Lack of Sense of Belonging	Faculty & Staff	Develop cohort program for new hires to guide them through their 1st year of SOU employment through monthly or bi-monthly gatherings to learn, meet campus partners, identify ways to be involved -- eventually tie to MOSAIC to increase engagement and sense of belonging.	SOU: The First Year	X		
Lack of Sense of Belonging	HMG Students	Bridge the gaps and mitigate the barriers faced by historically marginalized groups of students (HMG) by creating a network of departments that work together to create the belonging that lends itself toward the engagement necessary to persist.	Blueprint 2.0		X	
Lack of Sense of Belonging	HMG Students	Annual sponsorship for students to attend local conferences focusing on EDI & other related areas to enhance professional development and increase access to networking opportunities.	Student Professional Development			X
Lack of Sense of Value	Faculty & Staff	Understand the challenges and barriers employees face on campus related to job expectations, value, and sense of belonging which impact employment retention on campus to reduce attrition.	Faculty & Staff Focus Groups		X	
Discrimination on Campus	Students, Faculty, & Staff	Create the space to hold respectful conversations across difference by offering strategic programming emphasizing civil discourse.	Discourse & Difference			X
Safety on Campus	Students, Faculty, & Staff	Explore ways to continue to enhance feelings of security and safety on campus	Installation of Security Cameras		X	
Sufficient programs and resources for success of diverse campus community	Students, Faculty, & Staff	Create a long-term vision for the future, office structure, and strategic initiatives in accordance with Strategic Direction IV and build a community of learners who know they belong, who are confident that they can persist, and who see themselves flourish.	EDI Vision Plan & Structure		X	
Campus Diversity	Students	Create set schedule of outreach letters for student participants in specific pipeline programs - Yield to SOU	Youth Programs Milestone Letters	X		
Campus Diversity	Students	Create a direct collaboration with Office for EDI's efforts and student recruitment to increase student numbers from historically marginalized groups.	Shared Position with Admissions & Youth Programs		X	
Campus Diversity	Faculty & Staff	Strategic focus to recruit a diverse pool of prospective employees from HMGs	Search Advocate Program	X		
HMG - Historically marginalized groups						

Climate Survey (2022) Report Card

Climate Survey (2022) Report Card					
Goal	✓	✓	✓	✓	Completed/Met
Utilize survey and assessment tool for greater focus in the work		X		✓	In progress
Develop additional data-driven initiatives and programming			X	✓	Not Started/Not Met
Establish goals consistent with SOU's commitment to EDI			X		Goal Progress: 100%
Use data to develop goals and monitor progress from year to year		X			
Aim for incremental improvement in neutral to negative ratings of experiences and perceptions		X			



Native Initiatives & Efforts

➤ **Making Connections (On-Campus)**

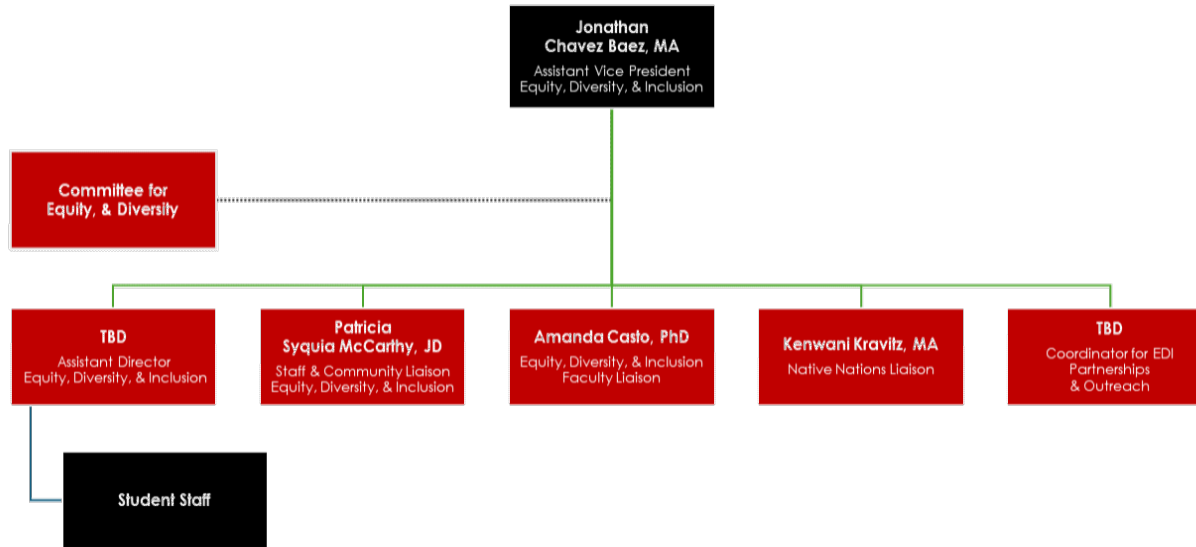
- Native American Student Union (NASU) & Powwow
- Native Studies Program (NAS)
- Talking Circles
- Academic Departments Collaboration
- Campus Student Visits
- Youth Programs

➤ **Making Connections (Community)**

- Outreach to Oregon's 9 federally recognized tribes
- Higher Education Coordinating Commission Tribal Liaison

➤ **Education Equity Grant**

Proposed Office Structure





NASH Equity Action Framework

- The framework is designed to promote explicit and sustained engagement with equity by looking deeply to examine and act on the role of university systems in addressing systemic inequities that are institutionalized, however unintentionally, within our colleges and universities.
- Ultimately, this tool will enable higher education systems to assess their progress toward, and act on the adoption and integration of essential equity practices.



NASH Equity Framework Assessment

The framework focuses on nine categories; The essential equity practices for self-assessment and action as followed:

- 1) Public Commitment
- 2) Leadership
- 3) Data
- 4) Policy
- 5) Curriculum and Co-Curriculum
- 6) Student Success Interventions and Treatment
- 7) Faculty and Staff Hiring, Retention, Promotion, And Rewards
- 8) Professional Development
- 9) Community Engagement



EDI Metrics | Equity Scorecard

The Equity Scorecard is an instrumental that will offer greater awareness and accountability for equity gaps across key areas of the institution which are relevant to impacting equity, diversity, and inclusion using measurable key performance indicators.



Key Performing Indicators

➤ **Student Success**

- Retention & Completion
- Engagement & Belonging
- Access: Financial Aid

➤ **Campus Diversity**

- Enrollment of Diverse Students
- Employee Diversity
- Academics & Extracurricular



Key Performing Indicators

- **Employee Retention & Development**
 - Programming
 - Workshops & Trainings
 - Affinity Groups

- **Campus Climate**
 - Climate Survey
 - Focus Groups



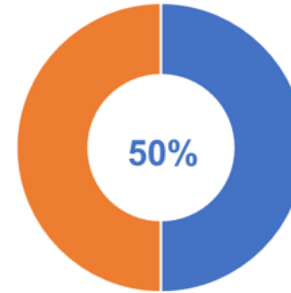
NASH Equity Scorecard Metrics

Scale of Adoption	Range of Scores	Definition
Not Present	0%	System currently not following this practice
Beginning	<25%	Practice present in limited ways in the system administration/office and on some campuses
Emerging	25 – 50%	Practice present in the system administration/office and on a majority of campuses and plans exist to scale activities and build frameworks for campus collaboration
Established	50 – 75%	Practice implemented broadly within the system administration/office and with some cross-campus collaboration, but significant areas for improvement exist
Systemness	75 – 100%	Practice implemented across the system and at depth that reflects core system priority and supports collaboration and sharing of resources across campuses

National Association of Higher Education Systems (NASH)


NASH Equity Scorecard Metrics

The institution has a dedicated and filled leadership role for leading Equity, Diversity, & Inclusion efforts	Y/N
CDO or equivalent position on campus	Y
CDO or equivalent position on campus is member of senior leadership team/cabinet	Y
CDO or equivalent position on campus has a dedicated budget to implement and support EDI initiatives and efforts.	N
CDO or equivalent position on campus has support staff to implement EDI initiatives and efforts	N
Total	50%



Scale of Adoption	Range of Scores	Definition
Not Present	0%	System currently not following this practice
Beginning	<25%	Practice present in limited ways in the system administration/office and on some campuses
Emerging	25 – 50%	Practice present in the system administration/office and on a majority of campuses and plans exist to scale activities and build frameworks for campus collaboration
Established	50 – 75%	Practice implemented broadly within the system administration/office and with some cross-campus collaboration, but significant areas for improvement exist
Systemness	75 – 100%	Practice implemented across the system and at depth that reflects core system priority and supports collaboration and sharing of resources across campuses

NASH Equity Scorecard Metrics

The institution has a dedicated and filled leadership role for leading Equity, Diversity, & Inclusion efforts		
CDO or equivalent position on campus	Y	
CDO or equivalent position on campus is member of senior leadership team/cabinet	Y	
CDO or equivalent position on campus has a dedicated budget to implement and support EDI initiatives and efforts.	Y	
CDO or equivalent position on campus has support staff to implement EDI initiatives and efforts	Y	
Total	100%	

Scale of Adoption	Range of Scores	Definition
Not Present	0%	System currently not following this practice
Beginning	<25%	Practice present in limited ways in the system administration/office and on some campuses
Emerging	25 – 50%	Practice present in the system administration/office and on a majority of campuses and plans exist to scale activities and build frameworks for campus collaboration
Established	50 – 75%	Practice implemented broadly within the system administration/office and with some cross-campus collaboration, but significant areas for improvement exist
Systemness	75 – 100%	Practice implemented across the system and at depth that reflects core system priority and supports collaboration and sharing of resources across campuses



Metrics & Targets

- **NASH Assessment Audit**
- **Metric Development**
 - Collaboration with Campus Stakeholders
 - Realistic and Attainable Targets & Goal Setting
 - Year-to-Year (fall to fall) and Biennially review

Metrics & Targets

EDI Metrics & Target Scorecard											
Strategic Plan Alignment	Goal/Lagging Indicator *	Recruitment/Actions	Target population(s)	Frequency for Review	Starting Point	Target	Actual	How can data be collected to support this KPI?	✓	✓	✓
Section: Recruitment KPI's											
Section: Retention & Completion KPI's											
Section: Academic KPI's											
Section: Belonging & Engagement KPI's											
Section Faculty and Staff KPI's											
Institutional Efforts											



Questions?

University Advancement Report



President's Report

Fiscal Year 2023 Annual Financial Report and Audited Financial Statements

[Click here for SOU 2023 Annual
Financial Report](#)

[Click here for SOU 2023
Single Audit Report](#)



Southern Oregon University

Fiscal Year June 30, 2023

Financial Statement Audit and Single Audit Results



Agenda

✓ Scope of Engagements

📁 Responsibilities under GAAS

💎 Unique Items

📄 Results of Financial Statement Audit

📄 Review of Financial Statements

📢 Required Auditor Communications

🏛️ Results of the Single Audit

? Conclusion & Questions



Scope of the Engagements



Financial Statement Audit



Single Audit (Compliance)



Responsibilities under US Generally Accepted Auditing Standards (GAAS)



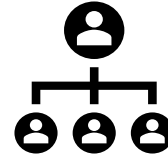
Opinion: Financial statements in conformity with U.S. GAAP in all material respects.



Reasonable assurance free from material misstatement; not absolute



Risk-based audit: What is the risk of material error due to error, fraud, or noncompliance?



Our audit does not relieve management of its responsibilities.



Opinion is not over internal controls; opinion is over financial statements

Customized. Risk-based. Performed by Industry Professionals.



We'll Get You There

GASB Statement 94, Public-Private and Public-Public Partnerships and Availability Payment Arrangements (PPP)

Initial Workday Transition

Unique Audit Issues

GASB Statement 96, Subscription-Based Information Technology Arrangements (SBITA)



Financial Statement Audit Results

Independent Auditors' Report

- Opinion – **Unmodified**
 - Basis for Opinion
- Auditors' Responsibility
- Management's Responsibility
- Required Supplementary Information
- Supplementary Information
- Government Auditing Standards Report

One Audit Adjustment

- Correct Lease Income for long term contract by increasing revenue by \$109K

One Passed Audit Adjustment

- Correct current and long-term portion of lease receivable by increasing current portion by \$91K.



Financial Statement Internal Control Results

Significant Deficiencies or
Material Weaknesses

Other Control Deficiencies and Best Practices

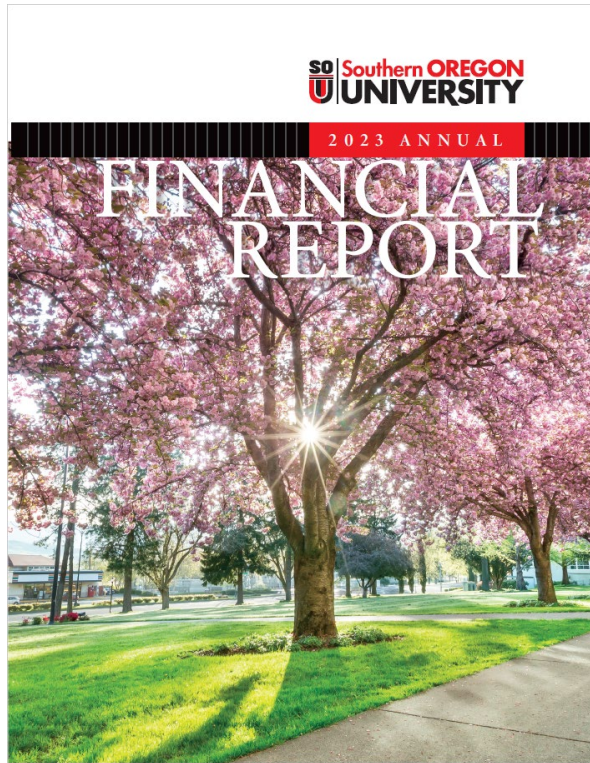
None

Adequate User access
controls within accounting
system (Banner)

Delayed financial reporting
and close – Need to
evaluate resources to
ensure timely reporting as
Workday is implemented



Presentation of Financial Statements



SOUTHERN OREGON UNIVERSITY

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Required Auditor Communications



Qualitative Aspects of
Accounting Practices

New policy: GASB No. 96 & 94
Accounting Estimates
Financial Disclosures



Difficulties Encountered in Performing the Audit – None



Uncorrected Misstatements:

One – Lease Receivable



Corrected Misstatements:

One – Lease Income

Required Auditor Communications



Disagreements with Management

None



Management Representations

Completed as of March 6, 2024



Management Consultations with other
Independent Accountants

None



Significant Issues Discussed with
Management Prior to Engagement

None



Other Audit Findings or Issues

None; Only Verbal Internal Control Deficiencies and Best Practices



Single Audit Results

Total federal
spending for
FY23
\$23.7 million

Unmodified
opinion over
Compliance

No Material
Weaknesses
over
Compliance or
Internal
Controls

Three
Internal
Control and
Compliance
findings

1 Major Program Audited

Student Financial
Aid Cluster - \$22.2M



Single Audit Results – Noncompliance

2023-001 – Student Reporting

- SOU Reports Student Enrollment and Major to the Department of Education
- 40 instances where student's enrollment information was not accurately or timely reported to the Department of Education

2023-002 – Outstanding Refund Checks

- Refunds to students that are outstanding (Checks issued but not cashed) for 240 days need to be returned to Department of Education
- 9 outstanding checks tested were not returned

2023-003 – Third Party Servicer Contracts

- SOU needs to provide contract with third party who processes student refunds to the Department of Education.
- No record or support that the contract was provided to the Department of Education



Conclusion

Both Financial Audit and Single Audit were successfully submitted to the regulatory agencies in March 2024



Federal Audit Clearinghouse



Department of Education



We'll get you there.

CPAs | CONSULTANTS | WEALTH ADVISORS

THANK YOU!

Management and
staff were extremely
cooperative and
helpful.

Questions?



Bryan Simkanich, CPA
Singing Director
407-802-1235
Bryan.Simkanich@CLAconnect.com

Jean Bushong, CPA
Principal
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**Southern Oregon University
Board of Trustees**

**RESOLUTION
Acceptance of Annual Financial Report Including
Audited Financial Statements for FY 2023**

Whereas, the independent certified public accounting firm, CliftonLarsonAllen, LLP, has completed its review of the financial statements of Southern Oregon University for the fiscal year ended June 30, 2023;

Whereas, the Board of Trustees has reviewed the SOU 2023 Annual Financial Report including the audited financial statements;

Whereas, the Executive and Audit Committee of the Board of Trustees met with the external auditor, performed a satisfactory review of these documents, and recommends the Board's acceptance of the report and statements;

Whereas, the Board of Trustees also met with the external auditor and performed a satisfactory review of these documents; Now therefore,

Be it resolved, that the Board of Trustees of Southern Oregon University hereby accepts the SOU 2023 Annual Financial Report including audited financial statements for the fiscal year ended June 30, 2023.

VOTE:

DATE: April 19, 2024

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 Incidental Fees:	\$544.00	\$1,632.00	\$562.00	\$1,686.00	\$18.00	\$54.00	3.31%



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:

Table with 2 columns: Description and Amount. Rows include Student Incidental Fee (Academic Year 2024-25, Prior AY 2023-24, % Change) and Summer Term 2024 (Incidental Fee, Prior Summer Term, % Change).

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

Table with 2 columns: Description and Est. AY Collections. Row: Student Incidental Fee \$3,257,250

GREEN TAG FEE

Table with 2 columns: Description and Amount. Rows include Green Tag Fee Per Term for Academic Year 2024-25, Prior AY 2023-24, and % Change.

Programs Supported

Table with 2 columns: Description and Est. AY Collections. Row: Green Tag Projects \$106,050

RECREATION CENTER FEE

Table with 2 columns: Description and Amount. Rows include Recreation Center Fee Per Term for Academic Year 2024-25, Prior AY 2024-25, and % Change.

Programs Supported

Table with 2 columns: Description and Est. AY Collections. Row: Recreation Center (Building, Debt Service, Core Salaries, etc.) \$893,850

JOINT RECOMMENDATION

[X] Approve [] Disapprove

Signature of Brayden Clayburn, President, Associated Students of Southern Oregon University

Date 4-10-24

[X] Approve [] Disapprove

Signature of Dr. Richard Bailey, President, Southern Oregon University

Date 04/11/2024

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

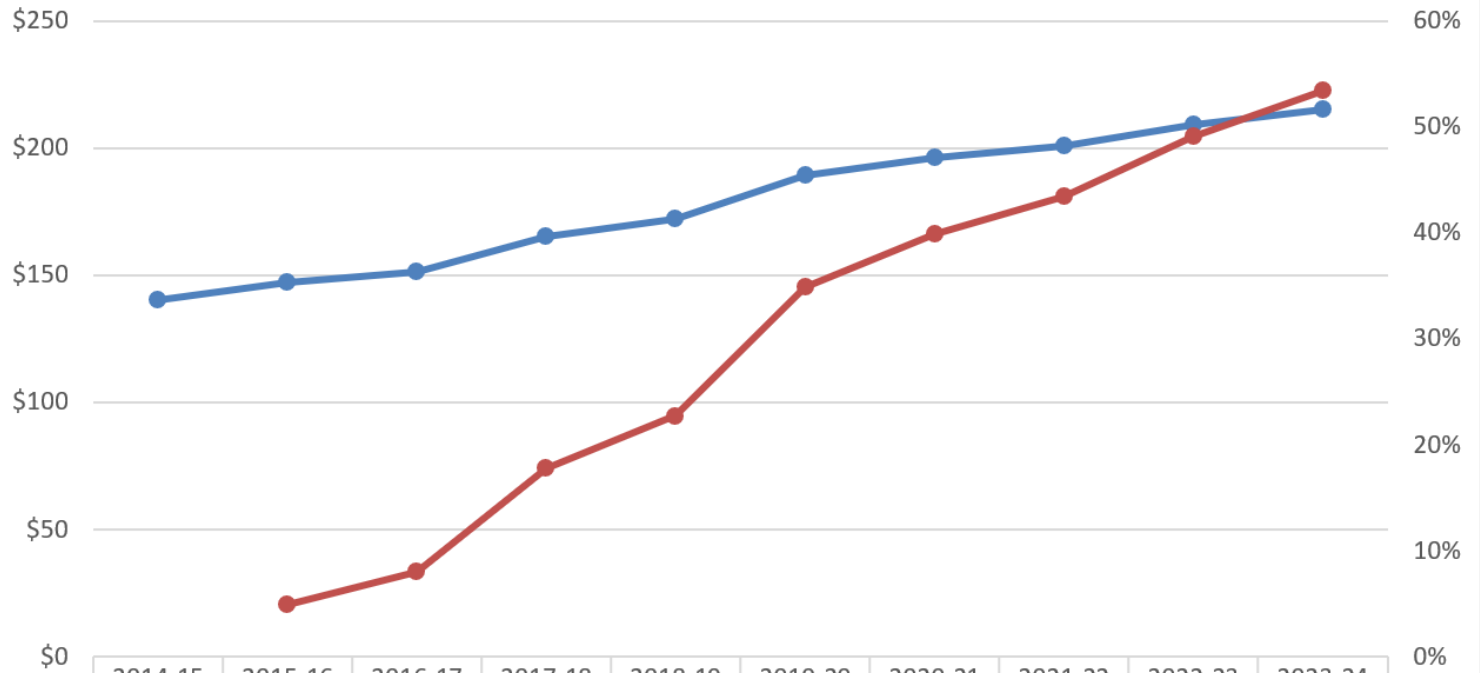
- Each public university listed in ORS 352.002 (Public universities) shall have an advisory body to advise the president of the university on the president's recommendations to the governing board regarding resident tuition and mandatory enrollment fees for the upcoming academic year.

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



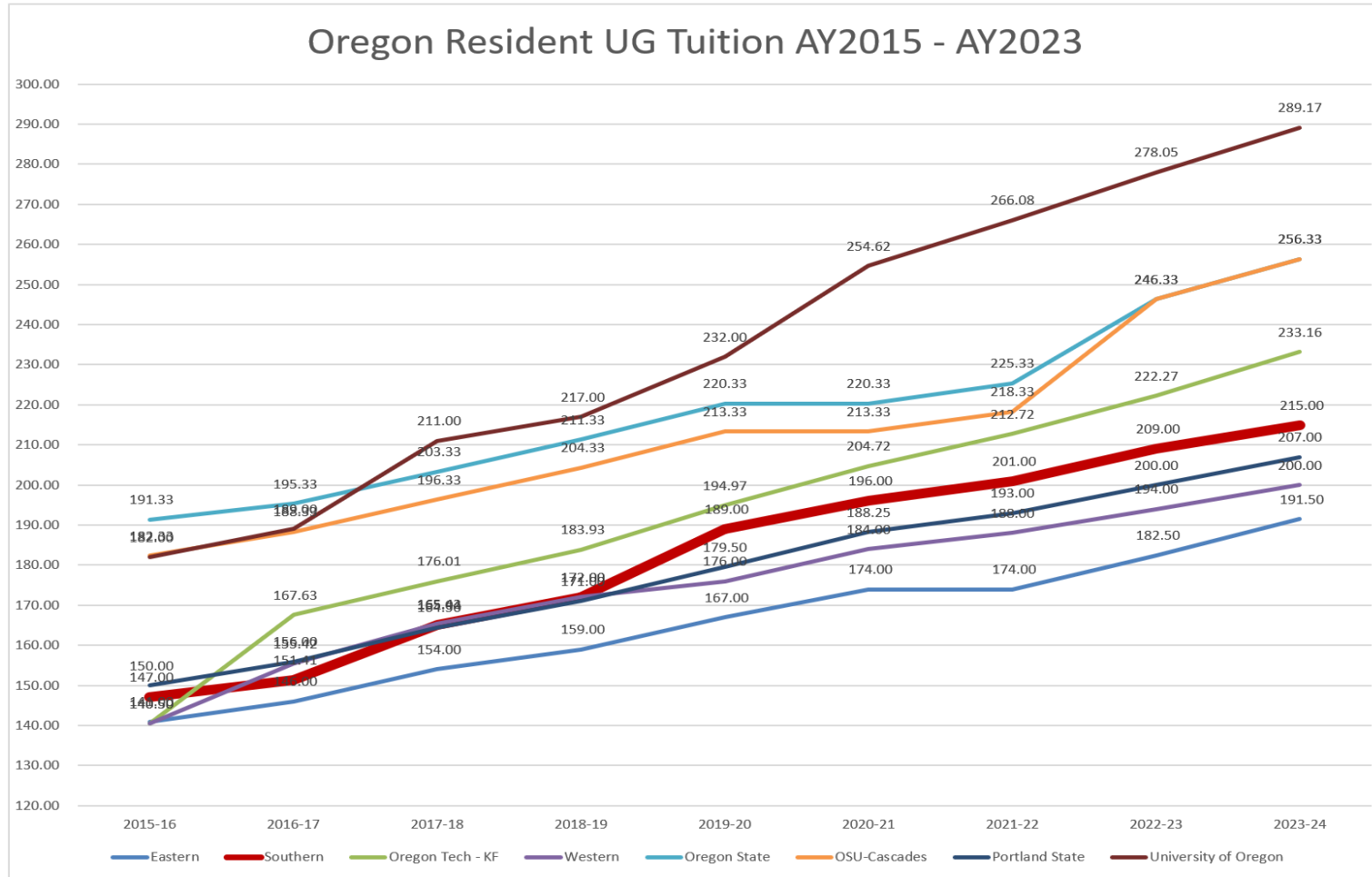
Resident UG Tuition Rate Academic Years 2014-15 Through 2023-24



	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Resident UG Tuition Rate	\$140	\$147	\$151	\$165	\$172	\$189	\$196	\$201	\$209	\$215
% Change Since 2014-15		4.9%	8.0%	17.8%	22.7%	34.9%	39.9%	43.4%	49.1%	53.4%

Historic Rate Comparison

Undergraduate Resident, Incoming



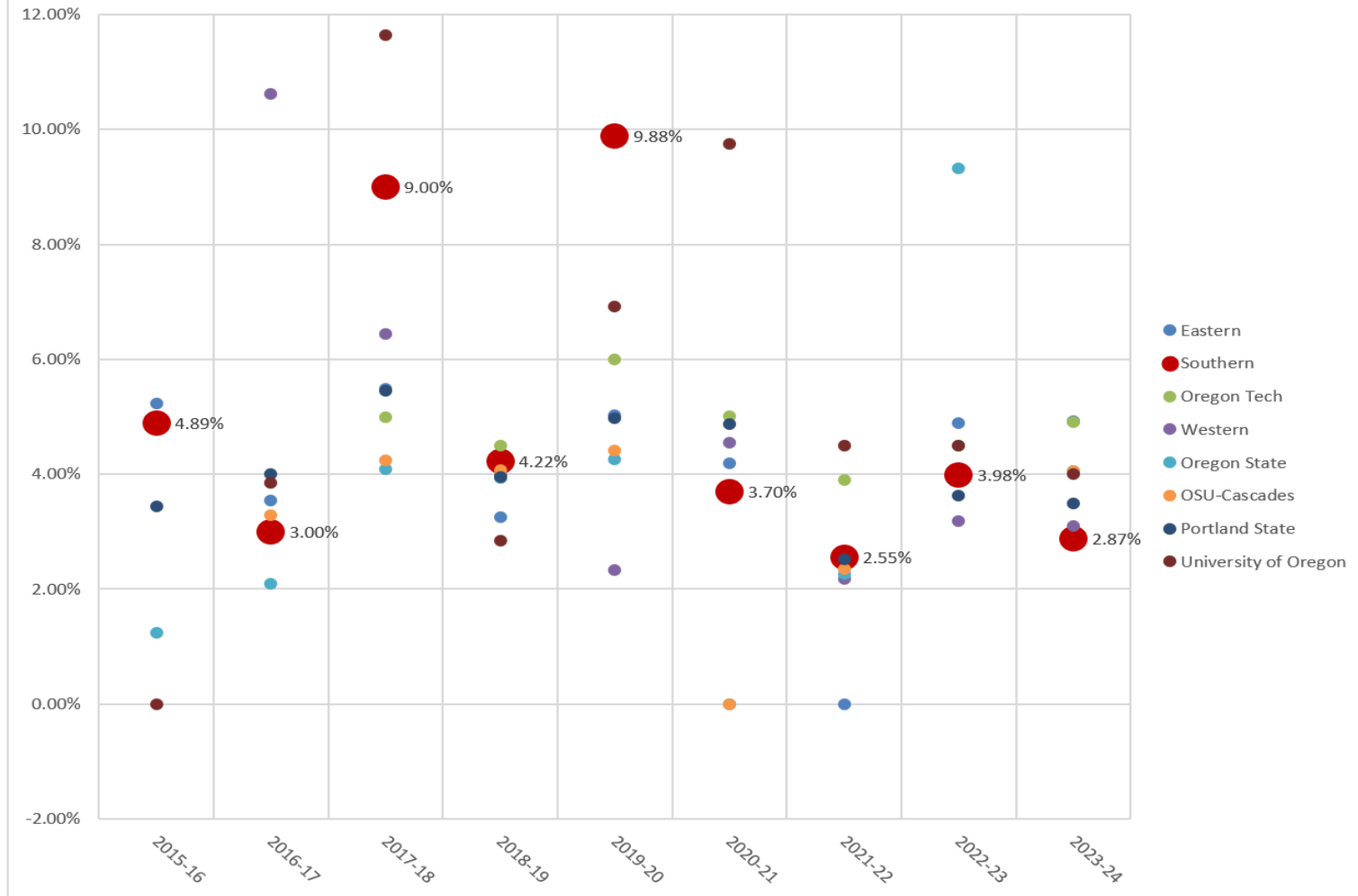
Historic Tuition Rate Comparison



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%
Southern	172.00	189.00	196.00	201.00	211.00	215.00	1.90%
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

Relative % Change from Prior Academic Year



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



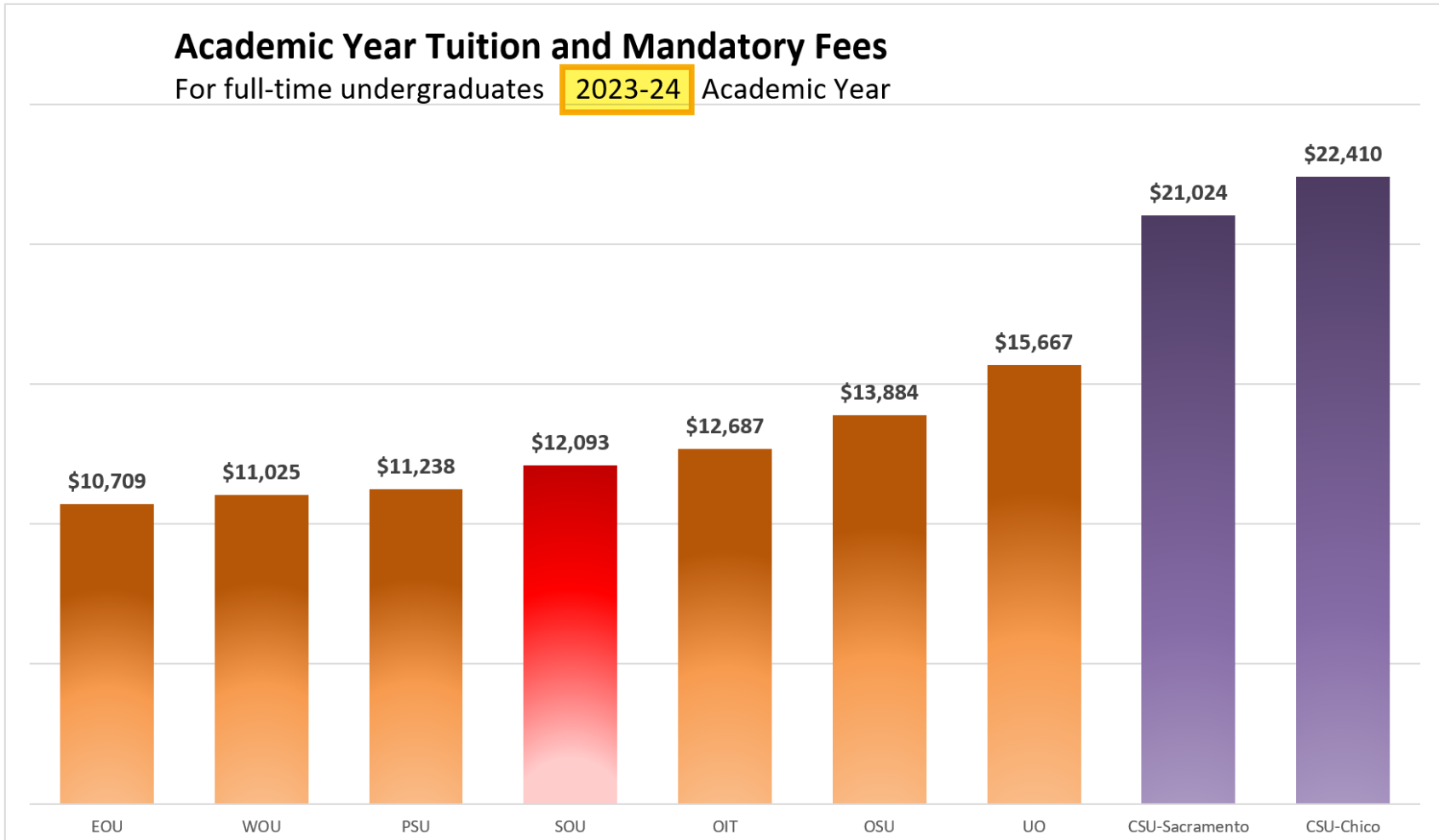
Composite Tuition & Fees Comparison

(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:

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
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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 2nd, 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.

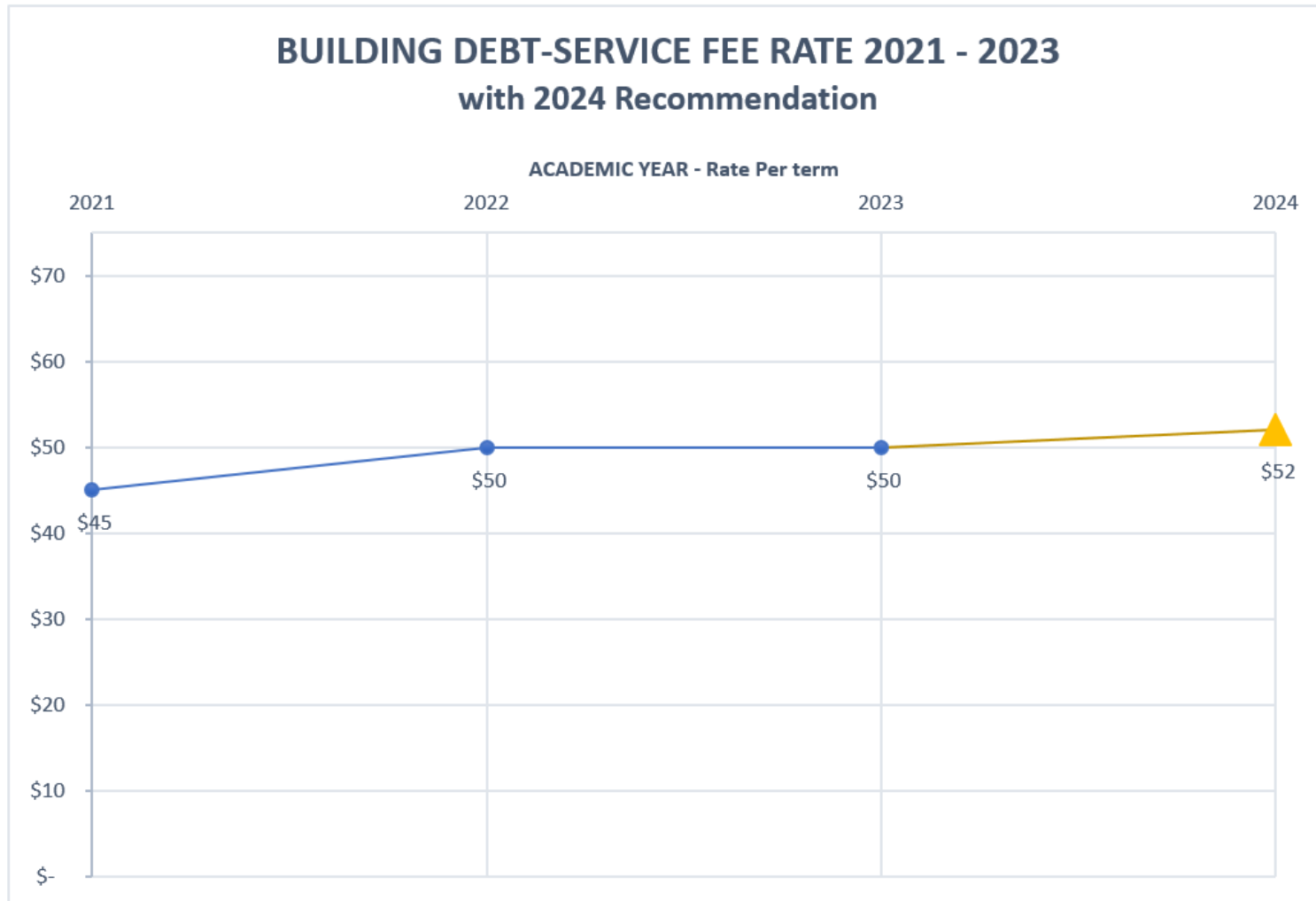
2 Distinct Fees Recommended in 2021

- 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

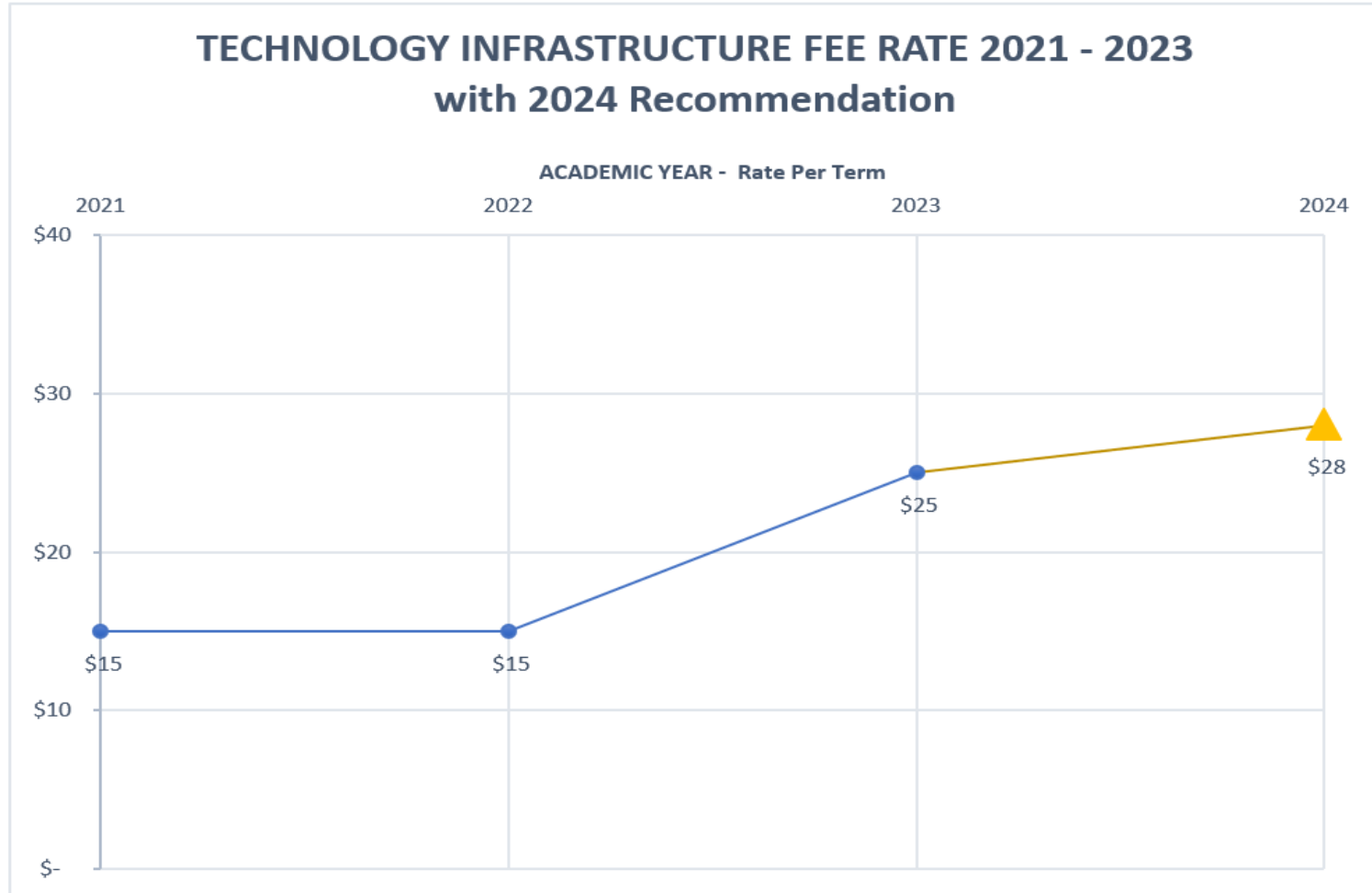


Technology Infrastructure Fee



- 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

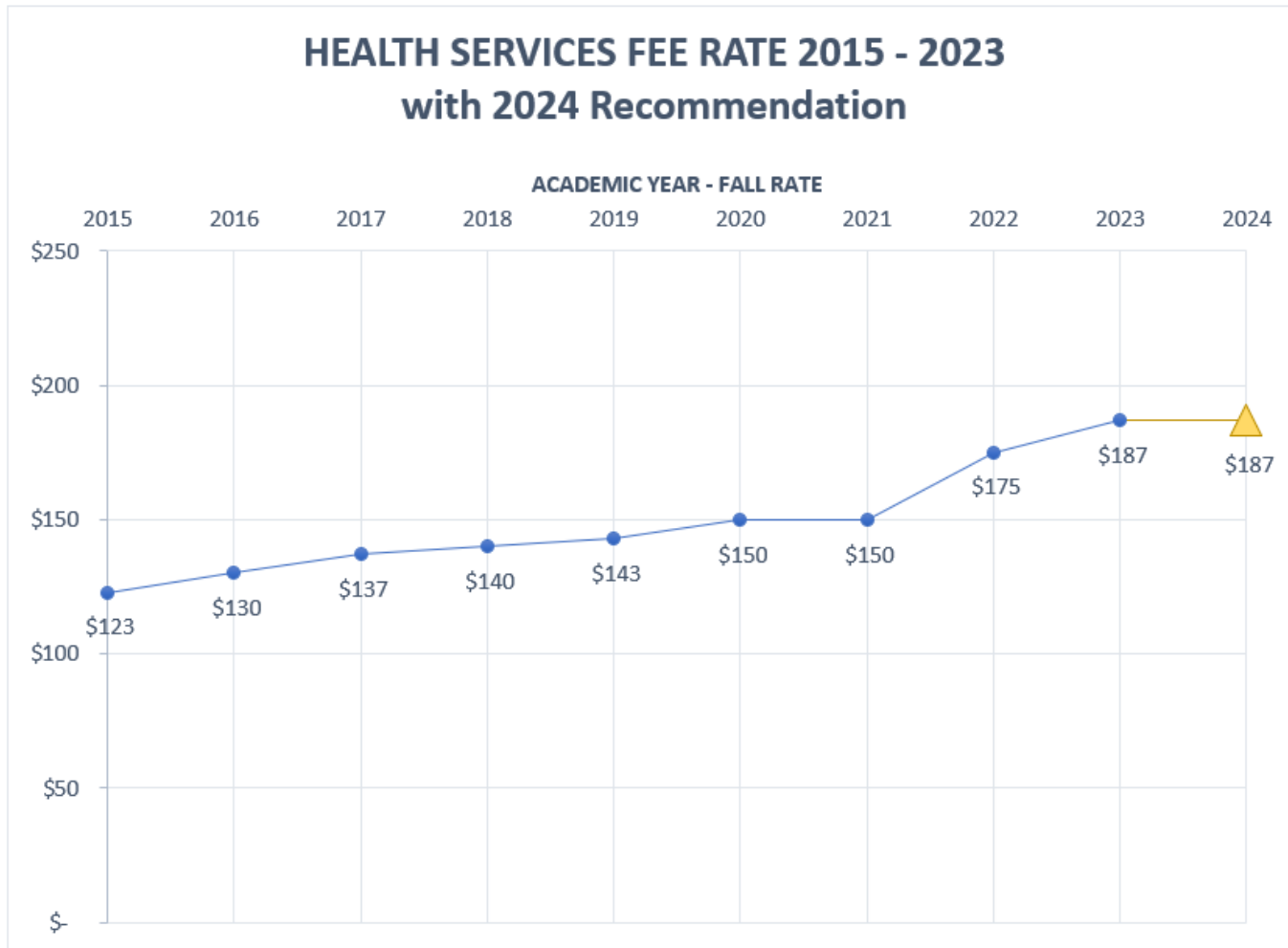
- Service cutover in September 2024
- Clinics available throughout Southern Oregon
- Fee revenue split 88% La Clinica, 22% SOU
- Some SOU expenses will still be managed locally

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:

Table with 2 columns: Description and Amount. Section: BUILDING DEBT SERVICE. Rows include 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%). Summary: Programs Supported: Building Debt-Service Reserve, Est. AY Collections: \$393,900.

Table with 2 columns: Description and Amount. Section: TECHNOLOGY INFRASTRUCTURE FEE. Rows include 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%). Summary: Programs Supported: Technology Infrastructure, Est. AY Collections: \$212,100.

Table with 2 columns: Description and Amount. Section: STUDENT HEALTH SERVICES FEE. Rows include 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%). Summary: Programs Supported: Student Health and Wellness Center and Programs, Est. AY Collections: \$1,416,525.

PRESIDENT'S RECOMMENDATION

[X] Approve [] Disapprove

Handwritten signature of Richard J. Bailey, Jr., Ph.D.

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

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**

**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 applicable laws and policies, including the Board Statement on Delegation of Authority;

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

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

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

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

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

Now, therefore, be it resolved, that on the recommendation of the University President and the Finance and Administration Committee, the Board of Trustees of Southern Oregon University hereby approves the mandatory student incidental fees, the mandatory enrollment fees, and tuition rates schedules as presented, to become

effective July 1, 2024. With this approval, the board authorizes collection of tuition and fees for the 2024-2025 academic year.

VOTE:

DATE: April 19, 2024

University Board Secretary

Government Relations Update

Budget Update

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)
REVENUES						
Total State Funding (SSCM,ETSF,SELP,BenNav)	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 & fee adjustments</i>		200	200	200		
Tuition, net of Raider Aid	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
TOTAL REVENUES	64,364	67,846	66,927	69,644	72,228	73,915

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)
Salaries Sub-total	(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)
OPE Sub-total	(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)
Net Personnel Services	(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 & Services (S&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)
Total S&S, CapEx, AP	(14,066)	(13,660)	(15,156)	(13,704)	(13,978)	(14,223)

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)
Transfers Net (excluding relief funds)	(3,304)	(2,822)	(2,822)			
Federal Relief Funds Transferred to E&G	3,312	2,879	2,879			
Transfers Net (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)
FUND BALANCE							
	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
	Ending Fund Balance	5,647	5,884	5,698	6,010	6,690	7,068
	% Operating Revenues	8.77%	8.67%	8.51%	8.63%	9.26%	9.56%
	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%
	Days of Operations	29.91	30.37	29.82	31.64	34.13	35.08
	Months of Operations	1.00	1.01	0.99	1.05	1.14	1.17

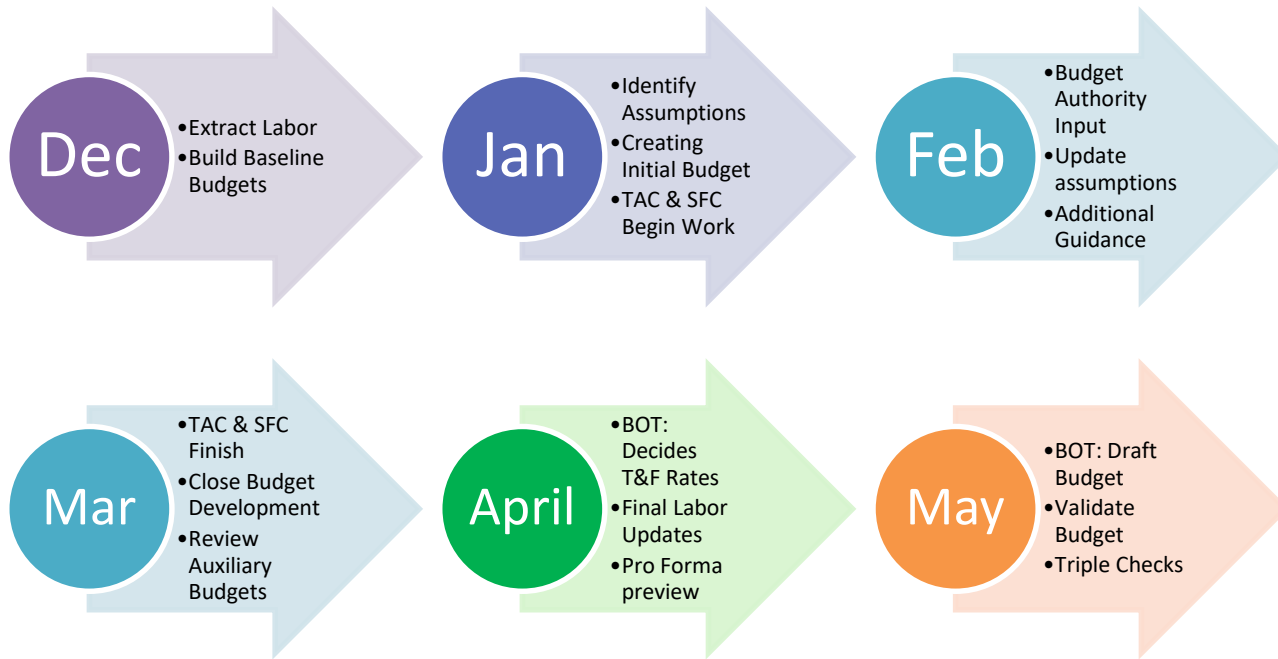
APRIL FUND BALANCE PROJECTIONS & OBSERVATIONS

- 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)
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TOTAL REVENUES	64,364	67,846	66,927	69,644	72,228	73,915
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Faculty	(14,626)	(14,539)	(13,944)	(14,048)	(14,334)	(14,757)
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Salaries Sub-total	(33,065)	(33,835)	(32,293)	(32,796)	(33,569)	(34,636)
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Other (FICA, SAIF, OPL, etc.)	(2,683)	(3,423)	(3,028)	(3,318)	(3,434)	(3,589)
OPE Sub-total	(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)
Net Personnel Services	(51,545)	(54,241)	(51,777)	(52,877)	(54,722)	(57,093)
<i>Supplies & Services (S&S)</i>						
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)
Total S&S, CapEx, AP	(14,066)	(13,660)	(15,156)	(13,704)	(13,978)	(14,223)
1x Cost Reductions, Savings, Outside Support				As Modeled	As Modeled	As Modeled
Recurring S&S Cuts				0	0	750
<i>Personnel and S&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>						
Transfers Net (excluding relief funds)	(3,304)	(2,822)	(2,822)			
Federal Relief Funds Transferred to E&G	3,312	2,879	2,879			
Transfers Net (In & Out of E&G)	8	57	57	(2,751)	(2,847)	(2,970)
TOTAL EXPENSES & TRANSFERS	(65,603)	(67,845)	(66,876)	(69,332)	(71,548)	(73,537)
TOTAL EXPENSES (excluding Federal Relief)	(68,907)	(70,667)	(69,698)			
FUND BALANCE						
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
Ending Fund Balance	5,647	5,884	5,698	6,010	6,690	7,068
% Operating Revenues	8.77%	8.67%	8.51%	8.63%	9.26%	9.56%
Gross Tuition Contribution Ratio	50.6%	51.2%	50.9%	51.1%	51.6%	52.0%
Net Tuition Dependency Ratio	51.8%	51.6%	50.8%	51.4%	51.3%	52.0%
Days of Operations	29.91	30.37	29.82	31.64	34.13	35.08
Months of Operations	1.00	1.01	0.99	1.05	1.14	1.17

Budget Development Schedule



Update on External Budget Review

Enrollment Metrics

2030 STRATEGIC ENROLLMENT PLANNING SIMULATION

FALL 24 - FALL 30

	FALL 23 ACTUAL	FALL 24	FALL 25	FALL 26	FALL 27	FALL 28	FALL 29	FALL 30
NEW FR	643	669	695	723	752	782	814	846
NEW TR	313	322	333	343	353	364	374	386
NEW GR	144	145	147	148	150	151	153	154
SUBTOTAL NEW	1100	1137	1175	1214	1255	1297	1341	1386
CONTINUING UG	1749	1773	1800	1827	1855	1885	1916	1949
CONTINUING GR	291	292	294	295	297	298	300	301
RETURNING UG	143	146	149	152	155	158	161	164
RETURNING GR	87	88	89	90	91	91	92	93
SUBTOTAL CONTINUING/RETURNING	2270	2300	2331	2364	2397	2433	2470	2508
ASC	1342	1369	1396	1424	1453	1482	1511	1542
EE	8	8	8	8	8	8	8	8
OLLI	383	394	406	419	448	461	475	489
TRNG	52	55	57	60	63	66	70	73
OTHER NON-DEGREE SEEKING	208	210	212	216	223	230	236	244
SUBTOTAL NON-DEGREE SEEKING	1993	2036	2080	2127	2195	2247	2301	2356
TOTAL HEADCOUNT	5363	5472	5586	5705	5847	5977	6111	6250
TOTAL FTE	3297	3338	3413	3492	3584	3670	3758	3850

LEVERS

	FALL 24	FALL 25	FALL 26	FALL 27	FALL 28	FALL 29	FALL 30
NEW FR ANNUAL GROWTH	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
NEW TR ANNUAL GROWTH	3.0%	3.2%	3.0%	3.0%	3.0%	3.0%	3.0%
NEW GR ANNUAL GROWTH	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
RETURNING UG ANNUAL GROWTH	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
RETURNING GR ANNUAL GROWTH	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
ASC ANNUAL GROWTH	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EE ANNUAL GROWTH	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
OLLI ANNUAL GROWTH	3.0%	3.0%	3.0%	7.0%	3.0%	3.0%	3.0%
TRNG ANNUAL GROWTH	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
OTHER NON-DEGREE ANNUAL GROWTH	1.0%	1.0%	2.0%	3.0%	3.0%	3.0%	3.0%
FYFT RETENTION RATE	66.0%	67.0%	69.0%	70.0%	71.0%	72.0%	73.0%
HEADCOUNT:FTE	61.0%	61.1%	61.2%	61.3%	61.4%	61.5%	61.60%

NOTES & KEY

PROJECTIONS AREA WILL AUTO-CALCULATE ALL FIELDS BASED ON CHANGES TO LEVERS SECTION

CONTINUING STUDENTS PROJECTION PREDICATED ON PRIOR YEAR CONTINUING STUDENTS ADJUSTED FOR NEW STUDENT VOLUME & RETENTION

FALL 23 DATA IS AT END OF TERM

FR = FRESHMEN, TR = TRANSFER, GR = GRADUATE STUDENT, CONTINUING = CONTINUING FROM PRIOR TERM, RETURNING = RETURNING FROM AT LEAST 1 TERM GAP

ASC = ADVANCED SOUTHERN CREDIT, EE = EARLY ENTRY, OLLI = OSHER LIFELONG LEARNING CREDIT COURSEWORK, TRNG = STAFF TRAINING/DEVEL. CREDIT COURSEWORK

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**

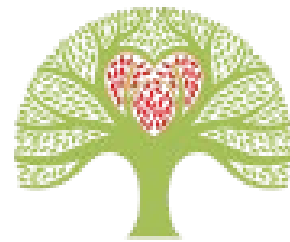
Recommendation: Adopt Balanced Approach



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

Student Health and Wellness Center Updates



**STUDENT HEALTH
& WELLNESS CENTER**

SOUTHERN OREGON UNIVERSITY

Dr. Carrie Vath
April 18, 2024

Student Experience

SAME



Student Fee won't change for AY 24.25
(\$187.00 per term)



Hours of operation (M-F 8 am-5 pm)
24/7 Telus

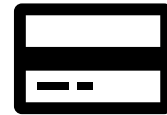


Staff (medical and mental health)



All students, regardless of insurance
will be eligible to access services

DIFFERENCES



Charges are to student or health insurance
(not applied to SOU bill)



Appointment Scheduling: in-person or over the
phone
(no online scheduling option)



Registration paperwork will be hardcopy and
Need to show an insurance card
(no longer digital)

Communication to Students (Present)

- ASSOU: Shared at Senate meetings in Fall and Winter
- Shared updates at Super Cabinet (includes an ASSOU Rep)
- All Campus Communication
- Shared at recent Preview Day (4/5/2024) for incoming students and their families

Communication to Students (forthcoming)

- Need to work with La Clinica on a communication campaign to dispel misunderstandings
- Revise the website and publications to reflect new partnership

SOU Emergency Planning and Collaboration

Core Information System Replacement Project 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.

Board Equity, Diversity, and Inclusion Work Group Update

Board Statement on Social Justice, Anti-Racism and Non-Discrimination Board of Trustees of Southern Oregon University

On Juneteenth, June 19, 2020, the Southern Oregon University Board of Trustees voted unanimously to adopt its Statement on Black Lives Matter. Southern Oregon University and the Board did what many organizations did. We issued a statement condemning George Floyd's death, plainly stating that Black Lives Matter, and recommitting ourselves to ending racial discrimination and social injustice. Today, the Board writes in furtherance of that commitment.

The sad reality is that those acts of violence, racism, and social injustice continue, and in fact, have grown across many elements of our vulnerable communities. Today, as a Board, we reaffirm our commitment to condemn and denounce hate, prejudicial bias, abhorrent language, and behaviors intended to harm any member of our learning community on the basis of race, color, religion, gender, expression, age, national origin, immigration status, disability, marital status, sexual orientation or military status.

This reaffirmation serves to continue our commitment to justice, civil discourse, social-emotional support and respect for all. The SOU Board remains dedicated to eliminating racial and social injustice. This pledge is rooted in the belief that all members of our SOU family are valued and it reaffirms our commitment to recognizing, addressing, and eradicating all forms of racism and social injustice in our university community. We commit to engaging stakeholders both within and outside of the University in an effort to advance collaborative efforts that promote anti-racism and social justice.

As individual trustees, we each have varying experiences with and participation in systems of power and privilege. This makes ongoing conversations about race, structural and systemic racism, and social injustice both complex and challenging, while also creating many opportunities for continued growth and commitment to creating equitable learning and working environments for the SOU community. As part of our fiduciary duties, we commit ourselves to advocate for policies and practices that advance equity, diversity, inclusion, and social justice. The Board recognizes that becoming an anti-racist and social justice University is a long-term process and our current actions are only a beginning. As a Board, we are eager to continue to learn and act.

Amendments to Governing Documents (Action)

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 themselves 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 regular self-evaluations and evaluations of Board performance, which should be conducted in odd-numbered years. At each regular self-evaluation, an opportunity will be provided for the university community to provide written input or public testimony evaluating the work of the board.

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

A. 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 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.

B. 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.

C. 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; keeping informed about the University as well as trends and issues in higher education; participating 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, Board Secretary, Internal Auditor, Vice President for Finance and Administration, or General Counsel may provide limited assistance to individual Trustees. Authority to direct and manage the activities of employees is delegated to the President.

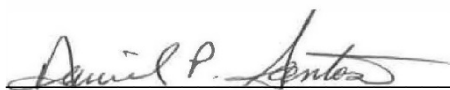
5. Personal Behavior. Each Trustee must avoid conflicts of interest or the appearance thereof, should declare actual and potential conflicts of interest in accordance with Oregon Law and the Board's policies on conflict of interest, and adhere to the highest standards of personal and professional behavior 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 themselves 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.

Approved on October 20, 2023



 Sabrina Prud'homme
 University Board Secretary



 Daniel P. Santos
 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
3	Frequency and involvement of university community added to Evaluation.	October 20, 2023

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

1.0 Preamble

The Board of Trustees of Southern Oregon University develops and advances the mission and goals of the University. The Board ensures that the University is well managed, endeavors to provide for adequate resources, and endeavors to maintain good relations with all constituencies. The Board provides accountability, fosters transparency, and endeavors to ensure that SOU meets its obligations as part of Oregon's education system while preserving the autonomy of the University.

To execute these duties, each Trustee of the Board shall, to the best of their ability, fulfill the duties set forth herein.

2.0 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 regular self-evaluations and evaluations of Board performance, which should be conducted in odd-numbered years. At each regular self-evaluation, an opportunity will be provided for the university community to provide written input or public testimony evaluating the work of the board.

3.0 Fiduciary Duties

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

3.1 Duty of Care. A Trustee must act in good faith, using a degree of diligence, care, and skill that prudent persons would use under similar circumstances and 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.

3.2 Duty of Loyalty. A Trustee must act in good faith and in a manner that is reasonably believed to be within the scope of the public purposes of the institution 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.

3.3 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.

4.0 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 as well as trends and issues in higher education; participating 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.

5.0 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, Board Secretary, Internal Auditor, Vice President for Finance and Administration, or General Counsel may provide limited assistance to individual Trustees. Authority to direct and manage the activities of employees is delegated to the President.

6.0 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 themselves 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.

Board Statement on Policies
Board of Trustees of Southern Oregon University

1.0 Preamble

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

2.0 Categories of Authority

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

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

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

2.4 University Policies. University Policies describe the exercise of authority delegated to the President by the Board. University Policies typically communicate the broad, strategic expectations of the President regarding the University's affairs. University Policies must be consistent with Board

Statements and Resolutions, and federal and state law. In any event where a University Policy is inconsistent with a Board Statement or Resolution, the Board Statement or Resolution shall prevail.

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

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

3.0 SOU Policy Council

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

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

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

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

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

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

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

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

4.0 Format

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

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

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

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

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

Approved on April 21, 2023

Daniel P. Santos
Chair, Board of Trustees

Sabrina Prud'homme
University Board Secretary

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

DRAFT

**Southern Oregon University
Board of Trustees**

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

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

Whereas, a work group including trustees, the university board secretary, and the university general counsel reviewed the documents below, gathered information, and provided amendments to the Board Statement on Polices and converted the Resolution on the Responsibilities of Individual Trustees to a new Board Statement on the Responsibilities of Individual Trustees;

Whereas, a work group including trustees, the university board secretary, and the university general counsel created a new Board Statement on Social Justice, Anti-Racism and Non-Discrimination;

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 adopted as articulated in the board's April 19, 2024, meeting documentation.

VOTE:

DATE: April 19, 2024

Recorded by,

Sabrina Prud'homme, University Board Secretary

Future Meetings

Adjournment