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

SO | Southern OREGON
U | UNIVERSITY

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

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, ASSOU, President; Dylan 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	

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

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	

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

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 ensured 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 OPUs. 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 2001and 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%

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	Installment 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 innitiatives 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 prospectice employees from HMGs	Search Advocate Program	X		

HMG - Historically marginalized groups

Climate Survey (2022) Report Card

Climate Survey (2022) Report Card					✓	Completed/Met
Goal	✓	✓	✓		✓	In progress
Utilize survey and assessment tool for greater focus in the work		X			✓	Not Started/Not Met
Develop additional data-driven initiatives and programming			X			
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

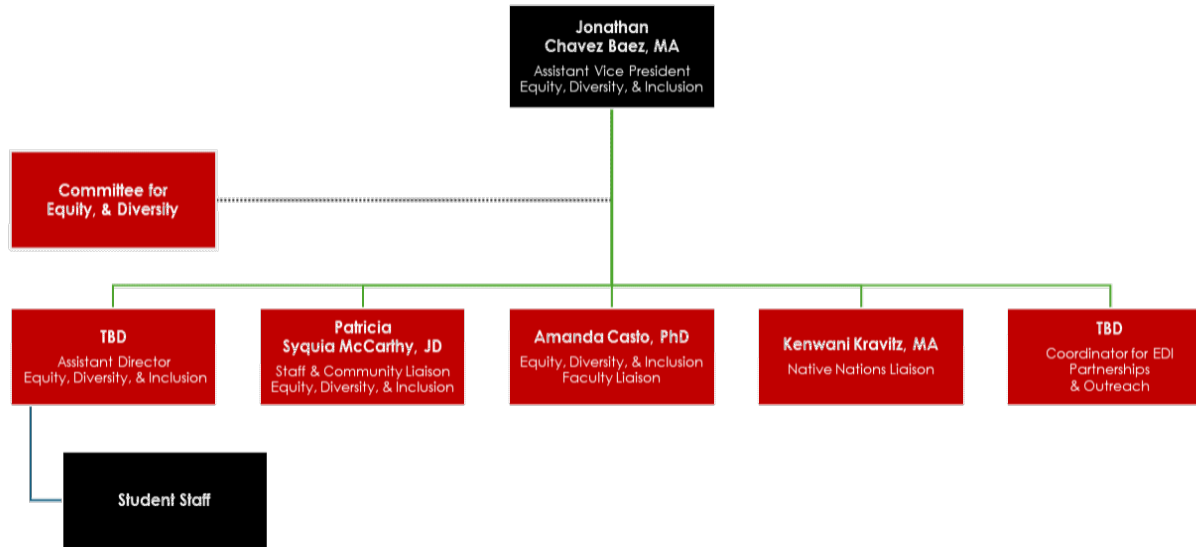➢ **Making Connections (On-Campus)**
- ➢ Native American Student Union (NASU) & Powwow
- ➢ Native Studies Program (NAS)
- ➢ Talking Circles
- ➢ Academic Departments Collaboration
- ➢ Campus Student Visits
- ➢ Youth Programs

➢ **Making Connections (Community)**
- ➢ Outreach to Oregon's 9 federally recognized tribes
- ➢ Higher Education Coordinating Commission Tribal Liaison

➢ **Education Equity Grant**

Proposed Office Structure

Jonathan Chavez Baez, MA
Assistant Vice President
Equity, Diversity, & Inclusion

Committee for Equity, & Diversity

TBD
Assistant Director
Equity, Diversity, & Inclusion

Patricia Syquia McCarthy, JD
Staff & Community Liaison
Equity, Diversity, & Inclusion

Amanda Casto, PhD
Equity, Diversity, & Inclusion
Faculty Liaison

Kenwani Kravitz, MA
Native Nations Liaison

TBD
Coordinator for EDI
Partnerships
& Outreach

Student Staff

EQUITY, DIVERSITY, & INCLUSION
SOUTHERN OREGON UNIVERSITY

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

32

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**
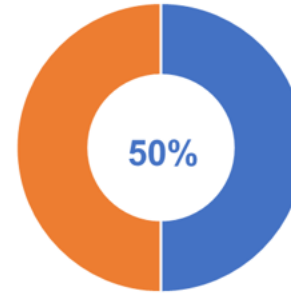 - ➢ Climate Survey
  - ➢ Focus Groups

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)

EQUITY,
DIVERSITY, &
INCLUSION
SOUTHERN OREGON UNIVERSITY

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%

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

EQUITY, DIVERSITY, & INCLUSION
SOUTHERN OREGON UNIVERSITY

37

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%

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

EQUITY,
DIVERSITY, &
INCLUSION
SOUTHERN OREGON UNIVERSITY

38

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 KPIs											
Institutional Efforts											

EQUITY, DIVERSITY, & INCLUSION
SOUTHERN OREGON UNIVERSITY

40

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

46

Scope of the Engagements

Financial Statement Audit   **Single Audit (Compliance)**

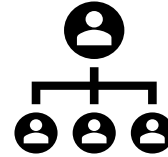# Responsibilities under US Generally Accepted Auditing Standards (GAAS)

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)*

49

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

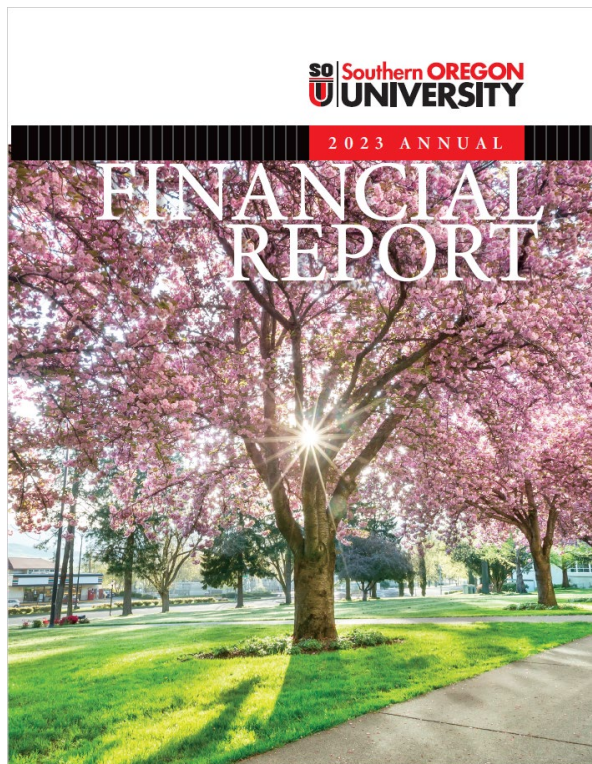**Other Control Deficiencies and Best Practices**

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

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

53

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

54

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.

58

Questions?

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

Jean Bushong, CPA
Principal
303-265-7884
Jean.Bushong@CLAconnect.com

Devin Holmes
Senior
503-445-8892
Devin.Holmes@CLAconnect.com

CLAconnect.com

CPAs | CONSULTANTS | WEALTH ADVISORS

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%

Southern OREGON UNIVERSITY

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:

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

Programs Supported

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

	Est. AY Collections
Student Incidental Fee	$3,257,250

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

Programs Supported	Est. AY Collections
Green Tag Projects	$106,050

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

Programs Supported	Est. AY Collections
Recreation Center (Building, Debt Service, Core Salaries, etc.)	$893,850

JOINT RECOMMENDATION

[X] Approve   [ ] Disapprove

President, Associated Students
of Southern Oregon University
Brayden Clayburn

4-10-24
Date

[X] Approve   [ ] Disapprove

President, Southern Oregon University
Dr. Richard Bailey

04/11/2024
Date

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

Tuition Rate Roadmap

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

Tuition Rate Setting Process

Statute: ORS 352.103

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

1. The University must create a shared governance body that advises the President concerning resident tuition and fees recommendations to be brought before the University's Board of Trustees;

    A. **SOU chartered the Tuition Advisory Council.**

2. That body must provide a written document describing the role of the advisory council and be composed of at least:

    ☒ a) Two Administrators

    ☒ b) Two Faculty

    ☒ c) Two Students representing Student Government

    ☒ d) Two Students representing historically underserved students

3. The University must provide training on:

    ☒ a) The budget of the university

    ☒ b) The legislative appropriation processes

    ☒ c) Data showing the relationship between tuition and fees to state appropriations

4. The University must provide the council with:

    ☒ a) A plan for managing costs

    ☒ b) A plan for how tuition and fees *could be decreased* if the university receives extra appropriations

5. If the council feels a recommendation greater than 5% annually is necessary, the council must document its consideration of:

    ☐ a) The impact of that increase on students, especially historically underserved students

    ☐ b) The impact of that increase on the mission of the University

    ☐ c) Alternative scenarios involving smaller increases

6. The council must also:

    ☒ a) Provide opportunities for students to actively participate in the process and deliberations

    ☒ b) Provide a written report to the President with recommendations, deliberations and observations about tuition and fees for the upcoming academic year including any sub-reports requested by members of the council or other documentation produced or received by the council

7. The University must ensure that the process is described on the University's website and include downloadable materials such as:

    ☒ a) The council's role and relationship to the Board

    ☒ b) Any documentation, agendas and data considered during deliberations

SOU's Tuition Rate Change History

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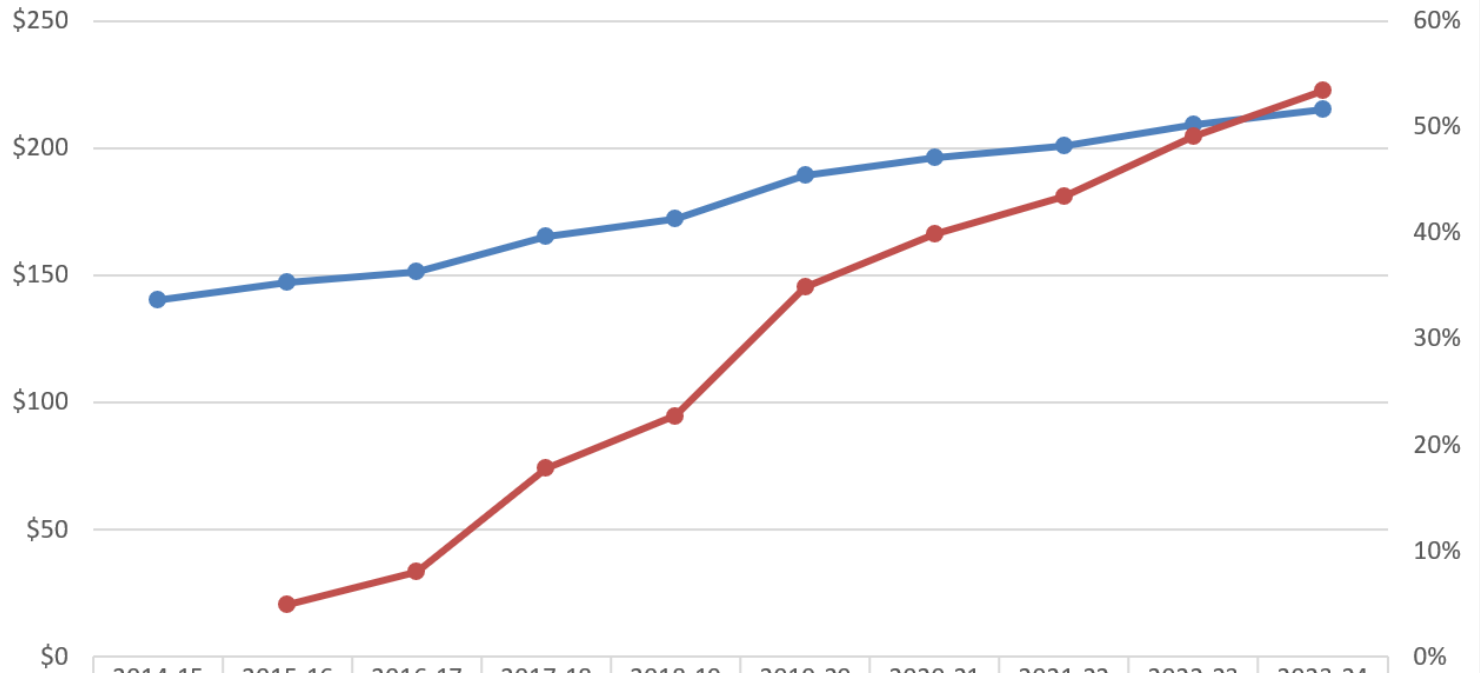
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Resident UG Tuition Rate	$140	$147	$151	$165	$172	$189	$196	$201	$209	$215
% Change Since 2014-15		4.9%	8.0%	17.8%	22.7%	34.9%	39.9%	43.4%	49.1%	53.4%

Historic Rate Comparison
Undergraduate Resident, Incoming

Oregon Resident UG Tuition AY2015 - AY2023
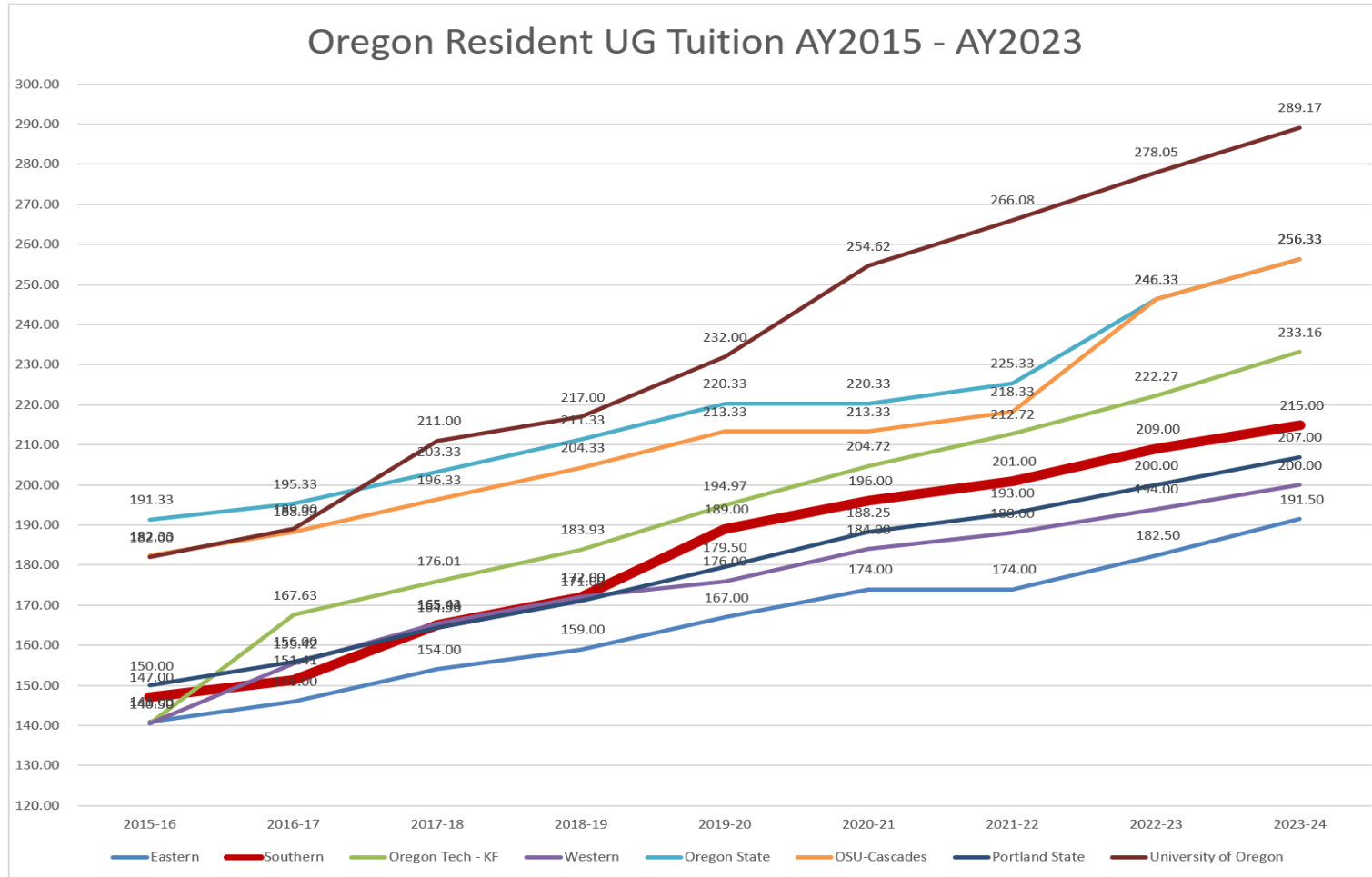
Historic Tuition Rate Comparison

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
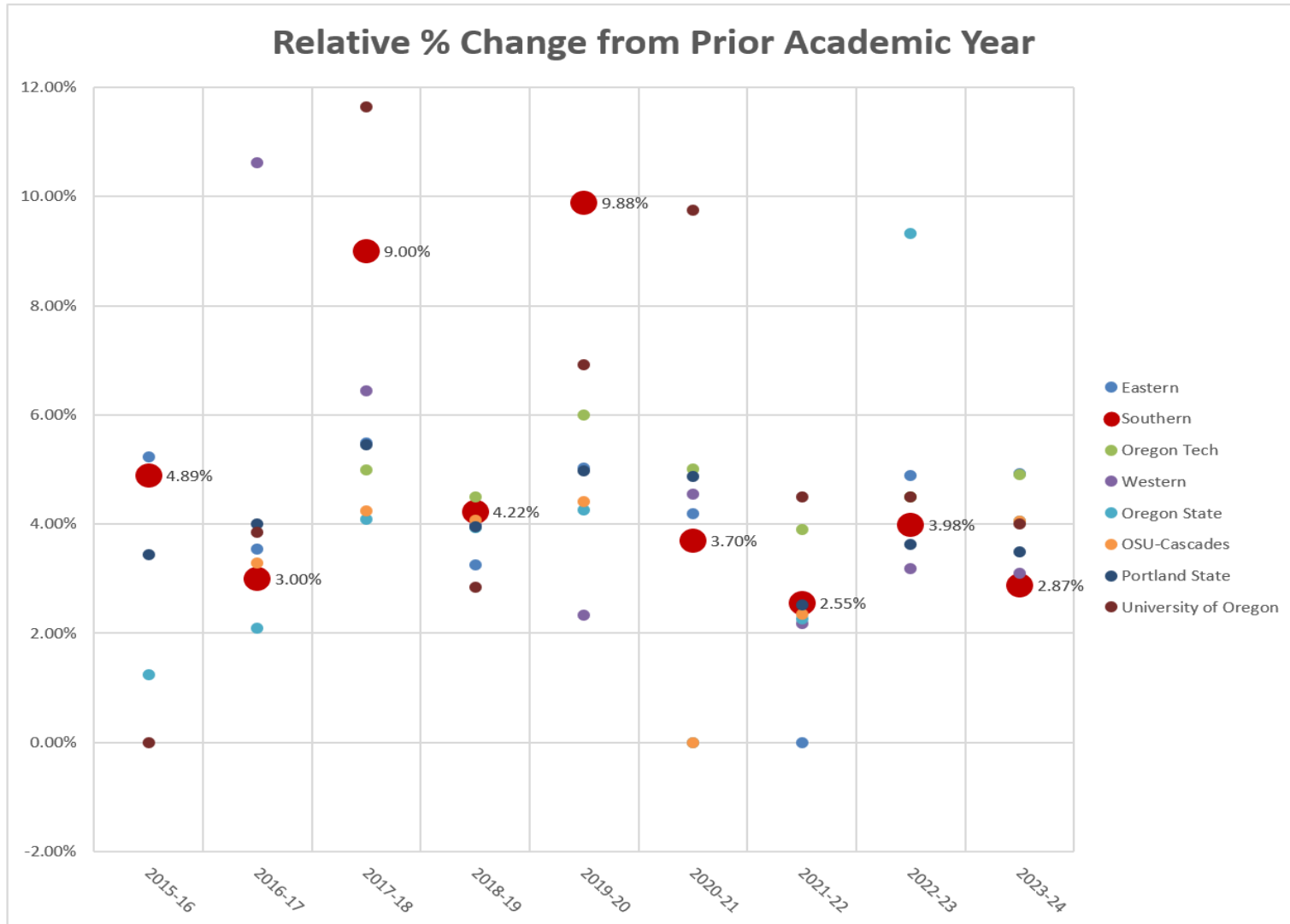
Relative % Change from Prior Academic Year

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

$7,449	$7,720	$7,794	$8,262	$8,460	$9,918	$9,977	$18,972	$20,034
EOU	SOU	PSU	WOU	OIT	UO	OSU	CSU-Sacramento	CSU-Chico

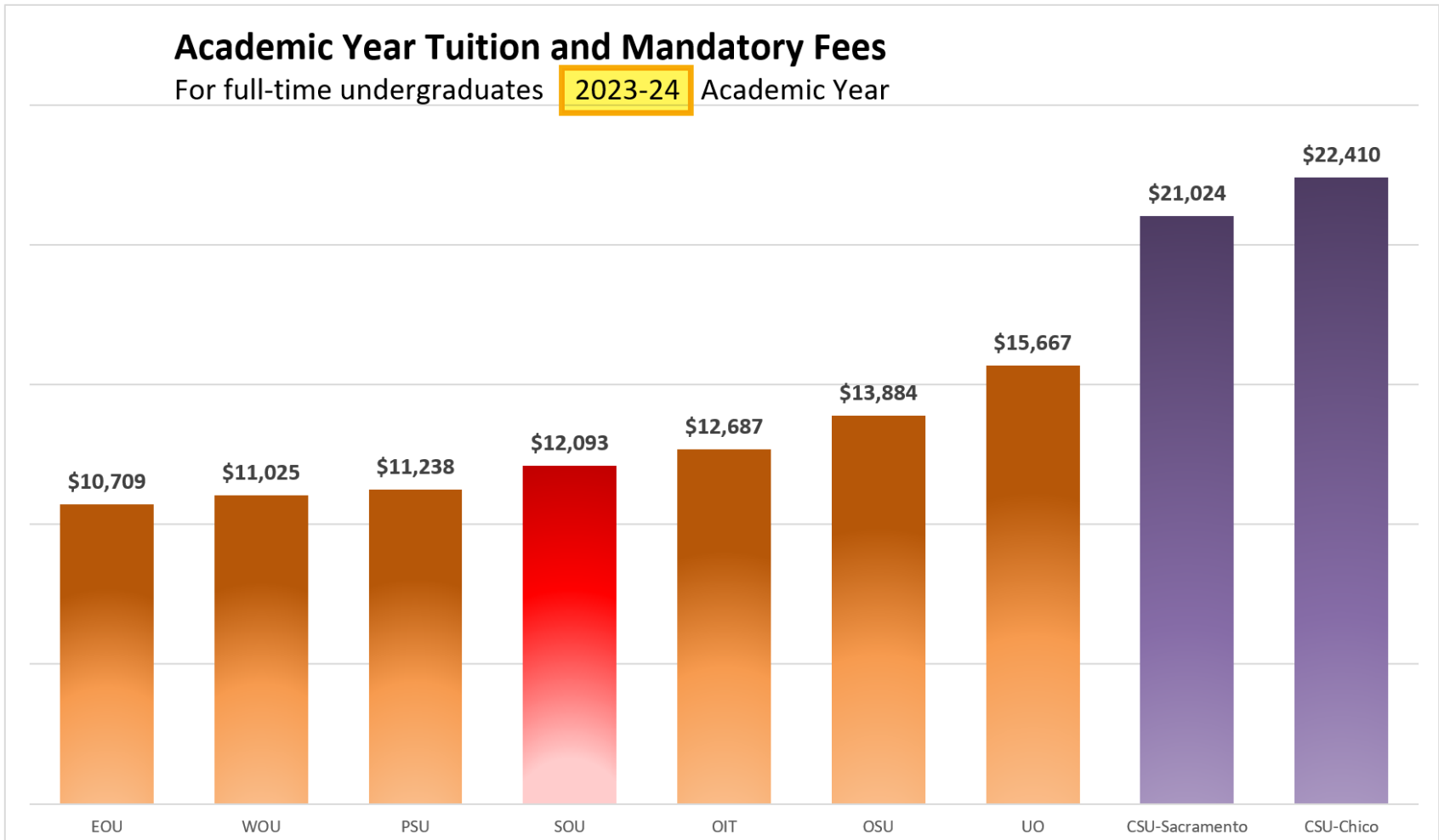# Composite Tuition & Fees Comparison
(Three terms, 15 SCH/term, all mandatory fees)

Academic Year Tuition and Mandatory Fees
For full-time undergraduates 2023-24 Academic Year

Institution	Amount
EOU	$10,709
WOU	$11,025
PSU	$11,238
SOU	$12,093
OIT	$12,687
OSU	$13,884
UO	$15,667
CSU-Sacramento	$21,024
CSU-Chico	$22,410

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
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

PRESIDENT'S RECOMMENDATION

[X] Approve   [ ] Disapprove

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

April 9, 2024
Date

Mandatory <u>Enrollment</u> 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 **Enrollment** Fees:	$262.00	$786.00	$267.00	$801.00	$5.00	$15.00	1.91%

Mandatory <u>Enrollment</u> 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

BUILDING DEBT-SERVICE FEE RATE 2021 - 2023
with 2024 Recommendation

ACADEMIC YEAR - Rate Per term
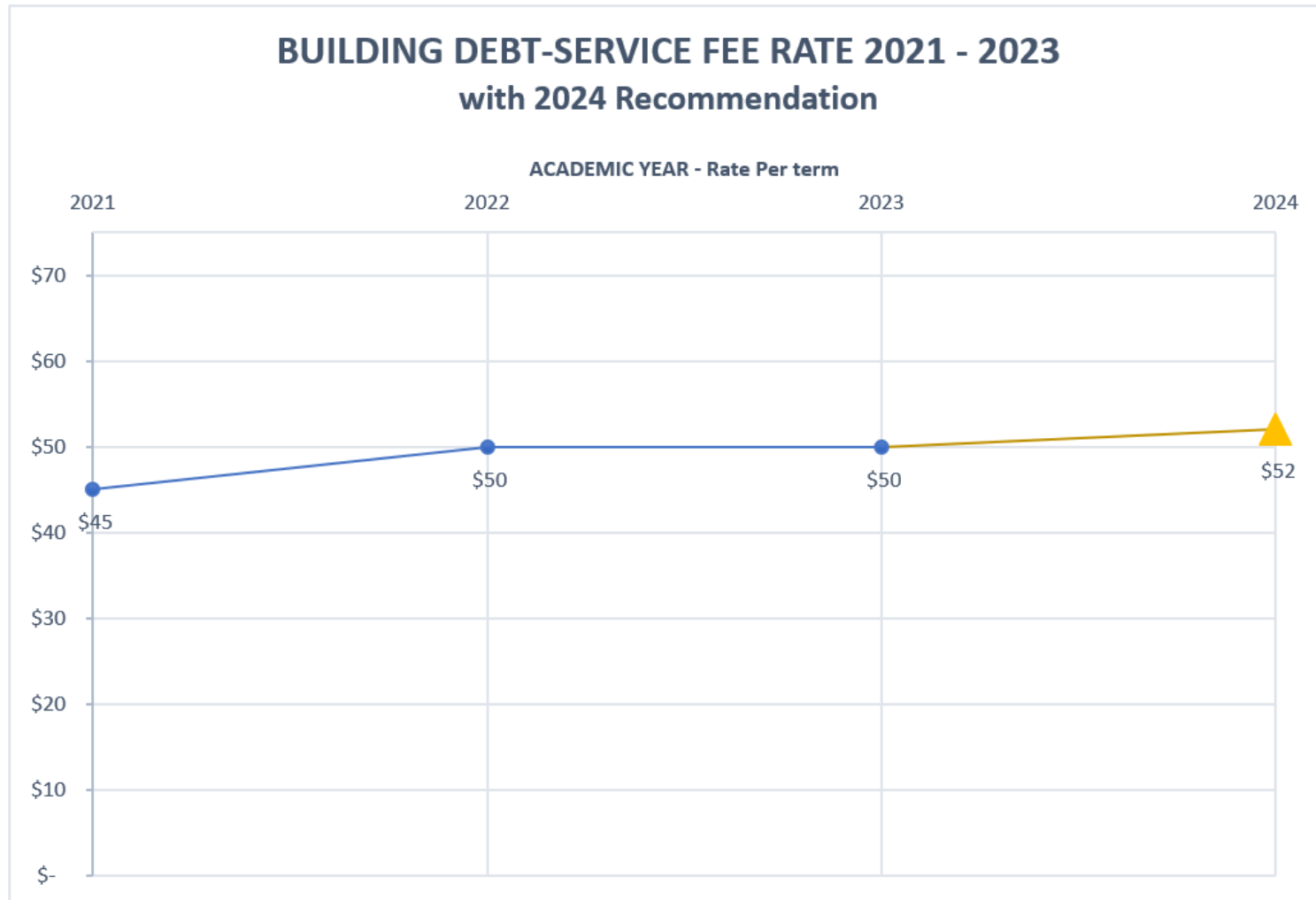
Technology Infrastructure Fee

- 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

TECHNOLOGY INFRASTRUCTURE FEE RATE 2021 - 2023
with 2024 Recommendation

ACADEMIC YEAR - Rate Per Term
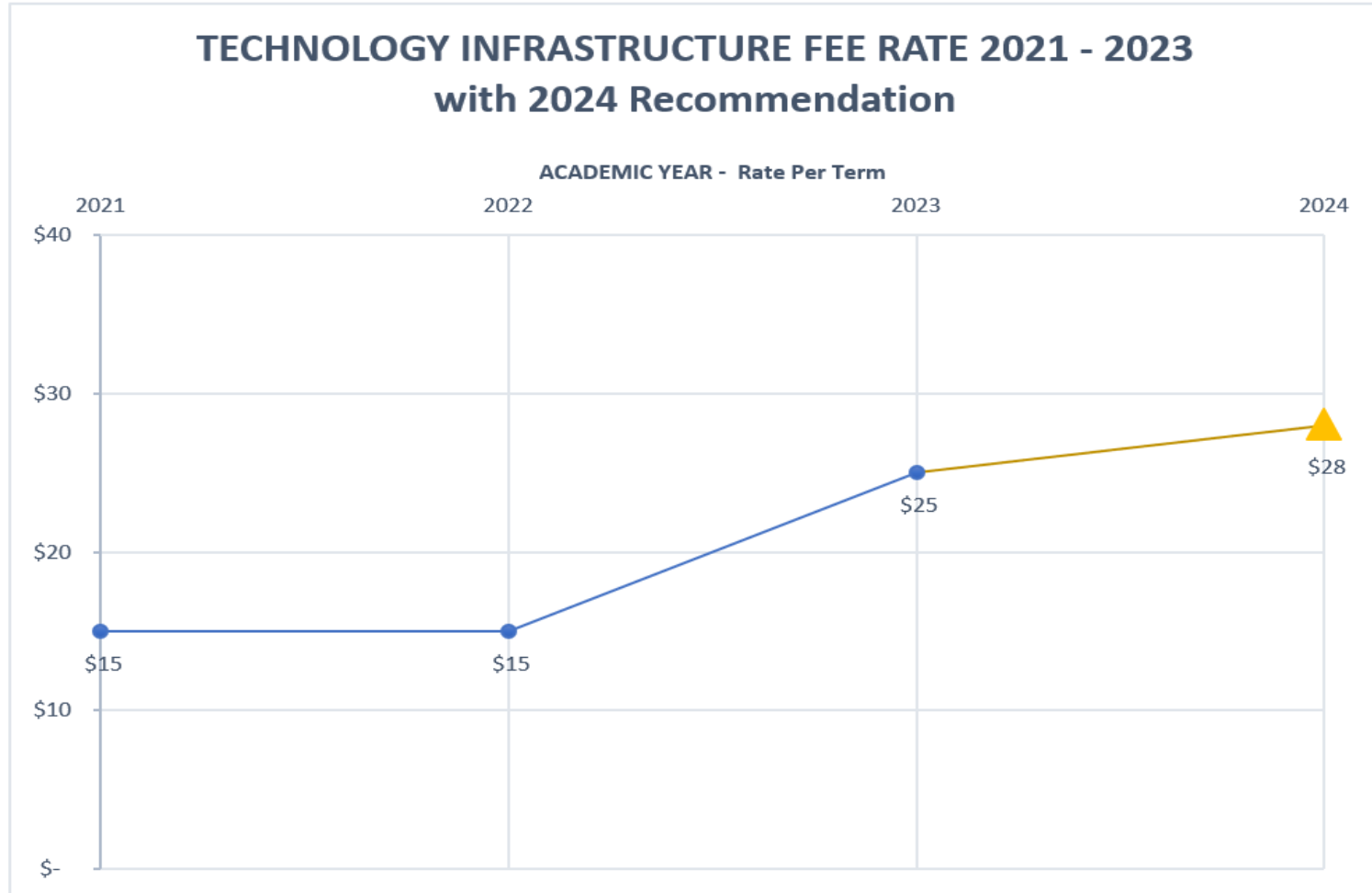
Health Services Fee
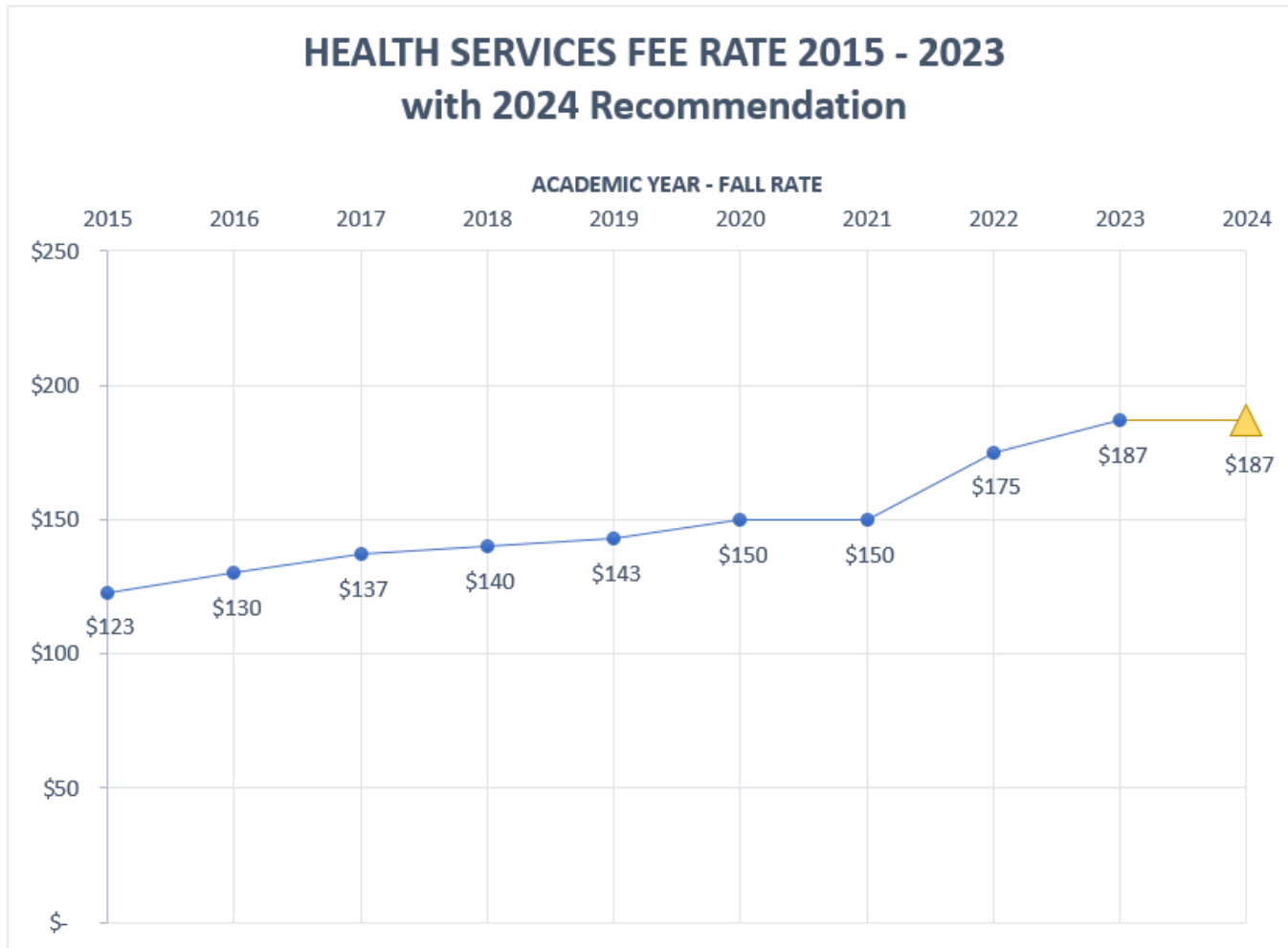
Health Center operations shifting to La Clinica

➢ Service cutover in September 2024

➢ Clinics available throughout Southern Oregon

➢ Fee revenue split 78% 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

HEALTH SERVICES FEE RATE 2015 - 2023
with 2024 Recommendation

ACADEMIC YEAR - FALL RATE

2015: $123
2016: $130
2017: $137
2018: $140
2019: $143
2020: $150
2021: $150
2022: $175
2023: $187
2024: $187

Southern OREGON UNIVERSITY

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:

BUILDING DEBT SERVICE	
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%

Programs Supported	Est. AY Collections
Building Debt-Service Reserve	$393,900

TECHNOLOGY INFRASTRUCTURE FEE	
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%

Programs Supported	Est. AY Collections
Technology Infrastructure	$212,100

STUDENT HEALTH SERVICES FEE	
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%

Programs Supported	Est. AY Collections
Student Health and Wellness Center and Programs	$1,416,525

PRESIDENT'S RECOMMENDATION

[X] Approve   [ ] Disapprove

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

April 9, 2024
Date

One-Time Matriculation Fee

- Matriculation fee assessed only **once** to new undergrads
  - Often deferred until fully enrolled/taking courses

- Designed to reduce other student administrative fees that used to exist:
  - Orientation, scheduling, transcripts, degree applications, re-enrollment, etc.

- Also supports 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

Southern OREGON UNIVERSITY

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%

Programs Supported	Est. AY 2025-26 Collections
Matriculation Funded Indexes	$320,000

PRESIDENT'S RECOMMENDATION

[X] 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

Legislative – 2024 Session

- 2024 Session very successful for SOU – 2 of 3 priorities achieved
  - Central Hall construction project approved
    - $6 million
  - Funding for behavioral health workforce at public universities approved
    - $4 million total
    - $666,667 for SOU
  - Additional funding for "Strong Start" (SOU Bridge Program) not approved
  - Governance bill did not move forward

Legislative - Future

- 2025-27 Funding (Combined Funding Request)
  - Current Service Level (as defined by Dept. of Admin. Services) - PLUS
    - $276 million for Public University Support Fund
    - $124 million for Oregon Opportunity Grant
    - Various, smaller Policy Option Packages for
      - Early Care and Education
      - Behavioral Health

  - Creative Industries/Student Success & Leadership Center Capital Project

    - Visit from HECC April 24

Federal

- FY 2024 Federal Budget included $500K to expand the Chinese Diaspora Project at SOULA

- Funding request made to Congress for FY 2025 for SOU's Solar Project

Other

- Formalizing Legislative Action Team meetings
  - All components of Shared University Governance to come together quarterly
    - ASSOU
    - Faculty Senate
    - Staff Assembly
    - Administration
    - Unions are also included

Questions?

Budget Update

Education & General Fund Revenues

Education and General	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium		
(in thousands of dollars)	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)
Oth tuition & fee adjustments		200	200	200		
Tuition, net of Raider Aid	33,430	35,013	34,002	35,824	37,088	38,421
Non-Recurring 1-Time Revenue		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

Personnel Services	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)
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)
Vacancy Adj.		250				
Other Adj. to Labor		(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)
Supplies & Services (S&S)						
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)	(3,304)	(2,822)	(2,822)	(2,751)	(2,847)	(2,970)
Transfers Adjustments						
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 ≥ C

E&G Pro Forma Projections to FY27

Education and General (in thousands of dollars)	2021-23 Biennium 2022-23 Actual (000's)	2023-25 Biennium 2023-24 FY24 Budget (000's)	2023-25 Biennium 2023-24 Est FY24 (000's)	2023-25 Biennium 2024-25 FORECAST (000's)	2025-27 Biennium 2025-26 FORECAST (000's)	2025-27 Biennium 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)
Oth tuition & fee adjustments		200	200	200		
Tuition, net of Raider Aid	33,430	35,013	34,002	35,824	37,088	38,421
Non-Recurring 1-Time Revenue		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
EXPENSES & TRANSFERS						
Personnel Services						
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)
Vacancy Adj.		250				
Other Adj. to Labor		(260)			(377)	(842)
Net Personnel Services	(51,545)	(54,241)	(51,777)	(52,877)	(54,722)	(57,093)
Supplies & Services (S&S)						
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)
1x Cost Reductions, Savings, Outside Support				As Modeled 0	As Modeled 0	As Modeled
Recurring S&S Cuts						750
Personnel and S&S before Transfers	(65,611)	(67,901)	(66,933)	(66,581)	(68,701)	(70,566)
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)
Transfers Adjustments						
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	51.9%	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

109

Budget Development Schedule

Dec
- Extract Labor
- Build Baseline Budgets

Jan
- Identify Assumptions
- Creating Initial Budget
- TAC & SFC Begin Work

Feb
- Budget Authority Input
- Update assumptions
- Additional Guidance

Mar
- TAC & SFC Finish
- Close Budget Development
- Review Auxiliary Budgets

April
- BOT: Decides T&F Rates
- Final Labor Updates
- Pro Forma preview

May
- BOT: Draft Budget
- Validate Budget
- Triple Checks

E&G + **Aux Des-Ops** = **June Budget**

Institutional Budget Committee Update

Update on External Budget Review

Budget Process Assessment

Southern Oregon University | Revised Draft – April 3, 2024

The information herein has been provided by CliftonLarsonAllen LLP for general information purposes only. The presentation and related materials, if any, do not implicate any client, advisory, fiduciary, or professional relationship between you and CliftonLarsonAllen LLP and neither CliftonLarsonAllen LLP nor any other person or entity is, in connection with the presentation and/or materials, engaged in rendering auditing, accounting, tax, legal, medical, investment, advisory, consulting, or any other professional service or advice. Neither the presentation nor the materials, if any, should be considered a substitute for your independent investigation and your sound technical business judgment. You or your entity, if applicable, should consult with a professional advisor familiar with your particular factual situation for advice or service concerning any specific matters.

CliftonLarsonAllen LLP is not licensed to practice law, nor does it practice law. The presentation and materials, if any, are for general guidance purposes and not a substitute for compliance obligations. The presentation and/or materials may not be applicable to, or suitable for, your specific circumstances or needs, and may require consultation with counsel, consultants, or advisors if any action is to be contemplated. You should contact your CliftonLarsonAllen LLP or other professional prior to taking any action based upon the information in the presentation or materials provided. CliftonLarsonAllen LLP assumes no obligation to inform you of any changes in laws or other factors that could affect the information contained herein.

Objectives and Scope

Southern Oregon University (SOU) has been a key element in contributing the state's workforce and economic growth and development for over 150 years. For the University to continue its mission of being "the choice for learners throughout their lives" for another 150 years, a robust and effective budgeting process is critical.

The University's leadership has recognized the need for assessment of the budgeting process given past gaps and financial challenges. For management to make important financial decisions, there needs to be trust in the budgeting process by all parties. As a result, the University is interested in conducting an assessment for its budgeting process.

To this end, leadership has contracted with a team from CLA to help assess the structure, processes, and systems used by the finance function and recommend how it can continue to improve.

Objectives included:
- How do we align our budgeting process with our current financial constraints, realistic and accurate assumptions, and the strategic direction of the University?
- What tools should we be using?
- How can we best use our staffing structure in the budgeting process?
- How do we implement an element of oversight and accountability?
- Transparency is important to the University. What tools should we use to ensure an element of transparency?

BOA Approach

Kick-off engagement and request documentation	Conduct interviews	Analyze and synthesize the findings	Draft deliverables
Weeks 1-2	Weeks 3-4	Weeks 5-6	Weeks 7-8
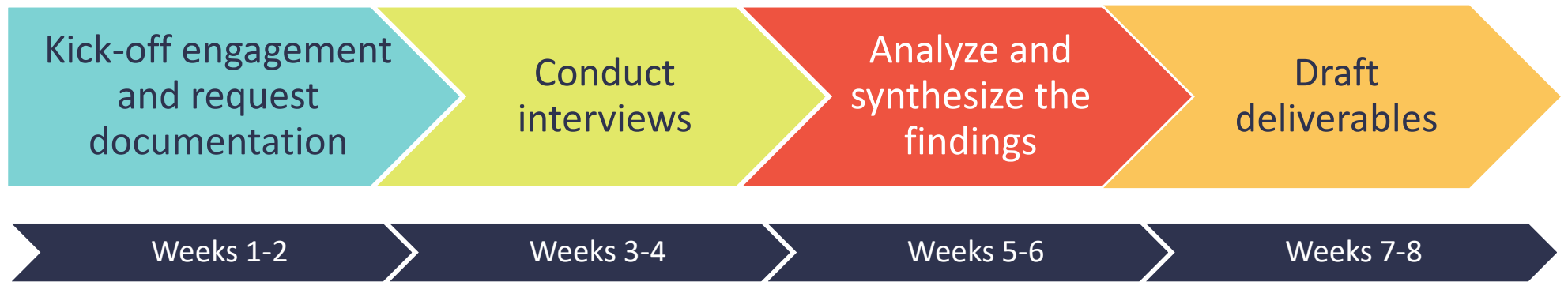
Individuals Interviewed

Name	Role
Agnes Maina	Controller; Director of Business Services
Anne Wadley	Accountant/Budget Specialist
Ashlee Thomure	Budget Office Accountant
Carrie Vath	AVP Student Life and Dean of Students
Colleen Martin-Low	Budget Analyst/ Accountant
Deborah Lovern	Budget Officer for Academic and Student Affairs
Dennis Slattery	Associate Professor (Business)
Dustin Walcher	Director, Division of Social Sciences
Josh Lovern	Budget Director
Karen Stone	Associate Provost

Name	Role
Leon Crouch	Director of Facilities Management and Planning
Matt Sayre	Director of Athletics
Neil Woolf	EVP
Rick Bailey	SOU President
Sabrina Prud'homme	University Board Secretary
Shaun Franks	Board of Trustees and Chair of the Board Finance and Administration Committee
Sheila Clough	Board of Trustees and Vice-Chair of the Board
Steve Larvick	Former Controller
Tom Battaglia	CIO
Vince Smith	Director, School of Communication, Science & Env

CLA would like to thank the team / staff at Southern Oregon University for their participation, support, on-going dialogue, and feedback during this assessment

Prioritization Key

Priority Color Coding Key

Action Recommended, Immediately

Action Recommended, Timing Optional

Continue or Maintain Action

Other Suggested Actions

Key Findings/Executive Summary

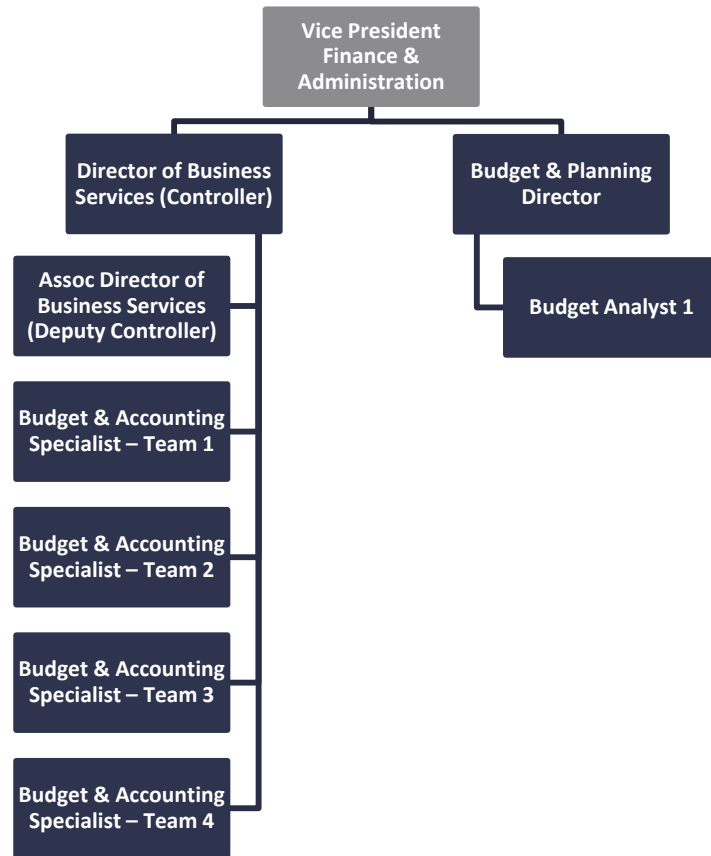| Recommendation	Results and Impact	
Processes – Consider accelerating the timing of the annual budgeting process with standardized workflows and systems, eliminating the use of spreadsheets and manual processes. We recommend enhancing communications and transparency with the departments on the status of their budgets and funding through out the budgeting process as well as improving performance reporting with comprehensive KPIs. We recommend a review of the committee structure as well as the function, decision-making authority, and membership of each leadership committees. Finally, we recommend updating the strategic plan to include a comprehensive list of KPIs to measure institutional initiatives as well as establishing an annual target setting process linked to the strategic plan and leading into the annual budgeting process.	*Updating the annual budgeting process with revised standardized processes and systems (Workday Adaptive Planning) will reduce the reliance on spreadsheets and manual processes and improve efficiency. Enhanced communications and adding transparency with departments will stimulate process ownership. Improved performance reporting with comprehensive KPIs will give leadership the ability to make decision based on results.* *Restructuring and adding authority to the leadership committees will provide additional leadership support to the annual budgeting process.* *Updating the strategic plan will provide institutional direction. Coupling comprehensive KPIs with the strategic plan and establishing a linked annual target setting process prior to the annual budget will ensure that the annual budget incorporates the institution's strategic direction.*	
Systems – We recommend completing the implementation and optimizing the Workday ERP and Adaptive Planning as soon as possible. We also recommend implementing and integrating both a tuition planning and a course scheduling software tool.	*With the implementation and optimization of Workday ERP and Adaptive Planning, the institution will have the tools to gain process efficiency. The addition of tuition planning, and course scheduling software will reduce manual spreadsheet processes and improve efficiency.*	
Roles and Responsibilities – We recommend establishing dotted-line reporting from all Budget & Accounting Specialists to the Budget & Planning Director as well as creating a new role of Financial Planning & Analysis Manager.	*The dotted-line reporting structure for the Budget & Accounting Specialists to the Budget & Planning Director will enhance the departmental budgeting support. The new Financial Planning & Analysis Manager will add analytic and modelling support to the budgeting and planning team.*	

Structure

Observations and Recommendations

8

Current Structure – Budgeting Process Support

```
                    Vice President
                      Finance &
                    Administration
                          |
         +----------------+----------------+
         |                                 |
  Director of Business            Budget & Planning
  Services (Controller)               Director
         |                                 |
  Assoc Director of                 Budget Analyst 1
  Business Services
  (Deputy Controller)
         |
  Budget & Accounting
  Specialist – Team 1
         |
  Budget & Accounting
  Specialist – Team 2
         |
  Budget & Accounting
  Specialist – Team 3
         |
  Budget & Accounting
  Specialist – Team 4
```

Current

Vacant

Key Observations

Vice President Finance & Administration (VPFA), a key role in the budgeting process, was vacant as of this report. However, the position was to be filled imminently

The budgeting process relies heavily on the support of the Budgeting & Accounting Specialists to facilitate department budget submissions

There is no formal direct or dotted-line management authority from the Budgeting & Accounting Specialists to the Budgeting & Planning Director

Based on an undated and efficient budgeting process workflow and system configuration, the budgeting team is likely understaffed
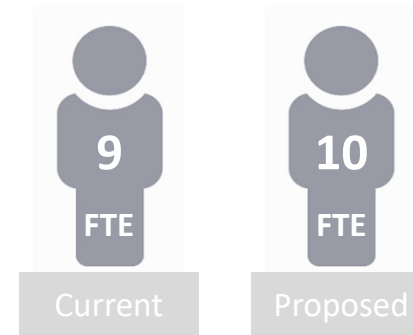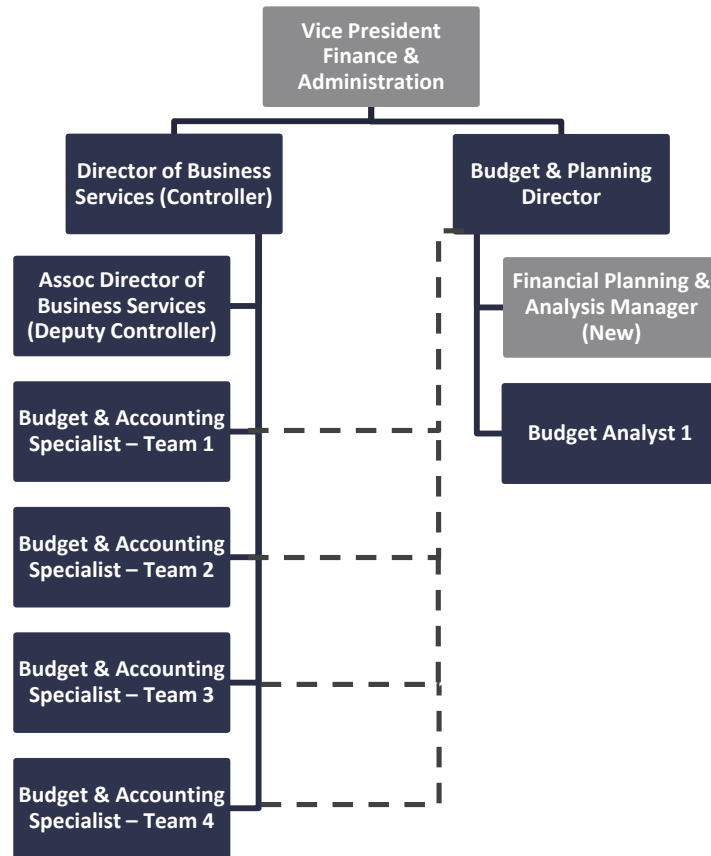
Proposed Structure – Budgeting Process Support

Org Chart:

- Vice President Finance & Administration
  - Director of Business Services (Controller)
    - Assoc Director of Business Services (Deputy Controller)
    - Budget & Accounting Specialist – Team 1
    - Budget & Accounting Specialist – Team 2
    - Budget & Accounting Specialist – Team 3
    - Budget & Accounting Specialist – Team 4
  - Budget & Planning Director
    - Financial Planning & Analysis Manager (New)
    - Budget Analyst 1

Legend:
- Current
- Vacant

FTE:
- 9 FTE — Current
- 10 FTE — Proposed

Key Changes

Finalize the hiring process for the Vice President Finance & Administration (VPFA), providing leadership for the budgeting process as well as other financial and administrative functions

Establish dotted-line reporting of all Budget & Accounting Specialists to the Budget & Planning Director to enhance the departmental budgeting support

Create a new role of Financial Planning & Analysis Manager, supporting the analysis and model requirements of the budgeting and planning team

Proposed Roles and Responsibilities

Role	Budget & Planning Director	Financial Planning & Analysis Manager (New)	Budget Analyst 1	Budgeting & Accounting Specialist
Reports to	Vice President Administration & Finance	Budget & Planning Director	Budget & Planning Director	Dotted-line to Budgeting & Planning Director
Key job responsibilities	• Manages the annual budget and forecasting process • Communicates and coordinate budget assumptions with all levels of leadership • Actively engages with advising committees • Supports departments on all aspects of the budgeting and strategic planning process • Updates budgeting and planning processes as needed	• Assists in the creation and management of annual budgeting and forecasting process • Work closely with Budget Analyst and Accountants to provide reporting needed for decision-making • Create and maintain KPIs • Manages reporting on strategic plan and other initiatives	• Work closely with department leadership as well as campus to assist in the day-to-day budget operations • Assists with budget process as needed (keying, creating reports among others) • Assists with creation and administration of budget reporting • Works with Budgeting & Accounting Specialist to ensure timely budget delivery	• During the annual budgeting works with department leadership to coordinate the completion of the budget • Assists department leadership with analysis of financial results and annual budget assumptions • Coordinates the delivery of the annual budget thru financial management system • Assists in any updates or reallocations required
Important characteristics & attributes	• Proficient in budget and accounting practices • Knowledge of higher education budgeting processes • Proficient in using automated systems • High degree of accuracy and problems solving • Strong communication and collaboration skills	• Knowledge of higher education budgeting processes • Proficient in software tools (i.e., Excel, Workday) • Strong communication and collaboration skills • Strong analytical skills	• High degree of accuracy, attention to detail, and confidentiality • Excellent data entry and reconciliation skills • Strong communication and collaboration skills	• Knowledge of higher education budgeting processes • High degree of accuracy, attention to detail, and confidentiality • Proficient in software tools (i.e., Excel, Workday) • Strong communication and collaboration skills

Structure – Other

#	Observations	Impact		Recommendation
1	**Department Structure and Alignment of Duties** – The Budgeting & Planning department has limited staff. Other budgeting process resources (i.e., Budgeting & Accounting Specialists) do not report directly to the department leadership. The department Director therefore must complete multiple tasks across varying functional levels (i.e., administrative vs. managerial) and is tasked with special projects based on their institutional knowledge. Additionally, the department Director created and assumed responsibility for detailed analytics of the budget assumptions and anticipated results with limited transfer of knowledge or documentation for staff.	• Lack of analytic support limits department's management focus on process and oversight • Lack of alignment of staff for the budgeting process can create inefficiency and limited management oversight • Limited transfer of knowledge and documentation can lead to ineffective and inefficient processes		Consider hiring a Financial Planning & Analysis Manager to manage planning and analytic process and tools. We recommend establishing dotted-line reporting of all Budget & Accounting Specialists to the Budget & Planning Director to enhance the departmental budgeting support. We also recommend creating a documented transfer of knowledge (training) regarding both the budgeting process and associated tools (see *Systems*).
2	**Leadership** – The budgeting process has been without proper oversight recently due to senior leadership departures as well as an extended leave of absence by a key employee. We also observed a lack of confidence in the process due to the lack of leadership. With the hiring of the new Vice President Finance & Administration (VPFA), confidence in the budgetary process should return.	• Lack of budgeting process leadership can lead to distrust of the process by budget owners • New leadership can rejuvenate the process		We recommend the new VPFA as well as the Director of Budgeting and Planning work to improve communications and transparency of the budgeting process, reestablishing confidence in the process.

Processes

Observations and Recommendations

Budgeting Process – Creation and Timeline

#	Observations	Impact		Recommendation
1	**Creation and Communication of Budget Assumptions** – Currently the budget assumptions are created by the Budget Director, Vice President Finance & Administration, and the President. During CLA's interviews, department / managers expressed the lack of clear and consistent communications how the assumptions were created and further, how to apply these assumptions to their departments. Recently the Institution Budget Committee (IBC) was reintroduced to advise on the budgeting process and to address transparency.	• Lack of transparency in the process of creating assumptions • Lack of engagement from other areas of the institution		Consider initiating assumptions dialog with IBC and department leadership to study how the annual budget assumptions relate to the strategic objective of the institution, state mandates and department / unit goals. Clearly communicate the mandated assumptions (i.e., classified and faculty salary increases) and how these assumptions affect other planning areas. In addition, initiate funding prioritization process as it relates to the overall budget assumptions (see *Strategic Plan and KPI's*).
2	**Annual Budget Process and Timeline** – Planning for the annual budget begins in November with the loading of the current year's budget in the system as the initial budget for the upcoming year. Annual budget assumptions are prepared by the Budget Director (see *Budgeting Process - Planning Assumptions*). Departments use their own internal processes which include ad-hoc spreadsheets and manual processes to input, consolidate, and load the budget in the system. The advisory committees begin preliminary reviews in February/March with final budget approval in May. Budget rollout and adoption follows in June (see *Budgeting Process – Approval and Rollout*).	• Lengthy planning process may lead to budget fatigue and lack of focus by key participants • Ad-hoc spreadsheets and non-aligned manual processes are inefficient and may lead to errors in the annual budgeting process		Consider working to accelerate the timing of the annual budgeting process, standardizing workflows and systems to eliminate manual spreadsheet and processes. Initiating standardized processes aligned with the Workday Adaptive Planning system will add efficiency to the annual budget process and provide clear 'how, when, and who' across the institution. We also recommend considering the possibly of implementing an annual reallocation process based on the state's appropriations (see *State Funding Challenges*).

Budgeting Process – Approval and Rollout

#	Observations	Impact	Recommendation
1	**Advisory Committees** – SOU has various advisory committees. Currently, the State of Oregon (the State) requires Tuition Advisory Council (TAC) which focuses on tuition rates. Recently SOU reestablished the Institution Budget Committee (IBC) composed of the VPFA, Budget Director, faculty members, staff and representative from the Provost and President office. In addition, the Student Fee Committee determines mandatory student fee per quarter. This fee is allocated by the committee to different student areas/efforts as well as Athletics. Finally, the Facilities Planning Committee which works with the State to fund large scale building renovations. Each committee has its own charge, meeting schedules, and decision-making timelines.	• Multiple committees may lack continuity or collaborations on issues relating to the annual budget • Committee membership may lack the authority to make budget and/or financial decisions • Competing schedules, timelines, and goals can make it challenging for members to engage	Consider a review of the function and membership of each committee. We recommend revising the committee structure to establishing a new IBC as the lead oversight committee with the various other committees acting as sub-committees (e.g., TAC, SFC, Facilities Planning, etc.). The new IBC should have decision-making authority and would include representatives from the various sub-committees as well as the VPFA, Provost and President. The IBC mission should be to provide transparent decision-making around the university's strategic plan, sources and uses of funding, tuition rates as well as program and capital initiatives.
2	**Annual Budget Rollout and Department Communication** – Within the current budget process, departments request base funding, apply a predetermine inflationary increase, and add any initiative funding request (i.e., net new funds to the department). The administration communicates the approved budget to the department leadership after review late in the process with limited transparency.	• Limited timely communications on initiative funding may lead to departments potential overspending	Consider communicating with the departments the status of their budgets and funding through out the budgeting process. Transparent communications to the departments on the status of their budgets and funding will avoid surprises and mistrust of the budgeting process.

Budgeting Process - Planning Assumptions

#	Observations	Impact		Recommendation
1	**Focus on Tuition Planning** – The Budgeting & Planning Director contributes substantial time and effort to a detailed spreadsheet model that calculates the budget for the various tuition revenue categories. The information is then manually entered into the system. There is limited documentation and knowledge transfer on the process.	• Spreadsheet models are inefficient and are prone to errors • Lack of systems integration is inefficient • Limited knowledge transfer and documentation leads to process gaps		Consider using integrated system tools for tuition planning (see *Systems*) and documenting the process. We also recommend including additional budget office personnel during the planning process to ensure knowledge transfer.
2	**State Funding Challenges** – While the State provides initial direction to the seven-state funded institution early in the budgeting process, a "true-up" of actual funds provided occurs late in the process. This ambiguity regarding actual funding to be received by the institution creates additional budgeting pressure. Note, actual funding may be more or less than initially indicated.	• Unknowns and "true-up" timing regarding state funding creates uncertainty in the planning process		Consider creating a biannual budget process with the first half of the fiscal year budget based on funding not directly related to state appropriations (i.e., tuition funding and department generated funding) and proportional department spending. Upon state funding availability (the second half of fiscal year), department spending is budgeted based on funds allocated from the state. Note, this biannual budgeting process would need to be fully vetted and documented prior to implementation.

Budgeting Process - Planning Assumptions

#	Observations	Impact		Recommendation
3	**Evaluation of Current Performance** – The departments with the assistance of their assigned Budgeting & Accounting Specialist, use budget vs. actual reporting to determine department needs in preparation for the annual budgeting process. Department leadership have limited visibility to overall budget KPIs or the SOU strategic plan as it relates to their annual budget.	• Focus on budget vs. actual may lead to limited department entrepreneurship during the budgeting process • Lack of transparency on strategic planning may limit budget ownership by department leadership		In addition to budget vs. actual, consider unit performance reporting that takes into consideration KPI's and SOU strategic plan (see *Strategic Plan, KPIs and Target Setting*). For example, an academic unit may report on the success of a program by reporting on enrollment numbers, graduation rates, percentage of direct expense to revenues, among others.
4	**Inflation Assumption** – Inflation is not routinely assumed on an annual basis. If the SOU final budget has a surplus for the year, the Budgeting and Planning department allocates inflation to the department via an increase in operating expenses.	• Department allocations may not represent actual department expenses • Budgeting without inflation may lead to budget shortfalls		Consider adding inflation assumptions to the budgeting process as the onset. If a budgeting surplus exists, spending would be based on department need and spread accordingly.
5	**Out of Cycle Budget Request** – It was sited during CLA's interviews that out of cycle requests for initiative funding created financial pressure on meeting the institutional annual budget. Although the number of requests appeared to be limited, their scope was thought to be material to the budgeting process.	• Out of cycle request creates additional financial burden on the institution and limits flexibility on current budget		We recommend applying the strategic KPIs (see *Strategic Plan, KPIs and Target Setting*) to all requests and evaluate whether they need to be funded now or can it wait to the next cycle with consideration based on unexpected vs. omitted budgeted items.

Strategic Plan, KPIs and Target Setting

#	Observations	Impact		Recommendation
1	**Strategic Plan, Target Setting and Annual Budget** – SOU's current strategic plan appears to be outdated (over 5 years since update). The plan has limited links with the annual budgeting process and no comprehensive target setting process. Current institutional initiatives have limited review against the strategic plan with no full list of annual targets for each initiative. A list of initiative specific annual targets with measurable KPIs (see *Linking KPIs to Strategic Plan*) would assist leadership in assessing the effectiveness of the initiatives against the strategic plan. Note, an update of the strategic plan is currently slated for 2024-2025.	• Limited linkage between the strategic planning process and the annual budget process can lead to unmeasured and unrealized strategic objectives • Lack of target setting process can lead to a budgeting process with limited strategic direction		Consider updating the strategic plan to include a comprehensive list of KPIs which can be used to measure institutional initiatives, both present and future. We also recommend establishing an annual target setting process leading into the annual budgeting process using SMART (**S**pecific, **M**easurable, **A**ttainable, **R**ealistic and **T**imely) methodology (see *Target Setting Process*). This process would help establish the list of annual initiatives and link those initiatives to the strategic plan with measurable KPIs. We further recommend tracking planning targets and reporting performance (see *Reporting*).
2	**Linking KPIs to Strategic Plan** – The use of KPIs are limited across the institution. The primary KPI used by SOU is fund balance (general fund) as a percentage of revenues. This measurement is a requirement of the state and is monitored by Board of Trustees and SOU financial leadership. Other individual metrics are used by Academic Affairs and departments for planning courses as well as limited tracking of performance. Institutional KPIs have limited direct links to the strategic plan.	• Limited KPIs results in a limited view of the institution's full financial picture and objectives • Lack of direct links between KPIs and the strategic plan can result in unrealized objectives		Coupled with the target setting process, consider incorporating a comprehensive list of KPIs that link directly to the strategic plan and can measure the performance of the institution and its initiatives (e.g., graduation rate by school/program and composition, department cost vs. admin cost per student, etc.). The KPIs will identify areas of success and opportunities for improvements.

18

Recommended Initial KPIs

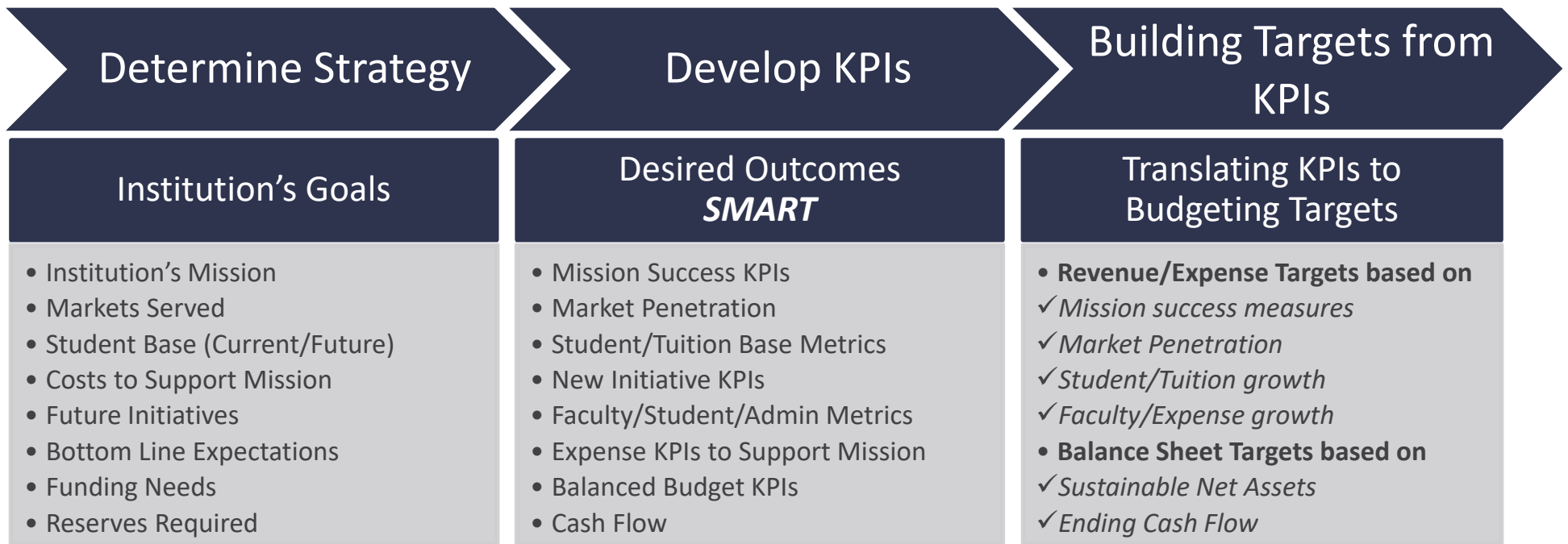| Financial	Program	Faculty/Staff	Students
Percent of Direct Academic Cost (i.e., Faculty Salary, Instructional Materials, etc.)	Student Credit Hour Production by Program (Year-over-Year)	Number/Percentage of Tenure & Tenure Track Faculty	Student Attrition: by Quarters, Cohort, Academic Year, etc.
Percent of Indirect Academic Cost (i.e., administration, travel, etc.)	Graduation Rate by Program, Class, Certification	Number of/Dollars spent Adjunct Faculty	Graduation Rate by Department, Program, Class, Certification
Percent of Reserve of Gross Tuition or Revenue	Class Size by Subject/Department	Cost per Student Credit Hour Delivery (Campus, Dept., Program)	Yield Rate – Overall, Student Population, Transfer Students, etc.
Percent of Carry Over Funds (i.e., budgeted funds not used)	Program Completion Rate (i.e., student completing program within allotted time)	Dollar/Percentage Research/Grants by Dept. and/or Faculty Member	Dollars Spent on Marketing per Application vs Admitted student
Discount Rate – Overall, by Cohort, Student Type	Number/Percentage of Students Enroll Online Program or Courses		Number of Students using counseling services
Ratio Endowment/Gift Dollars vs Tuition and State			Students in Residence Halls vs Graduation Rate
Percent of Unrestricted Reserves vs Restricted			Student Involvement in Non-Academic Activities (Number/Percentage)

Examples of linking Mission with KPIs

"We achieve student success, professional preparation & Civic engagement…"

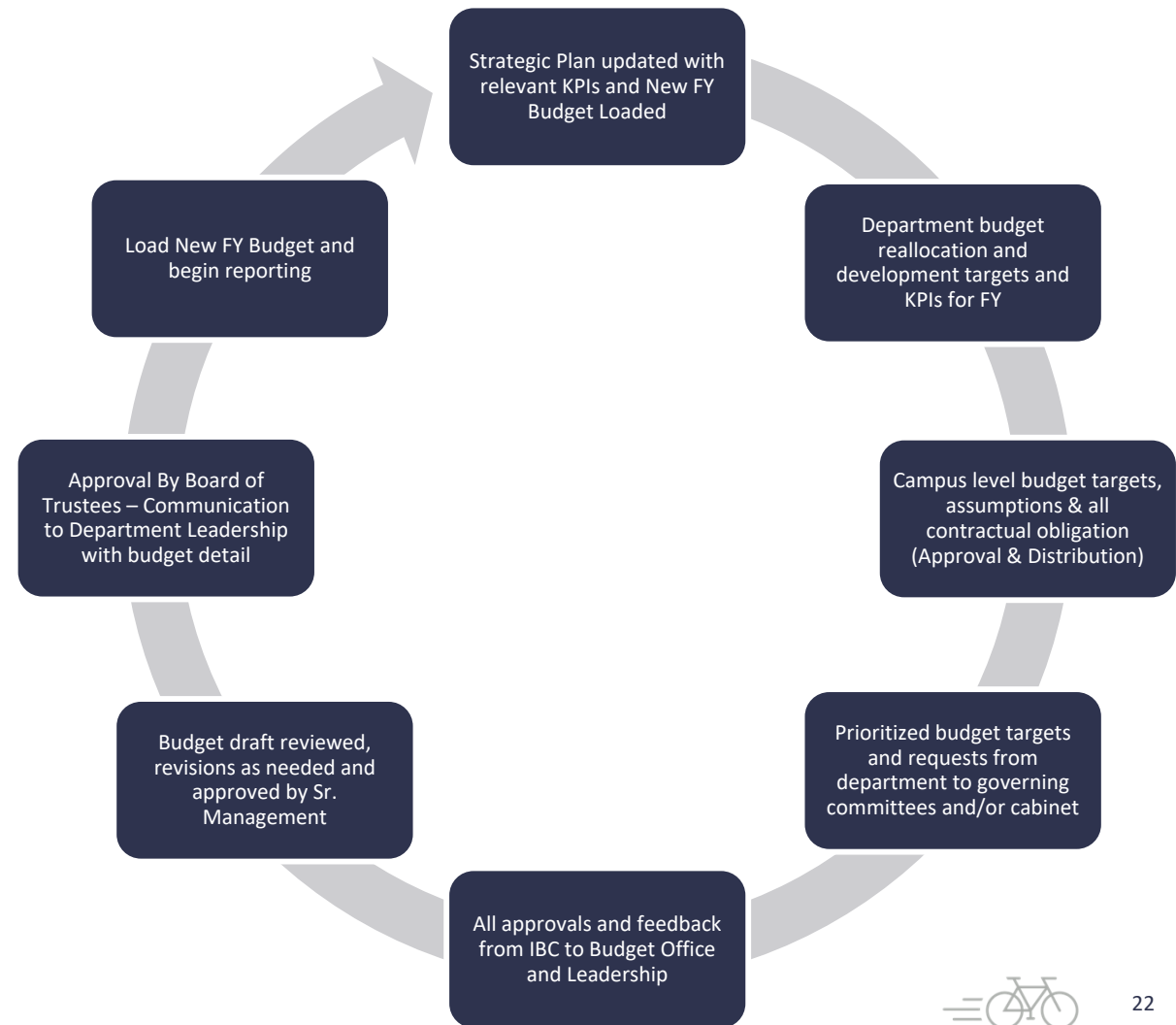| Student Success	Professional Preparation	Civic Engagement
Degrees Completion timeline	Number/Percentage of Tenure & Tenure Track Faculty	Number Student Club and Non-Academic Activities provided
Student attrition: across quarters, cohort	Number of/Dollars spent Adjunct Faculty	Student Involvement in Non-Academic Activities (Number/Percentage)
Yield rate – overall, student population, transfer students, etc.	Dollars in Research/Grants by Department and/or Faculty member	Growth in Alumni Giving
Number or Percentage of Students using counseling services	Number and Percentage of Participating Staff on Continued Education	
Students in Residence Halls vs Graduation rate		
Number or Percentage of Non-traditional students		
Graduation Rate by Department/Program/Class/Certification		

Target Setting Process

Our recommendation establishing an annual target setting process that is coupled to the strategic plan, incorporates the development of SMART KPIs and leads into the annual budgeting process is outlined in the schematic below. Note, the process is designed to link the strategic plan to the annual budgeting process and ensure measurability and thereby accountability, KPIs.

Determine Strategy	Develop KPIs	Building Targets from KPIs
Institution's Goals	**Desired Outcomes** ***SMART***	**Translating KPIs to Budgeting Targets**
• Institution's Mission • Markets Served • Student Base (Current/Future) • Costs to Support Mission • Future Initiatives • Bottom Line Expectations • Funding Needs • Reserves Required	• Mission Success KPIs • Market Penetration • Student/Tuition Base Metrics • New Initiative KPIs • Faculty/Student/Admin Metrics • Expense KPIs to Support Mission • Balanced Budget KPIs • Cash Flow	• **Revenue/Expense Targets based on** ✓*Mission success measures* ✓*Market Penetration* ✓*Student/Tuition growth* ✓*Faculty/Expense growth* • **Balance Sheet Targets based on** ✓*Sustainable Net Assets* ✓*Ending Cash Flow*

Budget Cycle

- Timeline to work concurrently with committees (see *Advisory Committees*), budget and controllers' office deliverables.

- Budget cycle starts with updates to the Strategic Plan as needed with KPIs for the new fiscal year.

- Budget Cycle Includes:
  - Reporting by departments to include KPIs/Targets and upcoming budget year operating plans.
  - Status update to stakeholders during the process (see *Annual Budget Roll out and Department Communication*).

Strategic Plan updated with relevant KPIs and New FY Budget Loaded

Department budget reallocation and development targets and KPIs for FY

Campus level budget targets, assumptions & all contractual obligation (Approval & Distribution)

Prioritized budget targets and requests from department to governing committees and/or cabinet

All approvals and feedback from IBC to Budget Office and Leadership

Budget draft reviewed, revisions as needed and approved by Sr. Management

Approval By Board of Trustees – Communication to Department Leadership with budget detail

Load New FY Budget and begin reporting

Reporting

#	Observations	Impact		Recommendation
1	**Budget vs. Actual Reporting** – Budget vs. actual analysis and reporting is performed by Budget & Accounting Specialist as well as the department leadership on a somewhat inconsistent ad-hoc basis. Reports are generated and augmented through manual spreadsheets. The frequency of these reports and their review vary widely by specialist and department leader. As of CLA's interviews, the budget had not been uploaded via Workday Adaptive Planning (see *System and Integrations*) and therefore no budget vs. actual reporting initiated thru the system.	• Inconsistent reporting can create reporting silos and lead to ineffective decision-making • Manual spreadsheet reporting is inefficient and prone to errors • Lack of current report can impede decision-making		Consider establishing a consistent timeline and report to be provided by the Budget & Accounting Specialist to department leadership. The report should include current year vs. prior year and percentage comparisons as well as detail variance explanations. We also recommend the implementation of a communication plan to facilitate improved department/accounting staff interactions and thereby improve overall reporting.
2	**Other Management Reporting** – Reporting provided to department management is currently limited. Historically, management reports were generated via ad-hoc spreadsheets. There has been very limited tracking of KPIs and budget targets to assess performance. Management access to the Workday ERP and Adaptive Planning will enhance reporting, leading to leadership's ability to assess performance and improve decision-making.	• Lack of reporting to management can limit growth and sustainability • New software access can lead to enhanced reporting • Enhanced reporting may lead to performance improvements		To facilitate and enhance reporting, we recommend implementation of dashboard reporting thru Workday Adaptive Planning. This would enable department leadership the ability to drill through their numbers and assess their results. We further recommend tracking planning targets and reporting performance to department leadership, committees, and other campus communities (as required).

Systems
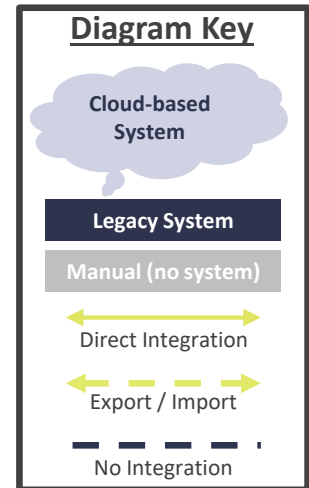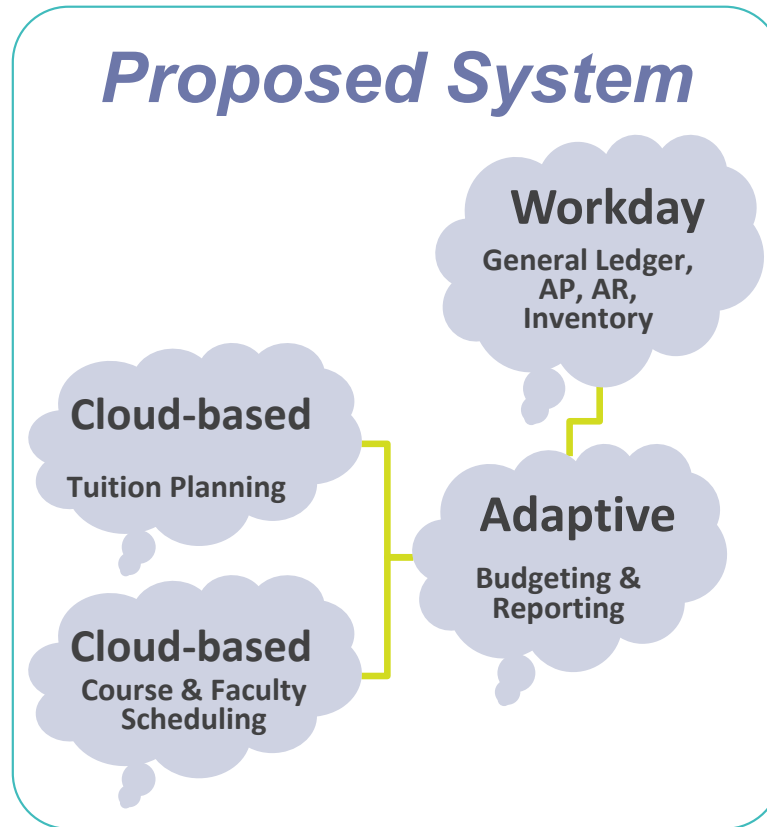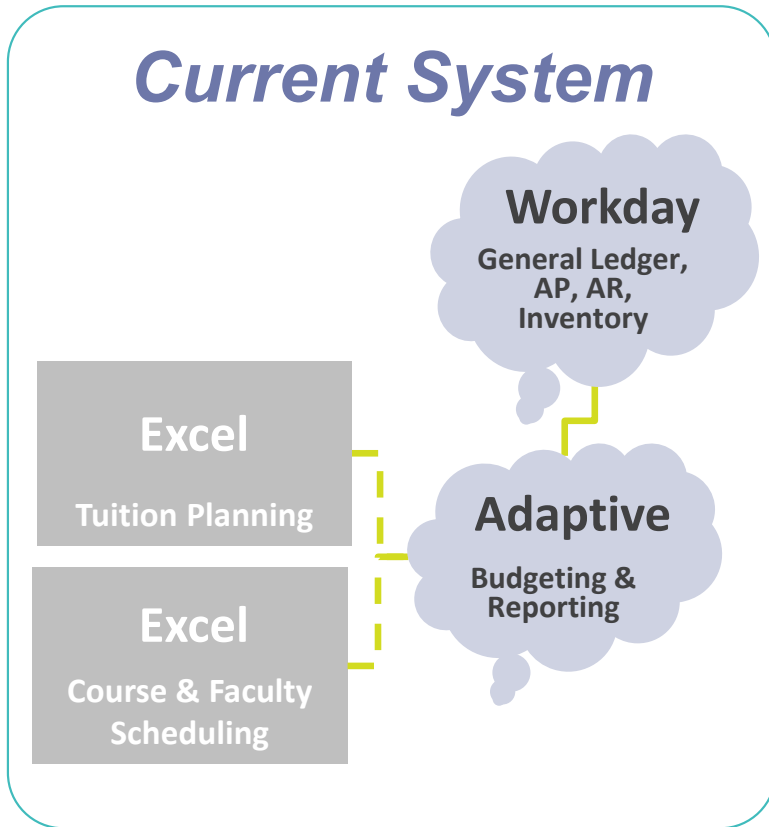
Observations and Recommendations

Current Finance and Related Systems

System Type	Current System		Summary Comments
General Ledger	Workday Financial Management		Workday ERP was implemented starting 2023 and launched January 2024. The system, once optimized, will offer efficiency to various processes.
Budgeting	Workday Adaptive Planning		Workday Adaptive Planning is slated to be implemented over next few months. Again, once implemented and optimized, the system will provide efficiency to the budgeting process.
Reporting	Workday Adaptive Planning		Workday Adaptive Planning is slated to be implemented over next few months. Again, once implemented and optimized, the system will provide efficiency to the reporting process.
Tuition Planning	Excel		Annual tuition planning is currently completed through a highly detailed Excel spreadsheet model. The current model, while accurate, is not integrated with any system and requires manual import and export of data.
Course & Faculty Scheduling	Excel		Annual course and faculty scheduling is currently completed through various linked Excel spreadsheets and is not integrated with any system.

Systems Map Supporting the Budgeting Process

Systems and Integrations

#	Observations	Impact	Recommendation
1	**Workday Adaptive Planning Integration** – While Workday ERP has been implemented and is now being optimized, Workday Adaptive Planning's implementation and integration is still to be completed and therefore reporting is very limited. Adaptive is slated to be used in the upcoming budgeting process. Once the system is implemented and optimized, it will provide efficiency to the budgeting process going forward.	• Optimization of Workday ERP will improve overall operational efficiency • Implementation and optimization of Workday Adaptive Planning will improve the budgeting process	We recommend a concerted effort to optimize Workday ERP and implement Workday Adaptive Planning as soon as possible. Engaging additional outside consulting resources may be necessary to hasten the implementation and optimization effort. The implementation of Workday Adaptive Planning will also allow for integrated dashboard reporting.
2	**Tuition Planning** – Annual tuition planning is currently completed through a highly detailed Excel model. The current model, while accurate, is not integrated with any system and requires manual import and export of data. Further, the model requires a significant time commitment by the Budgeting & Planning Director to run scenarios and verify information in the model. Limited transfer of knowledge or documentation of the model's mechanics has been completed.	• Spreadsheet modeling is inefficient and error prone • Lack of systems integration is inefficient • Limited knowledge transfer and documentation can lead to overall process gaps	Consider automating and integrating tuition planning with software. Integration of the tool with the ERP will enhance efficiency in the process of revenue planning and thereby free up resources for process oversight and review. A system, rather than a spreadsheet model, will offer documentation and enable efficient knowledge transfer.
3	**Course and Faculty Scheduling** – Annual course and faculty scheduling is currently completed through various linked Excel spreadsheets and is not integrated with any system.	• Spreadsheet modeling is inefficient and error prone • Lack of systems integration is inefficient	Consider automating and integrating course and faculty scheduling with a software tools. The tool will enhance efficiency in the scheduling process and thereby free up resources for process oversight and review.

Priorities and Sequencing

28

Timeline to Address Key Themes

Key Themes	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025
Complete hire process of VPFA, implement of dotted-line reporting structure, and hire Financial Planning & Analysis Manager	▮	▮				
Restructure governing committees to improve oversight and strengthen budget approval process *(begin during 2025 process and complete with 2026 process)*				▮	▮	▮
Implement and optimize Workday Adaptive Planning	▮	▮	▮			
Implement and integrated tuition planning and course/faculty scheduling tools in preparation of 2025 budgeting process			▮	▮	▮	

To discuss during draft review

Jean Bushong, Principal
Jean.bushong@claconnect.com
1-303-265-7884

Bart Hawley, Director
Bart.hawley@claconnect.com
1-703-825-2130

Enid Ruiz-Mattei, BizOps
Enid.ruiz-mattei@claconnect.com
1-719-284-7232

Shannon Larsen, Business Engagement Senior
Shannon.larsen@claconnect.com
1-920-455-4134

CLAconnect.com

CPAs | CONSULTANTS | WEALTH ADVISORS

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 <u>expenses</u> not % of revenues
  - ➢ Use prior Fall expenses as baseline for budgeted reserve target in the coming fiscal year

$$+ \text{ Labor \& OPE}$$
$$+ \text{ S\&S}$$
$$\underline{+ \text{ Transfers Out}}$$
$$= \text{ Reserve \textbf{GOAL}}$$

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

<div align="center">

Southern Oregon University
Board of Trustees

RESOLUTION
Establishing Financial Operating Reserves

</div>

Whereas, building operating reserves is an important component of long-term financial stability and strategic planning to meet the University's objectives, and failing to plan to adequately poses a risk to the University;

Whereas, Southern Oregon University's operating reserves of the Education and General fund totaled $5,554,414 as of June 30, 2023, and represented approximately 31 days of operation for the University in Fiscal Year 2024;

Whereas, it is the goal of Southern Oregon University to maintain financial operating reserves adequate to ensure responsible fiscal management, advance University priorities, and mitigate current and future risk; and

Whereas, in accordance with Oregon Law, the Board of Trustees of Southern Oregon University may acquire, receive, hold, keep, pledge, control, convey, manage, use, lend, expend and invest all moneys, appropriations, gifts, bequests, stock and revenue from any source; Now therefore,

Be it resolved, that on the recommendation of the Finance and Administration Committee of the Board of Trustees of Southern Oregon University, the Board of Trustees hereby establishes a financial operating reserve that shall be equivalent to the operating expenses of one fall term, to be calculated based on the fall term preceding each fiscal year;

Resolved that Southern Oregon University will achieve this financial operating reserve goal by 2038; and

Be it further resolved that no expenditure shall be made from this reserve fund without the prior approval of the governing board of Southern Oregon University.

VOTE:

DATE: April 19, 2024

_____

University Board Secretary

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)

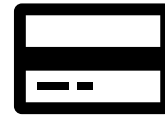🕐 Hours of operation (M-F 8 am-5 pm) 24/7 Telus

👥 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.
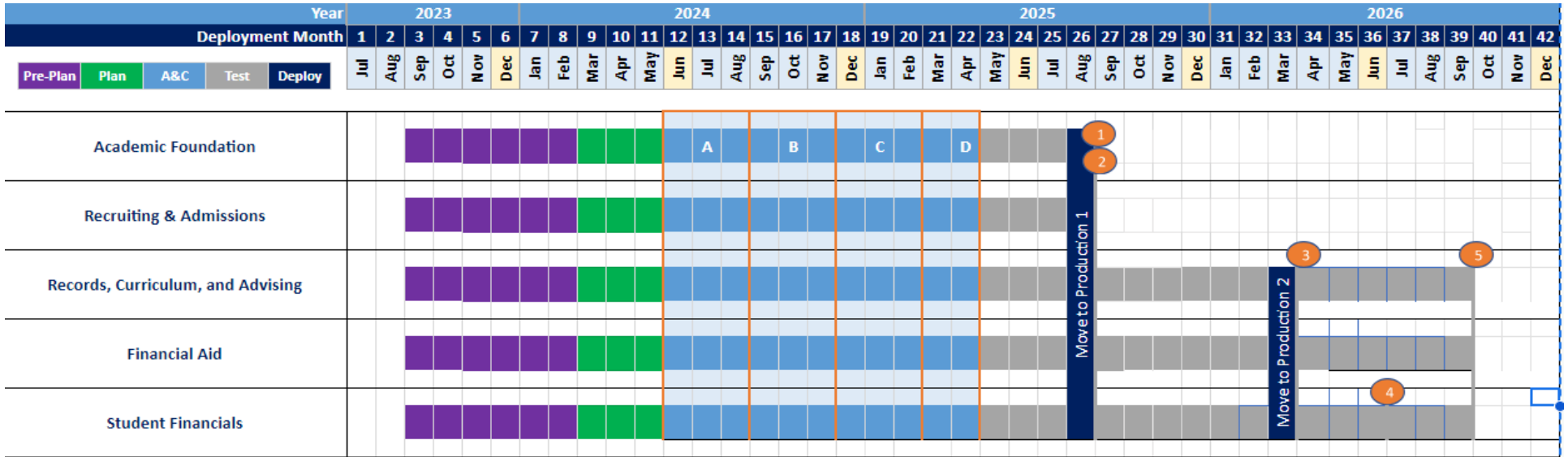
The primary workstreams for this project are:

- 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 manage some of the trickier aspect 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.

Year	2023						2024												2025												2026											
Deployment Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Legend: Pre-Plan | Plan | A&C | Test | Deploy

Rows: Academic Foundation; Recruiting & Admissions; Records, Curriculum, and Advising; Financial Aid; Student Financials

Phases: A, B, C, D — Move to Production 1 — Move to Production 2

Move to Production 1		Move to Production 2	Customer Uptake 4	Customer Uptake 5
Customer Uptake 1	**Customer Uptake 2**	**Customer Uptake 3**		
Recruiting & Admissions		Registration & Advising		Student Financials Balances
Application Fees & ⬚Tuition		Student Conversion (All)	Payments	Disbursement & R2T4
Deposits	Verifications, Awarding &	Verifications, Awarding &	Cashiering Integration	Grading
Academic Units & Levels	Packaging for New Students	Packaging for Continuing Students	Payment Plans	Graduation
Student Core	ISIRs	Fee Calculations, Sponsors, &		Transcript Generation
Program of Study Profiles	Course Catalog	Waivers		End-of-term Processing
Calendars and Educational		Class Schedule		
Institutions		Historical Conversion		

Move to Production (MTP): when configuration is moved to the Production Tenant

Customer Uptake Milestone: when the institution starts using the feature and is transacting in Workday

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 themself and for future Trustees pledges to fulfill the duties set forth herein:

1. **Evaluation.** Each Trustee acknowledges that the Board is responsible for seeing that each Trustee carries out their responsibilities as specified herein, and each Trustee will participate in 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. <u>Duty of Care</u>. A Trustee must act in good faith, using a degree of diligence, care, and skill that prudent persons would use under similar circumstances and must act in a manner that is reasonably believed to be in the institution's best interests. In discharging their duties, a Trustee is entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by or under the direction of: (a) One or more officers of the institution whom the Trustee reasonably believes to be reliable and competent in the matters presented; (b) Legal counsel, public accountants or other persons retained by the institution to speak to matters that the Trustee reasonably believes are within the person's professional or expert competence; (c) A committee of the Board of which the Trustee is not a member, as to matters within its jurisdiction, if the Trustee reasonably believes the committee merits confidence. A Trustee fails to act in good faith if the Trustee has personal knowledge concerning the matter in question that makes reliance unwarranted, even if such reliance would otherwise be permitted by this subsection.

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.
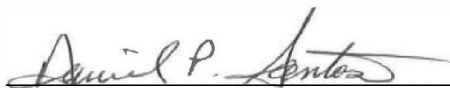
   5.   Personal Behavior. Each Trustee must avoid conflicts of interest or the appearance thereof, should declare actual and potential conflicts of interest in accordance with Oregon Law and the Board's policies on conflict of interest, and adhere to the highest standards of personal and professional behavior 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 themself or for another organization in which the Trustee has an interest; must avoid personal agendas or appearing to be a representative of any internal or external constituency, group, cause, community, or constituent part of the institution; and must refrain from requesting special considerations or favors.

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

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   <u>Duty of Care</u>. A Trustee must act in good faith, using a degree of diligence, care, and skill that prudent persons would use under similar circumstances and must act in a manner that is reasonably believed to be in the institution's best interests. In discharging their duties, a Trustee is entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by or under the direction of: (a) One or more officers of the institution whom the Trustee reasonably believes to be reliable and competent in the matters presented; (b) Legal counsel, public accountants or other persons retained by the institution to speak to matters that the Trustee reasonably believes are within the person's professional or expert competence; (c) A committee of the Board of which the Trustee is not a member, as to matters within its jurisdiction, if the Trustee reasonably believes the committee merits confidence. A Trustee fails to act in good faith if the Trustee has personal knowledge concerning the matter in question that makes reliance unwarranted, even if such reliance would otherwise be permitted by this subsection.

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   <u>Bylaws</u>. 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   <u>Committee Charters</u>. 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   <u>Board Statements and Resolutions</u>. 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   <u>University Policies</u>. 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

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