



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

September 13, 2024

TO: Board of Trustees of Southern Oregon University
FROM: Sabrina Prud'homme, University Board Secretary
RE: Notice of Regular Meeting of the Board of Trustees

The Board of Trustees of Southern Oregon University will hold its annual retreat on the date and at the location set forth below.

Information and discussion items will include equity, diversity, and inclusion (EDI) and envisioning success at SOU as well as measuring EDI success. The board will also discuss the SOU Strategic Plan and accountability matters regarding the SOU Forward plan.

The meeting will occur as follows:

Friday, September 20, 2024
11:30 a.m. to 5:00 p.m. (or until business concludes)
SOU/RCC Higher Education Center,
Room 127/129 101 S. Bartlett Street, Medford, OR, 97501
Members of the public may view the proceedings at <https://sou.zoom.us/j/87192457124>
at the time of the meeting.
Materials for the meeting are available at governance.sou.edu.

If accommodations for persons with disabilities are required, please contact Holly Frazier at (541) 552-8055 or email trustees@sou.edu. Requests for accommodation should be made at least 48 hours in advance.

Public Comment

Members of the public who wish to provide live public comments at the meeting, either in person or remotely, are invited to sign up to speak at least 24 hours in advance of the meeting via the Board of Trustees email address: trustees@sou.edu. Written public comments may also be emailed to trustees@sou.edu, delivered by hand, or mailed to SOU Board of Trustees, 1250 Siskiyou Boulevard, Churchill Hall, Room 107, Ashland, OR, 97520.



Board of Trustees
September 20, 2024

Call to Order / Roll / Declaration of a Quorum

SOU Land Acknowledgement

Public Comment



Board of Trustees Retreat

Friday, September 20, 2024
11:30 a.m. – 5:00 p.m. (or until business concludes)
SOU/RCC Higher Education Center, Room 127/129
101 S. Bartlett Street, Medford, OR 97501
Zoom: <https://sou.zoom.us/j/87192457124>

AGENDA

Persons wishing to provide public comments shall sign up in advance or may 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 Sheila Clough |
| | 1.2 | SOU Land Acknowledgment | Vice Chair Shaun Franks |
| | 1.3 | Roll and Declaration of a Quorum | Sabrina Prud'homme, SOU,
University Board Secretary |
| | 1.4 | Agenda Review | Chair Clough |
| 10 min. | 2 | Public Comment | |
| | 3 | Information, and Discussion Items | |
| 30 min. | 3.1 | Equity Diversity and Inclusion (EDI):
Envisioning Success at SOU | President Rick Bailey,
Jonathan Chavez Baez; SOU,
Assistant Vice President of
Equity, Diversity and
Inclusion |
| 75 min. | | LUNCH | |
| 45 min. | 3.2 | Measuring EDI Success | President Bailey, Jonathan
Chavez Baez |
| 70 min. | 3.3 | SOU Strategic Plan: General Discussion | President Bailey |
| 15 min. | | BREAK | |
| 45 min. | 3.4 | SOU Forward: Accountability Matters | President Bailey |
| 20 min. | 3.5 | Wrap-up | Chair Clough |
| | 4 | Adjournment | Chair Clough |

Equity, Diversity, and Inclusion (EDI): Envisioning Success at SOU

The Outlook of EDI in Higher Education (SOU)

As EDI continues to be challenged across the country; legislation, bans, and other measures have created an environment of competing interests of what EDI hopes to address. Within Oregon, we have seen our own set of challenges addressing situations taking place in the US and across the globe.

- Understanding and addressing the multiple layers of identity; it goes beyond race, gender, socioeconomic status and region. It must also include religion.
- Ongoing education and training are necessary to address evolving EDI issues and situations. It is crucial to equip our campus community with the skills to foster inclusive environments and civil discourse.
- Sense of belonging is crucial for student and staff well-being and success. Feeling included and valued contributes to overall satisfaction and retention. Unintended consequences can have long lasting effects on the campus environment and student experience.
- Transparent communication about EDI goals, progress, and challenges helps build trust and accountability within the institution.



VISION TOWARDS AN EQUITABLE CAMPUS

Our Commitment

At a time when state legislatures in several states prohibit the study, and have dismantled the roles of EDI leaders, the Office for Equity, Diversity, and Inclusion takes this opportunity to reaffirm Southern Oregon University's commitment to creating a diverse, equitable and inclusive community where all learners flourish. We believe our mission demands it; we believe a quality education cannot exist in its absence.



Our Strategic Vision provides our long-term aspirations for the future and the potential impact we know the realization of those aspirations can have on our campus, our community, and region. Along with our outlined work plan and guidance from the university's Strategic Direction IV and its accompanying goals as detailed in the SOU Plan, we aspire to create a diverse, equitable, inclusive community where all learners flourish.



- Goal One: SOU will replace structural and systemic barriers with equitable processes and practices that promote a sense of belonging and ensure the success of a diverse "new majority."
- Goal Two: SOU will establish supportive pathways that will increase the access, retention, and success of learners (students, faculty, and staff) from underrepresented backgrounds.
- Goal Three: SOU will prepare all learners regardless of background, identity and position, to work, live, and communicate effectively across differences in order to thrive in an increasingly diverse world.

Measuring EDI Success

NASH EQUITY ACTION FRAMEWORK

Designed to be student-centric and flexible; it seeks to encompass a broad spectrum of system and campus activity.

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 university.

The framework is organized around nine categories—essential equity practices—for self-assessment and action:

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



- ▶ Provide relevant supports to ensure that students of all backgrounds are not only welcomed but achieve high success outcomes, with particular focus on those from underserved communities including Black, Latino/a/x/e, Indigenous, and low-income populations



- ▶ Create a culture of institutional and system responsibility for inclusive excellence among all faculty, staff, and students to identify, name and dismantle racism, discrimination and other systemic barriers to student success.




- ▶ Address root causes of inequities and racism, not just their manifestations.





- ▶ Eliminate policies, practices, attitudes and cultural messages that:
 - 1) reinforce or fail to eliminate differential experiences and outcomes by identity;
 - 2) perpetuate racism and oppression of minoritized populations.



- ▶ Ensure students experience equitable treatment as they navigate their educational journey.

 Website:
edi.sou.edu

 Contact:
541-552-6478

 Email:
edi@sou.edu

2023-24 EDI Initiatives Status				
Initiative	Focus Area	Goal	SDIV Goal Addressed	Initiative Status
EDI Vision Operational Plan	All	EDI guide to execute EDI Vision for the next five years	ALL	In Progress
Strategic EDI Campus Programming	Retention	Foster an inclusive and welcoming campus climate where all individuals feel valued, supported and represented	All	In Progress
HSI Plan	All	SOU's guide beging the exploritory process of obtainng HSI status	Goal 1: Structures and Systems to Advance Belonging Goal 2: Supportive Pathways for Access, Retention, and Success	In Development
New Student Affinity Support Cohort – “The Blueprint 2.0”	Retention	Provide the key support structure for students while helping them to discover their passions, communities, and strengths. Ultimately, give students the opportunity to students persist, thrive, and succeed.	Goal 1: Structures and Systems to Advance Belonging	In Development
Vector+	Education & Professional Development	Vector Solutions online training followed by in-person follow-up with planned facilitators. Example: supporting LGBTQ students; facilitating student counseling support; Title IX and faculty student relationship	Goal 3: Preparing Learners in all Operations	Rollout in Fall 2024
Faculty Focus Groups	Retention	Explore the challenges and barriers employees face on campus related to job expectations, value, and sense of belonging which impact employment retention on campus	Goal 1: Structures and Systems to Advance Belonging	In Development - Fall 2024
Student Professional Development	Retention	Student participant sponsorship to attend conferences	Goal 1: Structures and Systems to Advance Belonging	Met goal for 2024; Students participated in Women's Leadership Conference
Camp Program	All	Attend HEP Conference; Discuss Grant Cycle & Deadline	Goal 2: Supportive Pathways for Access, Retention, and Success	Goal met; process still in development
Pathway Programs Milestone Letters	Recruitment	Create schedule of letters intended for student participants in specific programs	Goal 2: Supportive Pathways for Access, Retention, and Success	Letter will be send out in Fall 2024
Data Sharing Project (YP, ATHL & ADM)	Recruitment	Monthy Meetings; Schedule of data sharing;	Goal 2: Supportive Pathways for Access, Retention, and Success	Not met

2023-24 EDI Programming Assessment

PROGRAM/ACTIVITY	Frequency	Total Programs	Target Population	Target Participation	Actual Participation	Goal	Objective 1	Objective 1 Met?	Objective 2	Objective 2 Met?	Objective 3	Objective 3 Met?
Blueprint 2.0	In Progress		HMG			Provide the key support structure for students while helping them to discover their passions, communities, and strengths. Ultimately, give students the opportunity to students persist, thrive, and succeed.	In development		In development		In development	
CED Meetings	Once a month	5	CED Members	25	~18	Supports the values as well as the equity, diversity, and inclusion goals of Southern Oregon University.	Provide guidance, and recommendations to advance EDI priorities	Yes	Actively engage in EDI programming and efforts	Partially		
IPD & Native American Alaska Native: Tribal Flag Raising	10.09.2023		Campus	100	150	Raise awareness about the ongoing struggles faced by Indigenous peoples, promote cultural understanding and respect, and acknowledge the historical and contemporary injustices they have faced.	Acknowledge the rich history, culture, and contributions of Indigenous peoples. This includes honoring their traditions, languages, and achievements. Celebrate Indigenous cultures, traditions, and contributions to society	Yes	Provide a platform for Indigenous peoples to share their stories and perspectives.	Yes	Foster relationships between Indigenous and non-Indigenous communities, encouraging mutual respect and understanding.	Yes
MOSAIC	Once a term	3	SOU Employees	135	65	Create Space for community, nourishment and dialogue for SOU employees to share resources, network and collaboration.	Expand our EDI-competency skills, and bridge the gap of understanding	Partially	Build partnerships and collaborative efforts across campus	Yes	Participate in a Day of Service	No
EDI Newsletters	Once a term	1/3	Campus	All Campus		Foster a sense of connection and community by engaging the SOU campus with interesting and interactive content, events, and educational resources	Highlight achievements, success stories, or milestones	Yes	Highlight upcoming events, programs, or opportunities to encourage participation and involvement	Yes		
Matthew Reynolds Trainings	Fall 2023	3	CED Members	25	10	Equip faculty and staff with the skills and knowledge to promote EDI within the campus community	Increase awareness and competence in equity, diversity, and inclusion among faculty and staff.	Partially				
Martin Luther King Jr. Day Celebration	1.15.2024	1	SO Community	500	500	Honor and celebrate the legacy of Dr. Martin Luther King Jr., a key leader in the American civil rights movement.	Reflect on and advance the principles Dr. King championed, such as equality, justice, and nonviolence.	Yes	Encourage dialogue and action that foster unity among diverse communities, helping to build bridges and address issues of racial and social division.	Yes	Educate people about the civil rights movement, Dr. King's life, and the broader context of racial and social justice.	Yes
Discourse & Difference Roundtable - Conversation About Gaza	1.22.2028	1	SOU Students	35	60	Host a moderated panel discussion and conversation relating to topics highlighting our deepest differences of opinion, perspectives, and lived experiences	Invite Community/faculty experts to share their expertise, and lived experiences on specific topics	Yes	Offer an opportunity to come together, give the opportunity to listen, take a moment to learn and most importantly, create a space for reasonable, respectful civil discourse	Partially		
Discourse & Difference Roundtable - Gaza	5.29.2024		SOU Students	20	26	Host small-group moderated conversations on topics that highlight some of our deepest differences of opinion, perspectives, and lived experiences	Offer an opportunity to come together, give the opportunity to listen, take a moment to learn and most importantly, create a space for reasonable, respectful civil discourse	Yes	Offer an opportunity to come together, give the opportunity to listen, take a moment to learn and most importantly, create a space for reasonable, respectful civil discourse	Partially		
The Original Influencers - Daniel French Workshop	5.1.2024		CED/Mosaic	45	22	Enhance participants' understanding of EDI concepts, issues, and the importance of fostering an inclusive campus	Provide participants with a foundational understanding of key EDI concepts, such as systemic racism, unconscious bias, and privilege	Yes	Help participants recognize their own biases and understand their impact on interactions and decision-making	Partially	Create an environment where participants feel comfortable discussing sensitive EDI issues and sharing their perspectives	Partially
Daniel French Session with SJEC	5.1.2024		SJEC	25	10	Enhance participants' understanding of EDI concepts, issues, and the importance of fostering an inclusive campus	Provide participants with a foundational understanding of key EDI concepts, such as systemic racism, unconscious bias, and privilege	Yes	Help participants recognize their own biases and understand their impact on interactions and decision-making	Partially	Create an environment where participants feel comfortable discussing sensitive EDI issues and sharing their perspectives	Partially

2023-24 EDI Programming Assessment

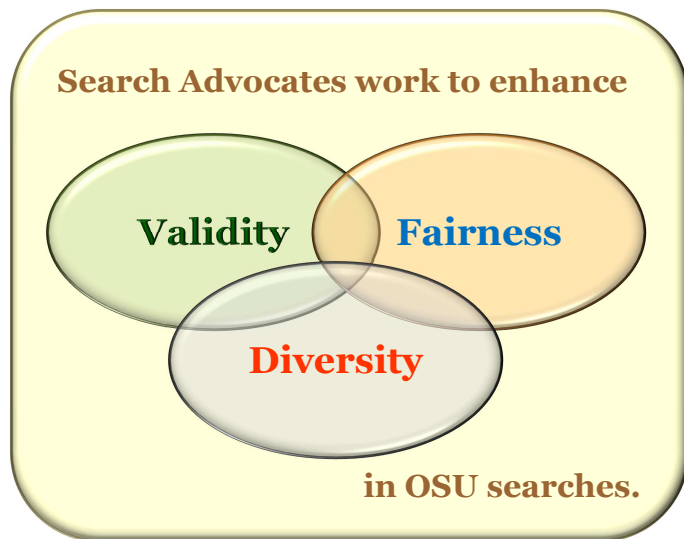
PROGRAM/ACTIVITY	Frequency	Total Programs	Target Population	Target Participation	Actual Participation	Goal	Objective 1	Objective 1 Met?	Objective 2	Objective 2 Met?	Objective 3	Objective 3 Met?
Daniel French Session with LAD Scholars	5.2.2024		LAD Scholars	6	6	Enhance participants' understanding of EDI concepts, issues, and the importance of fostering an inclusive campus	Provide participants with a foundational understanding of key EDI concepts, such as systemic racism, unconscious bias, and privilege	Yes	Help participants recognize their own biases and understand their impact on interactions and decision-making	Partially	Create an environment where participants feel comfortable discussing sensitive EDI issues and sharing their perspectives	Partially
Daniel French Session with NASU	5.2.2024		NASU	20	5	Enhance participants' understanding of EDI concepts, issues, and the importance of fostering an inclusive campus	Provide participants with a foundational understanding of key EDI concepts, such as systemic racism, unconscious bias, and privilege	Yes	Help participants recognize their own biases and understand their impact on interactions and decision-making	Partially	Create an environment where participants feel comfortable discussing sensitive EDI issues and sharing their perspectives	Yes
Juneteenth: Flag Raising	6.11.2024		Campus	50	75	Commemorate and celebrate the emancipation of enslaved African Americans in the United States.	Acknowledge the struggles and contributions of African Americans throughout history and highlight the ongoing journey toward racial justice and equality.	Yes	Provide a platform to educate people about the history of slavery, emancipation, and the African American experience, promoting a deeper understanding of American history and the impact of racial inequality.	Partially	Foster community spirit and celebrate African American culture	Yes
Native American Student Graduate Ceremony	6.14.2024	1	Graduating Students & Families	* 7 Students * 50 Family/Community Members	* 8 Students * 60 Family/Community Members	Demonstrate SOU's commitment to supporting Native American students and honoring their academic success and cultural identity, recognizing the unique experiences.	Incorporate and celebrate Native American traditions, ceremonies, and symbols to reflect and respect the students' cultural backgrounds	Yes	Reinforce the importance of maintaining and celebrating cultural identity, and showcase the graduates' pride in their heritage.	Yes	Create a ceremony that makes Native American graduates feel valued and connected to both their cultural community and SOU	Yes
Latino/a/x/e Student Graduate Ceremony	6.14.2024	1	Graduating Students & Families	* 30 Students * 100 Family/Community Members	* 27 Students * 200 Family/Community Members	Demonstrate SOU's commitment to supporting Latino/a/x/e students and honoring their academic success and cultural identity, recognizing the unique experiences.	Integrate and celebrate Latino/a/x/e cultural traditions, such as traditional music, dance, and attire, to reflect and respect the students' backgrounds.	Yes	Highlight the important role that family, friends, and the broader community have played in supporting the students' educational endeavors.	Yes	Create a ceremony that makes Latino/a//xe graduates feel valued and connected to both their cultural community and SOU	Yes
Student Podcasts (Youtube)	5		SOU Students	All campus	313	Increase student participation in campus resources, activities and organizations by highlighting events, initiatives, and opportunities.	Discuss issues relevant to students at SOU	Yes	Highlight key campus leaders and learn more about their role on campus	Yes	Create a sense of belonging	Partially

2024-25 EDI Initiatives				
Initiative	Focus Area	Goal	SDIV Goal Addressed	Initiative Status
EDI Vision & Operational Plan; A guide for Institutional Strategic Planning	All	EDI guide to execute EDI Vision for the next five years & University strategic planning	All	
Nash Framework Implementation	All	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 university.	All	
Equity Scorecard Revision	All	Assess and enhance equity across campus systems.	All	
Strategic EDI Campus Programming	Retention	Foster an inclusive and welcoming campus climate where all individuals feel valued, supported and represented	All	
EDI Policy	All	Develop new EDI policy	All	
Religious Accommodations Policy	Retention	Develop new religious accommodation policy	All	
HSI Plan	All	SOU's guide being the exploratory process of obtaining HSI status	Goal 1: Structures and Systems to Advance Belonging Goal 2: Supportive Pathways for Access, Retention, and Success	
New Student Affinity Support Cohort – "The Blueprint 2.0"	Retention	Provide the key support structure for students while helping them to discover their passions, communities, and strengths. Ultimately, give students the opportunity to students persist, thrive, and succeed.	Goal 1: Structures and Systems to Advance Belonging	
Vector+	Education & Professional Development	Vector Solutions online training followed by in-person follow-up with planned facilitators. Example: supporting LGBTQ students; facilitating student counseling support; Title IX and faculty/student relationship	Goal 3: Preparing Learners in all Operations	
Camp Program	All	Attend HEP Conference; Discuss Grant Cycle & Deadline	Goal 2: Supportive Pathways for Access, Retention, and Success	
SOU: The First Year	Retention	Develop cohort program of new hires to guide them through 1st year of SOU employment--monthly or bi monthly gatherings to learn, meet campus partners, identify ways to be involved -- perhaps tied to Mosaic	Goal 1: Structures and Systems to Advance Belonging	
Youth Program Raider Day	Recruitment	Create an annual campus visit program for YP participants	Goal 2: Supportive Pathways for Access, Retention, and Success	
Mosaic Day of Service	Partnership Building	Mosaic members take part of community service event(s)	Goal 1: Systems and Structures to advance Belonging	
Faculty Focus Groups	Retention	Explore the challenges and barriers employees face on campus related to job expectations, value, and sense of belonging which impact employment retention on campus	Goal 1: Structures and Systems to Advance Belonging	
Student Professional Development	Retention	Student participant sponsorship to attend conferences	Goal 1: Structures and Systems to Advance Belonging	
Pathway Programs Milestone Letters	Recruitment	Create schedule of letters intended for student participants in specific programs	Goal 2: Supportive Pathways for Access, Retention, and Success	

2024-2025 EDI PROGRAMMING	DATE
Blueprint 2.0	TBD
CED Meeting	Each Term
IPD	10.19-20.2024
MOSAIC - Fall	
EDI Newsletter Publication Fall	November 2024
Hispanic Heritage Month	Sept 15-Oct 15
Discourse & Difference Roundtable - Fall	
SO Pride Parade	October
Student Podcast - Fall (2 episodes)	November
American Indian Heritage Month	November
EDI NewsFlash - Winter	February 2025
Martin Luther King Jr. Day	January 2025
Discourse & Difference Roundtable - Winter	
Black History Month	February
MOSAIC - Winter	
Student Podcast - Winter (2 episodes)	
Women's History Month	March
International Women's Day	March 8th
Autism Awareness Day	April 2nd
SOU Spring Powwow	April 2025
Asian American, Native Hawaiian, & Pacific Islander Heritage Month	May
National MMIUW & Cinco de Mayo	May 5
LGBTQ+ Pride Month	June
MOSAIC - End of Year Wrap Up & Accomplishments	
EDI Newsletter Publication - End of Year	June 2025
Juneteenth: Flag Raising	June 2025
CED End of Year	
Vector Training Module	Fall 2024
Campus Climate Survey	Winter 2025
Vector Training Module	Spring 2025
Lavender Graduation	June 2025
Shades of Success Grad Celebration	June 2025
Native Grad Celebration	June 2025
Latino/a/x/ Grad Celebration	June 2025
Original Influencers	TBA

OSU Search Advocates

Mission:



Principles:

Diversity and Inclusion

- Infuse diversity into the process—don't make it an “add on.”
- Review the position to determine and articulate the relevance of diversity. Ask applicants to address it.
- Cast your net broadly and actively to capture a diverse pool.
- Sort people in, not out. Look for strengths.

Expansive Thinking

- Challenge quick assumptions. What might you be missing?
- Attend to unconscious bias. Ask questions.

Full Participation

- Encourage communication between decision maker, search committee and stakeholders.
- Attend to power dynamics within the search committee.

Priorities:

	Priorities*	Resources	Tools
Set-up	<ul style="list-style-type: none"> ○ Meet with hiring official & search chair ○ Discuss SA role, confidentiality, unconscious bias, legal requirements, and diversity with committee 	<ul style="list-style-type: none"> ○ Handbook ○ Blackboard resources 	<ul style="list-style-type: none"> ○ Chapters 1-5 ○ Articles
Position Description	<ul style="list-style-type: none"> ○ Position mission, relevance of diversity, marketing ○ Build explicit, inclusive criteria for each qualification 	<ul style="list-style-type: none"> ○ Handbook/checklists ○ Criteria Matrix 	<ul style="list-style-type: none"> ○ Chapters 5-7 ○ Checklists 1a-c
Recruit	<ul style="list-style-type: none"> ○ Reach out to people who might not otherwise apply ○ Recruit personally, by phone/email, for diverse pool ○ Check pool diversity before close; redirect efforts 	<ul style="list-style-type: none"> ○ Handbook/checklists ○ Blackboard resources ○ OEI/Business Center staff 	<ul style="list-style-type: none"> ○ Chapter 8 ○ Checklist 2
Screen	<ul style="list-style-type: none"> ○ Screen in rather than out ○ Cluster in groups (unqualified, qualified, exceptional) ○ Check demographic impact at each stage ○ Record screening reasons 	<ul style="list-style-type: none"> ○ Handbook/checklists ○ Screening Matrix ○ OEI/Business Center Staff ○ Applicant Disposition Worksheet 	<ul style="list-style-type: none"> ○ Chapter 9 ○ Checklist 3
Interview	<ul style="list-style-type: none"> ○ Design campus visit for candidate needs/ interests ○ Plan behavior-based questions ○ Dual-career employment/family friendly policies 	<ul style="list-style-type: none"> ○ Handbook/checklists ○ Work-Life Coordinator (Robynn Pease) 	<ul style="list-style-type: none"> ○ Chapter 10 ○ Checklist 4
References	<ul style="list-style-type: none"> ○ Inform candidate before contacting references ○ Go beyond those furnished for other perspectives ○ Check accuracy of “reading between the lines” 	<ul style="list-style-type: none"> ○ Handbook/checklists 	<ul style="list-style-type: none"> ○ Chapter 11 ○ Checklist 5
Select	<ul style="list-style-type: none"> ○ Collect all info; ensure balanced/detailed analysis ○ Identify remaining questions and obtain answers ○ Record screening reasons 	<ul style="list-style-type: none"> ○ Handbook/checklists ○ Applicant Disposition Worksheet 	<ul style="list-style-type: none"> ○ Chapter 12 ○ Checklist 6
Integrate	<ul style="list-style-type: none"> ○ Committee plans to welcome new hire to OSU ○ SA follows up with new hire in the first few months 	<ul style="list-style-type: none"> ○ Handbook/checklists 	<ul style="list-style-type: none"> ○ Chapter 13 ○ Checklist 7
*Consult with Equity & Inclusion throughout the search; debrief w/OEI afterwards			

SOU Strategic Plan Discussion

SOU Forward: Accountability Matters

SOU FORWARD: Accountabilty Matrix

	Planned FTE Reductions	Actual FTE Reductions	Proposed Cost Reductions	Actual Cost Reductions	Notes
Academic Affairs	32.73				
Finance and Administration	23.15				
Enrollment Management and Student Affairs	19.25				
University Advancement	2.20				
Intercollegiate Athletics	4				
TOTAL:	81.33				

SOU Forward: Accountability Matrix					
	Proposed FTE Reductions	Actual FTE Reductions	Proposed Cost Reductions	Actual Cost Reductions	Notes
Academic Affairs	32.73	29.83	\$2,342,896 Salary	\$2,388,083 Salary	32.78 is accurate through 26-27. We are on target to hit this total FTE reduction as planned
Finance and Administration	23.15	18.5	\$1,141,253 Salary	\$851,947 Salary	-Business Services retained 1 line in Payroll and 1 line in the Service Center that were not able to be reduced due to -WorkDay. -Campus Public Safety did not reduce the support line by .2 FTE -Housing did not reduce AD line by .25 FTE -Unsure what intention was in Facilities where notes indicate a transfer would cover the costs. Need to research
Enrollment Management and Student Affairs	19.25	18.95	\$955,101 Salary	\$744,532 Salary	Reductions not met in Student Life Resource Centers. However these are self support and the department reduced in other areas.
University Advancement	2.20	2.0	\$132,643 Salary	\$107,923 Salary	Government Relations position was set to reduce down to .80 FTE. Replacement is at 1.0 FTE
Intercollegiate Athletics	4.0	3.0	\$232,425 Salary	\$173,257 Salary	Athletics shifted positions off the general fund and onto various gifts. Late in the process it was clarified the custodian line was not set to be eliminated, simply shifted to FMP to manage. This was not clarified quickly enough to be updated in the plan.
TOTAL (Salaries):	77.33	67.28	\$4,804,318	\$4,287,308	This analysis only reviewed lines set to be reduced. We will have to continue reviewing to determine how lines added impact the plan. - We still need to analyze S&S changes
OPE ESTIMATE @ 60%			\$2,882,591	\$2,572,385	In order to be timely, this only includes Salaries with high confidence/match to actuals. OPE is estimated at a composite rate of 60% across all labor groups
Estimated Total (Salary + OPE)			\$7,686,909	\$6,859,693	
		(10.05)		(\$827,216)	<<<--Difference from plan

FY2024 Actuals Close Estimate and Detailed Review of Pro Forma

FAFSA Challenges

Please note, this refers to FAFSA Filer Inquiries. This defines students who were **not** in SOU's database, but listed SOU on the FAFSA. Thus, we received their information and the students were created in our CRM as Inquires. This is the first point of contact.

Inquiry Pool

- Over the last 4 years, FAFSA filers have made up **18.28%** of SOU's inquiry pool. Majority of FAFSA inquiries are historically received October thru February, giving ample opportunity to recruit the student. In 2024 FAFSA filers inquiries were not received until early May, compromising ability to recruit students.
- This graphic shows final inquiry numbers from Fall 20-23, as well as current Fall 2024 (as of July 15th, 2024.)

Entry Term Year	Total Inquiries	Financial Aid Data	FAFSA % of Total Inquiries
Fall 2020	15716	2597	16.52%
Fall 2021	12103	2333	19.28%
Fall 2022	12472	2504	20.08%
Fall 2023	16002	2857	17.85%
Fall 2024	17837	1843	10.33%

Student Enrollment

- FAFSA filer inquiries are an essential part of enrollment strategies. In Fall 2023 FAFSA filer inquires comprised 149 (15.6%) of the 956 new undergraduate enrolled students.
- Over the last 4 years, FAFSA filer inquires have comprised 651 (18.0%) of the 3614 new undergraduate enrolled students.
- This graphic shows FAFSA filers Final number for Fall 20-23, as well as current Fall 2024 (as of July 15th, 2024)

Entry Term	Inquiry	Applicant	Admit	Confirmed	Enrolled
Fall 2020	2597	357	327	158	134
Fall 2021	2333	488	448	215	174
Fall 2022	2504	582	540	251	194
Fall 2023	2857	394	355	189	149
Fall 2024	1843	124	103	73	25

JUNE BOT

	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
REVENUES						
Total State Funding (SSCM,ETSF,SELP,BenNav)	27,001	28,157	27,879	29,002	30,158	31,373
Tuition	33,178	34,711	33,937	34,442	36,774	38,093
Fees	4,254	4,157	4,033	4,255	4,474	4,670
Raider Aid (remissions)	(4,002)	(4,055)	(4,301)	(4,024)	(4,296)	(4,450)
<i>Oth tuition & fee adjustments</i>		200	200			
Tuition, net of Raider Aid	33,430	35,013	33,869	34,673	36,951	38,313
<i>Non-Recurring 1-Time Revenue</i>		1,000	1,000	1,000	1,000	
Misc. Other Revenue	3,933	3,675	4,446	3,730	3,982	4,125
TOTAL REVENUES	64,364	67,846	67,195	68,404	72,091	73,811

SEPTEMBER UPDATE

	2023-25 Biennium			2025-27 Biennium	
	2023-24 Actual (000's)	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
REVENUES					
Total State Funding (SSCM,ETSF,SELP)	27,879	28,517	28,517	29,837	31,040
Tuition	33,948	34,297	34,297	34,915	35,772
Fees	3,921	4,180	4,180	4,218	4,341
Raider Aid (remissions)	(3,963)	(4,003)	(4,003)	(4,075)	(4,175)
<i>Oth tuition & fee adjustments</i>		(1,499)	(1,499)		
Tuition, net of Raider Aid	33,907	32,975	32,975	35,058	35,937
Misc. Other Revenue	3,639	3,676	3,676	3,742	3,834
TOTAL REVENUES	65,425	65,168	65,168	68,637	70,811



Southern OREGON UNIVERSITY

JUNE BOT

	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)
EXPENSES & TRANSFERS						
<u>Personnel Services</u>						
Faculty	(14,626)	(14,539)	(14,065)	(14,675)	(14,792)	(15,259)
Unclassified Staff	(10,229)	(10,174)	(9,970)	(9,815)	(9,780)	(10,002)
Classified Staff	(6,845)	(7,335)	(7,054)	(7,263)	(7,779)	(8,119)
Students, GA's, etc	(1,365)	(1,787)	(1,361)	(1,670)	(1,676)	(1,759)
Salaries Sub-total	(33,065)	(33,835)	(32,451)	(33,423)	(34,027)	(35,138)
PERS & ORP (Retirement Pgms)	(7,890)	(8,323)	(7,684)	(7,940)	(8,173)	(8,547)
PEBB (Healthcare)	(7,907)	(8,651)	(7,920)	(8,035)	(8,308)	(8,591)
Other (FICA, SAIF, OPL, etc.)	(2,683)	(3,423)	(2,971)	(3,157)	(3,249)	(3,398)
OPE Sub-total	(18,480)	(20,397)	(18,575)	(19,132)	(19,731)	(20,536)
<i>Vacancy Adj.</i>		250				
<i>Other Adj. to Labor</i>		(260)			(377)	(842)
Net Personnel Services	(51,545)	(54,241)	(51,025)	(52,555)	(54,135)	(56,516)

SEPTEMBER UPDATE

EXPENSES & TRANSFERS

Personnel Services

	2023-25 Biennium			2025-27 Biennium	
	2023-24 Actual (000's)	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
Faculty	(14,371)	(14,519)	(14,519)	(14,797)	(15,237)
Unclassified Staff	(9,920)	(9,815)	(9,815)	(9,780)	(10,002)
Classified Staff	(7,036)	(7,263)	(7,263)	(7,779)	(8,119)
Students, GA's, etc	(1,334)	(1,670)	(1,670)	(1,676)	(1,759)
Salaries Sub-total	(32,662)	(33,268)	(33,268)	(34,033)	(35,116)
PERS & ORP (Retirement Pgms)	(7,495)	(7,634)	(7,634)	(7,896)	(8,252)
PEBB (Healthcare)	(7,585)	(7,726)	(7,726)	(7,989)	(8,260)
Other (FICA, SAIF, OPL, etc.)	(2,980)	(3,035)	(3,035)	(3,139)	(3,281)
OPE Sub-total	(18,060)	(18,396)	(18,396)	(19,025)	(19,793)
Net Personnel Services	(50,722)	(51,663)	(51,663)	(53,434)	(55,751)

JUNE BOT

	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<u>Supplies & Services (S&S)</u>						
S&S Expenses	(12,863)	(12,292)	(14,487)	(12,231)	(12,527)	(12,840)
AP Program Share (AP)	(1,104)	(1,128)	(1,309)	(1,219)	(1,199)	(1,124)
Capital Expenses (CapEx)	(99)	(240)	(87)	(246)	(251)	(257)
Total S&S, CapEx, AP	(14,066)	(13,660)	(15,884)	(13,695)	(13,977)	(14,222)

SEPTEMBER UPDATE

	2023-25 Biennium			2025-27 Biennium	
	2023-24 Actual (000's)	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<u>Supplies & Services (S&S)</u>					
S&S Expenses	(13,861)	(12,231)	(12,231)	(12,527)	(12,840)
AP Program Share (AP)	(1,336)	(1,132)	(1,132)	(1,308)	(1,368)
Capital Expenses (CapEx)	(70)	(246)	(246)	(251)	(257)
Total S&S, CapEx, AP	(15,268)	(13,609)	(13,609)	(14,087)	(14,466)

JUNE BOT

	2021-23 Biennium	2023-25 Biennium			2025-27 Biennium	
	2022-23 Actual (000's)	2023-24 FY24 Budget (000's)	2023-24 Est FY24 (000's)	2024-25 FORECAST (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
Budgeted Transfers (In & Out) <i>Transfers Adjustments</i>	(3,304)	(2,822)	(2,822)	(2,734)	(2,817)	(2,940)
Transfers Net (excluding relief funds)	(3,304)	(2,822)	(2,440)			
Federal Relief Funds Transferred to E&G	3,312	2,879	2,879			
Transfers Net (In & Out of E&G)	8	57	439	(2,734)	(2,817)	(2,940)

SEPTEMBER UPDATE

	2023-25 Biennium			2025-27 Biennium	
	2023-24 Actual (000's)	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
Budgeted Transfers (In & Out) <i>Transfers Adjustments</i>	(2,529)	(2,688)	(2,688)	(2,780)	(2,901)
Transfers Net (excluding relief funds)	(2,529)				
Federal Relief Funds Transferred to E&G	2,879				
Transfers Net (In & Out of E&G)	350	(2,688)	(2,688)	(2,780)	(2,901)

JUNE BOT		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	343	(581)	372	883
	Beginning Fund Balance	6,886	5,883	5,647	5,990	5,409	5,781
	Ending Fund Balance	5,647	5,884	5,990	5,409	5,781	6,664
	% Operating Revenues	8.77%	8.67%	8.91%	7.91%	8.11%	9.03%
	Gross Tuition Contribution Ratio	50.6%	51.2%	51.1%	49.9%	50.8%	52.2%
	Net Tuition Dependency Ratio	51.9%	51.6%	50.4%	50.7%	50.8%	51.9%
	Days of Operations	29.91	30.37	31.35	28.62	29.76	33.35
	Months of Operations	1.00	1.01	1.05	0.95	0.99	1.11

SEPTEMBER UPDATE		2023-25 Biennium			2025-27 Biennium	
		2023-24 Actual (000's)	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
FUND BALANCE						
	Change in Fund Balance	(215)	(2,792)	(2,792)	(1,664)	(1,557)
	Beginning Fund Balance	5,647	6,454	6,454	3,662	1,998
	Ending Fund Balance	5,432	3,662	3,662	1,998	442
	% Operating Revenues (Regular Ops)	8.30%	5.62%	5.62%	2.91%	0.62%
	Non-Recurring 1-Time Revenue	1,022	1,124	1,124		
	Non-Recurring 1-Time Expense					
	Adjusted Ending Fund Balance	6,454	4,786	4,786	3,122	1,566
	% Operating Revenues (Modified)	9.87%	7.34%	7.34%	4.55%	2.21%
	Days of Operations	28.94	19.67	19.67	10.37	2.23
	Months of Operations	0.96	0.66	0.66	0.35	0.07

Adjournment