



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

January 10, 2025

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

Action items on the agenda include a proposed financial reserves stability target and the university president's employment agreement.

The board will discuss reports from the board's standing committees and its Equity, Diversity, and Inclusion Work Group. There will also be reports from Associated Students, Faculty Senate, and Staff Assembly of Southern Oregon University; the university president; and the administrative units of University Advancement, Equity, Diversity and Inclusion, and Government Relations.

Information and discussion items on the agenda include the SOU path forward related to adaptation, collaboration, and creative solutions and an SOU strategic plan update. The board will also discuss an internal audit special project in an executive session. Pursuant to ORS 192.660 (2)(f) an executive session will be held to consider information or records that are exempt by law from public inspection. No action will be taken in the executive session.

During the public comment portion of the meeting, members of the university community are invited to provide written input or public testimony evaluating the work of the board. Anyone wishing to participate in this opportunity may sign up or provide written comments by emailing trustees@sou.edu. The board has extended the public comment period to one hour.

The meeting will occur as follows:

Friday, January 17, 2025
12:00 p.m. to 5:00 p.m. (or until business concludes)
Visit governance.sou.edu for the meeting materials.
SOU Ashland Campus, Hannon Library, Meese Room
1290 Ashland Street, Ashland, OR, 97520

To view the proceedings remotely, visit <https://sou.zoom.us/j/89037593378> at the time of the meeting.

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

Public Comment

Members of the public who wish to provide live public comments in person or remotely during the meeting are invited to sign up to speak or to submit their comments in writing 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 Meeting
January 17, 2025

SOU Land Acknowledgment

Call to Order / Roll / Declaration of a Quorum

Agenda Review



Board of Trustees Meeting

Friday, January 17, 2025

12:00 – 5:00 p.m. (or until business concludes)

Meese Room, Hannon Library, SOU Campus

Zoom: <https://sou.zoom.us/j/89037593378>

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

12:00 p.m.	1	Call to Order/Roll/Declaration of a Quorum	
	1.1	Welcome and Opening Remarks	Chair Sheila Clough
	1.2	SOU Land Acknowledgment	Trustee Julissa Taitano
	1.3	Roll Call and Declaration of a Quorum	Sabrina Prud'homme, SOU, Board Secretary
	1.4	Agenda Review	Chair Sheila Clough
12:10	2	Public Comment	
	2.1	Invited Public Comment: Associated Professors of Southern Oregon University	Dr. Melissa Anderson, APSOU, President
	2.2	Invited Public Comment: SOU Service Employees International Union (Sub-local 84)	Sage TeBeest, SEIU, President
	2.3	Public Testimony: Evaluation of the Board's Work	
	3	Shared Governance Reports	
1:10	3.1	Associated Students of Southern Oregon University Report	Tiana Gilliland, ASSOU, President
1:15	3.2	SOU Faculty Senate Report	Dr. Teresa Coker, SOU, Faculty Senate Chair
1:20	3.3	SOU Staff Assembly Report	Hart Wilson, SOU, Staff Assembly Chair
1:25	4	President's and Administration Reports	
	4.1	President's Report	President Rick Bailey
	4.1.1	University Advancement Report	Janet Fratella, SOU, Vice President, University Advancement and Executive Director, SOU Foundation

Board of Trustees Meeting
Friday, January 17, 2025
12:00 – 5:00 p.m. (or until business concludes)

AGENDA (Continued)

	4.1.2	Equity, Diversity, and Inclusion Report	Jonathan Chavez Baez, SOU, Assistant Vice President, Equity, Diversity and Inclusion
	4.1.3	Government Relations Report	Marc Overbeck, SOU, Director, Government Relations
1:55	5	Academic and Student Affairs Committee Report	
	5.1	General Committee Report	Trustee Brent Barry
	6	Finance and Administration Committee Report	
2:05	6.1	General Committee Report	Trustee Liz Shelby
2:15	6.2	Financial Reserves Stability Target (Action)	
	7	Executive, Audit, and Governance Committee Report	
2:25	7.1	General Committee Report	Chair Sheila Clough
2:30	7.2	Internal Audit Special Project Update [Executive Session Pursuant to ORS 192.660(2)(f)] <i>No action will be taken in executive session</i>	David Terry, PSU, Internal Audit Contractor
2:50		BREAK	
	8	Other Action, Information, and Discussion Items	
3:00	8.1	University President’s Employment Agreement (Action)	Chair Sheila Clough
3:15	8.2	Board Equity, Diversity, and Inclusion Work Group Report	Trustee Iris Maria Chavez
3:25	8.3	The SOU <i>Path</i> Forward: Adaptation, Collaboration, and Creative Solutions	President Rick Bailey
3:40	8.4	Strategic Plan Update	President Rick Bailey
4:00	8.5	Future Meetings	Chair Sheila Clough

**Board of Trustees Meeting
Friday, January 17, 2025
12:00 – 5:00 p.m. (or until business concludes)**

AGENDA (Continued)

4:05 p.m. **9** **Adjournment**

Chair Sheila Clough

Public Comment

Public Testimony

Opportunity for the university community to provide written input or public testimony evaluating the work of the board

Shared Governance Reports

- ASSOU
- SOU Faculty Senate
- SOU Staff Assembly

President's and Administration Reports

- **President's Report**
- **University Advancement Report**
- **Equity, Diversity and Inclusion Report**
- **Government Relations Report**



CELEBRATING 152 YEARS

**PRESIDENT'S REPORT
TO THE BOARD OF TRUSTEES**

President Rick Bailey

January 2025

SO | Southern OREGON
U | UNIVERSITY

OVERVIEW

TEAM REPORT HIGHLIGHTS
EDI AND ADVANCEMENT

TEAM REPORT HIGHLIGHTS
GEN COUNSEL, GOV REL AND ATHLETICS

CULTURE OF ACCOUNTABILITY

ENGAGEMENT

SOUTHERN OREGON
UNIVERSITY

TEAM REPORT HIGHLIGHTS

EDI AND ADVANCEMENT



TEAM REPORT HIGHLIGHTS

- **Equity, Diversity and Inclusion**
 - Potential Federal Changes
 - IPD Oct 19 and 20
 - Native Nations Liaison Relationships
 - AVP Leadership Role
- **Advancement**
 - Media Attention on the Rise
 - Raider Network
 - Campaign Update
 - Grants

TEAM REPORT HIGHLIGHTS

GEN COUNSEL, GOV REL AND ATHLETICS

TEAM REPORT HIGHLIGHTS

- **General Counsel and Special Projects**
 - Facilities Master Plan Amendment
 - Property Sales Updates
 - Cascade Demolition / RFP Update
- **Government Relations**
 - Goals for Legislative Session
- **Athletics**
 - Record-Setting Volleyball Season
 - BB & Wrestling Shining
 - Facilities Challenges

CULTURE OF ACCOUNTABILITY

SOU FORWARD IMPLEMENTATION

- **Four Planks (Three are Investment Focused)**
- **No Hiring Spree**
 - **95 new employees since March 2023:**
 - **3 new positions that are funded by university general operations dollars.**
 - **52 are in a position that replaced someone who left or retired and in a position not impacted by SOU Forward and are funded by general fund dollars.**
 - **40 are funded by a grant or other external dollars**
- **Better Communication Needed**
- **Continue to Advance on Revenue Projects**

DRAFT BUDGET ACCOUNTABILITY MATRIX

	Total Additional Costs for New Initiative (Recurring)	Expected ROI for New Initiative	Timeline to Meet ROI Goals	Metrics Updates (Dates and Update)	Action Pledged if ROI Not Achieved	Next Accountability Check-In Date
NEW INITIATIVE (by University Area)						
Academic and Student Affairs						
Financial and Admin						
Advancement						
Grants Department						
President						
S&S						

ENGAGEMENT

STRATEGIC ENGAGEMENTS SINCE LAST BOARD MEETING (JUN 2024)

- Governor Tina Kotek
- Higher Education Leadership Summit
- Oregon Business Council / Summit
- State Reps Sanchez, Marsh, Wallen, Evans, Hudson, McIntire, and Speaker Fahey
- State Senators Jama, Golden, and President Wagner
- Ashland Mayor and City Council / Ashland and Medford Chambers of Commerce / Ashland and Medford City Managers
- Ford Family Foundation / Project Youth Plus
- SOU President's Business Roundtable Group
- Southern Oregon Early Learning Council
- KOBI NBC-TV Five on Five
- Coquille Tribal Development Corporation
- La Clinica / Rogue Community Health / Asante Healthcare / AllCare Health
- Rogue Workforce Partnerships / SO Regional Econ Dev Inc.
- Community College Presidents (Rogue, Klamath, Umpqua, Chemeketa) and OCCA Executive Director Abby Lee
- Ashland, Phoenix-Talent, Grants Pass, and Medford Schools Superintendents
- NAIA Cascade and Frontier Council of Presidents
- SOU Alumni Association / Bend Raider Rendezvous
- Southern Oregon Educational Services District
- Oregon Shakespeare Festival / RV Symphony Leadership
- Higher Education Coord Commission
- Canon USA



QUESTIONS AND DIALOGUE

Thank You!

University Advancement Update

January 2025

OUR MISSION

University Advancement forges lifelong relationships, inspires philanthropy, and stewards resources to foster excellence within its community.

OUR VISION

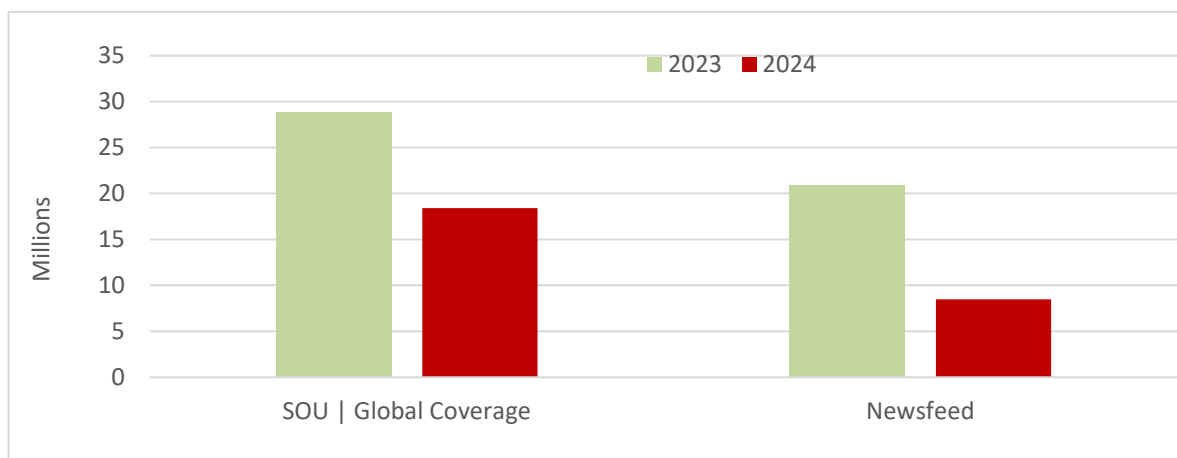
University Advancement will inspire a community connected by a shared love of Southern Oregon University.

MARKETING

- The marketing team led an effort to issue a Request for Proposal for the design of a new SOU website. Our goal is to create an externally facing site that is optimized for student recruitment. The RFP closes mid-January, 2025.
- SOU is using the “sponsored story” method to reach those in the Portland metro area who read that newspaper. We are promoting the editorial that President Bailey wrote on the importance of higher education. The editorial was printed in the Rogue Valley Times in early December.

COMMUNICATION AND MEDIA RELATIONS

- Unique SOU mentions in all external coverage (including social media) from Jan. 1, 2024, through Dec. 30, 2024, numbered an average of 8.2/day. This represents a 37% increase from this same period last year.
- Mentions of SOU in the news media are the result of casual mentions about the university and also those stories that have been “tagged” for their relevance. The following chart shows a financial value of these stories using an advertising rate of \$.37/column inch. Totals fluctuate widely year-to-year, but volatility among the media that cover SOU mostly continues to be a contributing factor.



ALUMNI RELATIONS

- The team is preparing for a busy spring of Raider Rendezvous outreach events. Targeted geographic regions include Medford, Eugene, and Portland.
- There will be a special program on campus hosted Alumni Relations that will feature a documentary produced by Jason Atkinson '92. The film "A River Between Us" documents the largest river restoration project in US history. Alumni Relations is working with several academic programs in an effort to ensure student participation and conversation.
- There are now more than 1,200 users on the Raider Network (745 alumni, 383 students, 76 faculty, staff, friends, employers). During the January 2024 calendar year, these users took nearly 20,000 actions—anything from opening emails to viewing information to interacting with others on the platform. The platform has become an integral part of the university's link between alumni and also between students and alumni.

SPONSORED PROGRAMS

- SOU recently received the Build America Buy America (BABA) waiver for the \$2 million federal Department of Energy grant received in 2022 for solar infrastructure/renewable energy—allowing us to proceed with solar panel installation on campus. SOU also received its third \$1 million grant from the Oregon Department of Energy.
- We submitted, as a sub-awardee to Rogue Workforce Partnership, an EPA Community Change grant proposal entitled "Resilience for All." This wide-ranging community resilience project could bring more than \$5 million to SOU over the next 3 years to install additional solar panels, bi-directional charging stations, and purchase of electric vehicles, as well as provide workforce development to students engaged in the project.
- Professor Jamie Vener, Ph.D. received notice of a \$329,000 award to train providers to offer "Bingocize," an evidence-based exercise/bingo program, in Jackson County nursing homes. This will enhance the quality of life of nursing home residents and provide SOU students the opportunity to gain skills in evidence-based program training in the region.

FUNDRAISING

- Our goal for this year is \$13.5 million, and we are more than half way there.
- The campaign remains on pace; however, our timeline for going public will be determined by our success the next two years.



Office for EDI Report

January 2024

Our Commitment

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.

Student Connection

- In fall term we hosted several student receptions and gatherings to create student network opportunities and collaboration:
 - Honors College Reception and Conversation
 - Latino Student Union Meeting
 - Multicultural Coalition Reception
 - Native American Union Meetings
- Hired new student staff to support the work and efforts by the Office for EDI and Native Nation Affairs.

Campus Programming

- The annual Indigenous Peoples Day (IPD) celebration took place on October 19th and 20th. IPD celebrates the historic, cultural and present-day influence of Native Americans. The event included Native dancers, drumming, speakers, a salmon bake, Indian tacos and for the first time an Indigenous artisans' market. The theme of IPD was "honor the past, empower the present, inspire the future." Over 100+ tribes were represented at this year's celebration.
- Collaborated with Engagement & Belong to host several events in fall 2024.
 - Hispanic Heritage Month Celebration: Son de Cuba
 - American Indian Heritage Month Movie Nights
 - "Voices of Democracy" offered an opportunity to engage in a critical exploration of Freedom of Speech, Civil Discourse and Emotional Competence for the 2024 election cycle.
- Kicked off the second year of Mosaic in Fall term. This gathering hosted over 20 SOU faculty and staff. Mosaic aims to create an agenda-free opportunity to



connect with SOU employees that wish to enhance and expand their EDI-competency skill sets.

- The Presidential Committee for Equity & Diversity (CED) began their monthly meetings to support the work of the Office for EDI. Two subcommittees were established to focus on EDI policies and EDI programming.

Collaborations & Outreach

- In October and November, the Office for EDI collaborated with the Children's Museum of Southern Oregon to host Hispanic and Native American Heritage Month celebrations. Over 1,100 people participated in the events.
- Our office continues to actively participate in the Oregon Council of Presidents' (OCOP) EDI Council. Starting in March 2025, AVP Chavez Baez will be Co-chair of the OCOP EDI Council.
- We continue to actively engage and participate in a committee of Oregon University leaders. This collaborate effort would be the pathway to create an Oregon Hispanic Serving Institution (HSI) Consortium for community colleges and universities.
- Attended the Hispanic Association of Colleges and University National Conference in November where a group of Oregon leaders continued to have the conversation on the establishment of a State of Oregon HSI consortium.

Native Initiates & Efforts

- Our Office for Native Nation Affairs lead by Kenwani Kravitz has been hard at work developing and fostering relationships on and off campus. Part of her efforts includes visits to Tribes, community events, and other engagements focusing on our Native American community. This fall she took part in the following engagements:
 - Developed Native Raider Ambassador Position with Office for Admissions
 - Collaborated with SOU Honors College to attend White Deerskin Ceremony
 - Attended Yurok Canoe Journey with Tribal Honors Scholars
 - Participation in Medford Multicultural Fair



- Attended National Indian Education Conference
- Attended Coquille College and Career Fair
- Attended Shasta County Office of Education Native American Advisory and Tribal Education
- Collaboration with Environmental Science and Tribes - Klamath Dam Restoration Symposium
- Moderated Tribal Sovereignty Panel with Tribal leaders - Klamath Dam Restoration Symposium
- Attended the HECC Native Student Support Summit
- Attended the HECC Community of Practice Annual Convening
- Attended Siletz Pow Wow and Cultural Day Camp at Lane CC



Government Relations Update

January 2025

Overview

- OCOP Updates
- Oregon Leadership Summit
- Preview of 2025 Session
- SOU 2025 Legislative Objectives and Priorities
- Other Related Issues
- Key Milestone Dates for Session
- Questions?

OCOP Updates

- OCOP hired Tidal Solutions for Association Management January - June
 - Contract will be reviewed after three months
- Recruitment underway for Executive Director
 - More than a dozen applications received through December
 - Review of applications mid-to-late January
 - Intending to hire new ED by February/March
- LAC leadership transition - Rico Lujan Valiero (WOU) leaving; Trent Lutz (UO) new Chair; Marc Overbeck (SOU) new Vice-Chair

Oregon Business Council Leadership Summit



- Over 1200 attendees
- Thank you to Trustees attending
 - Chair Clough, Chavez, Medina, Santos, Thorndike
- SOU and President Bailey mentioned twice by keynote speaker
 - Academic curriculum changes around GenEd
 - Employer Roundtable
- Southern Oregon being considered for next year's Regional Focus— would include SOU & RCC

Preview of 2025 Legislative Session



- Top Issues:
 - Housing, Transportation, Health Care Funding, Behavioral Health, K-12 and Early Care & Education
- Democrats hold supermajority in both chambers
 - 9 new Representatives; 7 new Senators
- Many new members
- New local delegation members
 - Rep. Alek Skarlatos, Sen. Diane Linthicum
- Changes Committees
 - House Higher Education and Workforce Development
 - 4 of 7 members first-term legislators
 - Senate Education - Lew Frederick, Chair

SOU Objectives and Priorities



- Objectives:
 - Increase statewide recognition of SOU's unique value proposition
 - Secure increased state funding for public universities that allows each institution to fulfill its mission
 - Obtain funding and policy that enhances access and affordability for SOU and other students
 - Ensure approval of SOU's capital construction project and other SOU priorities

Legislative Priorities

- Collective Advocacy:
 - Public University Support Fund (PUSF)
 - Oregon Opportunity Grant (OOG)
 - Behavioral health workforce package (HB 3129)

SOU Priorities

- SOU Creative Industries capital request
- Streamlined reporting (HB 2458)
- Better workforce connections for public universities
- Transfer package

Other Related Issues

- SOU sought for advice and support around other items by legislators:
 - Health care workforce incentives (Rep. Nathanson)
 - Campus public safety hiring decisions (Rep. Hudson)
 - Student re-enrollment campaign (Rep. Ruiz)

Key Milestone Dates

- January 13 - Organizational Session, Filing Deadline
- January 14-16 - Member/Staff Training Days
- January 21 - Official Beginning of Session
- February 13 - Student Access and Affordability Lobby Day
- **March 4 - SOU Lobby Day**
- June 30 - Constitutional Sine Die

Questions?

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Academic and Student Affairs Committee Report

Finance and Administration Committee Report

Financial Stability Reserves Target (Action)

Institutional Budget Committee Endorsement

Support for Establishing Financial Budget Reserve Goal for Southern Oregon University

The Institutional Budget Committee of Southern Oregon University supports and endorses the establishment of a Budget Reserve Fund goal for the institution. The proposed target, as we currently understand it, is to be equivalent to the total cost of operations for one full fall term, adjusted annually based on the previous fiscal year's costs. This endorsement is predicated on the understanding that the timeline and parameters to meet this goal will be developed in consultation with the Institutional Budget Committee and that development of a Budget Reserve Fund will take into account the following needs and values:

- The institution retains innovation as a driving value in decision-making;
- Existing projects and strategic priorities are not disadvantaged;
- Student tuition will not be increased in order to augment the fund;
- Development of the fund will be balanced against the need to appropriately compensate employees to ensure that SOU is an employer of choice in the region;
- Management of the fund will follow best practices; and
- Any disbursement from the fund will be carefully defined and controlled by the Board of Trustees.

Institutional Budget Committee Members

Bret Anderson, Faculty Appointed by President, Economics

Jonathan Chavez Baez, Staff Appointed by President; Assistant Vice President, Office for Equity, Diversity, and Inclusion

Andrew Gay, Dean, School of Arts and Communication

Hala Schepmann, Faculty Senate Designee, Chemistry; Faculty Representative, Board of Trustees

Garima Sharma, ASSOU Representative; Undergraduate Student Representative, Board of Trustees

Dennis Slattery, Faculty Senate Representative, Business

Julissa Taitano, ASSOU Representative; Graduate Student Representative, Board of Trustees

Sage TeBeest, Staff Assembly Designee (Classified Staff), SEIU President; Center for the Arts

Hart Wilson, Staff Assembly Designee (Unclassified Staff), Staff Assembly Chair; CISR and CATL

**Southern Oregon University
Board of Trustees**

**RESOLUTION
Financial Reserves Stability Target**

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

Whereas, it is the goal of Southern Oregon University to maintain financial budget 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 budget 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 budget reserve goal by a timeline to be determined; 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: January 17, 2025

University Board Secretary

Executive, Audit, and Governance Committee Report

Internal Audit Special Project Update

[Executive Session Pursuant to ORS 192.660(2)(f)]

University President's Employment Agreement (Action)

EMPLOYMENT AGREEMENT AND NOTICE OF APPOINTMENT

THIS AGREEMENT made and entered into by and between the Board of Trustees of Southern Oregon University (hereafter referred to as “Board”) and Dr. Richard J. Bailey, Jr. (hereafter referred to as “Dr. Bailey”) will be effective on January 17, 2025 (“Effective Date”) and when fully executed by all of the parties. The term “parties” hereafter refers to Board and Dr. Bailey.

1.0 Appointment of President; Term of Agreement.

The term of Dr. Bailey’s employment as president of Southern Oregon University (“University”) is from the Effective Date through June 30, 2028, subject, however, to prior termination as provided for in this Agreement. Prior to the expiration of this Agreement, but no later than December 31, 2027, the Board Chair and Dr. Bailey will meet to discuss the Board Chair’s intent regarding their recommendation concerning Dr. Bailey’s future reappointment as president. The Board Chair’s intent or recommendation communicated in this meeting in no way binds the Board with whom the sole power of appointment, reappointment, and compensation rests. Should the Board and Dr. Bailey fail to reach a new Agreement before January 31, 2028, the Board, at its discretion, may extend this Agreement for one (1) year upon the same terms and conditions set forth herein by notifying Dr. Bailey of its intent to exercise this option.

2.0 Duties and Responsibilities.

As president, Dr. Bailey is the executive officer of the University, an ex officio non-voting member of the Board, and president of the faculty pursuant to Oregon Revised Statutes 352.096(2). Dr. Bailey is supervised by and is responsible to the Board for all matters concerning the University and is an advisor to the Board in matters of institutional policy and administration. Matters related to formal complaints pertaining to the president shall be reported to and supervised by the Board Chair and, as necessary, to other members of the Board.

Dr. Bailey’s duties as president include, but are not limited to:

- (a) Administration of the affairs of the University as best serves the institution consistent with Board and University rules, policies, and directives;
- (b) Development and implementation of the University’s academic, student service, outreach, research, athletic and overall institutional strategies and related plans;
- (c) Service as an *ex officio* nonvoting member of the Board;
- (d) Reporting to the Board Chair all significant matters within Dr. Bailey’s knowledge related to the University;
- (e) Carrying out Board bylaws, policies, requirements and directives;
- (f) Institutional, faculty, and educational leadership, and fostering productive faculty and administration relationships;
- (g) Oversight and supervision of the University’s finances and financial activities;
- (h) Long-range planning and budget formulation;
- (i) Fulfillment of the University’s commitment to equity, diversity, and inclusion;
- (j) Management of institution buildings, grounds and equipment controlled by the University;

- (k) Student recruitment, success, and services;
- (l) Senior administration and faculty recruitment;
- (m) Appointing, supervising, promoting, and dismissing employees;
- (n) Enforcing expectations concerning compliance with laws, regulations and the rules of governing bodies;
- (o) Preparing rules, policies, regulations, and procedures useful to the University's welfare;
- (p) Fundraising, development, and public and alumni relations;
- (q) Addressing and documenting compliance with Board identified outcomes for each year; and
- (r) Performing all services, acts, or other things necessary or advisable to discharge their duties under this Agreement, and such other duties as are commonly performed by a university president or which may, from time to time, be prescribed by the University through its Board;
- (s) Familiarity and compliance with NAIA rules, regulations and Bylaws; and
- (t) Be knowledgeable about and comply with the requirements of Oregon's Government Ethics Law and the instructions and requirements of the Oregon Government Ethics Commission.

3.0 Devote Best Efforts to the Work as President.

Dr. Bailey agrees to faithfully, industriously, and with maximum application of experience, ability and talent devote their full business-time, attention and energies to the duties as president of the University.

Such duties will be rendered at the University's campuses in Ashland and Medford, Oregon and at such other place or places as the Board or Dr. Bailey deem appropriate for the interest, needs, business or opportunity of the University.

The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, will not be deemed a breach of this Agreement, provided such activities do not interfere with the services required to be rendered to the Board and University under this Agreement. Dr. Bailey may serve on boards of for-profit or non-profit corporations, to the extent permitted by law, rule, and university policy, and after completing any university-required volunteer forms and waivers and obtaining the Board Chair's written approval. The Board will not consider any income in connection with any of Dr. Bailey's outside activities in setting their compensation under this Agreement. During the term of this Agreement, the Board has determined that it is a benefit to Dr. Bailey and the university for Dr. Bailey to continue to serve on the Board of Visitors for Air University.

Other than activities or services permitted by Board rules or policies, and under the preceding paragraph of this section, Dr. Bailey will not render services of any professional nature to or for any person, firm, or entity for remuneration other than to the Board or University and will absolutely not engage in any activity that would cause a conflict of interest with their duties to the Board and the University. The making of passive or personal investments and the conduct of private business affairs are not prohibited by this section.

4.0 Salary and Benefits.

Beginning July 1, 2025, Dr. Bailey’s annual base salary will be Two Hundred and Ninety Thousand Dollars (\$290,000.00) for a 1.0 full-time equivalent position.

In lieu of a Board-provided vehicle, Dr. Bailey will receive a monthly vehicle stipend of \$1,000, which shall be inclusive of and compensate them for all maintenance, gas, mileage, and any other expenses related to their vehicle.

Dr. Bailey will receive the same benefits as those provided to other unclassified administrative staff, subject to applicable changes, currently including, but not limited to, medical, dental, disability, and life and retirement benefits, accrual of vacation and sick leave, and staff fee privileges.

Dr. Bailey’s benefits include an opportunity to invest in tax-deferred annuities and a deferred compensation plan. University will contribute any amount, up to the maximum allowed by law and plan limitations, from his base salary or Additional Compensation (defined below) to such tax-deferred annuities or deferred compensation plan that Dr. Bailey chooses via a signed elective deferral agreement.

Dr. Bailey may earn additional compensation (“Additional Compensation”) based on the length of his service to the University and the desire to maintain an equitable level of compensation compared to university presidents of similarly situated institutions. The requirements and character of this Additional Compensation are as follows:

(a) Requirements: Dr. Bailey will meet the requirements for the Additional Compensation if he remains continuously employed as president of the University from the Effective Date through June 30, 2028 (for purposes of this section, the “Vesting Date”).

(b) Amount: The Additional Compensation will include the following amounts in connection with the respective described periods of service:

July 1, 2025 – June 30, 2026:	\$7,500
July 1, 2026 – June 30, 2027:	\$9,000
July 1, 2027 – June 30, 2028:	\$10,000

Although the foregoing amounts of Additional Compensation are determined by reference to the respective periods of service, no amount of Additional Compensation is earned and no rights to Additional Compensation accrue until Dr. Bailey has met the requirements described above on the Vesting Date.

(c) Deferral: The parties anticipate that the Additional Compensation will be contributed to tax-deferred annuities and deferred compensation consistent with all unclassified administrative staff. Dr. Bailey must submit a new, signed elective deferral agreement to the University between January 1, 2028, and May 31, 2028, to contribute any Additional Compensation to tax-deferred annuities and deferred compensation. If Dr. Bailey does not submit a new, signed elective deferral agreement to the University during such period, the Additional Compensation will be paid as salary to the extent consistent with his pre-existing elective deferral agreement.

- (d) Payment: If Dr. Bailey meets the requirements for the Additional Compensation, the full amount will be due and paid to Dr. Bailey or contributed to tax-deferred annuities and a deferred compensation plan on his behalf in his first regularly scheduled paycheck after the Vesting Date.

5.0 Official Residence.

As a term and condition of employment for Dr. Bailey and for the benefit and convenience of the Board and University, the Board will provide Dr. Bailey an official residence in which they are required to reside during their service as president. The residence will be used by Dr. Bailey to conduct University meetings and events on a regular and continuing basis. The official residence is located at 610 Elkader Street, Ashland, Oregon, 97520.

Subject to the exceptions noted below, the University will maintain the official residence in good repair and pay for utilities, telephone service, cable, internet access, and reasonable and necessary housekeeping at the official residence. Any improvements to the residence must be approved in writing in advance by the Chair of the Board.

Housekeeping will be provided on a bi-weekly basis and as necessary to assist in official business taking place at the residence. The University will not be obligated to pay for any damage or expense caused by the willful misconduct or negligence of Dr. Bailey, their family or personal guests (normal wear and tear excepted). Dr. Bailey is responsible for any such damage or expense caused by willful misconduct or negligence or the restoration of the property to its prior condition from improvements that have not been pre-approved. For purposes of this section, “personal guests” means only those persons, outside of those invited to the residence as Dr. Bailey discharges their duty to host official and other institutional functions, whom Dr. Bailey invites in an exclusively personal capacity. The University will maintain the grounds of the official residence in accordance with the reasonable judgment of the University’s facilities personnel. The University will keep the official residence insured for fire and extended coverage and will pay for liability insurance on the property.

With the exception of furnishings already in the official residence, the residence will be furnished with furniture and furnishings at the cost of Dr. Bailey. The cost of any insurance on Dr. Bailey’s personal furnishings and contents in the official residence will be borne by Dr. Bailey.

Dr. Bailey’s family will be permitted to occupy the residence under the same terms and conditions for up to ninety (90) days following (i) Dr. Bailey’s death or (ii) Dr. Bailey’s permanent disability under the terms of this Agreement. Dr. Bailey and their family will vacate the residence by no later than thirty (30) days following the termination of their employment as president for any reason other than death or permanent disability.

6.0 Evaluation.

Dr. Bailey will be evaluated annually by the Board for performance, primarily according to the procedure specified in the Board Statement on Evaluation of the University President (available at https://governance.sou.edu/wp-content/uploads/sites/63/2019/07/Board-Statement-on-Evaluation-of-the-University-President_FINAL.pdf), which is subject to review and revision by the Board during and throughout the term of this Agreement. During each Board’s evaluation,

the Board shall reasonably consider the extent to which some categories may require planning and execution in excess of one year to achieve certain desirable results.

7.0 Travel Expenses.

The University will reimburse Dr. Bailey and Dr. Bailey's spouse or partner for reasonable travel expenses, hotel bills, and other necessary and proper expenses, consistent with Board and University rules and policies governing travel reimbursements, when Dr. Bailey is traveling on Board or University business, except that payment will be made on behalf of the spouse or partner only when the presence of the spouse or partner is of benefit to the interests of the University.

8.0 Expense Receipts and Documentation.

Dr. Bailey agrees to maintain and furnish an accounting of expenses provided for in this Agreement in accord with Board and University rules and policies and in reasonable detail.

9.0 Volunteer Service of President's Spouse or Partner.

The University recognizes the role that a university president's spouse or partner may choose to fill in service to the University and in support of the president. Though not an employee of the institution, the spouse or partner of a university president may elect to routinely assist the president as a university and community ambassador whose volunteer service is routinely associated with SOU and the president. Such volunteerism routinely involves attendance at official events with the president and participation in community service groups, among other activities, without employment or direct compensation.

In the event that Dr. Bailey's spouse or partner chooses to volunteer in service to the university, and on the condition that the spouse or partner executes an SOU Conditions of Volunteer Service agreement and any other waivers or volunteer agreements required by SOU policy, SOU may choose to allocate an appropriate working space and reasonable office supplies for Dr. Bailey's spouse or partner in the support of their university and community service roles for the benefit of SOU. Such allocation must be approved by the Board Chair and is subject to periodic review. Should the space allocated to Dr. Bailey's spouse or partner be needed for another university purpose, their working space may be withdrawn or relocated according to the university's need.

10.0 Termination.

10.1 Termination for Cause.

The Board reserves the right to terminate Dr. Bailey's employment for cause upon written notice to Dr. Bailey. "Cause" means any of the following grounds, determined in the reasonable sole judgment of the Board:

- (a) A willful, deliberate, or serious violation of the material duties set forth in this Agreement or Dr. Bailey's failure to perform such material duties in good faith;
- (b) A violation by Dr. Bailey of any of the other material terms or conditions of this Agreement which causes substantial harm to the Board or University and is not remedied after thirty (30) calendar days' written notice thereof to Dr. Bailey;

- (c) Neglect, failure, or refusal to perform in good faith material assigned duties;
- (d) Dishonest acts or omissions, gross or willful misconduct, or a breach of fiduciary duty with respect to the affairs of the University;
- (e) Insubordination toward the Board;
- (f) Conviction of or entering a plea of guilty or a plea of no contest to any felony or any crime involving fraud, theft, misuse, misappropriation of money or other property, or any crime of moral turpitude;
- (g) A prolonged or serious violation of any law, rule, regulation, Constitutional provision, Board bylaw or policy, University policy, or Board directive, or local, state, or federal law which causes substantial harm to the Board or University and is not remedied after thirty (30) calendar days' written notice thereof to Dr. Bailey, if curable;
- (h) Conduct which brings Dr. Bailey or the University into public disrepute, embarrassment, contempt or ridicule; or
- (i) Prolonged absence from duty for a period of thirty (30) calendar days or longer without Board or University consent and which absence is not due to illness or disability.

In lieu of any other termination notice and hearing procedures that may otherwise apply to Dr. Bailey's employment as president under University Policies, other University Policies, or any law, the following notice and hearing procedures shall apply in the event that the Board proposes to terminate Dr. Bailey's employment as president for Cause:

- (a) In the event of potential termination for Cause, the Board Chair shall first provide Dr. Bailey with notice and a reasonable opportunity to cure the defect if practicable as determined by the Board.
- (b) University shall deliver to Dr. Bailey written Notice of Termination for Cause, set forth in (c) below, not less than 30 days prior to any hearing and shall afford Dr. Bailey the hearing set forth in (d) below.
- (c) "Notice of Termination for Cause" means a notice that indicates the specific termination provision in this Agreement relied upon and sets forth in reasonable detail the facts and circumstances claimed to provide a basis for termination of Dr. Bailey's employment as president. The failure to set forth any fact or circumstance in a Notice of Termination for Cause does not constitute a waiver of the right to assert such fact or circumstance in an attempt to enforce any right under or provision of this Agreement.
- (d) If the University determines it is in its best interests to do so, Dr. Bailey may be reassigned by the University to other duties during the notice period specified.
- (e) The Board will conduct a hearing in executive session under ORS 192.660(2)(b), unless Dr. Bailey requests an open hearing. The Board will audio record or otherwise provide for the making of a record for the hearing. The Board Chair or any person designated by the Board Chair will preside at the hearing. The Board Chair or designee shall decide matters of procedure and introduction of evidence, which may include live testimony, documents, or sworn statements, and shall conduct the hearing in such manner as, in the Board Chair's or designee's discretion, will best serve the attainment of a fair outcome.

- (f) Dr. Bailey's termination for Cause is effective when a resolution is duly adopted by an affirmative vote of the Board stating that the Board finds Dr. Bailey is responsible for the conduct described in the Notice of Termination for Cause.

The Board Chair, at their discretion, may place Dr. Bailey on paid administrative leave at any time pending completion of the process set forth above.

Termination for Cause immediately terminates Dr. Bailey's employment as president and also terminates tenure or other employment with the University except to the extent provided otherwise in the notice of termination. Dr. Bailey shall forfeit any payment or benefit under this Agreement that has not been paid or accrued as of the date of termination for Cause except for: (i) as a lump sum, the portion of the Annual Base Salary and Base Salary Supplement to the extent already accrued and unpaid up to the date of termination, (ii) all benefits vested before termination in accordance with the terms of any applicable benefit plans and programs of the University, and (iii) reimbursement for previously incurred and approved expenses.

10.2 Termination by University Without Cause.

The University may terminate Dr. Bailey's employment as president at any time without Cause upon no less than thirty (30) calendar days' prior written notice to Dr. Bailey. Termination without Cause immediately terminates Dr. Bailey's employment as president.

If the University terminates Dr. Bailey's employment as president without Cause:

- (a) If the University determines it is in its best interests to do so, Dr. Bailey may be reassigned by the University to other duties during the notice period.
- (b) Dr. Bailey agrees to accept liquidated damages as specified in this Section in complete satisfaction of and as payment in full for all obligations, if any, due and owing by University to Dr. Bailey under this Agreement. In the event of termination without Cause, the University shall pay Dr. Bailey as liquidated damages ("Severance Pay") the lesser of: (i) one year of Dr. Bailey's then--current Annual Base Salary, or (ii) the amount of Dr. Bailey's then--current Annual Base Salary that would be due from the effective date of the termination until the expiration of the Term. Severance Pay is payable in equal monthly installments, per usual payroll procedure and timing and subject to all applicable withholdings. Dr. Bailey is not entitled to any benefits or compensation other than those as set forth in this Section.
- (c) If Dr. Bailey becomes entitled to receive from a third-party, compensation or remuneration for work, services or other activity (collectively, "Compensable Services"), Dr. Bailey shall notify University in writing within 15 days of becoming so entitled and shall include the identity of the payor, the nature of the Compensable Services and the compensation or remuneration Dr. Bailey will be entitled to receive at any time for Compensable Services to be performed by Dr. Bailey during the Severance Payment Period. University's obligation to make severance payments ceases immediately upon Dr. Bailey engaging in Compensable Services unless the compensation or remuneration Dr. Bailey will be entitled to receive at any time from the third party for Compensable Services to be performed during the severance payment period is less, when prorated on a

monthly basis over the remainder of the severance payment period ("Prorated Monthly Third-Party Payment"), than University's monthly severance payment obligation. In the event that such Prorated Monthly Third-Party Payment is less than University's monthly severance payment obligation, University's monthly severance payment obligation shall be reduced beginning with the month following Dr. Bailey's commencement of performance of Compensable Services by an amount equal to the Prorated Monthly Third-Party Payment. If, however, Dr. Bailey does not notify University of the Compensable Services within the 15-day period, the University shall not be liable for any further payments.

- (d) The receipt of Severance Pay is conditioned upon the President's execution of a release of claims in a form satisfactory to the University which includes the foregoing provisions. If Dr. Bailey fails to provide the University with the executed release within 21 days of Dr. Baileys' receipt of the release, or if Dr. Bailey thereafter revokes such release. In the event of termination without cause, Dr. Bailey agrees not to apply for unemployment compensation.

Under no circumstance will the University be liable for the loss of any collateral business opportunities or any other benefits, perquisites or income from any sources that may ensue as a result of the University's termination of Dr. Bailey's employment as president without Cause. The parties have bargained for and agreed to the foregoing provisions, giving consideration to the fact that termination of Dr. Bailey's employment as president by the Board without Cause prior to its expiration may cause loss to Dr. Bailey which is extremely difficult to determine with certainty. The parties further agree that payments made based on the foregoing by the University, and acceptance thereof by Dr. Bailey, will constitute adequate and reasonable compensation to Dr. Bailey for any loss and injury suffered and are not intended to be a penalty.

10.3 Termination by Dr. Bailey.

- (a) Dr. Bailey may voluntarily resign employment as president before the expiration of the Term or any extension thereof by providing the Board Chair with 60 days' advance written notice of such resignation. Upon the effective date of Dr. Bailey's resignation, Dr. Bailey will not be entitled to any further compensation or benefits except: (i) the portion of the Annual Base Salary to the extent already accrued and unpaid up to the date of resignation, (ii) all benefits vested before termination in accordance with the terms of any applicable benefit plans and programs of the University, and (iii) reimbursement for previously incurred and approved expenses.
- (b) The University has the option, in its sole discretion, to make Dr. Bailey's termination as president effective at any time prior to the end of such notice period as long as the University pays Dr. Bailey all compensation to which Dr. Bailey is entitled up through the last day of the 60-day period. Thereafter, all obligations of the University cease except as provided in this Section 10.3

10.4 Termination by Disability.

The University may terminate Dr. Bailey's employment as president if Dr. Bailey is unable to perform the essential functions of Dr. Bailey's job with or without reasonable accommodation

during the Term or any extension thereof because of physical or mental injury or illness ("Disability"), subject to any limitations imposed by federal, state or local laws. If Dr. Bailey is disabled, as defined by the federal Americans with Disabilities Act and applicable state law, the University will provide a reasonable accommodation to Dr. Bailey so long as such reasonable accommodation would not impose an undue hardship to the University and would enable Dr. Bailey to satisfactorily perform the essential functions of the position. Dr. Bailey agrees, in the event of a dispute under this Section relating to Dr. Bailey's Disability, to submit to a physical examination by a licensed physician jointly selected by the Board Chair and Dr. Bailey. If the University terminates Dr. Bailey's employment as president because of Dr. Bailey's Disability, Dr. Bailey shall be entitled to receive the following: (i) the portion of the Annual Base Salary to the extent already accrued and unpaid up to the date of termination, (ii) all benefits vested before termination in accordance with the terms of any applicable benefit plans and programs of the University, and (iii) reimbursement for previously incurred and approved expenses. For the avoidance of doubt, Dr. Bailey shall be entitled to no other compensation or benefits in the event of early termination due to disability.

10.5 Termination by Death.

If Dr. Bailey dies while employed as president of the University, the University shall pay to Dr. Bailey's executor, legal representative, administrator or designated beneficiary, as applicable, the portion of the Annual Base Salary already accrued and unpaid up to the date of death, and all benefits vested before termination in accordance with the terms of any applicable benefit plans and programs of the University, and reimbursement for previously incurred and approved expenses through the date of death. Except as set forth above, the University shall have no further liability or obligation under this Agreement to Dr. Bailey's executors, legal representatives, administrators, heirs, or assigns or any other person claiming under or through Dr. Bailey.

11.0 Non-Appropriation.

If sufficient funds are not provided in future state-approved budgets to permit the Board, in the exercise of its reasonable administrative discretion, to continue this Agreement, the Board may terminate this Agreement without further liability by giving Dr. Bailey not less than ninety (90) calendar days' written notice. Termination due to non-appropriation will not result in either party being entitled to liquidated damages. In determining the availability of funds for this Agreement, the Board may use the allocation provided by the legislature through the Higher Education Coordinating Commission.

12.0 Severability.

If any provision of this Agreement is determined to be void, invalid, unenforceable or illegal for any reason, it will be ineffective only to the extent of such prohibition and the validity and enforceability of all the remaining provisions will not be affected thereby.

13.0 Modification.

This Agreement may not be modified or extended except by written instrument signed by Dr. Bailey and authorized by the Board.

14.0 Entire Agreement.

This Agreement contains the entire understanding of the parties, and there are no representations, warranties, covenants, or undertakings other than those expressly set forth herein.

15.0 Prior Agreements.

This Agreement cancels and supersedes any and all prior agreements entered into between the parties and replaces the Employment Agreement entered into by Dr. Bailey and the Board on effective January 15, 2022.

16.0 Indemnification.

To the extent permitted by Article XI, Section 7 of the Oregon Constitution, and the provisions of the Oregon Tort Claims Act, the Board will indemnify Dr. Bailey and hold them harmless against legal fees, expenses, judgments and other financial amounts incurred while serving in their capacity as president of the University. Dr. Bailey will continue to be indemnified subsequent to the termination of their employment as president with respect to acts or omissions occurring while they served as president.

17.0 Waiver.

No delay or failure to enforce any provisions of this Agreement will constitute a waiver or limitation of rights enforceable under this Agreement.

18.0 Governing Law; Forum.

This Agreement will be interpreted and construed in accord with the laws of the State of Oregon, without regard to the principles of conflicts of laws. Any lawsuit or claim arising from this Agreement will be brought and conducted solely and exclusively within the Circuit Court of Jackson County for the State of Oregon; provided, however, if a lawsuit or claim must be brought in a federal forum, then it will be brought and conducted solely and exclusively within the United States District Court for the District of Oregon.

19.0 Counterpart.

This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which will constitute but one of the same instrument. Signatures delivered by facsimile and by email will be deemed to be original signatures for all purposes, including for purposes of any applicable Rules of Evidence.

20 .0 Applicable Laws and Regulations.

All provisions of this Agreement are subject to the laws of the State of Oregon and, unless otherwise stated, the applicable administrative rules, policies, standards, and directives of the Board, University, and the State of Oregon.

IT IS SO AGREED.

DATED this 17th day of January 2025.

Sheila Clough, Chair
BOARD OF TRUSTEES OF SOUTHERN OREGON UNIVERSITY

Dr. Richard J. Bailey, Jr.

Board Equity, Diversity, and Inclusion Work Group Report

January 2025
Board Equity, Diversity, and Inclusion Work Group

Report to Board of Trustees

Work Group Members

Trustees	Staff Members
Iris Maria Chaves, Chair	Jonathan Chavez Baez
Julissa Taitano	Sabrina Prud'homme
Danny Santos	

Charge of the Work Group

The EDI Work Group will gather information on activities that the Board of Trustees can engage in, as an entire board, to answer to its own values in the area of equity, diversity, and inclusion.

This work group should endeavor to meet once per month (or more frequently if desired) on a convenient schedule to be determined by the work group. This is intended to be a short-term work group whose function shall conclude when deliverables have been supplied to the board. (Estimated, one to two hours per month for a few months, or more based on the schedule and needs of the work group.)

Deliverables of the Work Group

1. Identify at least one training and education opportunity in which the board can participate in 2025. (To the extent possible, if any opportunity can be shared with the SOU campus, include university participation/opportunities.)
2. During the retreat, the board said it wanted to identify the board's resources and connections and how it can bring those to bear to support the board's progress, and to the extent possible, the university's. It was suggested that the work group could work on this task.
3. This work group will also provide a report at each regular meeting of the Board of Trustees while the group is functioning.
 - a. Additional reports or discussion items may be added to the agenda of each of the board's committees, should the work group find it necessary.

Progress of the Work Group

Regarding Deliverable 1: The work group met in November 2024 and in January 2025. A December 2024 meeting was canceled due to scheduling difficulties. To begin the process of identifying a training opportunity, work group members provided their personal assessment of training topics from which the board could benefit, as well as possible providers/facilitators of possible training(s). Sifting through and researching this information is ongoing at this time.

Regarding Deliverable 2: The work group solicited the Board of Trustees to gather information on the board's resources and connections that may be of benefit to the board's aims in this area. Some of those may be applicable to Deliverable 1 and others may be of

January 2025
Board Equity, Diversity, and Inclusion Work Group

Report to Board of Trustees (Continued)

assistance to the board in other ways. Researching the information that was shared is an ongoing task. The work group may follow up with individual trustees if more information or direct connection are needed.

Next Steps:

Based on the feedback from trustees' surveys pre-retreat, the board's discussions, and the conversations of the work group, A training and education opportunity for the board may focus on the interests and desired topics/activities listed below.

1. Conduct an inventory and assessment of trustees' identities, intersectionality of individual identities, bias, and privilege, and understand how these may be brought to bear in executing trustee responsibilities.
2. Employing an equity lens for a board of trustees.
3. To what end [the equity lens]? What will we do with that?
 - a. It was noted that trustees of the work group found it difficult to define activities without knowing "where we are and where we are going," which echoed the comments the board offered in preparation for the retreat in September.
 - i. The work group identified a barrier of metrics (or rather, lack thereof). Additionally, forthcoming progress in strategic planning will help define the "where we are going?"
 - ii. Lacking long-requested SOU metrics, the work group is defining the related data trustees have requested in order to fulfill their responsibilities. If other information becomes available sooner, the group will not need to take this action. (It was acknowledged that this data would come from internal sources, not a facilitator.)
 - iii. As necessary data is considered, trustees *may* be asked to provide responses to NASH Framework-related questions for benchmarking purposes.
4. Using the resources and networks the board recently identified, in addition to other sources, the work group will continue collecting information to identify a strong facilitator, event type, date, and structure to support the board.

The SOU Path Forward: Adaptation, Collaboration, and Creative Solutions



SOU'S PATH FORWARD: ADAPTATION, COLLABORATION, & CREATIVE SOLUTIONS

President Rick Bailey

Jan 2025

SO | Southern OREGON
U | UNIVERSITY

A LITTLE HISTORY... (FROM SUMMER 2022)

FISCAL STABILITY AND SUCCESS AT SOU

- Cost management (draw the line on tuition)
- Reimagine grants-support architecture
- Philanthropic investment in talent and student success
- Diversify the university's revenue streams

GRANTS

- Brought in Talent (Sponsored Programs Office)
- Incentivization for *Going After* Federal and State Funding
- Incentivization for *Securing* the Funding
- Dotting I's and Crossing T's
- Still in Progress – Need to Evaluate

PHILANTHROPY

- Average \$2.5M annual philanthropy ten years ago
- Average \$10.0M the last three years
- Comprehensive Campaign
- Bending the Cost Curve

REVENUE DIVERSIFICATION

- What Can We Stop Paying for? Or Pay Less For?
 - Energy (Solar)
 - Digital Platform (Core Information Systems Replacement)
- What Can We Do to Bring in Brand New Revenue Sources?
 - Senior Living Facility
 - University Business District

SOLAR ENERGY TRANSFORMATION



GOAL

First public university in the nation to produce 100% of its own daytime electricity on its campus

\$4.5 MILLION IN FEDERAL & STATE GRANTS (IN PROGRESS)

Phase 0: Pre-2019

5 rooftop installations = 250kW

Phase 1: 2019-2022

5 rooftop installations = 215kW /
3 net zero buildings

Phase 2: 2023 – Present (in Progress)

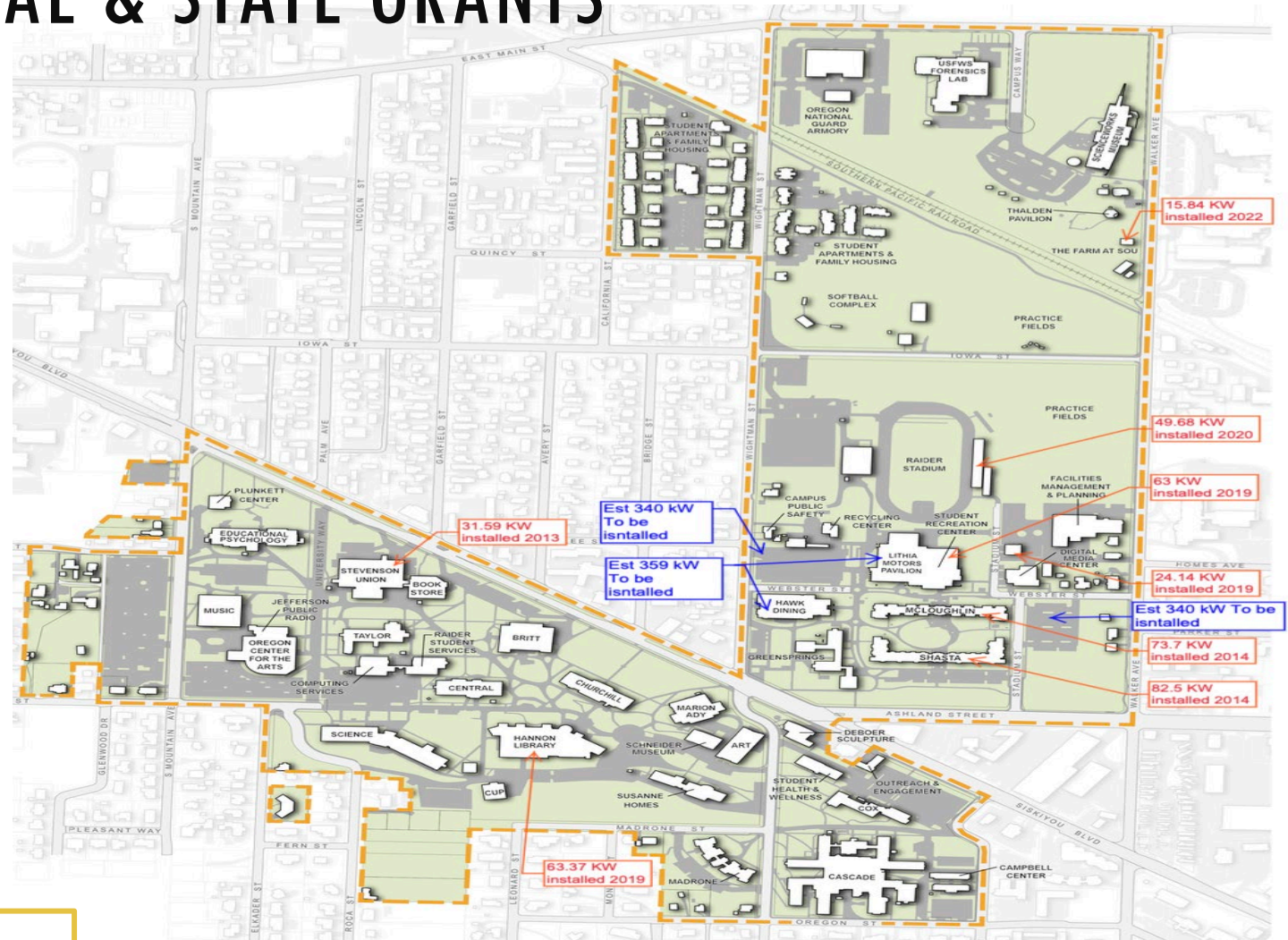
4 new solar arrays

Hawk = 151kW + battery storage

Lithia Motors Pavilion = 241kW

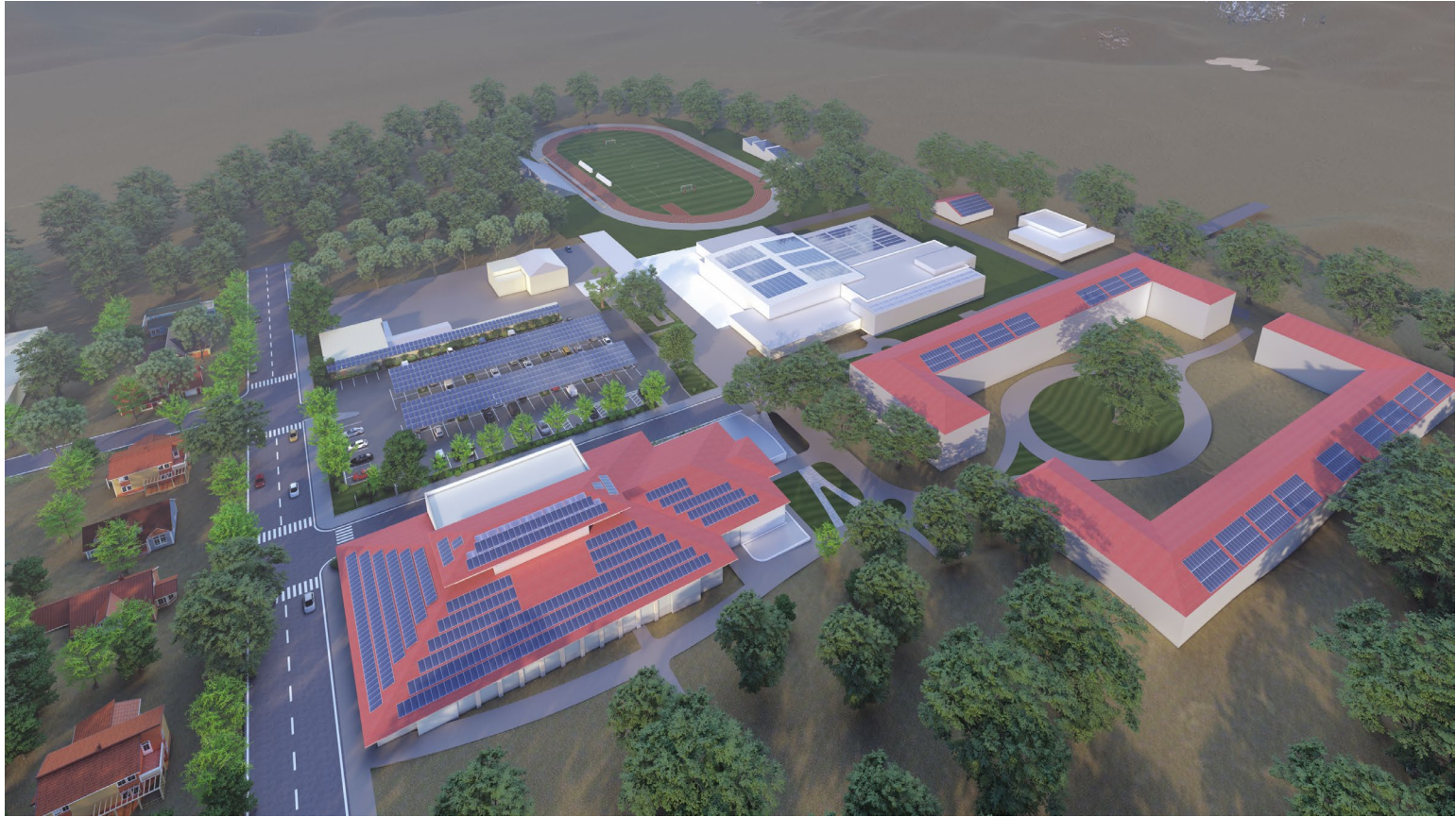
Raider Athletics parking lot = 338kW

Central Hall = 45kW



Total: 1.23 MW
Goal: 7.2 MW

ROOFTOP AND PARKING LOT INSTALLATIONS



SOU SENIOR LIVING PROJECT



GOAL

Raze antiquated dormitory and build a senior housing project to create multi-generational learning experiences for seniors and students.

DEMOLITION OF CASCADE HALL

Walkable to SOU events/activities | Adjacent to OLLI at SOU



INTEGRATED & INDEPENDENT LIVING



UNIVERSITY DISTRICT

GOAL


Generate revenue and retain students by developing a housing and business complex to create a student-friendly environment.

**“THE BEST WAY TO PREDICT
THE FUTURE
IS TO **INVENT** IT.”**

Alan Kay, futurist



Strategic Plan Update



CELEBRATING 152 YEARS

**PRESIDENT'S UPDATE ON
THE SOU STRATEGIC PLAN**

President Rick Bailey

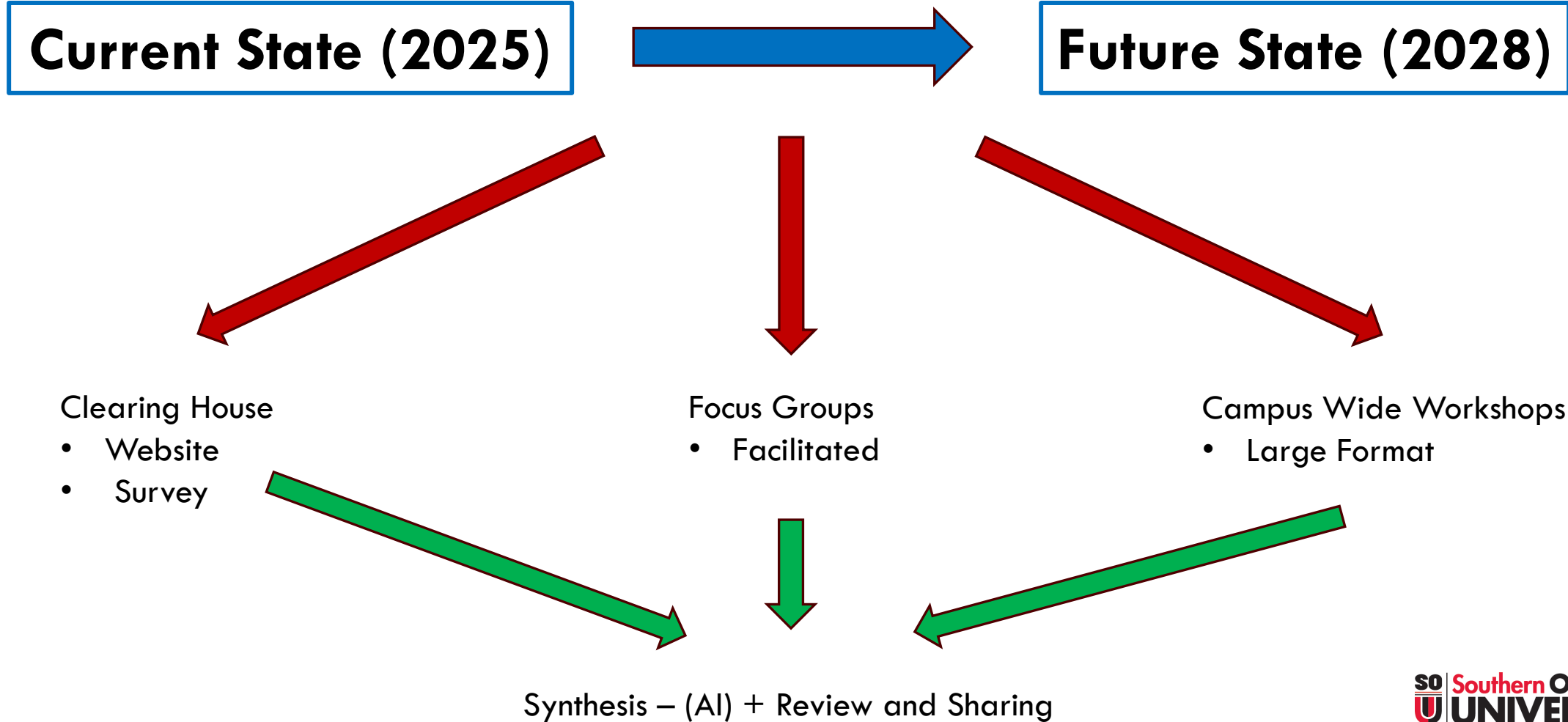
January 2025

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SOU STRATEGIC PLAN

- **Goal Draft by June 2025 BoT Meeting (Major Effort Areas and Objectives)**
- **Website, AI, Facilitator Possible**
- **Everyone Has a Voice and Agency in the Process**
- **Must be Accessible, Usable, and Actionable**

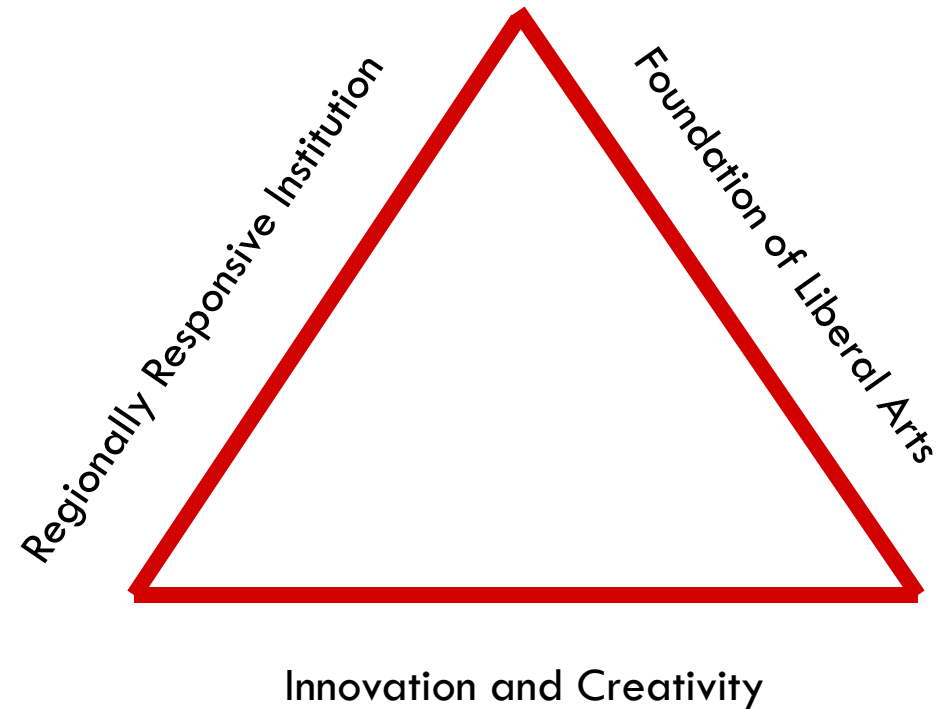
SOU STRATEGIC PLAN



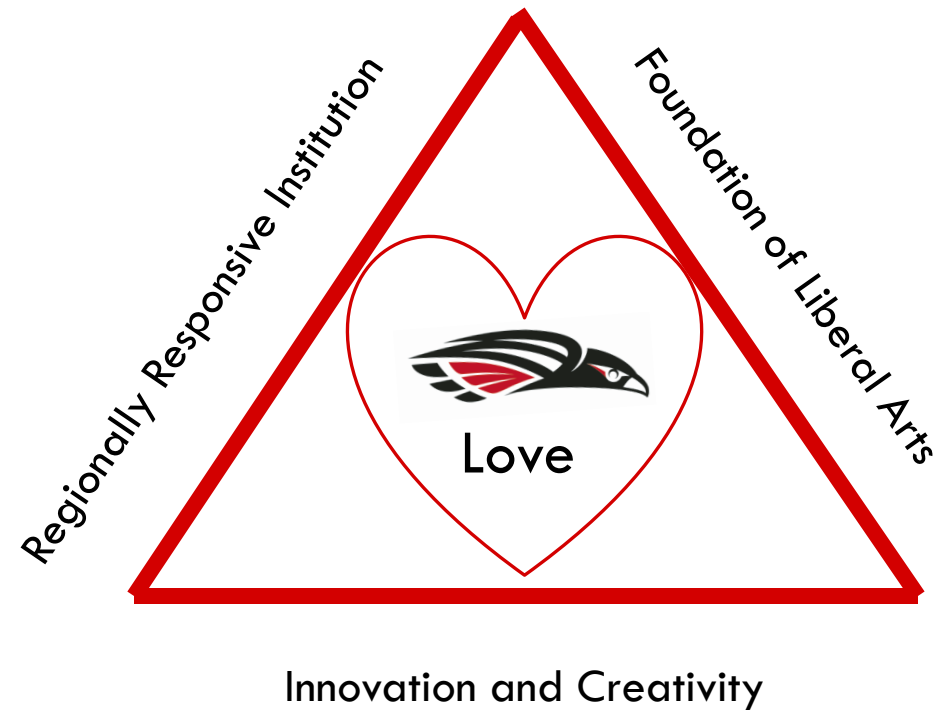
SOU STRATEGIC PLAN

Determining our Current Identity

THREE COMPLEMENTARY FACETS AND ONE UNIFYING PRINCIPLE



THREE COMPLEMENTARY FACETS AND ONE UNIFYING PRINCIPLE





QUESTIONS AND DIALOGUE

Thank You!

Future Meetings

Adjournment