



OFFICE OF THE BOARD OF TRUSTEES

**Public Meeting Notice**

March 13, 2025

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

FROM: Sabrina Prud'homme, University Board Secretary

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

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

Topics on the agenda include a Vice President's Report including the impact of recent federal actions, and the external audit for the 2024 fiscal year (FY). There will be updates on the activities of the SOU Tuition Advisory Council, the student incidental fee process; and government relations.

The committee will review the FY 2025 budget including revenue, expenses, and the financial pro forma; the FY 2026 budget process including an update on the activities of the SOU Institutional Budget Committee and a review of the FY 2026 budget assumptions. The committee also will discuss the Core Information System Replacement Project: Phase One and Budget Update; facilities and capital projects with specific updates on the Cascades Complex, the senior housing project, and the sale of excess properties.

The meeting will occur as follows:

Thursday, March 20, 2025

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

SOU Ashland Campus, Hannon Library, Meese Room

1290 Ashland Street, Ashland, OR, 97520

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

Members of the public may view the proceedings at <https://sou.zoom.us/j/86493598709> 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](mailto:trustees@sou.edu). Accommodation requests should be made at least 72 hours in advance.

**Public Comment**

Members of the public who wish to provide live public comments remotely or in person during the meeting are invited to sign up to speak at least 24 hours in advance by emailing [trustees@sou.edu](mailto:trustees@sou.edu). Members of the public who wish to provide written public comments are invited to submit their comments in writing to [trustees@sou.edu](mailto:trustees@sou.edu). Public comments also may be delivered by hand or mailed to SOU Board of Trustees, 1250 Siskiyou Boulevard, Churchill Hall, Room 107, Ashland, OR 97520.



**Board of Trustees**  
**Finance and Administration Committee Meeting**  
**March 20, 2025**

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

# Agenda Review



**Board of Trustees  
Finance and Administration Committee Meeting**

**Thursday, March 20, 2025  
5:00-7:00 p.m. (or until business concludes)  
Meese Room, Hannon Library, SOU Campus  
Zoom: <https://sou.zoom.us/j/86493598709>**

**AGENDA**

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

- |           |          |   |   |
|-----------|----------|---|---|
| 5:00 p.m. | <b>1</b> | <b>Call to Order/Roll/Declaration of a Quorum</b> | Chair Liz Shelby  |
|           | 1.1      | Welcome and Opening Remarks                       |   |
|           | 1.2      | Roll and Declaration of a Quorum                  | Sabrina Prud'homme,<br>SOU, Board Secretary   |
|           | 1.3      | Agenda Review                                     |   |
| 5:05      | <b>2</b> | <b>Public Comment</b>                             |   |
| 5:15      | <b>3</b> | <b>Vice President's Report</b>                    | Dr. Carson Howell, SOU,<br>Vice President for Finance<br>and Administration   |
|           | 3.1      | Impact of Recent Federal Actions                  |   |
|           | 3.2      | Fiscal Year 2024 External Audit                   |   |
|           | <b>4</b> | <b>Action, Information and Discussion Items</b>   |   |
| 5:25      | 4.1      | SOU Tuition Advisory Council Update               | Dr. Casey Shillam, SOU,<br>Provost and Executive Vice<br>President for Academic<br>and Student Affairs; Josh<br>Lovern, SOU, Director of<br>Budget and Planning |
| 5:35      | 4.2      | Student Incidental Fee Process                    | Ku Huan Chien, ASSOU,<br>Director of Finance and<br>Administration; Tiana<br>Gilliland, ASSOU,<br>President   |

**Southern Oregon University  
Board of Trustees  
Finance and Administration Committee Meeting  
Thursday, March 20, 2025**

**AGENDA (Continued)**

5:50	4.3	Government Relations Update	Marc Overbeck, SOU, Director of Government Relations; Rob Patridge SOU, General Counsel
6:00	4.4	Fiscal Year (FY) 2025 Budget	Dr. Carson Howell; Josh Lovern
	4.4.1	FY 2025 Revenue and Expenses	
	4.4.2	FY 2025 Review of Pro Forma 4.5	
6:15		Fiscal Year (FY) 2026 Budget	Dr. Carson Howell; Josh Lovern
	4.5.1	SOU Institutional Budget Committee Update	
	4.5.2	Review of FY 2026 Budget Assumptions	
6:30	4.6	Core Information System Replacement Project: Phase 1 and Budget Update	Dr. Carson Howell; Krista Darrah, SOU, Controller and Director, Business Services; Josh Lovern
6:45	4.7	Facilities and Capital Projects Update	Leon Crouch, SOU, Director of Facilities Management and Planning
	4.7.1	Cascades Complex and Senior Housing Project Update	Rob Patridge; Leon Crouch
	4.7.2	Sale of Excess Properties	Rob Patridge
6:55	4.8	Future Meetings	Chair Liz Shelby
7:00 p.m.	<b>5</b>	<b>Adjournment</b>	Chair Liz Shelby

# Public Comment



# Vice President's Report

# Tuition Advisory Council Update

# Tuition Advisory Council

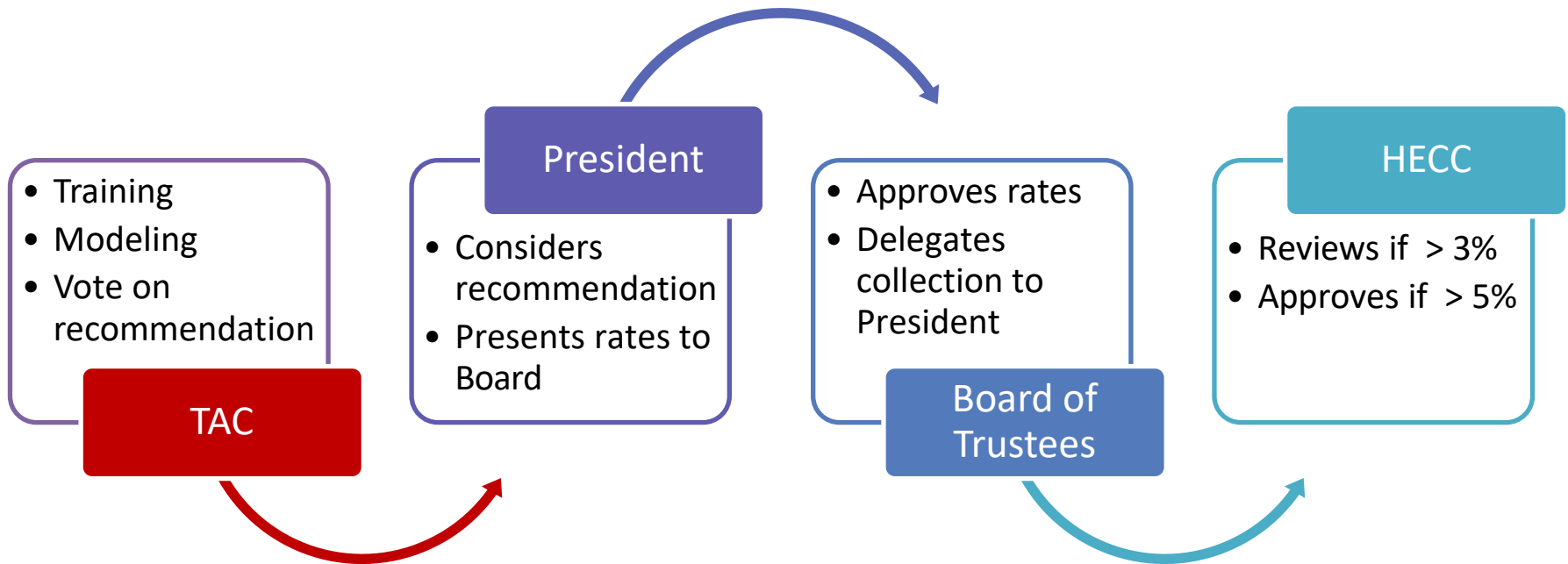
## What created the Tuition Advisory Council?

- House Bill 4141 – 2018 Regular Session
  - Largely based on SOU's legacy process
- Statute: [352.103](#)
  - Advisory body for tuition and mandatory enrollment fees; composition; process for recommendation
- Checklist for compliance

# Tuition Advisory Council

- Make up: 8 members, Chaired by University Provost
  - ✓ 4 Students
    - ✓ 2 ASSOU & 2 Historically Underrepresented
  - ✓ 2 Administrators
  - ✓ 2 Faculty
- Ex-officio Advising Capacity:
  - VP Finance and Administration
  - Director of Budget and Planning
  - Others as requested

# Process Starts with TAC



# Tuition Advisory Council

## TAC's Role with Mandatory Enrollment Fees

- Recommended by TAC to the President
  - These fees are part of composite Tuition & Fees reviewed by HECC
  - Not to be confused with Mandatory Incidental Fees
- Mandatory Enrollment Fees are *components* of the Single Fee that is assessed to students
- Presented by the President to the Board
- Board adopts fee rates for collection (assessment)

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

# Single-fee Issues



**Face-to-Face**



**Online Only**



**Hybrid Student**



# Single Fee - Eligibility

## Not Every Student Pays the Single Fee

- RisePoint Programs (MBA, MS.Ed)
- Community Programs (OLLI, ASC)
- Staff (but dependents DO pay)
- Course-based (Summer Language Institute, etc)
- Exchange students on 'Home Pay' plans
- Waivers per statutes (Federal / State)

# Fee Assessments

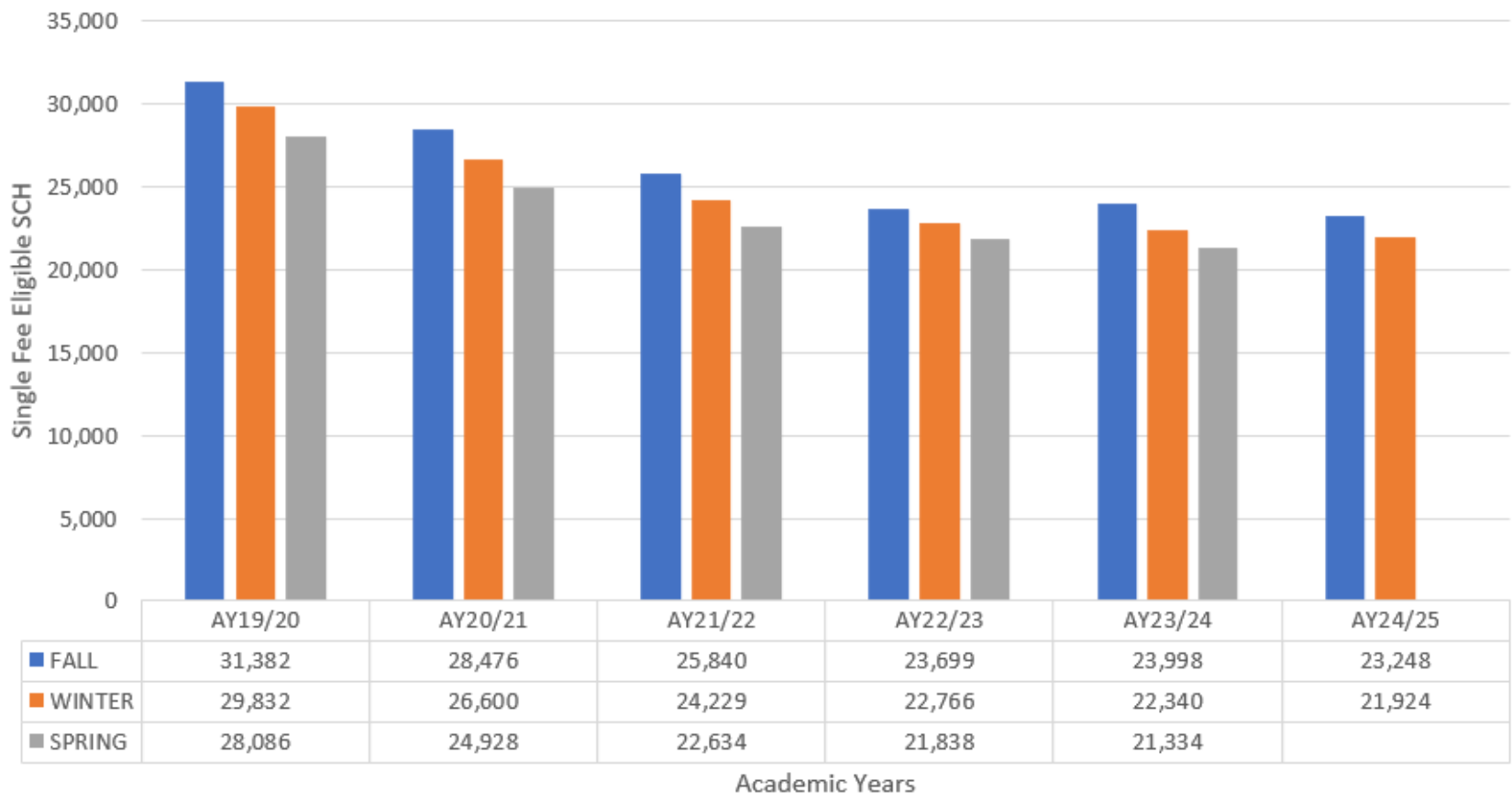
1. Fee areas were 'held harmless' via carefully spreading all revenues proportionally

	202302	202402
Mandatory Student Fees		2,270,328
Online Delivery Fee	715,875	
Recreation Center Fee	295,826	
Tuition - Green Tag Fee	35,084	
Tuition-Building Debt Service	112,350	
Tuition-Hlth Svc Fee	460,581	
Tuition-Incidental Fee	1,031,227	
Tuition-Technology Infr. Fee	56,175	
<b>Grand Total</b>	<b>2,707,118</b>	<b>2,270,328</b>
Single Fee Difference:		-436,790
	% Diff:	-16.13%

# SCH Production Modeling

For Single Fee Eligible Rates

## 5-Year Term-to-term SCH Attrition



# Options for Fixing the Fee

- Return to old way
- Lower the SCH cap
- New Fee(s) or charges
- Raise component(s) fee rates
- Raise tuition rate more than fees

# Student Incidental Fee Process



**ASSOU President: Tiana Gilliland**  
**SFBC Chair: Ku-Huan Chien**

# AGENDA



- Purpose of the Student Incidental Fee
- Process for Approving the Fee
- Fee producing SCH Projections
- Discussion points on SCH with SFBC
- Re-pricing the fee to SCH basis
- Expense growth factors – Inflation example
- Discussion points on setting the Fee rate

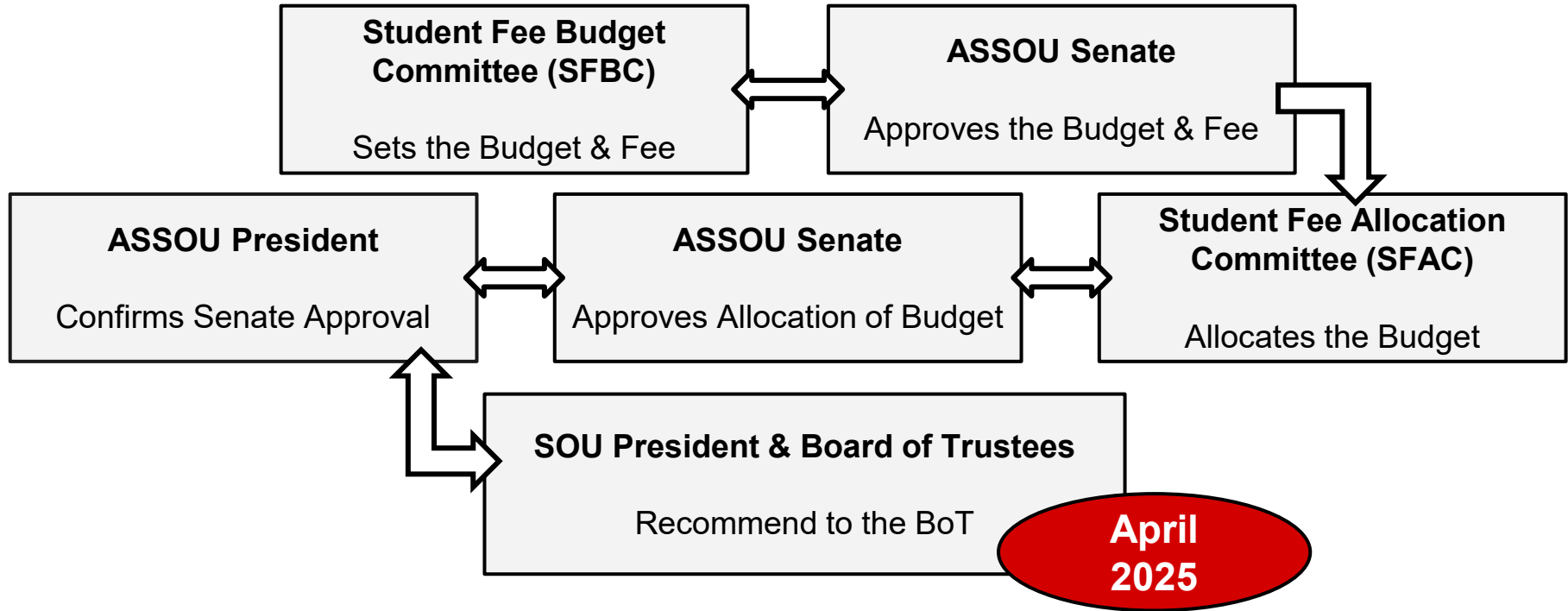
# Purposes of Student Incidental Fee



- The purpose of the student incidental fee is to provide services and enriching experiences SOU students
- The programs which are funded by the Student Incidental Fee must provide “an extracurricular educational experience that develops student leadership, facilitates retention, and encourages community-based learning”
- Consolidating student resources in **support of student autonomy**



# Process for Approving the Mandatory Student *Incidental* Fee

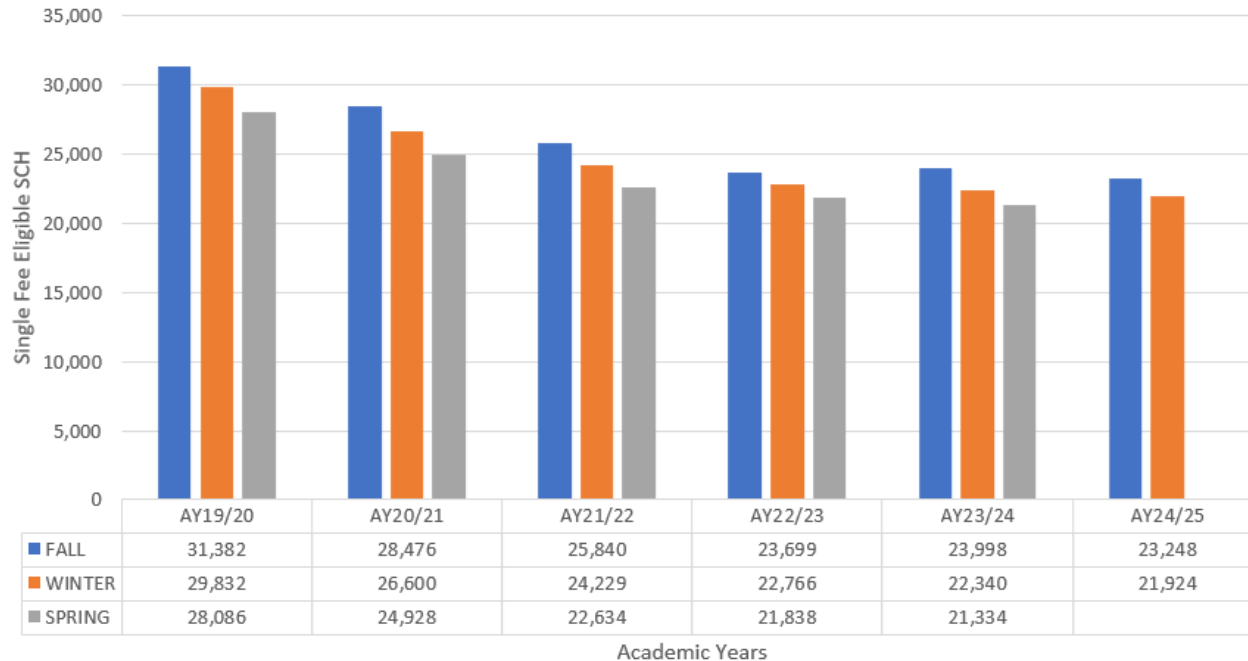


# SCH Production Modeling

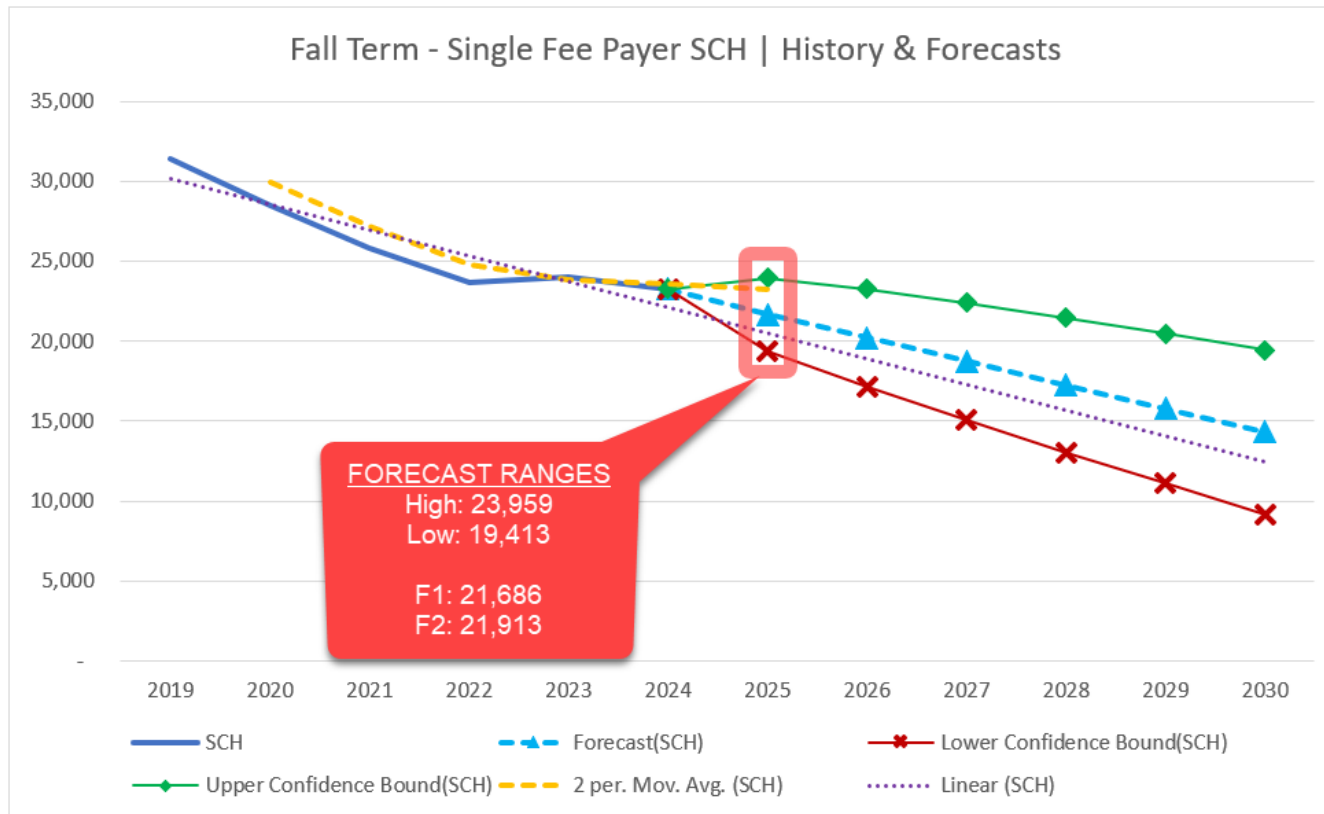
For Single Fee Eligible Rates



## 5-Year Term-to-term SCH Attrition



# Student Credit Hour Projection(s)



# Decision #1: Determine SCH for Models

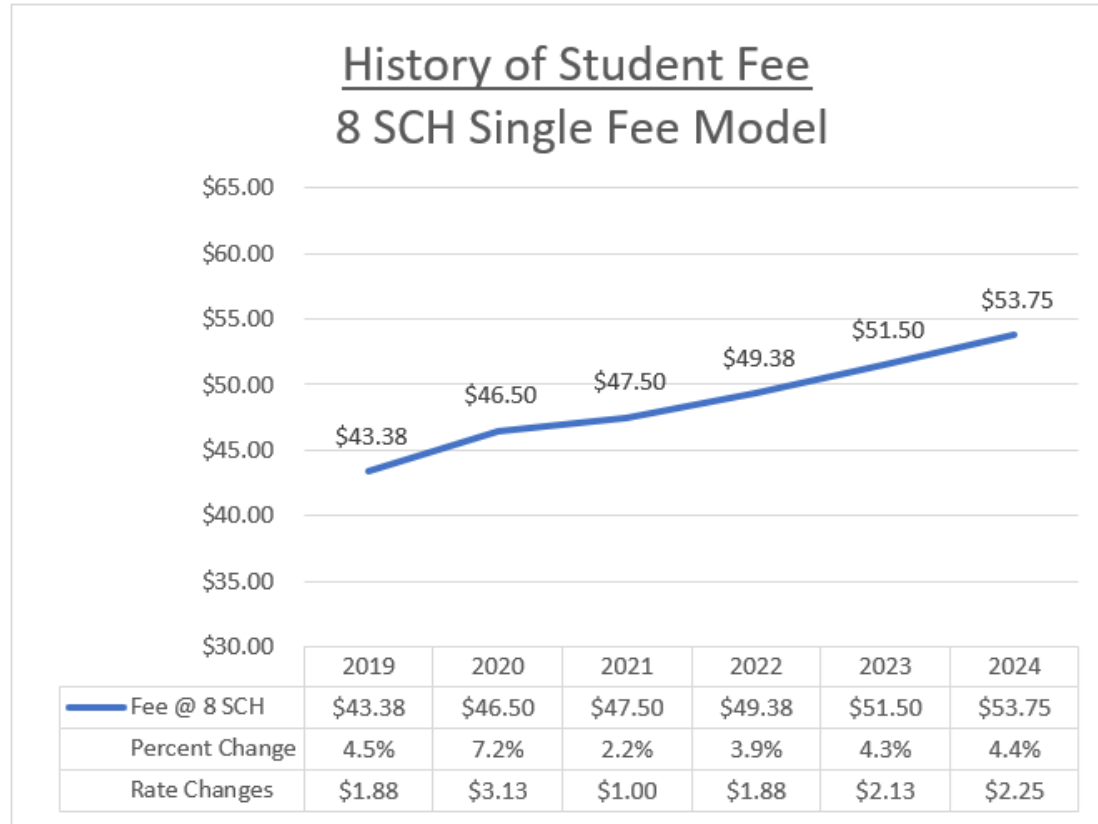


## Considerations for SCH Projections

1. Are there external variables to consider when selecting SCH target?
2. Do you see other changes we don't?
3. How are Admissions looking?
4. What can be done to grow enrollment?
5. Will enrollment be impacted by rate?



# Mindset shift from 'Headcount' to 'SCH'



# Inflation – Western Region

As of Jan 2025: **2.4%**

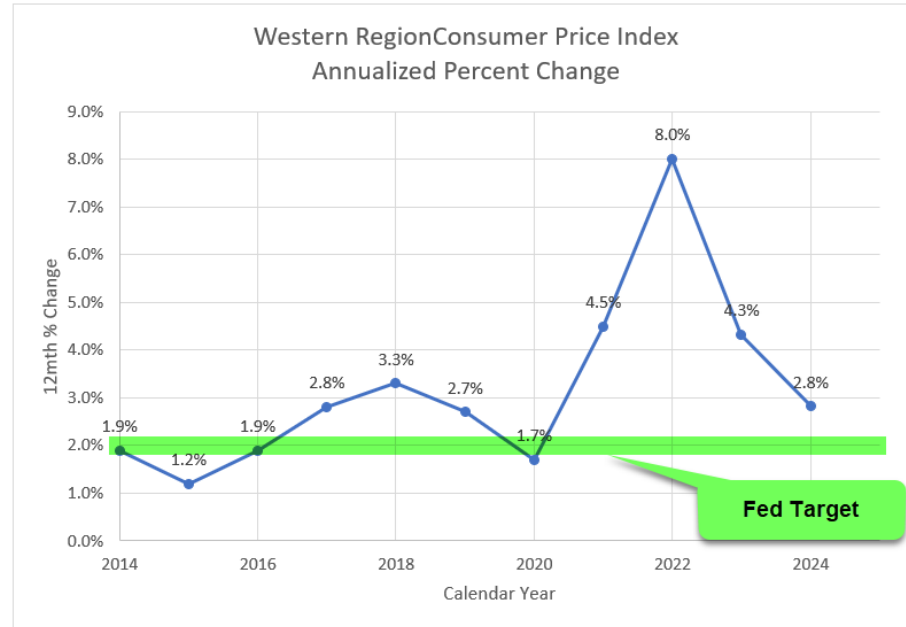
**5-Year Average: 4.22%**

Jan 2024: 3.3 %

Jan 2023: 6.3%

Jan 2022: 7.7%

Jan 2021: 1.4%



# Decision #2: Determine the Fee Rate

## Considerations for Fee Rate Modeling

1. Are there external variables to consider?
2. Are students able to handle rate increases given other factors?
3. Services impacted or held harmless?
4. Does the Incidental Fee require more reserves to 'weather the storm'?



# Any Questions?





# Government Relations Update

# Topics Shared in this Report

- SOU Lobby Day
- Legislation to watch
- Upcoming milestones
- OCOP Updates

# SOU Lobby Day



- SOU Lobby Day held on March 4 – first university lobby day of the session
- THANK YOU to Trustees Chavez, Franks, Santos, and Shelby for participating
- Around 60 participating – more than 40 students, plus staff, faculty and alumni
- 53 legislative offices visited
  - Topics addressed: public university funding, student financial support, and SOU capital construction request for Creative Industries

# Legislation to watch

- Student- related bills:
  - SB 786 – Credit for all high school classes
  - SB 604 - Strong Start
  - HB 3183 – Re-enrollment initiatives
- Other SOU priority legislation
  - HB 2458 – HECC to study reporting mandates
  - HB 3129 – Higher ed behavioral health workforce expansion
  - HB 3029 – Public universities on workforce boards
  - SB 5525 – HECC budget bill – PUSF and OOG

# Upcoming milestones in session

- March 17 – Co-Chairs’ budget framework released
- March 22 – April 25 Ways and Means “roadshow”
- April 9 – First chamber deadline
- April 18 – 22 – Ways and Means overview of public universities
- April 21 – TRU Lobby Day at Capitol (tentative)

# OCOP Updates

- Completed recruitment process for Executive Director
  - 15 candidates
  - 10 advanced for further consideration
  - 5 semi-finalist candidates
  - 3 finalists
- We've selected a candidate and are completing reference checks.

# Questions?

# Fiscal Year (FY) 2025 Budget



# FY 2025 Budget Update

- FY2024 Actuals updated; changes more impactful than previously thought and ripple throughout future periods
- Tuition down more than expected; several conditions behind decrease
- FY26 Assumptions shared with IBC
  - Reviewed with IBC and Cabinet
  - Development in Adaptive Planning started in Feb

# Education and General Fund (E&G) Revenues

## REVENUES

### Total State Funding (SSCM,ETSF,SELP)

Tuition

Fees

Raider Aid (remissions)

*Oth tuition & fee adjustments*

### Tuition, net of Raider Aid

Misc. Other Revenue

### TOTAL REVENUES

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)
27,856	28,706	28,706	29,262	30,440
33,204	34,845	34,487	34,778	35,411
4,479	4,247	4,537	4,202	4,297
(4,853)	(4,000)	(4,000)	(3,992)	(4,065)
	(1,100)			
32,830	33,992	35,024	34,988	35,644
4,044	3,742	3,742	3,735	3,803
<b>64,730</b>	<b>66,439</b>	<b>67,472</b>	<b>67,984</b>	<b>69,887</b>

## MARCH UPDATE TO REVENUE PROJECTIONS & OBSERVATIONS

- FY25 Tuition declined slightly from January estimate (-\$33k)
- FY24 Tuition, Fees, Remissions Actuals fed from Banner, however
- FY25 Estimates based solely on Banner data – feed to Workday 90+% ready
- Tuition in next biennium down from January estimate – monitoring SCH

## 2025-27 Biennium Assumptions

- Estimated SSCM funding for next biennium set to **GRB** for projections
- Reminder: any 1-time Revenues moved to 'Non-recurring' section
- Assumes -3% enrollment decline for FY2026
- Assumes +5% Tuition Increase as placeholder

# E&G Revenues - Variance Analysis

## REVENUES

### Total State Funding (SSCM,ETSF,SELP)

Tuition

Fees

Raider Aid (remissions)

*Oth tuition & fee adjustments*

### Tuition, net of Raider Aid

Misc. Other Revenue

### TOTAL REVENUES

2023-25 Biennium		
2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2024-25 VARIANCE (000's)
28,706	28,706	0
34,845	34,487	(358)
4,247	4,537	290
(4,000)	(4,000)	0
(1,100)		1,100
33,992	35,024	1,032
3,742	3,742	-
<b>66,439</b>	<b>67,472</b>	<b>1,032</b>

## MARCH BUDGET vs PROJECTION VARIANCE ANALYSIS - REVENUES

### FY2025 Budget vs Estimate to Complete\*

- Tuition (-\$358k) and Fees (\$+290)
  - Fee growth offset by Single Fee shift
- \$1,100k moved to 'Non-recurring'
- Total Revenue Variance: \$1.032M

\*NOTE: FY2025 Revenue data feed process is not yet finalized

# E&G Labor

	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)
<b>EXPENSES &amp; TRANSFERS</b>					
<u>Personnel Services</u>					
Faculty	(14,370)	(14,678)	(13,936)	(14,917)	(15,375)
Unclassified Staff	(9,908)	(9,896)	(9,904)	(9,780)	(10,002)
Classified Staff	(7,036)	(7,426)	(7,429)	(7,779)	(8,119)
Students, GA's, etc	(1,334)	(1,499)	(1,396)	(1,589)	(1,603)
<b>Salaries Sub-total</b>	(32,648)	(33,499)	(32,665)	(34,066)	(35,099)
PERS & ORP (Retirement Pgms)	(8,015)	(7,534)	(7,909)	(7,746)	(8,083)
PEBB (Healthcare)	(8,112)	(7,793)	(8,004)	(8,276)	(8,558)
Other (FICA, SAIF, OPL, etc.)	(3,187)	(3,184)	(3,144)	(3,274)	(3,416)
<b>OPE Sub-total</b>	(19,313)	(18,511)	(19,057)	(19,296)	(20,057)
<b>Net Personnel Services</b>	(51,962)	(52,010)	(51,723)	(53,739)	(55,998)

## MARCH UPDATE TO LABOR PROJECTIONS & OBSERVATIONS

Faculty: Slight Decrease from January estimate

- March update includes deferred pay estimate for salary + OPE
- Unclassified: Revisit SOU Forward Plans for FY26 in light of Workday
- Classified on track as expected
- OPE Calculations will be revisited for FY2026 – discussing new methodology

# E&G Labor Variance Analysis

2023-25 Biennium			
	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2024-25 VARIANCE (000's)
<b>EXPENSES &amp; TRANSFERS</b>			
<u>Personnel Services</u>			
Faculty	(14,678)	(13,936)	742
Unclassified Staff	(9,896)	(9,904)	(8)
Classified Staff	(7,426)	(7,429)	(3)
Students, GA's, etc	(1,499)	(1,396)	103
<b>Salaries Sub-total</b>	(33,499)	(32,665)	833
PERS & ORP (Retirement Pgms)	(7,534)	(7,909)	(375)
PEBB (Healthcare)	(7,793)	(8,004)	(211)
Other (FICA, SAIF, OPL, etc.)	(3,184)	(3,144)	40
<b>OPE Sub-total</b>	(18,511)	(19,057)	(546)
<b>Net Personnel Services</b>	(52,010)	(51,723)	287

## MARCH BUDGET vs PROJECTION VARIANCE ANALYSIS - LABOR

### FY2025 Budget vs Estimate to Complete

- Salaries - \$833k under budget; mostly Faculty deferral issue
- OPE - \$546 over budget; Retirement & Health need new modeling
- Net LABOR - \$287k under budget

# Supplies & Services (S&S)

	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)
<b>Net Personnel Services</b>	(51,962)	(52,010)	(51,723)	(53,739)	(55,998)
<u>Supplies &amp; Services (S&amp;S)</u>					
S&S Expenses	(14,120)	(12,231)	(12,732)	(12,527)	(12,840)
RisePoint Program Share (AP)	(1,383)	(1,249)	(1,194)	(1,301)	(1,346)
Capital Expenses (CapEx)	(49)	(125)	(90)	(92)	(94)
<b>Total S&amp;S, CapEx, AP</b>	(15,552)	(13,605)	(14,016)	(13,920)	(14,280)

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

S&S Full fiscal year projections are currently better than budgeted

- Intentionally more conservative than modeling suggests
- ‘Trust but verify’ – transaction backlog may shock the system later in the fiscal year if too many invoices or P-Cards have been delayed
- Future biennium increases may need further revision up relative to contract growth in areas like software, assessments, service contracts
- AP (now called “Risepoint”) Online MBA and MS.Ed almost as anticipated

# S&S Variance Analysis

		2023-25 Biennium		
		2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2024-25 VARIANCE (000's)
<b>Net Personnel Services</b>		(52,010)	(51,723)	287
<u>Supplies &amp; Services (S&amp;S)</u>				
S&S Expenses		(12,231)	(12,732)	(501)
RisePoint Program Share (AP)		(1,249)	(1,194)	55
Capital Expenses (CapEx)		(125)	(90)	35
<b>Total S&amp;S, CapEx, AP</b>		(13,605)	(14,016)	(411)

## MARCH VARIANCE ANALYSIS – S&S

### FY2025 Budget vs Estimate to Complete

- General Supplies & Services – \$501k over budget
- AP Program – \$55k under budget
  - Program shrinkage in models
- Capital Expenses - \$35k under budget
- Net impact, \$411k over budget

# Transfers

	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)	(2,529)	(2,706)	(2,706)	(2,806)	(2,923)
<i>Transfers Adjustments</i>					
<b>Transfers Net (excluding relief funds)</b>	(2,529)	(2,706)	(2,706)	(2,806)	(2,923)
<b>Federal Relief Funds Transferred to E&amp;G</b>	2,879				
<b>Transfers Net (In &amp; Out of E&amp;G)</b>	350	(2,706)	(2,706)	(2,806)	(2,923)

## MARCH TRANSFERS PROJECTIONS & OBSERVATIONS

Slight reduction from last update for FY24

- Additional support to non-E&G areas during YE close
- FY25
  - Automatic processes still being established in Workday
  - Estimate set to Budget until more fidelity can be achieved

## MARCH VARIANCE ANALYSIS – TRANSFERS

FY2025 Budget vs Estimate to Complete

- No observable deviations from budget currently



E&G Fund Balance	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)
<b>TOTAL EXPENSES &amp; TRANSFERS</b>	<b>(67,164)</b>	<b>(68,321)</b>	<b>(68,445)</b>	<b>(70,456)</b>	<b>(72,441)</b>
<b>TOTAL EXPENSES</b> (excluding Federal Relief)	<b>(69,693)</b>				
<b>FUND BALANCE</b>					
Non-Recurring 1-Time Revenue	1,122	1,458	1,458	334	
Non-Recurring 1-Time Expense			(1,500)		
Adjusted Ending Fund Balance	4,336	3,912	3,321	1,183	(1,372)
<b>% Operating Revenues (Adjusted)</b>	<b>6.70%</b>	<b>5.89%</b>	<b>4.92%</b>	<b>1.74%</b>	<b>-1.96%</b>
Change in Fund Balance	<b>(2,433)</b>	<b>(1,881)</b>	<b>(973)</b>	<b>(2,471)</b>	<b>(2,555)</b>
Beginning Fund Balance	5,647	3,214	3,214	2,241	(231)
Ending Fund Balance	3,214	1,332	2,241	(231)	(2,786)
<b>% Operating Revenues (Regular Ops)</b>	<b>4.96%</b>	<b>2.01%</b>	<b>3.32%</b>	<b>-0.34%</b>	<b>-3.99%</b>
<b>Days of Operations</b>	16.75	19.09	11.95	(1.20)	(14.04)
<b>Months of Operations</b>	0.56	0.64	0.40	(0.04)	(0.47)

## MARCH UPDATE FUND BALANCE PROJECTIONS & OBSERVATIONS

FY24 fund balance DECREASED from January updated FY25 Budget est.

- FY24 ending balance hit hard with YE changes; rolling into FY25
- SCH decline projected for FY26– FY27
- Continued monitoring to ensure  $R \geq C$

# E&G Fund Balance - Variance Analysis

2023-25 Biennium			
	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2024-25 VARIANCE (000's)
<b>TOTAL EXPENSES &amp; TRANSFERS</b>	<b>(68,321)</b>	<b>(68,445)</b>	<b>(124)</b>
<b>TOTAL EXPENSES</b> (excluding Federal Relief)			
<b>FUND BALANCE</b>			
Non-Recurring 1-Time Revenue	1,458	1,458	-
Non-Recurring 1-Time Expense		(1,500)	(1,500)
Adjusted Ending Fund Balance	3,912	3,321	(592)
<b>% Operating Revenues (Adjusted)</b>	<b>5.89%</b>	<b>4.92%</b>	<b>-0.97%</b>
Change in Fund Balance	<b>(1,881)</b>	<b>(973)</b>	<b>908</b>
Beginning Fund Balance	3,214	3,214	0
Ending Fund Balance	1,332	2,241	908
<b>% Operating Revenues (Regular Ops)</b>	<b>2.01%</b>	<b>3.32%</b>	<b>1.32%</b>
<b>Days of Operations</b>	19.09	11.95	(7.14)
<b>Months of Operations</b>	0.64	0.40	(0.24)

## MARCH VARIANCE ANALYSIS – FUND BALANCE

### FY2025 Budget vs Estimate to Complete

- Total Expenses & Transfers \$124k over budget – largely due to OPE estimate
- Beginning Fund Balances updated with FY24 ending as Audit wraps up
- Currently, estimates still better than budgeted, but more work remains

# E&G Pro Forma Projections to FY2027

## Education and General

(in thousands of dollars)

	2023-25 Biennium				2025-27 Biennium	
	2023-24 Actual (000's)	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2024-25 VARIANCE (000's)	2025-26 FORECAST (000's)	2026-27 FORECAST (000's)
<b>REVENUES</b>						
<b>Total State Funding (SSCM,ETSF,SELP)</b>	27,856	28,706	28,706	0	29,262	30,440
Tuition	33,204	34,845	34,487	(358)	34,778	35,411
Fees	4,479	4,247	4,537	290	4,202	4,297
Raider Aid (remissions)	(4,853)	(4,000)	(4,000)	0	(3,992)	(4,065)
<i>Oth tuition &amp; fee adjustments</i>		(1,100)		1,100		
<b>Tuition, net of Raider Aid</b>	32,830	33,992	35,024	1,032	34,988	35,644
Misc. Other Revenue	4,044	3,742	3,742	-	3,735	3,803
<b>TOTAL REVENUES</b>	<b>64,730</b>	<b>66,439</b>	<b>67,472</b>	<b>1,032</b>	<b>67,984</b>	<b>69,887</b>
<b>EXPENSES &amp; TRANSFERS</b>						
<u>Personnel Services</u>						
<b>Salaries Sub-total</b>	(32,648)	(33,499)	(32,665)	833	(34,066)	(35,099)
<b>OPE Sub-total</b>	(19,313)	(18,511)	(19,057)	(546)	(19,296)	(20,057)
<b>Net Personnel Services</b>	(51,962)	(52,010)	(51,723)	287	(53,739)	(55,998)
<u>Supplies &amp; Services (S&amp;S)</u>						
<b>Total S&amp;S, CapEx, AP</b>	(15,552)	(13,605)	(14,016)	(411)	(13,920)	(14,280)
<i>Personnel and S&amp;S before Transfers</i>	(67,514)	(65,615)	(65,739)	(124)	(67,660)	(69,528)
Net from Operations Before Transfers	(2,783)	825	1,733	908	325	359
<b>Transfers Net (excluding relief funds)</b>	(2,529)	(2,706)	(2,706)	-	(2,796)	(2,913)
<b>Federal Relief Funds Transferred to E&amp;G</b>	2,879					
<b>Transfers Net (In &amp; Out of E&amp;G)</b>	350	(2,706)	(2,706)	-	(2,796)	(2,913)
<b>TOTAL EXPENSES &amp; TRANSFERS</b>	<b>(67,164)</b>	<b>(68,321)</b>	<b>(68,445)</b>	<b>(124)</b>	<b>(70,456)</b>	<b>(72,441)</b>
<b>TOTAL EXPENSES (excluding Federal Relief)</b>	<b>(69,693)</b>					
<b>FUND BALANCE</b>	65,853					
Non-Recurring 1-Time Revenue	1,122	1,458	1,458	-	334	
Non-Recurring 1-Time Expense			(1,500)	(1,500)		
Adjusted Ending Fund Balance	4,336	3,912	3,321	(592)	1,183	(1,372)
<b>% Operating Revenues (Adjusted)</b>	<b>6.70%</b>	<b>5.89%</b>	<b>4.92%</b>	<b>-0.97%</b>	<b>1.74%</b>	<b>-1.96%</b>
Change in Fund Balance	(2,433)	(1,881)	(973)	908	(2,471)	(2,555)
Beginning Fund Balance	5,647	3,214	3,214	0	2,241	(231)
Ending Fund Balance	3,214	1,332	2,241	908	(231)	(2,786)
<b>% Operating Revenues (Regular Ops)</b>	<b>4.96%</b>	<b>2.01%</b>	<b>3.32%</b>	<b>1.32%</b>	<b>-0.34%</b>	<b>-3.99%</b>
<b>Days of Operations</b>	16.75	19.09	11.95	(7.14)	(1.20)	(14.04)
<b>Months of Operations</b>	0.56	0.64	0.40	(0.24)	(0.04)	(0.47)

# Fiscal Year (FY) 2026 Budget

# FY 2026 Budget Development

- Adaptive Planning roll-out to campus budget authorities delayed – configuration issues need to be settled
- Budget Office working with Controller's Office to identify potential fixes to Chart of Accounts and workflow
- Training plan includes 1-on-1 ZOOM sessions
- Budget Authorities to be given full access to reports in Adaptive Planning and instant updates possible to see changes real-time

# IBC Update

- New IBC Chair
- Campus Conversation
- Direction of IBC focus and work
- Discussed with IBC on Mar 6<sup>th</sup>

# FY26 Assumptions

- Updated SCH projections
- Few outstanding updates such as Utilities
- OPE Assumptions will be modified after PEBB review
- Labor Assumptions monitored during bargaining

# FY26 Assumptions

## Revenues

- -3% Total Student Credit Hours
  - Carefully monitoring Fall applications
- +4.99% Tuition Rate Increase
  - TAC recommendation not yet final
  - Consideration of HECC ceiling for composite Tuition & Fees
- State Funding set to Governor's Recommended Budget
  - Co-chairs update impacts not yet incorporated
  - Lotto amount equal to last biennium
- Remissions budgeted at historic levels relative to tuition
  - Organic growth of discounting exceeds original targets



# FY26 Assumptions

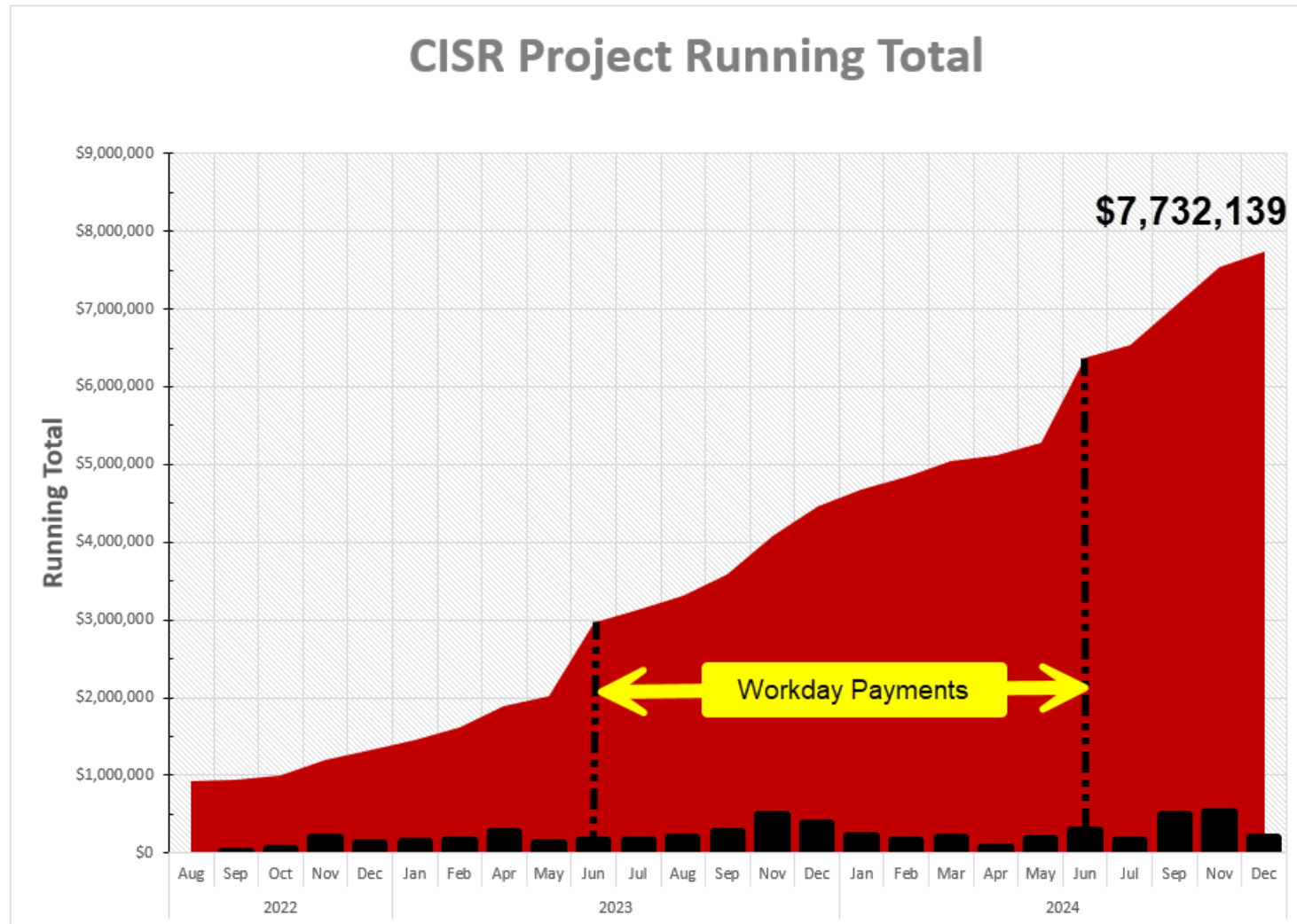
## Expenses

- Salaries & Wages:
  - Faculty modeled at historic growth across multiple years accounting for Year-in-Rank (YIR) and table changes
  - Classified per CBA tables for FY26
  - Unclassified 1%
- OPEs (Retirement, Health, Other): +4.25% composite
  - A holistic review is currently underway
- S&S: Assumed FLAT except categories with known increases like utilities, contracts, assessments, etc.
- Transfers: Modeled per normal process to account for labor growth percentages in supported areas

# **Core Information System Replacement Project: Phase One and Budget Update**

# CISR Project Budget

Calendar Year	Monthly Amounts	Running Total
2022		
Aug		\$929,635
Sep	\$7,914	\$937,549
Oct	\$58,630	\$996,179
Nov	\$199,748	\$1,195,927
Dec	\$123,059	\$1,318,986
<b>2022 Total</b>	<b>\$389,351</b>	
2023		
Jan	\$136,438	\$1,455,424
Feb	\$164,426	\$1,619,850
Apr	\$275,379	\$1,895,229
May	\$126,917	\$2,022,146
Jun	\$153,022	\$2,963,771
Jul	\$161,139	\$3,124,910
Aug	\$191,706	\$3,316,616
Sep	\$276,447	\$3,593,063
Nov	\$483,240	\$4,076,303
Dec	\$383,088	\$4,459,392
<b>2023 Total</b>	<b>\$2,351,803</b>	
2024		
Jan	\$223,147	\$4,682,539
Feb	\$162,177	\$4,844,716
Mar	\$193,680	\$5,038,396
Apr	\$69,427	\$5,107,822
May	\$169,552	\$5,277,374
Jun	\$282,175	\$6,364,693
Jul	\$166,437	\$6,531,130
Sep	\$489,411	\$7,020,541
Nov	\$520,268	\$7,540,809
Dec	\$191,330	\$7,732,139
<b>2024 Total</b>	<b>\$2,467,603</b>	



# Facilities and Capital Projects Update

# 2025 Capital Improvement & Renewal

*These dollars are funded by Q-bonds and have the following guidance:*

## *Allowable Expenses*

- *Critical Deferred Maintenance*  
*(roofs, mechanical, electrical, plumbing, doors...essentially infrastructure)*
- *Life Safety Upgrades*
- *Code Compliance*
- *Work to performed on existing facilities & equipment*

## *Non-Allowable Expenses*

- *Acquisition Of Buildings Or Land*
- *Classroom or Lab Modernization*
- *Improvements to Auxiliary Facilities*
- *Construction of new facilities*
- *EV charging stations*

# 2025 SOU Capital Improvement & Renewal Projects

- Theater Metal Roof (Spring Break)-\$70K
  - Preps roof for solar installation (Summer)
- Library PVC Membrane Roof (Summer)-\$600K
  - Sustainability exploring Green Fund project to replace & expand legacy 2000 solar.
- FMP Roof Renovation, HVAC Repairs, Mechanic's Shop (ASAP)-\$1M
  - Overlay low slope metal roof with wood framing & install PVC membrane
  - Replace inoperative heat units (1/3 of building without heat since 2022)
  - Convert part of high-bay warehouse into new mechanic's shop facility
- Ed/Psy PVC Membrane Roof & Walk Balconies (Summer)-\$400K
  - Balconies need re-sloped, new membrane, overflow drains
- Theater, Computer Science & Bookstore Elevator Upgrades-\$350K

# Solar Updates

- Navigating risks and issues around Federal Funding - FY23 CDS award (\$2M plus \$2M cost share) includes match for CREP #2.
- 2025 grant funded solar installations will include:
  - **Hawk Dining Rooftop & Battery Storage:** Solar installation completed **February**; battery storage scheduled for Spring Term 2025 (Funded by CREP #1 and TRU+).
  - **Art & Marion Ady Rooftop:** RFP to be issued in the coming weeks, with installation planned for Spring Term 2025. (TRU+ funding)
  - **Theater:** RFP expected in the coming months; installation scheduled for Summer 2025. (TRU+ funding)
  - **Library:** Expansion and replacement of SOU's first array (adding capacity) scheduled for Summer 2025. Potentially Student Green Fund project.
  - **Parking Lot #27 & Battery Storage** (CREP #3 and Central Hall Funds): Battery pad construction begins Fall 2025, with full project construction in 2026.

# Cascade Demolition

- Cedar, Diamond, Emerald, Hawthorne & Kitchen are demolished (as of 2/24/25).
- Staton Companies contract runs to 3/31/25.
- Final part of Staton's contract calls for a catch basin inlet near site of Aspen for stormwater control.
- Post demo site work includes:
  - Supplying & grading soil onsite
  - Seeding with drought tolerant clover-lawn mix
  - Tree pruning & restoration
  - Sidewalk repairs (as needed)



# Cascade 3/4/25



# Future Meetings

# Adjournment