



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

May 8, 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.

Action items for the meeting include a consent agenda consisting of the financial dashboard, a periodic management report, and an investment report.

Information and discussion items include a vice president's report consisting of a Higher Education Coordinating Commission update, SOU impacts of governmental changes, and other general updates. Other items on the agenda include an SOU government relations update; Fiscal Year (FY) 2025 budget update and review of the FY 2026 draft budget; and the Core Information System Replacement Project budget update. The committee will also discuss student debt recovery.

The meeting will occur as follows:

Thursday, May 15, 2025
5:00 p.m. to 7:00 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

Members of the public may view the proceedings at <https://sou.zoom.us/j/88323556067> at the time of the meeting.

If ADA 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 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
Finance and Administration Committee Meeting
May 15, 2025

Call to Order / Roll / Declaration of a Quorum



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

**Thursday, May 15, 2025
5:00 – 7:00 p.m. (or until business concludes)
Meese Room, Hannon Library, SOU Campus
Zoom: <https://sou.zoom.us/j/88323556067>**

AGENDA

Persons wishing to provide live 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.

- | | | | |
|-----------|----------|---|--|
| 5:00 p.m. | 1 | Call to Order/Roll/Declaration of a Quorum | |
| | 1.1 | Welcome and Opening Remarks | Chair Liz Shelby |
| | 1.2 | Roll and Declaration of a Quorum | Sabrina Prud'homme,
SOU, Board Secretary |
| | 1.3 | Agenda Review | Chair Liz Shelby |
| 5:05 | 2 | Public Comment | |
| 5:20 | 3 | Consent Agenda (Action) | Chair Liz Shelby |
| | 3.1 | Financial Dashboard | |
| | 3.2 | Periodic Management Report | |
| | 3.3 | Third Quarter Investment Report | |
| 5:25 | 4 | Vice President's Report | Dr. Carson Howell, Vice
President for Finance and
Administration |
| | 4.1 | HECC Update | |
| | 4.2 | SOU Impacts of Governmental Changes | |
| | 4.3 | Other General Updates | |
| 5:35 | 5 | Action, Information and Discussion Items | |
| | 5.1 | SOU Government Relations Update | Marc Overbeck, SOU,
Director of Government
Relations; Rob Partridge,
SOU, General Counsel |

**Southern Oregon University
Board of Trustees
Finance and Administration Committee Meeting
Thursday, May 15, 2025**

AGENDA (Continued)

- | | | | |
|-----------|----------|--|--|
| 5:45 | 5.2 | Fiscal Year (FY) 2025 Budget Update and Review of FY 2026 Budget Draft | Dr. Carson Howell; Josh Lovern, SOU, Director of Budget and Planning; Krista Darrah, SOU, Controller and Director of Business Services |
| 6:30 | 5.3 | Student Debt Recovery | Dr. Casey Shillam, SOU, Provost and Executive Vice President for Academic and Student Affairs |
| 6:45 | 5.4 | Core Information System Replacement Project: Project Budget Update | Dr. Carson Howell |
| 6:55 | 5.5 | Future Meetings | Chair Liz Shelby |
| 7:00 p.m. | 6 | Adjournment | Chair Liz Shelby |

Public Comment

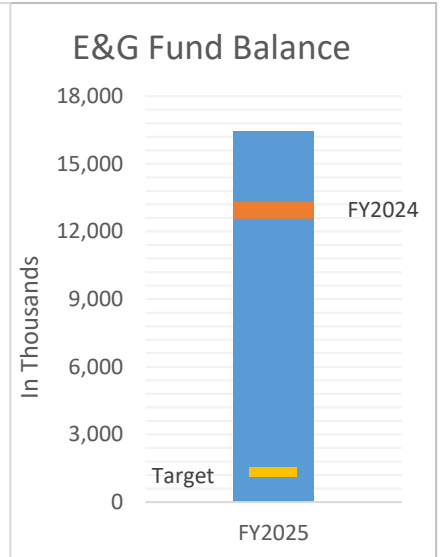
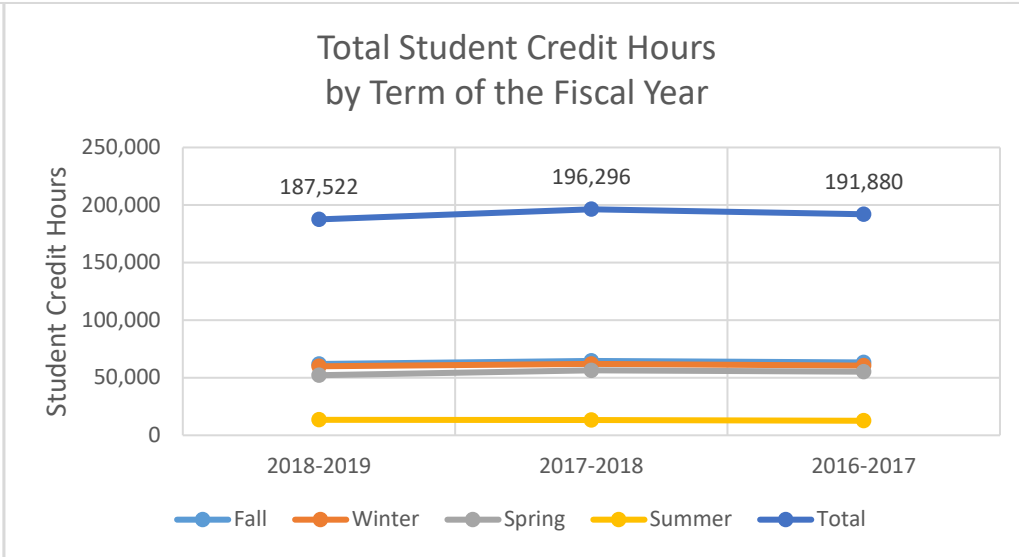
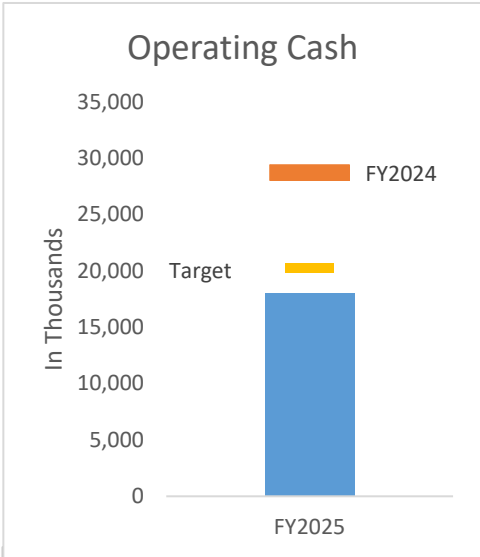
Consent Agenda (Action)

(Investment report to be added May 9)

Financial Dashboard

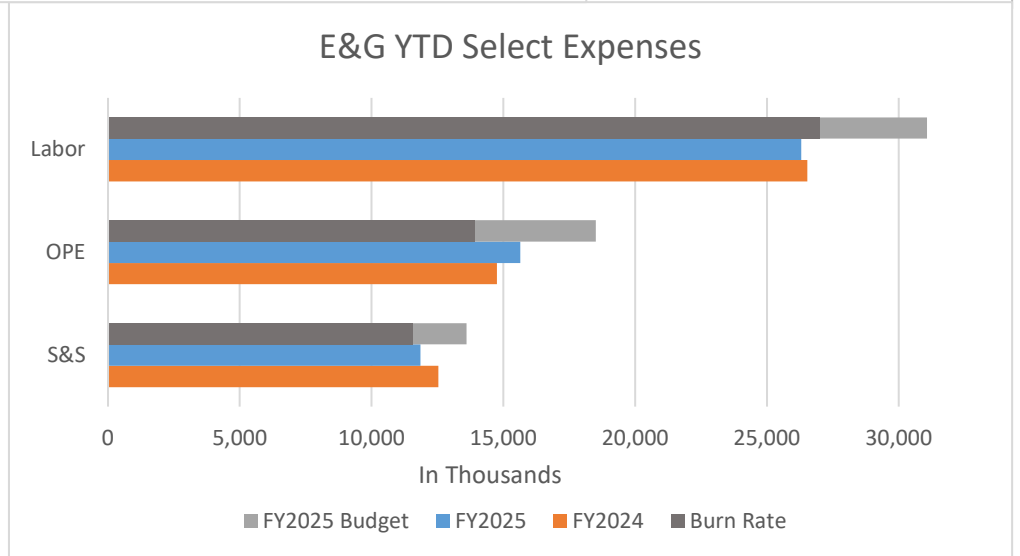
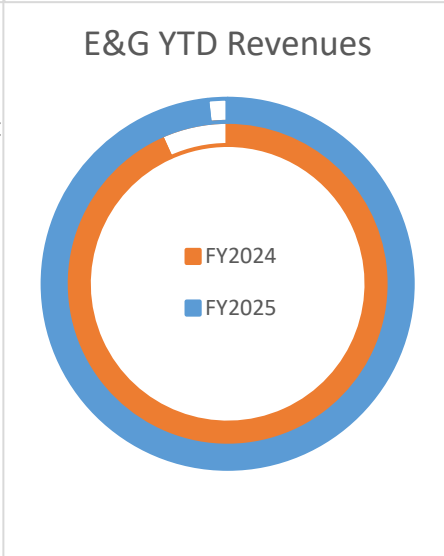
For FY2025

As of April 30, 2025



E&G YTD Revenues

Tuition and Fees are based on student credit hours. Actuals may vary as the feed to Workday was not complete as of the day of this report.



Periodic Management Report



As of April 30, 2025
Fiscal Year Ending June 30, 2025

(in thousands)	Year-to-Date			% Change compared to last year	Budget
	FY2024 Results	Prior YTD Actual	Current YTD Actual		
Education & General					
State General Fund	\$ 28,978	\$ 28,862	\$ 28,628	-1%	\$ 28,706
Tuition & Resource Fees, net of Remissions	32,842	31,757	34,282	8%	33,992
Other	2,488	2,654	2,356	-11%	3,742
Total Revenues	\$ 64,308	\$ 63,274	\$ 65,267		\$ 66,439
Personnel Services	\$ 52,574	\$ 41,278	\$ 41,948	2%	\$ 52,010
Supplies & Services & Capital Outlay	13,829	11,664	12,242	5%	13,605
Total Expenditures	\$ 66,403	\$ 52,942	\$ 54,190	2%	\$ 65,615
Net from Operations	\$ (2,095)	\$ 10,332	\$ 11,076	7%	\$ 824
Net Transfers In (Out)	350	(2,189)	(589)		(2,706)
Total Expenses & Transfers	1,745	(8,143)	(10,488)	29%	-

Vice President's Report

Government Relations Update

Items in this Report



- University Funding
- SOU Capital Construction Proposal
- Other Items of Note
- Bills of Interest
- Thank you to Trustees

University Funding



- OCOP Request: \$1.275 Billion
- Governor's Recommended Budget: \$1.07 Billion
- Ways & Means Co-Chair Budget \$1.09 Billion

- Strong messaging from Co-Chairs and Leadership that “Current Service Level” is what universities will receive (aligned with theme of funding “core services”)

SOU Capital Request



- Creative Industries Proposal - *#2 of ranked university projects on prioritized list*
- Many meetings with Subcommittee Members
- SOU continues to pursue a media/video/visit campaign to receive approval this session.
- Optimistic we will be successful

Other Issues



- May 14 Revenue Forecast
 - SOU has built a relationship with Carl Riccadonna, the new State Economist
- Legislative Sine Die (Adjournment) by June 29

Bills of Interest

Far fewer bills remaining during the session left to consider

- HB 3213 – University Foundation Bill – dead
- HB 3129 – University BH Workforce Bill – in W&M
- HB 3458 – HECC study on reporting mandates – put into HB 3026, should continue to move
- HB 2551 – Higher Education Campus Public Safety Bill – passed the Senate
- HB 2649 – Taiwan Student Proposal – In committee, but should be passed this session.

Thank you!

Thank you to ALL Trustees for your support and questions – particularly

- Chair Clough
- Vice-Chair Franks
- Trustee Chavez
- Trustee Mendoza
- Trustee Santos

for testimony and advocacy at legislative events in Salem and elsewhere!!!

Fiscal Year (FY) 2025 Budget Update and Review of FY 2026 Budget Draft

*Fiscal Year (FY) 2025 Budget Update

- Remissions analysis
- Other Personnel Expenses (OPE) Analysis
- TRU+ sustainability funding
- Future projections

*Note: Some rows in pro forma have been collapsed for readability

FY 2026 Draft Budget: Key Assumptions

- Education and General (E&G) Fund
 - -3% Student Credit Hours across all categories
 - Tuition at April adopted rates
 - Labor
 - Classified: Per Collective Bargaining Agreements
 - Faculty: Estimate of Bargaining Outcomes
 - Unclassified: 1% Across the Board
- Supplies and Services (S&S) flat except contracts being reviewed for FY 26; principally IT related
- Transfers modeled after labor increases, but final budget dependent on ASSOU Allocations

*FY 2026 Draft E&G Budget Outstanding Items

- May revenue forecast
- PUSF updates
- Funding requests
- Bargaining outcomes
- Enrollment shifts (focus on yield)

As a result, a “drafty” draft appears in subsequent slides

*Note: Some rows in pro forma have been collapsed for readability

E&G 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 DRAFT BUDGET (000's)	2026-27 FORECAST (000's)
REVENUES					
Total State Funding (SSCM,ETSF,SELP)	27,856	28,706	28,706	29,481	30,529
Tuition	33,204	34,845	34,897	35,316	36,188
Fees	4,479	4,247	4,591	4,646	4,821
Raider Aid (remissions)	(4,853)	(4,000)	(5,206)	(5,269)	(5,005)
<i>Oth tuition & fee adjustments</i>		(1,100)			
Tuition, net of Raider Aid	32,830	33,992	34,282	34,694	36,004
Misc. Other Revenue	4,044	3,742	3,742	4,187	4,290
TOTAL REVENUES	64,730	66,439	66,730	68,361	70,822

MAY UPDATE TO REVENUE PROJECTIONS & OBSERVATIONS

- FY25 Remissions “deep dive” revealed a much larger than expected growth from prior year (+28%) that is having a very large impact to revenues
- Significant impact to overall fund balance for coming years

FY2026 Draft Budget

- Tuition nearly unchanged from April (+70K)
- No major updates to tuition, fee, or state revenue assumptions
- Update to Miscellaneous Other Revenues projections
- Update to remissions to reflect cohort continuation at updated discount rate

E&G Revenues Variance Analysis

	2023-25 Biennium		
	2024-25	2024-25	2024-25
	FY25 Budget	Est FY25	VARIANCE
	(000's)	(000's)	(000's)
REVENUES			
Total State Funding (SSCM,ETSF,SELP)	28,706	28,706	0
Tuition	34,845	34,897	52
Fees	4,247	4,591	344
Raider Aid (remissions)	(4,000)	(5,206)	(1,206)
<i>Oth tuition & fee adjustments</i>	(1,100)		1,100
Tuition, net of Raider Aid	33,992	34,282	290
Misc. Other Revenue	3,742	3,742	-
TOTAL REVENUES	66,439	66,730	290

MAY BUDGET vs PROJECTION VARIANCE ANALYSIS - REVENUES

FY2025 Budget vs Estimate to Complete*

- Tuition (+\$52k) and Fees (+\$344k)
- Remissions (-\$1,206) – large increase over budget requiring extra monitoring
- Total Revenue Variance: \$290k

*NOTE: FY 2025 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 DRAFT BUDGET (000's)	2026-27 FORECAST (000's)
EXPENSES & TRANSFERS					
<u>Personnel Services</u>					
Faculty	(14,370)	(14,678)	(13,985)	(14,922)	(15,381)
Unclassified Staff	(9,908)	(9,896)	(9,595)	(9,780)	(10,002)
Classified Staff	(7,036)	(7,426)	(7,241)	(7,797)	(8,176)
Students, GA's, etc	(1,334)	(1,499)	(1,408)	(1,589)	(1,603)
Salaries Sub-total	(32,648)	(33,499)	(32,228)	(34,088)	(35,162)
PERS & ORP (Retirement Pgms)	(8,015)	(7,534)	(7,998)	(8,336)	(8,708)
PEBB (Healthcare)	(8,112)	(7,793)	(8,094)	(8,303)	(8,586)
Other (FICA, SAIF, OPL, etc.)	(3,187)	(3,184)	(3,180)	(3,314)	(3,462)
OPE Sub-total	(19,313)	(18,511)	(19,271)	(19,954)	(20,756)
Net Personnel Services	(51,962)	(52,010)	(51,500)	(54,420)	(56,760)

MAY UPDATE TO LABOR PROJECTIONS & OBSERVATIONS

- Mostly unchanged from April estimates if even slight improvements

FY2026 Draft Budget

- OPE extra analysis necessitates update to draft (+543k) compared to April
 - Person-by-person analysis underway for June budget
- FY26 will be final year of SOU Forward planned retirements/separations

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)
<u>Personnel Services</u>			
Faculty	(14,678)	(13,953)	725
Unclassified Staff	(9,896)	(9,859)	36
Classified Staff	(7,426)	(7,401)	26
Students, GA's, etc	(1,499)	(1,411)	88
Salaries Sub-total	(33,499)	(32,624)	874
PERS & ORP (Retirement Pgms)	(7,534)	(8,018)	(484)
PEBB (Healthcare)	(7,793)	(8,115)	(322)
Other (FICA, SAIF, OPL, etc.)	(3,184)	(3,188)	(4)
OPE Sub-total	(18,511)	(19,321)	(810)
Net Personnel Services	(52,010)	(51,945)	65

MAY BUDGET vs PROJECTION VARIANCE ANALYSIS - LABOR

FY2025 Budget vs Estimate to Complete

- Salaries - \$874k under budget; mostly Faculty deferral issue being monitored
- OPE - \$810 over budget; Retirement & Health need new modeling
- Net LABOR - \$65k 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 DRAFT BUDGET (000's)	2026-27 FORECAST (000's)
<u>Supplies & Services (S&S)</u>					
S&S Expenses	(14,120)	(12,231)	(11,726)	(12,527)	(12,840)
RisePoint Program Share (AP)	(1,383)	(1,249)	(1,225)	(1,307)	(1,354)
Capital Expenses (CapEx)	(49)	(125)	(90)	(92)	(94)
Total S&S, CapEx, AP	(15,552)	(13,605)	(13,040)	(13,926)	(14,288)

MAY SUPPLIES & SERVICES (S&S) PROJECTIONS & OBSERVATIONS

- S&S Full fiscal year projections now show impact of TRU+ Sustainability
 - Intentionally more conservative than modeling suggests
 - Final round of TRU+ Sustainability to be submitted in June

FY2026 Draft Budget

- Draft Budget needs more finessing to account for software changes before final budget in June; lots of contract updates occurring

Supplies & Services Variance Analysis

	2023-25 Biennium		
	2024-25	2024-25	2024-25
	FY25 Budget	Est FY25	VARIANCE
	(000's)	(000's)	(000's)
<u>Supplies & Services (S&S)</u>			
S&S Expenses	(12,231)	(11,726)	505
RisePoint Program Share (AP)	(1,249)	(1,225)	24
Capital Expenses (CapEx)	(125)	(90)	35
Total S&S, CapEx, AP	(13,605)	(13,040)	565

MAY VARIANCE ANALYSIS – S&S

FY2025 Budget vs Estimate to Complete

- General Supplies & Services – now \$505k **UNDER** budget
 - Intentionally conservative compared to model
- AP Program – \$24k under budget
 - Program shrinkage in models
- Capital Expenses - \$35k under budget
- Net impact, \$565k under budget

- June update will integrate final TRU+ Sustainability funding

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 DRAFT BUDGET (000's)	2026-27 FORECAST (000's)
Budgeted Transfers (In & Out)	(2,529)	(2,706)	(2,706)	(2,831)	(2,953)
Transfers Net (excluding relief funds)	(2,529)	(2,706)	(2,706)	(2,831)	(2,953)
Federal Relief Funds Transferred to E&G	2,879				
Transfers Net (In & Out of E&G)	350	(2,706)	(2,706)	(2,831)	(2,953)

MAY TRANSFERS PROJECTIONS & OBSERVATIONS

FY2025

- Automatic processes still being established in Workday
- Estimate set to Budget until more fidelity can be achieved

• **DRAFT FY2026**

- Estimate based on labor & OPE increase assumptions in E&G transfer supported areas; principally Athletics

MAY 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	2024-25	2024-25	2025-26	2026-27
	Actual (000's)	FY25 Budget (000's)	Est FY25 (000's)	DRAFT BUDGET (000's)	FORECAST (000's)
TOTAL EXPENSES & TRANSFERS	(67,164)	(68,321)	(67,246)	(71,177)	(73,252)
TOTAL EXPENSES (excluding Federal Relief)	(69,693)				
FUND BALANCE					
Non-Recurring 1-Time Revenue	1,122	1,458	729	334	
Non-Recurring 1-Time Expense			(1,500)		
Adjusted Ending Fund Balance	4,336	3,912	3,048	567	(1,863)
% Operating Revenues (Adjusted)	6.70%	5.89%	4.57%	0.83%	-2.63%
Change in Fund Balance	(2,433)	(1,881)	(517)	(2,815)	(2,429)
Beginning Fund Balance	5,647	3,214	3,214	2,697	(118)
Ending Fund Balance	3,214	1,332	2,697	(118)	(2,547)
% Operating Revenues (Regular Ops)	4.96%	2.01%	4.04%	-0.17%	-3.60%
Days of Operations	16.75	19.09	14.64	(0.61)	(12.69)
Months of Operations	0.56	0.64	0.49	(0.02)	(0.42)

MAY UPDATE FUND BALANCE PROJECTIONS & OBSERVATIONS

- FY25 fund balance significantly changed from April estimate.
 - TRU+ Sustainability funding but tempered by Remissions
- Future biennium prospects turning negative
 - Remissions and labor updates; extra review S&S contracts
- Continued monitoring to ensure $R \geq C$



	2023-25 Biennium		
	2024-25	2024-25	2024-25
	FY25 Budget	Est FY25	VARIANCE
	(000's)	(000's)	(000's)
TOTAL EXPENSES & TRANSFERS	(68,321)	(67,246)	1,075
TOTAL EXPENSES (excluding Federal Relief)			
FUND BALANCE			
Non-Recurring 1-Time Revenue	1,458	729	(729)
Non-Recurring 1-Time Expense		(1,500)	(1,500)
Adjusted Ending Fund Balance	3,912	3,048	(864)
% Operating Revenues (Adjusted)	5.89%	4.57%	-1.32%
Change in Fund Balance	(1,881)	(517)	1,365
Beginning Fund Balance	3,214	3,214	0
Ending Fund Balance	1,332	2,697	1,365
% Operating Revenues (Regular Ops)	2.01%	4.04%	2.04%
Days of Operations	19.09	14.64	(4.45)
Months of Operations	0.64	0.49	(0.15)

APRIL VARIANCE ANALYSIS – FUND BALANCE

FY2025 Budget vs Estimate to Complete

- Total Expenses & Transfers \$315k over budget, largely due to OPE estimate
- Change in Fund Balance pressure stemming from Remissions/Labor
- Currently, estimates still better than budgeted, but more work remains

Education and General

(in thousands of dollars)

2023-25 Biennium

2025-27 Biennium

	2023-24	2024-25	2024-25	2024-25	2025-26	2026-27
	Actual	FY25 Budget	Est FY25	VARIANCE	DRAFT BUDGET	FORECAST
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
REVENUES						
Total State Funding (SSCM,ETSF,SELP)	27,856	28,706	28,706	0	29,481	30,529
Tuition	33,204	34,845	34,897	52	35,316	36,188
Fees	4,479	4,247	4,591	344	4,646	4,821
Raider Aid (remissions)	(4,853)	(4,000)	(5,206)	(1,206)	(5,269)	(5,005)
<i>Oth tuition & fee adjustments</i>		(1,100)		1,100		
Tuition, net of Raider Aid	32,830	33,992	34,282	290	34,694	36,004
Misc. Other Revenue	4,044	3,742	3,742	-	4,187	4,290
TOTAL REVENUES	64,730	66,439	66,730	290	68,361	70,822
ENSES & TRANSFERS						
<u>Personnel Services</u>						
Salaries Sub-total	(32,648)	(33,499)	(32,228)	1,270	(34,088)	(35,162)
OPE Sub-total	(19,313)	(18,511)	(19,271)	(760)	(19,954)	(20,756)
Net Personnel Services	(51,962)	(52,010)	(51,500)	510	(54,420)	(56,760)
<u>Supplies & Services (S&S)</u>						
Total S&S, CapEx, AP	(15,552)	(13,605)	(13,040)	565	(13,926)	(14,288)
<i>Personnel and S&S before Transfers</i>	(67,514)	(65,615)	(64,540)	1,075	(68,345)	(70,299)
Net from Operations Before Transfers	(2,783)	825	2,189	1,365	16	524
Transfers Net (excluding relief funds)	(2,529)	(2,706)	(2,706)	-	(2,831)	(2,953)
Federal Relief Funds Transferred to E&G	2,879					
Transfers Net (In & Out of E&G)	350	(2,706)	(2,706)	-	(2,831)	(2,953)
TOTAL EXPENSES & TRANSFERS	(67,164)	(68,321)	(67,246)	1,075	(71,177)	(73,252)
TOTAL EXPENSES (excluding Federal Relief)	(69,693)					
FUND BALANCE						
Non-Recurring 1-Time Revenue	1,122	1,458	729	(729)	334	
Non-Recurring 1-Time Expense			(1,500)	(1,500)		
Adjusted Ending Fund Balance	4,336	3,912	3,048	(864)	567	(1,863)
% Operating Revenues (Adjusted)	6.70%	5.89%	4.57%	-1.32%	0.83%	-2.63%
Change in Fund Balance	(2,433)	(1,881)	(517)	1,365	(2,815)	(2,429)
Beginning Fund Balance	5,647	3,214	3,214	0	2,697	(118)
Ending Fund Balance	3,214	1,332	2,697	1,365	(118)	(2,547)
% Operating Revenues (Regular Ops)	4.96%	2.01%	4.04%	2.04%	-0.17%	-3.60%
Days of Operations	16.75	19.09	14.64	(4.45)	(0.61)	(12.69)
Months of Operations	0.56	0.64	0.49	(0.15)	(0.02)	(0.42)

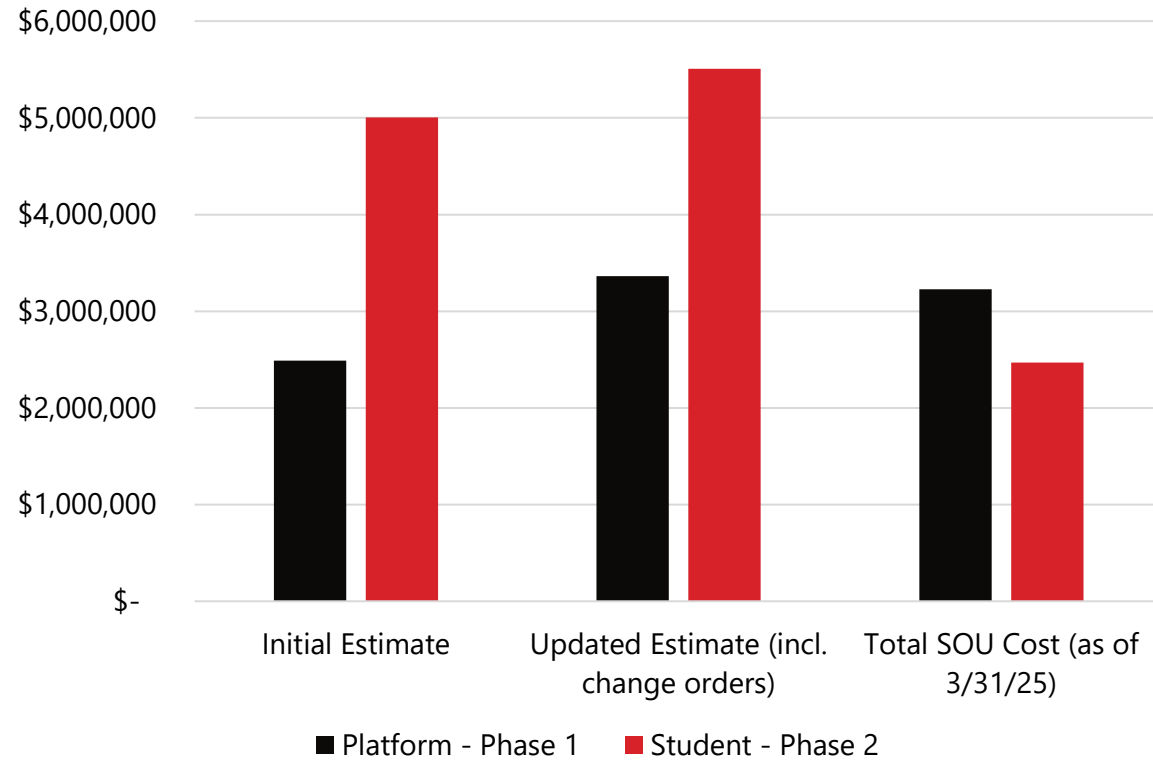
E&G Pro Forma Projections to FY2027

Student Debt Recovery

(materials to be added May 9 for this section)

Core Information System Replacement (CISR): Project Budget Update

CISR Project Budget with Implementer



	Initial Estimate	Updated Estimate (incl. change orders)	Total SOU Cost (as of 3/31/25)
Platform - Phase 1	\$ 2,489,000	\$ 3,362,740	\$ 3,227,610
Student - Phase 2	\$ 5,006,000	\$ 5,509,433	\$ 2,469,641
Total	\$ 7,495,000	\$ 8,872,173	\$ 5,697,250

CISR Project Budget with Implementer

	Initial Estimate	Updated Estimate (incl. change orders)	Total SOU Cost (as of 3/31/25)
Platform - Phase 1	\$ 2,489,000	\$ 3,362,740	\$ 3,227,610
Student - Phase 2	\$ 5,006,000	\$ 5,509,433	\$ 2,469,641
Total	\$ 7,495,000	\$ 8,872,173	\$ 5,697,250

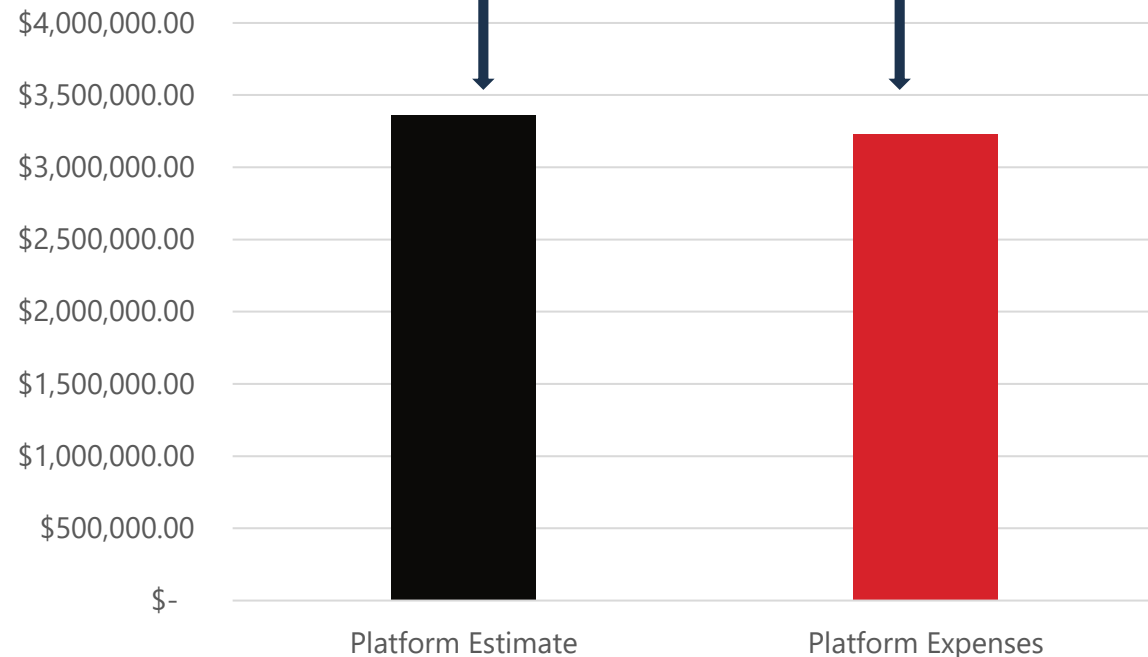
Platform: Finance & HR

Billable hours \$ 3,129,917.95
 Billable expenses \$ 4,742.73

Adaptive (Budgeting)

Billable hours \$ 92,949.00
Total \$ 3,227,609.68

Platform Estimate \$ 3,362,740.00
 Platform Expenses \$ 3,227,609.68
Estimate-Expenses (under budget) \$ 135,130.32



CISR Update – Go-Live Dates*



	Original Go-Live	Actual/Anticipated Go-Live
Platform – Finance & HR Platform – Adaptive (Budgeting)	July 2023	January 1, 2024
Student – 1 (Fall '26 Application+)	March 2024	September 1, 2024
Student – 2 (Other Functions)	August 2024	*September 15, 2025
Student - Last Uptake	March 2025	*March 2, 2026
	September 2025	*September 14, 2026

* Go-live date will be earlier if possible

- More detailed timeline information available online at <https://sou.edu/cisr/timeline-2/>

Future Meetings

Adjournment