



## OFFICE OF THE BOARD OF TRUSTEES

### Public Meeting Notice

June 13, 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.

The board will discuss reports from the board's Equity, Diversity, and Inclusion Work Group and its standing committees: Academic and Student Affairs; Finance and Administration; and Executive, Audit, and Governance. There will also be reports from the 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, Athletics, and Government Relations.

Action items on the agenda include: the Fiscal Year (FY) 2026 budget; the FY 2026 internal audit plan; and a plan for the board's officer vacancy; and the naming of SOU's softball complex and turf field.

Information and Discussion items include the FY 2025 draft risk assessment; an update on SOU's Behavioral Health Initiative; governmental actions; updates on revenue generating projects; an SOU history topic "from the beginning;" and departing trustee recognitions. The board will also review the SOU strategic plan draft.

The meeting will occur as follows:

Friday, June 20, 2025

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

Visit [governance.sou.edu](https://governance.sou.edu) for the meeting materials.

SOU Ashland Campus, Hannon Library, Meese Room

1290 Ashland Street, Ashland, OR, 97520

To view the proceedings, visit <https://sou.zoom.us/j/81424173839> at the time of the meeting.

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. **If special accommodations are required, please contact Holly Frazier at (541) 552-8055 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 at least 24 hours in advance of the meeting. Public comments also may be provided in writing. Public commenters may sign up in advance or may submit their comments via email to the Board of Trustees email address: [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

## June 20, 2025





# Call to Order / Roll / Declaration of a Quorum



# SOU Land Acknowledgment



# **SOU: From the Beginning**

## **(University History Topic)**



## PETER FINKLE



Peter Finkle leads history tours, art tours and Haunted Ashland tours — fun for residents and for visitors. He writes the top Ashland blog and website.

Peter received an Individual Award from the City of Ashland Historic Preservation committee in 2019 for contributions to the historic Railroad District “Marking Ashland Places” project. He also cooperates with the Public Arts Committee to raise awareness of the rich arts heritage in Ashland.

Prior to founding WalkAshland LLC, Peter’s leading role at a nationally successful dietary supplement company brought him to Ashland in 1991. His education responsibilities at the company included speaking about health and nutrition to audiences in four countries. Outside of his professional life, he has been a poet, writer and tennis player for more than 50 years.

Peter has lived in Ashland for 34 years. Since founding WalkAshland, thousands of hours of walking neighborhoods, interviewing leading Ashlanders, and deep-dive researching have prepared Peter to share hundreds of historic photos and fascinating, little-known stories with you – both in writing and in person.

He can speak to your community group. His articles appear in the online Ashland.News and other publications.



# Trustee Recognition

Shaun Franks  
Garima Sharma  
Julissa Taitano



# Agenda Review





## Board of Trustees Meeting

Friday, June 20, 2025

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

Meese Room, Hannon Library, SOU Campus

Zoom: <https://sou.zoom.us/j/81424173839>

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.

- |            |          |   |   |
|------------|----------|---|---|
| 12:00 p.m. | <b>1</b> | <b>Call to Order/Roll/Declaration of a Quorum</b>                                   |   |
|            | 1.1      | Welcome and Opening Remarks   | Chair Sheila Clough                           |
|            | 1.2      | SOU Land Acknowledgment   | Trustee Ryan Goodrich                         |
|            | 1.3      | SOU: From the Beginning   | Peter Finkle, Walk Ashland                    |
|            | 1.4      | Roll Call and Declaration of a Quorum   | Sabrina Prud'homme, SOU,<br>Board Secretary   |
|            | 1.5      | Trustee Recognition   | Chair Sheila Clough                           |
|            | 1.5.1    | Shaun Franks  |   |
|            | 1.5.2    | Garima Sharma   |   |
|            | 1.5.3    | Julissa Taitano   |   |
|            | 1.6      | Agenda Review   | Chair Sheila Clough                           |
| 12:25      | <b>2</b> | <b>Public Comment</b>   |   |
|            | 2.1      | Invited Public Comment: Associated Professors<br>of Southern Oregon University      | Dr. Melissa Anderson,<br>APSOU, President     |
|            | 2.2      | Invited Public Comment: SOU Service<br>Employees International Union (Sub-local 84) | Sage TeBeest, SEIU,<br>President              |
|            | 2.3      | Other Public Comment  |   |
|            | <b>3</b> | <b>Shared Governance Reports</b>  |   |
| 12:40      | 3.1      | Associated Students of Southern Oregon<br>University Report                         | Sophia Smith, ASSOU,<br>President             |
| 12:45      | 3.2      | SOU Faculty Senate Report   | Dennis Slattery, SOU,<br>Faculty Senate Chair |



**Board of Trustees Meeting**  
**Friday, June 20, 2025**  
**12:00 – 5:00 p.m. (or until business concludes)**

**AGENDA (Continued)**

12:50	3.3	SOU Staff Assembly Report	Hart Wilson, SOU, Staff Assembly Chair
12:55	<b>4</b>	<b>President's and Administration Reports</b>	
	4.1	President's Report	President Rick Bailey
	4.2	University Advancement Report	Janet Fratella, SOU, Vice President, University Advancement and Executive Director, SOU Foundation
	4.3	Equity, Diversity, and Inclusion Report	Jonathan Chavez Baez, SOU, Assistant Vice President, Equity, Diversity and Inclusion
	4.4	Government Relations Report	Marc Overbeck, SOU, Director, Government Relations
	4.5	Athletics Report	Matt Sayre, SOU, Director of Athletics
1:20	<b>5</b>	<b>Academic and Student Affairs Committee Report</b>	
	5.1	General Committee Report	Trustee Iris Maria Chavez
	<b>6</b>	<b>Finance and Administration Committee Report</b>	
1:30	6.1	General Committee Report	Trustee Liz Shelby
1:40	6.2	Naming of Athletics Facilities: SOU Softball Complex and Turf Field (Action)	Matt Sayre; Janet Fratella
1:50		<b>BREAK</b>	
2:00	6.3	Fiscal Year 2026 Budget (Action)	President Rick Bailey; Dr. Carson Howell, SOU, Vice President for Finance and Administration; Josh Lovern, SOU, Director of Budget and Planning



**Board of Trustees Meeting**  
**Friday, June 20, 2025**  
**12:00 – 5:00 p.m. (or until business concludes)**

**AGENDA (Continued)**

	<b>7</b>	<b>Executive, Audit, and Governance Committee Report</b>	
2:30	7.1	General Committee Report	Chair Sheila Clough
2:40	7.2	Plan for Board Officer Vacancy (Action)	Chair Sheila Clough
2:50	7.3	Draft Risk Assessment and Fiscal Year 2026 Internal Audit Plan and (Action)	David Terry, Portland State University, Internal Audit Contractor
	<b>8</b>	<b>Other Information and Discussion Items</b>	
3:10	8.1	Behavioral Health Initiative	Dr. Casey Shillam; SOU, Provost and Executive Vice President for Academic and Student Affairs; Robin Sansing, SOU, Behavioral Health Initiative Director
3:30	8.2	Governmental Actions: Update Discussion	President Rick Bailey; Rob Patridge, SOU, General Counsel; Marc Overbeck, SOU, Director of Government Relations
3:50		<b>BREAK</b>	
4:00	8.3	The SOU <i>Path</i> Forward: Updates on Revenue Generating Projects	President Rick Bailey; Rob Patridge, SOU, General Counsel
4:15	8.4	Review of SOU Strategic Plan Draft	President Rick Bailey
4:45	8.5	Equity, Diversity, and Inclusion Work Group Report	Trustee Iris Maria Chavez
4:55	8.6	Future Meetings	Chair Sheila Clough
5:00 p.m.	<b>9</b>	<b>Adjournment</b>	Chair Sheila Clough



# Public Comment



# Shared Governance Reports:

- Associated Students of Southern Oregon University Report
- SOU Faculty Senate Report
- SOU Staff Assembly Report



# President's and Administration Reports





# **CELEBRATING 153 YEARS**

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

President Rick Bailey  
June 2025







# TEAM REPORT DISCUSSION TOPICS



- **Equity, Diversity and Inclusion**
  - Nomenclature and Effort
  - Hyperpoliticization
- **Advancement**
  - Campaign Update
  - Grants – New Paradigm
  - New Website Project





# TEAM REPORT DISCUSSION TOPICS



- **General Counsel and Special Projects**
  - Property Sales and Short/Long Term Goals
  - Vision for Older Adult Residence Facility
- **Government Relations**
  - State's Role in "R>C" – Oregon moved from 44<sup>th</sup> to 46<sup>th</sup> in State Support for Univ Stds.
  - Board's Role in Advocacy
- **Athletics**
  - Role of the University in Facilities
  - How Athletics is Funded





# **QUESTIONS AND DIALOGUE**

**Thank You!**



## University Advancement Update

June 2025

### OUR MISSION

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

### OUR VISION

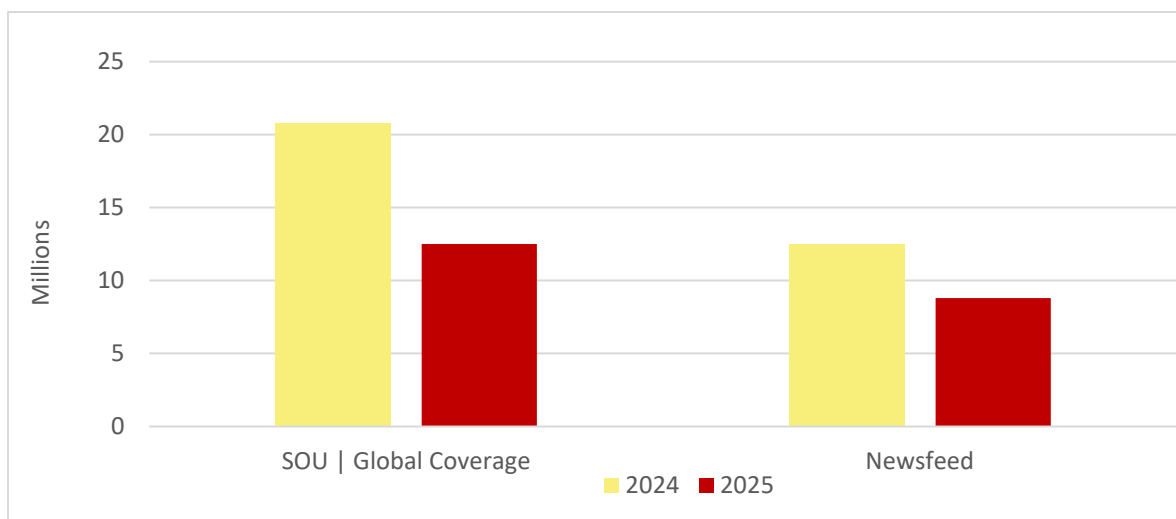
University Advancement will inspire a community connected by a shared love of Southern Oregon University.

### MARKETING

- The marketing team is leading the effort to rebuild a new SOU website, one that is focused on student recruitment. The university signed a contract with iFactory; work begins this summer. The build-out of a new site is estimated to take 14 months.

### COMMUNICATION AND MEDIA RELATIONS

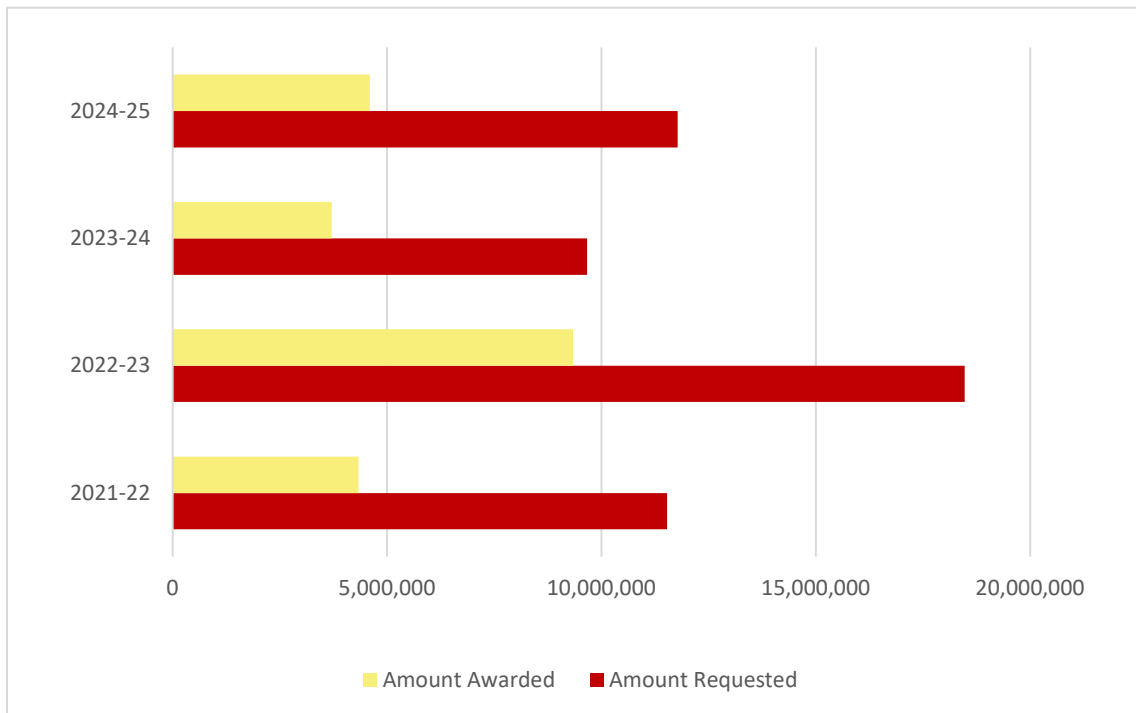
- Unique SOU mentions in all external coverage (including social media) from July 1, 2024, through June 5, 2025, numbered an average of 5.9/day or 2,160 mentions—down 18% from the same period last year.
- Mentions of SOU in the news media are the result of casual mentions about the university and also 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 closely continues to be a contributing factor. The data compares July 1, 2024, through June 5, 2025.





### SPONSORED PROGRAMS

- More than \$4.7 million in grants and contracts have been awarded during this academic year. SOU faculty requested an ambitious \$11 million in funding; not all awards are yet known.



- SOU signed a master agreement with the Oregon Department of Fish and Wildlife (ODFW) for SOULA’s archaeological services over the next 10 years, totaling \$5 million. Grant dollars will appear in the chart above when they enter the SOU system.
- Youth Programs received a grant from the Oregon Department of Education for \$96,800 to support its Academia Latina summer programs.

### FUNDRAISING

- We have surpassed our \$13.5 million goal for this year.
- The campaign remains on pace; our timeline for going public will likely occur in Fall 2026.





## Office for EDI Report

June 2025

### 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, and a quality education cannot exist without it.

### Student Connection

- Continue to host student gatherings at the Office for EDI to create student network opportunities and collaboration
- Hosted 4 episodes of TEDI; Student-led EDI Podcast

### Campus Programming

- The Presidential Committee for Equity & Diversity (CED) continues to meet to support the work of the Office for EDI.
- Hosted the **Thundering Moccasins on April 10, 2025**. This Native American performing arts group shared their native heritage with songs and dances with the SOU Campus community.





- From April 29<sup>th</sup> – May 1<sup>st</sup>, 2025, we had the privilege to host **Las Guaracheras** from Cali, Colombia. This all-women salsa sextet shared their vision of “strength, unity, love, sisterhood, and music” during their series of performances on the SOU Campus and local high schools.

The band hosted a campus workshop, community concert, visits to Phoenix High School and Eagle Point High School, and an incredibly special performance to over 200 dual-language Kindergarten and First grade students from Phoenix, Talent, Jackson, and Table Rock elementary schools.







- On May 14, 2025, the Office for EDI hosted Dr. David Palaita, a Samoan scholar from Waipahu, O'ahu, Hawai'i. He leads programs in Diversity and Social Justice, Ethnic Studies, Critical Middle East Studies, and Trauma, Prevention, and Recovery. Dr. Palaita shared his workshop, VASA (Ocean): The Space that is Sacred- An Interdisciplinary & Decolonial Framework for Critical Pacific Islands & Oceania Studies. Two sessions were held on the SOU campus, with an additional presentation for local high school students hosted at North Medford High School.
- On May 21, 2025, the Office for EDI supported the Voices of Democracy programming hosted by SOU's Social Justice and Equity Center. This collaborative effort with SOU's History, and Political Science departments offered a panel discussion about the First 100 Days of Governance. Over sixty students, faculty, and staff participated in the discussion.
- We hosted **Dr. Sami Schalk**, on May 22, 2025. This acclaimed author, scholar, and speaker shared a powerful and uplifting presentation titled Bringing Joy Back to Campus. This collaborative effort with SOU's Office for Disability Resources attracted over forty students, faculty, and staff to participate.
- From May 12<sup>th</sup> – May 30<sup>th</sup>, we invited our campus community to take part in the **2025 Campus Culture Survey** administered by Grand River Solutions. The survey focused on campus culture and connectedness, the prevalence of discrimination, reporting procedures, and knowledge of policies and resources. We are currently awaiting the results and will provide a comprehensive overview at the next Board of Trustees meeting.
- On June 4, 2025, we hosted our **SOU Food Truck Day**, celebrating the participation of SOU students and employees in our Campus Culture Survey. We had close to 300 students, faculty, and staff attend the event hosted at the Stevenson Union Courtyard.







- On June 10, 2025, SOU will host our annual **Juneteenth Celebratory Commemoration and flag raising**. This year's featured speaker is Sabrina Prud'homme. Additional remarks will be offered by President Bailey, AVP Chavez Baez, and City of Ashland Councilwoman Gina DuQuenne.
- We received the results from EAB's Institutional Strategy Index for Diversity, Equity, Inclusion, and Justice survey, which assessed the current state of our EDI efforts on campus. We are now in the process of analyzing the findings and will present a comprehensive overview at the next Board of Trustees meeting.

### Collaborations & Outreach

- Continue to actively participate in the Oregon Council of Presidents' (OCOP) EDI Council as the Co-chair. We are currently in the planning stages of our council summer retreat.
- We continue actively engaging and participating in a committee of Oregon University leaders. This collaborative effort would be the pathway to create an Oregon Hispanic Serving Institution (HSI) Consortium for community colleges and universities.
- We continue the work with a group of community leaders with the vision to create creative collaborative opportunities across sectors in Southern Oregon. In the Fall of 2025, John Powell, internationally recognized expert in the areas of civil rights, civil liberties, structural racism, housing, poverty, and democracy, will be visiting Southern Oregon.
- AVP Chavez Baez offered Keynote Remarks for SOU's TRiO Program, Success at Southern's 2025 Graduates Celebration.
- AVP Chavez Baez participated in a professional panel hosted by Portland State University, focusing on identity-conscious supervision and supporting their transition from peer to leader.
- AVP Chavez Baez took part in a panel discussion on community building for a Gender, Sexuality, and Women's Studies course offered by Dr. Carey Jean Sojka.

### Native Initiatives & Efforts

- Our Office for Native Nation Affairs, led by Kenwani Kravitz, continues the efforts to develop and foster 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 spring, she took part in the following engagements:





- Weekly facilitation of Native Student Peer Support and Culture Circles
- Hosted Annual Powwow with NASU
- Native Student Group Visits
- SOESD Indian Education Cultural Events
- Oregon Indian Education Association (OIEA) Board Meetings
- OIEA Annual Conference Planning Team
- Shasta County Office of Education, Native American Advisory Board
  - Engagement with Shasta County tribes
- Collaborative efforts with the SOU Academic Departments
- Continuing Development of Sovereign Nations Gathering House Initiative
- Meeting with prospective donors
- Attended HECC ED Equity Community of Practice
- Participated in a panel discussion on community building for a Gender, Sexuality, and Women's Studies course offered by Dr. Carey Jean Sojka.
- Accompanied Tribal Nation Honors Scholars to an educational conference, including visits to the National Museum of the American Indian and the Carlisle Indian Boarding School site.
- Accompanied Pathway for Native Educator students to Vine Deloria Jr. Symposium
- Attended National Conference on Race and Ethnicity in American Higher Education
- Native Graduate Celebration Planning

### Looking Ahead

- Analysis of EAB's Institutional Strategy Index for Diversity, Equity, Inclusion, and Justice survey and Campus Culture Survey.
- 2024-2025 Programming Assessment
- 2025-2026 Programming



## Athletic Accomplishments 24-25

- 6 Coach of the Year winners
- Cascade Conference All Sports Trophy
- #9 of 237 schools in the Learfield Director's Cup
- Top public school in the nation in NAIA
- Hosted 8 conferences or national playoffs
- 7 programs finished in NAIA top 10
- Abi Stevens, Pentathlon and Heptathlon Champ
- Softball National Champs
- 3.25 team GPA - 16 teams, 458 student-athletes
- 193 conference or national academic awards
- Raised ~\$1M for scholarships
- Raised \$850K for turf/stadium
- Raised \$2M for softball project
- 103 graduating student-athletes



























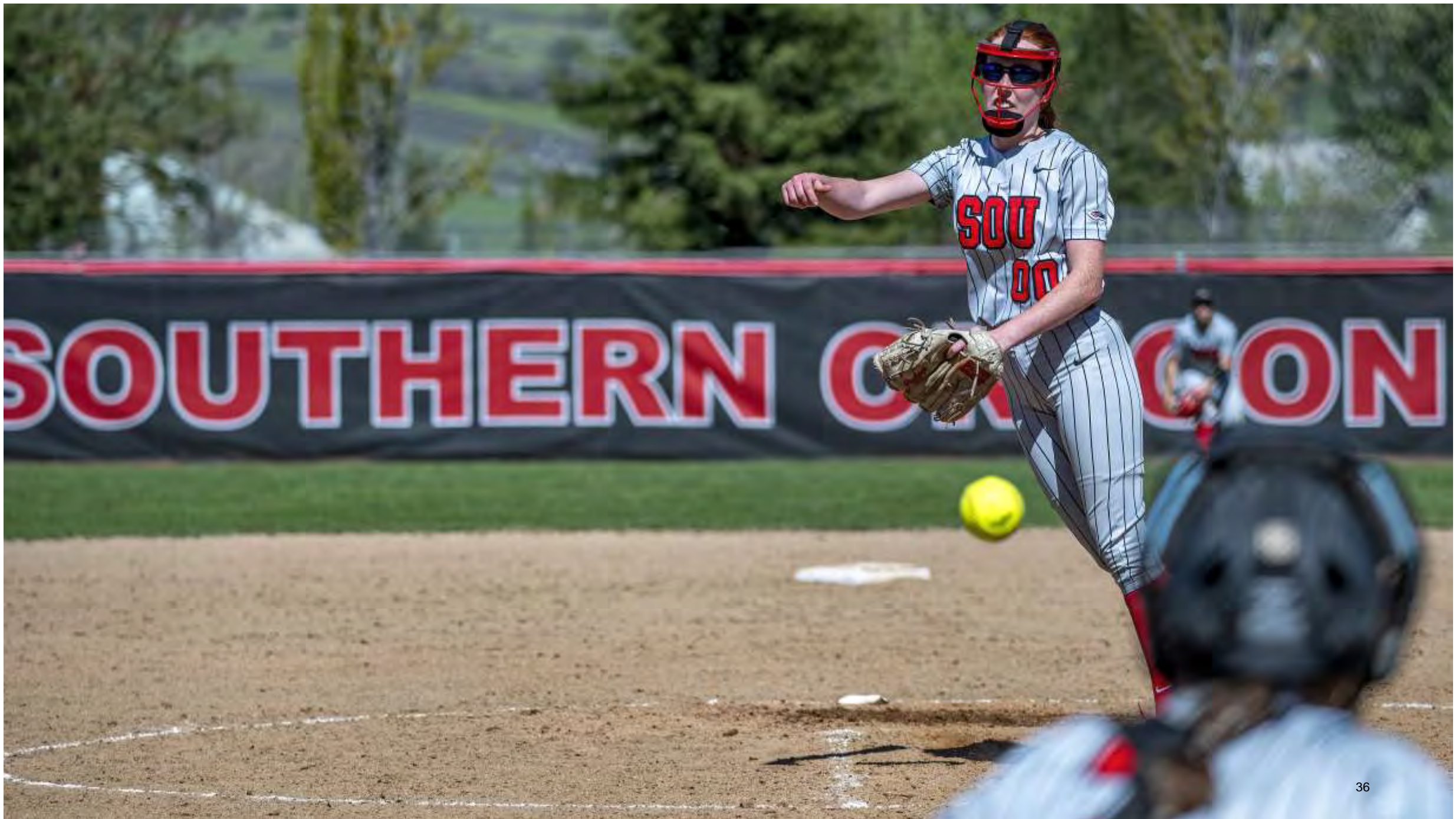




















# Government Relations

## June 20, 2025



# This report includes

- Recap of SOU Priorities and Status of SOU Legislative Agenda
- Budget Discussion
- Other Bills
- OCOP Updates



# Recap of SOU Priorities

- PUSF of \$1.275 Billion (SB 5525)
- OOG Funding Increase of \$150 Million (SB 5525)
- SOU Capital Construction Proposal- Creative Industries
- Higher Ed BH Workforce Package (HB 3129)
- Reducing Duplicative Reporting (HB 2458)
- Public Universities on Local Workforce Boards (HB 3029)
- Facilitation of Transfers



# Status of Agenda

➤ PUSF of \$1.275 Billion (SB 5525)	W&M approved \$1.068 Billion
➤ OOG Funding Increase of \$150 Million (SB 5525)	OOG was funded at CSL
➤ SOU Capital Construction Proposal- Creative Industries	3 videos pushed out; still working hard to see this through
➤ Higher Ed BH Workforce Package (HB 3129)	In Ways & Means Committee
➤ Reducing Duplicative Reporting (HB 2458)	Reporting concept approved!
➤ Public Universities on Local Workforce Boards (HB 3029)	Not moving forward now; SOU invited to participate with Rogue Workforce Partnership Board
➤ Facilitation of Transfers	To be determined; some proposals still being considered



# More on Budget

- SB 5525 includes a Budget Note on the drivers of higher education expenses and a direction to HECC to review in light of SSCM formula conversations
  - We had asked for a clear direction on review of the CSL calculation; it's referenced by not directly



# Upcoming Milestones

- Capitol Construction Work Session – TBD
- Sine Die Adjournment (by June 29)



# Other Bills of Interest

- HB 3213 (University Foundation Bill subject to public records request)
  - Died
- HB 2649 (Taiwan Students at TRUs)
  - Passed



# OCOP Updates

- Will hold debrief following session
- Mary Rae Moller starting July 14
- OCOP Retreat end of July
- Conversations underway to determine interest in future revenue sources for higher ed



# Questions?



# Academic and Student Affairs Committee Report



# Finance and Administration Committee Report



# **Naming of Athletics Facilities: SOU Softball Complex and Turf Field (Action)**





## PROPOSALS TO NAME FACILITIES

(Excerpt from the SOU Naming Policy, effective February 2017)

### **Naming of Physical Space (Buildings, Facilities and Grounds, or Portions Thereof)**

1. The SOU Board of Trustees, upon the recommendation of the SOU President, shall be the final decision maker with regard to the naming of any buildings or outdoor area in recognition of a philanthropic commitment or in posthumous recognition of unusually meritorious service to SOU or to society at large.
2. If donated funds are for new construction or renovation/refurbishment, they will be directed to the actual cost. If, however, the donated funds are to establish naming for an existing building or space, their specific designation and uses of the funds will be determined by the SOU President, in consultation with the Division Director, the SOU Provost and Vice President for Academic and Student Affairs and SOU Vice President of University Advancement. These funds will typically support the unit or program supported by the building or space.
3. Naming of a building or an area requires a completed Gift Agreement between the donor and the SOU Foundation and receipt of at least 50% of cash or assets that can be converted to cash immediately. Generally, buildings will not be named in honor of a donor in return for an estate commitment.



## Softball Complex

SOU is 2/3 of the way through a \$3 million effort to re-imagine a softball complex.

Since reviving the softball program in 2001, it has risen to prominence in the NAIA ranks. Under the leadership of Coach Jessica Pistole, the team has garnered FOUR NAIA championships in the past seven years: 2019, 2021, 2023, and 2025. The softball team is one of the most dynamic and exuberant teams on campus, featuring a highly spirited team culture and dedication to academic and civic excellence. The team exemplifies the finest of SOU's values with each player performing 10 or more hours of community service and the team as a whole maintaining a 3.57 GPA.

### Proposal for Naming

The lead donor for the softball project (providing \$1 million) is Ashland resident Don Jones, president of Spartan Management. Mr. Jones was a Lithia Motors executive before leaving the company. He now owns and operates several automotive groups, in addition to developing housing and commercial properties in the region. Mr. Jones is also a philanthropic supporter of other Southern Oregon non-profit organizations, including Oregon Shakespeare Festival, Asante Foundation, American Cancer Society, and others. The proposal is to name the complex **LAUREL PARK**, in honor of the first Ford car dealership Mr. Jones purchased—in 2009 and located in Laurel, Montana.





## Raider Stadium Enhancement Project

SOU is 60% of the way through a \$1.5 million effort to renovate the stadium.

Earlier this spring, the university launched a micro fundraising effort to replace the stadium turf and upgrade field lighting with energy-efficient lighting. Modern LED fixtures—which can be set, dimmed, and controlled remotely—will provide ample illumination for practices and playoff games, irrespective of weather and time of day. SOU last replaced the turf in Raider Stadium in 2013. It replaced a natural grass field, which has greatly improved access, playability and aesthetics as well as reducing water usage and maintenance costs. The decade-old turf will be replaced this summer.

### Proposal for Naming

The Department of Intercollegiate athletics has prioritized replacing the turf in advance of the 2025 football season to ensure the safety of its student athletes. Mr. Jones has already committed more than \$250,000 toward the replacement cost of \$675,000, and will likely make up any shortfall from the fundraising effort (which totals \$850,000 to date for the full project). In the past two years Mr. Jones has also donated \$520,000 to football and men's and women's soccer, the main users of the field. The proposal is to name the field, **LAUREL FIELD**—replacing the current name of Fuller Field. The field was named in 1955 in honor of John Fuller, a former Ashland postmaster and a key figure in the 1926 organization of what is now Southern Oregon University. Raider Stadium will remain untouched in terms of naming. The naming rights for Laurel Field will expire when the turf is next replaced.





**Southern Oregon University  
Board of Trustees  
Finance and Administration Committee**

**RESOLUTION**

**Naming of Athletic Facilities: SOU Softball Complex and Turf Field**

Whereas, the Board of Trustees retains sole authority for 1) gifts requiring the naming of a university building or outdoor space; and 2) gifts that create obligations on the part of the University for which there is no established funding source; and

Whereas, Southern Oregon University wishes to recognize Mr. Don Jones' support of and generosity toward Southern Oregon University; its athletes, and in particular, the proposed softball complex as well as the turf field; Be it

Resolved, that on the recommendation of the Finance and Administration Committee, the Board of Trustees of Southern Oregon University hereby approves the following:

1. The name of the new softball complex shall be, "Laurel Park;'
2. The name of the new turf field shall be "Laurel Field," and the naming rights for Laurel Field will expire when the turf is next replaced;
3. These two athletic facility namings in no way alter the name of Raider Stadium; and
4. Nothing in this naming authorization supersedes or invalidates the board's prior Expenditure Authorization for Design Services Contract and Conditional Approval of SOU Softball Complex action on January 19, 2024, or the board's prior Expenditure Authorization for Design Services Contract and Conditional Approval of SOU Wrestling Team Facilities on June 24, 2024.

DATE:

VOTE:



# **Fiscal Year 2025 Budget Update and Fiscal Year 2026 Budget (Action)**



# FY 2025 Budget Update

- Remissions analysis expanding
- OPE Analysis yielded 1<sup>st</sup> tranche of updates
- Fees feed exposed fairly significant error
  - Analysis and response required this summer
- Future projections dependent on further updates in Workday and processes for budgets



# FY26 Draft Education and General Fund (E&G) Budget

## Assumptions

- -3% Student Credit Hour across all categories
- Tuition at April adopted rates
- Labor
  - Classified: Per Collective Bargaining Agreements
  - Faculty: Result of MOU Outcome
  - Unclassified: 1% Across the Board
- S&S – Major contracts being reviewed for FY2026; principally IT related around Workday
- Transfers – Modeled after labor increases, but final budget dependent on Zero-based budgets



# FY26 Draft E&G Budget

- Outstanding items in ‘Draft Budget’
  - Contract updates still coming in
  - Revisiting multiple areas for deeper analysis
- May revenue forecast as predicted
  - PUSF at CSL
  - Lotto at CSL
- No movement in extra funding requests
- Bargaining Outcomes modeled
- Enrollment shifts (focus on yield)



# Presentation Format Update

## New Presentation Methodology

1. First slide of each section will be variance of the current year's budget to the fiscal year projection
2. Following slide will show current year plus next biennium forecast/draft budget



# E&G Revenue: Variance Analysis

		2023-25 Biennium		
		2024-25	2024-25	2024-25
		FY25 Budget	Est FY25	VARIANCE
		(000's)	(000's)	(000's)
<b>REVENUES</b>				
<b>Total State Funding (SSCM,ETSF,SELP)</b>		28,706	28,706	0
Tuition		34,845	34,922	77
Fees		4,247	3,079	(1,168)
Raider Aid (remissions)		(4,000)	(5,248)	(1,248)
<i>Oth tuition &amp; fee adjustments</i>		(1,100)		1,100
<b>Tuition, net of Raider Aid</b>		33,992	32,753	(1,239)
Misc. Other Revenue		3,742	3,772	30
<b>TOTAL REVENUES</b>		<b>66,439</b>	<b>65,230</b>	<b>(1,209)</b>

## June Budget vs Projection Variance Analysis – Revenues

### FY2025 Budget vs Estimate to Complete\*

- Tuition slightly improved (+\$77k)
- Fees updated (-\$1.1M)
  - Student Information System (Banner) feed now 'visible' in Workday as of first week in June
  - Completely new projection model/tools necessary
- Remissions (-\$1,248) – large increase over budget requiring extra monitoring
- Total Revenue Variance: -\$1.2M

\*NOTE: FY25 Revenue data feed process will necessitate update to projection models



# E&G Revenues: FY 26 Budget / FY 27 Forecast

	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)
<b>REVENUES</b>					
<b>Total State Funding (SSCM,ETSF,SELP)</b>	27,856	28,706	28,706	29,481	30,529
Tuition	33,204	34,845	34,922	35,387	36,299
Fees	4,479	4,247	3,079	4,647	4,037
Raider Aid (remissions)	(4,853)	(4,000)	(5,248)	(5,318)	(5,052)
<i>Oth tuition &amp; fee adjustments</i>		(1,100)			
<b>Tuition, net of Raider Aid</b>	32,830	33,992	32,753	34,716	35,284
Misc. Other Revenue	4,044	3,742	3,772	4,195	4,303
<b>TOTAL REVENUES</b>	<b>64,730</b>	<b>66,439</b>	<b>65,230</b>	<b>68,392</b>	<b>70,116</b>

## FY2026 Draft Budget & FY2027 Forecast

- Tuition nearly unchanged from May/April (+71K)
- No major updates to tuition or state revenue assumptions
- Fees projection model overhaul planned for July
  - Completely updated by fall retreat
- Update to Miscellaneous Other Revenues projections
- Update to remissions to reflect cohort continuation at updated discount rate
  - 'Old is new' model for Remissions in next biennium
  - Exploring alternative concepts of delivering remission support



# 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)	(13,963)	715
	Unclassified Staff	(9,896)	(9,739)	157
	Classified Staff	(7,426)	(7,251)	175
	Students, GA's, etc	(1,499)	(1,438)	60
	<b>Salaries Sub-total</b>	<b>(33,499)</b>	<b>(32,391)</b>	<b>1,107</b>
	PERS & ORP (Retirement Pgms)	(7,534)	(7,998)	(464)
	PEBB (Healthcare)	(7,793)	(8,094)	(301)
	Other (FICA, SAIF, OPL, etc.)	(3,184)	(3,180)	4
	<b>OPE Sub-total</b>	<b>(18,511)</b>	<b>(19,271)</b>	<b>(760)</b>
	<b>Net Personnel Services</b>	<b>(52,010)</b>	<b>(51,663)</b>	<b>347</b>

## June Budget Vs Projection Variance Analysis - Labor

- Salaries - \$1.1M under budget
  - Natural hiring delays providing extra lapsed salary savings
  - Re-processing July & August payrolls may change final
- OPE - \$760k over budget; Retirement & Health need new modeling
  - Process improvement discussion with Workday proceeding
- Net LABOR - \$347k under budget as currently projected



# E&G Labor: FY 26 Budget / FY 27 Forecast

## EXPENSES & TRANSFERS

### Personnel Services

	2023-25 Biennium			2025-27 Biennium	
	2023-24 Actual (000's)	2024-25 FY25 Budget (000's)	2024-25 Est FY25 (000's)	2025-26 DRAFT BUDGET (000's)	2026-27 FORECAST (000's)
Faculty	(14,370)	(14,678)	(13,963)	(14,791)	(15,093)
Unclassified Staff	(9,908)	(9,896)	(9,739)	(9,780)	(10,002)
Classified Staff	(7,036)	(7,426)	(7,251)	(7,797)	(8,176)
Students, GA's, etc	(1,334)	(1,499)	(1,438)	(1,589)	(1,603)
<b>Salaries Sub-total</b>	(32,648)	(33,499)	(32,391)	(33,957)	(34,874)
PERS & ORP (Retirement Pgms)	(8,015)	(7,534)	(7,998)	(8,213)	(8,435)
PEBB (Healthcare)	(8,112)	(7,793)	(8,094)	(8,303)	(8,586)
Other (FICA, SAIF, OPL, etc.)	(3,187)	(3,184)	(3,180)	(3,266)	(3,354)
<b>OPE Sub-total</b>	(19,313)	(18,511)	(19,271)	(19,782)	(20,375)
<b>Net Personnel Services</b>	(51,962)	(52,010)	(51,663)	(53,740)	(55,249)

## FY2026 Draft Budget

- Biggest change observed in Faculty budget compared to May
- FY26 will be final year of SOU Forward planned retirements/separations
- OPE Estimates dependent on process improvement



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 &amp; Services (S&amp;S)</u>			
S&S Expenses	(12,231)	(12,695)	(464)
RisePoint Program Share (AP)	(1,249)	(1,226)	23
Capital Expenses (CapEx)	(125)	(90)	35
<b>Total S&amp;S, CapEx, AP</b>	<b>(13,605)</b>	<b>(14,011)</b>	<b>(406)</b>

## JUNE VARIANCE ANALYSIS – S&S

- General Supplies & Services – now \$406k over budget
  - May be result of report update(s)
  - Intentionally conservative compared to model, but coming close to actual
- AP Program – \$24k under budget
  - Continued program shrinkage
- Capital Expenses - \$35k under budget
- Final round of TRU+ Sustainability submitted but not yet received
  - Will incorporate into S&S after year-end close



# Supplies & Services: FY 26 Budget / FY 27 Forecast

## 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)
S&S Expenses	(14,066)	(12,231)	(12,695)	(13,699)	(14,041)
RisePoint Program Share (AP)	(1,383)	(1,249)	(1,226)	(1,307)	(1,355)
Capital Expenses (CapEx)	(48)	(125)	(90)	(92)	(94)
<b>Total S&amp;S, CapEx, AP</b>	<b>(15,497)</b>	<b>(13,605)</b>	<b>(14,011)</b>	<b>(15,098)</b>	<b>(15,490)</b>

## FY2026 Draft Budget

- Draft Budget needs more finessing to account for additional late-breaking changes; lots of contract updates being considered to address shortfalls
- Major focus on Workday contract and addendums
  - First year of fully paying principle and interest
  - 'Banner Ecosystem' not shifting as fast as originally planned
- Product-by-product, Line-by-line, analysis of software contracts
- Larger than expected growth in some key areas
  - Title IX, Insurance, Professional service contracts (Workday related)
- Utilities closely monitored as solar coming online
  - Savings not yet larger than growth in other utilities like Natural Gas



# 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)
<b>Transfers Net</b> (excluding relief funds)	(2,529)	(2,706)	(2,706)	(2,831)	(2,953)
<b>Federal Relief Funds Transferred to E&amp;G</b>	2,879				
<b>Transfers Net</b> (In & Out of E&G)	350	(2,706)	(2,706)	(2,831)	(2,953)

## June Variance Analysis – Transfers

- No observable deviations from budget currently
- Automatic processes still being established in Workday
- Estimate set to Budget until more fidelity can be achieved
- Possible major revision in transfer processes after Workday review

## Draft FY2026

- Estimate based on labor & OPE increase assumptions to E&G transfer supported areas; principally Athletics.
  - Athletics Zero-based analysis commencing Summer

*Are budgeted transfers a foregone conclusion or should we re-address them?*



# 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>(68,380)</b>	<b>(59)</b>
<b>TOTAL EXPENSES (excluding Federal Relief)</b>				
<b>FUND BALANCE</b>				
	Non-Recurring 1-Time Revenue	1,458	729	(729)
	Non-Recurring 1-Time Expense			-
	Adjusted Ending Fund Balance	3,968	1,971	(1,997)
	<b>% Operating Revenues (Adjusted)</b>	<b>5.97%</b>	<b>3.02%</b>	<b>-2.95%</b>
	Change in Fund Balance	<b>(1,881)</b>	<b>(3,149)</b>	<b>(1,268)</b>
	Beginning Fund Balance	3,269	3,269	0
	Ending Fund Balance	1,388	120	(1,268)
	<b>% Operating Revenues (Regular Ops)</b>	<b>2.09%</b>	<b>0.18%</b>	<b>-1.91%</b>
<b>Days of Operations</b>		19.09	0.64	(18.46)
<b>Months of Operations</b>		0.64	0.02	(0.62)

## June Variance Analysis – Fund Balance

### FY2025 Budget vs Estimate to Complete

- Total Expenses & Transfers \$59k over budget
- Change in Fund Balance stemming from Remissions/Fees/S&S
- Year-end close may clarify other changes in revenues or expenses, adding pressure to ending balance for FY2025



E&G Fund Balance		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)
TOTAL EXPENSES & TRANSFERS		(67,108)	(68,321)	(68,380)	(59)	(71,634)	(72,863)
TOTAL EXPENSES (excluding Federal Relief)		(69,637)					
FUND BALANCE	1x Expense Savings or Offsets		As Modeled			0	0
	Recurring Cuts		0			3,241	750
	Non-Recurring 1-Time Revenue	1,122	1,458	729	(729)	334	
	Non-Recurring 1-Time Expense				-		
	Adjusted Ending Fund Balance	4,391	3,968	1,971	(1,997)	2,304	(444)
	% Operating Revenues (Adjusted)	6.78%	5.97%	3.02%	-2.95%	3.37%	-0.63%
	Change in Fund Balance	(2,378)	(1,881)	(3,149)	(1,268)	(0)	(2,748)
	Beginning Fund Balance	5,647	3,269	3,269	0	120	119
	Ending Fund Balance	3,269	1,388	120	(1,268)	119	(2,628)
	% Operating Revenues (Regular Ops)	5.05%	2.09%	0.18%	-1.91%	0.17%	-3.75%
Days of Operations		17.05	19.09	0.64	(18.46)	0.61	(13.17)
Months of Operations		0.57	0.64	0.02	(0.62)	0.02	(0.44)

## JUNE UPDATE FUND BALANCE PROJECTIONS & OBSERVATIONS

- FY25 fund balance significantly changed from May estimate
- Future biennium projections turning negative
  - Remissions and labor updates; extra review S&S contracts
- Revenues not keeping pace with expense growth across multiple areas
- Structural deficit extremely concerning and must be immediately addressed



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)	2024-25 VARIANCE (000's)	2025-26 DRAFT BUDGET (000's)	2026-27 FORECAST (000's)
TOTAL EXPENSES & TRANSFERS	(67,108)	(68,321)	(68,380)	(59)	(71,634)	(72,863)
TOTAL EXPENSES (excluding Federal Relief)	(69,637)					
1x Expense Savings or Offsets		As Modeled			0	0
Recurring Cuts		0			3,241	750
FUND BALANCE						
Non-Recurring 1-Time Revenue	1,122	1,458	729	(729)	334	
Non-Recurring 1-Time Expense				-		
Adjusted Ending Fund Balance	4,391	3,968	1,971	(1,997)	2,304	(444)
% Operating Revenues (Adjusted)	6.78%	5.97%	3.02%	-2.95%	3.37%	-0.63%
Change in Fund Balance	(2,378)	(1,881)	(3,149)	(1,268)	(0)	(2,748)
Beginning Fund Balance	5,647	3,269	3,269	0	120	119
Ending Fund Balance	3,269	1,388	120	(1,268)	119	(2,628)
% Operating Revenues (Regular Ops)	5.05%	2.09%	0.18%	-1.91%	0.17%	-3.75%
Days of Operations	17.05	19.09	0.64	(18.46)	0.61	(13.17)
Months of Operations	0.57	0.64	0.02	(0.62)	0.02	(0.44)

## June Update: Fund Balance Projections and Observations

FY25 fund balance significantly changed from May estimate

- Future biennium projections turning negative
  - Remissions and labor updates; extra review S&S contracts
- Revenues not keeping pace with expense growth across multiple areas
- Structural deficit extremely concerning and must be immediately addressed



# FY26 Summary of Proposed Budgeted Expenditures by Fund

## FY26 Summary of Expenditures by Fund

FUND	2024 Actuals	FY25 Adopted & Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
Budgeted Ops (Fund Type 11)	\$ 68,914,837	\$ 68,321,258	\$ 68,379,853	\$ 68,392,296
Auxiliary Ops (Fund Types 20 thru 29)	\$ 12,052,975	\$ 17,568,013	\$ 10,866,053	\$ 11,980,662
Designated Ops & Service Centers (Fund Types 12 & 13)	\$ 4,354,356	\$ 5,635,059	\$ 4,245,518	\$ 5,798,336
Combined Ops	\$ 85,322,168	\$ 91,524,330	\$ 83,491,424	\$ 86,171,294

- Budgets are subject to change during the fiscal year as more data becomes available and audit activities commence this summer



# Southern Oregon University

## Budgeted Operations

	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
<b>REVENUES</b>				
Tuition, Fees (net of Remission)	33,430,255	33,991,675	32,752,639	34,716,142
State Funding	27,000,945	28,782,240	28,705,509	29,481,111
Misc. Other Revenues	3,933,119	3,741,806	3,772,323	4,195,043
<b>REVENUES Total</b>	<b>64,364,319</b>	<b>66,515,721</b>	<b>65,230,471</b>	<b>68,392,296</b>
<b>LABOR</b>				
Unclassified (Faculty & Admin)	(24,854,703)	(24,573,595)	(23,701,548)	(24,570,410)
Classified	(6,845,047)	(7,426,153)	(7,251,233)	(7,797,394)
Student, Grad Assistants, etc	(1,365,417)	(1,498,891)	(1,438,433)	(1,589,489)
Benefits & OPE	(18,480,164)	(18,511,231)	(19,271,374)	(19,782,366)
<b>LABOR Total</b>	<b>(51,545,331)</b>	<b>(52,009,870)</b>	<b>(51,662,588)</b>	<b>(53,739,659)</b>
<b>SUPPLIES AND SERVICES</b>	<b>(13,966,593)</b>	<b>(13,480,380)</b>	<b>(13,921,257)</b>	<b>(15,005,913)</b>
<b>CAPITAL EXPENSES</b>	<b>(99,247)</b>	<b>(125,000)</b>	<b>(90,000)</b>	<b>(92,025)</b>
<b>Cost Mangement</b>	<b>0</b>	<b>1,457,500</b>	<b>729,000</b>	<b>3,373,515</b>
<b>TRANSFERS</b>				
Transfers In	0	0		0
Transfers Out	(3,303,666)	(2,706,008)	(2,706,008)	(2,928,214)
<b>TRANSFERS Total</b>	<b>(3,303,666)</b>	<b>(2,706,008)</b>	<b>(2,706,008)</b>	<b>(2,928,214)</b>
<b>Total Expenses</b>	<b>(68,914,837)</b>	<b>(68,321,258)</b>	<b>(68,379,853)</b>	<b>(68,392,296)</b>
<b>Total Revenue - Expenses &amp; Reductions</b>	<b>(4,550,518)</b>	<b>(348,037)</b>	<b>(2,420,382)</b>	<b>0</b>

NOTE: Budgeted Operations is the Education and General (E&G) Fund



# Southern Oregon University

## Designated and Service Center Operations

	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
<b>REVENUES</b>				
Enrollment Fees	1,016,856	1,157,132	589,709	1,000,000
Gov't Resources and Allocations	-	-	-	
Misc. Other Revenues	3,012,906	4,683,337	2,983,205	3,000,000
<b>REVENUES Total</b>	<b>4,029,762</b>	<b>5,840,469</b>	<b>3,572,914</b>	<b>4,000,000</b>
<b>LABOR</b>				
Unclassified	(1,613,691)	(1,629,659)	(1,713,491)	(1,527,049)
Classified	(464,633)	(598,100)	(563,612)	(774,270)
Student Labor	(176,785)	(176,785)	(119,554)	(180,000)
Benefits & OPE	(1,258,174)	(1,283,152)	(1,125,470)	(1,411,467)
<b>LABOR Total</b>	<b>(3,513,283)</b>	<b>(3,687,696)</b>	<b>(3,522,127)</b>	<b>(3,892,786)</b>
<b>SUPPLIES AND SERVICES</b>	<b>(1,258,186)</b>	<b>(2,433,277)</b>	<b>(1,115,907)</b>	<b>(2,359,320)</b>
<b>CAPITAL EXPENSES</b>	<b>(75,772)</b>	<b>(12,086)</b>	<b>(84,031)</b>	<b>(75,000)</b>
<b>TRANSFERS</b>				
Transfers In	588,885	611,505	492,012	671,027
Transfers Out	(96,000)	(113,505)	(15,465)	(142,257)
<b>TRANSFERS Total</b>	<b>492,885</b>	<b>498,000</b>	<b>476,547</b>	<b>528,770</b>
<b>Total Expenditures</b>	<b>(4,354,356)</b>	<b>(5,635,059)</b>	<b>(4,245,518)</b>	<b>(5,798,336)</b>
<b>Total Revenue - Expenses</b>	<b>(324,594)</b>	<b>205,410</b>	<b>(672,604)</b>	<b>(1,798,336)</b>



# Southern Oregon University

## Auxiliary Operations

	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
<b>REVENUES</b>				
Enrollment Fees	5,571,704	5,306,168	5,794,590	5,927,866
Gov't Resources and Allocations	1,396,014	1,396,015	1,396,014	1,435,846
Misc. Other Revenues	3,327,777	9,729,658	3,101,311	3,300,000
<b>REVENUES Total</b>	<b>10,295,495</b>	<b>16,431,841</b>	<b>10,291,915</b>	<b>10,663,711</b>
<b>LABOR</b>				
Unclassified	(2,715,601)	(2,877,119)	(2,641,560)	(2,879,548)
Classified	(741,902)	(580,759)	(500,584)	(543,270)
Student Labor	(1,024,349)	(1,236,563)	(998,199)	(1,000,000)
Benefits & OPE	(2,147,010)	(1,917,880)	(1,550,974)	(2,211,886)
<b>LABOR Total</b>	<b>(6,628,862)</b>	<b>(6,612,321)</b>	<b>(5,691,317)</b>	<b>(6,634,704)</b>
<b>SUPPLIES AND SERVICES</b>	<b>(7,351,314)</b>	<b>(13,344,215)</b>	<b>(7,519,448)</b>	<b>(7,637,214)</b>
<b>CAPITAL EXPENSES</b>	<b>(658)</b>	<b>0</b>	<b>(105,288)</b>	<b>0</b>
<b>TRANSFERS</b>				
Transfers In	3,565,210	3,433,256	3,500,000	3,467,331
Transfers Out	(1,637,351)	(1,044,733)	(1,050,000)	(1,176,075)
<b>TRANSFERS Total</b>	<b>1,927,859</b>	<b>2,388,523</b>	<b>2,450,000</b>	<b>2,291,256</b>
<b>Total Expenditures</b>	<b>(12,052,975)</b>	<b>(17,568,013)</b>	<b>(10,866,053)</b>	<b>(11,980,662)</b>
<b>Total Revenue - Expenses</b>	<b>(1,757,480)</b>	<b>(1,136,172)</b>	<b>(468,850)</b>	<b>(1,316,951)</b>



# Southern Oregon University

## Combined Operations

	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
<b>REVENUES</b>				
Enrollment Fees	40,018,815	40,454,975	39,136,938	41,644,008
Gov't Resources and Allocations	27,000,945	30,178,255	30,101,523	30,916,957
Misc. Other Revenues	10,273,802	18,154,801	9,856,839	10,495,043
<b>REVENUES Total</b>	<b>77,293,562</b>	<b>88,788,031</b>	<b>79,095,300</b>	<b>83,056,007</b>
<b>LABOR</b>				
Unclassified	(29,183,995)	(29,080,373)	(28,056,599)	(28,977,007)
Classified	(8,051,582)	(8,605,012)	(8,315,429)	(9,114,934)
Student Labor	(2,566,551)	(2,912,239)	(2,556,186)	(2,769,489)
Benefits & OPE	(21,885,348)	(21,712,263)	(21,947,818)	(23,405,719)
<b>LABOR Total</b>	<b>(61,687,476)</b>	<b>(62,309,887)</b>	<b>(60,876,032)</b>	<b>(64,267,149)</b>
<b>SUPPLIES AND SERVICES</b>	<b>(22,576,093)</b>	<b>(29,257,872)</b>	<b>(22,556,612)</b>	<b>(25,002,447)</b>
<b>CAPITAL EXPENSES</b>	<b>(175,677)</b>	<b>(137,086)</b>	<b>(279,319)</b>	<b>(167,025)</b>
<b>Cost Mangement</b>	<b>0</b>	<b>1,457,500</b>	<b>729,000</b>	<b>3,373,515</b>
<b>TRANSFERS</b>				
Transfers In	4,154,095	4,044,761	3,992,012	4,138,358
Transfers Out	(5,037,017)	(3,864,246)	(3,771,473)	(4,246,546)
<b>TRANSFERS Total</b>	<b>(882,922)</b>	<b>180,515</b>	<b>220,539</b>	<b>(108,188)</b>
<b>Total Expenditures</b>	<b>(85,322,168)</b>	<b>(91,524,330)</b>	<b>(83,491,424)</b>	<b>(86,171,294)</b>
<b>Total Revenue - Expenses</b>	<b>(8,028,606)</b>	<b>(2,736,299)</b>	<b>(4,396,124)</b>	<b>(3,115,287)</b>



# FY26 Budgeted Transfers

		<u>10FD</u>	<u>12FD</u>	<u>13FD</u>	<u>21FD</u>	<u>22FD</u>	<u>23FD</u>	<u>27FD</u>
		<u>Educational &amp;</u>	<u>Designated</u>	<u>Service</u>	<u>Housing</u>	<u>Student Centers &amp;</u>	<u>Athletics</u>	<u>Other Auxiliaries</u>
<u>Ledger Account</u>	<u>Cost Centers</u>	<u>General Fund</u>	<u>Operations</u>	<u>Departments</u>		<u>Activities</u>		
9980:Transfers In	1170CC Director of Housing and Operations	-	-	-	(306,000)	-	-	-
	1903CC Family Housing Rental Administration	-	-	-	(324,500)	-	-	-
	1904CC Housing and Dining Services	-	-	-	(394,500)	-	-	-
	1126CC Youth Programs	-	(18,000)	-	-	-	-	-
	1151CC Printing and Copy Service Operations	-	-	(10,752)	-	-	-	-
	1182CC General Institution	(108,188)	-	-	-	-	-	-
	1158CC FMP Administration and Services	-	-	(102,405)	-	-	-	-
	1142CC IT Campus Operations	-	-	(11,100)	-	-	-	-
	1052CC Sports Band	-	-	-	-	-	(48,455)	-
	1016CC Athletic Director's Office	-	-	-	-	-	(1,793,801)	-
	1028CC Men's NAIA Travel	-	-	-	-	-	(175,000)	-
	1042CC Women's NAIA Travel	-	-	-	-	-	(125,000)	-
	1181CC Student Recreation Center Operations	-	-	-	-	(129,075)	-	(171,000)
	1010CC JPR Administration	-	(377,770)	-	-	-	-	-
Subtotal:		(108,188)	(546,770)	(124,257)	(1,025,000)	(129,075)	(2,142,256)	(171,000)
9985:Transfers Out	1128CC Digital Media Center	151,000	-	-	-	-	-	-
	1170CC Director of Housing and Operations	-	-	-	306,000	-	-	-
	1903CC Family Housing Rental Administration	-	-	-	324,500	-	-	-
	1904CC Housing and Dining Services	-	-	-	394,500	-	-	-
	1151CC Printing and Copy Service Operations	-	-	10,752	-	-	-	-
	1182CC General Institution	108,188	-	-	-	-	-	-
	1158CC FMP Administration and Services	-	-	102,405	-	-	-	-
	1142CC IT Campus Operations	-	-	11,100	-	-	-	-
	1016CC Athletic Director's Office	2,142,256	-	-	-	-	-	-
	1181CC Student Recreation Center Operations	149,000	-	-	-	129,075	-	22,000
	1010CC JPR Administration	377,770	-	-	-	-	-	-
	1127CC OLLI	-	18,000	-	-	-	-	-
Subtotal:		2,928,214	18,000	124,257	1,025,000	129,075	-	22,000
Grand Totals:		2,820,026	(528,770)	-	-	-	(2,142,256)	(149,000)

NOTE: Budgets are subject to change during the fiscal year as more data becomes available and audit activities commence this summer



**Southern Oregon University  
Board of Trustees**

**RESOLUTION  
Recommended Adoption of Fiscal Year 2025-2026 Budget**

Whereas, ORS 352.102(1) provides that, except as set forth within ORS 352.102, the Board of Trustees may authorize, establish, collect, manage, use in any manner and expend all revenue derived from tuition and mandatory enrollment fees;

Whereas, ORS 352.087(1)(a) provides that the Board of Trustees 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;

Whereas, ORS 352.087(1)(i) provides that the Board of Trustees may, subject to limitations set forth in that section, spend all available moneys without appropriation or expenditure limitation approval from the Legislative Assembly; and

Whereas, the budget of Southern Oregon University shall be prepared in accordance with generally accepted accounting principles, as required by ORS 352.087(2) requires; Now, therefore,

Be it resolved, on the recommendation of the Finance and Administration Committee, the Board of Trustees hereby adopts the Fiscal Year 2025-2026 budget combined operations budget in the sum of \$86,171,294, inclusive of:

1. Education and General Fund [Budgeted Operations] in the sum of \$68, 392,296;
2. Designated Operations and Service Center Operations Fund in the sum of \$5,798,336; and
3. Auxiliaries Fund in the sum of \$11,980,662;



Be it further resolved, also on the recommendation of the Finance and Administration Committee, the Board of Trustees directs the administration to develop a preliminary plan to close the FY 2026 budget deficit, and to share this plan with the Board Trustees, not later than the board's September 2025 retreat.



# Fiscal Year 2026 **Amended** Budget\* (Action)



# Transfers

	2023-25 Biennium			2025-27 Biennium	
	2023-24	2024-25	2024-25	2025-26	2026-27
	Actual	FY25 Budget	Est FY25	DRAFT BUDGET	FORECAST
	(000's)	(000's)	(000's)	(000's)	(000's)
Budgeted Transfers (In & Out)	(2,529)	(2,706)	(2,706)	(2,928)	(3,010)
<b>Transfers Net</b> (excluding relief funds)	(2,529)	(2,706)	(2,706)	(2,928)	(3,010)
<b>Federal Relief Funds Transferred to E&amp;G</b>	2,879				
<b>Transfers Net</b> (In & Out of E&G)	350	(2,706)	(2,706)	(2,928)	(3,010)

## June Variance Analysis – Transfers

- No observable deviations from budget currently
- Automatic processes still being established in Workday
- Estimate set to Budget until more fidelity can be achieved
- Possible major revision in transfer processes after Workday review

## Draft FY2026

- Estimate based on labor & OPE increase assumptions to E&G transfer supported areas; principally Athletics.
  - Athletics Zero-based analysis commencing Summer

*Are budgeted transfers a foregone conclusion or should we re-address them?*



E&G Fund Balance		2023-25 Biennium			2025-27 Biennium	
		2023-24	2024-25	2024-25	2025-26	2026-27
		Actual	FY25 Budget	Est FY25	DRAFT BUDGET	FORECAST
		(000's)	(000's)	(000's)	(000's)	(000's)
TOTAL EXPENSES & TRANSFERS		(67,108)	(68,321)	(68,380)	(71,766)	(73,749)
TOTAL EXPENSES (excluding Federal Relief)		(69,637)				
1x Expense Savings or Offsets			As Modeled		0	0
Recurring Cuts			0		5,000	750
FUND BALANCE						
Non-Recurring 1-Time Revenue		1,122	1,458	729	334	
Non-Recurring 1-Time Expense						
Adjusted Ending Fund Balance		4,391	3,968	1,971	3,931	1,047
% Operating Revenues (Adjusted)		6.78%	5.97%	3.02%	5.75%	1.49%
Change in Fund Balance		(2,378)	(1,881)	(3,149)	1,626	(2,884)
Beginning Fund Balance		5,647	3,269	3,269	120	1,746
Ending Fund Balance		3,269	1,388	120	1,746	(1,138)
% Operating Revenues (Regular Ops)		5.05%	2.09%	0.18%	2.55%	-1.62%
Days of Operations		17.05	19.09	0.64	8.88	(5.63)
Months of Operations		0.57	0.64	0.02	0.30	(0.19)

## June Update Fund Balance Projections & Observations

- FY25 fund balance significantly changed from May estimate
- Future biennium projections turning negative
  - Remissions and labor updates; extra review S&S contracts
- Revenues not keeping pace with expense growth across multiple areas
- Structural deficit extremely concerning and must be immediately addressed



# June E&G Pro Forma Projections to FY 2027

	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	34,922	77	35,387	36,299
Fees	4,479	4,247	3,079	(1,168)	4,647	4,037
Raider Aid (remissions)	(4,853)	(4,000)	(5,248)	(1,248)	(5,318)	(5,052)
Oth tuition & fee adjustments		(1,100)		1,100		
Tuition, net of Raider Aid	32,830	33,992	32,753	(1,239)	34,716	35,284
Misc. Other Revenue	4,044	3,742	3,772	30	4,195	4,303
TOTAL REVENUES	64,730	66,439	65,230	(1,209)	68,392	70,116
EXPENSES & TRANSFERS						
Personnel Services						
Salaries Sub-total	(32,648)	(33,499)	(32,391)	1,107	(33,957)	(34,874)
OPE Sub-total	(19,313)	(18,511)	(19,271)	(760)	(19,782)	(20,375)
Net Personnel Services	(51,962)	(52,010)	(51,663)	347	(53,740)	(55,249)
Supplies & Services (S&S)						
Total S&S, CapEx, AP	(15,497)	(13,605)	(14,011)	(406)	(15,098)	(15,490)
Personnel and S&S before Transfers	(67,458)	(65,615)	(65,674)	(59)	(68,838)	(70,739)
Net from Operations Before Transfers	(2,728)	825	(443)	(1,268)	(445)	(623)
Transfers Net (excluding relief funds)	(2,529)	(2,706)	(2,706)	-	(2,928)	(3,010)
Federal Relief Funds Transferred to E&G	2,879					
Transfers Net (In & Out of E&G)	350	(2,706)	(2,706)	-	(2,928)	(3,010)
TOTAL EXPENSES & TRANSFERS	(67,108)	(68,321)	(68,380)	(59)	(71,766)	(73,749)
TOTAL EXPENSES (excluding Federal Relief)	(69,637)					
1x Expense Savings or Offsets		As Modeled			0	0
Recurring Cuts		0			5,000	750
FUND BALANCE						
Non-Recurring 1-Time Revenue	1,122	1,458	729	(729)	334	
Non-Recurring 1-Time Expense				-		
Adjusted Ending Fund Balance	4,391	3,968	1,971	(1,997)	3,931	1,047
% Operating Revenues (Adjusted)	6.78%	5.97%	3.02%	-2.95%	5.75%	1.49%
Change in Fund Balance	(2,378)	(1,881)	(3,149)	(1,268)	1,626	(2,884)
Beginning Fund Balance	5,647	3,269	3,269	0	120	1,746
Ending Fund Balance	3,269	1,388	120	(1,268)	1,746	(1,138)
% Operating Revenues (Regular Ops)	5.05%	2.09%	0.18%	-1.91%	2.55%	-1.62%
Days of Operations	17.05	19.09	0.64	(18.46)	8.88	(5.63)
Months of Operations	0.57	0.64	0.02	(0.62)	0.30	(0.19)



# FY26 Summary of Proposed Budgeted Expenditures by Fund

## FY26 Summary of Expenditures by Fund

FUND	2024 Actuals	FY25 Adopted & Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
Budgeted Ops (Fund Type 11)	\$ 68,914,837	\$ 68,321,258	\$ 68,379,853	\$ 66,765,811
Auxiliary Ops (Fund Types 20 thru 29)	\$ 12,052,975	\$ 17,568,013	\$ 10,866,053	\$ 11,980,662
Designated Ops & Service Centers (Fund Types 12 & 13)	\$ 4,354,356	\$ 5,635,059	\$ 4,245,518	\$ 5,798,336
Combined Ops	\$ 85,322,168	\$ 91,524,330	\$ 83,491,424	\$ 84,544,809

- Budgets are subject to change during the fiscal year as more data becomes available and audit activities commence this summer



# Southern Oregon University

## Budgeted Operations

	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
<b>REVENUES</b>				
Tuition, Fees (net of Remission)	33,430,255	33,991,675	32,752,639	34,716,142
State Funding	27,000,945	28,782,240	28,705,509	29,481,111
Misc. Other Revenues	3,933,119	3,741,806	3,772,323	4,195,043
<b>REVENUES Total</b>	<b>64,364,319</b>	<b>66,515,721</b>	<b>65,230,471</b>	<b>68,392,296</b>
<b>LABOR</b>				
Unclassified (Faculty & Admin)	(24,854,703)	(24,573,595)	(23,701,548)	(24,570,410)
Classified	(6,845,047)	(7,426,153)	(7,251,233)	(7,797,394)
Student, Grad Assistants, etc	(1,365,417)	(1,498,891)	(1,438,433)	(1,589,489)
Benefits & OPE	(18,480,164)	(18,511,231)	(19,271,374)	(19,782,366)
<b>LABOR Total</b>	<b>(51,545,331)</b>	<b>(52,009,870)</b>	<b>(51,662,588)</b>	<b>(53,739,659)</b>
<b>SUPPLIES AND SERVICES</b>	<b>(13,966,593)</b>	<b>(13,480,380)</b>	<b>(13,921,257)</b>	<b>(15,005,913)</b>
<b>CAPITAL EXPENSES</b>	<b>(99,247)</b>	<b>(125,000)</b>	<b>(90,000)</b>	<b>(92,025)</b>
<b>Cost Management</b> (excl non-recurring 1-time revenue of \$334k)	<b>0</b>	<b>1,457,500</b>	<b>729,000</b>	<b>5,000,000</b>
<b>TRANSFERS</b>				
Transfers In	0	0		0
Transfers Out	(3,303,666)	(2,706,008)	(2,706,008)	(2,928,214)
<b>TRANSFERS Total</b>	<b>(3,303,666)</b>	<b>(2,706,008)</b>	<b>(2,706,008)</b>	<b>(2,928,214)</b>
<b>Total Expenses</b>	<b>(68,914,837)</b>	<b>(68,321,258)</b>	<b>(68,379,853)</b>	<b>(66,765,811)</b>
	81			
<b>Total Revenue - Expenses &amp; Reductions</b>	<b>(4,550,518)</b>	<b>(348,037)</b>	<b>(2,420,382)</b>	<b>1,626,485</b>



<div>Southern Oregon University</div> <div>Designated and Service Center Operations</div>				
	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
REVENUES				
Enrollment Fees	1,016,856	1,157,132	589,709	1,000,000
Gov't Resources and Allocations	-	-	-	
Misc. Other Revenues	3,012,906	4,683,337	2,983,205	3,000,000
REVENUES Total	4,029,762	5,840,469	3,572,914	4,000,000
LABOR				
Unclassified	(1,613,691)	(1,629,659)	(1,713,491)	(1,527,049)
Classified	(464,633)	(598,100)	(563,612)	(774,270)
Student Labor	(176,785)	(176,785)	(119,554)	(180,000)
Benefits & OPE	(1,258,174)	(1,283,152)	(1,125,470)	(1,411,467)
LABOR Total	(3,513,283)	(3,687,696)	(3,522,127)	(3,892,786)
SUPPLIES AND SERVICES	(1,258,186)	(2,433,277)	(1,115,907)	(2,359,320)
CAPITAL EXPENSES	(75,772)	(12,086)	(84,031)	(75,000)
TRANSFERS				
Transfers In	588,885	611,505	492,012	671,027
Transfers Out	(96,000)	(113,505)	(15,465)	(142,257)
TRANSFERS Total	492,885	498,000	476,547	528,770
Total Expenses	(4,354,356)	(5,635,059)	(4,245,518)	(5,798,336)
	82			
Total Revenue - Expenses	(324,594)	205,410	(672,604)	(1,798,336)



# Southern Oregon University

## Auxiliary Operations

	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
REVENUES				
Enrollment Fees	5,571,704	5,306,168	5,794,590	5,927,866
Gov't Resources and Allocations	1,396,014	1,396,015	1,396,014	1,435,846
Misc. Other Revenues	3,327,777	9,729,658	3,101,311	3,300,000
<b>REVENUES Total</b>	<b>10,295,495</b>	<b>16,431,841</b>	<b>10,291,915</b>	<b>10,663,711</b>
LABOR				
Unclassified	(2,715,601)	(2,877,119)	(2,641,560)	(2,879,548)
Classified	(741,902)	(580,759)	(500,584)	(543,270)
Student Labor	(1,024,349)	(1,236,563)	(998,199)	(1,000,000)
Benefits & OPE	(2,147,010)	(1,917,880)	(1,550,974)	(2,211,886)
<b>LABOR Total</b>	<b>(6,628,862)</b>	<b>(6,612,321)</b>	<b>(5,691,317)</b>	<b>(6,634,704)</b>
<b>SUPPLIES AND SERVICES</b>	<b>(7,351,314)</b>	<b>(13,344,215)</b>	<b>(7,519,448)</b>	<b>(7,637,214)</b>
<b>CAPITAL EXPENSES</b>	<b>(658)</b>	<b>0</b>	<b>(105,288)</b>	<b>0</b>
TRANSFERS				
Transfers In	3,565,210	3,433,256	3,500,000	3,467,331
Transfers Out	(1,637,351)	(1,044,733)	(1,050,000)	(1,176,075)
<b>TRANSFERS Total</b>	<b>1,927,859</b>	<b>2,388,523</b>	<b>2,450,000</b>	<b>2,291,256</b>
<b>Total Expenses</b>	<b>(12,052,975)</b>	<b>(17,568,013)</b>	<b>(10,866,053)</b>	<b>(11,980,662)</b>
				83
<b>Total Revenue - Expenses</b>	<b>(1,757,480)</b>	<b>(1,136,172)</b>	<b>(468,850)</b>	<b>(1,316,951)</b>



Southern Oregon University Combined Operations				
	2024 Actuals	FY25 Adopted + Adjustments	FY25 Year End Est Projection	FY26 PROPOSED Budget
REVENUES				
Enrollment Fees	40,018,815	40,454,975	39,136,938	41,644,008
Gov't Resources and Allocations	27,000,945	30,178,255	30,101,523	30,916,957
Misc. Other Revenues	10,273,802	18,154,801	9,856,839	10,495,043
REVENUES Total	77,293,562	88,788,031	79,095,300	83,056,007
LABOR				
Unclassified	(29,183,995)	(29,080,373)	(28,056,599)	(28,977,007)
Classified	(8,051,582)	(8,605,012)	(8,315,429)	(9,114,934)
Student Labor	(2,566,551)	(2,912,239)	(2,556,186)	(2,769,489)
Benefits & OPE	(21,885,348)	(21,712,263)	(21,947,818)	(23,405,719)
LABOR Total	(61,687,476)	(62,309,887)	(60,876,032)	(64,267,149)
SUPPLIES AND SERVICES	(22,576,093)	(29,257,872)	(22,556,612)	(25,002,447)
CAPITAL EXPENSES	(175,677)	(137,086)	(279,319)	(167,025)
Cost Management (excl non-recurring 1-time revenue)	0	1,457,500	729,000	5,000,000
TRANSFERS				
Transfers In	4,154,095	4,044,761	3,992,012	4,138,358
Transfers Out	(5,037,017)	(3,864,246)	(3,771,473)	(4,246,546)
TRANSFERS Total	(882,922)	180,515	220,539	(108,188)
Total Expenses	(85,322,168)	(91,524,330)	(83,491,424)	(84,544,809)
	84			
Total Revenue - Expenses	(8,028,606)	(2,736,299)	(4,396,124)	(1,488,802)



**Southern Oregon University  
Board of Trustees**

**Resolution  
Fiscal Year 2025-2026 Budget and Draft Plan of Action**

Whereas, the Board of Trustees is charged with the long-term sustainability and fiscal viability of Southern Oregon University (“University”) to meet the academic and employment needs of our region and our State;

Whereas, the Board of Trustees seeks to provide a diverse academic environment where students can thrive and are supported academically, emotionally, and socially at an affordable cost;

Whereas, the Board of Trustees seeks to provide a stable employment environment that allows faculty and staff an opportunity to thrive, which includes competitive compensation as well as opportunities for personal and professional growth;

Whereas the Board of Trustees recognizes that the University derives much of its revenue from student tuition and fees and believes that it is in the best long-term interests of the University not to raise current student tuition and fees further, in order to keep the pursuit of higher education at Southern Oregon University accessible to students and their families, enable the University to remain competitive with other universities, and recruit and retain students;

Whereas, the Board of Trustees recognizes that the State of Oregon is 46th in the nation in state support for public universities, and there is currently insufficient state revenue allocated for the University to help sustain current operations for the biennium and near term;

Whereas, the Board of Trustees recognizes that the projected Fiscal Year 2026 revenue and expenses assume that \$3,241,000 in reductions will need to be taken immediately to balance a budget, and that additional measures will be needed for the University to operate;

Whereas, this amount in reductions achieves a fund balance of 0.17 percent, which equates to less than one day of operations in the Education and General/ Budgeted Operations fund balance;

Whereas, cuts to federal funding benefiting the University have occurred, and additional federal budget impacts remain unknown at this time;



Whereas, the Board of Trustees recognizes that this resolution will result in additional reductions for a total of \$5,000,000 in structural budget reductions that will substantially impact University operations and employees;

Whereas, the Board of Trustees acknowledges and values the importance of collaboration with its shared governance partners and encourages the University Administration to engage them and other necessary campus constituents in achieving the goals of this Resolution, it also understands that due to the immediate fiscal and cash flow needs of the University, there is limited time available for collaboration to meet the goals of this Fiscal Year 2026 Budget Resolution;

Whereas, ORS 352.102(1) provides that, except as set forth within ORS 352.102, the Board of Trustees may authorize, establish, collect, manage, use in any manner, and expend all revenue derived from tuition and mandatory enrollment fees;

Whereas, ORS 352.087(1)(a) provides that the Board of Trustees 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;

Whereas, ORS 352.087(1)(i) provides that the Board of Trustees may, subject to limitations set forth in that section, spend all available moneys without appropriation or expenditure limitation approval from the Legislative Assembly; and

Whereas, the budget of Southern Oregon University shall be prepared in accordance with generally accepted accounting principles, as required by ORS 352.087(2); Now, therefore,

Be it resolved, the Board of Trustees hereby adopts the Fiscal Year 2025-2026 combined operations budget of \$84,544,809, which is comprised of:

1. Education and General Fund in the sum of \$66,765,811;
2. Designated Operations and Service Center Operations in the sum of \$5,798,336; and
3. Auxiliaries budget in the sum of \$11,980,662.

Be it further resolved, the Board of Trustees recognizes that for the University to thrive, it must make structural and cultural changes in its educational offerings and operations and directs the University Administration to take immediate action to begin to balance the University budget described in this Resolution and address these structural deficiencies;

Be it further resolved, that on or before July 31, 2025, the University Administration shall provide, for information purposes, a draft plan of action to the



Board of Trustees and a summary of any actions already underway to meet the budget requirements. In addition, the plan will include an analysis of the University's current financial reserves and a plan to achieve stable and adequate financial reserves;

Be it finally resolved, that if this budget and draft plan of action are inadequate to support the future long-term viability of the University and allow it to thrive, the University Administration will also propose an alternative draft plan of action and budget on or before July 31, 2025. All future budgets should be based generally upon: state funding calculated at current service levels using historical trends; tuition and fees increases below five percent annually; and costs, including employee benefits, calculated using historical trends.

DRAFT



# **Executive, Audit, and Governance Committee Report**



# Plan for Board Officer Vacancy (Action)



**Southern Oregon University  
Board of Trustees**

**Board Officer Vacancy**

**SUMMARY AND PROPOSED PLAN**

Per the Board Statement on the Process for Officer Elections, when there is a vacancy in the position of vice chair, the chair of the SOU Board of Trustees will appoint members of an Officer Election Work Group to gather information in support of the board's process to elect a new officer. The Officer Election Work Group would be comprised of a diverse group of three to five trustees, and at least one of these members should be a past officer of the board [a current or former trustee].

It is believed that the board's process for officer elections would place an undue burden on members of the board at this time due to current service commitments, personal limitations, and possible interests in the vice chair role.

- The board is currently experiencing a period of high vacancies.
- Any trustee who is interested in serving in an officer role and standing for election may not participate in the work group, which further reduces the number of available trustees to serve on a work group.
- In addition to the three standing committees of the board, there is currently an active work group of the board.
- Many trustees already serve on multiple committees at this time.
- Academic year and summer schedules indicate limitations in the availability of trustees to serve on a highly active work group.
- Given the current level of vacancies and the executive appointments process, and other university and board priorities, there may be some limitations in the Office of the Board of Trustees to support another work group.

Anticipating difficulty composing a fully functional work group, an alternative to the process for electing a vice chair is proposed below. The board chair seeks the support of the Executive, Audit, and Governance Committee and the Board of Trustees to address this officer vacancy in the following manner.

For the current vacancy in the position of vice chair, the board temporarily suspends the enforcement of the Board Statement on the Process for Officer Elections. The board delegates to the board chair the ability to seek the assistance of selected trustees to assist with activities normally reserved for the board's vice chair, which ordinarily are minimal, as defined in the board's statements and Bylaws.



In this scenario, the board chair shall, from time to time, notify the Board of Trustees of any significant matters related to the activities of trustees selected to serve in this capacity until such time that a board election for the vice chair position occurs.



**Southern Oregon University  
Board of Trustees**

**RESOLUTION**

**Suspension of Board Statement on the Process for Officer Elections, and  
Assignments of Vice Chair Responsibilities**

Whereas, the Vice Chair of the Board of Trustees of Southern Oregon University (“University”) has recently resigned;

Whereas, the Board of Trustees has previously adopted a Board Statement on the Process of Officer Elections;

Whereas, the Board Statement on the Process of Officer Elections due to substantial vacancies, current commitments by trustees, and further, the current board process would substantially limit candidates for Vice Chair;

Whereas the Board of Trustees recognizes the current workload placed on trustees and collectively desires to spread the work of the role of Vice Chair among several trustees; Now, therefore,

Be it resolved, the Board of Trustees hereby temporarily suspends the Board Statement on the Process of Officer Elections for the position of the Vice Chair for the Fiscal Year 2025-2026;

Be it further resolved, the Board of Trustees for the Fiscal Year 2025-2026 hereby authorizes the Chair of the Board of Trustees to assign any of the duties of the Vice Chair of the Board of Trustees between and among any of the trustees at the Chair’s discretion, and with this assignment, the Chair of the Board shall from time to time, notify the Board of Trustees of any significant matters related to the activities of trustees selected to serve in this capacity until such time that a board election for the vice chair position occurs; and

Be it finally resolved that Trustee Daniel P. Santos, in the unlikely event of the vacancy of the Chair, shall become the Vice Chair of the Board of Trustees for the purpose of succession consistent with Article III, Section 5.a. of the Bylaws of Southern Oregon University.

DATE

VOTE



# **Draft Risk Assessment and Fiscal Year 2026 Internal Audit Plan and (Action)**



Southern Oregon University  
Fiscal Year 2026 Internal Audit Plan



June 2025

Prepared by:  
Ryan Schnobrich, CPA, CIA  
Portland State University  
Center for Internal Audit



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# PLAN OVERVIEW

This document provides the FY 2026 Internal Audit Plan as required by internal auditing *Standards*.

## **AUDIT PLAN – Exhibit A**

The final audit plan covers a 12-month period beginning July 1, 2025 through June 30, 2026. This plan includes internal audits selected based on the results of the entity wide risk assessment performed by Portland State University's (PSU) Center for Internal Audit (C4IA), who has been contracted by Southern Oregon University (SOU) to provide internal audit services.

## **PRIORITIZED POTENTIAL AUDITS – Exhibit B**

The C4IA prioritized the university's departments, or auditable units, by sorting the units from highest risk to lowest risk based on scoring criteria used for the entity wide risk assessment. The C4IA analyzed the results to determine if risk ratings were consistent with what professional judgment would expect. In addition, the C4IA considered significant changes in processes units are currently undergoing and/or will be undergoing in the near future to help identify the timing of when an internal audit should occur. This resulted in the prioritized ranking of audits.

## **RISK FACTOR DEFINITIONS AND SCORING CRITERIA – Exhibit C**

The C4IA established risk criteria, based on best practices implemented by other Internal Audit departments throughout governmental and higher education entities, to be used in determining the overall risk for each potential audit unit. The C4IA scored the risk for each auditable unit by: receiving input from key stakeholders throughout the university; scoring the complexity of each unit; scoring the significance of the impact an error and/or weakness in internal controls would have to the university as a whole if a detrimental event were to occur in that unit; scoring the significance of revenues and expenditures flowing through the unit; and scoring risk based on the C4IA's professional judgment.

## **AUDIT ENTITIES – Exhibit D**

Exhibit D provides an overview of the audit universe at the university (i.e., "what is auditable"). Defining the audit universe is a critical step in helping plan future internal audits at the university. Each auditable unit must be distinct and contain activities structured to obtain common objectives. For the FY 2026 entity wide risk assessment, there are 34 auditable units.



# FY 2026 INTERNAL AUDIT PLAN

## EXHIBIT A

### Internal Audit Plan

July 1, 2025 through June 30, 2026

Audit #	Engagement Title	Timeframe*	Comments
Annual Risk Assessment	FY27 Annual Risk Assessment	June 2026	Required annually by IIA auditing <i>Standards</i> .
<b>Planned Audits</b>			
2026-1	Human Resources I-9 & SEVIS Worker Compliance	July-November 2025	
2026-2	Human Resources Background Checks/Fair Credit Reporting Act Compliance	November 2025-April 2026	
2026-3	Assistance to General Counsel for fiscal year 2025 special project.	July 2025-June 2026	
<b>Other Services</b>			
SPECIAL REVIEWS	Special reviews	Fiscal Year 2026	Investigative reviews as requested by mgmt.
ADVISORY SERVICES	Audit Committee and Internal Audit Charter <i>Standards</i> Update	Fiscal Year 2026	
<b>Tier II Audits</b>			
2027-1	University Procurement Card Controls	June-December 2026	
2027-2	Sensitive Data Inventory – IT Controls Audit	January-June 2027	

\* Dates may be adjusted as needed to avoid a negative impact on SOU projects, available staff and resources.



**Internal Audit Plan**  
Description of Audits  
July 1, 2024 through June 30, 2025

<b>Audit #</b>	<b>Description</b>
2026-1	The Form I-9, Employment Eligibility Verification, is a mandatory document required by the U.S. Citizenship and Immigration Services (USCIS) to ensure that employers verify the identity and employment authorization of individuals hired to work in the United States. This process, governed by the Immigration Reform and Control Act of 1986 (IRCA), applies to all employers regardless of size and to all employees hired after November 6, 1986, regardless of citizenship or immigration status. The Student and Exchange Visitor Information System (SEVIS) is a U.S. government database that tracks international students and their dependents. Its registration and fee payment (I-901) are essential for maintaining an international student's visa status.
2026-2	Human Resources background checks, the university's policy on background checks, and compliance with the Fair Credit Reporting Act as it relates to protecting individuals' privacy and ensure fairness and accuracy in employment decisions.
2026-3	Internal Audit will provide additional assistance as needed to SOU's Office of General Counsel if additional work is warranted on a fiscal year 2025 special project.
Tier II Audits	These topics are topical areas that were identified from the annual risk assessment, but due to finite audit resources, the internal audit function can only perform a few audits per fiscal year. Tier II projects will be started in the order listed if: <ul style="list-style-type: none"> <li>a) Internal audit completes all of the fiscal year 2026 planned audits before June 30, 2026; and</li> <li>b) There is sufficient contract capacity remaining to begin the Tier II project that is next in order.</li> </ul>
Risk Assessment	The annual risk assessment forms the basis of the internal audit plan. This is required to conform to auditing <i>Standards</i> .
Advisory Services	The C4IA suggests that the board update their audit committee charter and internal audit charter to conform to the new Institute of Internal Auditors <i>Standards</i> .
Special Reviews	Includes hours for unplanned, special requests for audit reviews and investigations arising from allegations received and/or actual detrimental events occurring at the university.



## FY 2026 ENTITY WIDE RISK ASSESSMENT

### EXHIBIT B

#### FY 2026 Prioritized Audit Risk Model – Auditable Units

Auditable Entity/Unit	Risk Ranking	Total Risk Score	PY Risk Score	IA Planned for FY26?
Office of Information Technology (IT)	1	37.6	37.6	No^
Financial Aid Office (FAO)	2	34.8	32.5	No^
Enrollment Management and Student Affairs	3	34.3	31.7	No
Payroll and Human Resources	4	33.7	33.0	Yes
Environmental Health and Safety	5	31.5	31.5	No
Equity, Diversity, and Inclusion (EDI)	6	31.0	29.4	No
Campus Public Safety Office (CPSO)	7	30.3	20.9	No
Finance and Administration	8	30.0	27.6	No^
Facilities, Maintenance, & Plant (FPM)	9	29.0	29.0	No
Housing, Family Housing, and Food Services	10	29.0	29.0	No
Title IX	11	28.9	28.9	No
Oregon Center for the Arts	12	28.8	28.8	No
Division for Business, Communications, and Environmental Science	13	28.8	28.8	No
Division of Education Health and Leadership	14	28.8	28.8	No
Division of Science, Tech., English, & Math	15	28.8	28.8	No
Division of Social Sciences	16	28.8	28.8	No
Provost Office and Bridge Program	17	28.3	27.6	No
Registrar's Office and Admissions	18	27.5	16.5	No
Office of International Programs	19	26.5	25.2	No*
Athletics	20	26.4	34.6	No
Dean of Students, Gender and Sexuality Justice	21	26.4	26.4	No
Division of Undergrad Studies	22	26.4	26.4	No
Student Health and Wellness Center	23	26.4	29.0	No
Division of Humanities and Culture	24	25.2	26.4	No
Honors College	25	25.2	25.2	No
Office of Institutional Research	26	22.1	12.6	No
Jackson Public Radio (JPR)	27	19.8	19.8	No
President's Office	28	19.8	19.8	No
University Advancement and Grants Administration	29	19.8	19.8	No
Parking Services	30	18.9	18.9	No
Student Activities and Clubs	31	18.9	18.9	No
Schneider Museum of Art	32	15.1	15.1	No
Hannon Library	33	13.2	13.2	No
Bookstore (Barnes and Noble Outsourced)	34	12.6	12.6	No

^ External audit testing helps provide some coverage for these audit units. For example, IT receives some review each year under the external audit for GLBA compliance requirements.

\*Payroll project may cover some compliance requirements over international students and restrictions on the number of hours international students can work under SEVIS compliance requirements.



# FY2026 RISK FACTORS, SCORING CRITERIA, & INTERNAL AUDIT PLAN APPROVAL PROCESS

## EXHIBIT C

### Overview of Entity Wide Risk Assessment

**A**

**B**

**C**

**D = A+B+C**

Auditable Unit	Risk Assessment Interview Score	Financial Significance Score	Last Time Audit by IA Score	Total Risk Score
Example Auditable Unit A	30	6	7.2	43.2
Example Auditable Unit B	10	0.5	0	10.5

**Risk Assessment Interview and Survey Score** – The C4IA held interviews with SOU managers to help gain an understanding of risks and obstacles each unit was facing and to gain a more thorough understanding of the duties and responsibilities of each unit. The C4IA asked stakeholders questions on where these managers saw risks at SOU, both internal risks and external risks. The C4IA also reviewed last year’s risk assessment materials.

The C4IA scored the responses provided by stakeholders interviewed based on C4IA’s collective professional experience and observations of these auditable units and related risks in higher education. The C4IA assessed an initial risk score based on the risk assessment interviews and placed this score into Column **A** above. The highest score possible for this section of the risk assessment was 30 points and the lowest was 10 points.

**Financial Significance Score** – The C4IA also assigned a risk score to each auditable unit based on how much revenues the unit processed during fiscal year 2024 (FY24) or how much expenditures the unit incurred during FY24. The primary concept of the risk scoring for this attribute was that as the amount of revenues and/or expenditures increases in a unit the risk for that unit also directly increases. The greater of revenues or expenditures being processed



through the unit for FY24 was used to score the financial risk for the unit using the scoring matrix outlined below:

**Risk Score Matrix for Financial Significance:**

<b>Revenue or Expenditure Total for FY24</b>	<b>Multiply Risk Score in Column A by the Percentage Below and Place the Results in Column B</b>
> \$5,000,000	20%
\$4,999,999 to \$3,000,001	15%
\$3,000,000 to \$1,000,001	10%
\$1,000,000 to \$0	5%

The highest score an audit unit could obtain from the financial risk scoring here would be 6 points, and the lowest possible score an audit unit could obtain from this scoring would be .5 points.

**Last Time Audited Score** - The C4IA also assigned a risk score to each auditable unit based on how much time has elapsed since an internal or external audit was conducted over all or a portion of the respective auditable units. A risk score was added onto each auditable unit using the scoring matrix below based on the length of time that has elapsed from the C4IA's last audit of the unit.

<b>Last Time Unit was Audited</b>	<b>Risk Points Scale</b>
Audited 5+ years ago	20%
Audited 2 to 5 years ago	10%
Audited within 1 to 2 years ago	0%

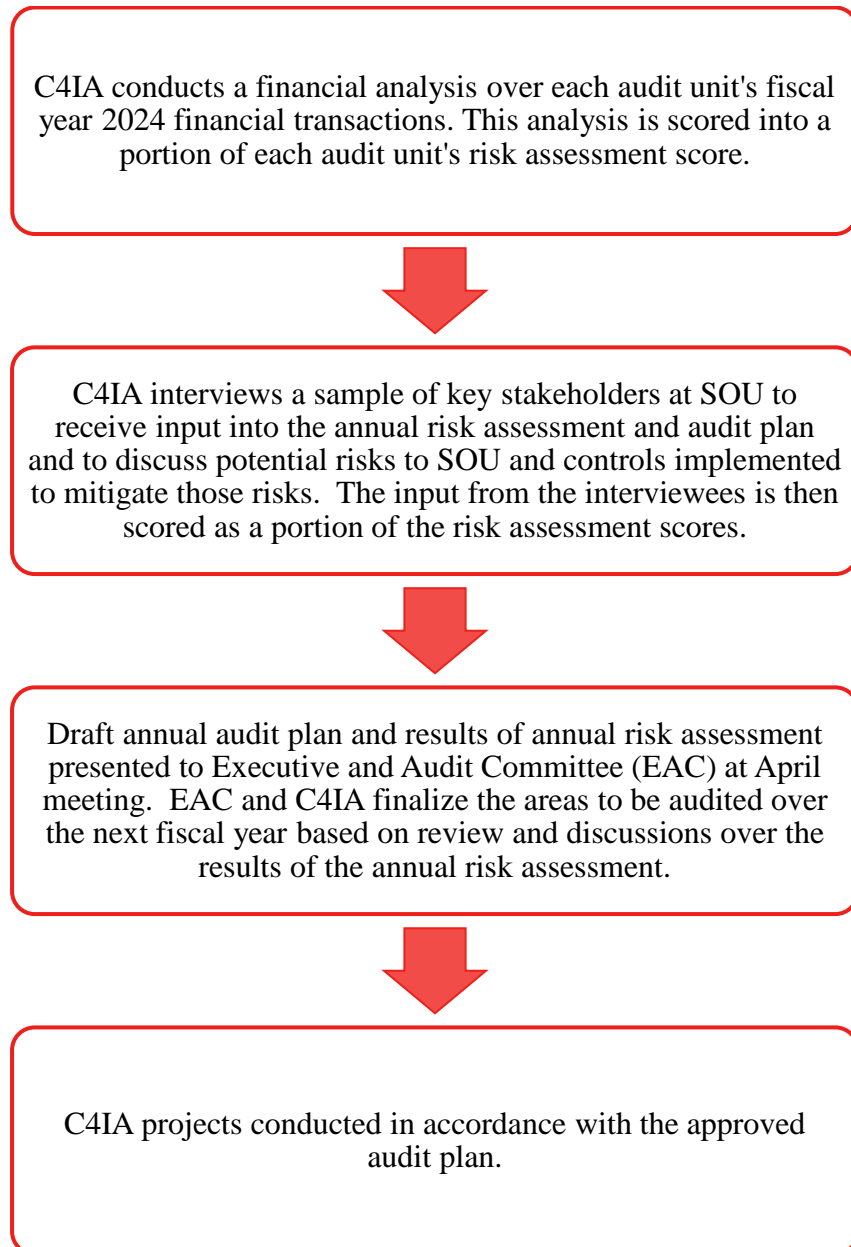
The risk scores from the length of time elapsing since an audit had been conducted at the auditable unit was placed in Column C above by taking the sum of risk score attribute A plus attribute B and multiplying that sum by the percentage in the Last Time Unit Was Audited matrix above. The highest risk score possible for Column C would be 7.2 and the lowest risk score possible for Column C would be 0.

**Total Risk Score** - To obtain the total risk score for each auditable unit, the C4IA took the sum of the risk scores noted in Columns A through Column C, which was then placed in Column D as the auditable unit's total risk score. These risk scores are the scores presented in Exhibit B and these risk scores were used to sort the various auditable units from high risk (i.e., units scoring 30 points or more) down to low-risk units (i.e., units scoring below 20 points). The highest total risk score an audit unit could obtain using the risk scoring criteria above would be a score of 43.2 points, and the lowest score an audit unit could obtain would be a score of 10.5



points. Finally, to help designate high, moderate, and low risk audit units, the C4IA took any audit unit that scored 30 points or higher and classified this as high risk. Units scored between 29.9 to 20.0 points were assessed as moderate risk. Units scored 19.9 points or less were assessed as low risk.

### **Internal Audit Plan Approval Process Flowchart**





# AUDITABLE UNITS DEFINED

## EXHIBIT D

### Auditable Units Summary Descriptions

1. **Athletics** – Athletics includes: Athletic Administration and general athletic operations; men’s sports program, women’s sports programs, Sports Information, sport camps, Marketing Department, Raider Athletics, Dance Team, Cheerleading, Sports Band, IFC Revenue Pool, Athletic Game Management, sports travel, and the Trainer department. Athletics is budgeted under Organization Codes 261100 through 270000.
2. **Bookstore (Barnes and Noble)** – This audit unit encompasses the outsourced bookstore operations at SOU and the contractual agreement with Barnes and Noble for outsourced bookstore services.
3. **Campus Public Safety Office (CPSO)** – CPSO provides a safe and secure environment for SOU students, employees and visitors to express freedom of intellectual growth and responsible global citizenship. CPSO is budgeted under Organization code 481000.
4. **Dean of Students, Gender & Sexuality Justice** - The Office of the Dean of Students, along with the various resource centers offered to SOU students, helps to support the campus community and promotes individual student success and retention. This audit unit is budgeted under Organization Codes 510000 through 533000.
5. **Division for Business, Communications, and Environmental Science** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division for Business, Communications, and Environmental Science. This audit unit is budgeted under Organization Codes 354000 through 354030.
6. **Division of Education, Health, and Leadership** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Education, Health, and Leadership. This auditable unit is budgeted under Organization Codes 355000 through 355022.
7. **Division of Humanities and Culture** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Humanities and Culture. This auditable unit is budgeted under Organization Codes 356000 through 356022.
8. **Division of Science, Technology, English, and Math** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division for Science, Technology, English, and Math. This audit unit is budgeted under Organization Codes 357000 through 357025.



9. **Division of Social Sciences** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Social Sciences. This auditable unit is budgeted under Organization Codes 358000 through 358025.
10. **Division of Undergrad Studies** – This auditable unit represents one of the seven academic divisions at SOU and includes all academic courses and financial transactions under the Division of Undergrad Studies. This auditable unit is budgeted under Organization Codes 359000 through 359100.
11. **Enrollment Management and Student Affairs – Enrollment Management and Student Affairs helps to provide access to students interested in attending SOU.** Departments included in this unit include Veterans Services, Disability Resources, Recreation Center, Student Union, eSports Program, Career Fair, and Sign Interpretation. This audit unit is budgeted under Organization Codes 536010 through 544241 and includes 583000 through 586300, but excludes 543100 through 543761 and 544211.
12. **Environmental Health and Safety** – Environmental Health and Safety helps to ensure a SOU is safe for employees, students, visitors and the environment. Environmental Health and Safety is budgeted under Organization Code 482000.
13. **Equity, Diversity, and Inclusion (EDI)**- EDI is committed to promoting an inclusive process by working together to ensure equitable access to opportunities, benefits, and resources for all faculty, administrators, students, and community members. EDI is budgeted under Organization Codes 110021 and 321300.
14. **Facilities, Maintenance, and Plant (FMP)** – FMP strives to expertly maintain the SOU campus and provide exceptional services to support the education and development of SOU students. FMP includes surplus property sales, fleet management, and campus sustainability. FMP is budgeted under Organization Codes 471009 through 476400.
15. **Finance and Administration**- The Finance and Administration audit unit includes the Budget Office, Business Services, Departmental Services, the Service Center, Student Services, Printing & Copy Services, Mail Services, Campus Planning, and the budget for the SOU Board. Finance and Administration is budgeted under Organization Codes 422100 through 460910 and includes Organization Codes 476500, 484200, and 484210.
16. **Financial Aid Office (FAO)** – The Financial Aid Office assists SOU students with merit scholarships, departmental scholarships, and external scholarships. FAO is budgeted under Organization Codes 560000 and includes all Title IV financial aid and state aid funds. **Note - The Internal Audit Office broke the Financial Aid Office out separately from Enrollment Management and Student Affairs as Financial Aid has unique federal regulations to comply with related to the handling of Title IV federal financial aid funds.**
17. **Hannon Library** – SOU's Hannon Library is integral to the success of all learners at SOU. The Hannon Library helps to advance information literacy and lifelong learning by teaching diverse learners to navigate and understand increasingly complex information environments. Library is budgeted under Organization Codes 361100 through 366100 and 544211.



- 18. Honors College** – Combining real world projects with intellectual rigor, the Honors College at SOU aims to provide a challenging learning environment for SOU students. The Honors College is budgeted under Organization Codes 331790 through 331802.
- 19. Housing, Family Housing, and Food Services** – This audit unit includes Housing Administration, Housing Conferences, Residence Life, Food Services & Contracted Food Services, Residence Hall Maintenance, and the EAAC Bike Program. These functions are budgeted under Organization Codes 543100 through 543700 and 547100 and 336100.
- 20. Jefferson Public Radio (JPR)**- The mission of the JPR is to help feed the human intellectual and creative spirit of Southern Oregon and Northern California communities striving to build a diverse community of informed citizens through fact-based journalism and programs that stimulate civic discourse, inspire community engagement, celebrate music and foster the art of storytelling. JPR is budgeted under Organization Codes 231000 through 237000.
- 21. Office of International Programs** – International Programs is SOU’s resource for international educational activities and works closely with faculty, staff, students, scholars, the local community, and international alumni in supporting initiatives to internationalize the university. This unit also is responsible for SEVIS compliance at SOU. International Programs is budgeted under Organization Code 325100.
- 22. Office of Information Technology (IT)** – SOU IT helps to support students and employees with their technology needs at SOU. In addition to supporting students and staff, IT provides enterprise system support, cybersecurity and training, assistance with software and telecommunication needs, and general IT governance at SOU. IT is budgeted under Organization Codes 371000 through 378680.
- 23. Office of Institutional Research** – The Office of Institutional Research provides timely and accurate statistical analyses that are integral to the strategic planning process for SOU including support for internal decision making and overall institutional effectiveness. The Office of Institutional Research is budgeted under Organization Code 255100.
- 24. Oregon Center for the Arts**– This audit unit covers all academic departments under the Oregon Center for the Arts. This audit unit is budgeted under Organization Codes 335000 through 335013.
- 25. Parking Services** – The Parking Services department provides parking services for the campus community through the use of creative, innovative and proactive measures that support the SOU mission. Parking Services is budgeted under Organization Code 483000.
- 26. Payroll and Human Resources** – Payroll and Human Resources is part of the Division of Finance and Administration. Human Resources contributes to the educational mission of SOU by developing, implementing, and administering a wide range of personnel programs within the guidelines provided by State and Federal regulations, University Shared Services Enterprise, and SOU. Payroll functions as part of the broader Business Services Administrative Support Unit for SOU. Payroll is responsible for handling all aspects involving the processing of payroll for the campus, ensuring the accuracy of all compensation, deductions, benefits, the fundamental application of the collective bargaining agreements and complying with all State and Federal



regulations. Payroll and Human Resources is budgeted under Organization Codes 461000 through 464300. **Note - The Internal Audit Office broke Payroll and Human Resources out separately from the Finance and Administration audit unit as Payroll and Human Resources have unique State and Federal regulations to comply with related to the hiring, employing, and paying for employee services at SOU.**

- 27. President's Office** - The President's Office includes Government Relations, the Office of General Counsel, and Internal Audit at SOU. The President's Office is budgeted under Organization Codes 110000 through 110070, but excludes 110021.
- 28. Provost Office and Bridge Program** – The Provost Office plays a leading role in sustaining an environment of academic excellence at SOU with a strategic focus on the academic success of SOU students. The SOU Bridge Program is available to students graduating from an Oregon high school and is designed to help incoming students be successful via a pre-Fall session program. The Provost Office and Bridge Program is budgeted under Organization Codes 311000 through 313110, 321300 through 325999, and 359100; however, this audit unit excludes 313150 through 313207, 321300, and 323100.
- 29. Registrar's Office and Admissions** – The Registrar's Office assists both the university and students with many different services including, but not limited to, student records, FERPA compliance, coordination of course schedules and the course catalog, and review of graduation requirements for students. The Admissions Office assists students interested in attending SOU with the application process. The Admissions Office also provides resources to the parents of students interested in SOU or students attending SOU. The Registrar's Office and Admissions is budgeted under Organization Codes 351000 through 352000.
- 30. Schneider Museum of Art** – The Schneider Museum of Art, part of the Oregon Center for the Arts at SOU, is a vital force in the intellectual life of SOU that promotes an understanding of the visual arts within a liberal arts education. The Schneider Museum of Art is budgeted under Organization Code 380000.
- 31. Student Activities and Clubs** – Student Activities and Clubs serve as a means to connecting with other students, providing leadership development and opportunities, appreciating diversity, encouraging civic engagement, and enhancing students' college experience. Student Activities and Clubs is budgeted under Organization Codes 544242 through 544810.
- 32. Student Health and Wellness Center** – The Student Health and Wellness Center provides access to a wide range of health services including primary medical care, mental health care, psychiatric care, preventive services and campus-wide health promotion. The Student Health and Wellness Center is budgeted under Organization Code 570000.
- 33. Title IX** – SOU is committed to a timely, thorough and thoughtful response to concerns of alleged equity violations. SOU is also committed to providing an educational environment that is safe and accessible to all. In addition, SOU values due process, clarity of procedure and strives to ensure equal access for all members of the campus community. Title IX is budgeted under Organization Code 465000.



**34. University Advancement and Grants Administration** – University Advancement and Grants Administration helps SOU with donor and alumni relations and the administration of state, federal, and local grants that SOU may receive. University Advancement and Grants Administration is budgeted under Organization Codes 210000 through 220000 and 323100.



**Southern Oregon University  
Board of Trustees**

**RESOLUTION  
Adoption of Fiscal Year (FY) 2026 Internal Audit Plan**

Whereas, Southern Oregon University has a duty to responsibly manage,  
Whereas, Southern Oregon University has a duty to responsibly manage, invest,  
allocate, and spend its resources;

Whereas, Southern Oregon University has contracted a certified internal  
auditor to provide independent, objective evaluations and advisory services that add  
value to the University;

Whereas, the internal auditor will work closely with the Board of Trustees,  
University leadership, faculty, and staff to conduct and coordinate a range of internal  
audit functions for the University;

Whereas, the internal auditor has developed, for approval by the Board, an  
internal audit plan for Fiscal Year 2026 as described in the June 20, 2025 meeting  
materials; and

Whereas, the Executive, Audit, and Governance Committee of the Board of  
Trustees has reviewed the Fiscal Year 2026 plan, and recommends its adoption by  
the Board of Trustees;

Now, therefore, be it resolved, the Board of Trustees of Southern Oregon  
University hereby approves and adopts the Fiscal Year 2026 Internal Audit Plan;

Be it further resolved, the Board of Trustees hereby instructs the internal  
auditor and the officers of the university to take all actions and steps deemed  
necessary and proper to implement the Internal Audit Plan.

DATE:

VOTE:



# Behavioral Health Initiative



# BEHAVIORAL HEALTH INITIATIVE

The background of the slide features a light gray background with several hands in various shades of gray reaching out and touching or holding interlocking gears. Some gears are red, while others are gray. The hands are positioned around the gears, suggesting a collaborative effort or a process of assembly.

**CASEY SHILLAM, PhD, RN, FAAN**  
Executive Vice President & Provost

**ROBIN SANSING, MSW, LCSW**  
Behavioral Health Initiative Director



# Agenda

- The Behavioral Health Initiative
- Why SOU
- What is Behavioral Health
- Why BHI
- Opportunities
- Closing & Questions



# The BHI - **Behavioral Health Initiative**



The Behavioral Health Initiative was established in response to Oregon's behavioral health crisis driven by workforce shortages, rising rates of substance abuse, housing instability, and other social determinants of health.

President Bailey emphasized that this funding would play a key role in addressing the regional and statewide demand for qualified behavioral health professionals.

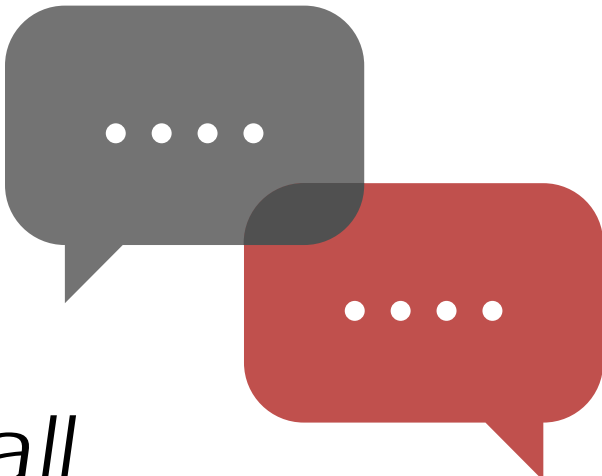

*Initiative*



*Institute*



# Why SOU



***“Southern Oregon University...guides all learners to develop the knowledge, capacities, and audacity to innovate boldly and create lives of purpose.”***

BHI is expanding ways that SOU is preparing students for meaningful, high-demand careers, growing applied learning opportunities, and building community trust through visible, responsive programming.

- Developing learning opportunities to careers in a field with strong employment growth
- Delivering on access, equity, and mental wellness priorities
- Helping make SOU regionally essential in a space that matters



# What is **Behavioral Health**



- Behavioral Health is the connection between behaviors and the well-being of the body, mind, and spirit.
- It includes a range of issues including mental health, lifestyle and health behaviors, substance use, crisis, and coping strategies.
- Behavioral health looks at how behaviors impact overall health and includes prevention, intervention, treatment and recovery support.



# What is BHI



*The Behavioral Health Initiative (BHI) at SOU creates, cultivates, and catalyzes partnerships within Southern Oregon University and with local communities to impact behavioral health, mental wellness, and early childhood development in the Rogue Valley through education, action and scholarship.*



# The BHI

*BHI is a regional connector, supporting campus, regional, and statewide partners.*





## Why It Matters

### *ROBUST BEHAVIORAL HEALTH SYSTEMS LEAD TO*



**Emergency  
room visits**



**Homelessness**



**Substance-use  
mortality**



**INCREASED  
High school  
graduation rates**



**GREATER  
Workforce  
participation**

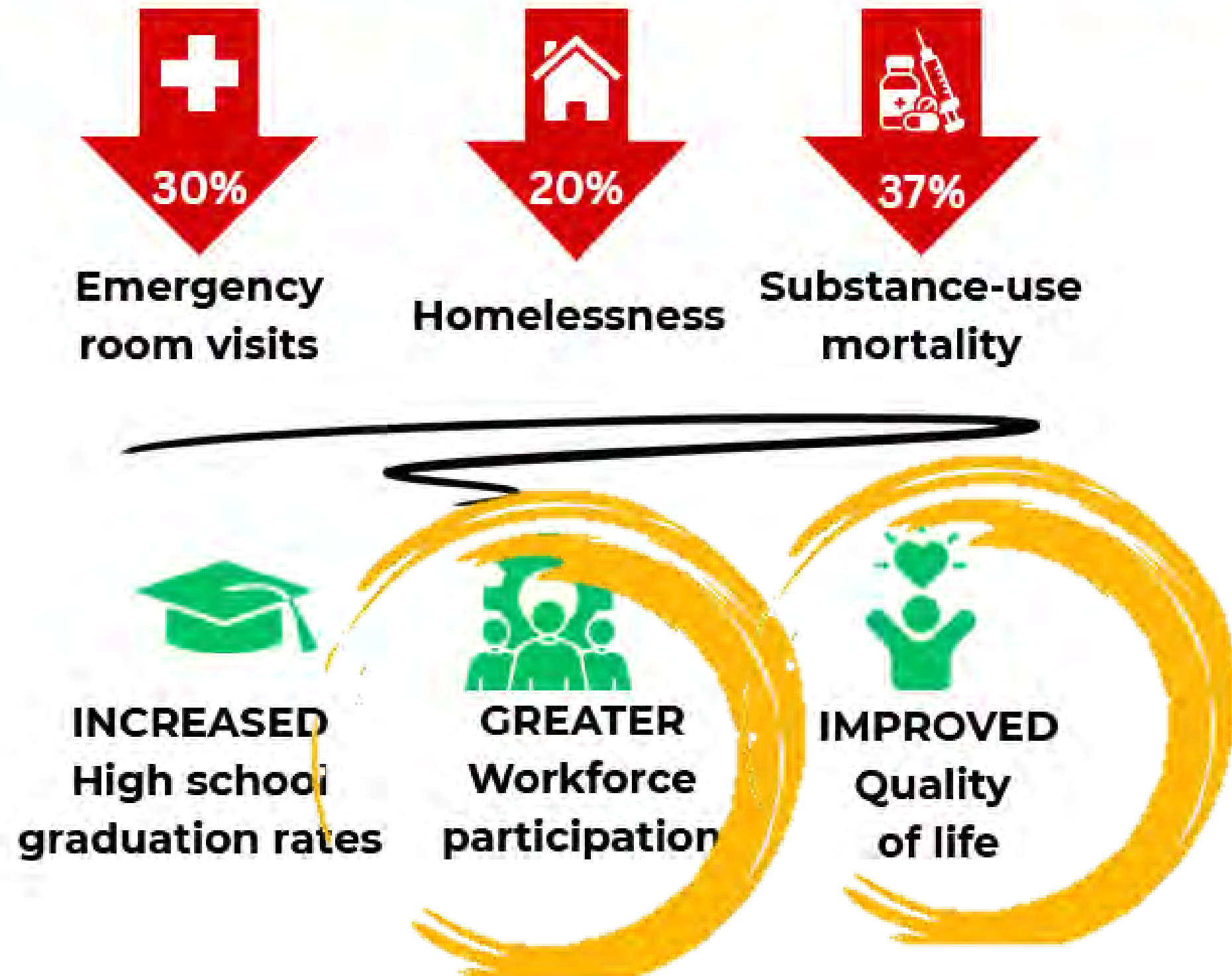


**IMPROVED  
Quality  
of life**



## Why It Matters

### *ROBUST BEHAVIORAL HEALTH SYSTEMS LEAD TO*





CREATE

Workforce Development

Workforce Development Activities		
Create Paid Undergraduate internship Program (25 students/cohort)	Launch MSW Program Focused on Rural Behavioral Health (50 students/cohort)	Increase Undergraduate Enrollment in Behavioral Health-Related Majors
Outcomes		
<div>70% of interns stay in the workforce post-graduation</div> <div>10-20% annual increase in trained professionals</div> <div>15-20% reduction in provider turnover</div>	<div>200 graduates over 4 years</div> <div>15-20% increase in access to care</div> <div>70% local retention rate</div>	<div>135% increase in graduates (170 → 400+)</div> <div>10-15% reduction in workforce gaps</div> <div>Boost in community health services</div>



# BHI in Action

## CULTIVATE

Community Engagement

Community Engagement Activities			
Coordinate BHEACON Workforce Consortium	Host Community Workshops	Establish BH Professional Development at SOU	Convene Campus Dialogues
Outcomes			
<b>20+</b> cross-sector partnerships formed annually	<b>300</b> residents annually engaged with BHI	<b>100</b> active professionals trained annually	<b>500</b> campus members engaged annually
<b>15%</b> increase in rural service delivery capacity	<b>30%</b> boost in BH resource awareness	<b>10-15%</b> reduction in workforce turnover	<b>25%</b> reduction in stigmatization
<b>25%</b> increase in BH grad job placements	<b>20%</b> more service referrals	<b>20%</b> boost in staff satisfaction	<b>20%</b> increase in help-seeking



# BHI in Action

## CATALYZE

Advocacy & Innovation





# Building Regional Momentum & Impact

## BHI Highlights



### Strategic Engagement

- 50+ meetings with campus & community partners
- Convened regional BHEACON gatherings
- Joined Governor's BH Talent Council



### Program & Grant Development

- Funding secured for CMHC faculty & student scholarships
- Grants submitted to launch MSW program & Internships
- 3 innovation internships launched with local partners



### Campus Leadership

- Hosted campus BH dialogues
- Co-taught leadership course with IAS
- Supporting development of community crisis response team



### Policy & Strategic Impact

- Testified to expand BH workforce (HB 3129)
- Published BHI's first bi-annual report & strategy plan
- Collaborating with HECC & JHHS on workforce needs



# Community Partners







- BH Summer Institute
- Establish BHI Center on Campus
- Expand MSW Program Development
- Grow BHEACON's Impact
- Strengthen Student Opportunities
- Create Professional Development Opportunities
- Enhance Faculty/Staff Crisis Response Initiative
- Pursue Additional Grant Funding



# Future Outlook and Goals



*Initiative*



*Institute*

*Research informed policy*  
**Faculty Fellowships for  
Community Engaged  
Research**  
\$120,000

Catalyze

- BH Policy and Innovation

Create

- Workforce development

*Build new programs*

**Paid Undergraduate BH  
Internships**

\$100,000

Cultivate

- Community engagement

*Strengthen Capacity*

**Community-based BH  
Innovation Lab**

\$105,000

**Budget  
Considerations**





# You're **Invited!**

## **BOT: How you can help support BHI**

- **Connect us with regional experts and partners**  
Help us expand our network and collaborations across the region.
- **Identify student opportunities**  
Help us build out internships, mentorships and pathways for professional programs.
- **Advocate with us**  
Lend your voice through letters of support, testimony, and introductions to new allies and partners.

**When BHI Succeeds – SOU Succeeds**



The background features a collage of black silhouettes of hands reaching upwards, interspersed with various sized grey and red gears. The overall theme suggests teamwork, industry, and progress.

# ***Thank You!***

**Find me on:**

**LinkedIn**

**Email: [Robin.Sansing@sou.edu](mailto:Robin.Sansing@sou.edu)**

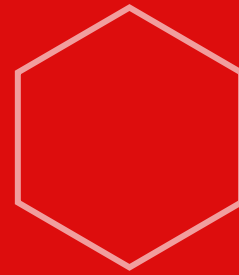
**Phone: (541) 552-8868**



# BEHAVIORAL HEALTH INITIATIVE

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Southern Oregon University



## BI-ANNUAL REPORT

**SEPT 2024  
- FEB 2025**

PREPARED BY:

**ROBIN SANSING, MSW, LCSW**

**Behavioral Health Initiative Director**





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# Our History



The Southern Oregon Behavioral Health Initiative (SOBHI) was established in response to Oregon's growing need for a stronger and more sustainable behavioral health workforce. Recognizing the critical shortage of providers across the state, the Oregon Legislature allocated \$4 million to support workforce development efforts.

As part of this initiative, Southern Oregon University (SOU) received \$667,000, a strategic investment aimed at expanding behavioral health education, training, and workforce pipeline programs. SOU President Rick Bailey emphasized that this funding would play a key role in addressing the regional and statewide demand for qualified behavioral health professionals.



## What is “*Behavioral Health*”?

- Behavioral Health is the connection between behaviors and the well-being of the body, mind, and spirit.
- It includes a range of issues including mental health, lifestyle and health behaviors, substance use, crisis, and coping strategies.
- Behavioral health looks at how behaviors impact overall health and includes prevention, intervention, treatment and recovery support.



# Meet Our Team



**Mar  
Carter**

**OFFICE  
SPECIALIST**

Providing essential administrative support, streamlining operations, and ensuring seamless coordination across the BHI team.



**Robin  
Sansing**

**DIRECTOR**

Providing vision, leadership, and direction to advance behavioral health initiatives, foster partnerships, and drive impactful programs.



**Dee  
Carreon**

**STRATEGY  
PARTNER**

Facilitating strategic planning, and aligning initiatives with SOBHI's mission for maximum impact.



**Stacey  
Vance**  
**GRANT  
SUPPORT**

Securing grant funding, program planning, and ensuring compliance to support and expand SOBHI's mission-driven initiatives.



# Mission



*The **SOU Behavioral Health Initiative (BHI)** **creates, cultivates, and catalyzes** partnerships with Southern Oregon University and local communities to impact behavioral health, mental wellness, and early childhood development in the Rogue Valley through education, action and scholarship.*

## CREATE

### Workforce Development

Partnering with SOU programs, BHI enhances behavioral health education including growing and expanding learning experiences, internships, and professional development. By supporting the integration of behavioral health content, fostering experiential learning through internships, and collaborating on innovative training initiatives, BHI helps prepare students and professionals to meet the evolving needs of the field.

## CULTIVATE

### Community Engagement

Building collaborative networks that bridge the gap between campus and community to enhance behavioral health support and service delivery. By building meaningful partnerships with SOU faculty, staff, students, and regional organizations, BHI strengthens the collective capacity to address pressing behavioral health needs.

## CATALYZE

### Advocacy & Innovation

BHI drives systemic change by combining advocacy with innovative approaches to behavioral health challenges. Through policy engagement at local, regional, and state levels, as well as active engagement in innovative research solutions, SOBHI helps shape strategies that improve behavioral health outcomes.



# Mid-Year Achievements

## **BHI First Six Months: September 2024 - February 2025**

### **Foundation Building (Sept-Oct 2024)**

- Held engagement meetings with 20+ community partners and 20+ campus partners.
- Secured funding for a new CMHC faculty member through an ACHF grant.
- Applied for an Oregon Health OHA Workforce Grant to fund CMHC student scholarships.
- Contributed to the HECC Behavioral Health Talent Assessment Steering Committee.
- Partnered with Rogue Workforce Partnership to pursue the OHA HOWTO grant.

### **Program Expansion & Strategic Growth (Nov-Dec 2024)**

- Hosted the first Rogue Valley BHEACON gathering with 40+ community partners.
- Hired and on-boarded the first BHI staff member.
- Submitted two HOWTO grant applications, including proposal for SOU MSW program.
- Early exploration of behavioral health-focused micro-credential in outdoor leadership.
- Initiated the BHI business plan.

### **Strengthening Partnerships & New Collaborations (Jan 2025)**

- Partnered with the Institute for Applied Sustainability & Local Innovation Lab (LIL):
  - Applied for a Climate Anxiety grant (Burroughs Wellcome Fund).
  - Integrated behavioral health learning into LIL's spring course, .
- Explored scholarships for SMBH students with Rogue Workforce Partnership.
- Supported MSW program development with key SOU faculty.
- Partnered with SOU's Center for Advancement of Teaching and Learning (CATL).
- Supported government relations efforts for a behavioral health learning ecosystem.
- Submitted Letter of Intent for the ACHF Community Health Grant.

### **Expanding BHI's Reach (Feb 2025)**

- Hosted the Creating a Culture of Care campus dialogue.
- Established partnerships for behavioral health focused internships for undergraduates.
- Submitted the full ACHF Community Health Grant proposal (by request).
- Managed CMHC 2025 application process.
- Testified in the Oregon legislature in support of House Bill 3129.
- Published the first SOBHI Mid-Year Annual Review.



# Growing BH At SOU

07



In integral part of the work of BHI is supporting the projected growth of behavioral health-related academic pathways at SOU. These expansions reflect a coordinated strategy to build a more sustainable and locally rooted workforce by increasing the number of students entering and advancing within behavioral health fields.

Behavioral Health areas of Study at SOU	New Behavioral Health Programs in Development
Master Degrees	
Clinical Mental Health Counseling (CMHC)	Social Work
Undergraduate Degrees/Areas of Study	
Psychology	Pre-Counseling
Healthcare Administration	CADAC II (Certified Alcohol and Drug Addiction Consultant)
Human Service	
Criminology	Undergraduate BH Internships
Micro-credentials	
School Mental & Behavioral Health	CMHC School Counseling
Social/Emotional Learning	Interprofessional Practice



# BHI In Action



## ***Creating a Culture of Care: A Transformative Campus Dialogue***

On 2/10/25, more than 40 students, faculty, staff, and administrators came together to build connection and discuss pressing behavioral health challenges impacting their lives and communities. The dialogue provided a safe and inclusive space to explore critical topics including gender-affirming care, neurodiversity, and substance use prevention.

Participants shared personal experiences, learned from each other's perspectives, and engaged in meaningful conversations about fostering a more compassionate and supportive campus environment. Many attendees expressed gratitude for the opportunity to connect in an open and respectful setting.

As a result of this event, additional dialogues are being planned to dive deeper into these topics, ensuring that the principles of care and well-being continue to grow within the university community.



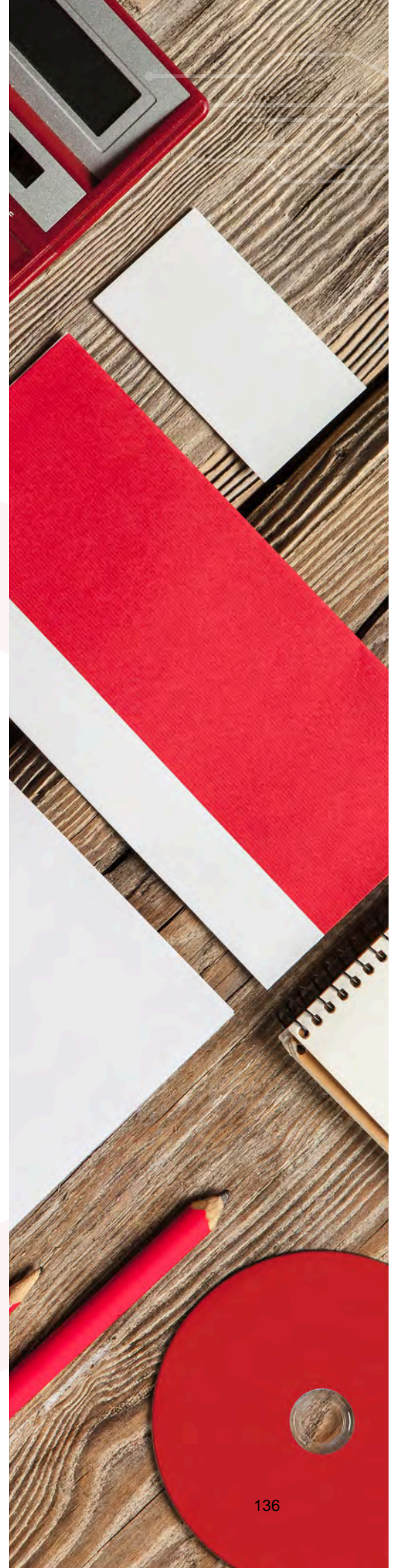
# Financial Statement

## Funding Sources

- **New Grants:** Ashland Community Health Foundation and Oregon Health Authority.
- **Partnership Contributions:** Rogue Workforce Partnership, The Institute for Applied Sustainability, Local Innovation Lab.
- **University & Community Investments:** Support from Southern Oregon University and regional organizations.

## Expenditures

- **Scholarships & Workforce Development:** CMHC student scholarships, SMBH program support.
- **Program Expansion:** Faculty and staff onboarding, strategic partnerships.
- **Community Engagement:** BHEACON gatherings, outreach initiatives.





# Future Outlook and Goals

- **Establish BHI Center on Campus:** Center will serve as a hub for behavioral health education, collaboration, and community engagement.
- **Expand MSW Program Development:** Secure additional support and establish program structure.
- **Grow BHEACON's Impact:** Increase participation and community collaboration.
- **Strengthen Student Opportunities:** Broaden scholarship availability and integrate more hands-on learning experiences.
- **Create Professional Development Opportunities:** Explore possibilities for revenue producing behavioral health learning and skill building for regional professionals.
- **Enhance Faculty/Staff Crisis Response Initiative:** Explore feasibility and funding options.
- **Pursue Additional Grant Funding:** Identify new funding sources to sustain and expand BHI initiatives.



# Community Partners

## **Addictions Recovery Center**

**All Care**

**Asante**

**Care Oregon**

**Columbia Care**

**Community Works**

**Family Services**

**Jackson Care Connect**

**Jackson County Health & Human Services**

**Jackson County Mental Health**

**Jackson County Sheriff**

**Kairos**

**La Clinica**

**Luce Health**

**Medford School District**

**OHRA**

**OnTrack**

**Options**

**Oregon Department of Human Services**

## **Oregon Employment Department**

**Oregon Health Authority**

**Oregon State University**

**Phoenix-Talent Schools**

**Phoenix Counseling**

**Rogue Community College**

**Reclaiming Lives**

**Rogue Community Health**

**Rogue Regional Health**

**Rogue Valley Manor**

**Rogue Valley Mentoring**

**Rogue Workforce**

**Ruby Ridge Ranch**

**Southern Oregon ESD**

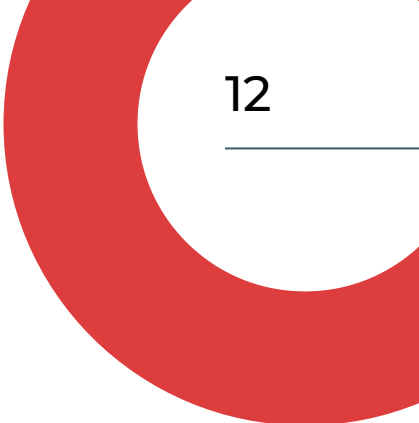

**The Center for Health & Well-Being**

**The Pathfinder Network**

**Valley Immediate Care**

**Woollard Ipsen Management**





The progress we've made in the first six months of BHI would not be possible without the dedication and collaboration of our community partners, faculty, staff, students, and supporters. We look forward to continuing this work together as we build a more resilient and inclusive behavioral health ecosystem in Southern Oregon.

**Thank  
You**

The BHI Team

This review highlights the SOU Behavioral Health Initiative's progress, impact, and vision for the future. We remain committed to advancing behavioral health education, workforce development, and community wellness across Southern Oregon.



# Governmental Actions: Update and Discussion





# FEDERAL ACTION UPDATES

President Rick Bailey  
June 2025







# EXECUTIVE ORDERS



- **Dept of Ed OCR “Dear Colleague Letter”**
- **Washington and Oregon TRIO**
- **Research Funding**
- **Antisemitism Focus**
- **Potential Dismantling of Dept of Ed**



# SOU CONSIDERATIONS

Resource	Source	Likelihood	Effect	Notes
Pell Grants	US Dept of Ed	Medium	High	<ul style="list-style-type: none"><li>- Dept of Commerce? States?</li><li>- Already affecting student behavior</li></ul>
Program Grants (TRIO, McNair)	US Dept of Ed	High	Medium	<ul style="list-style-type: none"><li>- Forcing citizenship check</li><li>- Other ways of providing support?</li></ul>
Research Grants (NSF, NIH)	Varied Fed Sources	Medium	Medium	<ul style="list-style-type: none"><li>- Lower impact than R1 but still problematic</li><li>- 15% Indirect Cost Ceiling</li><li>- Student opportunities decreased</li><li>- Longer time horizon for grants sustainability</li></ul>
Federal Student Loans	US Dept of Ed	Medium	Med / High	<ul style="list-style-type: none"><li>- Not as prevalent as in other universities</li><li>- Federal Bill and 'Risk Sharing' -- \$2.1M/yr</li></ul>





# **DISCUSSION AND GUIDANCE**



# **The SOU *Path* Forward: Updates on Revenue Generating Projects**





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

President Rick Bailey  
June 2025





# 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
- Need to Reset Expectations in Sustainability
  - New Federal Mandate on Indirect Cost Percentage Caps
  - Still brought in \$4.2M in FY 2025 (worth investment)



# PHILANTHROPY

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



# REVENUE DIVERSIFICATION

- What Can We Stop Paying for? Or Pay Less For?
  - Energy (Solar)
    - New Federal Challenges (Need to Adapt)
    - 3% (2022) to 17% (2025)
  - Digital Platform (Core Information Systems Replacement)
    - Not a one-stop-shop for Everything
    - Longer Time Horizon
    - Still worth the Effort (particularly for students)
- What Can We Do to Bring in Brand New Revenue Sources?
  - Older Adult 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

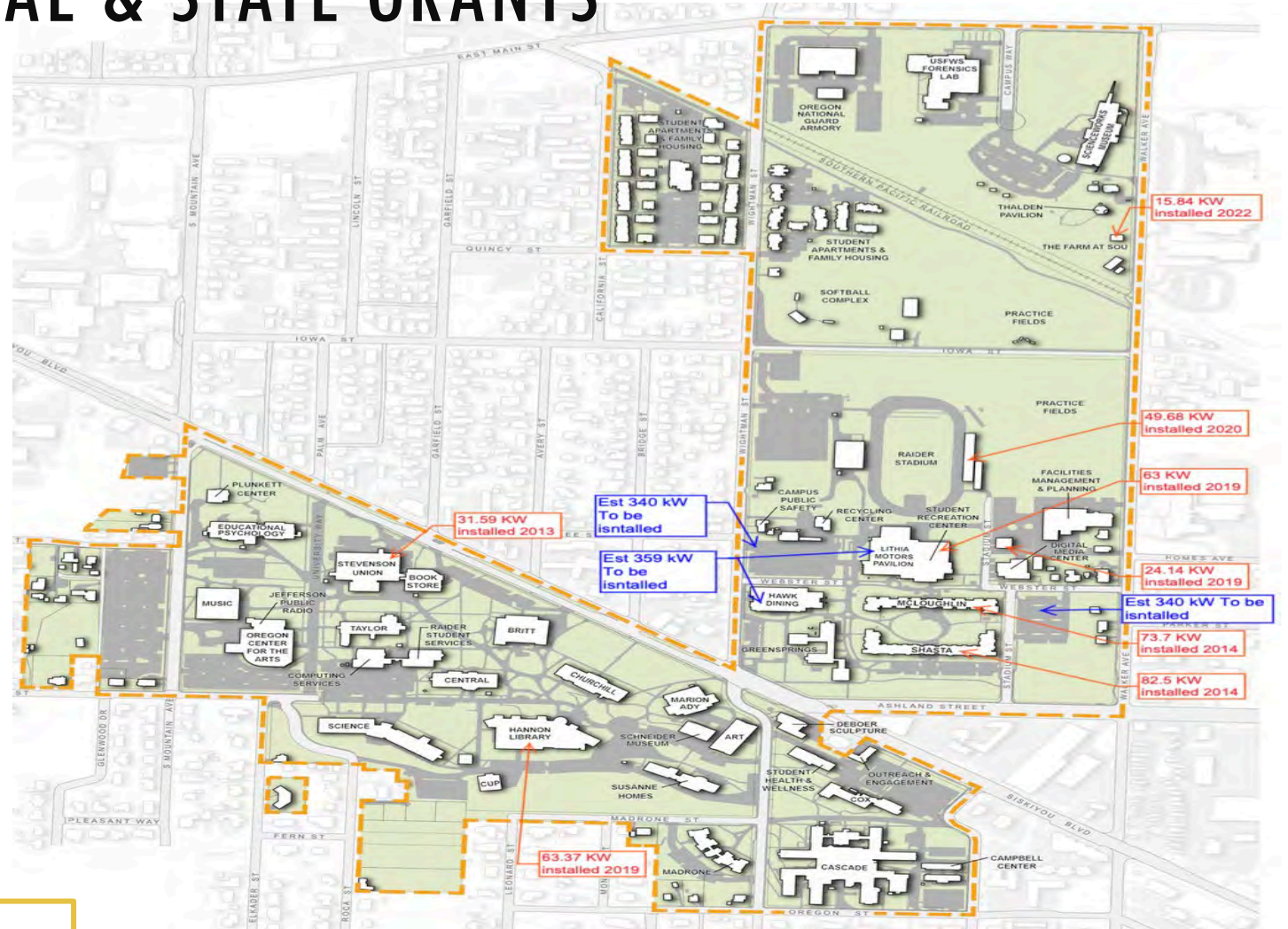
Hawk = 151kW + battery storage

Lithia Motors Pavilion = 241kW

Raider Athletics parking lot = 338kW

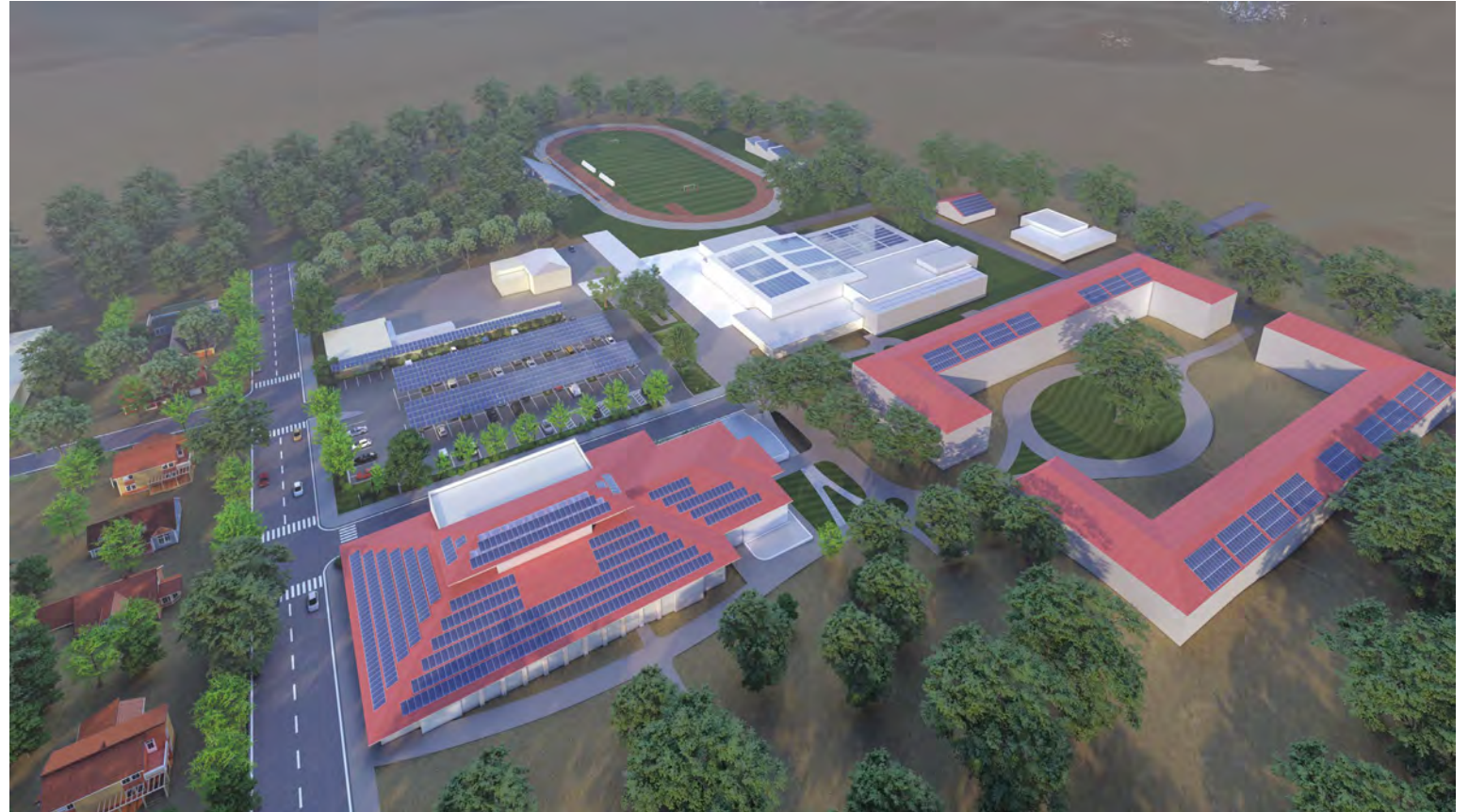
Central Hall = 45kW

Total: 1.23 MW  
Goal: 7.2 MW





# ROOFTOP AND PARKING LOT INSTALLATIONS





# SOU OLDER ADULT LIVING PROJECT



## GOAL

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



# UNIVERSITY DISTRICT

## GOAL

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



# KEY PERFORMANCE INDICATORS

- Energy (Solar)
  - Percentage of Day-Time Electricity Generated on Campus
  - Cost Savings Compared to Escalating Expected Charges (\$700k - \$1M/yr)
- Digital Platform (Core Information Systems Replacement)
  - Cost Savings (Banner + Add-ons -- \$1.5M/yr)
  - Workload Efficiency (Hard to Measure)
  - Student Retention



# KEY PERFORMANCE INDICATORS

- **Grants**
  - Funding Brought in Annually (must be understanding of current federal challenges)
  - Support Levels (Feedback from Faculty and Staff)
  - Grants that Fund efforts Traditionally funded by E&G
- **Philanthropy**
  - Annual Totals
  - Progress toward Campaign Conclusion
  - Effect on Cost Curve (positions/programs/budget alleviation)
- **Revenue Diversification Projects (Older Adult Living Facility and University Business District)**
  - Annual Revenue Generation (Recurring and Reliable)
  - Campus Morale and Life (Hard to Measure)



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

Alan Kay, futurist





# Review of SOU Strategic Plan Draft





**CELEBRATING 153 YEARS**

**STRATEGIC PLAN  
DRAFT PRESENTATION**

President Rick Bailey  
June 2025





# **SOU *Thrive***

students thriving | team thriving | institution thriving



# SOU STRATEGIC PLAN

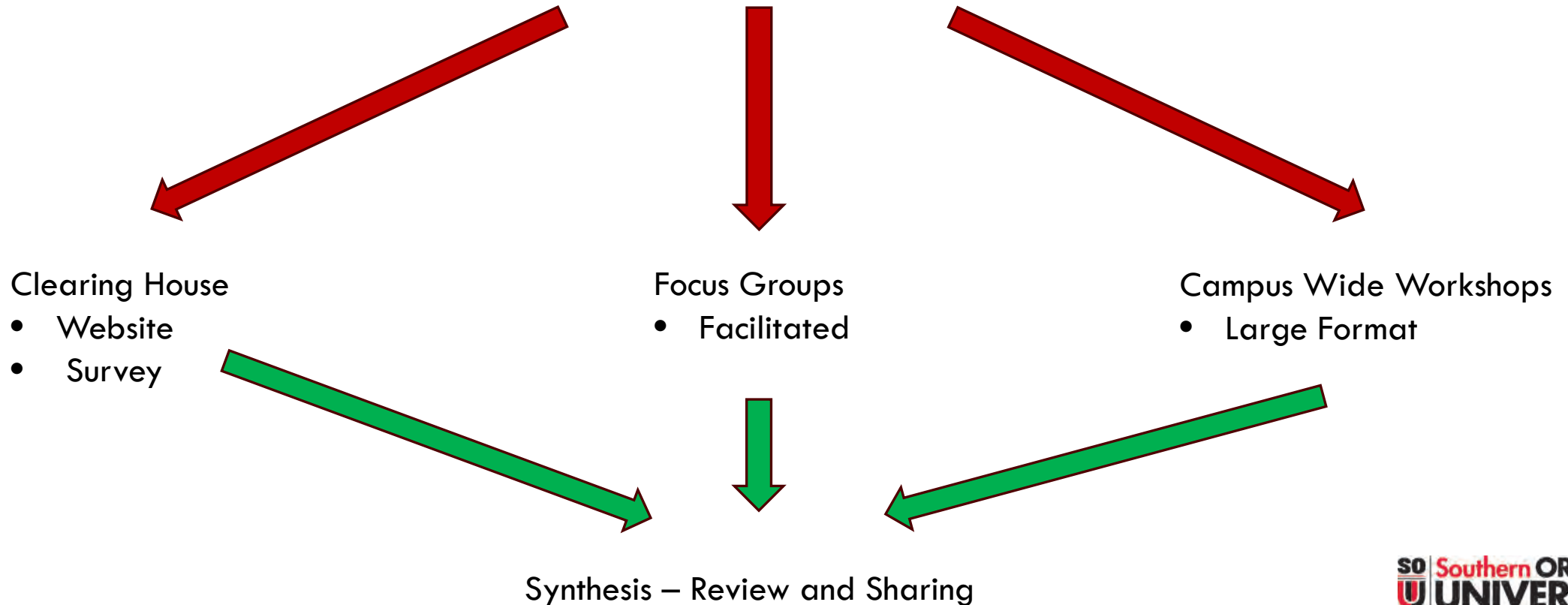
- **Focus on Major Effort Areas and Objectives**
- **Everyone Has a Voice and Agency in the Process**
- **Must be Accessible, Usable, and Actionable**



# SOU STRATEGIC PLAN

**Current State (2025)**

**Future State (2028-2030)**





# SOU STRATEGIC PLAN

2025 To 2028	Priority 1: Students Thriving			Priority 2: Team Thriving			Priority 3: Institution Thriving		
	Objective 1a:	Objective 1b:	Objective 1c:	Objective 2a:	Objective 2b:	Objective 2c:	Objective 3a:	Objective 3b:	Objective 3c:
2025-6 Initiatives									
2026-7 Initiatives									
2027-8 Initiatives									
Core Values	Love   Integrity   Transparency   Unity   Compassion								



# Approach and Timeline for Completion of Draft

## Socialize

**Jan 1 – March 14**

- Super Cabinet, Faculty Senate and Campus Conversation on March 6

## Gather

**March 14 – April 10**

- Campus wide open-ended survey and focus groups facilitated by EAB and campus wide open house April 10

## Refine

**April 10 – April 28**

- Synthesize and assign KPIs to data collected during *Gather* with tools and help from EAB

## Decide

**April 28 – June 4**

- Campus wide survey to rank top objectives identified through *Refine* process & make data informed decision on what appears on draft
- Spring Campus Conversation in May to discuss ahead of Board of Trustees

## Formalize Draft

**June 4 – 20**

- Present draft to Board of Trustees at June 20 meeting



# SOU STRATEGIC PLAN

2025 To 2028	Priority 1: Students Thriving			Priority 2: Team Thriving			Priority 3: Institution Thriving		
	Objective 1a: Academic Engagement	Objective 1b: Basic Needs (Food, Housing, Financial Stability)	Objective 1c: Personal and Professional Development	Objective 2a: Compensation	Objective 2b: Workload Distribution	Objective 2c: Work/Life Balance	Objective 3a: Financial Stability	Objective 3b: Effective Financial Management	Objective 3c: Collaboration & Community (Stdnt/Fac/Stf)
2025-6 Initiatives									
2026-7 Initiatives									
2027-8 Initiatives									
Core Values	<b>Integrity   Student-Centered   Sustainability   Accountability   Transparency</b>								





**THANK YOU!!!**

**Questions and  
Recommendations**



# Equity, Diversity, and Inclusion Work Group Report





June 2025

## Board Equity, Diversity, and Inclusion Work Group

### Report to Board of Trustees

#### Work Group Members

##### Trustees

Iris Maria Chavez, Chair  
Julissa Taitano  
Danny Santos

##### Staff Members

Jonathan Chavez Baez  
Sabrina Prud'homme

#### 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: As noted in the January and April 2025 reports, the training to be offered at the board's September 2025 retreat, is expected to be focused on:

- Employing an equity lens *for a board of trustees*; and
- Understanding how one's identity, bias, and privilege may be brought to bear in executing trustee responsibilities, and interrupting that bias.



**January 2025**  
**Board Equity, Diversity, and Inclusion Work Group**

**Report to Board of Trustees (Continued)**

A facilitator has been selected. The work group met with the facilitator to share information, and as of June 12, the work group continues reviewing and providing feedback on a proposed outline for the training.

Following this review, the work group's scope of work and deliverables are expected to be completed, pending any additional needs of the work group to meet or further refine the outline. As is customary, the board chair and the university president will plan the board's September retreat; they are expected to engage the selected facilitator to incorporate this training into the retreat.

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. Numerous facilitators were identified, five were interviewed, and the work group selected a facilitator and an alternate using the information provided by trustees and work group members.

Additional Deliverable:

The work group identified a barrier to executing its charge, and that was a lack of related data. 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," a sentiment that echoed comments the board offered at its retreat in September. The work group defined the data trustees have requested; staff members of the work group met with SOU team members in institutional research, the provost's office, and human resources to collect this data.

- Information will be shared with the Academic and Student Affairs Committee on April 17. A "deep dive" of this information is recommended for the June 2025 meeting.
- Completion data will also be provided in the fall, as is the standard practice, following June and summer completions.
- Employee data is generally available in the SOU Fact Book. A deep dive on employee demographics and related employee data will be provided regularly to the Finance and Administration Committee in the fall.



# Future Meetings



# Adjournment