

**Southern Oregon University
Board of Trustees**

RESOLUTION

**Authorization of Significant Reductions to the University Budget
and Academic Programs to Address Structural Financial Deficits
and Support the Strategic Vision of Southern Oregon University**

Whereas, the Board of Trustees of Southern Oregon University (“board”) is responsible for upholding its fiduciary duty to ensure the university meets its financial obligations, is operating in furtherance of its stated purposes, and is operating in compliance with the law;

Whereas, the Board of Trustees, on June 20, 2025, directed the University Administration to take immediate action to begin to balance the University budget for Fiscal Year 2025-26 and make structural budget reductions of \$5,000,000 to be presented in a draft plan of action, and if the budget reductions were determined to be inadequate to support the future, long-term viability of the University and allow it to thrive, the University Administration was further directed to propose an alternative draft plan of action;

Whereas, enrollment trends, increasing expenses, and anticipated impacts of federal actions bring uncertainty, and the university’s primary sources of revenue: state funding, as well as tuition and fees based on enrollment, are expected to be inadequate to fund the university’s financial obligations of at least a continuing service level, an alternative plan was proposed;

Whereas, the Board of Trustees has reviewed the proposed “Toward a (More) Resilient SOU: A Plan to Reimagine the University” dated September 2025, and is supportive of the plan’s strategic vision to create a more focused, more responsive, more resilient SOU that is focused on increasing:

1. Enrollment;
2. Student success;
3. Competitive compensation; and
4. Financial reserves;

Whereas, the Board of Trustees received nearly 175 email messages from the university community about the August 1, 2025 version of the resiliency plan as well as the August 27 amendments to this plan, and held a special meeting to conduct a public comment listening session on August 27 related to the resiliency plan;

Whereas, the university community submitted over 100 pages of ideas and proposals to decrease costs, rethink business processes, or reconfigure academic and student support programs; and senior administrators and campus leaders received over 1,000 emails, phone calls, and written messages with recommendations, comments, and

RESOLUTION (Continued)

proposals, many of which were also addressed to the trustees, and all of which were considered by the university's leadership in the development of the resiliency plan;

Whereas, President Rick Bailey held a Campus Conversation in August, updated the campus each week during the summer, sharing progress toward understanding the university's finances, data collection, decision-making, and process; and other university leaders met multiple times with the university's shared governance partners and union leaders to seek feedback and participation;

Whereas academic leaders were pivotal in the process, as they submitted thoughts and ideas about how to maintain core academic programs while also recommending changes based on enrollment trends, graduation rates, and other considerations to become a more focused, more responsive, more resilient SOU;

Whereas, the board has the authority to establish, eliminate, control, or substantially reorganize academic programs and units of operation, and understands that the proposed resiliency plan calls for academic program eliminations and modifications; workforce reductions; expenditure reductions; restructuring and reorganization; targeted reductions in intercollegiate athletics; and related revenue and enrollment considerations for these; and

Whereas, the resiliency plan will help ensure that SOU can continue offering high-quality education and extra-curricular programs, supportive services for SOU students, and targeted services to the community as a regional institution despite the budget reductions necessary to maintain the fiscal stability of SOU;

Now, therefore, be it resolved, the university president is directed to take such actions as may be required, consistent with the delegation of authority to implement *Toward a (More) Resilient SOU: A Plan to Reimagine the University*, in order to achieve the strategic vision and financial targets outlined in the plan, including the removal of the of the following majors and minors from the university's offering of academic programs:

MAJORS

- Chemistry
- Financial Mathematics
- Gender, Sexuality and Women's Studies
- International Studies
- BAS Management
- Mathematics
- Mathematics/Computer Science
- Power and Politics
- Spanish Language and Culture
- Sustainable Tourism Management
- Outdoor Adventure and Expedition Leadership (graduate program)

MINORS

- Early Childhood Development
- Esports Management
- Ethics
- International Studies
- Latin American Studies
- Management
- Marketing
- Philosophy
- Rhetoric and Reason
- Social Sciences
- Special Education
- Tourism Management

RESOLUTION (Continued)

Be it further resolved, that the implementation of *Toward a (More) Resilient SOU: A Plan to Reimagine the University*” may require additional significant changes in the university's academic programs as defined by the Higher Education Coordinating Commission. Such changes must be approved by the Board of Trustees prior to submission to the Commission; and

Be it further resolved, that if the financial condition of the university is not improved as currently projected or better, the university president shall notify the board immediately upon becoming aware of such projections. This notification shall be made without undue delay to ensure the board is afforded sufficient time for prudent deliberation and to authorize any corrective action as necessary; and

Be it finally resolved, that with this board action and directive, the University President is also required to submit regular progress updates to the board regarding the implementation of the plan, including updates on personnel reductions, actual savings realized, variances with justification from projected personnel and cost reductions; challenges that arise as a result of the plan's implementation, and other factors deemed appropriate by the University President or required by the Board of Trustees of Southern Oregon University.

VOTE:

Bailey	Non-Voting
Barry	Yes
Chavez	Yes
Clough	Yes
Fuentes	Non-Voting
Goodrich	Yes
Lee	Yes
Medina	Absent
Santos	Yes
Schepmann	No
Shelby	Yes
Thalden	No

DATE: September 18, 2025

Recorded by,



Sabrina Prud'homme
University Board Secretary