



Public Meeting Notice

September 12, 2025

TO: Southern Oregon University Board of Trustees
FROM: Sabrina Prud'homme, University Board Secretary
RE: Retreat of the Board of Trustees

The Southern Oregon University Board of Trustees will hold a retreat meeting on the date and at the location set forth below.

Topics of the meeting will include a review and discussion of key performance indicators for the SOU strategic plan, as well as accountability and tracking of the SOU resiliency plan.

There are no action items on the agenda for this meeting.

The meeting will occur as follows:

Friday, September 19, 2025

9:45 a.m. to 2:30 p.m. (or until business concludes)

The board will meet on the Ashland campus of SOU

Members of the public may view the proceedings at <https://sou.zoom.us/j/82551856998> at the time of the meeting.

Materials for the meeting will be available at governance.sou.edu.

If special ADA accommodations are required, please contact Holly Frazier at (541) 552-8055 at least 48 hours in advance.



Retreat of the Board of Trustees

Friday, September 19, 2025

9:45 a.m. – 2:30 p.m. (or until business concludes)

Via Zoom: <https://sou.zoom.us/j/82551856998>

– Virtual attendance for members of the public –

AGENDA

Please note: timings are approximate and items may be taken out of order

- | | | | |
|-----------|----------|---|---|
| 9:45 a.m. | 1 | Call to Order/Roll/Declaration of a Quorum | |
| | 1.1 | Welcome and Opening Remarks | Chair Sheila Clough |
| | 1.2 | SOU Land Acknowledgment | Trustee Michelle Fuentes |
| | 1.3 | Roll and Declaration of a Quorum | Sabrina Prud'homme, SOU,
Board Secretary |
| | 1.4 | Agenda Review | Chair Sheila Clough |
| 9:55 | 2 | Review and Discussion of Key Performance Indicators for the SOU Strategic Plan | President Rick Bailey |
| 11:45 | | BREAK | |
| 1:45 | 3 | Accountability and Tracking of SOU Resiliency Plan | President Rick Bailey |
| 2:30 p.m. | 4 | Adjournment | Chair Sheila Clough |

SOU Strategic Plan Discussion



Strategic Plan: THRIVE
Discussion of Key Performance Indicators (KPIs)

Priority 1: Students Thriving

Objective 1a: Academic Engagement – Create an educational environment where SOU students “are fully immersed in their learning” through high-impact practices.

KPIs

1. % of students completing academic advising appointments
2. Recipients of academic coaching and tutoring services
3. Average SCH per student per year
4. First Year Retention Rate
5. % of students completing engagement survey
6. % of students completing course evaluations
7. % of faculty engaging in continuing education
8. Student SSI survey/Campus Climate survey
9. 4/6 Year Grad Rate
10. Progress to “on-time” graduation
11. # of degrees/certs awarded per year
12. Equity gap analysis for outcomes
13. *Work on defining engagement outside of the classroom*

(Best Practices: Montana State, Missouri State, University of Iowa)

Objective 1b: Basic Needs [Food, Housing, Mental and Physical Healthcare, Financial Stability] – Ensure that all SOU students have access to “the resources they need throughout their academic journey to focus, succeed and complete their degree.”¹

KPIs

1. # of students served through SOU basic needs programs (i.e. # of monthly touchpoints at Student Food Pantry, student-donated meal points)
2. # of students served through La Clinica/Telus for physical and mental health needs
3. SHWC/La Clinica Student Satisfaction Survey Results
4. Student SSI survey/Campus Climate survey
5. # of Cares notes and # of assistance incidents provided for basic needs
6. Benefits Navigator visits/referrals
7. # of students with SBH, Financial Literacy program participants, and other financial aid topics

(Best Practices: University of California San Francisco, University of Iowa)

¹ From the ECMC Foundation (<https://www.ecmcfoundation.org/what-we-do/initiatives/basic-needs-initiative>)

THRIVE

Discussion of Key Performance Indicators (KPIs)

Objective 1c: Personal and Professional Development – Connect SOU students with external stakeholders, both to enhance their educational journey through experiential learning, and as a foundation for current and post-graduation employment opportunities.

KPIs

1. # of career experience opportunities and placements:
 - a. % of students participating in undergraduate research and/or creative projects
 - b. Career Services Utilization and Placement
 - c. Student Worker Positions available and employed (work study vs employer-paid)
 - d. First Destination responses
2. Equity gap tracking (participation rates in the above, disaggregated by race/ethnicity, first-generation, Pell-eligible).
3. Feedback and response to the feedback from the Business Community on student readiness

(Best Practices: University of Wisconsin-Milwaukee, University of Georgia)

Priority 2: Team Thriving

Objective 2a: Compensation – Provide a competitive and attractive compensation schedule for all SOU faculty and staff members.

KPIs

1. Comparison of SOU salaries to established benchmarks
2. % of Employee turnover due to compensation (Exit interview data - would need to make this a digital process)

(Best Practices: University of Pittsburgh, University of Wisconsin-Madison)

Objective 2b: Workload Distribution – Optimize the strategic distribution of responsibilities, processes and tasks among and between all SOU team members.

KPIs

1. % of Employee turnover due to workload (Exit interview data)
2. Faculty and Staff Survey Results

(Best Practice: University of Wisconsin-Madison)

THRIVE

Discussion of Key Performance Indicators (KPIs)

Objective 2c: Work/Life Balance – Manage processes, procedures and expectations to allow all SOU team members the flexibility to achieve a harmonic equilibrium between their personal and professional lives.²

KPIs

1. Attendance at and number of employee morale events and opportunities
2. Vacation Day Balances and Utilization, including tracking the number of lost vacation days
3. % of Employee turnover due to lack of ability to attain work/life balance (Exit interview data)
4. # of Employee Recognition Events/Opportunities and percentage of employee attendance

(Best Practice: Illinois State University)

Priority 3: Institution Thriving

Objective 3a: Financial Stability – Maintain a positive operating margin to support long-term viability and resilience to financial shocks, allowing for mission fulfillment as well as investment.

KPIs

1. Diversity of revenue streams
2. Composite Financial Index
3. Reserve Ratio (compared to the cost of one full fall term expenses)
4. Difference between projected and actual fund balance
5. Total operating margin ratio
6. E&G operating margin ratio
7. Auxiliary operating margin ratio
8. Cash on hand

(Best Practices: Youngstown State University, University of Sheffield)

Objective 3b: Effective Financial Management – Optimize processes and procedures to allow for the effective management and oversight of budgets, cash flow, and strategic resource decision-making.

KPIs

1. Continued progress toward Workday implementation
2. # of budget managers “living withing their means” and by how much
3. Net position

(Best Practices: McMaster University, University of California San Francisco)

² From the National Institutes of Health (<https://pmc.ncbi.nlm.nih.gov/articles/PMC8282063/>)

THRIVE

Discussion of Key Performance Indicators (KPIs)

Objective 3c: Collaboration & Community (Student/Faculty/Staff) – Cultivate an environment where interdepartmental connectivity is encouraged between and among academic and non-academic university programs.

KPIs

1. # of university-wide connectivity opportunities and % of campus members participating
2. # of interdisciplinary academic programs
3. % participation of SOU community in activities/events with external community members

(Best Practice: University of Aberdeen)

Accountability and Tracking of SOU Resiliency Plan

Accountabilty Matrix					
	Planned FTE Reductions	Actual FTE Reductions	Proposed Cost Reductions	Actual Cost Reductions	Notes
President's Office					
Academic and Student Affairs					
Finance and Administration					
University Advancement					
Intercollegiate Athletics					
TOTAL:					