



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

October 10, 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 receive reports from 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, and Government Relations. The board will also review a draft of the SOU Future-Ready Enrollment Plan.

Action items on the agenda include SOU *Thrive*—the university's strategic plan; the Board Statement on Investments for the SOU Endowment Fund; a 2026-2027 meeting schedule of the board; and the university president's goals for the 2025-2026 academic year.

The board will also discuss the university president's evaluation for academic year 2024-2025 in an executive session, pursuant to ORS 192.660 (2)(f) and (i). No final decisions will be made in an executive session.

The meeting will occur as follows:

Friday, October 17, 2025

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

Visit governance.sou.edu for the meeting materials.

SOU Ashland Campus, Hannon Library, Meese Room

1290 Ashland Street, Ashland, OR, 97520

To view the proceedings, visit <https://sou.zoom.us/j/82998076247> at the time of the meeting.

If ADA accommodations are required for persons with disabilities, please contact Holly Frazier at (541) 552-8055 or email trustees@sou.edu. Accommodation requests should be made at least 48 hours in advance.

Public Comment

The Board of Trustees welcomes 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 written comments via email to the Board of Trustees email address: trustees@sou.edu. Public comments also may be delivered by hand or mailed to SOU Board of Trustees, 1250 Siskiyou Boulevard, Churchill Hall, Room 107, Ashland, OR 97520. Commenters may also contact the Office of the Board of Trustees by phone at (541) 552-8055 and provide their name, email address, phone number, relationship to SOU, and the subject of their public comments to sign up by phone.



Board of Trustees

October 17, 2025



SOU Land Acknowledgment

Call to Order / Roll / Declaration of a Quorum

Historic, Haunted SOU





Board of Trustees Meeting

Friday, October 17, 2025

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

Meese Room, Hannon Library, SOU Campus

Zoom: <https://sou.zoom.us/j/82998076247>

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

12:00 p.m.	1	Call to Order/Roll/Declaration of a Quorum	
	1.1	Welcome and Opening Remarks	Chair Sheila Clough
	1.2	SOU Land Acknowledgment	President Rick Bailey
	1.3	Roll Call and Declaration of a Quorum	Sabrina Prud'homme, SOU, Board Secretary
	1.4	Historic, Haunted SOU	Peter Finkle, Walk Ashland
	1.5	Agenda Review	Chair Sheila Clough
12:15	2	Public Comment	
	2.1	Invited Public Comment: Associated Professors of Southern Oregon University	Dr. Melissa Anderson, APSOU, President
	2.2	Invited Public Comment: SOU Service Employees International Union (Sub-local 84)	Sage TeBeest, SEIU, President
	3	Shared Governance Reports	
12:35	3.1	Associated Students of Southern Oregon University Report	Sophia Smith, ASSOU, President
12:40	3.2	SOU Faculty Senate Report	Dennis Slattery, SOU, Faculty Senate Chair
12:45	3.3	SOU Staff Assembly Report	Stephanie Hanigan, SOU, Staff Assembly Chair
12:50	4	President's and Administration Reports	
	4.1	President's Report	President Rick Bailey
	4.2	University Advancement Report	Janet Fratella, SOU, Vice President for University Advancement and Executive Director, SOU Foundation

	4.3	Equity, Diversity, and Inclusion (EDI) Report	Jonathan Chavez Baez, SOU, Assistant Vice President for EDI
	4.4	Government Relations Report	Marc Overbeck, SOU, Director, Government Relations
1:15	5	Academic and Student Affairs Committee Report	
	5.1	General Committee Report	Trustee Brent Barry
1:30		BREAK	
	6	Finance and Administration Committee Report	
1:40	6.1	General Committee Report	Trustee Liz Shelby
1:55	6.2	Board Statement on Investments for the SOU Endowment Fund (Action)	
	7	Executive, Audit, and Governance Committee Report	
2:05	7.1	General Committee Report	Chair Sheila Clough
	8	Other Action, Information, and Discussion Items	
2:20	8.1	SOU <i>Thrive</i> : Southern Oregon University Strategic Plan (Action)	President Rick Bailey
2:50	8.2	SOU Future-Ready Enrollment Plan	Dr. Casey Shillam, SOU, Provost and Executive Vice President for Academic and Student Affairs; Dr. Carrie Vath, SOU, Assistant Vice President of Student Life and Dean of Students; and Zac Olson, SOU, Assistant Vice President of Enrollment Services
3:20	8.3	2026-2027 Board of Trustees Meeting Schedule and Future Meetings (Action)	Chair Sheila Clough

3:30

BREAK

3:40

8.4 University President's Academic Year 2024-25
Evaluation [Executive Session Pursuant to ORS
192.660(2)(f) and (i)]

Chair Sheila Clough

4:05

8.5 University President's Academic Year 2025-26
Goals (Action)

President Rick Bailey

4:25 p.m.

9

Adjournment

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
October 2025





TEAM REPORT DISCUSSION TOPICS



- **Equity, Diversity and Inclusion**
 - Survey Results
 - Vulnerabilities
- **Advancement**
 - Homecoming 2025
 - Second Biggest Fundraising Year Ever (\$14.5M)
 - Doubling of Endowment in Ten Years (\$53.4M)



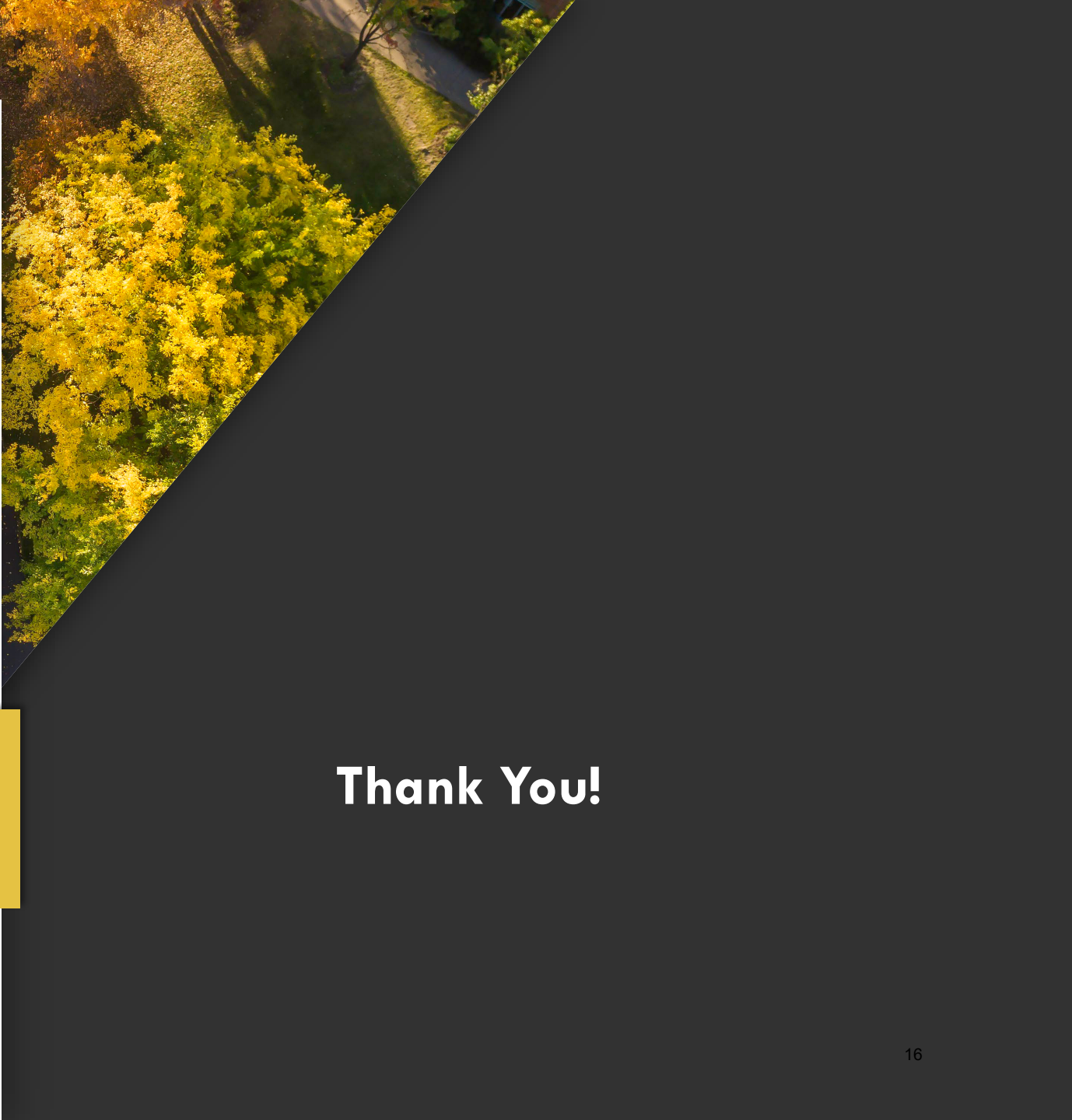
TEAM REPORT DISCUSSION TOPICS



- **General Counsel and Special Projects**
 - Property Sales
 - Update on Older Adult Residence Facility
- **Government Relations**
 - State Budget
 - PERS 2027 Challenges
 - Mary Moller, Executive Director, OPU
- **Athletics**
 - Oregon Sports Award – Women's Athlete of the Year
 - Roster Size and Fiscal Planning



QUESTIONS AND DIALOGUE



Thank You!

University Advancement Update

October 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.

ALUMNI RELATIONS



- The Alumni Relations and SOU Alumni Association hosted events and activities for several hundred returning alumni—from Colorado, Texas, San Francisco, Seattle, and Oregon. Activities included welcoming the class of 1975, who celebrated their 50th reunion; networking and friendship event at Omar's; tailgate party at the football game; recognition of alumni achievements at the Distinguished Alumni Awards event; and the fourth annual alumni and friends golf tournament.
- Recipients of the alumni awards included:
 - Catherine Meulemans '85—Distinguished Alumni Award
 - Abigail Rosewood '13—Distinguished Young Alumni Award
 - Sue Teele '69—Excellence in Education Award
 - Jason Alexander '92—Stan Smith Alumni Service Award

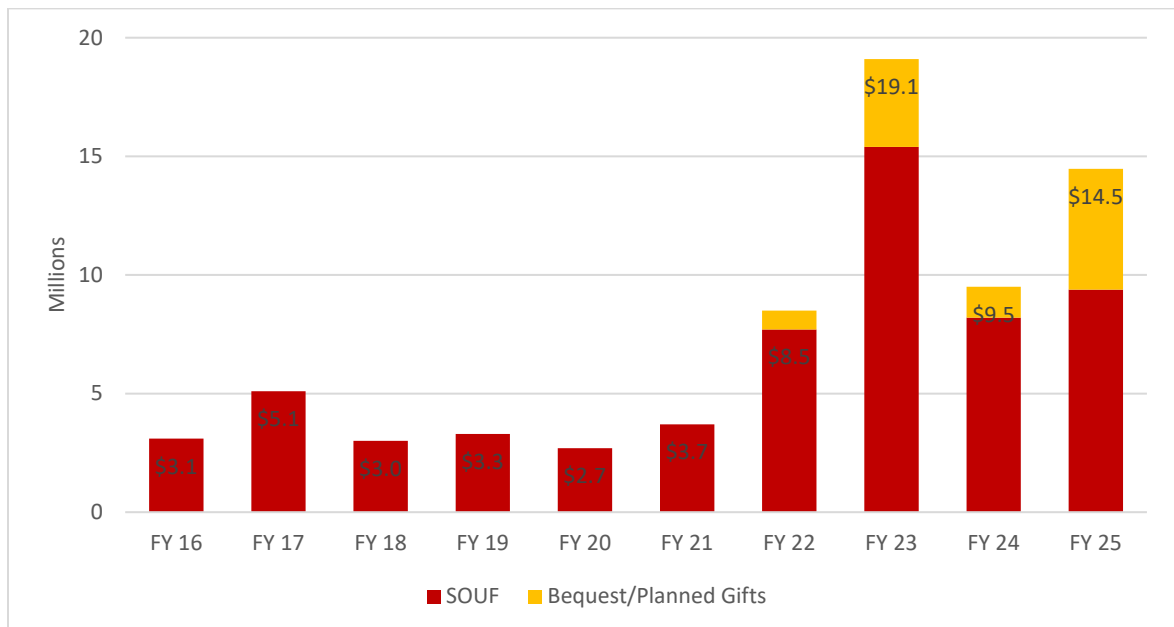
SPONSORED PROGRAMS

- SOU biologist Jacob Youngblood was awarded a three-year, \$422,183 grant from the National Science Foundation to study how insects respond to two aspects of climate change – rising air temperatures and declining plant nutrients – potentially improving pest management strategies and forecasts of insect-related damage nationwide.
- Travel Oregon awarded a \$89,745 grant to develop an accessibility training program for tourism business leaders, with the goal of ensuring that all visitors to the state – including those with disabilities – feel valued and welcome.

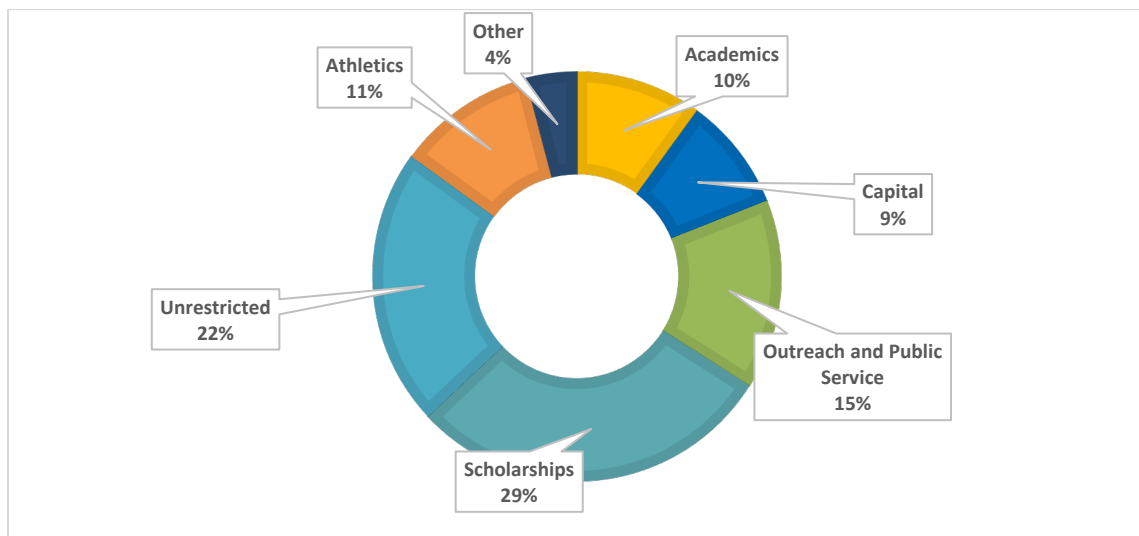
- SOULA was awarded a Preserving Oregon Grant from Oregon Heritage, the state historic preservation office, to create a digital, archaeological database of historic plastics – from buttons to knick-knacks to kitchenware. The \$13,000 grant will help pay for new camera equipment that will be used to create a new digital database in the Southern Oregon Digital Archives at SOU's Hannon Library.

FUNDRAISING

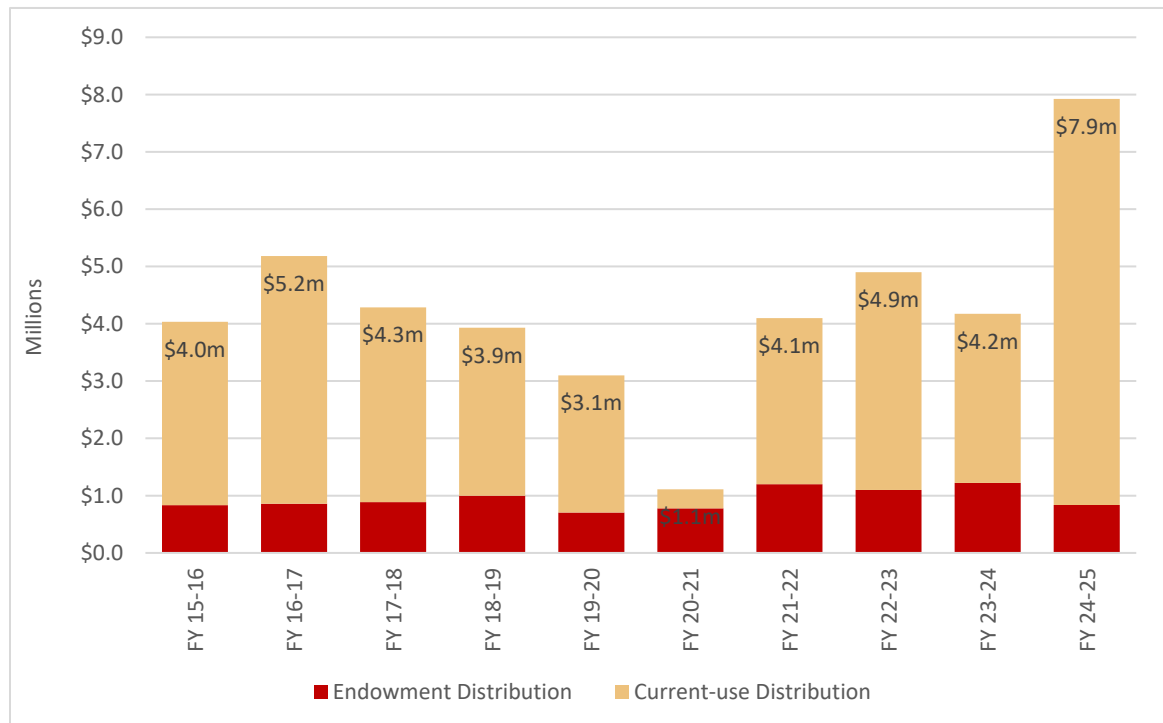
- SOU raised \$14.5 million in FY 24-25, the second highest in SOU's history. The fundraising history is below:



- Gifts were designated as follows:



- The foundation endowment has doubled over the last ten year; it was valued at \$53.4 million at June 30, 2025.
- The foundation continued to transfer significant resources to the university. The amount transferred in FY 24-25 reached an all-time high of nearly \$8 million and are restricted by donor designation. Most notably, these transfers include monies for the new turf at Raider Stadium as well as the news softball complex at Laurel Park.



- The goal for FY 25-26 is set at \$14 million.



Government Relations Report

October 17, 2025

This Report Includes

- State Financial Picture
- Legislative Changes—Committees and Leadership
- Updates on Major HECC Activity
 - Budget Note
 - Change to 40-40-20 Metric
 - BASE Coalition Proposal
- Looking ahead to 2026 Session

State Financial Picture

- General Fund Revenue Projections continue to decline
 - \$888 million decrease in projected 2025-27 General Funds
 - - \$377 million projected for the Ending Balance

- Governor instructions to look for 5-10% reductions in all state agencies

Legislative Changes - Committees

- House Higher Education Committee abolished – merged into House Education
 - Zach Hudson (D-Wood Village) remaining chair
 - Vice Chairs April Dodson (D-Portland) and Emily McIntire (R-Eagle Point)
- New Interim Committee on Public Education Appropriation
 - Sen. Janeen Sollman (D-Washington County) and Rep. Ricki Ruiz (D-Gresham) co-chairs
 - Rep. Emily McIntire (R-Eagle Point) a member

Legislative Changes - Leadership

➤ Senate –

- Republican Leader Daniel Bonham replaced by Bruce Starr

➤ House –

- Republican Leader Christine Drahan replaced by Lucetta Elmer (McMinnville)
- Alek Skarlatos (Canyonville) elected new Deputy Leader

HECC Updates

- 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.
 - Draft Report reviewed by OPU and all public universities
 - Final Report expected to come to HECC in December
- HECC in process of developing a replacement “North Star” for 40-40-20
- Proposal for new BAS Programs in Education to be reviewed and considered in February 2026
 - Dialogues happening with HECC, community colleges, K-12 districts

Looking Ahead to 2026 Session

- Budget
- Policy Proposals
- Universities Working Together – OPU: The Coalition of Public Universities
 - Why we should care is that together, Oregon’s seven public universities are stronger than any of us on our own
 - Attending Board meeting is [Mary Rae Moller](#), the Executive Director of OPU – the Coalition of Oregon Public Universities
 - Mary is a well-respected policy and agency leader from Oregon state government—with roles in the Governor’s Office, Department of Administrative Services, and Department of Consumer and Business Services

Academic and Student Affairs Committee Report

Finance and Administration Committee Report

Board Statement on Investments for the SOU Endowment Fund (Action)

Southern Oregon University
Board Statement on Endowment Investments Review
June 2025

Investment Policies provide general investment goals and objectives and provide guidelines for the selected investment managers to employ to meet the policy objectives. Investment policies typically describe asset allocation, risk tolerance, and liquidity requirements. In the case of endowments, they may also define the spending policy and cadence for distribution.

- **SOU Endowment Market Value - \$3.4MM**
- **Portfolio Objective** – Capital appreciation over long periods of time given the Fund will operate in perpetuity (Section 8). Performance goals are to meet the spending rate (4%) and maintain purchasing power of the principal (cover inflation and fees) (2.5-3.5%).
- **Asset Allocation** – 75% equity/25% fixed income and cash (Section 6).

USSE comments and suggestions regarding the SOU Endowment Investment Policy approved April 2023:

- **Section 4E** – Investment Advisor Responsibility

Are the current investment reports and cadence of written and verbal reports meeting the Board's expectations?

Currently, a quarterly investment report is prepared and distributed to SOU senior leadership and Board staff. A formal verbal review by USSE is provided annually to the Board and updates to senior leadership throughout the year.

- **Section 6A** – Asset Allocation

We recommend the Committee review and confirm the asset allocation defined in policy meets the university's objectives. The current 75% global equity and 25% fixed income allocation has performed well over the 5 and 10 year periods and is meeting the Investment Objectives defined in section eight of the policy.

Real Assets Due Diligence and Follow-Up

During FY24, USSE staff collaborated with Oregon State Treasury staff to review real asset options to provide partial inflation protection to the portfolio. Additionally, we spoke with representatives from State Street Bank, custodian of the SOU Endowment Fund assets, about potential options. There are few real asset options available with low investment minimums that provide low risk correlations to the current portfolio mix and expected inflation protection. *On a risk adjusted and net of fee basis, we concluded there are no optimal investment products available that would improve the Endowment's long-term expected returns.*

Given that inflation levels have moderated from 2022/2023 levels, there is no immediate need for additional inflation protection. We will continue to monitor and evaluate new opportunities in real assets.

Section 8 states “In keeping with the performance goals included in the Policy, achievement of this objective shall be done in a manner that, over a long-term planning horizon, will meet the spending rate established by the Board (under Exhibit A) and maintain the purchasing power of the principal.”

As of June 30, 2025

13.5% 3-Year Performance

(4.0%) Policy Spend Rate

(3.1%) 3-Year Avg CPI

6.4% Excess Return

10.0% 5-Year Performance

(4.0%) Policy Spend Rate

(4.5%) 5-Year Avg CPI

1.5% Excess Return

Equity and fixed income markets have rebounded nicely from the selloff during calendar 2022 and into calendar 2023. Furthermore, inflation levels have moderated, and 3-year CPI is expected to normalized towards 2.5 to 3.5%.

Performance return assumptions for a portfolio weighted 75% into global equities and 25% into fixed income, assuming a long-term CPI of 2.6% are as follows:

	Portfolio Return Assumptions		
	Performance	Allocation	Return
Global Equities	6.75%	75%	5.1%
Fixed Income	5.00%	25%	1.3%
Total Return Assumption			6.3%

Source: Blackrock 10-Year Capital Market Assumptions

Long term portfolio returns may be challenged to keep pace with inflation and the current spending rate. This should be monitored in future years.

While capital market assumptions are useful guides, rarely are they good predictors of market returns over long periods of time as there are too many variables that can detract from the accuracy of the model. That said, the assumptions can be useful as a general guide for analysis.

No recommended changes by USSE.

- **Exhibit A**

- 1) Spending Policy

We recommend the Committee review and confirm the “up to 4% distribution rate” calculated from a five year moving average market value. Peer university endowment’s spend policies range from 3.5% to 5.5% as computed from three year or five year moving average market values. The 4% rate is one of the most

common rates for endowment policies but can vary depending upon university needs and volatility of investment markets.

4% will maintain the annual distribution at approximately \$115,000.

Total SOU Endowment Spend Amount last 3 years

\$115,782	September 2025
\$109,980	September 2024
\$106,336	September 2023

2) Performance Monitoring

- a. **Blackrock ACWI IMI B Index Fund** continues to perform in line with expectations and has provided long term returns in excess of the Fund's 4% annual spend rate. The five year and 10 year returns were 13.6% and 10.0%, respectively. Blackrock provided a recent fee reduction, reducing the fee from 5.13 basis points to 2.5 basis points. This rate is an extremely competitive fee for a passive global equity investment product. Recommendation is to continue to hold the Blackrock ACWI IMI for passive global equity exposure.
- b. **Western Asset Core Plus Bond Fund** was replaced by the **Fidelity Total Bond Fund** in April 2025.

In December 2024, SOU senior leadership agreed with USSE's recommendation to liquidate the Western Asset Core Plus Bond position following the SEC's allegations of trading violations by the organization's former CIO Ken Leech, due to risks from lack of internal controls and poor relative performance. The proceeds were deposited into the Oregon Short-Term Fund until a replacement manager is reviewed and approved.

No proposed policy changes from USSE.

Board Statement on Investments for the SOU Endowment Fund

Board of Trustees of Southern Oregon University

1.0 Introduction

This statement governs the investment of the Southern Oregon University Endowment Fund (the "Fund").

This statement is set forth in order that the Board, the Investment Advisor, its investment managers and others entitled to such information may be made aware of the Policy of the Fund with regard to the investment of its assets.

This statement of investment policy sets forth the following:

- A. There will be a clear understanding by the Board, the Investment Advisor and staff of the investment goals and objectives of the portfolio.
- B. The Board and management have a basis for evaluation of the investment managers.
- C. The investment managers be given guidance and limitation on investing the funds.

It is intended the objectives in this policy to be sufficiently specific to be meaningful, but flexible enough to be practical. It is expected that the policy and objectives will be amended as necessary to reflect the changing needs of the endowment; however, all modifications shall be made in writing and approved by the Board.

2.0 Southern Oregon University Endowment Fund

The Fund is permanent and expected to operate in perpetuity, so these funds will be invested long-term. It is important to follow coordinated policies regarding spending and investments to protect the principal of the Fund and produce a reasonable total return.

3.0 Responsibility of the Board

The role of the Board is to recommend broad investment goals to the Investment Advisor, including spending rate information and to provide input into the asset allocation process.

4.0 Investment Advisor Responsibility

The Investment Advisor, and/or a designee, serves as consultant to the Board and will have the responsibility and authority to establish the asset allocation for the Fund and approve the retention and termination of all investment managers. The

Investment Advisor, and/or a designee, will recommend to the Board a specific asset mix reflecting judgments of the investment environment as well as the specific needs of the Fund. Other duties assigned to the Investment Advisor, and/or a designee, include:

- A. Recommending professional investment managers;
- B. Negotiating and/or monitoring Fund investment expenses;
- C. Monitoring investment managers, on an ongoing basis;
- D. Assuring proper custody of the investments; and
- E. Reporting to the Board, on a quarterly basis, the Fund's investment results, its composition and any other information the Board may request.

5.0 Spending Policy

The amount of endowment return available for spending (distribution) is based on a percentage of the average unit market value of the 20 quarters preceding the current fiscal year. The distribution per unit (under Exhibit A) is determined by the Board. The distribution amount per unit is multiplied by the current number of units and any additional units added during the current year as new endowment money comes into the Fund. This shall be exclusive of investment management fees.

6.0 Investment Policy Guidelines

6.1 Asset Allocation. The most important component of an investment strategy is the allocation among the various classes of securities available to the Fund. The Investment Advisor, in consultation with the Board, will establish the target asset allocation for the investments that will most likely achieve the investment goals of the Fund, taking into consideration the appropriate level of portfolio risk.

6.2 The risk/return profile shall be maintained by establishing the following long-term "target" strategic asset allocations:

<u>Asset Class</u>	<u>Policy</u>	<u>Target</u>	<u>Benchmark</u>
Global Equities	70-80%	75%	MSCI ACWI IMI Net
Fixed Income	20-30%	25%	Barclays Aggregate
Cash	0-3%	0%	91 Day T-Bill

6.3 Investment Time Horizon. In making investment strategy decisions for the Fund, the focus shall be on a long-term investment time horizon that encompasses a complete business cycle (usually three to five years). An interim evaluation will be performed by the Investment Advisor, and/or a designee, if a significant change in fees, manager personnel, investment strategy, or manager ownership occurs.

- 6.3.1 While the quantitative assessment of managerial competence will be measured over a complete market cycle, the Board anticipates that the Investment Advisor will make period qualitative assessments as well. Specific qualitative factors considered by the Investment Advisor may include, but are not limited to, fundamental changes in the manager's investment philosophy, changes in the manager's organizational structure, financial condition and personnel, and any changes, relative to peers, in a manager's fee structure.

7.0 Prudence and Ethical Standards

7.1 Prudence. All participants in the investment process shall act responsibly. The standard of prudence to be applied by the Board, the Investment Advisor, selected designees, SOU staff and external service providers shall be the "prudent investor" rule, which states: "Investments shall be invested and the investments managed as a prudent investor would do, under the circumstances then prevailing and in light of the purposes, terms, distribution requirements, and laws governing each investment fund."

7.2. Ethics and Conflicts of Interest. Board members, Investment Advisory staff, selected designees, SOU staff and external service providers involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. These parties are required to reveal all relationships that could create or appear to create a conflict of interest in their unbiased involvement in the investment process.

8.0 Investment Objectives

The investment objective of the Fund is to seek consistency of investment return with emphasis on capital appreciation over long periods of time, since the Fund will operate in perpetuity. In keeping with the performance goals included in the Policy, achievement of this objective shall be done in a manner that, over a long-term planning horizon, will meet the spending rate established by the Board (under Exhibit A) and maintain the purchasing power of the principal.

9.0 Manager(s) Responsibilities

9.1 Legal Compliance. The investment manager(s) is (are) responsible for strict compliance with the provisions of their investment management agreement.

9.2 Authority of Investment Manager(s) in the Managed Accounts. Subject to the terms and conditions of this Policy and the investment management agreement, manager(s) shall have full discretionary authority to direct investments of assets in

the managed accounts. The Investment Advisor, and/or a designee, will recommend changes to this Policy when the advisor(s) views any part of this Policy to be inconsistent with overall market, economic conditions, or investment policies.

9.2.1 The Investment Advisor directs all managers to vote proxies and to vote them in the best economic interest of the Fund. When requested, managers will report to the Investment Advisor regarding how proxies were voted.

9.2.2 Meetings between Fund managers and the Investment Advisor will occur consistent with the policies established for the Investment Advisor's other managers, to discuss items including, but not limited to, the manager's performance, outlook, and investment decision process.

10.0 Reporting Requirements

Investment results will be regularly monitored by the Investment Advisor, selected designees and Board staff.

A representative of the Investment Advisor, and/or a designee, shall report investment results, or other information, to the Board no less frequently than annually. Any material non-compliance with the Investment Policy, Guidelines and Objectives of the Fund or with the investment management agreement will be reported to the Board immediately.

11.0 Investment Guidelines

11.1 Cash. The Fund shall maintain minimal cash, consistent with short-term requirements. Short term cash will be invested in a liquid cash equivalent investment.

11.2 Fixed Income. Fixed-income securities, for purposes of these guidelines, shall mean mortgage-backed securities, U.S. government securities, investment-grade domestic or global corporate bonds, and other fixed income securities, such as certificates of deposit and commercial paper. The objective of this component of the Fund is to preserve capital in keeping with prudent levels of risk, through a combination of income and capital appreciation. Realization of income will be subordinate to safety, liquidity, and marketability (i.e., securities should be readily marketable). This component of the Fund shall adhere to the following criteria:

11.2.1 Average portfolio credit quality shall be A or better;

11.2.2 With the exception of U.S. Government and Agency issues, no more than 10 percent of the bond portfolio, at market value, will be

invested in the securities of a single issuer or 5 percent of the individual issue;

11.2.3 Below investment grade bonds shall not exceed 20 percent of the bond portfolio; and

11.2.4 Non-U.S. bonds shall not exceed 20 percent of the bond portfolio.

Fixed-income managers have full discretion over the allocation between long-term, intermediate, and cash equivalent investments.

11.3 Equities.

11.3.1 Objective: The objective of the equity portfolio is to enhance total return by investing in a broadly diversified portfolio of domestic and international stocks.

11.3.2 Strategy: Hold a fully invested, diversified portfolio of global equity securities, including emerging markets.

11.3.3 Permitted Holdings: Publicly traded domestic and international common stock, and other financial instruments consistent with the guidelines of the investment management agreements.

11.3.4 Diversification: The Investment Advisor shall recognize the need for diversification to minimize the risk of significant losses to the Fund. Diversification by capitalization, style, and sector distribution shall be obtained through the selection of complementary investment managers, or index strategies. Not more than 5 percent of the market value of any investment fund will be invested in any single issuer or security, unless part of an index fund.

11.3.5 Portfolio Restrictions: There will be no engagement in short sales, purchases on margin, or investments in options, futures, or private placements unless consistent with the underlying investment management agreements.

11.4. Performance. Performance expectations for each of the asset classes are described in Exhibit A.

12.0 Asset Custody and Securities Lending

Custodial responsibility for all securities is to be determined by the Board or its designee(s).

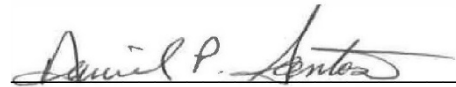
13.0 Conclusion

Implementation of this Policy, including investment manager selection, shall be the responsibility of the Investment Advisor, subject to the necessary approvals from the Board.

This Policy shall be reviewed by the Board at least every two years.

Approved on April 21, 2023



Sabrina Prud'homme
University Board Secretary

Daniel P. Santos
Chair, Board of Trustees

Revision	Change	Date
	Initial Version	January 20, 2017
1.	Investment Guidelines, Fixed Income components revised; basic edits and corrections.	March 22, 2019
2.	Reviewed, no revisions.	April 21, 2023

EXHIBIT A

Spending Policy

The distribution rate for the Fund is up to 4 percent of the five-year moving average unit market value.

Performance Monitoring

Global equities are expected to match the performance of the passive benchmark assigned.

Fixed income accounts are expected to exceed the return of the Barclays Capital Aggregate Bond Index by 0.5 percent (after fees) over a market cycle for core bond investments.

Executive, Audit, and Governance Committee Report

SOU THRIVE: Southern Oregon University Strategic Plan 2025-2029 (Action)

The background of the slide is a photograph of a sunny day with a large red overlay box. The sun is bright and high in the sky, casting rays. Below the sun, there are trees with yellow and orange autumn foliage. A small building is visible in the distance. The red overlay box is a large rectangle that covers the right side of the image. It has a yellow triangle at the bottom right corner.

CELEBRATING 153 YEARS

STRATEGIC PLAN DRAFT PRESENTATION

President Rick Bailey
October 2025



SOU *Thrive*

students thriving | team thriving | institution thriving

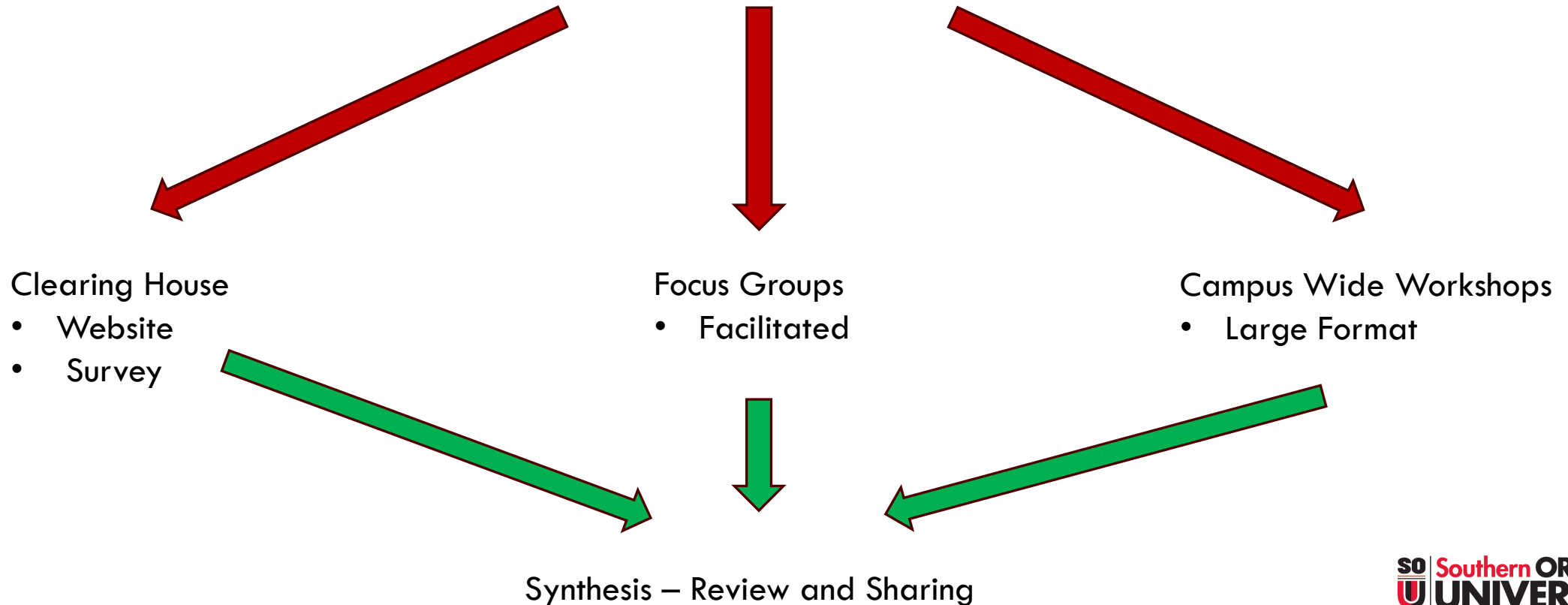
SOU STRATEGIC PLAN

- **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

SOU THRIVE											
2025 to 2028	Priority 1: Students Thriving				Priority 2: Team Thriving			Priority 3: Institution Thriving			
	Objective 1a: Student Success	Objective 1b: Academic Engagement	Objective 1c: Basic Needs (Food, Housing, Financial Stability)	Objective 1d: Personal and Professional Development	Objective 2a: Compensation	Objective 2b: Workload Distribution	Objective 2c: Work/Life Balance	Objective 3a: Enrollment	Objective 3b: Financial Stability	Objective 3c: Effective Financial Management	Objective 3d: Collaboration & Community (Stdnt/Fac/Stf)
	Workflows and KPIs										
Core Values	Integrity Student-Centered Sustainability Accountability Transparency										



SOU *THRIVE*

STUDENTS THRIVING

Workflows:

- *Future-Ready Enrollment Plan*
- *Investment Plan (Recruitment & Student Success)*

Objective 1 a. Student Success - maximizing the number of students who achieve their educational goals

Suggested KPI's:

- First Year Retention Rate
- 4/6 Year Grad Rate
- # of degrees/certs awarded per year
- * KPI for non-degree seeking students

STUDENTS THRIVING

Workflows:

- *Future-Ready Enrollment Plan*
- *Investment Plan (Recruitment & Student Success)*

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

Suggested KPI's:

- 1st year retention rate (as a measure of 1st year experience effectiveness)
or first year average GPA
- % of students completing academic advising appointments
- # of learning communities available
- # students involved in faculty research & projects
- Student feedback (SSI, campus climate etc)



SOU *THRIVE*

STUDENTS THRIVING

Workflows:

- *Future-Ready Enrollment Plan*
- *Investment Plan (Recruitment & Student Success)*

Objective 1c. Basic Needs [Food, Housing, Belonging, 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.”

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

Suggested KPI's:

- # of students served through SOU basic needs programs (i.e. # of monthly touchpoints at Student Food Pantry, student-donated meal points, Cares notes, visits to Benefits Navigator and external referrals.)
- # of students served by La Clinica/Telus for physical and mental health needs & their satisfaction
- % of students indicating a sense of belonging (SSI survey/Campus Climate survey)
- # of students with SBH, Financial Literacy program participants, and other financial aid topics



SOU *THRIVE*

STUDENTS THRIVING

Workflows:

- *Future-Ready Enrollment Plan*
- *Investment Plan (Recruitment & Student Success)*

Objective 1d. 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.

Suggested KPI's:

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



SOU *THRIVE*

TEAM THRIVING

Workflows:

- *Investment Plan (Compensation & Marketing)*
- *Engagement Plan (communications / engagement / Campus Conversations)*

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

Suggested KPI's:

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



SOU *THRIVE*

TEAM THRIVING

Workflows:

- *Investment Plan (Compensation & Marketing)*
- *Engagement Plan (communications / engagement / Campus Conversations)*

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

Suggested KPI's:

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



SOU *THRIVE*

TEAM THRIVING

Workflows:

- *Investment Plan (Compensation & Marketing)*
- *Engagement Plan (communications / engagement / Campus Conversations)*

Objective 2c. Morale and Campus Culture – Manage processes, procedures and expectations to allow all SOU team members the flexibility to achieve a harmonic equilibrium between their personal and professional lives.

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

Suggested KPI's:

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



SOU *THRIVE*

INSTITUTION THRIVING

Objective 3a. Enrollment - Stabilize and optimize enrollment and tuition revenues to benefit the institution

Suggested KPI's:

- Student credit hours per year for UG in-state, UG out-of-state, and UG WUE
- Remissions dollars per year for UG in-state, UG out-of-state, and UG WUE

Workflows:

- *Resiliency Plan*
- *Investment Plan (Reserves & Marketing)*
- *Financial Management Plan*
- *Engagement Plan (communications / engagement / Campus Conversations)*
- *Future-Ready Enrollment Plan*



SOU *THRIVE*

INSTITUTION THRIVING

Workflows:

- *Resiliency Plan*
- *Investment Plan (Reserves & Marketing)*
- *Financial Management Plan*
- *Engagement Plan (communications / engagement / Campus Conversations)*
- *Future-Ready Enrollment Plan*

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

Suggested KPI's:

- Reserve Ratio (compared to the cost of one full fall term expenses)
- Cash Flow Stability
- Net operating revenues ratio ($R > C$)



SOU *THRIVE*

INSTITUTION THRIVING

Workflows:

- *Resiliency Plan*
- *Investment Plan (Reserves & Marketing)*
- *Financial Management Plan*
- *Engagement Plan (communications / engagement / Campus Conversations)*
- *Future-Ready Enrollment Plan*

Objective 3c. Effective Financial Management – Establish transparent processes and procedures to allow for an optimized management and oversight of budgets, cash flow, and strategic resource decision-making.

Suggested KPI's:

- Continued progress toward Workday implementation (# of issues identified and resolved in a year)
- % of budget managers with access to budget reports and information
- % of budget managers with training for decision making
- *Fidelity of Fiscal information – Implementation of CLA Report Recommendations



SOU *THRIVE*

INSTITUTION THRIVING

Workflows:

- ***Resiliency Plan***
- ***Investment Plan (Reserves & Marketing)***
- ***Financial Management Plan***
- ***Engagement Plan (communications / engagement / Campus Conversations)***
- ***Future-Ready Enrollment Plan***

Objective 3d. Collaboration With External Community Partners – Cultivate an environment where university departments are encouraged to foster connections with external partners to further university goals.

Suggested KPI's:

- # of employers engaged in university partnerships
- # of departments engaged with external partners

SOU STRATEGIC PLAN — NEXT STEPS IF APPROVED

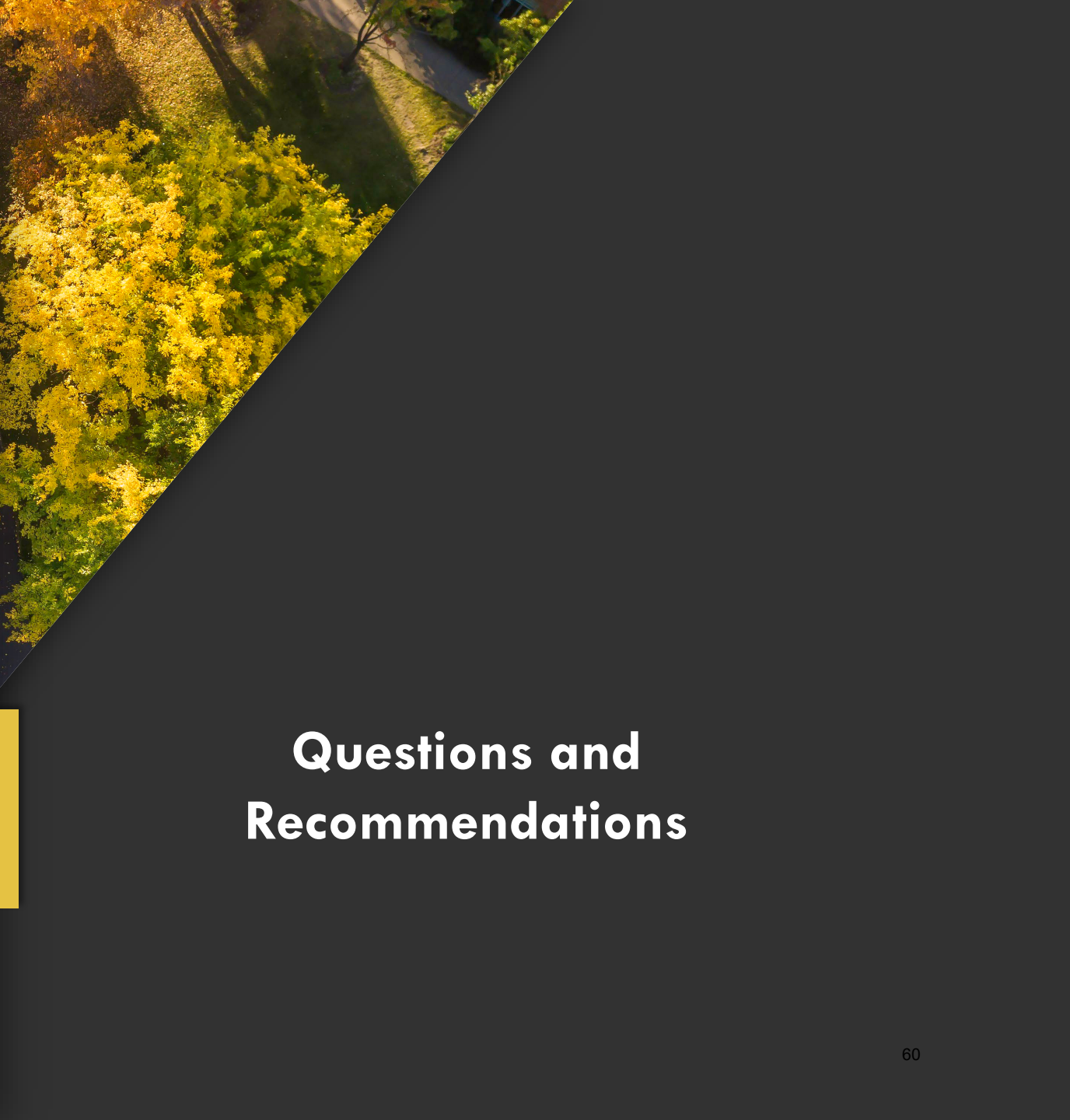
- **Goals Reflect Workflows**
 - **Feedback on All Tactical Plans**
- **Refine KPI measurements and Format for Distribution**
- **Review of Mission / Vision / Values / Behavior**

SOU *Thrive*

students thriving | team thriving | institution thriving



THANK YOU!!!



**Questions and
Recommendations**

**Southern Oregon University
Board of Trustees**

**Resolution: Adoption of SOU *THRIVE*, the Strategic Plan
for Southern Oregon University**

Whereas, Southern Oregon University has developed SOU *THRIVE*: A Strategic Plan for Southern Oregon University to serve the changing needs of students and the university;

Whereas, a variety of university stakeholder groups, including students, faculty, staff, the Board of Trustees, and others, were engaged in the development of the plan;

Whereas, members of the university community were invited to provide input and feedback through campus meetings, workshops, retreats, public meetings, and significant online feedback;

Whereas, the strategic planning process was guided by best practices and emerging trends for higher education strategic planning;

Whereas, SOU *THRIVE* was crafted to lead the university to sustainable success over the next three years and position the university for future advancement; and

Whereas, the university president recommends the approval and adoption of the new strategic plan, SOU *THRIVE*, to guide the university for the remaining days in 2025 through 2028; Now therefore,

Be it resolved, that the Board of Trustees of Southern Oregon University hereby approves and adopts the SOU *THRIVE* strategic plan, with the expectation that it will undergo further adaptation consistent with a process of continual planning and improvement; and

Be it further resolved, that with this approval and adoption, the Board of Trustees also directs the university president to take the necessary actions to implement the plan in accordance with existing delegations of authority, and provide regular progress reports on the plan to the Board of Trustees at least annually.

SOU Future Ready Enrollment Plan

Future-Ready Enrollment Plan

Dr. Casey Shillam, Zac Olson & Dr. Carrie Vath
October 17, 2025

Future-Ready Enrollment Plan (FRP)

This Plan *Is Not*:

- **A detailed action plan**

The FRP does not prescribe specific tactics, budgets, or staffing plans. The action plans will be developed by the appropriate Team Leads within their operational areas.

- **A growth promise**

With no additional resources, the plan's projections are conservative by design. Stabilization—not expansion—is the immediate goal.

- **An external consultant's plan**

While EAB contributed structural feedback, the plan's content, strategies, and priorities were developed internally by the Enrollment Council to reflect SOU's mission, students, and regional context.

Future-Ready Enrollment Plan

The Plan Is:

- **A high-level stabilization roadmap**
It focuses on short-term retention and modest recruitment improvements while aligning efforts with SOU's mission and current capacity.
- **Built on existing resources**
The plan was developed assuming no new funding or personnel for recruitment or retention. The modest goals reflect this reality: without added investment, large enrollment gains should not be expected.
- **A framework for accountability and coordination**
The FRP assigns broad goals and lead areas, but each Team Lead or division is responsible for developing detailed, data-informed action plans and metrics appropriate to their work.

Future-Ready Enrollment Plan

The Plan Is

- **A response to internal headwinds**

The plan acknowledges that SOU has decreased academic offerings, decreased athletic roster size, decreased remissions, and decreased faculty and staff who contribute to recruitment and retention.

- **A response to external headwinds**

The plan acknowledges that SOU is operating within powerful external forces that will continue to affect enrollment statewide. This includes declining Oregon high school graduates and demographic shifts, decreasing state and federal support for higher education, rising costs of attendance and institutional operations, and increasing public skepticism about the value of college.

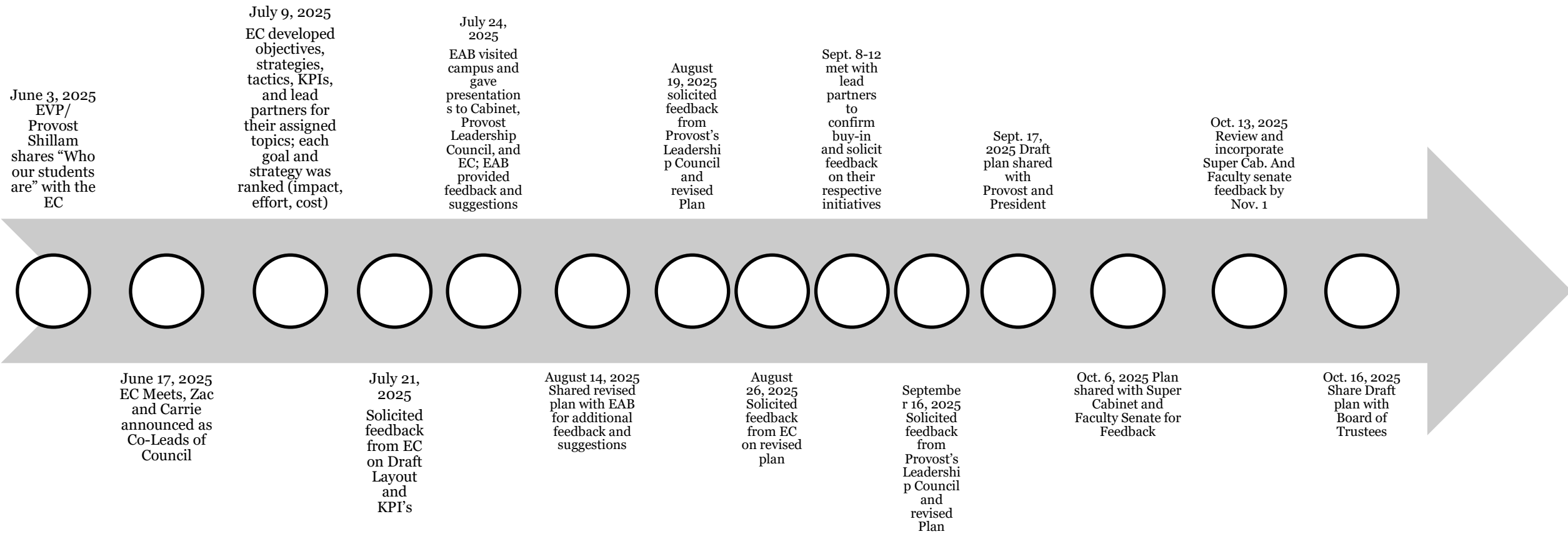
Enrollment Council Membership

- Associate Provost
- Associate Vice President for Academic Resources
- Dean, College of Arts & Humanities
- Dean, College of Natural and Social Sciences
- Dean, School of Business
- Dean, School of Education
- Director of Admissions
- Director of Advising & Orientation
- Director of Budget & Planning
- Director of Financial Aid
- Director of Marketing
- ***Faculty Representative (appointed by Faculty Senate) TBD***
- Institutional Research Representative
- Native Nations Liaison
- ***Student Representative (appointed by ASSOU) TBD***
- University Registrar

Lead Team Membership

- Associate Director for Business Services & Bursar
- Associate Provost
- Coordinator of Library Support Services
- Dean, College of Arts & Humanities
- Dean, College of Natural and Social Sciences
- Dean, School of Business
- Dean, School of Education
- Director of Admissions
- Director of Advising & Orientation
- Director of Belonging & Engagement
- Director of Budget and Planning
- Director of Career Connections
- Director of Center for Advancement of Teaching and Learning
- Director of Disability Resources
- Director of Financial Aid
- Director of Marketing
- Director of University Housing
- Director of Youth Programs
- Interested Faculty/Departments (TBD)

Enrollment Council (EC) Future-Ready Enrollment Plan Timeline To Date



Key Considerations for Enrollment Recovery: Oregon

The Competition Factor

	In-state Counts	Percentage	Rank
2024-25 High School Seniors*	44,610		29
Institutions of Higher Education**	69		22
College Continuation***	29,833	66.9%	29-24
Leave the State to Go to College***	6,438	14.4%	25-27

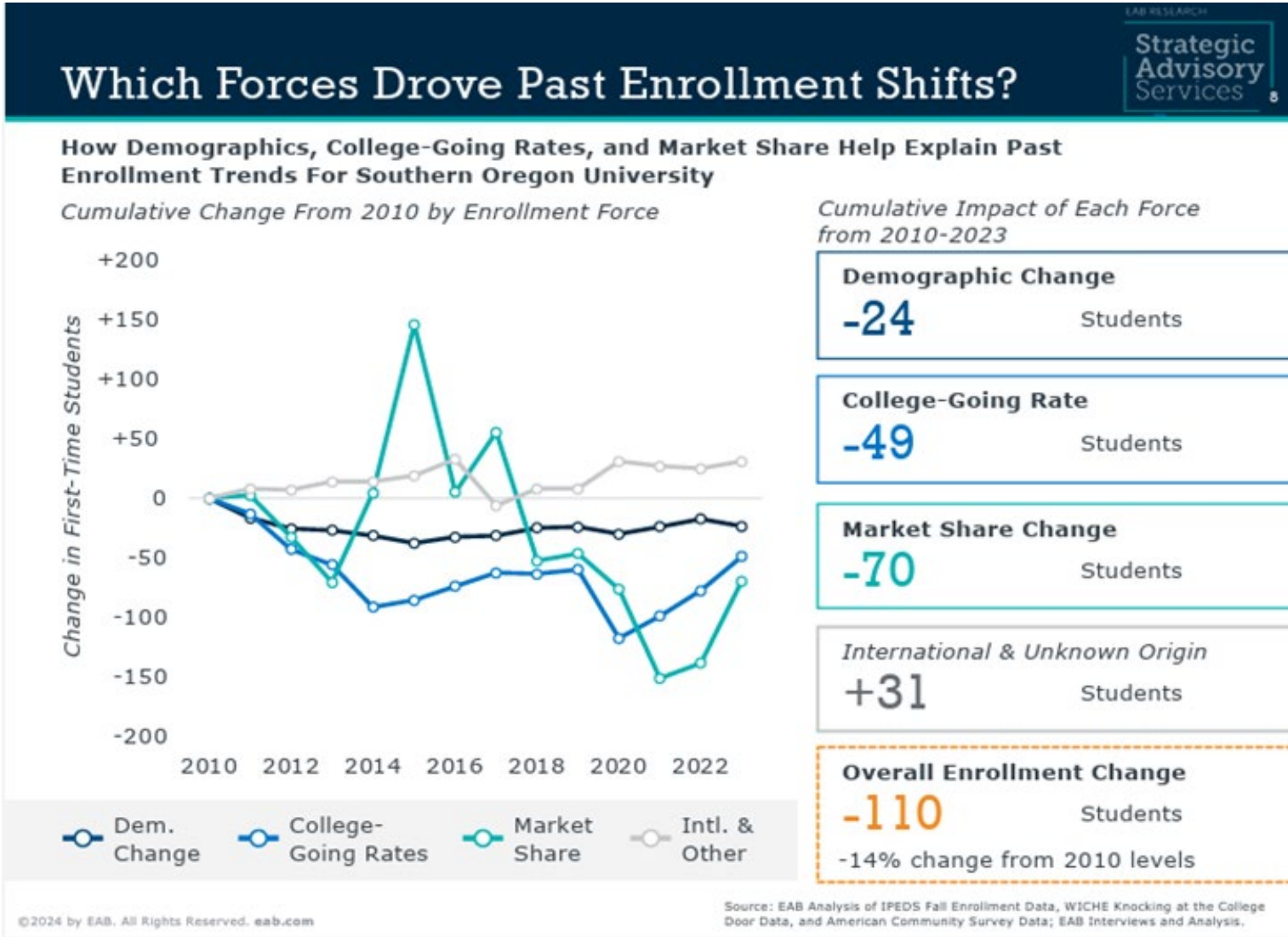
Largest Institutions***	In-state Freshman***	Estimated Market Share^
Portland Community College	4024	17.20%
Oregon State University	2574	11.00%
University of Oregon	2269	9.70%
Chemeketa Community College	1917	8.19%
Lane Community College	1425	6.09%

Remaining Students	Remaining Institutions	Students Per Institution
11,186	64	175

SOU needs to clearly articulate our Value Proposition and recognize that external factors including Demographics, Participation Rate, and Market Share will impact enrollment growth.

Sources:
*Western Interstate Commission for Higher Education, *Knocking at the College Door: Proj Graduates, 2020*, www.knocking.wiche.edu
**National Center for Education Statistics, IPEDS, 2024
***National Center for Education Statistics. Freshman Migration Data for 2022-23

Key Considerations for Enrollment Recovery:

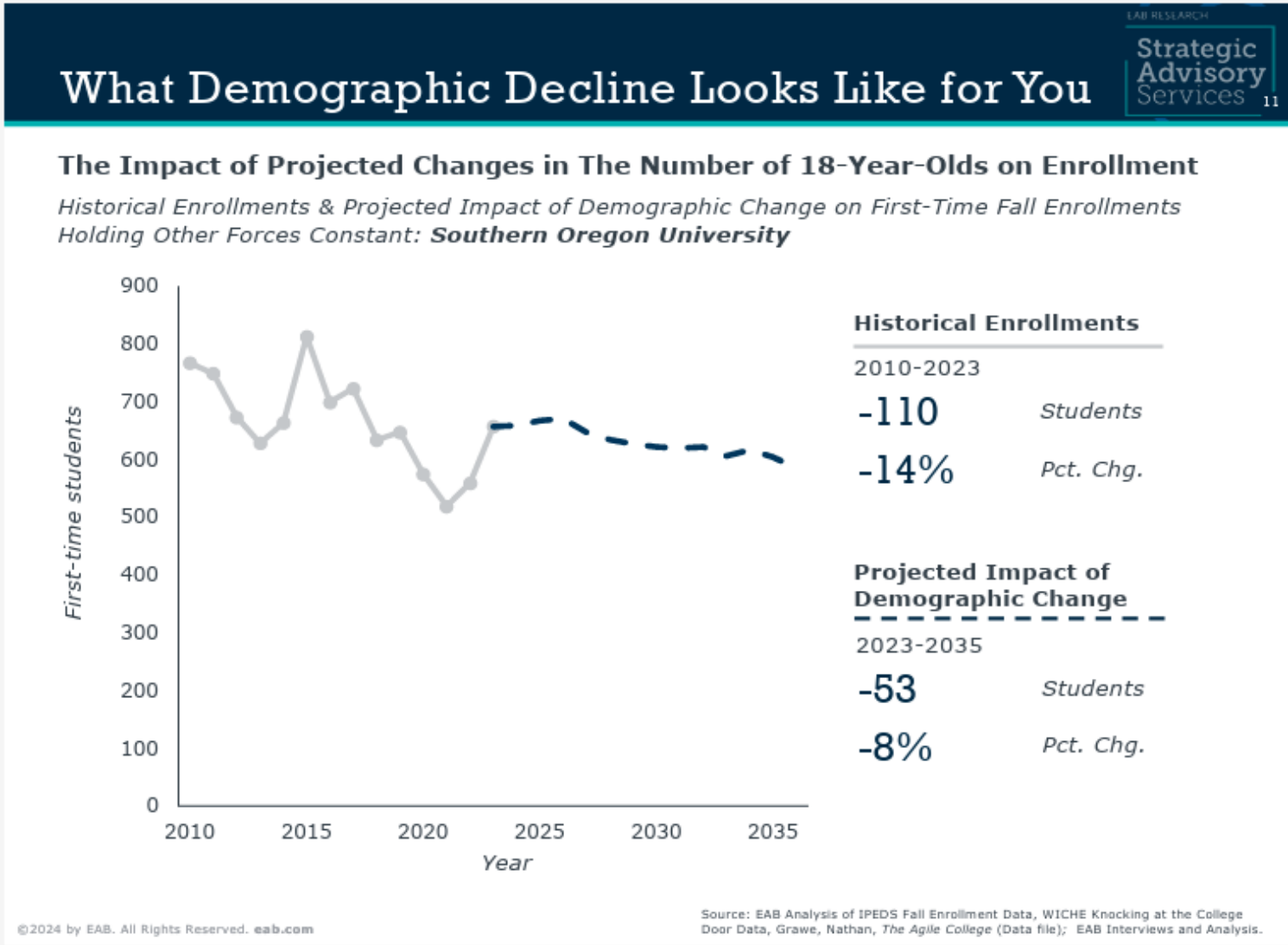


Cumulative Impact of Each Force from 2010-2023

Demographic Change	-24	Students
College-Going Rate	-49	Students
Market Share Change	-70	Students
International & Unknown Origin	+31	Students
Overall Enrollment Change	-110	Students

-14% change from 2010 levels

Key Considerations for Enrollment Recovery:



SO

Southern OREGON
UNIVERSITY

71

Key Considerations for Enrollment Recovery:

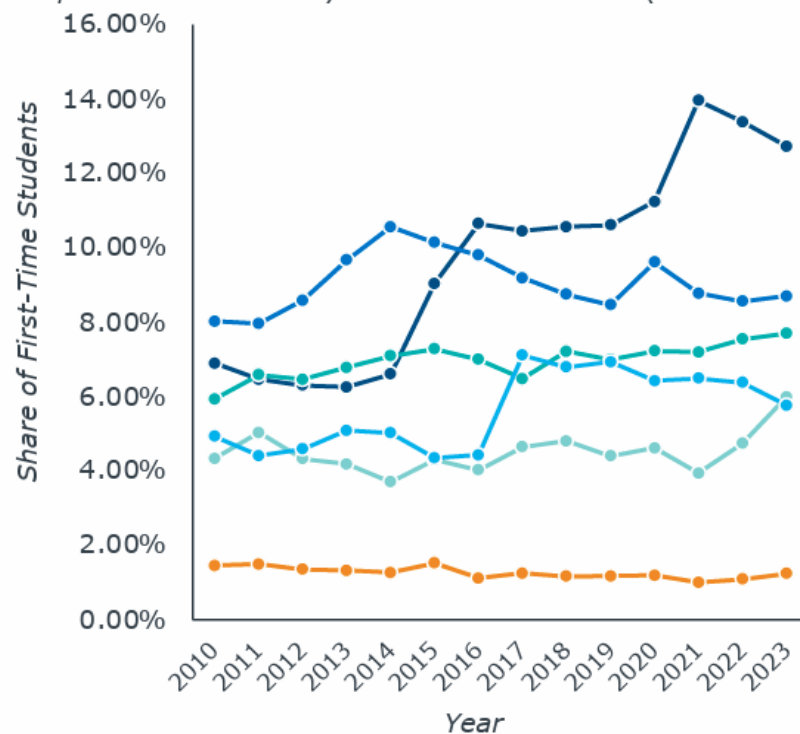
Who's Growing Market Share in Oregon?

EAB RESEARCH

Strategic
Advisory
Services 19

The Fastest Growing Institutions Are (or Will Be) Your Competitors

Market Share of First-Time Students from Oregon
Top Five Institutions by Market Share Growth (2010-2023)



Change in Market Share & First-Time
Enrollments from 2010 to 2023

Chg. in Mkt. Share	Pct. Chg. From '10	Chg. In Students
Southern Oregon University		
-0.214 %pts.	-14.7%	-104
Portland Community College		
+5.833 %pts.	+84.6%	+1,626
Oregon State University		
+0.677 %pts.	+8.4%	+1
University of Oregon		
+1.759 %pts.	+29.6%	+390
Lane Community College		
+1.657 %pts.	+38.2%	+400
Chemeketa Community College		
+0.834 %pts.	+16.9%	+130

Future-Ready Enrollment Plan



The Future-Ready Enrollment Plan is a pragmatic and realistic roadmap that strengthens retention and student success while building a sustainable foundation for long-term growth. It balances immediate realities with a hopeful vision for a thriving, resilient student community.

Vision: To grow a thriving and diverse student body by strengthening connection, support, visibility, and access, and by offering programs that reflect student interests and regional needs.

Goal: To stabilize enrollment gradually with targeted retention and recruitment efforts in the short term while aligning with institutional mission and capacity.

Core Values

- **Integrity & Transparency:** Report annual progress
- **Student-Centered:** Put students at the center of decision-making
- **Sustainability:** Align recovery efforts with long-term demographic & workforce trends
- **Accountability:** Assign clear leads, timelines, and metrics for each initiative.

Key Performance Indicators Institutional Level

Student Success

Metric	Baseline (2024)	Year 1 Goal (2025)	Year 2 Goal (2026)	Year 3 Goal (2027)
FTFT Retention Rate (Fall 2022-Fall 2023)	67%	68%	70%	71%
2nd year Retention Rate (UIC)	77%	78%	80%	82%

Student Experience: The day-to-day, transactional and transformational aspects of the student journey—including enrollment, advising, registration, and access to essential services, that impact satisfaction and success.

Objective	Strategies	KPI's	Lead Partner(s) <i>(Technology)</i>
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Community Engagement & Belonging: Building meaningful connections between students and both the campus and broader regional community—fostering a sense of inclusion, purpose, and place.

Objective	Strategies	KPI's	Lead Partner(s) <i>(Technology)</i>
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Academics: The design, delivery and alignment of academic programs and pathways that meet students interests, support, career goals, and respond to workforce needs

Objective	Strategies	KPI's	Lead Partner(s) <i>(Technology)</i>
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Marketing: Efforts to communicate SOU's value, identity, and offerings to prospective students and families through strategic messaging, branding, and outreach.

Objective	Strategies	KPI's	Lead Partner(s) <i>(Technology)</i>
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Development, Implementation, and Assessment Timeline

- The following timeline is not all-inclusive but rather highlights some initiatives and strategies
- The timeline is subject to change based on new ideas, information, budget, and staffing

Year 1: 2025-2026

Fall 2025

- Target Outreach for FASFA renewal and Scholarship Apps
- Identify students at risk of dropping due to finances
- Establish Orientation Committee
- Launch Remission Model
- Expand Admission Application Outreach Efforts
- Intentional Name Buys from High-Yield Areas
- Monitor and Review

Winter 2026

- Identify DFWI in gateway courses
- Host “Find your people” events
- Develop Proactive Advising Maps
- Launch Pilot Marketing Campaign for Fall 2026
- Monitor and Review

Spring 2026

- Implement the Stop-out Intervention Campaign
- Launch Raider Ambassador Program
- Develop Community Connect Program
- Research Equity Audits
- Launch new Website
- Workday Student Registration Opens
- Monitor and Review

Summer 2026

- New Student On-boarding
- Launch Proactive Advising Maps
- Monitor and Review

Year 2: 2026-2027 (continue efforts from Year 1)

Fall 2026

- Proactive Advising (Sophomores)
- Implement Graduate Student Progress Reports
- Host first 6-week focused Connection
- Launch Common Application
- Launch Community Connect Program
- Review Remission ROI
- Monitor and Review

Winter 2027

- Launch Purpose Pathway events
- Develop Curriculum to Career Committee
- RFP process for CRM
- Monitor and Review

Spring 2027

- Offer Inclusive Teaching and Universal Design Program
- Sign Contract for CRM
- Monitor and Review

Summer 2027

- Produce Year 1 Outcomes
- Implement CRM
- Begin Development of SEM

Year 3: 2027-2028 (Continue efforts from Years 1 and 2)

Fall 2027

- Launch Faculty Student Meet-Ups
- Launch Curriculum to Career Committees
- Launch CRM
- Development of SEM
- Monitor and Review

Spring 2028

- Development of SEM
- Monitor and Review

Winter 2028

- Development of SEM
- Monitor and Review

Summer 2028

- Final Report
- Launch SEM

Next Steps

- Incorporate the most recent feedback from the Faculty Senate and the Super Cabinet
- Update Enrollment numbers for 2025, which will impact goals for 2026 and 2027
- Tentative Meeting Schedule:
 - Enrollment Council: December 8-12, March 16-20, and June 15-19
 - Lead Team: November 3-7, February 9-13, and May 4-8
- Align with the Institutional Strategic plan for the Strategic Enrollment Management plan development (3-5 years outlook)

Feedback and Discussion

Future-Ready Enrollment Plan



The Future-Ready Enrollment Plan is a pragmatic and realistic roadmap that strengthens retention and student success while building a sustainable foundation for long-term growth. It balances immediate realities with a hopeful vision for a thriving, resilient student community.

Vision: To grow a thriving and diverse student body by strengthening connection, support, visibility, and access, and by offering programs that reflect student interests and regional needs.

Goal: To stabilize enrollment gradually with targeted retention and recruitment efforts in the short term while aligning with institutional mission and capacity.

Core Values

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- **Sustainability:** Align recovery efforts with long-term demographic & workforce trends
- **Accountability:** Assign clear leads, timelines, and metrics for each initiative.

Key Performance Indicators Institutional Level

Student Success

Metric	Baseline (2024)	Year 1 Goal (2025)	Year 2 Goal (2026)	Year 3 Goal (2027)
FTFT Retention Rate (Fall 2022-Fall 2023)	67%	68%	70%	71%
2nd year Retention Rate (UG)	77%	78%	80%	82%
6-year UG Graduation Rate	46%	47%	48%	49%
FASFA Submission Rate	78%	78%	80%	82%
First Year Retention Rate (GR)	82%	82%	82%	84%

Financial Success

Metric	Baseline (AY24-25)	Year 1 Goal (AY25-26)	Year 2 Goal (AY26-27)	Year 3 Goal (AY27-28)
Institutional Discount Rate (UG & GR) (unfunded Remission/ Gross Revenue)	15.73%	15%	14%	13%
Gross Tuition Revenue (UG & GR)	\$33,648,919	\$32,934,919	\$31,981,774	\$31,447,902
State Support per FTE (SSCM)	\$8,493	\$8,478	\$8,397	\$8,420

Notes:

- State Support per FTE may not make intuitive sense on first glance. As FTE decreases because of enrollment losses, the % share of State support increases
- Gross Tuition Revenue figures are sourced from the enrollment projections on the pro forma as of 8/26/25

Enrollment

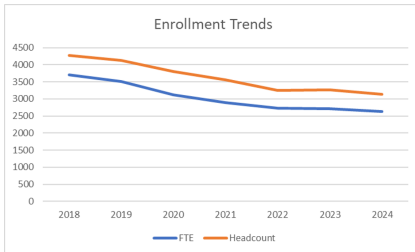
Metric	Baseline (2024)	Year 1 Goal (2025)	Year 2 Goal (2026)	Year 3 Goal (2027)
New UG Headcount	810	774	739	750
UG Fall FTE	2,371	2,288	2,212	2,175
GR Fall FTE	273	262	270	278
% Returners Res. Halls	38%	38%	39%	40%
% Change in yield UG	30.19%	30.19%	31%	32%

Notes:

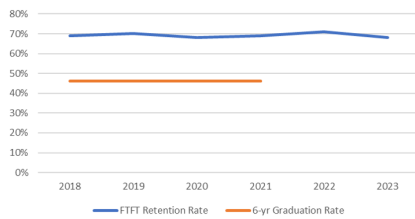
- Goals reflect corresponding changes with retention and graduation
 - All numbers reflect point in time 9/17/2025 & will be updated annually
 - From 2010 to 2023, SOU experienced a 14% decline in first-time, full-time (FTFT) student enrollment. Looking ahead, Oregon demographic projections indicate an additional 8% decline in the traditional college-age population between 2023 and 2035, which will further impact SOU's enrollment pipeline.
 - Other Oregon universities are increasing their share of the available student market, drawing more students and outcompeting SOU for enrollment.
- Source: EAB Analysis of IPEDS Fall Enrollment Data and WICHE Knocking at the College Door Projections Data

Situational Analysis

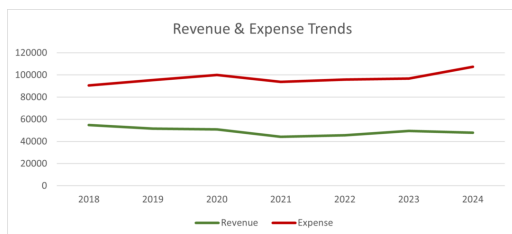
Recent Enrollment History



Retention and Graduation Trends



Current Institutional Challenges



External Environmental Challenges:

- WICHE data indicates a decline in Oregon High School graduates
- Increased competition from community colleges and nearby universities
- Ongoing financial aid disruptions
- Broader skepticism about value of higher education
- Lack of State and Federal support for Higher Education

Equity & Access Gaps:

- Surrounding rural counties face barriers like limited college advising and financial aid.
- First-generation, low-income, and students of color have lower retention and graduation rates, pointing to unmet needs in support and belonging.

Strengths & Opportunities:

- Streamlining programs allows investment in high-demand, student- and workforce-aligned offerings
- System modernization enhances efficiency, data use, and decision-making
- Unified advising vision strengthens support, boosts retention, and simplifies student navigation

Student Experience: The day-to-day, transactional and transformational aspects of the student journey—including enrollment, advising, registration, and access to essential services, that impact satisfaction and success.

Objective	Strategies	KPI's	Lead Partner(s) (Technology)
Increase UG FTE	New Student Onboarding 1. Implement a streamlined experience for New and Transfer 2. Revitalize the Orientation Committee with key stakeholders	decrease length of time between registration open date and actual registration (admit date to registration) % of students reporting they felt welcomed and supported during onboarding # of calls/emails to key offices related to onboarding confusion (indicator of pain points)	Dir. of Admissions <i>(Target X, CampusESP, Mainstay, WorkDay)</i> Dir. of Advising & Orientation <i>(Navigate360)</i> Dir. of Housing <i>(StarRez, Navigate360, Workday)</i> Dir. Fin Aid <i>(Workday, Navigate360)</i>
Increase 2nd year Retention	Proactive Academic Advising: 1. Use Progress reports for Sophomores that are considered Moderate or High Risk Financial Wellness & Aid Optimization 2. Target outreach for FAFSA renewal and scholarship applications.	% of flagged students contacted within 3 days of alert % of students changing Academic Standing Status (warning to good, probation to warning) (disaggregated by demographics) % of students changing from Payable to unpayable (disaggregated by demographics) FAFSA renewal rate (target >90%).	Dir. Advising & Orientation <i>(Navigate360)</i> Dir. Fin Aid <i>(Workday, Navigate360)</i>
Increase 1st year retention	Belonging & Engagement 1. Host first 6 -weeks programming focused on connections Financial Wellness & Aid Optimization 1. Identify students at risk of dropping due to finances before end of Fall term	Student Engagement (event attendance, club membership) Sense of belonging score (SSI) Retention of students participating in engagement program vs. those not % of students added to payment plan	Dir. of BE <i>(Navigate360, HawkNest, CampusESP)</i> Dir. Advising & Orientation <i>(Navigate360)</i> Bursars Office <i>(Navigate360)</i>
Increase 6-year Graduation Rate	Credit Momentum 1. Provide proactive advising to map and monitor 4-year completion Eliminate or Reroute Completion Barriers 1. Reduce DFWI in gateway courses Reengagement 2. Implement stop-out intervention campaigns for students with 90+ credits	% of first-year students completing 45 credits in Year 1 % of students enrolled in 15+ credits each term % of students graduating within 1 year of reaching 150+ credits Redesign high- failure courses with peer supplemental instruction or co-requisite support Prioritize gateway or high DFWI courses with targeted tutoring % of students who re-engage	IR <i>(WorkDay)</i> Provost Office <i>(WorkDay, Navigate360)</i> Tutoring <i>(Navigate360, Tutoring Platform)</i> Interested Faculty/Programs Admissions
Increase Graduate Retention	Intervention 1. progress reports for graduate students	% of students flagged who receive timely follow-up (disaggregated by demographics) % of students reporting satisfaction with advisor relationship (SSI)	Provost Office Faculty <i>(Navigate360)</i>

Community Engagement & Belonging: Building meaningful connections between students and both the campus and broader regional community—fostering a sense of inclusion, purpose, and place.

Objective	Strategies	KPI's	Lead Partner(s) (Technology)
Increase Persistence	Belonging & Engagement 1. Host “Find Your People” events that intentionally connect students based on identities, majors, and interests within the first 6 weeks. Strengthen student-faculty and Staff relationships 1. Integrate “office hour scavenger hunts” &/or faculty-student meetups Strengthen Employer and Student Relationships 1. Build a “Community Connect” program that matches students with local nonprofits, artists, or business leaders for short-term projects or volunteering. 2. Host “Purpose Pathways” events highlighting alumni, local professionals, and changemakers	Attendance and repeat participation in identity- or interest-based events. Belonging index scores from Surveys (e.g., “I feel like I belong at SOU”). % of first-year students who report meeting with a faculty/staff member one-on-one outside of class. Qualitative feedback from end-of-term course or advising evaluations on connection to faculty/staff. % of students participating in community-based learning or volunteering % of attendance at events % of students completing a career interest inventory.	Dir. of BE (Navigate360, HawkNest, CampusESP) Deans Dir. Career Connections (Navigate360, Career Launch, HawkNest) Dir. Alumni Relations (Raider Network, Navigate360, HawkNest)

Academics: The design, delivery and alignment of acadmeic programs and pathways that meet students interests, support, career goals, and respond to workforce needs

Objective	Strategies	KPI's	Lead Partner(s) (Technology)
Increase graduation rates	Establish “Curriculum-to-Career” committees by division/college that include faculty, advisors, and external stakeholders.	% of graduates employed in field or continuing education within 6 months. Employer satisfaction scores from surveys or focus groups.	Provost Office/Deans Interested Faculty/Programs
	Conduct equity audits of curriculum to ensure content, modalities, and supports reflect diverse learners and lived experiences.	DFWI rates in gateway courses disaggregated by identity. Persistence gaps by race/ethnicity, gender, and income status.	IR (WorkDay) Dir. of BE (Navigate360, HawkNest, CampusESP) Dir. of DR ((Navigate360, HawkNest, CampusESP) Provost Office Interested Faculty/Programs
	Flag courses with DFWI > 20% for targeted intervention	Change in DFWI rate over time for targeted courses % of redesigned courses that see a reduction in DFWI	IR (WorkDay) Deans Interested Faculty/Programs
Increase Persistence rates	Faculty Development in Inclusive Teaching & Universal Design (focus on neurodiverse learners and those with disabilities)	% of programs completing inclusive teaching and UD training Reduction in the pass-rate gap between students with and without registered disabilities in high-enrollment courses Change in DFWI rates for courses taught by faculty who have completed inclusive training vs those who have not	CATL (Moodle) DR (AIMS) Interested Faculty/Programs (Moodle)

Marketing: Efforts to communicate SOU's value, identity, and offerings to prospective students and families through strategic messaging, branding, and outreach.

Objective	Strategies	KPI's	Lead Partner(s) (Technology)
Increase UG FTE	UG Enrollment 1. "Return to SOU" campaign for any student that has 90+ credits Financial Wellness & Aid Optimization 1. Target outreach for incoming FAFSA and scholarship applications. 2. Target outreach for incoming Transfer FAFSA and Scholarship Application	% of students who re-enroll (disaggregated by demographics) FASFA completion rate (New and Transfer) (disaggregated by demographics)	Dir. of Admissions <i>(Target X, CampusESP, Mainstay)</i> Dir. of Financial Aid <i>(WorkDay, Navigate360, Scholarship Universe)</i>
Increase UG Application	Building Inquiry 1. Use data to strategically diversify prospect/inquiry pool Application Volume 1. Use data by geographic performance: In-state; WUE; out of state; FY and transfer; online 2. Launch of Common Application	% of shift in name buys by productive markets Increase/Nurture/Expand data sharing agreements with HS and CC partnerships % increase in workshops offered % increase in high yield areas Increase in applications associated with Common App. Launch	Dir. of Admissions <i>(Target X, CampusESP, Mainstay)</i> Dir. Financial Aid <i>(HawkNest)</i>
Increase Brand Recognition	Marketing 1. Increase Campus Visitors and In-Person Engagement (Campus tours, Faculty-led presentations, Preview Days) 2. Strengthen Digital Brand Presence Through Web & Social Analytics Actions (Monitor web traffic by academic program pages, consistent branding, career outcomes, student stories, and alumni success metrics) 3. Pilot Marketing campaigns for key programs with enrollment/market share growth potential 4. Launch Raider Ambassador Program	Conversion rate of campus visitor--> applicant --> enrolled students Increase yield of pre-college program participants (disaggregated by demographics) % of visitors reporting increased likelihood to apply/enroll after visit (via post-tour survey) % increase in unique visitors to academic program pages time-on-page and bounce rate for key academic program pages ROI based on yield of targeted marketing campaigns Raider Ambassador membership	Dir. of Admissions <i>(Target X, CampusESP, Mainstay)</i> Dir. of Marketing Dir. of Youth Programs Deans Interested Faculty/Programs
Stabilize Remission Model	Evaluate Current Remission Model for Fiscal Sustainability 1. Conduct a comprehensive audit of current remission allocations (by student type, program, demographics). 2. Analyze ROI of remission: correlation with yield, retention, and net tuition revenue Adjust Remission Model to Meet Fiscal & Enrollment Priorities 1. Align remission with strategic enrollment priorities (e.g., first-gen, high-achieving, transfer, graduate, high-need populations). 2. Pilot differentiated awarding strategies by program or student profile to maximize yield and retention. Establish Processes for Timely & Responsive Decision-Making 1. Develop a data dashboard to track remission impact (yield, persistence, discount rate, NTR) in real time. 2. Build in annual review and adjustment cycles to stay responsive to changing markets.	Completion of remission model audit by set deadline. % of remission dollars awarded to students who persist to year 2. Enrollment yield (%) of students receiving remission vs. not. Change in proportion of remission dollars going to target populations (e.g., first-gen, Pell-eligible, high-demand programs). Net Tuition Revenue (NTR) growth relative to remission spend (ROI ratio)	Dir. of Admissions <i>(Target X, CampusESP, Mainstay)</i> IR <i>(WorkDay)</i> Dir. of Budget and Finance <i>(WorkDay)</i> Dir. of Financial Aid <i>(WorkDay)</i>

Implementation Timelines

Year 1 Fall 2025

Target Outreach for FASFA renewal & Scholarship Apps
Identify students at risk of dropping due to finances
Establish Orientation Committee
Launch **Remission Model**
Expand Admission Application Outreach Efforts
Intentional Name buys from High-Yield Areas
Monitor & Review

Winter 2026

Identify DFWI in gateway courses

Host "find your people" events

Develop Proactive Advising Maps

Launch **Pilot Marketing Campaign** for Fall 2026

Monitor & Review

Spring 2026

Implement Stop-out intervention campaign

Launch **Raider Ambassador Program**

Develop Community Connect program

Research Equity Audits

Launch **Return to SOU** for Fall 2026

Launch **New Website**

WorkDay Student Registration Opens

Monitor & Review

Summer 2026

New Student On boarding

Launch **Proactive Advising Maps**

Monitor & Review

Year 2 Fall 2026

Proactive Ac. Advising (Sophomores)

Implement Graduate Student Progress Reports

Host first 6-week focused Conenction

Launch **Common Application**

Launch **Community Connect Program**

Review Remission ROI

Monitor & Review

Winter 2027

Launch **Purpose Pathway event**

Develop Curriculum to Career Committies

RFP process for CRM

Monitor & Review

Spring 2027

Offer Inclusive Teaching & Universal Design program

Sign Contract for CRM

Monitor & Review

Summer 2027

Produce Year 1 Outcomes

Implement CRM

Begin Development of SEM

Year 3 Fall 2027

Launch **Faculty Student Meet Ups**

Launch **Curriculum to Career Committees**

Launch CRM

Development of SEM

Monitor & Review

Winter 2028

Development of SEM

Monitor & Review

Spring 2028

Development of SEM

Monitor & Review

Summer 2028

Final Report

Launch SEM

2026-2027 Board of Trustees Meeting Schedule and Future Meetings (Action)

SOU Board of Trustees
2026-2027 Board and Committee Meeting Schedule

MEETING	Academic and Student Affairs	Finance and Administration	Executive, Audit, and Governance	Board of Trustees
DAY	Third Thursdays (Unless Otherwise Indicated)	Third Thursdays (Unless Otherwise Indicated)	Third Fridays (Unless Otherwise Indicated)	Third Fridays (Unless Otherwise Indicated)
FREQUENCY	Four Times Per Year	Six Times Per Year	Four Times Per Year	Five Times Per Year
TIME	1:00- 4:00 p.m.	5:00-7:00 p.m.	9:30-11:30 a.m.	12:00-5:00 p.m.
	January 15, 2026	January 15, 2026	January 16, 2026	January 16, 2026
		March 19, 2026		
	April 16, 2026	April 16, 2026	April 17, 2026	April 17, 2026
		May 21, 2026		
	June 17, 2026*±	June 17, 2026*±	June 18, 2026*±	June 18, 2026*±
				Retreat September 17, 2026 September 18, 2026 All Day, Time TBD
	October 15, 2026	October 15, 2026	October 16, 2026	October 16, 2026
	January 21, 2027	January 21, 2027	January 22, 2027	January 22, 2027
		March 18, 2027		
	April 15, 2027	April 15, 2027	April 16, 2027	April 16, 2027
		May 20, 2027		
	June 16, 2027±	June 16, 2027±	June 17, 2027±	June 17, 2027±
				Retreat September 16, 2027 September 17, 2027 All Day, Time TBD
	October 21, 2027	October 21, 2027	October 22, 2027	October 22, 2027

* Occurs during the week following Commencement

± In observance of the Juneteenth holiday, June 2026 and 2027 meetings will occur on Wednesday and Thursday instead of Thursday and Friday

University President's Academic Year 2024-2025 Evaluation

[Executive Session Pursuant to ORS 192.660(2)(f) and (i)]

University President's Academic Year 2025-2026 Goals (Action)



President's Draft Goals 2025-2026

Draft Goals 2025-2026

- Student Enrollment
 - Oversee Initial Implementation of Future Ready Enrollment Plan
 - New Student Onboarding Process (streamlined process for New and Transfer students)
 - Target Fall 2026 New UG Headcount 739, UG Fall FTE 2212, GR Fall FTE 270
- Student Retention and Success
 - Oversee Initial Implementation of Enrollment Plan
 - Belonging and Engagement Connection Building
 - Early detection of students with financial risk (action when able)
 - Target Fall 2026 First Year Full Time Retention Rate 70%
- Fiscal Management
 - Development of new Accountability and Monitoring Processes
 - Quarterly Cost and Revenue Reporting
 - Communication Across All Stakeholder Groups

Adjournment