



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

March 12, 2026

TO: Southern Oregon University Board of Trustees, Finance and Administration Committee

FROM: Sabrina Prud'homme, University Board Secretary

RE: Notice of Regular Meeting of the Finance and Administration Committee

The Finance and Administration Committee of the Southern Oregon University Board of Trustees will hold a regular meeting on the date and time set forth below. Please note the starting time of this meeting.

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

On the agenda, there will be a vice president's report consisting of organizational updates and an update on the Federal Employee Retention Credit. Other information and discussion items on the agenda include a review of the financial assumptions; a budget and cash flow update including projections for the current fiscal year (2026) and future fiscal years; and an update on the tuition- and single fee-setting process for the 2026-27 academic year, including the student incidental fee.

The meeting will occur as follows:

Thursday, March 19, 2026

3:00 p.m. to 5:00 p.m. (or until business concludes)

SOU Ashland Campus, Hannon Library, Meese Room, 3rd Floor

Members of the public may view the proceedings at <https://sou.zoom.us/j/86131792048> at the time of the meeting.

Materials for the meeting are available at governance.sou.edu.

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

Public Comment

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



Board of Trustees
Finance and Administration Committee Meeting
March 19, 2026



Board of Trustees
Finance and Administration Committee Meeting

Thursday, March 19, 2026
3:00 p.m. – 5:00 p.m. (or until business concludes)
Meese Room, Hannon Library, SOU Campus
Zoom: <https://sou.zoom.us/j/86131792048>

AGENDA

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

- | | | | |
|-----------|----------|---|---|
| 3:00 p.m. | 1 | Call to Order/Roll/Declaration of a Quorum | |
| | 1.1 | Welcome and Opening Remarks | Chair Liz Shelby |
| | 1.2 | Roll and Declaration of a Quorum | Sabrina Prud'homme,
SOU, Board Secretary |
| | 1.3 | Agenda Review | Chair Liz Shelby |
| 3:05 | 2 | Public Comment | |
| 3:20 | 3 | Vice President's Report | Dr. Carson Howell, SOU,
Vice President for Finance
and Administration |
| | 3.1 | Organizational Updates | |
| | 3.2 | Federal Employee Retention Credit Update | Dr. Carson Howell;
President Rick Bailey |
| | 4 | Action, Information, and Discussion Items | |
| 3:35 | 4.1 | Budget and Cash Flow Update and Projections | Dr. Carson Howell; Josh
Lovern, SOU, Director of
Budget and Planning |
| | 4.1.1 | Fiscal Year 2026 Budget Update, and
Future Projections | |
| | 4.1.2 | Fiscal Year 2026 Cash Flow Update and
Future Projections, including Financial
Assumptions | |
| 4:35 | 4.2 | Update on Tuition and Single Fee Process for
Academic Year 2026-27 | Dr. Casey Shillam, SOU,
Provost and Executive Vice
President |

**Southern Oregon University
Board of Trustees
Finance and Administration Committee Meeting
Thursday, March 19, 2026**

AGENDA (Continued)

	4.2.1	Student Incidental Fee Process	Lillian Alexander, ASSOU, Vice President and Student Fee Budget Committee Chair
4:55	4.3	Future Meetings	Chair Liz Shelby
5:00 p.m.	5	Adjournment	Chair Liz Shelby

Call to Order / Roll / Declaration of a Quorum

Public Comment

Vice President's Report

Organizational Update

- February request from the Board
 - Additional Finance personnel
 - Additional budgeting and forecasting support
- Working through the final steps for Finance
- Engaged with multiple groups for budgeting and forecasting
 - Identified two experts and are working through the process
 - More information in April

Employment Retention Credit (ERC)



- *Refundable tax credit for certain eligible businesses and tax-exempt organizations that had employees and were affected during the COVID-19 pandemic – IRS*
- Tax credit based on operational costs of the university

Employment Retention Credit



- Filed by Ryan LLC on January 31, 2024
- Message from Ryan on May 16, 2025 that they were still following up with IRS
- Notification dates
 - July 28, 2025
 - August 7, 2025
- Check issuance dates
 - August 11, 2025
 - August 27, 2025

Employment Retention Credit



- Reimbursement for operational costs applied back to operations
- While extremely helpful, the ERC did not solve the underlying structural deficit
- “The short-term solution does not solve the long-term problem”

Budget and Cash Flow Update and Projections

Budget Update



- FY2025 Audit nearly complete
 - Final E&G updates will be shown in April
 - *Reminder:* Many updates occurred during close resulting in significant changes to projections and model updates
- Continued development of new report and projection model
- Massive shift from legacy pro forma model
- Budget models influencing Cash Flow projection models

NEW Report Columns

Updates from January Report

- Future Fiscal Year Projections

- Fiscal Year total
- \$ Change from prior fiscal year projected close
- % Change from prior fiscal year projected close

Projection modeling out to June **2029** mirroring the timeline of the Cash Flow presented

NEW Report Columns

Updates from January

- **Last Reported Projection**

- What was shown in the prior report as the projected year-end value for the current fiscal year

- **\$ Changes from Last Projection**

- Dollar difference of Last Projection to Current Projection

- **% Change from Last Projection**

- Percent change of the projection
- Not to be confused with the overall % change from budgeted which is in the column 'Current Projection % to Budget'

Still in Development



1. “Instant Scenario Builder”
 - a. Enrollment specific objectives like ‘Project Architect’ will require instant response modeling capability (Sensitivity Analysis)
 - b. Labor Model – projection models to be converted to online platform for each labor classification (Faculty, Classified, Unclassified, Student); basic structure built, refinement over time
 - c. OPE Model – Composite benefits creating reporting challenges

2. Move to online vs Excel
 - a. New specialist contracts to aid in quicker shift to online platform
 - b. Requirements tied to SPA necessitate rapid deployment

3. Converting Banner Budget Data into Workday
 1. Necessary for better projection modeling
 2. HUGE undertaking; “Is the juice worth the squeeze...?”

Education and General (E&G Fund)	Est Final Prior	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
		FY2025	FY2026 BUDGET	FY2026 YTD Actuals	YTD Actuals % of Budget	Last Reported Projection	Current FY2026 Projection	\$ Changes from Last Projection
Revenues								
Gross tuition and fees	37,008,351	37,945,000	28,302,081	75%	38,736,872	38,299,025	(437,847)	-1.1%
Less fee remissions	(5,294,416)	(5,162,000)	(3,679,313)	71%	(5,260,692)	(5,123,004)	137,688	2.6%
Net Tuition & Fees	31,713,936	32,783,000	24,622,768	75%	33,476,180	33,176,020	(300,160)	-0.9%
State operating appropriations	28,625,062	29,301,951	24,310,731	83%	28,898,114	28,860,962	(37,152)	-0.1%
State debt service appropriations	179,160	179,160	-	0%	179,160	179,160	-	0.0%
Indirect cost recovery	308,132	310,000	215,916	70%	310,000	310,000	-	0.0%
All other	2,003,312	3,690,000	1,473,627	40%	2,256,974	2,458,467	201,493	8.9%
Total revenues	62,829,601	66,264,111	50,623,042	76%	65,120,428	64,984,610	(135,818)	-0.2%
Expenses								
Salary & Wages	32,615,263	32,300,000	17,533,007	54%	32,300,000	32,438,707	138,707	0.43%
Benefits: Health	7,979,990	7,483,379	4,360,124	58%	7,201,605	7,637,567	435,962	6.05%
Benefits: Retirement	8,444,131	7,918,635	4,613,722	58%	7,620,473	8,081,792	461,319	6.05%
Benefits: Other	3,248,898	3,046,712	1,775,139	58%	2,931,993	3,109,487	177,494	6.05%
Supplies & Services	14,378,648	14,313,497	10,905,358	76%	16,541,148	15,165,245	(1,375,903)	-8.32%
Capital Expenditures	-	12,681	15,804	125%	113,673	113,673	(0)	0.00%
Institutional Student Aid	77,764	-	47,080	0%	-	66,321	66,321	
Net Fund Transfers	3,118,725	2,496,260	427,660	17%	2,496,000	2,496,000	-	0.00%
Total expenses	69,863,419	67,571,164	39,677,894	59%	69,204,892	69,108,791	(96,101)	-0.1%
Net Income (Loss)	(7,033,818)	(1,307,053)			(4,084,464)	(4,124,182)	(39,718)	-0.97%
Margin As a % of Revenue	-11.2%	-2.0%			-6%	-6%		
Fund Balance Information								
Beginning Fund Balance	3,471,769	(3,562,049)			(3,562,049)	(3,562,049)	-	0.0%
Additions/(Deductions)		1,500,000			8,840,778	8,840,778	-	0.0%
Ending Fund Balance	(3,562,049)	(3,369,102)			1,194,265	1,154,547	(39,718)	
Balance as a % of Revenue	-5.67%	-5.08%			1.83%	1.78%		-0.06%
Months of Operating Balance	(0.7)	(0.6)			0.2	0.2	(0.0)	
Additional Information								
% of Revenue that is Tuition	50.5%	49.5%	48.6%		51.4%	51.1%		-0.69%
Remission Rate	14.3%	13.6%	13.0%		13.6%	13.4%		-1.50%
Wages and Benefits as % of Total:	74.8%	75.1%	71.3%		72.3%	74.2%		2.57%

Education and General (E&G Fund)

	VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)						
	FY2026 BUDGET	Current Projection % to Budget	Current Projection \$ Variance to Budgeted	YTD \$ Remaining To Budgeted	Current Projection to Prior FY Actuals	AAGR 2015 to Current FY Projected	AAGR 2021 to Current FY Projected
Gross tuition and fees	37,945,000	101%	354,025	9,642,919	1,290,674	1%	-1%
Less fee remissions	(5,162,000)	99%	38,996	(1,482,687)	171,411	5%	10%
Net Tuition & Fees	32,783,000	101%	393,020	8,160,232	1,462,085	0%	-2%
State operating appropriations	29,301,951	98%	(440,989)	4,991,220	235,900	5%	4%
State debt service appropriations	179,160	100%	-	179,160	-	0%	0%
Indirect cost recovery	310,000	100%	-	94,084	1,868	4%	21%
All other	3,690,000	67%	(1,231,533)	2,216,373	455,156	35%	85%
Total revenues	66,264,111	98%	(1,279,501)	15,641,069	2,155,008	2%	1%
Expenses							
Salary & Wages	32,300,000	100%	138,707	14,766,993	(176,556)	1%	2%
Benefits: Health	7,483,379	102%	154,189	3,123,255	(342,423)	1%	2%
Benefits: Retirement	7,918,635	102%	163,157	3,304,913	(362,339)	5%	3%
Benefits: Other	3,046,712	102%	62,775	1,271,573	(139,411)	1%	0%
Supplies & Services	14,313,497	106%	851,748	3,408,139	786,597	7%	8%
Capital Expenditures	12,681	896%	100,992	(3,123)	113,673		
Institutional Student Aid	-	0%	66,321	(47,080)	(11,444)		
Net Fund Transfers	2,496,260	100%	(260)	2,068,600	(622,725)		
Total expenses	67,571,164	102%	1,537,627	27,893,271	(754,628)	3%	3%
Net Income (Loss)	(1,307,053)		(2,817,128)	(1,307,053)	2,909,636	-7%	-81%
Margin As a % of Revenue	-2.0%		-4%	-2%	5%		
Fund Balance Information							
Beginning Fund Balance	(3,562,049)	100%	-	(3,562,049)	(7,033,818)	-2%	-43%
Additions/(Deductions)	1,500,000	589%	7,340,778	1,500,000	8,840,778		
Ending Fund Balance	(3,369,102)		4,523,650	(3,369,102)	4,716,596	-6%	-28%
Balance as a % of Revenue	-5.08%						
Months of Operating Balance	(0.6)						
Additional Information							
% of Revenue that is Tuition	49.5%						
Remission Rate	13.6%						
Wages and Benefits as % of Total:	75.1%						



E&G Fund Revenues

	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2026 BUDGET	FY2026 YTD Actuals	YTD Actuals % of Budget	Last Reported Projection	Current FY2026 Projection	\$ Changes from Last Projection	% Change from Last Projection
Gross tuition and fees	37,945,000	28,302,081	75%	38,736,872	38,299,025	(437,847)	-1.1%
Less fee remissions	(5,162,000)	(3,679,313)	71%	(5,260,692)	(5,123,004)	137,688	2.6%
Net Tuition & Fees	32,783,000	24,622,768	75%	33,476,180	33,176,020	(300,160)	-0.9%
State operating appropriations	29,301,951	24,310,731	83%	28,898,114	28,860,962	(37,152)	-0.1%
State debt service appropriations	179,160	-	0%	179,160	179,160	-	0.0%
Indirect cost recovery	310,000	215,916	70%	310,000	310,000	-	0.0%
All other	3,690,000	1,473,627	40%	2,256,974	2,458,467	201,493	8.9%
Total revenues	66,264,111	50,623,042	76%	65,120,428	64,984,610	(135,818)	-0.2%

FY2026 Revenue Updates (YTD data as of 2.28.2026)

- FY2026 Tuition and Fees declined from prior projection (-1.1%)
- Remissions softening compared to January (positive percent = less impact)
- Net Tuition and Fees slight change (-0.9%)
- State Operating Appropriations projection adjusted down: final update shows overall -\$441k from budget (next slide)
 - Further cuts to FY2026 state funding seems unlikely at this time
- *Reminder:* All Other Revenues – changes in interest earnings resulted in significant change from prior estimates for both FY2025 and FY2026.

E&G Fund Revenues	VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)							
	FY2026 BUDGET	Current FY2026 Projection	Current Projection % to Budget	Current Projection \$ Variance to Budgeted	YTD \$ Remaining To Budgeted	Current Projection to Prior FY Actuals	AAGR 2015 to Current FY Projected	AAGR 2021 to Current FY Projected
Gross tuition and fees	37,945,000	38,299,025	101%	354,025	9,642,919	1,290,674	1%	-1%
Less fee remissions	(5,162,000)	(5,123,004)	99%	38,996	(1,482,687)	171,411	5%	10%
Net Tuition & Fees	32,783,000	33,176,020	101%	393,020	8,160,232	1,462,085	0%	-2%
State operating appropriations	29,301,951	28,860,962	98%	(440,989)	4,991,220	235,900	5%	4%
State debt service appropriations	179,160	179,160	100%	-	179,160	-	0%	0%
Indirect cost recovery	310,000	310,000	100%	-	94,084	1,868	4%	21%
All other	3,690,000	2,458,467	67%	(1,231,533)	2,216,373	455,156	35%	85%
Total revenues	66,264,111	64,984,610	98%	(1,279,501)	15,641,069	2,155,008	2%	1%

FY2026 Revenue Budget Execution & Variance Analysis

- FY2026 Tuition and Fees still projected higher than budgeted and FY2025
 - Total Net Tuition & Fees projection higher by 1% of budget
- State Operating Appropriations show decline from Budget
 - Student Success & Completion Model (SSCM) True-up resulted in loss of -\$440,989 compared to June's budgeted SSCM
- Sizeable impact (-\$1.2M) to 'All other' revenue related to interest earnings budgets/projections discussed in December and January meetings
- Total Revenue projections within 98% of budgeted and roughly \$2.1M higher than FY2025 largely due to graduate credit hours

E&G Fund Expenses	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2026 BUDGET	FY2026 YTD Actuals	YTD Actuals % of Budget	Last Reported Projection	Current FY2026 Projection	\$ Changes from Last Projection	% Change from Last Projection
Salary & Wages	32,300,000	17,533,007	54%	32,300,000	32,438,707	138,707	0.43%
Benefits: Health	7,483,379	4,360,124	58%	7,201,605	7,637,567	435,962	6.05%
Benefits: Retirement	7,918,635	4,613,722	58%	7,620,473	8,081,792	461,319	6.05%
Benefits: Other	3,046,712	1,775,139	58%	2,931,993	3,109,487	177,494	6.05%
Supplies & Services	14,313,497	10,905,358	76%	16,541,148	15,165,245	(1,375,903)	-8.32%
Capital Expenditures	12,681	15,804	125%	113,673	113,673	(0)	0.00%
Institutional Student Aid	-	47,080	0%	-	66,321	66,321	
Net Fund Transfers	2,496,260	427,660	17%	2,496,000	2,496,000	-	0.00%
Total expenses	67,571,164	39,677,894	59%	69,204,892	69,108,791	(96,101)	-0.1%

FY2026 Expense Updates (YTD data as of 2.28.2026)

- Salary & Wages: New modeling in place for current fiscal year projections
- Benefits modeling remains challenging due to composite charges
 - Business Services, Budget and HR looking at alternative approaches
- Supplies & Services: Currently running hotter than expected, *but* improved from last projection by \$1.3M due to month-2-month model now in place
- Capital Expenditures projections from old modeling: monitoring FY2026 data
- Net Fund Transfers larger than FY2025 with core drivers being fund balance re-alignment of grants and Athletics – no deviation from plan seen in data

E&G Fund Expenses	VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)							
	FY2026 BUDGET	Current FY2026 Projection	Current Projection % to Budget	Current Projection \$ Variance to Budgeted	YTD \$ Remaining To Budgeted	Current Projection to Prior FY Actuals	AAGR 2015 to Current FY Projected	AAGR 2021 to Current FY Projected
Salary & Wages	32,300,000	32,438,707	100%	138,707	14,766,993	(176,556)	1%	2%
Benefits: Health	7,483,379	7,637,567	102%	154,189	3,123,255	(342,423)	1%	2%
Benefits: Retirement	7,918,635	8,081,792	102%	163,157	3,304,913	(362,339)	5%	3%
Benefits: Other	3,046,712	3,109,487	102%	62,775	1,271,573	(139,411)	1%	0%
Supplies & Services	14,313,497	15,165,245	106%	851,748	3,408,139	786,597	7%	8%
Capital Expenditures	12,681	113,673	896%	100,992	(3,123)	113,673		
Institutional Student Aid	-	66,321	0%	66,321	(47,080)	(11,444)		
Net Fund Transfers	2,496,260	2,496,000	100%	(260)	2,068,600	(622,725)		
Total expenses	67,571,164	69,108,791	102%	1,537,627	27,893,271	(754,628)	3%	3%

FY2026 Expense Budget Execution & Variance Analysis

- Total expenses projected to be +\$1.53M over budget
 - Workday implementation costs exceeding lease agreement
 - Remainder of implementation expense (+\$1.5M) expected to be ‘self-funded’ from regular operations
 - Continued contracts in old ‘eco-system’ adding to S&S pressure
 - Additional services to help with implementation adding expense
 - Projected Salary & Benefits higher than budget but less than FY2025 overall (monitoring closely)
 - Transfers *should* return to normal after automatic journals are enacted

E&G Fund Net Income	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2026 BUDGET	FY2026 YTD Actuals	YTD Actuals % of Budget	Last Reported Projection	Current FY2026 Projection	\$ Changes from Last Projection	% Change from Last Projection
Net Income (Loss)	(1,307,053)			(4,084,464)	(4,124,182)	(39,718)	-0.97%
Margin As a % of Revenue	-2.0%			-6%	-6%		
Fund Balance Information							
Beginning Fund Balance	(3,562,049)			(3,562,049)	(3,562,049)	-	0.0%
Additions/(Deductions)	1,500,000			8,840,778	8,840,778	-	0.0%
Ending Fund Balance	(3,369,102)			1,194,265	1,154,547	(39,718)	
Balance as a % of Revenue	-5.08%			1.83%	1.78%		-0.06%
Months of Operating Balance	(0.6)			0.2	0.2	(0.0)	
Additional Information							
% of Revenue that is Tuition	49.5%	48.6%		51.4%	51.1%		-0.69%
Remission Rate	13.6%	13.0%		13.6%	13.4%		-1.50%
Wages and Benefits as % of Total:	75.1%	71.3%		72.3%	74.2%		2.57%

FY2026 Net Income & Fund Balance Updates (YTD data as of 2.28.2026)

- Net Income Projections show a -0.97% change from last reported
- Net loss in excess of -\$4.1M projected
- Compounded with negative fund balance of FY 2025 (-\$3.5M), total net loss requires substantial use of limited 1-time funding to achieve balance for FY26
- Cash Flow impacts will be discussed after future projections slide

E&G Fund Net Income

	VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)							
	FY2026 BUDGET	Current FY2026 Projection	Current Projection % to Budget	Current Projection \$ Variance to Budgeted	YTD \$ Remaining To Budgeted	Current Projection to Prior FY Actuals	AAGR 2015 to Current FY Projected	AAGR 2021 to Current FY Projected
Net Income (Loss)	(1,307,053)	(4,124,182)		(2,817,128)	(1,307,053)	2,909,636	-7%	-81%
Margin As a % of Revenue	-2.0%	-6%		-4%	-2%	5%		
Fund Balance Information								
Beginning Fund Balance	(3,562,049)	(3,562,049)	100%	-	(3,562,049)	(7,033,818)	-2%	-43%
Additions/(Deductions)	1,500,000	8,840,778	589%	7,340,778	1,500,000	8,840,778		
Ending Fund Balance	(3,369,102)	1,154,547		4,523,650	(3,369,102)	4,716,596	-6%	-28%
Balance as a % of Revenue	-5.08%	1.78%						
Months of Operating Balance	(0.6)	0.2						
Additional Information								
% of Revenue that is Tuition	49.5%	51.1%						
Remission Rate	13.6%	13.4%						
Wages and Benefits as % of Total:	75.1%	74.2%						

FY2026 Net Income & Fund Balance Execution with Variance Analysis

- Recurring negative fund balance requires use of 1-time funding to maintain operations at current service levels
- Average Annual Growth Rate of fund balance since 2021 is -28%
 - Recurring use of fund balance and 1-time funds to sustain operations represents a significant challenge to restoring $R \geq C$ for near-term sustainability without additional fiscal support

Education and General – Future Fiscal Year Projections to June 30, 2029 (E&G Fund): AS MODELED

	Current FY2026 Projection	FY2027	\$ Change from 2026	% Change from 2026	FY2028	\$ Change from 2027	% Change from 2027	FY2029	\$ Change from 2028	% Change from 2028
Revenues	-									
Gross tuition and fees	38,299,025	38,817,780	518,756	1.35%	39,575,356	757,576	1.95%	40,325,732	750,375	1.90%
Less fee remissions	(5,123,004)	(5,460,000)	(336,996)	-6.58%	(5,420,000)	40,000	-0.73%	(5,040,000)	380,000	-7.01%
Net Tuition & Fees	33,176,020	33,357,780	181,760	0.55%	34,155,356	797,576	2.39%	35,285,732	1,130,375	3.31%
State operating appropriations	28,860,962	30,030,427	1,169,465	4.05%	31,310,397	1,279,970	4.26%	32,579,839	1,269,442	4.05%
State debt service appropriations	179,160	179,160	-	0.00%	179,160	-	0.00%	179,160	-	0.00%
Indirect cost recovery	310,000	323,490	13,490	4.35%	338,000	14,510	4.49%	353,000	15,000	4.44%
All other	2,458,467	2,540,945	82,477	3.35%	2,626,189	85,244	3.35%	2,714,292	88,104	3.35%
Total revenues	64,984,610	66,431,802	1,447,192	2.23%	68,609,102	2,177,300	3.28%	71,112,023	2,502,921	3.65%
Expenses										
Salary & Wages	32,438,707	32,534,710	96,003	0.30%	33,686,565	1,151,855	3.54%	34,741,008	1,054,443	3.13%
Benefits: Health	7,637,567	7,672,989	35,421	0.46%	7,978,254	305,266	3.98%	8,264,695	286,441	3.59%
Benefits: Retirement	8,081,792	8,119,273	37,481	0.46%	8,442,295	323,021	3.98%	8,745,395	303,101	3.59%
Benefits: Other	3,109,487	3,123,908	14,421	0.46%	3,248,191	124,283	3.98%	3,364,810	116,619	3.59%
Supplies & Services	15,165,245	15,697,545	532,300	3.51%	16,249,000	551,455	3.51%	16,819,000	570,000	3.51%
Capital Expenditures	113,673	114,000	327	0.29%	118,000	4,000	3.51%	122,000	4,000	3.39%
Institutional Student Aid	66,321	-	(66,321)	-100.00%	-	-		-	-	
Net Fund Transfers	2,496,000	2,506,529	10,529	0.42%	2,603,505	96,976	3.87%	2,693,983	90,478	3.48%
Total expenses	69,108,791	69,768,954	660,162	0.96%	72,325,809	2,556,856	3.66%	74,750,891	2,425,081	3.35%
Net Income (Loss)	(4,124,182)	(3,337,152)	787,030	19.08%	(3,716,708)	(379,556)	-11.37%	(3,638,868)	77,840	2.09%
Margin As a % of Revenue	-6%	-5%			-5%			-5%		
Fund Balance Information										
Beginning Fund Balance	(3,562,049)	1,154,547	4,716,596	132%	(2,182,604)	(3,337,152)	-289%	(5,899,312)	(3,716,708)	170%
Additions/(Deductions)	8,840,778		(8,840,778)	-100%		-			-	
Ending Fund Balance	1,154,547	(2,182,604)	(3,337,152)	-289%	(5,899,312)	(3,716,708)	170%	(9,538,180)	(3,638,868)	62%
Balance as a % of Revenue	1.78%	-3.29%		-5.06%	-8.60%		-5.31%	-13.41%		-4.81%
Months of Operating Balance	0.2	(0.4)	(0.6)		(1.0)	(0.6)		(1.6)	(0.6)	
Additional Information										
% of Revenue that is Tuition	51.1%	50.2%		-1.64%	49.8%		-0.86%	49.6%		-0.33%
Remission Rate	13.4%	14.1%		5.15%	13.7%		-2.63%	12.5%		-8.74%
Wages and Benefits as % of Total:	74.2%	73.7%		-0.59%	73.8%		0.04%	73.7%		-0.05%

Tuition & Fee Sensitivity Analysis



For Illustrative Purposes Only

% SCH Change from Modeled	FY2027		FY2028		FY2029	
	Tuition & Fee Revenues	\$\$\$ Difference From Model	Tuition & Fee Revenues	\$\$\$ Difference From Model	Tuition & Fee Revenues	\$\$\$ Difference From Model
+30%	\$ 50,624,600	\$ 11,821,703	\$ 52,231,365	\$ 12,801,111	\$ 53,501,054	\$ 13,318,575
+7%	\$ 41,560,451	\$ 2,757,554	\$ 42,394,729	\$ 2,964,475	\$ 43,255,812	\$ 3,073,333
+5%	\$ 40,772,579	\$ 1,969,682	\$ 41,545,467	\$ 2,115,213	\$ 42,374,000	\$ 2,191,521
+2%	\$ 39,590,769	\$ 787,872	\$ 40,274,210	\$ 843,956	\$ 41,056,788	\$ 874,309
+1%	\$ 39,196,832	\$ 393,935	\$ 39,851,681	\$ 421,427	\$ 40,619,181	\$ 436,702
As Modeled	\$ 38,802,897	\$ -	\$ 39,430,254	\$ -	\$ 40,182,479	\$ -
-1.0%	\$ 38,408,962	\$ (393,935)	\$ 39,006,221	\$ (424,033)	\$ 39,744,308	\$ (438,171)
-2.0%	\$ 38,015,024	\$ (787,873)	\$ 38,586,764	\$ (843,490)	\$ 39,309,038	\$ (873,441)
-5.0%	\$ 36,833,215	\$ (1,969,682)	\$ 37,322,821	\$ (2,107,433)	\$ 38,002,990	\$ (2,179,489)
-7.0%	\$ 36,045,341	\$ (2,757,556)	\$ 36,483,683	\$ (2,946,571)	\$ 37,137,874	\$ (3,044,605)
-10.0%	\$ 34,863,532	\$ (3,939,365)	\$ 35,225,502	\$ (4,204,752)	\$ 35,840,424	\$ (4,342,055)
-11% (COVID)	\$ 34,465,982	\$ (4,336,915)	\$ 34,802,074	\$ (4,628,180)	\$ 35,405,066	\$ (4,777,413)
-15%	\$ 32,890,237	\$ (5,912,660)	\$ 33,130,226	\$ (6,300,028)	\$ 33,683,269	\$ (6,499,210)
-30%	\$ 26,981,192	\$ (11,821,705)	\$ 26,920,089	\$ (12,510,165)	\$ 27,322,645	\$ (12,859,834)

NOTE: This analysis was produced before recent updates to SCH modeling and should NOT be compared to the materials produced for the Board Report which uses the latest SCH data.

Education and General – Future Fiscal Year Projections to June 30, 2029

(E&G Fund): ILLUSTRATION AS REQUESTED: Enrollment Initiatives +1%



“Project Architect”

	Current FY2026 Projection	FY2027	\$ Change from 2026	% Change from 2026	FY2028	\$ Change from 2027	% Change from 2027	FY2029	\$ Change from 2028	% Change from 2028
Revenues	-									
Gross tuition and fees	38,299,025	39,179,383	880,359	2.30%	40,169,857	990,473	2.53%	41,161,906	992,049	2.47%
Less fee remissions	(5,123,004)	(5,510,000)	(386,996)	-7.55%	(5,500,000)	10,000	-0.18%	(5,140,000)	360,000	-6.55%
Net Tuition & Fees	33,176,020	33,669,383	493,363	1.49%	34,669,857	1,000,473	2.97%	36,021,906	1,352,049	3.90%
State operating appropriations	28,860,962	30,030,427	1,169,465	4.05%	31,310,397	1,279,970	4.26%	32,579,839	1,269,442	4.05%
State debt service appropriations	179,160	179,160	-	0.00%	179,160	-	0.00%	179,160	-	0.00%
Indirect cost recovery	310,000	323,490	13,490	4.35%	338,000	14,510	4.49%	353,000	15,000	4.44%
All other	2,458,467	2,540,945	82,477	3.35%	2,626,189	85,244	3.35%	2,714,292	88,104	3.35%
Total revenues	64,984,610	66,743,405	1,758,795	2.71%	69,123,602	2,380,197	3.57%	71,848,197	2,724,595	3.94%
Expenses										
Salary & Wages	32,438,707	32,547,610	108,903	0.34%	33,706,916	1,159,306	3.56%	34,768,685	1,061,769	3.15%
Benefits: Health	7,637,567	7,672,989	35,421	0.46%	7,978,624	305,635	3.98%	8,265,064	286,441	3.59%
Benefits: Retirement	8,081,792	8,119,273	37,481	0.46%	8,442,685	323,412	3.98%	8,745,786	303,101	3.59%
Benefits: Other	3,109,487	3,123,908	14,421	0.46%	3,248,341	124,433	3.98%	3,364,960	116,619	3.59%
Supplies & Services	15,165,245	15,697,545	532,300	3.51%	16,249,000	551,455	3.51%	16,819,000	570,000	3.51%
Capital Expenditures	113,673	114,000	327	0.29%	118,000	4,000	3.51%	122,000	4,000	3.39%
Institutional Student Aid	66,321	-	(66,321)	-100.00%	-	-		-	-	
Net Fund Transfers	2,496,000	2,506,777	10,777	0.43%	2,603,987	97,211	3.88%	2,694,608	90,621	3.48%
Total expenses	69,108,791	69,782,102	673,311	0.97%	72,347,554	2,565,452	3.68%	74,780,104	2,432,550	3.36%
Net Income (Loss)	(4,124,182)	(3,038,697)	1,085,485	26.32%	(3,223,951)	(185,254)	-6.10%	(2,931,906)	292,045	9.06%
Margin As a % of Revenue	-6%	-5%			-5%			-4%		
Fund Balance Information										
Beginning Fund Balance	(3,562,049)	1,154,547	4,716,596	132%	(1,884,150)	(3,038,697)	-263%	(5,108,101)	(3,223,951)	171%
Additions/(Deductions)	8,840,778		(8,840,778)	-100%		-			-	
Ending Fund Balance	1,154,547	(1,884,150)	(3,038,697)	-263%	(5,108,101)	(3,223,951)	171%	(8,040,007)	(2,931,906)	57%
Balance as a % of Revenue	1.78%	-2.82%		-4.60%	-7.39%		-4.57%	-11.19%		-3.80%
Months of Operating Balance	0.2	(0.3)	(0.6)		(0.9)	(0.5)		(1.3)	(0.5)	
Additional Information										
% of Revenue that is Tuition	51.1%	50.4%		-1.19%	50.2%		-0.57%	50.1%		-0.04%
Remission Rate	13.4%	14.1%		5.14%	13.7%		-2.64%	12.5%		-8.80%
Wages and Benefits as % of Total:	74.2%	73.7%		-0.59%	73.8%		0.04%	73.7%		-0.05%

Education and General – Future Fiscal Year Projections to June 30, 2029

(E&G Fund): ILLUSTRATION AS REQUESTED: Enrollment Initiatives +2%



**“Project Architect” +
“Marketing Push”**

	Current FY2026 Projection	FY2027	\$ Change from 2026	% Change from 2026	FY2028	\$ Change from 2027	% Change from 2027	FY2029	\$ Change from 2028	% Change from 2028
Revenues	-									
Gross tuition and fees	38,299,025	39,540,990	1,241,965	3.24%	40,768,545	1,227,555	3.10%	42,009,018	1,240,473	3.04%
Less fee remissions	(5,123,004)	(5,560,000)	(436,996)	-8.53%	(5,580,000)	(20,000)	0.36%	(5,250,000)	330,000	-5.91%
Net Tuition & Fees	33,176,020	33,980,990	804,969	2.43%	35,188,545	1,207,555	3.55%	36,759,018	1,570,473	4.46%
State operating appropriations	28,860,962	30,030,427	1,169,465	4.05%	31,310,397	1,279,970	4.26%	32,579,839	1,269,442	4.05%
State debt service appropriations	179,160	179,160	-	0.00%	179,160	-	0.00%	179,160	-	0.00%
Indirect cost recovery	310,000	323,490	13,490	4.35%	338,000	14,510	4.49%	353,000	15,000	4.44%
All other	2,458,467	2,540,945	82,477	3.35%	2,626,189	85,244	3.35%	2,714,292	88,104	3.35%
Total revenues	64,984,610	67,055,011	2,070,401	3.19%	69,642,290	2,587,279	3.86%	72,585,309	2,943,019	4.23%
Expenses										
Salary & Wages	32,438,707	32,560,510	121,804	0.38%	33,727,263	1,166,753	3.58%	34,796,350	1,069,087	3.17%
Benefits: Health	7,637,567	7,672,989	35,421	0.46%	7,978,624	305,635	3.98%	8,265,433	286,810	3.59%
Benefits: Retirement	8,081,792	8,119,273	37,481	0.46%	8,442,685	323,412	3.98%	8,746,177	303,491	3.59%
Benefits: Other	3,109,487	3,123,908	14,421	0.46%	3,248,341	124,433	3.98%	3,365,110	116,769	3.59%
Supplies & Services	15,165,245	15,697,545	532,300	3.51%	16,249,000	551,455	3.51%	16,819,000	570,000	3.51%
Capital Expenditures	113,673	114,000	327	0.29%	118,000	4,000	3.51%	122,000	4,000	3.39%
Institutional Student Aid	66,321	-	(66,321)	-100.00%	-	-		-	-	
Net Fund Transfers	2,496,000	2,507,025	11,025	0.44%	2,604,380	97,355	3.88%	2,695,233	90,854	3.49%
Total expenses	69,108,791	69,795,251	686,459	0.99%	72,368,293	2,573,042	3.69%	74,809,303	2,441,010	3.37%
Net Income (Loss)	(4,124,182)	(2,740,239)	1,383,942	33.56%	(2,726,002)	14,237	0.52%	(2,223,994)	502,009	18.42%
Margin As a % of Revenue	-6%	-4%			-4%			-3%		
Fund Balance Information										
Beginning Fund Balance	(3,562,049)	1,154,547	4,716,596	132%	(1,585,692)	(2,740,239)	-237%	(4,311,694)	(2,726,002)	172%
Additions/(Deductions)	8,840,778		(8,840,778)	-100%		-			-	
Ending Fund Balance	1,154,547	(1,585,692)	(2,740,239)	-237%	(4,311,694)	(2,726,002)	172%	(6,535,688)	(2,223,994)	52%
Balance as a % of Revenue	1.78%	-2.36%		-4.14%	-6.19%		-3.83%	-9.00%		-2.81%
Months of Operating Balance	0.2	(0.3)	(0.5)		(0.7)	(0.5)		(1.1)	(0.3)	
Additional Information										
% of Revenue that is Tuition	51.1%	50.7%		-0.74%	50.5%		-0.29%	50.6%		0.23%
Remission Rate	13.4%	14.1%		5.12%	13.7%		-2.66%	12.5%		-8.69%
Wages and Benefits as % of Total:	74.2%	73.8%		-0.58%	73.8%		0.04%	73.8%		-0.05%



Education and General – Future Fiscal Year Projections to June 30, 2029 (E&G Fund): ILLUSTRATION AS REQUESTED: Enrollment Initiatives **+7.5%**

“Make Us Whole”

	Current FY2026 Projection	FY2027	\$ Change from 2026	% Change from 2026	FY2028	\$ Change from 2027	% Change from 2027	FY2029	\$ Change from 2028	% Change from 2028
Revenues	-									
Gross tuition and fees	38,299,025	41,529,812	3,230,787	8.44%	44,136,165	2,606,353	6.28%	46,866,824	2,730,659	6.19%
Less fee remissions	(5,123,004)	(5,840,000)	(716,996)	-14.00%	(6,050,000)	(210,000)	3.60%	(5,860,000)	190,000	-3.14%
Net Tuition & Fees	33,176,020	35,689,812	2,513,792	7.58%	38,086,165	2,396,353	6.71%	41,006,824	2,920,659	7.67%
State operating appropriations	28,860,962	30,030,427	1,169,465	4.05%	31,310,397	1,279,970	4.26%	32,579,839	1,269,442	4.05%
State debt service appropriations	179,160	179,160	-	0.00%	179,160	-	0.00%	179,160	-	0.00%
Indirect cost recovery	310,000	323,490	13,490	4.35%	338,000	14,510	4.49%	353,000	15,000	4.44%
All other	2,458,467	2,540,945	82,477	3.35%	2,626,189	85,244	3.35%	2,714,292	88,104	3.35%
Total revenues	64,984,610	68,763,834	3,779,224	5.82%	72,539,911	3,776,077	5.49%	76,833,115	4,293,205	5.92%
Expenses										
Salary & Wages	32,438,707	32,631,462	192,755	0.59%	33,839,096	1,207,634	3.70%	34,948,292	1,109,197	3.28%
Benefits: Health	7,637,567	7,673,727	36,159	0.47%	7,979,731	306,004	3.99%	8,266,910	287,179	3.60%
Benefits: Retirement	8,081,792	8,120,055	38,263	0.47%	8,443,857	323,802	3.99%	8,747,739	303,882	3.60%
Benefits: Other	3,109,487	3,124,208	14,722	0.47%	3,248,792	124,584	3.99%	3,365,711	116,919	3.60%
Supplies & Services	15,165,245	15,697,545	532,300	3.51%	16,249,000	551,455	3.51%	16,819,000	570,000	3.51%
Capital Expenditures	113,673	114,000	327	0.29%	118,000	4,000	3.51%	122,000	4,000	3.39%
Institutional Student Aid	66,321	-	(66,321)	-100.00%	-	-		-		
Net Fund Transfers	2,496,000	2,508,571	12,571	0.50%	2,606,806	98,235	3.92%	2,698,529	91,723	3.52%
Total expenses	69,108,791	69,869,568	760,777	1.10%	72,485,282	2,615,713	3.74%	74,968,181	2,482,900	3.43%
Net Income (Loss)	(4,124,182)	(1,105,734)	3,018,447	73.19%	54,629	1,160,364	104.94%	1,864,934	1,810,305	-3313.80%
Margin As a % of Revenue	-6%	-2%			0%			2%		
Fund Balance Information										
Beginning Fund Balance	(3,562,049)	1,154,547	4,716,596	132%	48,813	(1,105,734)	-96%	103,442	54,629	112%
Additions/(Deductions)	8,840,778		(8,840,778)	-100%		-			-	
Ending Fund Balance	1,154,547	48,813	(1,105,734)	-96%	103,442	54,629	112%	1,968,376	1,864,934	1803%
Balance as a % of Revenue	1.78%	0.07%		-1.71%	0.14%		0.07%	2.56%		2.42%
Months of Operating Balance	0.2	0.0	(0.2)		0.0	0.0		0.3	0.3	
Additional Information										
% of Revenue that is Tuition	51.1%	51.9%		1.66%	52.5%		1.16%	53.4%		1.65%
Remission Rate	13.4%	14.1%		5.13%	13.7%		-2.52%	12.5%		-8.78%
Wages and Benefits as % of Total:	74.2%	73.8%		-0.54%	73.8%		0.06%	73.8%		-0.03%

General Fund Financial Data

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Current FY2026 Projection
CASH FLOW IMPACTS (1-time \$\$\$)									
Net Income (Loss)	294,104	(1,786,072)	(272,055)	2,713,620	(908,749)	(1,238,834)	(3,196,192)	(7,131,069)	(4,941,376)
Uncollectable % (Per FY, actual)	-7.1%	-7.7%	-8.8%	-12.3%	-13.9%	-13.5%	-11.4%	-8.8%	-9.7%
Uncollectable \$\$\$\$	(2,609,989)	(2,877,136)	(3,393,926)	(4,509,583)	(4,718,626)	(4,513,084)	(3,742,475)	(2,790,826)	(302,531)
Building Reseve used to balance budget		(1,000,000)							
Workshare (20% Mar - June 2020)			(1,675,362)						
Workshare (20% July 2020 - June 2021)				(5,826,333)					
Workshare (20% July - Sept 2021)					(1,637,986)				
HEERF #1					(3,311,689)				
HEERF #						(3,311,689)			
HEERF #3							(2,879,038)		
TRU+PSU #1							-		
TRU+PSU #2								(2,300,000)	
Housing Land Lease re-bond true-up									
House Sales #2									(4,000,000)
ERC Refunds									(7,340,778)
"CASH FLOW" Net Income (Loss)	(2,315,885)	(5,663,208)	(5,341,343)	(7,622,295)	(10,577,051)	(9,063,607)	(9,817,705)	(12,221,895)	(16,584,685)
Cummulative Net Income Change	(2,315,885)	(7,979,093)	(11,004,551)	(12,963,638)	(18,199,346)	(19,640,658)	(18,881,312)	(22,039,600)	(28,806,580)

CASH FLOW IMPACT analysis – ‘Backing out the 1-time balances’

- Pro forma (and new report) show ‘billed’ amounts but cash impacts from uncollected receivables create a cascading effect
- When coupled with 1-time injections from COVID aid and asset sales, the subtlety of cash losses was masked
- ‘Regular’ operations have not been generating sufficient cash
 - 1-time sources have been relied upon to fill the gap with the anticipation of future enrollment growth

CASH FLOW MODELING AND KEY ASSUMPTIONS

	MODELING METHODOLOGY	ASSUMPTIONS FY27	ASSUMPTIONS FY28 & BEYOND
CASH INFLOWS			
Tuition and Fees	SCH Modeling using historical data to predict future enrollment (includes retention by term)	2.38% enrollment decline	2.12% enrollment decline FY28 2.21% enrollment decline FY29
	Tuition increases at assumed level	4.99% increase	4.99% increase
	Continue with current awarded remissions with a goal to reduce remissions to 10% of tuition	14.7% Remission rate	14.9% Remission rate FY28 14.7% Remission rate FY29
	Rate of non-payment based on first-year for past two fiscal years (COVID rates excluded)	10% Non-payment on account	10% Non-payment on account
State Appropriations	Based on historical trend data, known economic forecasts impacts, and true up adjustments for enrollment SSCM distribution 49% year 1 and 51% year 2 for the biennium	State funding for biennium is set No known changes through biennium for economic forecasts \$440,000 decrease in FY26 for "true up" results in baseline adjustment for FY27	8.5% increase SSCM+ETSF for biennium 1% increase Sports Lottery SELP support = SELP debt service No additional directed funding No "true up" penalties
Foundation Reimbursements	Projections from SOU Foundation including salary and wage support, scholarships, and program support	Return to historical averages for support of approximately \$4.5M	Return to historical averages for support of approximately \$4.5M
Grants	Annual estimate of grant revenue, excluding financial aid grants, based on past years	Estimated at \$4,800,000	Estimated at \$4,800,000

	MODELING METHODOLOGY	ASSUMPTIONS FY27	ASSUMPTIONS FY28 & BEYOND
Collection on Accounts	Assumed lower collectability rates on accounts outstanding after one year due to lowering the amount students can roll forward (significant balance hold), increased efforts to work with new students on funding their education, and concentrated efforts on collecting on outstanding accounts from the pandemic years	As modeled	As modeled
Other Receipts	Based on historical trend data	No significant changes expected	No significant changes expected
CASH OUTFLOWS			
Salaries and Wages	Collective bargaining agreements (CBA) of SEIU and APSOU will mandate specific changes, which are unknown at this time Classified salaries and faculty salaries have been adjusted for step increases and COLAs Unrepresented staff increases used amounts previously announced Student wage increases per minimum wage law	Average increase across all categories 3.3%	3.3% average increase FY28 3.0% average increase FY29
	Resiliency plan implementation will continue through FY28	\$1,426,534 additional savings	\$285,792 additional savings \$186,486 additional savings
Benefits	Forecast for changes in PERS shows minimal change through FY27	0.0% increase PERS	0.0% increase PERS
	In spite of rising healthcare costs, healthcare costs are expected to remain steady in total for SOU due to the overall reduction in number of employees	0.0% increase in healthcare	0.0% increase in healthcare

	MODELING METHODOLOGY	ASSUMPTIONS FY27	ASSUMPTIONS FY28 & BEYOND
Services & Supplies	5-year CPI blended rate for services and supplies Completion of Student Workday implementation in October 2026	3.51% inflation rate \$148,709 to complete implementation	3.51% inflation rate
Debt Service	Debt service repayment schedules	No new debt service	No new debt service
OTHER ASSUMPTIONS			
Land sale utilization	Land sale reserve funds will need to be utilized to support on-going operations		
Fiduciary funds	SOU will have to take every measure to not utilize these funds as they are not SOU's assets		
Financial Aid Grants and Student Refunds not included	Timing of draw downs for federal and state grants and loans is made so that deposits are made within a day of the disbursements/refunds to students. The amount in excess of the student's account balance and the refund to students is not shown in the cash flow. SOU acts as the pass-through disbursement agency. Payments made to the student's accounts are factored into the cash flow. These payments represent cash available to SOU.		
Capital Projects not included	Most of our capital projects are funded by state bonds. Because the state reimburses these costs within a month, we have excluded the payments and offsetting transactions from our primary totals. Please note that available funding and spending levels vary significantly each year and by project.		

SOUTHERN OREGON UNIVERSITY

Cash flow forecast

Cash Date	1/29/2026
Starting cash on hand	\$ 25,398,655
Less: outstanding payments	\$ (1,067,144)
Less: fiduciary funds	\$ (8,700,000)
Available cash on hand	\$ 15,631,511

Cash flow Starting date: Feb 2026

CODING
 Minimum Balance Alert
 Cash below debt payment level
 CAN'T MAKE PAYROLL

! Land sale reserve needed

	End FY2026				Start FY2027				End FY2027								
	2/01/2026	3/01/2026	4/01/2026	5/01/2026	6/01/2026	7/01/2026	8/01/2026	9/01/2026	10/01/2026	11/01/2026	12/01/2026	01/01/2027	2/01/2027	3/01/2027	4/01/2027	5/01/2027	6/01/2027
	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27
Cash on hand (beginning of month)	\$ 15,631,511	\$ 8,091,573	\$ 9,849,006	\$ 9,313,661	\$ 4,561,216	\$ 13,218,844	\$ 15,431,541	\$ 9,396,366	\$ 14,330,680	\$ 16,370,907	\$ 8,995,193	\$ 12,627,776	\$ 15,261,601	\$ 8,250,895	\$ 11,005,796	\$ 10,809,678	\$ 3,186,827

Cash receipts

Payment on Accounts Receivable - Students	\$ 1,462,500	\$ 10,239,750	\$ 2,047,950	\$ 1,365,300	\$ 1,829,250	\$ 1,859,625	\$ 1,239,750	\$ 11,900,250	\$ 2,380,050	\$ 1,586,700	\$ 11,157,750	\$ 2,231,550	\$ 1,487,700	\$ 10,415,250	\$ 2,083,050	\$ 1,388,700	\$ 1,859,625
Payment on Accounts Receivable - Grants	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
State Appropriations	\$ -	\$ -	\$ 5,071,694	\$ -	\$ 15,000,000	\$ 11,266,694	\$ -	\$ -	\$ 7,662,694	\$ -	\$ -	\$ 7,662,694	\$ -	\$ -	\$ 5,258,694	\$ -	\$ -
Recovery of Accounts Receivable in Collections	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Foundation Reimbursements	\$ -	\$ -	\$ 650,000	\$ 2,850,000	\$ 1,000,000	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ 650,000	\$ 750,000	\$ -	\$ 650,000	\$ 750,000	\$ -	\$ 1,000,000
Other Receipts	\$ 40,436	\$ 80,310	\$ 67,797	\$ 36,475	\$ 22,269	\$ 11,522	\$ 57,047	\$ 50,842	\$ 57,693	\$ 41,429	\$ 22,689	\$ 53,078	\$ 40,436	\$ 80,310	\$ 67,797	\$ 36,475	\$ 22,269
New Initiatives																	
Total cash receipts	\$ 1,942,936	\$ 10,760,060	\$ 8,277,440	\$ 4,691,775	\$ 18,291,519	\$ 13,577,840	\$ 1,736,797	\$ 13,041,092	\$ 10,540,436	\$ 2,068,129	\$ 12,270,439	\$ 11,137,321	\$ 1,968,136	\$ 11,585,560	\$ 8,599,540	\$ 1,865,175	\$ 3,321,894
Total cash available	\$ 17,574,447	\$ 18,851,633	\$ 18,126,447	\$ 14,005,436	\$ 22,852,734	\$ 26,796,684	\$ 17,168,338	\$ 22,437,458	\$ 24,871,116	\$ 18,439,035	\$ 21,265,632	\$ 23,765,097	\$ 17,229,737	\$ 19,836,455	\$ 19,605,337	\$ 12,674,852	\$ 6,508,720

Cash paid out

Labor & OPE	\$ 5,699,635	\$ 5,686,836	\$ 5,686,836	\$ 5,712,435	\$ 5,333,993	\$ 4,796,802	\$ 4,737,476	\$ 5,032,765	\$ 5,697,944	\$ 5,697,944	\$ 5,697,944	\$ 5,597,564	\$ 5,697,944	\$ 5,684,760	\$ 5,684,760	\$ 5,711,127	\$ 5,345,950
Accounts Payable Disbursements (<\$500,000 annually)	\$ 1,174,896	\$ 1,562,629	\$ 959,428	\$ 2,132,242	\$ 407,013	\$ 1,021,000	\$ 1,900,000	\$ 1,823,000	\$ 1,137,000	\$ 2,506,000	\$ 1,097,000	\$ 1,249,000	\$ 1,216,000	\$ 1,618,000	\$ 993,000	\$ 2,207,000	\$ 421,000
Accounts Payable Disbursements - Aladdin Food Service	\$ 630,206	\$ 668,599	\$ 527,200	\$ 742,040	\$ 592,118	\$ 508,000	\$ 533,000	\$ 137,000	\$ 379,000	\$ 403,000	\$ 355,000	\$ 592,000	\$ 652,000	\$ 692,000	\$ 546,000	\$ 768,000	\$ 613,000
Accounts Payable Disbursements - Insurance	\$ 137,413	\$ 95,130	\$ 137,413	\$ 137,413	\$ 137,734	\$ 135,000	\$ 50,000	\$ 115,000	\$ 147,000	\$ 101,000	\$ 129,000	\$ 139,000	\$ 142,000	\$ 98,000	\$ 142,000	\$ 142,000	\$ 143,000
Accounts Payable Disbursements - P-Card Payments	\$ 367,331	\$ 347,842	\$ 421,092	\$ 415,136	\$ 363,770	\$ 441,000	\$ 319,000	\$ 338,000	\$ 391,000	\$ 405,000	\$ 464,000	\$ 322,000	\$ 380,000	\$ 360,000	\$ 436,000	\$ 430,000	\$ 377,000
Accounts Payable Disbursements - Risepoint	\$ 302,000	\$ -	\$ 315,000	\$ -	\$ 315,000	\$ -	\$ -	\$ 381,000	\$ -	\$ -	\$ -	\$ -	\$ 328,000	\$ -	\$ 343,000	\$ -	\$ 343,000
Accounts Payable Disbursements - La Clinica	\$ 362,904	\$ -	\$ 349,210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 441,840	\$ -	\$ -	\$ -	\$ 376,000	\$ -	\$ 361,000	\$ -	\$ -
Accounts Payable Disbursements - Ellucian	\$ 30,928	\$ 95,106	\$ 63,017	\$ 65,317	\$ 251,425	\$ 657,000	\$ 35,000	\$ 66,000	\$ 136,000	\$ 176,000	\$ 68,000	\$ 33,000	\$ 32,000	\$ 98,000	\$ 65,000	\$ 68,000	\$ 260,000
Accounts Payable Disbursements - Foundation Projects	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Payable Disbursements - Workday	\$ -	\$ 120,379	\$ 67,182	\$ 7,140	\$ -	\$ 1,002,000	\$ 1,000	\$ -	\$ 2,000	\$ -	\$ -	\$ 30,000	\$ -	\$ 125,000	\$ 70,000	\$ 7,000	\$ -
Debt Service																	
Debt Service - State of Oregon (Capital Bonds)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,614,973	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 386,033	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service - OR Dept of Energy (SELP)	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253
Debt Service - CHF-Ashland, LLC (Student Housing)	\$ -	\$ -	\$ -	\$ -	\$ 2,038,485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 672,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,048,337
Debt Service - Workday Financing	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645
Other expenses																	
Workday Implementation - Alchemy (not financed)	\$ 197,662	\$ 271,208	\$ 131,509	\$ 77,600	\$ 39,455	\$ 34,469	\$ 41,598	\$ 59,114	\$ 13,528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses or 1-time entries																	
Subtotal	\$ 9,482,874	\$ 9,002,627	\$ 8,812,785	\$ 9,444,220	\$ 9,633,891	\$ 11,365,143	\$ 7,771,972	\$ 8,106,778	\$ 8,500,210	\$ 9,443,842	\$ 8,637,857	\$ 8,503,496	\$ 8,978,842	\$ 8,830,659	\$ 8,795,659	\$ 9,488,026	\$ 9,706,186
Total cash paid out	\$ 9,482,874	\$ 9,002,627	\$ 8,812,785	\$ 9,444,220	\$ 9,633,891	\$ 11,365,143	\$ 7,771,972	\$ 8,106,778	\$ 8,500,210	\$ 9,443,842	\$ 8,637,857	\$ 8,503,496	\$ 8,978,842	\$ 8,830,659	\$ 8,795,659	\$ 9,488,026	\$ 9,706,186
Cash on hand (end of month)	\$ 8,091,573	\$ 9,849,006	\$ 9,313,661	\$ 4,561,216	\$ 13,218,844	\$ 15,431,541	\$ 9,396,366	\$ 14,330,680	\$ 16,370,907	\$ 8,995,193	\$ 12,627,776	\$ 15,261,601	\$ 8,250,895	\$ 11,005,796	\$ 10,809,678	\$ 3,186,827	\$ (3,197,465)

SOUTHERN OREG

Cash flow forecast

Cash Date
 Starting cash on hand
 Less: outstanding payments
 Less: fiduciary funds
 Available cash on hand

	Start FY2028											End FY2028
	7/01/2027	8/01/2027	9/01/2027	10/01/2027	11/01/2027	12/01/2027	01/01/2028	2/01/2028	3/01/2028	4/01/2028	5/01/2028	6/01/2028
	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28
Cash on hand (beginning of month)	\$ (3,197,465)	\$ (765,975)	\$ (6,966,506)	\$ (1,939,846)	\$ 233,886	\$ (7,381,026)	\$ (3,680,055)	\$ (836,501)	\$ (8,083,874)	\$ (5,338,175)	\$ (5,539,670)	\$ (13,400,892)

Cash receipts

Payment on Accounts Receivable - Students	\$ 1,906,875	\$ 1,271,250	\$ 12,197,250	\$ 2,439,450	\$ 1,626,300	\$ 11,434,500	\$ 2,286,900	\$ 1,524,600	\$ 10,671,750	\$ 2,134,350	\$ 1,422,900	\$ 1,906,875
Payment on Accounts Receivable - Grants	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
State Appropriations	\$ 11,732,794	\$ -	\$ -	\$ 7,973,794	\$ -	\$ -	\$ 7,973,794	\$ -	\$ -	\$ 5,468,794	\$ -	\$ -
Recovery of Accounts Receivable in Collections	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Foundation Reimbursements			\$ 650,000			\$ 650,000	\$ 750,000		\$ 650,000	\$ 750,000		\$ 1,000,000
Other Receipts	\$ 15,714	\$ 49,222	\$ 43,057	\$ 50,044	\$ 39,343	\$ 24,157	\$ 105,029	\$ 41,583	\$ 68,925	\$ 70,337	\$ 41,013	\$ 28,139
New Initiatives												
Total cash receipts	\$ 14,095,383	\$ 1,760,472	\$ 13,330,307	\$ 10,903,288	\$ 2,105,643	\$ 12,548,657	\$ 11,555,723	\$ 2,006,183	\$ 11,830,675	\$ 8,863,481	\$ 1,903,913	\$ 3,375,014
Total cash available	\$ 10,897,918	\$ 994,497	\$ 6,363,802	\$ 8,963,441	\$ 2,339,529	\$ 5,167,631	\$ 7,875,669	\$ 1,169,681	\$ 3,746,801	\$ 3,525,306	\$ (3,635,758)	\$ (10,025,877)

Cash paid out

Labor & OPE	\$ 4,926,211	\$ 4,865,104	\$ 5,165,749	\$ 5,844,657	\$ 5,844,657	\$ 5,844,657	\$ 5,741,012	\$ 5,844,657	\$ 5,831,078	\$ 5,831,078	\$ 5,858,236	\$ 5,488,112
Accounts Payable Disbursements (<\$500,000 annually)	\$ 1,057,000	\$ 1,967,000	\$ 1,888,000	\$ 1,177,000	\$ 2,595,000	\$ 1,136,000	\$ 1,293,000	\$ 1,259,000	\$ 1,675,000	\$ 1,028,000	\$ 2,285,000	\$ 436,000
Accounts Payable Disbursements - Aladdin Food Service	\$ 526,000	\$ 552,000	\$ 142,000	\$ 393,000	\$ 418,000	\$ 368,000	\$ 613,000	\$ 675,000	\$ 717,000	\$ 566,000	\$ 795,000	\$ 635,000
Accounts Payable Disbursements - Insurance	\$ 140,000	\$ 52,000	\$ 120,000	\$ 153,000	\$ 105,000	\$ 134,000	\$ 144,000	\$ 147,000	\$ 102,000	\$ 147,000	\$ 147,000	\$ 149,000
Accounts Payable Disbursements - P-Card Payments	\$ 457,000	\$ 331,000	\$ 350,000	\$ 405,000	\$ 420,000	\$ 481,000	\$ 334,000	\$ 394,000	\$ 373,000	\$ 452,000	\$ 446,000	\$ 391,000
Accounts Payable Disbursements - Risepoint	\$ -	\$ -	\$ 414,000	\$ -	\$ -	\$ -	\$ -	\$ 355,000	\$ -	\$ 371,000	\$ -	\$ 371,000
Accounts Payable Disbursements - La Clinica	\$ -	\$ -	\$ -	\$ 458,000	\$ -	\$ -	\$ -	\$ 390,000	\$ -	\$ 374,000	\$ -	\$ -
Accounts Payable Disbursements - Ellucian	\$ 681,000	\$ 37,000	\$ 69,000	\$ 141,000	\$ 183,000	\$ 71,000	\$ 35,000	\$ 34,000	\$ 102,000	\$ 68,000	\$ 71,000	\$ 270,000
Accounts Payable Disbursements - Foundation Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Payable Disbursements - Workday	\$ 1,038,000	\$ 2,000	\$ -	\$ 3,000	\$ -	\$ -	\$ 32,000	\$ -	\$ 130,000	\$ 73,000	\$ 8,000	\$ -
Debt Service												
Debt Service - State of Oregon (Capital Bonds)	\$ 2,683,783	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 365,259	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service - OR Dept of Energy (SELP)	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253
Debt Service - CHF-Ashland, LLC (Student Housing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 658,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,057,015
Debt Service - Workday Financing	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645
Other expenses												
Workday Implementation - Alchemy (not financed)												
Other expenses or 1-time entries												
Subtotal	\$ 11,663,893	\$ 7,961,003	\$ 8,303,648	\$ 8,729,555	\$ 9,720,555	\$ 8,847,685	\$ 8,712,170	\$ 9,253,555	\$ 9,084,976	\$ 9,064,976	\$ 9,765,134	\$ 9,952,026
Total cash paid out	\$ 11,663,893	\$ 7,961,003	\$ 8,303,648	\$ 8,729,555	\$ 9,720,555	\$ 8,847,685	\$ 8,712,170	\$ 9,253,555	\$ 9,084,976	\$ 9,064,976	\$ 9,765,134	\$ 9,952,026
Cash on hand (end of month)	\$ (765,975)	\$ (6,966,506)	\$ (1,939,846)	\$ 233,886	\$ (7,381,026)	\$ (3,680,055)	\$ (836,501)	\$ (8,083,874)	\$ (5,338,175)	\$ (5,539,670)	\$ (13,400,892)	\$ (19,977,903)

SOUTHERN OREG

Cash flow forecast

Cash Date
 Starting cash on hand
 Less: outstanding payments
 Less: fiduciary funds
 Available cash on hand

Start FY2029

End FY2029

	7/01/2028	8/01/2028	9/01/2028	10/01/2028	11/01/2028	12/01/2028	01/01/2029	2/01/2029	3/01/2029	4/01/2029	5/01/2029	6/01/2029
	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28	Jan-29	Feb-29	Mar-29	Apr-29	May-29	Jun-29
Cash on hand (beginning of month)	\$ (19,977,903)	\$ (17,102,702)	\$ (23,470,688)	\$ (18,270,851)	\$ (15,929,657)	\$ (23,743,108)	\$ (19,845,721)	\$ (16,829,967)	\$ (24,273,478)	\$ (21,401,160)	\$ (21,568,237)	\$ (29,636,704)

Cash receipts

Payment on Accounts Receivable - Students	\$ 1,967,625	\$ 1,311,750	\$ 12,602,250	\$ 2,520,450	\$ 1,680,300	\$ 11,812,500	\$ 2,362,500	\$ 1,575,000	\$ 11,029,500	\$ 2,205,900	\$ 1,470,600	\$ 1,967,625
Payment on Accounts Receivable - Grants	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
State Appropriations	\$ 12,190,794	\$ -	\$ -	\$ 8,279,794	\$ -	\$ -	\$ 8,279,794	\$ -	\$ -	\$ 5,671,794	\$ -	\$ -
Recovery of Accounts Receivable in Collections	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Foundation Reimbursements			\$ 650,000			\$ 650,000	\$ 750,000		\$ 650,000	\$ 750,000		\$ 1,000,000
Other Receipts	\$ 15,714	\$ 49,222	\$ 43,057	\$ 50,044	\$ 39,343	\$ 24,157	\$ 79,053	\$ 41,583	\$ 68,925	\$ 70,337	\$ 41,013	\$ 28,139
New Initiatives												
Total cash receipts	\$ 14,614,133	\$ 1,800,972	\$ 13,735,307	\$ 11,290,288	\$ 2,159,643	\$ 12,926,657	\$ 11,911,347	\$ 2,056,583	\$ 12,188,425	\$ 9,138,031	\$ 1,951,613	\$ 3,435,764
Total cash available	\$ (5,363,770)	\$ (15,301,729)	\$ (9,735,381)	\$ (6,980,563)	\$ (13,770,014)	\$ (10,816,451)	\$ (7,934,373)	\$ (14,773,384)	\$ (12,085,053)	\$ (12,263,129)	\$ (19,616,624)	\$ (26,200,940)

Cash paid out

Labor & OPE	\$ 5,029,000	\$ 4,966,060	\$ 5,270,571	\$ 5,964,195	\$ 5,964,195	\$ 5,964,195	\$ 5,857,181	\$ 5,964,195	\$ 5,950,209	\$ 5,950,209	\$ 5,978,182	\$ 5,739,677
Accounts Payable Disbursements (<\$500,000 annually)	\$ 1,095,000	\$ 2,037,000	\$ 1,955,000	\$ 1,219,000	\$ 2,687,000	\$ 1,176,000	\$ 1,339,000	\$ 1,304,000	\$ 1,734,000	\$ 1,065,000	\$ 2,366,000	\$ 452,000
Accounts Payable Disbursements - Aladdin Food Service	\$ 545,000	\$ 572,000	\$ 147,000	\$ 407,000	\$ 433,000	\$ 381,000	\$ 635,000	\$ 699,000	\$ 743,000	\$ 586,000	\$ 823,000	\$ 658,000
Accounts Payable Disbursements - Insurance	\$ 145,000	\$ 54,000	\$ 125,000	\$ 159,000	\$ 109,000	\$ 139,000	\$ 150,000	\$ 153,000	\$ 106,000	\$ 153,000	\$ 153,000	\$ 155,000
Accounts Payable Disbursements - P-Card Payments	\$ 474,000	\$ 343,000	\$ 363,000	\$ 420,000	\$ 435,000	\$ 498,000	\$ 346,000	\$ 408,000	\$ 387,000	\$ 468,000	\$ 462,000	\$ 405,000
Accounts Payable Disbursements - Risepoint	\$ -	\$ -	\$ 448,000	\$ -	\$ -	\$ -	\$ -	\$ 377,000	\$ -	\$ 393,000	\$ -	\$ 393,000
Accounts Payable Disbursements - La Clinica	\$ -	\$ -	\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ 404,000	\$ -	\$ 388,000	\$ -	\$ -
Accounts Payable Disbursements - Ellucian	\$ 705,000	\$ 39,000	\$ 72,000	\$ 146,000	\$ 190,000	\$ 74,000	\$ 37,000	\$ 36,000	\$ 106,000	\$ 71,000	\$ 74,000	\$ 280,000
Accounts Payable Disbursements - Foundation Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Payable Disbursements - Workday	\$ 1,075,000	\$ 3,000	\$ -	\$ 4,000	\$ -	\$ -	\$ 34,000	\$ -	\$ 135,000	\$ 76,000	\$ 9,000	\$ -
Debt Service												
Debt Service - State of Oregon (Capital Bonds)	\$ 2,516,033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 342,514	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service - OR Dept of Energy (SELP)	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253
Debt Service - CHF-Ashland, LLC (Student Housing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 642,176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,073,130
Debt Service - Workday Financing	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645
Other expenses												
Workday Implementation - Alchemy (not financed)												
Other expenses or 1-time entries												
Subtotal	\$ 11,738,932	\$ 8,168,959	\$ 8,535,470	\$ 8,949,094	\$ 9,973,094	\$ 9,029,270	\$ 8,895,594	\$ 9,500,094	\$ 9,316,107	\$ 9,305,107	\$ 10,020,080	\$ 10,310,706
Total cash paid out	\$ 11,738,932	\$ 8,168,959	\$ 8,535,470	\$ 8,949,094	\$ 9,973,094	\$ 9,029,270	\$ 8,895,594	\$ 9,500,094	\$ 9,316,107	\$ 9,305,107	\$ 10,020,080	\$ 10,310,706
Cash on hand (end of month)	\$ (17,102,702)	\$ (23,470,688)	\$ (18,270,851)	\$ (15,929,657)	\$ (23,743,108)	\$ (19,845,721)	\$ (16,829,967)	\$ (24,273,478)	\$ (21,401,160)	\$ (21,568,237)	\$ (29,636,704)	\$ (36,511,646)

Student Incidental Fee Process



ASSOCIATED STUDENTS OF SOUTHERN OREGON UNIVERSITY

ASSOU Student Fee Budget Committee
(SFBC) Overview



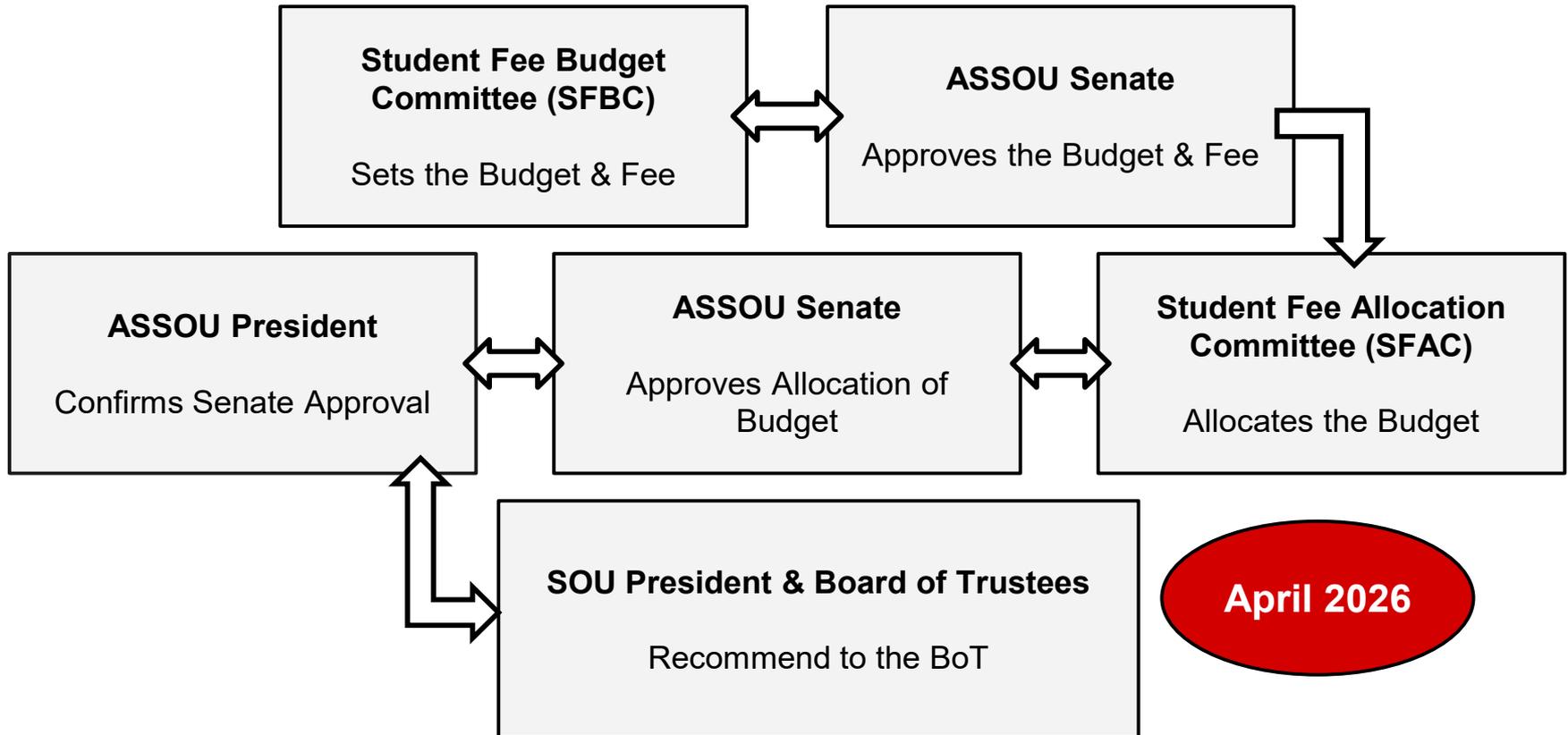
Overview

- ❖ Process of Approving Student Incidental Fee
- ❖ SFBC Purpose
- ❖ Committee Comprisal
- ❖ Mandatory Budget Training
- ❖ Committee Timelines
- ❖ Information Reviewed
- ❖ Next Steps
- ❖ Questions

Student Fee Budget Committee Purpose

A.12.3.1 The Student Fee Budget Committee (SFBC) is a recognized standing committee of ASSOU and shall establish guidelines for budget development, set the Student Incidental Fee, hear fee recommendations from the reserve, and emergency request for the current fiscal year

Process for Approving the Mandatory Student *Incidental* Fee



Committee Members

In accordance with ASSOU Bylaws, the Student Fee Budget Committee is comprised of the following members:

Voting Members:

At least 2, but no more than 4 ASSOU Senate Representatives

At least 1 SOU At-Large Committee Member

Chaired by the ASSOU Director of Finance and Administration

Ex-Officio Members:

At least 1 institutional Director of Student Life or designee

At least 1 ASSOU Executive Cabinet Officer

Budget Training

All Student Fee Committee Members undergo a mandatory budget training session prior to the first Student Fee Budget Meeting.

This meeting is led by an Institutional Director of Student Life that is knowledgeable in both Student Fee rules, history, and Oregon Public Meeting Law to provide guidance and relevant information as needed.

Timeline of Committees

The ASSOU Vice President (Student Fee Allocation Committee Chair) and the ASSOU Director of Finance and Administration (Student Fee Budget Committee Chair) meet with Institutional leaders in Student Life to create a timeline for Student Fee Committees.

This year SFBC has met 3 times in addition to Mandatory Trainings to review pertinent information and vote on changes to the Student Incidental Fee.

SFBC Meetings follow public meeting law and are posted on the public ASSOU Calendar and Hawknest at least 48 hours prior to meeting with the exception of emergency meetings.

Meeting information contains a physical location, time, Zoom link, Agenda, and pertinent presentations to the upcoming meeting.

Official Meetings require the committee to meet quorum and have an ASSOU Presiding Justice in attendance.

Reviewed Topics of Information

SFBC Reviews:

- The Purpose of the Student Incidental Fee and Committee Scope.

- Process for Approving the Student Incidental Fee changes made by SFBC.

- Historical Student Fee Data
 - Previously Allocated Amounts/Budget lines
 - Previous SFBC decisions (Fee rate and Percent of Fee Rate increases over last 5 years)
 - History of Inflation Rates and Current Inflation Rates provided by the US Bureau of Labor and Statistics

Reviewed Topics of Information Continued

- Current Student Fee Data
 - Breakdown of Mandatory Fees

- Student Credit Hour (SCH) Projections
 - Low SCH
 - Forecasted SCH
 - Upper SCH

- Student Fee Scenarios
 - Revenues and reductions in revenue based on SCH projections tied to increases and decreases to the current student fee rate.

Next Steps

- SFBC Votes on changes to the student incidental fee: March 5th, 2026
- SFBC Chair presents the committees proposal to ASSOU Senate: March 10th, 2026
 - If approved, the ASSOU President reviews the proposal. The President then must decide to approve or reject the proposal.
 - If Senate rejects the proposal, SFBC will convene an emergency meeting to review the decision, and vote on another proposal.
 - The cycle repeats until both Senate and the ASSOU President approve the SFBC proposed changes to the student incidental fees.

Questions?

Future Meetings

Adjournment