



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

April 10, 2026

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 act on the proposed tuition and mandatory single student fee rates for Academic Year (AY) 2026-2027; the Fiscal Year (FY) 2025 audited financial statements and SOU's Annual Financial Report; and there will be a board officer election.

Reports in this meeting will include reports from the board's Academic and Student Affairs Committee, including an Accreditation Update; the Finance and Administration Committee, which will include a review of the budget and cash flow projections for FY 2026-2029. The report will also include the FY 2027 budget and cash flow projections showing the proposed tuition and fee rates for AY 2026-27, the aforementioned rates action, the Mandatory Student Incidental Fee for AY 2026-27 and cost of attendance. Other reports on the agenda include a general report from the Executive, Audit, and Governance Committee; the Associated Students, Faculty Senate, and Staff Assembly of Southern Oregon University; the University President; and the administrative units of University Advancement, Athletics, and Government Relations.

The board will also discuss an update on SOU's financial sustainability project, an enrollment marketing initiative: Enroll360; the Board of Trustees email accounts, and the relationship of the SOU Foundation with the University.

The meeting will occur as follows:

Friday, April 17, 2026

12:00 p.m. to 5:15 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/81248650202> at the time of the meeting.

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 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 Meeting
April 17, 2026

SOU Land Acknowledgment

Call to Order / Roll / Declaration of a Quorum



Board of Trustees Meeting

Friday, April 17, 2026

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

Meese Room, Hannon Library, SOU Campus

Zoom: <https://sou.zoom.us/j/81248650202>

Persons wishing to provide live public comments in the meeting or in writing may sign up at trustees@sou.edu.
Please note: times listed 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 | Trustee Ashley King |
| | 1.3 | Roll Call and Declaration of a Quorum | Sabrina Prud'homme, SOU,
Board Secretary |
| | 1.4 | Agenda Review | Chair Sheila Clough |
| 12:10 | 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 | |
| 12:40 | 3.1 | Associated Students of Southern Oregon University Report | Sophia Smith, ASSOU,
President |
| 12:45 | 3.2 | SOU Faculty Senate Report | Dennis Slattery, SOU, Faculty
Senate Chair |
| 12:50 | 3.3 | SOU Staff Assembly Report | Stephanie Hanigan, SOU,
Staff Assembly Chair |
| 12: 55 | 4 | President's and Administration Reports | |
| | 4.1 | President's Report | President Rick Bailey |
| | 4.1.1 | University Advancement Report | Janet Fratella, SOU, Vice
President for University
Advancement and Executive
Director, SOU Foundation |

Board of Trustees Meeting
Friday, April 17, 2026
12:00 – 5:15 p.m. (or until business concludes)

AGENDA (Continued)

- | | | | |
|------|----------|--|--|
| | 4.1.2 | SOU Athletics Report | Matt Sayre, SOU, Director of Athletics |
| | 4.1.3 | Government Relations Report | Marc Overbeck, SOU, Director, Government Relations |
| | 5 | Academic and Student Affairs Committee Report | |
| 1:05 | 5.1 | General Committee Report | Trustee Daniel P. Santos |
| | 5.2 | Accreditation Update | |
| | 6 | Finance and Administration Committee Report | |
| 1:20 | 6.1 | General Committee Report | Trustee Liz Shelby |
| 1:30 | 6.2 | Budget and Cash Flow Updates for Fiscal Years 2026-2029 | Dr. Carson Howell, SOU, Vice President for Finance and Administration; Josh Lovern, SOU, Director of Budget and Planning |
| | 6.2.1. | Fiscal Year 2027 Projected Budget and Cash Flow with Proposed Tuition and Fee Rates for AY 2026-27 | Dr. Carson Howell; Josh Lovern |
| 1:55 | 6.3 | Mandatory Student Incidental Fee for Academic Year 2026-2027 | Sophia Smith, ASSOU, President; Tiffany Hyde, ASSOU, Director of Finance and Administration; President Rick Bailey |
| 2:05 | 6.4 | Tuition and Mandatory Single Student Fee for Academic Year 2026-2027 (Action) | President Rick Bailey; Dr. Carson Howell; Josh Lovern |
| | 6.4.1 | Cost of Attendance | |
| 2:30 | | BREAK | |
| | 7 | Executive, Audit, and Governance Committee Report | |
| 2:40 | 7.1 | General Committee Report | Chair Sheila Clough |

Board of Trustees Meeting
Friday, April 17, 2026
12:00 – 5:15 p.m. (or until business concludes)

AGENDA (Continued)

- | | | |
|-----------|--|---|
| 8 | Other Action, Information, and Discussion Items | |
| 2:45 | 8.1 Review and Adoption of Fiscal Year 2025 Audited Financial Statements and Annual Financial Reports (Action) | Dr. Carson Howell, ; Krista Darrah, SOU, Controller and Director of Business Services; Bryan Simkanich, CLA, Signing Director |
| 3:00 | 8.2 Update on Financial Sustainability Project | Chair Sheila Clough; Trustee Liz Shelby; President Rick Bailey; Rob Patridge, SOU, General Counsel |
| 4:00 | 8.3 Update on Enrollment Marketing Initiative: Enroll360 | President Rick Bailey; Dr. Casey Shillam, SOU, Executive Vice President; Benton Brown, EAB, Managing Partner |
| 4:20 | BREAK | |
| 4:30 | 8.4 Board Officer Election (Action) | Trustee Daniel P. Santos |
| 4:45 | 8.5 Board of Trustees Email Accounts | Chair Sheila Clough; Sabrina Prud'homme |
| 4:50 | 8.6 SOU Foundation Relationship with the University | Janet Fratella; Gene Pelham, SOU Foundation Board of Trustees, Board President |
| 5:10 | 8.7 Future Meetings | Chair Sheila Clough |
| 5:15 p.m. | 9 Adjournment | Chair Sheila Clough |

Public Comment

Invited Public Comment:

- Associated Professors of Southern Oregon University
- Service Employees International Union (Sub-local 84)

SOU Shared Governance Reports

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

President's and Administration Reports



CELEBRATING 154 YEARS

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

President Rick Bailey

April 2026

SO | Southern OREGON
U | UNIVERSITY

TEAM REPORT DISCUSSION TOPICS

- **Advancement**
 - Fundraising Totals
 - Positive Update on Solar Funding
 - Website Transition in Progress
- **Campus Belonging**
 - Vulnerabilities and Risks
 - Leadership Conference Naming

TEAM REPORT DISCUSSION TOPICS

- **General Counsel and Special Projects**
 - Additional Property Sales
- **Government Relations**
 - Emergency Board Preparation
 - PERS 2027 Challenges
 - Upcoming 2027 Legislative Session

ATHLETICS APRIL BOARD UPDATE

- Softball complex Phase One - \$1.7M
- Turf Replacement - \$758K
- Highest athletic fundraising of any Oregon TRU
- Lowest cost per student-athlete of any Oregon school
- Lowest E&G contribution of any Oregon TRU
- SCH for student-athletes increased 45% over last 10 years
- Top performing state school in NAIA Learfield Director's Cup 8 of last 10 years.





QUESTIONS AND DIALOGUE

Thank You!

University Advancement Update

April 2026

OUR MISSION

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

OUR VISION

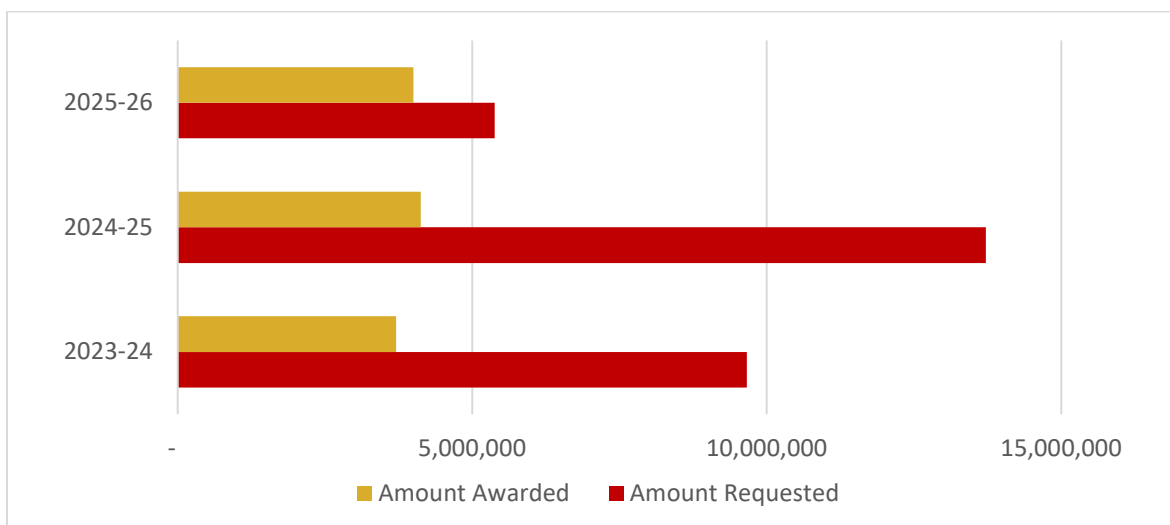
University Advancement will inspire a community connected by a shared love of Southern Oregon University.

ALUMNI RELATIONS

- Under the leadership of SOU Alumni Association President Sarah Heiken '01, the organization is embarking on a new strategic plan to be completed in June 2026. This plan will be critical as the university begins a search for a new Director of Alumni Relations.
- The AR team will launch a structured student-alumni mentorship program with the School of Business later this year using the Raider Network platform. The project will focus on increasing student participation with academic partners, recruiting and vetting alumni mentors, and using connection-building to improve retention and career outcomes.

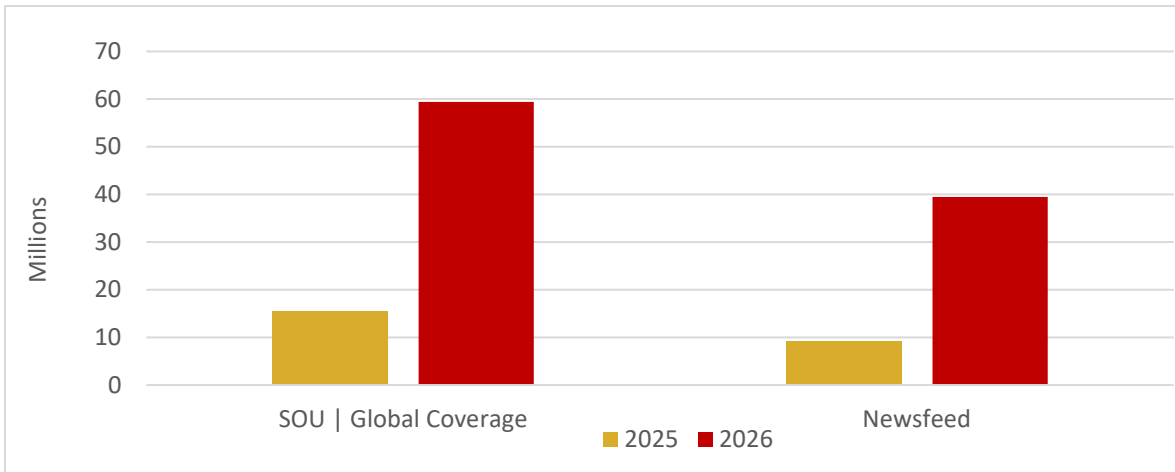
SPONSORED PROGRAMS

- SOU has been awarded \$4 million in grants since July 1, 2025.
- The most significant news this quarter has been the approval by the federal government of SOU's request to convert a \$2 million grant awarded for solar energy into academic and student programming that supports the intersection of climate resiliency and workforce development.



MARKETING AND COMMUNICATIONS

- Rebuilding the SOU website into one that is optimized for student recruitment continues. The project is on target to launch in fall 2026.
- SOU’s marketing initiatives ramp up each spring during the peak application and enrollment period and employ a mix of digital advertising, web strategy, social media engagement, and regional visibility. Work is coordinated to occur in key recruitment markets, directing prospective students to SOU programs, admissions resources, and enrollment information.
- SOU was mentioned an average of 7.5 times per day during the period of April 1, 2025 through March 31, 2026. That is up 57% from the previous year. A *New York Times* story about how colleges are addressing financial issues featuring President Rick Bailey was the most viewed story during this reporting period, with 229,000 views and a potential reach of 141 million.
- Free mentions of SOU in the news media have a significant impact on the SOU brand. While free mentions cannot replace paid advertising, they do increase the university’s visibility and they often reach a broader audience. These mentions are the result of casual mentions about the university and also those stories that have been “tagged” for their relevance. The following chart shows a financial value of these stories using an advertising rate of \$.37/column inch.



OSHER LIFELONG LEARNING INSTITUTE

- Membership in OLLI continues to reach pre-pandemic levels, with nearly 2,000 members. OLLI at SOU is among the largest in the country.
- OLLI volunteers produced and starred in “OLLI, OLLI, Oxen Free” held in March. It was a sold-out series of shows, with proceeds benefitting the organization.

DEVELOPMENT

- Fundraising continues apace. The year’s very ambitious goal of \$14 million has been reached.
- The public launch event of the campaign scheduled for October 2026 is on pause as a result of the university’s fiscal reality and the potential negative optics of such an event.

2025-26 SOU Institutional Marketing Plan

Executive Summary

Through a coordinated mix of digital advertising, web strategy, social media engagement, and regional visibility, SOU maintains a year-round marketing presence that generates millions of impressions annually across Oregon and key recruitment markets, directing prospective students to SOU programs, admissions resources, and enrollment information. This strategy supports enrollment growth, strengthens the university's brand, and increases engagement with prospective students and families. **Targeted messaging, audience segmentation, and data-driven digital marketing help maximize the impact of limited institutional resources.**

Strategic Marketing Objectives

The marketing program focuses on three core objectives:

- **Strengthening SOU's brand identity:** Marketing efforts reinforce the university's brand pillars: academic achievement, creativity and imagination, and sustainability. Messaging highlights SOU's distinctive strengths including small class sizes, personalized learning, strong faculty mentorship, and career-focused academic programs.
- **Supporting enrollment growth across key student populations:** Marketing initiatives are designed to reach multiple student segments, including first-time freshmen, transfer students, adult learners, graduate students, online learners, international students, and rural Oregon populations. Targeted messaging emphasizes affordability, flexibility, and clear career outcomes associated with an SOU degree.
- **Using data to guide marketing investment:** The marketing team works closely with Admissions to evaluate digital marketing analytics, enrollment trends, and campaign performance. These insights inform spending decisions and allow the university to prioritize the most effective channels for reaching prospective students.

Core Messaging Themes

Marketing communications emphasize those elements that distinguish SOU in a competitive higher education environment:

- Academic excellence and real-world learning opportunities
- Personalized education within a supportive community
- Career preparation and alumni success
- Affordability and return on investment
- Innovation, sustainability, and social impact
- Flexible learning pathways including online and hybrid options

These themes are integrated across all communications platforms to maintain a consistent and recognizable institutional voice.

Marketing Channels

SOU currently reaches prospective students and stakeholders through a mix of digital, print, and regional visibility strategies, including:

Digital Marketing and Search

- Advance Education digital marketing campaigns
- Search engine marketing (SEM) and paid search
- Web-based program listings and academic search platforms
- Targeted online advertising and campaign landing pages

Our digital marketing package also includes two sponsored content stories developed in a news-style format and clearly labeled as paid content. These stories highlight SOU programs, student outcomes, or areas of institutional impact and are designed to engage readers in a format consistent with editorial storytelling. In addition to appearing in print in *The Oregonian*, the stories receive year-round digital promotion across the publisher’s media network, significantly expanding their reach to audiences throughout Oregon and the Pacific Northwest. Depending on the subject matter, they are either published in HereIsOregon or OregonLive, both of which attract large regional readerships. Based on previous campaign reports, these sponsored stories typically generate around 1.2 million digital impressions within two months of publication, significantly amplifying SOU’s visibility across Oregon and the broader regional media network.

University Web and Content Platforms

- SOU website and program pages (new enrollment-optimized website to launch Q3 2026)
- Search-optimized content and web strategy
- Video storytelling and digital content

Social Media and Digital Engagement

Institutional social media channels including Facebook, Instagram, LinkedIn, YouTube, and X are managed year-round to support brand visibility and student recruitment. Content is primarily organic, supplemented by selective paid promotion. The Marketing department regularly shares video and storytelling that highlight student success, academic programs, and campus life, with a strong emphasis on student-generated videos, reflecting the authentic, peer-driven content that resonates most strongly with Gen Z audiences.

Regional Advertising and Visibility

- Year-round advertising presence at Rogue Valley International Airport
- Billboard advertising along the I-5 corridor in Oregon (dependent upon funding availability)
- Local sponsorships and community partnerships throughout the Rogue Valley

Strategic Impact

Together, these omnichannel marketing efforts strengthen SOU's visibility across Oregon and key out-of-state markets while reinforcing the university's reputation as a student-centered institution that offers strong academic programs, career preparation, and meaningful community engagement. By combining targeted digital marketing with regional brand visibility, SOU expands awareness, improves recruitment outcomes, and supports the university's long-term enrollment and institutional sustainability goals.

In an increasingly competitive higher education landscape, maintaining consistent visibility and clear institutional messaging is essential to attracting prospective students. SOU's integrated marketing strategy allows the university to extend its reach across Oregon and key recruitment markets while making careful and strategic use of institutional resources. By prioritizing high-impact channels and data-informed decision making, the university is able to strengthen recruitment efforts while responsibly stewarding marketing investments that support long-term enrollment stability.



Legislative Strategy and 2027 Session Outlook

Board of Trustees
April 17, 2026

2026 Short Session Retrospective

- **\$15 Million Emergency Funding:** Successfully secured one-time funding to address short-term cash flow challenges through June 2027
- **Long Term Plan and Sustainability Reporting:** \$500,000 allocated for consultant-led study on SOU's long-term fiscal sustainability and future structure
- **New requirement for SOU** to file monthly financial statements and updated cash flow forecasts with the HECC
- **Passage of HB 4124** (Marsh Bill), directing a full review of higher education organization and student access and affordability; a draft report is due October 1 and the final by April 1, 2027

Key Upcoming Dates

➤ Legislative Committee Days/Emergency Board

June 15-17, 2026

- Objective: SOU leadership and government relations will engage with legislative committees to report on the initial progress around a long-term sustainability plan, and secure money from the \$15M allocation.
- Additionally, HECC will be presenting on legislative concepts in education committees

➤ Legislative Committee Days/Emergency Board

September 8-10, 2026

HECC Updates

➤ **HECC Funding and Achievement Committee met April 8**

- Agency Request Budget (ARB) process started April 6; due to Governor by June XX
- HECC Staff confirmed there will be a maximum ask allowed for public universities (PUSF) and community colleges (CCSF)
- Discussion held around methodology used to calculate Current Service Level (CSL)

➤ **Full Commission met April 9**

- Approved Bachelor of Applied Science in Education (BAS-E) programs at five Oregon community colleges (8-3; 8 votes required to approve)

2027 Session – A Look Ahead

- **HECC Policy Option Packages (POPs):** HECC is developing proposals that will cost money (which must be revenue neutral from the HECC budget), including
 - “Targeted institutional integration” proposals to explore shared services, formal affiliations, or mergers between public universities
 - Transferring federal workforce programs under WIOA Title 1 to the Employment Department

- **HECC Legislative Concepts (LCs):** Draft LCs include
 - Placeholder for HB 4124 study recommendations implementation
 - Data reporting changes for public institutions
 - Defining incidental fees
 - Replacing the state higher education attainment goal (to replace 40-40-20)

Questions???



Academic and Student Affairs Committee Report

Finance and Administration Committee Report

Budget and Cash Flow Updates for Fiscal Years 2026-2029

NEW Report Columns

Updates from March Report

Resiliency Plan Analysis

- March FAC meeting feedback
- Seven (7) new columns comparing June Budget, to revised (resiliency plan) budget, to current fiscal year projections
- Attempt to show progress compared to plan and where deviations might be present in its execution

NEW Report Columns: Updates from March

JUNE Budget (Pre-resiliency Plan)	FY2026 Revised Budget (Resiliency Plan)	Revised Budget Minus JUNE Budget	Current FY2026 Projection (as of 3.31.2026)	2026 Projection compared to JUNE Budget	% Projection compared to JUNE Budget	2026 Projection compared to Revised Budget
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- **JUNE Budget (Pre-resiliency Plan)**
 - As presented in June 2025; converted from legacy pro forma model
- **FY2026 Revised Budget (Resiliency Plan)**
 - Board directed update to June Budget as presented in October 2025
- **Revised Budget Minus JUNE Budget**
 - Difference between JUNE and October budgets
- **Current FY2026 Projection & Compared to JUNE Budget**
 - Current projected ending balance compared to the original JUNE budget
- **% Projection Compared to JUNE Budget (Pre-Resiliency Plan)**
 - Percent change of June Budget to current projected (post-resiliency) budget
- **2026 Projection Compared to Revised (October) Budget**
 - Execution differences between Revised and projected – same as variance analysis table

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. Other Personnel Expenses (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. Some modeling exists; quicker to update/deploy than starting from scratch

3. Converting Banner Budget Data into Workday

- a. Necessary for better projection modeling
- b. Some work by Deloitte might be adaptable to internal models
- c. HUGE undertaking; “Is the juice worth the squeeze...?”

Budget Update

- FY2025 Audit Complete
 - Final update to 2025 now presented in report;
 - No further E&G updates expected
- Continued development of new report and projection models
- Budget models influencing Cash Flow projection models
- NEW – Resiliency Plan Analysis
 - June Budget, Resiliency Plan Budget, Analysis & Feedback

FY 2026 Budget Update

- Resiliency plan analysis added to presentation
- S&S pressures remain elevated for FY2026
- Tuition down *less* than expected and very close to October budgeted target.
- Some ‘red flags’ still occurring:
 - “Pre-paid” invoice system broken since August
 - Internal Sales timeliness
 - Allocation processing (SSCM redistribution)

E&G Fund Revenues

	Est Final Prior FY	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2025	FY2026 BUDGET	FY2026 YTD Actuals (as of 3.31.2026)	YTD Actuals % of Budget	Last Reported Projection (as of 2.28.2026)	Current FY2026 Projection (as of 3.31.2026)	\$ Changes from Last Projection	% Change from Last Projection
Revenues								
Gross tuition and fees	37,008,351	37,945,000	40,263,503	106%	38,299,025	38,567,083	268,058	0.7%
Less fee remissions	(5,294,416)	(5,162,000)	(5,107,788)	99%	(5,123,004)	(5,158,861)	(35,857)	-0.7%
Net Tuition & Fees	31,713,936	32,783,000	35,155,716	107%	33,176,021	33,408,222	232,201	0.7%
State operating appropriations	28,625,062	29,301,951	24,310,731	83%	28,860,962	28,860,962	-	0.0%
State debt service appropriations	179,160	179,160	-	0%	179,160	179,160	-	0.0%
Indirect cost recovery	308,132	310,000	233,249	75%	310,000	310,000	-	0.0%
All other	2,003,312	3,690,000	1,935,920	52%	2,458,467	2,458,467	(0)	0.0%
Total revenues	62,829,601	66,264,111	61,635,615	93%	64,984,610	65,216,811	232,200	0.4%

FY2026 Revenue Updates (YTD data as of 3.31.2026)

- FY2026 YTD Actuals prior to fees redistribution – processing after 5th week
- Net Tuition and Fees slight change from prior projection (+0.7%)
- No further changes expected to State Operating Appropriations
- *Reminder:* All Other Revenues – changes in interest earnings resulted in significant change from prior estimates for both FY2025 and FY2026.

E&G Fund Revenues

	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS		VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)					
	FY2026 BUDGET	Current FY2026 Projection (as of 3.31.2026)	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
Revenues								
Gross tuition and fees	37,945,000	38,567,083	102%	622,083	(2,318,503)	1,558,732	1%	-1%
Less fee remissions	(5,162,000)	(5,158,861)	100%	3,139	(54,212)	135,555	5%	10%
Net Tuition & Fees	32,783,000	33,408,222	102%	625,222	(2,372,716)	1,694,286	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%	-	76,751	1,868	4%	21%
All other	3,690,000	2,458,467	67%	(1,231,533)	1,754,080	455,156	35%	85%
Total revenues	66,264,111	65,216,811	98%	(1,047,300)	4,628,496	2,387,210	2%	1%

FY2026 Revenue Budget Execution & Variance Analysis (YTD data as of 3.31.2026)

FY2026 Tuition and Fees still projected higher than budgeted and FY2025

- Total Net Tuition & Fees projection higher by 2% to October budget
- State Operating Appropriations – no further updates from March
- Impact (-\$1.2M) to ‘All other’ revenue related to interest earnings budgets/projections discussed in January
- Total Revenue projections within 98% of budgeted and roughly \$2.3M higher than FY2025 largely due to graduate credit hours

E&G Fund Revenues

	RESILIENCY PLAN ANALYSIS APRIL 2026						
	JUNE Budget (Pre-resiliency Plan)	FY2026 Revised Budget (Resiliency Plan)	Revised Budget Minus JUNE Budget	Current FY2026 Projection (as of 3.31.2026)	2026 Projection compared to JUNE Budget	% Projection compared to JUNE Budget	2026 Projection compared to Revised Budget
Revenues							
Gross tuition and fees	40,034,000	37,945,000	(2,089,000)	38,567,083	(1,466,917)	-3.7%	622,083
Less fee remissions	(5,318,000)	(5,162,000)	156,000	(5,158,861)	159,139	-3.0%	3,139
Net Tuition & Fees	34,716,000	32,783,000	(1,933,000)	33,408,222	(1,307,778)	-3.8%	625,222
					-		-
State operating appropriations	29,302,000	29,301,951	(49)	28,860,962	(441,038)	-1.5%	(440,989)
					-		-
State debt service appropriations	179,160	179,160	-	179,160	-	0.0%	-
Indirect cost recovery	310,000	310,000	-	310,000	-	0.0%	-
All other	3,885,000	3,690,000	(195,000)	2,458,467	(1,426,533)	-36.7%	(1,231,533)
Total revenues	68,392,160	66,264,111	(2,128,049)	65,216,811	(3,175,349)	-4.6%	(1,047,300)

FY2026 Revenue Budget Execution & Resiliency Plan Analysis

- Net Tuition and Fees projection is greater than Revised by +\$625,222
 - Compared to June Budget: -\$1.3M | -3.8%
- Total Revenues down -\$1.047M Compared to Resiliency Plan budget
 - Compared to June Budget: -\$3.1M | -4.6%

E&G Fund Expenses

	Est Final Prior FY	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2025	FY2026 BUDGET	FY2026 YTD Actuals (as of 3.31.2026)	YTD Actuals % of Budget	Last Reported Projection (as of 2.28.2026)	Current FY2026 Projection (as of 3.31.2026)	\$ Changes from Last Projection	% Change from Last Projection
Expenses								
Salary & Wages	32,615,263	32,300,000	20,266,684	63%	32,438,707	32,327,704	(111,003)	-0.34%
Benefits: Health	7,979,990	7,483,379	5,081,925	68%	7,637,567	7,661,641	24,074	0.32%
Benefits: Retirement	8,444,131	7,918,635	5,377,506	68%	8,081,792	8,107,266	25,474	0.32%
Benefits: Other	3,248,898	3,046,712	2,069,007	68%	3,109,487	3,119,288	9,801	0.32%
Supplies & Services	14,378,648	14,313,497	12,370,313	86%	15,165,245	15,427,986	262,741	1.73%
Capital Expenditures	-	12,681	16,164	127%	113,673	113,673	(0)	0.00%
Institutional Student Aid	77,764	-	47,080	0%	66,321	66,321	(0)	0.00%
Net Fund Transfers	3,118,725	2,496,260	475,390	19%	2,496,000	2,496,000	-	0.00%
Total expenses	69,863,419	67,571,164	45,704,070	68%	69,108,792	69,319,877	211,085	0.3%

FY2026 Expense Updates (YTD data as of 3.31.2026)

- Salary & Wages: New model continues to show savings compared to budget
- Benefits modeling remains challenging due to composite charges and timing
 - Business Services, Budget and HR looking at alternative approaches
- Supplies & Services: Increased expense related to 'self-financing' remainder of Workday implementation, additional contracts, pre-paids
 - Restoration of legacy processes for internal sales impacting budgets
- 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

	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS		VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)					
	FY2026 BUDGET	Current FY2026 Projection (as of 3.31.2026)	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
Expenses								
Salary & Wages	32,300,000	32,327,704	100%	27,704	12,033,316	(287,559)	1%	2%
Benefits: Health	7,483,379	7,661,641	102%	178,262	2,401,454	(318,349)	1%	2%
Benefits: Retirement	7,918,635	8,107,266	102%	188,631	2,541,130	(336,865)	5%	3%
Benefits: Other	3,046,712	3,119,288	102%	72,576	977,705	(129,610)	1%	0%
Supplies & Services	14,313,497	15,427,986	108%	1,114,489	1,943,184	1,049,337	7%	9%
Capital Expenditures	12,681	113,673	896%	100,992	(3,483)	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)	2,020,870	(622,725)		
Total expenses	67,571,164	69,319,877	103%	1,748,713	21,867,094	(543,542)	3%	4%

FY2026 Expense Budget Execution & Variance Analysis (YTD data as of 3.31.2026)

Total expenses projected to be +\$1.7M over revised October budget

- Workday implementation costs exceeding lease agreement
 - Additional services to help with implementation will add expense
- Projected Salary & Benefits higher than budget but less than FY2025 overall (monitoring closely)
 - Next slide shows savings compared to June Budget
- Transfers *should* return to normal after automatic journals are enacted

E&G Fund Expenses

RESILIENCY PLAN ANALYSIS APRIL 2026

	JUNE Budget (Pre-resiliency Plan)	FY2026 Revised Budget (Resiliency Plan)	Revised Budget Minus JUNE Budget	Current FY2026 Projection (as of 3.31.2026)	2026 Projection compared to JUNE Budget	% Projection compared to JUNE Budget	2026 Projection compared to Revised Budget
Expenses							
Salary & Wages	33,957,000	32,300,000	(1,657,000)	32,327,704	(1,629,296)	-4.8%	27,704
Benefits: Health	8,213,000	7,483,379	(729,621)	7,661,641	(551,359)	-6.7%	178,262
Benefits: Retirement	8,303,000	7,918,635	(384,365)	8,107,266	(195,734)	-2.4%	188,631
Benefits: Other	3,266,000	3,046,712	(219,288)	3,119,288	(146,712)	-4.5%	72,576
Supplies & Services	15,006,000	14,313,497	(692,503)	15,427,986	421,986	2.8%	1,114,489
Capital Expenditures	92,000	12,681	(79,319)	113,673	21,673	23.6%	100,992
Institutional Student Aid	-	-	-	66,321	66,321	0.0%	66,321
Net Fund Transfers	2,831,000	2,496,260	(334,740)	2,496,000	(335,000)	-11.8%	(260)
Total expenses	71,668,000	67,571,164	(4,096,836)	69,319,877	(2,348,123)	-3.3%	1,748,713

FY2026 Expense Budget Execution & Resiliency Plan Analysis

Total expenses projected to be +\$1.75M over revised October budget

- However, nearly \$2.35M will be realized compared to June's expense budget
 - Most savings compared to JUNE budget (-\$2.5M) are in Labor
 - This is the direct impact of the Resiliency Plan on expenses & transfers
- Expenses greater than resiliency plan estimates
 - Benefits and S&S as primary examples

E&G Fund Net Income

	Est Final Prior FY	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2025	FY2026 BUDGET	FY2026 YTD Actuals (as of 3.31.2026)	YTD Actuals % of Budget	Last Reported Projection (as of 2.28.2026)	Current FY2026 Projection (as of 3.31.2026)	\$ Changes from Last Projection	% Change from Last Projection
Net Income (Loss)	(7,033,818)	(1,307,053)			(4,124,182)	(4,103,066)	21,116	0.51%
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)			1,154,547	1,175,663	21,116	
Balance as a % of Revenue	-5.67%	-5.08%			1.78%	1.80%		0.03%
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%	57.0%		51.1%	51.2%		0.34%
Remission Rate	14.3%	13.6%	12.7%		13.4%	13.4%		0.00%
Wages and Benefits as % of Total:	74.8%	75.1%	71.8%		74.2%	73.9%		-0.40%

FY2026 Net Income & Fund Balance Updates (YTD data as of March 31, 2026)

- Net Income Projections show a growth of 0.51% from last reported
- Net loss in excess of -\$4.1M projected is comprised of:
 - Starting net loss of adjusted budget -\$1.3M
 - Total Revenues \$-1.05M less than October budget
 - Total Expenses \$1.75M greater than October budget
- Compounded with negative fund balance of FY 2025 (-\$3.5M), total net loss requires use of 1-time funding (ERC) to achieve positive balance for FY26
 - Cash Flow impacts will be discussed after future projections slide

E&G Fund Net Income

	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS		VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)					
	FY2026 BUDGET	Current FY2026 Projection (as of 3.31.2026)	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)	(4,103,066)		(2,796,013)	(1,307,053)	2,930,752	-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)	1,175,663		4,544,765	(3,369,102)	4,737,712	-6%	-28%
Balance as a % of Revenue	-5.08%	1.80%						
Months of Operating Balance	(0.6)	0.2						
Additional Information								
% of Revenue that is Tuition	49.5%	51.2%						
Remission Rate	13.6%	13.4%						
Wages and Benefits as % of Total:	75.1%	73.9%						

FY2026 Net Income & Fund Balance Execution with Variance Analysis

Recurring negative fund balance requires use of ERC to maintain operations at current service levels

- Emergency state support will not materialize until late June at earliest
- 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 or extensive changes

FY 2027
Projected Budget with
Proposed Tuition and Fee Rates
for Academic Year 2026-27

Early FY 2027 Budget Assumptions

(As of April 2026, subject to change)

REVENUE ASSUMPTIONS

1. Tuition & Fees – Assumed at TAC rates then 5% thereafter
 - A. Enrollment projections currently showing declines (-2.93%, -2.17%, -2.22%)
 - B. Future enrollment adjustment post ‘Budget Note’ implementation likely
2. Remissions – Final year of increased remissions, then starting decline to target
3. State Revenue as modeled post FY2026 ‘True-up’; future may need adjustment
4. Total revenues increase mostly due to state revenue growth (49/51 split)
5. All other sources as modeled with limited changes (back to baseline)

EXPENSE ASSUMPTIONS

1. Second year of resiliency plan cuts modeled and net against labor growth
2. Benefits see modest growth (2nd year of biennium, but smaller headcounts)
3. S&S continues to grow and will likely require additional changes
4. Transfers maintaining at proportional level to labor categories post resiliency

NET INCOME

FY2027 net income loss will consume all fund balance from FY2026

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

	Current FY2026 Projection (as of 3.31.2026)	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	38,567,083	39,095,540	528,457	1.37%	39,744,397	648,857	1.66%	40,494,288	749,891	1.89%
Less fee remissions	(5,158,861)	(5,500,000)	(341,139)	-6.61%	(5,440,000)	60,000	-1.09%	(5,060,000)	380,000	-6.99%
Net Tuition & Fees	33,408,222	33,595,540	187,318	0.56%	34,304,397	708,857	2.11%	35,434,288	1,129,891	3.29%
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	65,216,811	66,669,562	1,452,750	2.23%	68,758,143	2,088,581	3.13%	71,260,580	2,502,437	3.64%
Expenses										
Salary & Wages	32,327,704	32,507,780	180,077	0.56%	33,658,131	1,150,351	3.54%	34,694,325	1,036,194	3.08%
Benefits: Health	7,661,641	7,666,714	5,072	0.07%	7,971,979	305,266	3.98%	8,254,360	282,380	3.54%
Benefits: Retirement	8,107,266	8,112,633	5,367	0.07%	8,435,654	323,021	3.98%	8,734,459	298,804	3.54%
Benefits: Other	3,119,288	3,121,353	2,065	0.07%	3,245,636	124,283	3.98%	3,360,602	114,966	3.54%
Supplies & Services	15,427,986	15,969,508	541,522	3.51%	16,530,000	560,492	3.51%	17,110,000	580,000	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	2,500,715	4,715	0.19%	2,597,517	96,801	3.87%	2,686,515	88,998	3.43%
Total expenses	69,319,877	69,992,703	672,826	0.97%	72,556,918	2,564,215	3.66%	74,962,260	2,405,342	3.32%
Net Income (Loss)	(4,103,066)	(3,323,142)	779,924	19.01%	(3,798,775)	(475,633)	-14.31%	(3,701,680)	97,095	2.56%
Margin As a % of Revenue	-6%	-5%			-6%			-5%		
Fund Balance Information										
Beginning Fund Balance	(3,562,049)	1,175,663	4,737,712	133%	(2,147,479)	(3,323,142)	-283%	(5,946,254)	(3,798,775)	177%
Additions/(Deductions)	8,840,778		(8,840,778)	-100%		-			-	
Ending Fund Balance	1,175,663	(2,147,479)	(3,323,142)	-283%	(5,946,254)	(3,798,775)	177%	(9,647,934)	(3,701,680)	62%
Balance as a % of Revenue	1.80%	-3.22%		-5.02%	-8.65%		-5.43%	-13.54%		-4.89%
Months of Operating Balance	0.2	(0.4)	(0.6)		(1.0)	(0.7)		(1.6)	(0.6)	
Additional Information										
% of Revenue that is Tuition	51.2%	50.4%		-1.63%	49.9%		-0.99%	49.7%		-0.33%
Remission Rate	13.4%	14.1%		5.17%	13.7%		-2.71%	12.5%		-8.71%
Wages and Benefits as % of Total:	73.9%	73.4%		-0.59%	73.5%		0.04%	73.4%		-0.06%

Cash Flow

Assumptions - Revenue

REVENUE

- Student enrollment (forecast based on historical)
- Student accounts (actual vs billed)
- Foundation dollars (discussions with VPUA)

Assumptions - Expenses

EXPENSES

- Labor and OPE
 - Resiliency Plan
 - Salary increases
- Contract and general inflation
- Debt Service as scheduled

SOUTHERN OREGON UNIVERSITY

Cash Flow Forecast

Cash Date	3/31/2026
Starting cash on hand	\$ 18,070,525
Less: outstanding payments	\$ (704,939)
Less: fiduciary funds	\$ (8,700,000)
Available cash on hand	\$ 8,665,586

Cash flow Starting date: Apr 2026

COLOR CODING

Cash below debt payment level for following month

CAN'T MAKE PAYROLL

! Land sale reserve needed

Estimate E-Board Allocations

	End FY2026			Start FY2027			FY2027									End FY2027		
	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			
	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)	\$ 8,665,586	\$ 10,363,959	\$ 5,769,733	\$ 7,062,161	\$ 9,183,903	\$ 3,472,750	\$ 16,202,575	\$ 18,491,947	\$ 11,173,242	\$ 14,779,326	\$ 17,796,331	\$ 10,667,976	\$ 13,738,587	\$ 14,218,813	\$ 6,769,132			
Cash receipts																		
Payment on Accounts Receivable - Students	\$ 4,047,950	\$ 1,365,300	\$ 1,829,250	\$ 1,829,250	\$ 1,219,500	\$ 11,974,500	\$ 2,394,900	\$ 1,596,600	\$ 11,225,250	\$ 2,245,050	\$ 1,496,700	\$ 10,476,000	\$ 2,095,200	\$ 1,396,800	\$ 1,869,750			
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			
State Appropriations	\$ 5,071,694	\$ -	\$ 7,500,000	\$ 10,844,694	\$ -	\$ 7,500,000	\$ 7,662,694	\$ -	\$ -	\$ 7,662,694	\$ -	\$ -	\$ 5,258,694	\$ -	\$ -			
Recovery of Accounts Receivable in Collections	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000			
Foundation Reimbursements	\$ 650,000	\$ 2,850,000	\$ 1,000,000			\$ 650,000			\$ 650,000	\$ 750,000		\$ 650,000	\$ 750,000		\$ 1,000,000			
Interest Income	\$ 91,585	\$ 65,896	\$ 50,582	\$ 54,890	\$ 61,963	\$ 42,926	\$ 85,358	\$ 92,990	\$ 68,594	\$ 80,614	\$ 90,671	\$ 66,910	\$ 77,145	\$ 78,746	\$ 53,914			
Other Revenue	\$ 345,000	\$ 282,500	\$ 282,500	\$ 345,000	\$ 282,500	\$ 282,500	\$ 345,000	\$ 282,500	\$ 282,500	\$ 345,000	\$ 282,500	\$ 282,500	\$ 345,000	\$ 282,500	\$ 282,500			
Miscellaneous Income	\$ 67,797	\$ 36,475	\$ 22,269	\$ 11,522	\$ 57,047	\$ 50,842	\$ 57,693	\$ 41,429	\$ 22,689	\$ 105,029	\$ 41,583	\$ 80,310	\$ 67,797	\$ 36,475	\$ 22,269			
Total cash receipts	\$ 10,749,025	\$ 5,075,171	\$ 11,159,601	\$ 13,560,356	\$ 2,096,009	\$ 20,975,768	\$ 11,020,645	\$ 2,488,518	\$ 12,724,033	\$ 11,663,387	\$ 2,386,453	\$ 12,030,720	\$ 9,068,835	\$ 2,269,520	\$ 3,703,432			
Total cash available	\$ 19,414,612	\$ 15,439,130	\$ 16,929,334	\$ 20,622,517	\$ 11,279,913	\$ 24,448,518	\$ 27,223,219	\$ 20,980,465	\$ 23,897,276	\$ 26,442,713	\$ 20,182,785	\$ 22,698,695	\$ 22,807,422	\$ 16,488,334	\$ 10,472,565			
Cash paid out																		
Labor & OPE	\$ 5,924,703	\$ 5,937,612	\$ 5,557,424	\$ 4,934,037	\$ 4,874,204	\$ 5,171,930	\$ 5,929,006	\$ 5,929,006	\$ 5,929,006	\$ 5,740,450	\$ 5,929,006	\$ 5,915,710	\$ 5,915,710	\$ 5,942,303	\$ 5,575,405			
Accounts Payable Disbursements (<\$500,000 annually)	\$ 547,428	\$ 2,132,242	\$ 407,013	\$ 980,917	\$ 1,515,809	\$ 2,204,000	\$ 1,137,000	\$ 1,869,000	\$ 1,177,000	\$ 1,249,000	\$ 1,862,000	\$ 1,516,000	\$ 567,000	\$ 2,207,000	\$ 421,000			
Accounts Payable Disbursements - Aladdin Food Services	\$ 527,200	\$ 742,040	\$ 592,118	\$ 491,123	\$ 514,807	\$ 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	\$ 137,413	\$ 137,734	\$ 130,770	\$ 48,406	\$ 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	\$ 421,092	\$ 415,136	\$ 363,770	\$ 426,295	\$ 307,948	\$ 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	\$ -	\$ -	\$ -	\$ -	\$ 331,000	\$ -	\$ 345,000			
Accounts Payable Disbursements - La Clinica	\$ 349,210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 441,840	\$ 388,318	\$ -	\$ -	\$ 362,904	\$ 500	\$ 361,000	\$ -	\$ -			
Accounts Payable Disbursements - Ellucian	\$ 63,017	\$ 65,317	\$ 251,425	\$ 634,310	\$ 33,693	\$ 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	\$ 67,182	\$ 7,140	\$ -	\$ 968,010	\$ 800	\$ -	\$ 2,000	\$ -	\$ -	\$ 30,000	\$ -	\$ 125,000	\$ 70,000	\$ 7,000	\$ -			
Debt Service																		
Debt Service - State of Oregon (Capital Bonds)	\$ -	\$ -	\$ -	\$ 2,683,783	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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			
Debt Service - CHF-Ashland, LLC (Student Housing)	\$ -	\$ -	\$ 2,048,337	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 672,015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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	\$ 135,645	\$ 135,645	\$ 135,645			
Other expenses																		
Workday Implementation - Alchemy (not financed)	\$ 131,509	\$ 77,600	\$ 39,455	\$ 34,469	\$ 41,598	\$ 59,114	\$ 13,528	\$ -	\$ 169,030	\$ -	\$ -	\$ -						
Other expenses or 1-time entries																		
Subtotal	\$ 9,050,652	\$ 9,669,397	\$ 9,867,173	\$ 11,438,614	\$ 7,807,163	\$ 8,245,943	\$ 8,731,273	\$ 9,807,223	\$ 9,117,950	\$ 8,646,382	\$ 9,514,809	\$ 8,960,109	\$ 8,588,609	\$ 9,719,201	\$ 9,946,318			
Total cash paid out	\$ 9,050,652	\$ 9,669,397	\$ 9,867,173	\$ 11,438,614	\$ 7,807,163	\$ 8,245,943	\$ 8,731,273	\$ 9,807,223	\$ 9,117,950	\$ 8,646,382	\$ 9,514,809	\$ 8,960,109	\$ 8,588,609	\$ 9,719,201	\$ 9,946,318			
Cash on hand (end of month)	\$ 10,363,959	\$ 5,769,733	\$ 7,062,161	\$ 9,183,903	\$ 3,472,750	\$ 16,202,575	\$ 18,491,947	\$ 11,173,242	\$ 14,779,326	\$ 17,796,331	\$ 10,667,976	\$ 13,738,587	\$ 14,218,813	\$ 6,769,132	\$ 526,247			

Utilization of Land Sales Reserve Portion

!

!

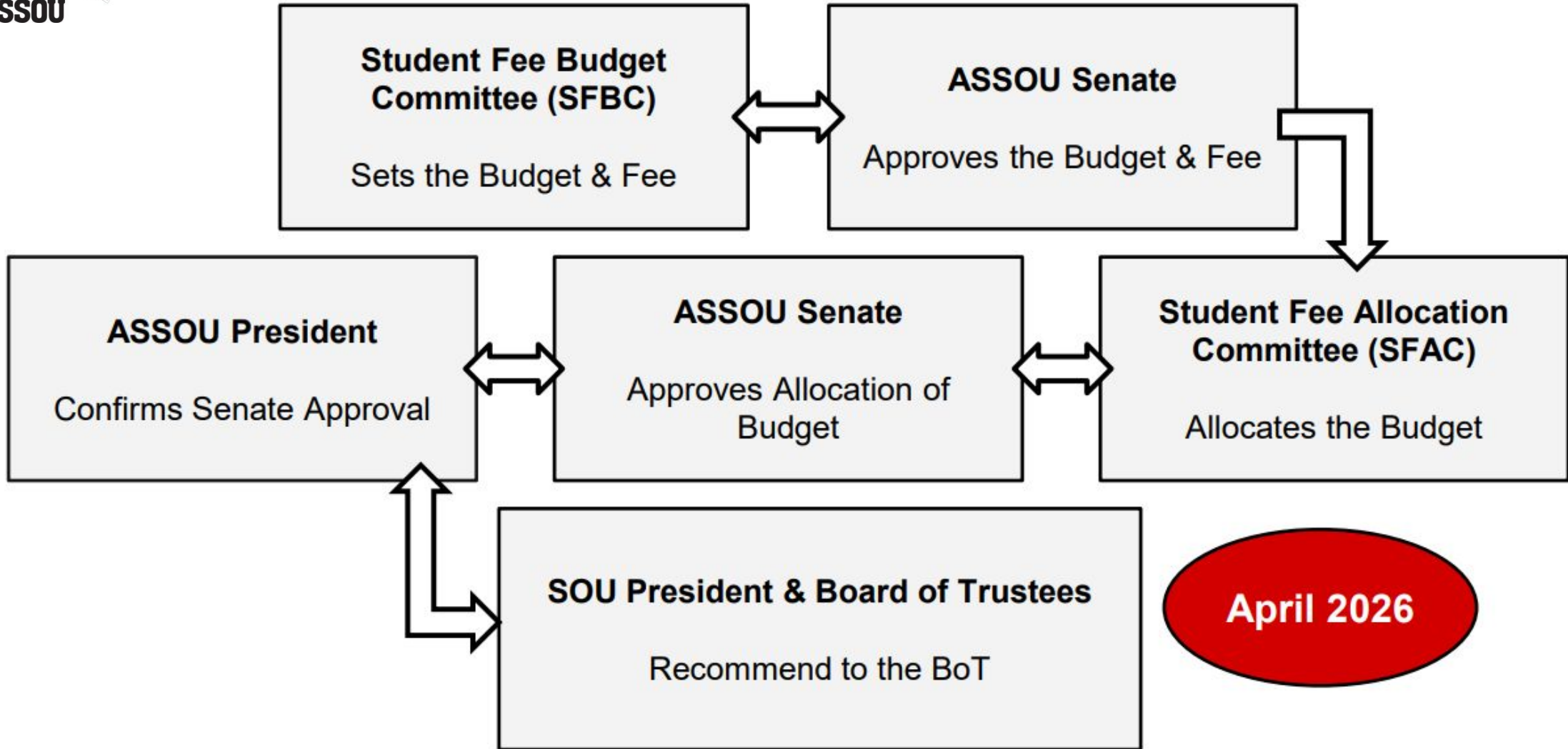
Mandatory Student Incidental Fee for Academic Year 2026-2027



Student Controlled Fees

Green tag fee, Rec Center Fee, and the Student Incidental Fee

Student Fee Process:





Green Tag Fee:

Current Green Fund Balance: ~\$175,839.83

At:	\$14	\$15	\$10
Per Quarter	\$75,180	\$80,550	\$53,700
Per Year (FWS)*	\$225,540	\$241,650	\$161,100

Motion: Keep the Green Tag Fee at \$14

Vote record: 4,0,0

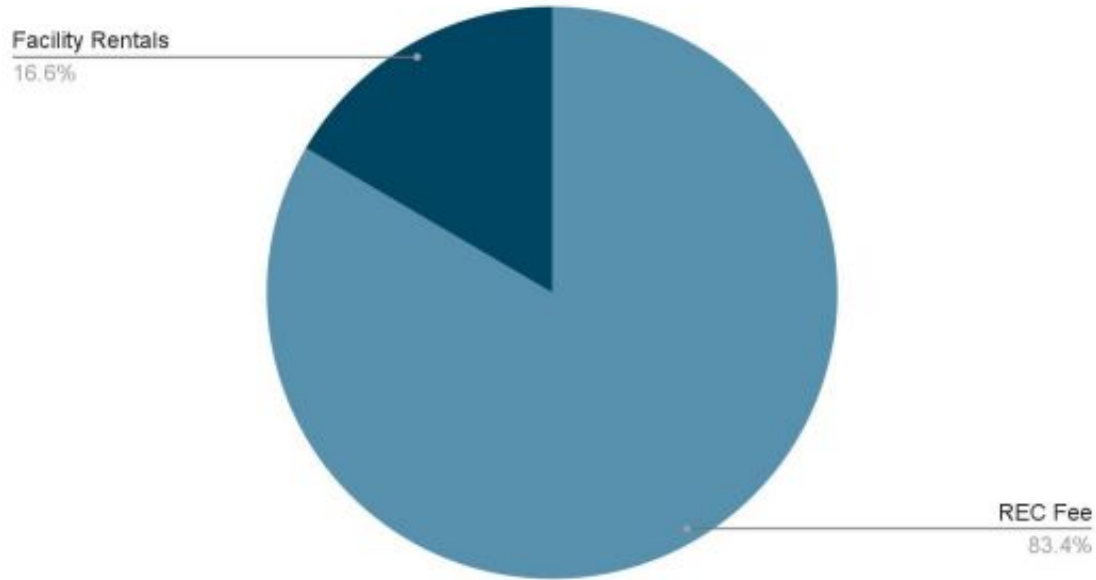
Dissent: N/A

Appeals/Ammendments: N/A

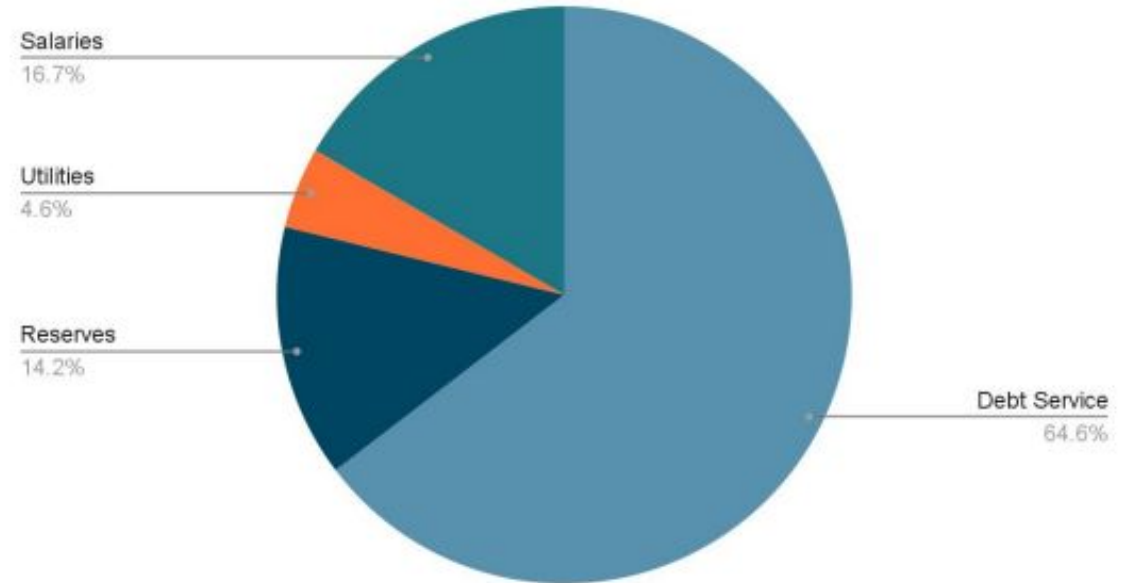


Rec Center Fee:

REVENUES



EXPENSES



From 25-26



Rec Center Fee:

Year	2017	2020	2023	2026
REC Fee amount	\$95	\$104 (+9.5%)	\$118 (+13.5%)	\$130 (+10.1%)

Motion: Increase the Rec Fee to \$130

Vote record: 4,0,0

Dissent: N/A

Appeals/Ammendments: N/A

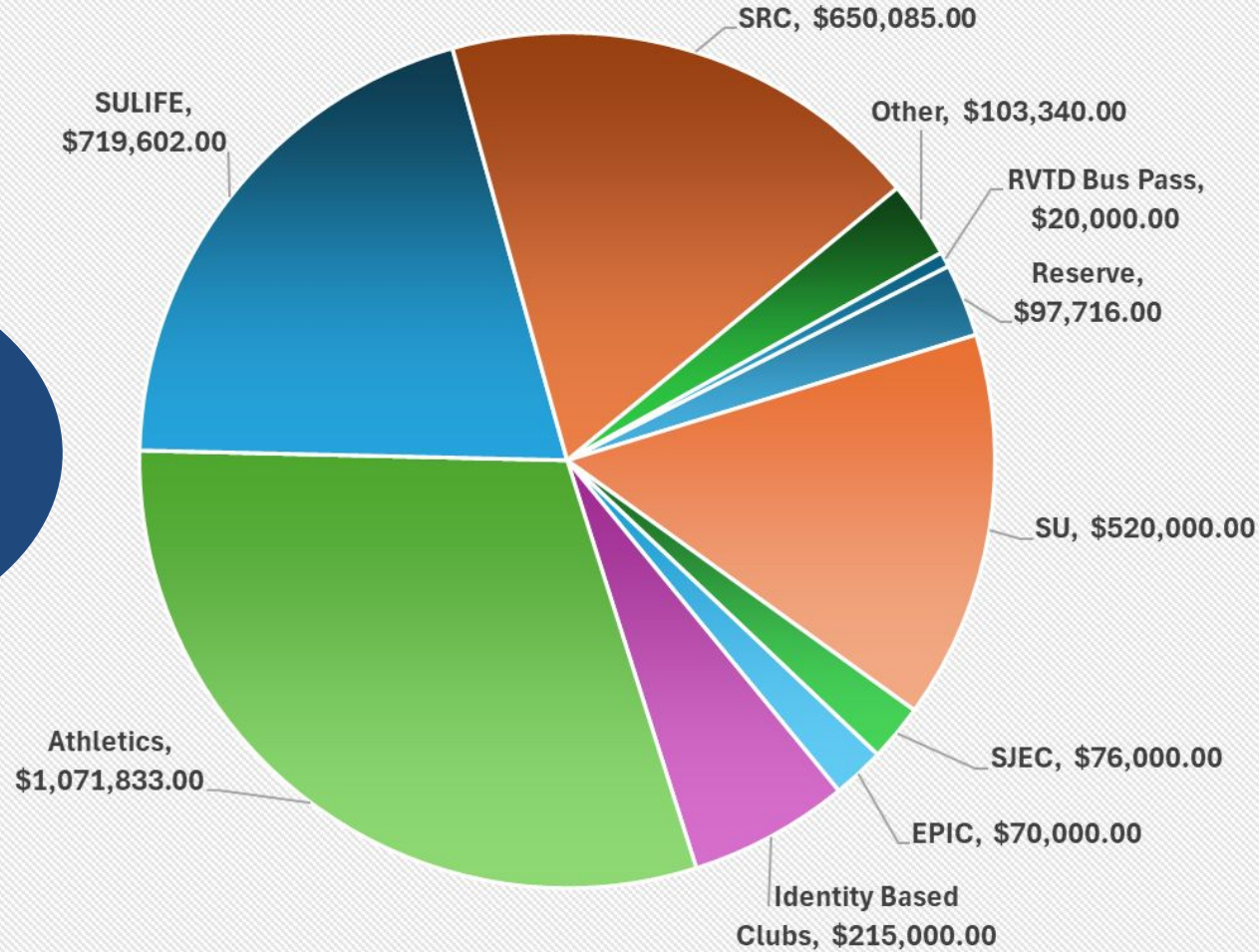


Student Incidental Fee:



25-26 Budget Allocation

**25/26 Total Generated
\$3,543,576.00**



■ Reserve ■ SU ■ SJEC ■ EPIC ■ Identity Based Clubs ■ Athletics ■ SULIFE ■ SRC ■ Other ■ RVTD Bus Pass



Student Incidental Fee:

Student Fee - **\$476 (4.39% increase (\$20 increase,\$60 Annual))**
FY26 Budget = **\$3,543,576.00**

Revenue

FY27 Forecast: \$3,360,100.00

FY27 Lower: \$3,270,861.00

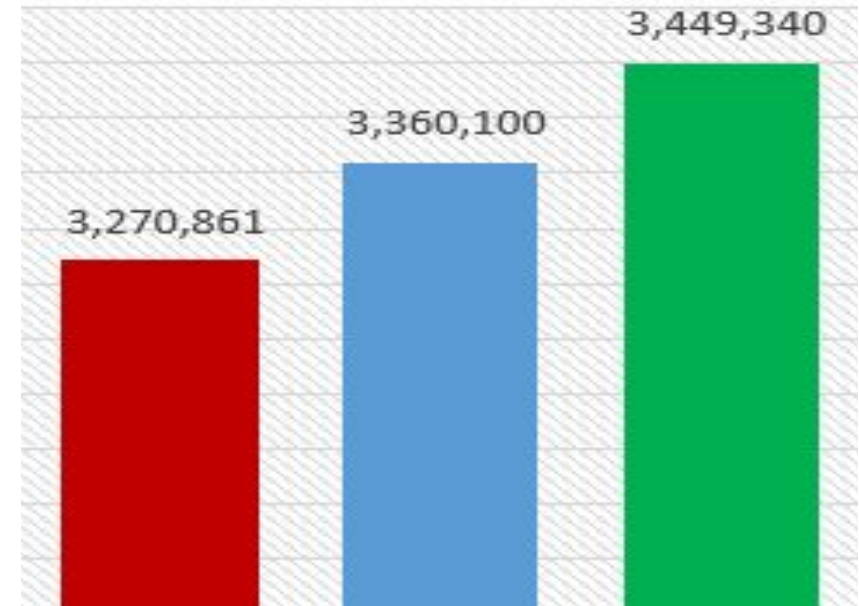
FY27 Upper: \$3,449,340.00

Total Reductions

Forecast: \$183,476.00

Lower: \$272,715.00

Upper: \$94,236.00



Motion: Raise the student fee by \$20

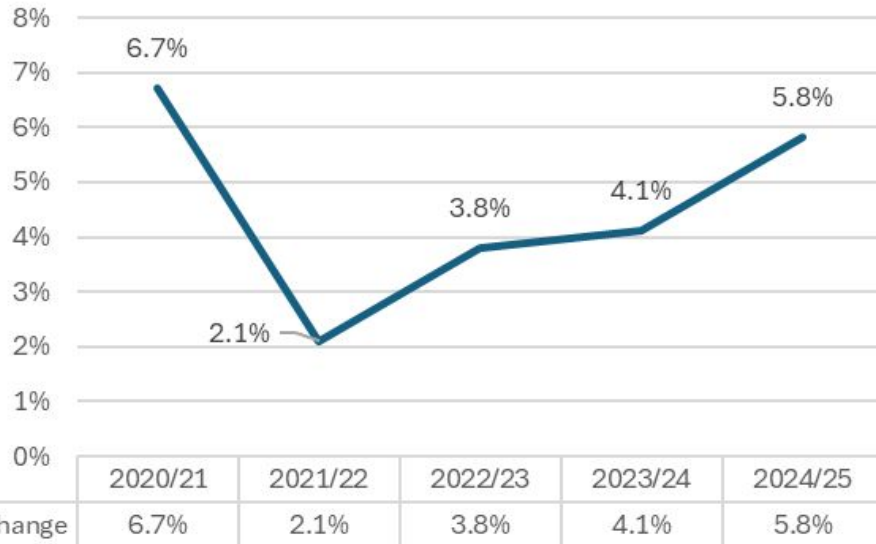
Vote Record: 3,1,0

Dissent: 1 opposed voter: Wish to see the student fee increased by a lesser amount

Appeals/Amendments: N/A

Student Incidental Fee Historically:

Student Incidental Fee Rate 2020-2025
Percent Change Per Year



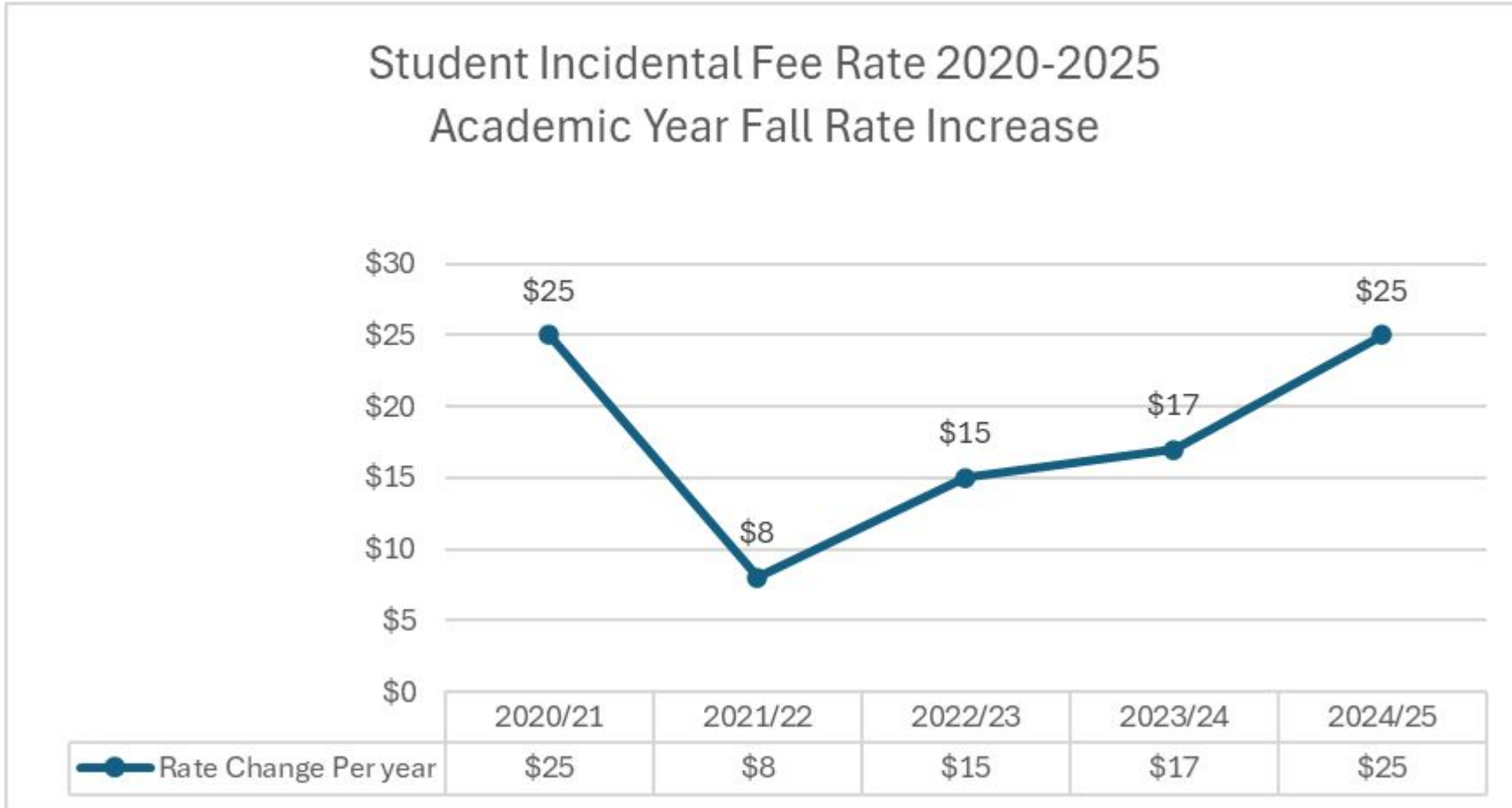
Student Incidental Fee Rate 2020-2025
Academic Year Fall Rate Increase



5-Year Average: +4.5%



Student Incidental Fee Historically:



5-Year Average Increase: \$18



Summary:

Rec Center Fee

Motion: Increase the Rec Fee to \$130

Vote record: 4,0,0

Dissent: N/A

Appeals/Amendments: N/A

Green Tag Fee

Motion: Keep the Green Tag Fee at \$14

Vote record: 4,0,0

Dissent: N/A

Appeals/Amendments: N/A

Student Incidental Fee

Motion: Raise the student fee by \$20

Vote Record:

Dissent: 1 opposed voter: Wish to see the student fee increased by a lesser amount

Appeals/Amendments: N/A



MANDATORY STUDENT INCIDENTAL FEES – JOINT RECOMMENDATION
 For July 1, 2026 through June 30, 2027 & Summer Term 2026

Date: April 3rd, 2026
 To: The Board of Trustees of Southern Oregon University
 From: Associated Students of Southern Oregon University (ASSOU)

DESCRIPTION OF FUNDS

Mandatory Incidental Fees as authorized and collected according to ORS 352.105. Fees include:

<u>STUDENT INCIDENTAL FEE - Per Student Credit Hour (SCH)</u>	
Incidental Fee per SCH for Academic Year 2026 - 27	\$59.50
Incidental Fee per SCH for Prior Academic Year 2025 - 26	\$57.00
\$ Change per SCH from Prior Academic Year per SCH:	\$2.50
% Change from Prior Academic Year per SCH:	4.39%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$476.00
Incidental Fee - Summer Term 2026	\$12.53
Incidental Fee - Prior Summer Term	\$12.00
\$ Change from Prior Academic Year per SCH:	\$0.53
% Change from Prior Academic Year per SCH:	4.39%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$100.21

Programs Supported

Athletics (Incidental Fee Supported Programs), Campus Recreation (Incidental Fee Supported Programs), Student Life & Educational Activities, Indirect Budget Authority Support (e.g. OCA Art Gallery), Building/Equipment Reserves & General Liability Easements, Incidental Fee Reserve

	<u>Est. AY Collections</u>
Student Incidental Fee	<u>\$3,678,335</u>

<u>GREEN TAG FEE - Per Student Credit Hour (SCH)</u>	
Green Tag Fee per SCH for Academic Year 2026 - 27	\$1.75
Green Tag Fee per SCH for Prior Academic Year 2025 - 26	\$1.75
\$ Change per SCH from Prior Academic Year per SCH:	\$0
% Change from Prior Academic Year per SCH:	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$14.00

Programs Supported

	<u>Est. AY Collections</u>
Green Tag Projects	<u>\$108,186</u>


<u>RECREATION CENTER FEE - Per Student Credit Hour (SCH)</u>	
Recreation Center Fee per SCH for Academic Year 2026 - 27	\$16.25
Recreation Center Fee per SCH for Prior Academic Year 2025 - 26	\$14.75
\$ Change per SCH from Prior Academic Year per SCH:	\$1.50
% Change from Prior Academic Year per SCH:	10.17%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$130.00

Programs Supported

	<u>Est. AY Collections</u>
Recreation Center (Building, Debt Service, Core Salaries, etc.)	<u>\$1,004,587</u>

JOINT RECOMMENDATION

Approve Disapprove

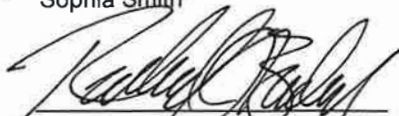


 President, Associated Students
 of Southern Oregon University
 Sophia Smith

4/10/2026

 Date

Approve Disapprove



 President, Southern Oregon University
 Dr. Richard Bailey

4/10/2026

 Date

Mandatory Student Incidental Fees

Statute: ORS 352.105



Per ORS 352.105, public universities in Oregon listed in ORS 352.002 have to collect mandatory incidental fees at the request of their recognized student government by following a process established by that government. The student government is obligated to:

1. Collaborate in good faith with the university's governing board and president before finalizing the mandatory incidental fee collection process.
2. Apprise the board and president of the process and any subsequent changes.

The process may include a student body referendum. Once collected, these fees must be allocated by the recognized student government.

Components and Procedures of the Mandatory Incidental Student Fees

1. Student Recreation Center Fee
2. Green Tag Fee
3. Incidental Student Fee
 - Shall be recommended by ASSOU to the university president
 - Shall be recommended by the president to the governing board
 - Shall be adopted by the governing board (not subject to HECC review or approval)

Note: By Student Referendum, the Student Recreation Center Fee may only be adjusted once every three years. This is that year!

Mandatory Incidental Fees

- **Student Incidental Fee (including Green Tag)**
 - Recommended by SFBC to ASSOU Senate
 - Recommended by ASSOU to the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – not included in HECC review/approval
- **Student Recreation Center Fee**
 - Recommended by RCAC to ASSOU Senate
 - Recommended by ASSOU to the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – not included in HECC review/approval

What About Housing?

- **Housing Room/Meal rates**
 - Set by University Administration, not included in HECC review/approval

TAC DOES NOT DETERMINE INCIDENTAL FEES

Recommended Fee Schedule as Approved March 2026 by ASSOU



ACADEMIC YEAR (Fall, Winter, Spring terms) Rates								SUMMER RATES			
Mandatory Incidental Fees (Student Fee Process)	Current Fee Per SCH	Current Per AY (24 SCH)	Proposed Fee Per SCH	Proposed Per AY (24 SCH)	\$ ▲ Per Term	\$ ▲ per AY	% ▲	Prior Summer Rates	Proposed Summer Rates	\$ ▲ Per Term	% ▲
Student Incidental (per SCH)	\$57.00		\$59.50					\$12.00	\$12.53	\$0.53	
<i>Single Fee Cap</i>	\$456.00	\$1,368.00	\$476.00	\$1,428.00	\$20.00	\$60.00	4.39%	\$96.00	\$100.21	\$4.21	4.39%
Green Tag (per SCH)	\$1.75		\$1.75					\$1.75	\$1.75	\$0.00	
<i>Single Fee Cap</i>	\$14.00	\$42.00	\$14.00	\$42.00	\$0.00	\$0.00	0.00%	\$14.00	\$14.00	\$0.00	0.00%
Student Rec Center (per SCH)	\$14.75		\$16.25					\$14.75	\$16.25	\$1.50	
<i>Single Fee Cap</i>	\$118.00	\$354.00	\$130.00	\$390.00	\$12.00	\$36.00	10.17%	\$118.00	\$130.00	\$12.00	10.17%
Composite Incidental Fees (per SCH):	\$73.50	\$1,764.00	\$77.50	\$1,860.00	\$32.00	\$96.00	5.44%	\$73.50	\$77.50	\$4.00	5.44%

Reminders:

1. By Student Referendum, the Student Recreation Center Fee may only be adjusted **once every three years**. This is that year!
2. The Incidental Fee is not subject to HECC review or approval.

Tuition and Mandatory Single Student Fee for Academic Year 2025-2026 (Action)

Tuition & Enrollment Fees Roadmap



- TAC Recommendations Summary
- Process and Board of Trustee involvement
- Tuition Advisory Council (TAC) Checklist
- Historical Tuition Review with Comparators
- Enrollment Context
- TAC's Tuition Recommendation
- President's Tuition Recommendation
- Mandatory Enrollment Fees Overview
- TAC's Enrollment Fee Recommendations
- President's Enrollment Fee Recommendations
- Cost of Attendance & Affordability Analysis

Recommendations Summary



Tuition Category	Current SCH Rate Per Term	Current Tuition per Academic Year	Proposed SCH Rate Per Term	Proposed Tuition per Academic Year (45 SCH)	Increase \$ per Credit	Increase \$ per Academic Year	Increased %
Resident Undergrad	\$238.19	\$10,718.55	\$250.98	\$11,294.10	\$12.79	\$575.55	5.37%

Mandatory Enrollment Fees	Current Fee Per SCH	Current Per AY (24 SCH Cap)	Proposed Fee Per SCH	Proposed Per AY (24 SCH Cap)	\$ ▲ Per Term	\$ ▲ per AY	% ▲
Student Health Services Fee	\$23.38	\$561.00	\$23.38	\$561.00	\$0.00	\$0.00	0.00%
Building Debt-Service Fee	\$6.50	\$156.00	\$6.50	\$156.00	\$0.00	\$0.00	0.00%
Technology Services Fee	\$4.09	\$98.25	\$4.09	\$98.25	\$0.00	\$0.00	0.00%

HECC - Composite Tuition & Mandatory Enrollment Fees	\$272.16	\$11,533.80	\$284.95	\$12,109.35	\$12.79	\$575.55	4.99%
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Threshold Comparisons:

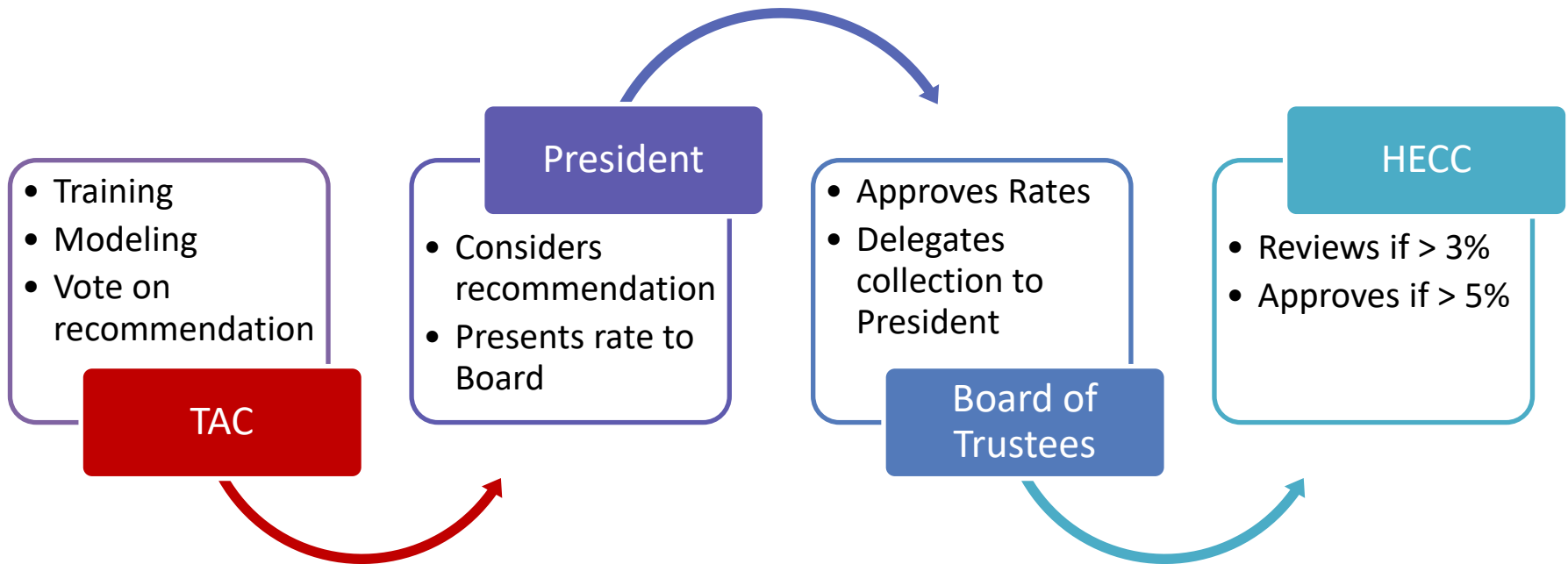
- Composite change at Single Fee Cap (24 SCH per Academic Year): 4.70%
- Composite change at Financial Aid Level (36 SCH per Academic Year): 4.90%

Tuition Rate Setting Process

ORS 352.103

- Each public university listed in [ORS 352.002 \(Public universities\)](#) shall have an advisory body to advise the president of the university on the president's **recommendations to the governing board** regarding **resident tuition** and mandatory enrollment fees for the upcoming academic year.

Tuition Process Overview

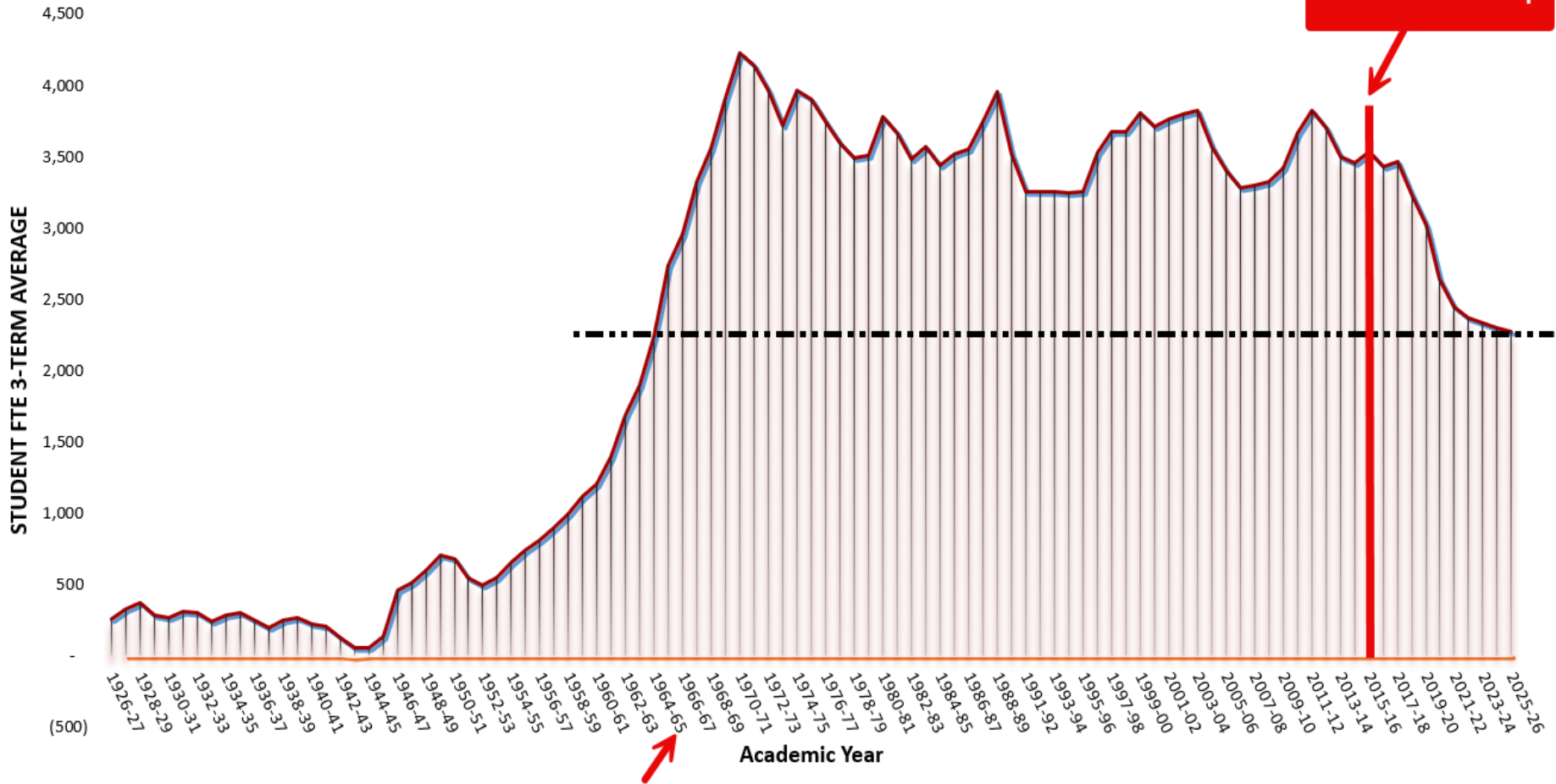


1. The University must create a shared governance body that advises the President concerning resident tuition and fees recommendations to be brought before the University’s Board of Trustees;
 - A. **SOU chartered the Tuition Advisory Council.**
2. That body must provide a written document describing the role of the advisory council and be composed of at least:
 - a) Two Administrators
 - b) Two Faculty
 - c) Two Students representing Student Government
 - d) Two Students representing historically underserved students
3. The University must provide training on:
 - a) The budget of the university
 - b) The legislative appropriation processes
 - c) Data showing the relationship between tuition and fees to state appropriations
4. The University must provide the council with:
 - a) A plan for managing costs
 - b) A plan for how tuition and fees *could be decreased* if the university receives extra appropriations
5. If the council feels a recommendation greater than 5% annually is necessary, the council must document its consideration of:
 - a) The impact of that increase on students, especially historically underserved students
 - b) The impact of that increase on the mission of the University
 - c) Alternative scenarios involving smaller increases
6. The council must also:
 - a) Provide opportunities for students to actively participate in the process and deliberations
 - b) Provide a written report to the President with recommendations, deliberations and observations about tuition and fees for the upcoming academic year including any sub-reports requested by members of the council or other documentation produced or received by the council
7. The University must ensure that the process is described on the University’s website and include downloadable materials such as:
 - a) The council’s role and relationship to the Board
 - b) Any documentation, agendas and data considered during deliberations

Undergraduate FTE History

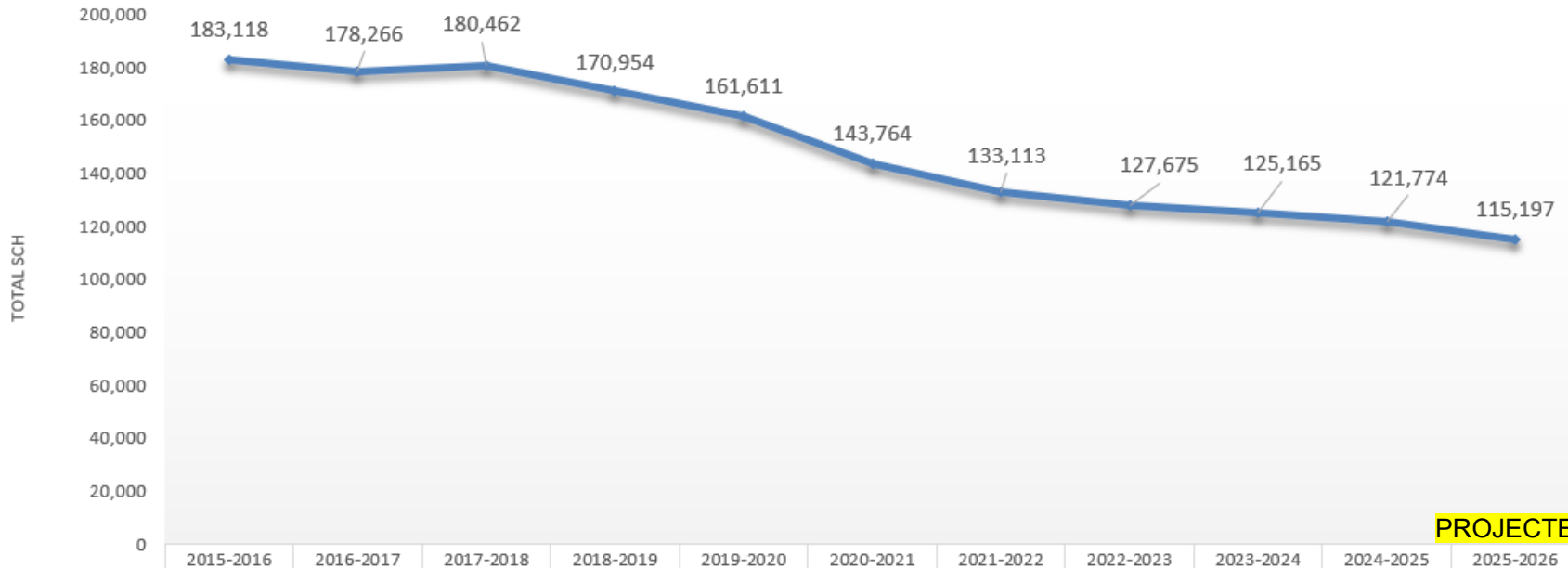
99 YEARS 3-TERM FTE

OUS Breakup



Enrollment Context, SCH Trend

Total Student Credit Hours (SCH) Per Academic Year (AY)
2015-2016 through 2025-2026 (projected)



	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
AY SCH Total	183,118	178,266	180,462	170,954	161,611	143,764	133,113	127,675	125,165	121,774	115,197
% Change From Prior AY	1.2%	-2.6%	1.2%	-5.3%	-5.5%	-11.0%	-7.4%	-4.1%	-2.0%	-2.7%	-5.4%
% Change Since 2015-16		-2.6%	-1.5%	-6.6%	-11.7%	-21.5%	-27.3%	-30.3%	-31.6%	-33.5%	-37.1%
SCH Change Since 2015-2016		(4,852.00)	(2,656.00)	(12,164.00)	(21,507.00)	(39,354.00)	(50,005.00)	(55,443.00)	(57,953.00)	(61,344.00)	(67,921.00)

ACADEMIC YEARS

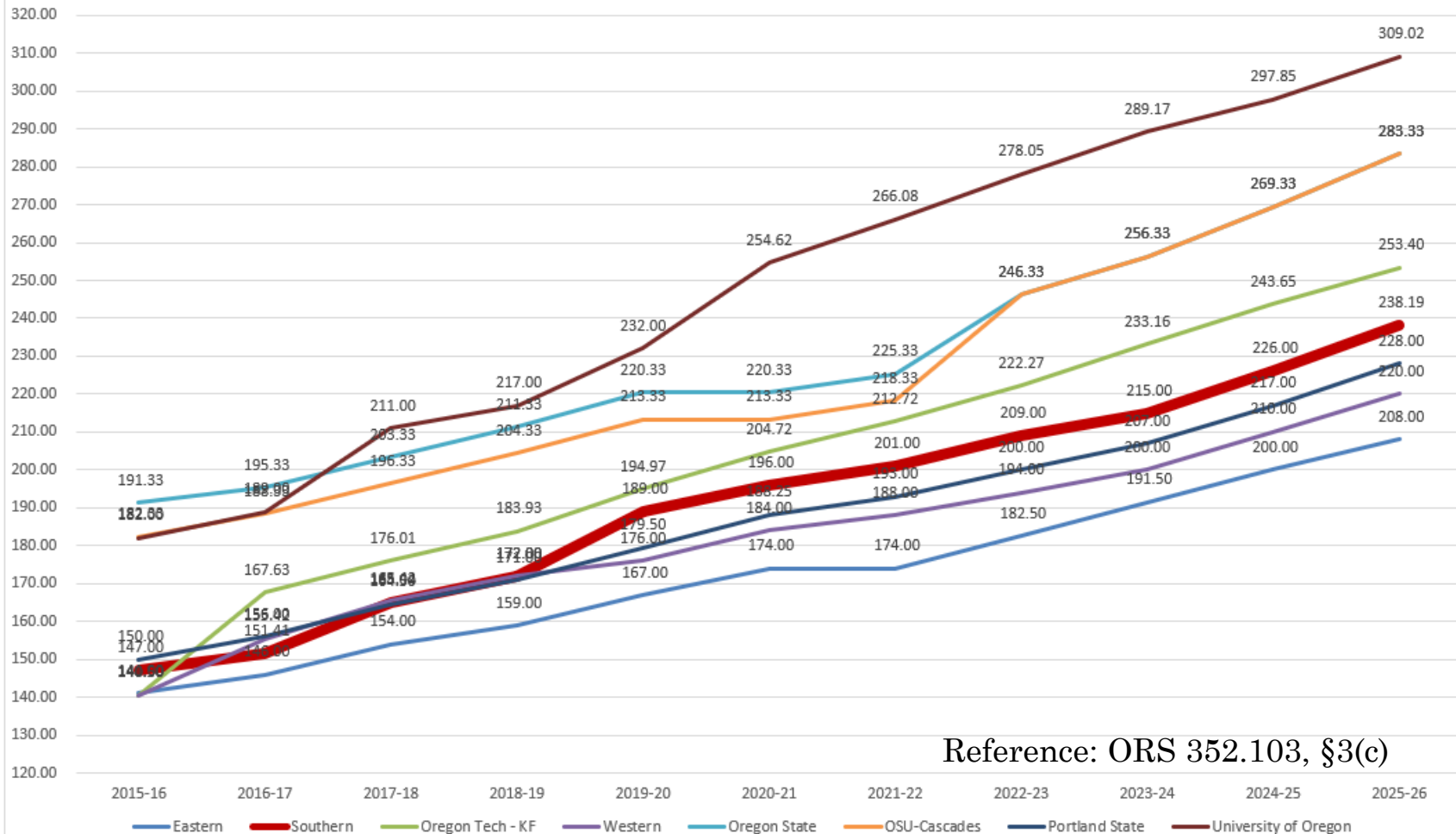
—●— AY SCH Total
 % Change From Prior AY
 % Change Since 2015-16
 SCH Change Since 2015-2016

Oregon Public Rate Comparison

Note: UG Resident – Incoming Only



Oregon Resident UG Tuition AY2015 - AY2025



Reference: ORS 352.103, §3(c)

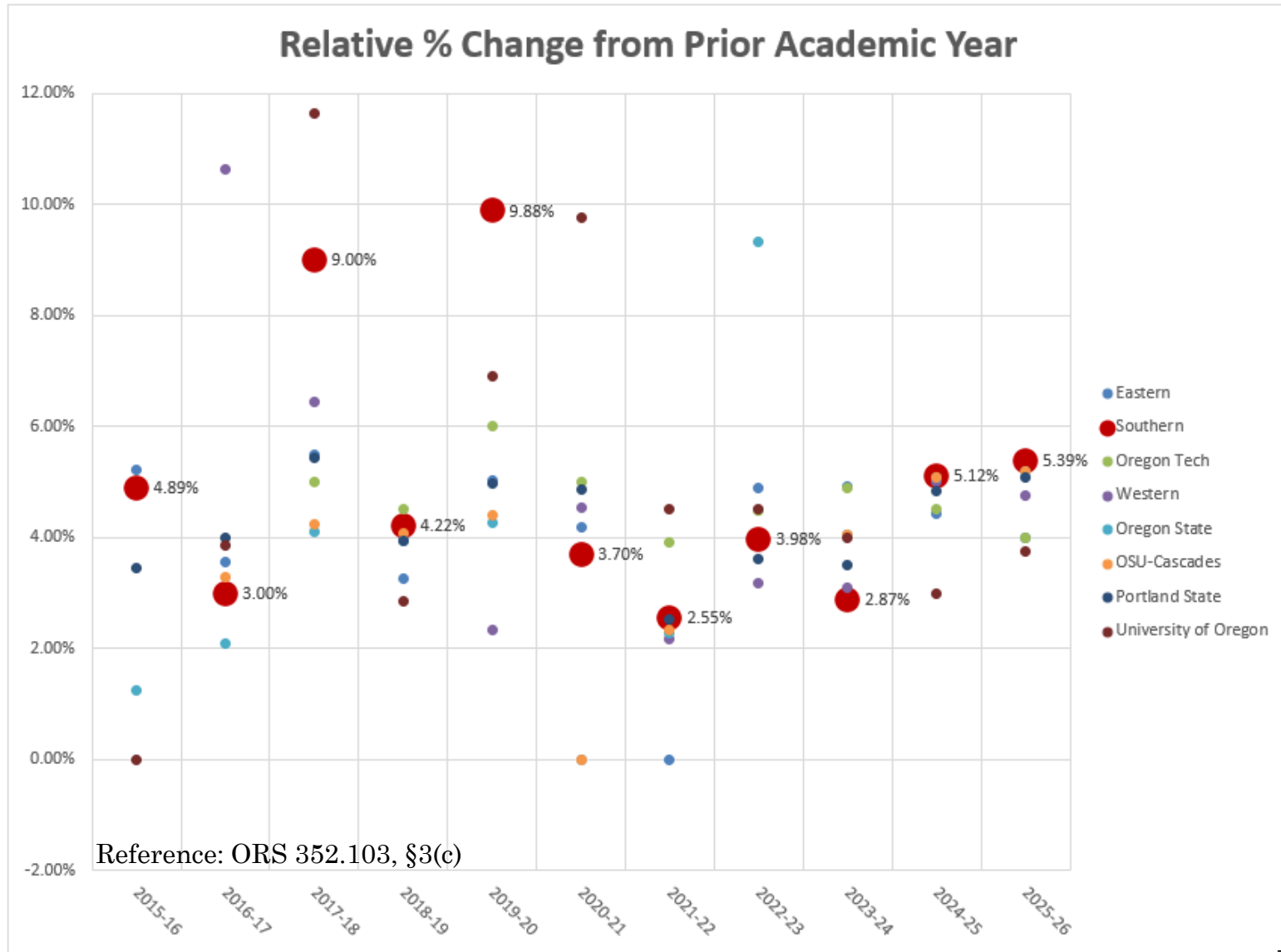
UG Resident Tuition Rate Comparison

(AY 2018 – AY2025)

Institution	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Eastern	159.00	167.00	174.00	174.00	182.50	191.50	200.00	208.00
Southern	172.00	189.00	196.00	201.00	209.00	215.00	226.00	238.19
Oregon Tech	183.93	194.97	204.72	212.72	222.27	233.16	243.65	253.40
Western	172.00	176.00	184.00	188.00	194.00	200.00	210.00	220.00
Oregon State	211.33	220.33	220.33	225.33	246.33	256.33	269.33	283.33
OSU-Cascades	204.33	213.33	213.33	218.33	246.33	256.33	269.33	283.33
Portland State	171.00	179.50	188.25	193.00	200.00	207.00	217.00	228.00
University of Oregon	217.00	232.00	254.62	266.08	278.05	289.17	297.85	309.02

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Eastern	3.25%	5.03%	4.19%	0.00%	4.89%	4.93%	4.44%	4.00%
Southern	4.22%	9.88%	3.70%	2.55%	3.98%	2.87%	5.12%	5.39%
Oregon Tech	4.50%	6.00%	5.00%	3.91%	4.49%	4.90%	4.50%	4.00%
Western	3.98%	2.33%	4.55%	2.17%	3.19%	3.09%	5.00%	4.76%
Oregon State	3.93%	4.26%	0.00%	2.27%	9.32%	4.06%	5.07%	5.20%
OSU-Cascades	4.07%	4.40%	0.00%	2.34%	12.82%	4.06%	5.07%	5.20%
Portland State	3.95%	4.97%	4.87%	2.52%	3.63%	3.50%	4.83%	5.07%
University of Oregon	2.84%	6.91%	9.75%	4.50%	4.50%	4.00%	3.00%	3.75%

OPU Rate Change History



Enrollment Context: SCH Planning Variables – 1st Year & Transfer

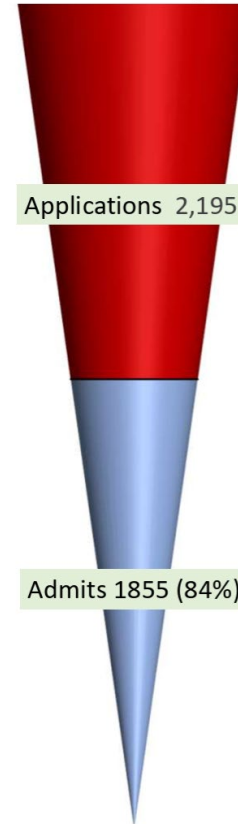
Funnel Report: New Applicant Headcount by Student Type
Fall 2025 Week Ending 3/30/25 vs. Fall 2026 Week Ending 3/29/26
25 Weeks Before Start of Term

Applications				
Student Type	Fall 2025	Fall 2026	Change	% Change
Freshmen - Resident	977	1,025	48	4.9%
Freshmen - Nonresident	775	750	-25	-3.2%
Transfer - Resident	145	161	16	11.0%
Transfer - Nonresident	132	111	-21	-15.9%
Postbacs/Grads	166	218	52	31.3%
Total Apps	2,195	2,265	70	3.2%

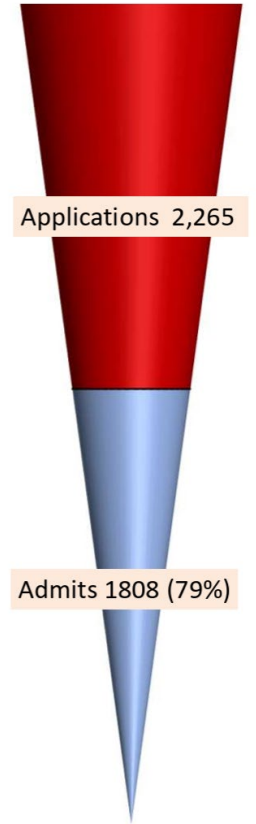
Admits				
Student Type	Fall 2025	Fall 2026	Change	% Change
Freshmen - Resident	905	911	6	0.7%
Freshmen - Nonresident	694	649	-45	-6.5%
Transfer - Resident	110	112	2	1.8%
Transfer - Nonresident	84	77	-7	-8.3%
Postbacs/Grads	62	59	-3	-4.8%
Total	1,855	1,808	-47	-2.5%

*Excludes ASC/OLLI

Fall 2025 Total Apps

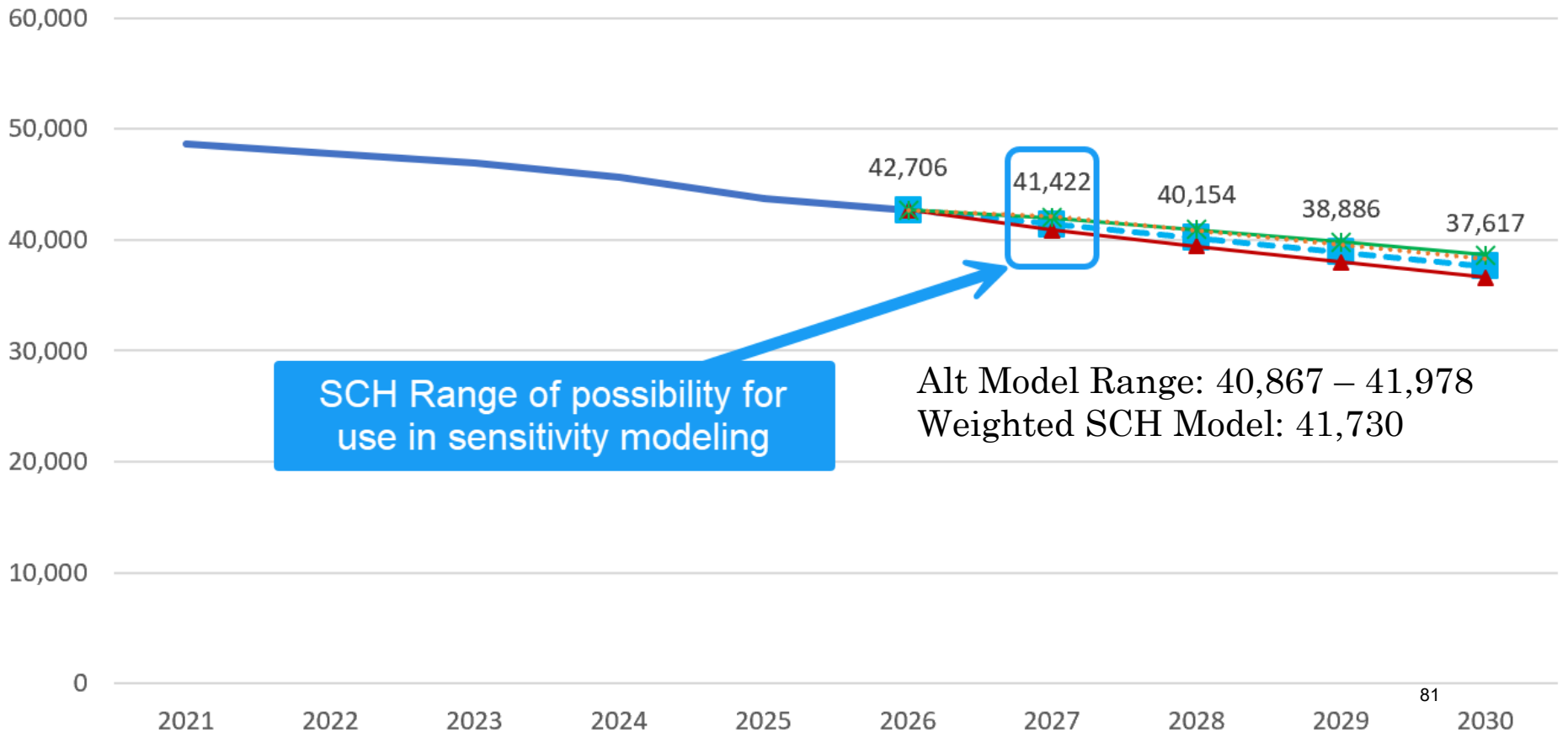
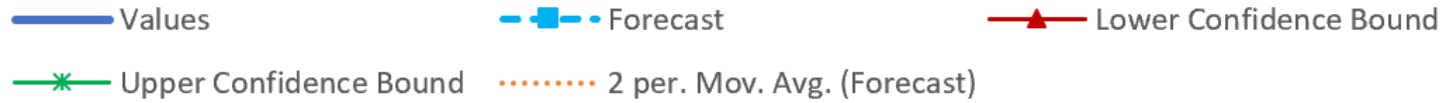


Fall 2026 Total Apps



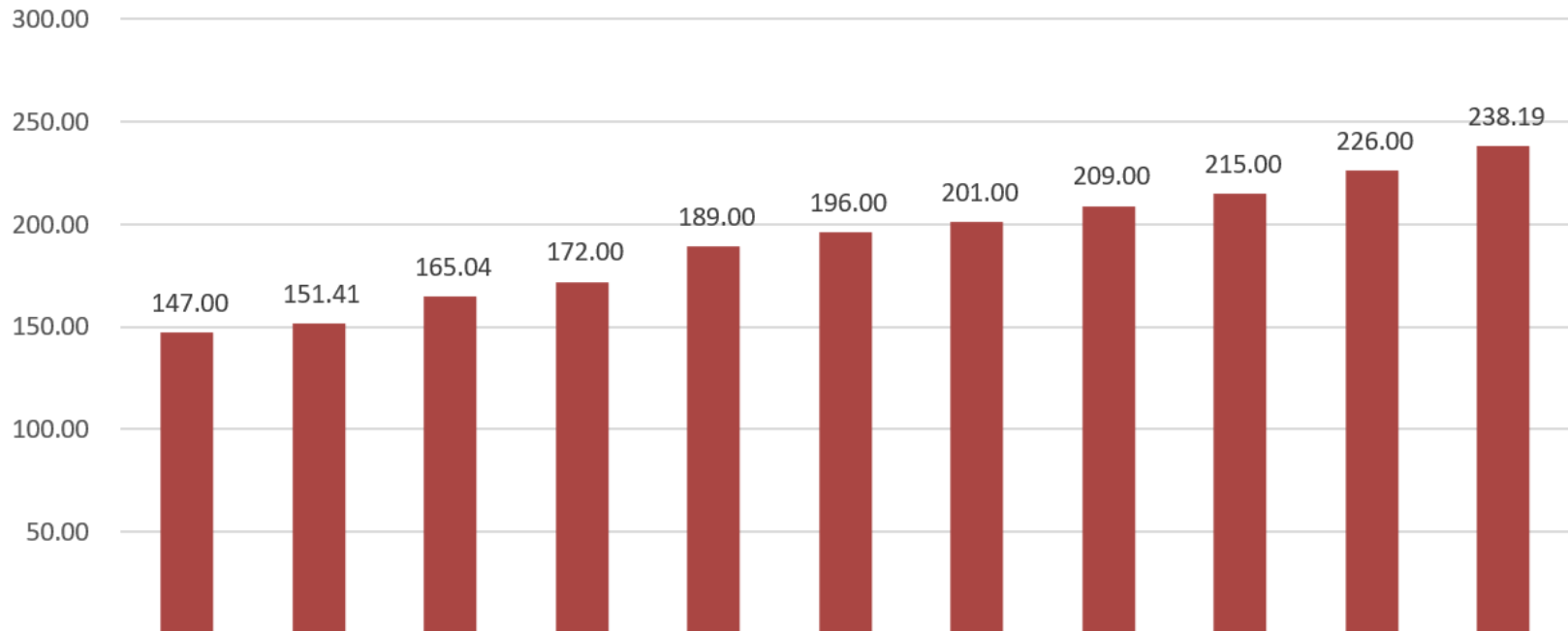
Fall SCH Projection: 'Alt Model'

FALL SCH ACTUALS & PROJECTIONS AY2021 - AY2030



SOU's Tuition Rate History

Resident UG Tuition Rate Academic Years 2015-16 Through 2025-26



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
■ Resident UG Tuition Rate	147.00	151.41	165.04	172.00	189.00	196.00	201.00	209.00	215.00	226.00	238.19
% Change Since 2015-16		3.0%	12.3%	17.0%	28.6%	33.3%	36.7%	42.2%	46.3%	53.7%	62.0%

Composite Tuition & Fees Comparison

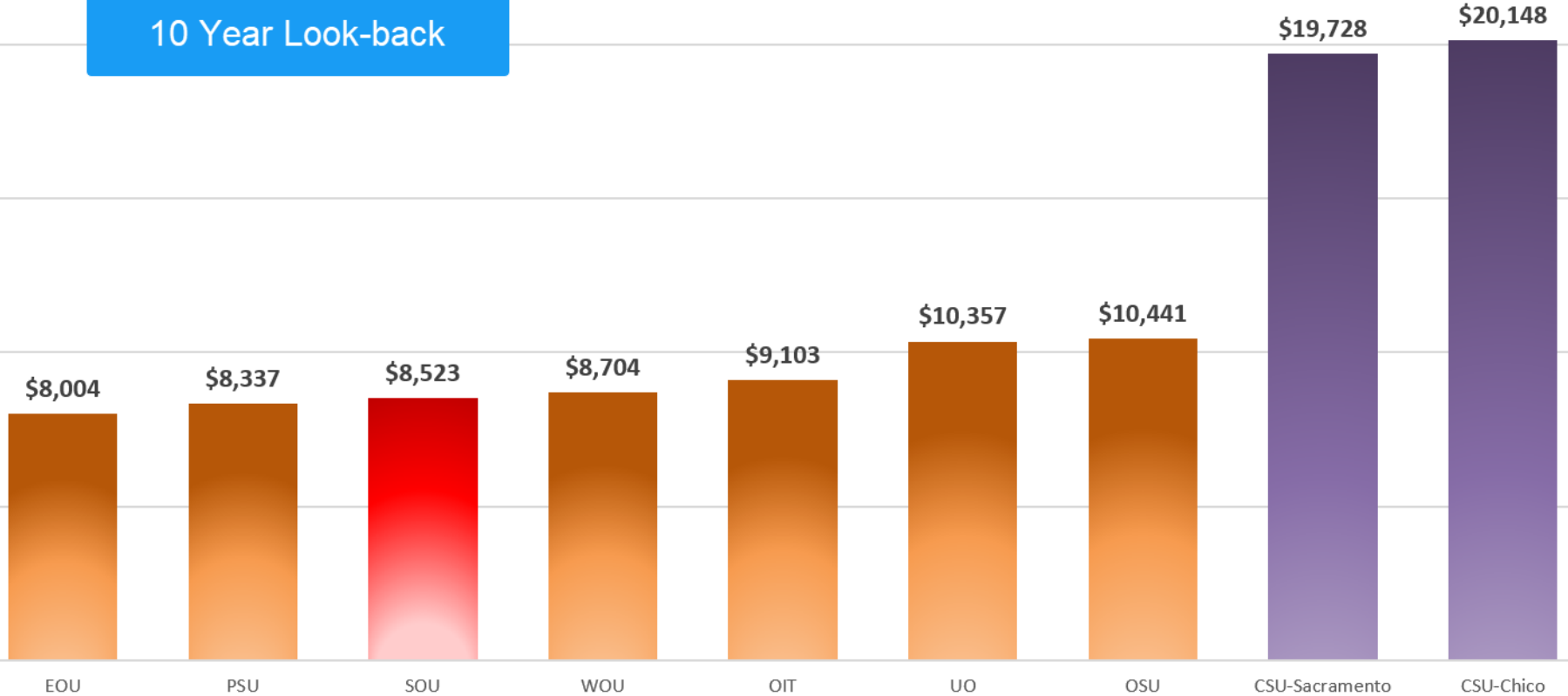
(Three terms, 15 SCH/term, all mandatory fees)



Academic Year Tuition and Mandatory Fees

For full-time undergraduates 2016-17 Academic Year

10 Year Look-back



Composite Tuition & Fees Comparison

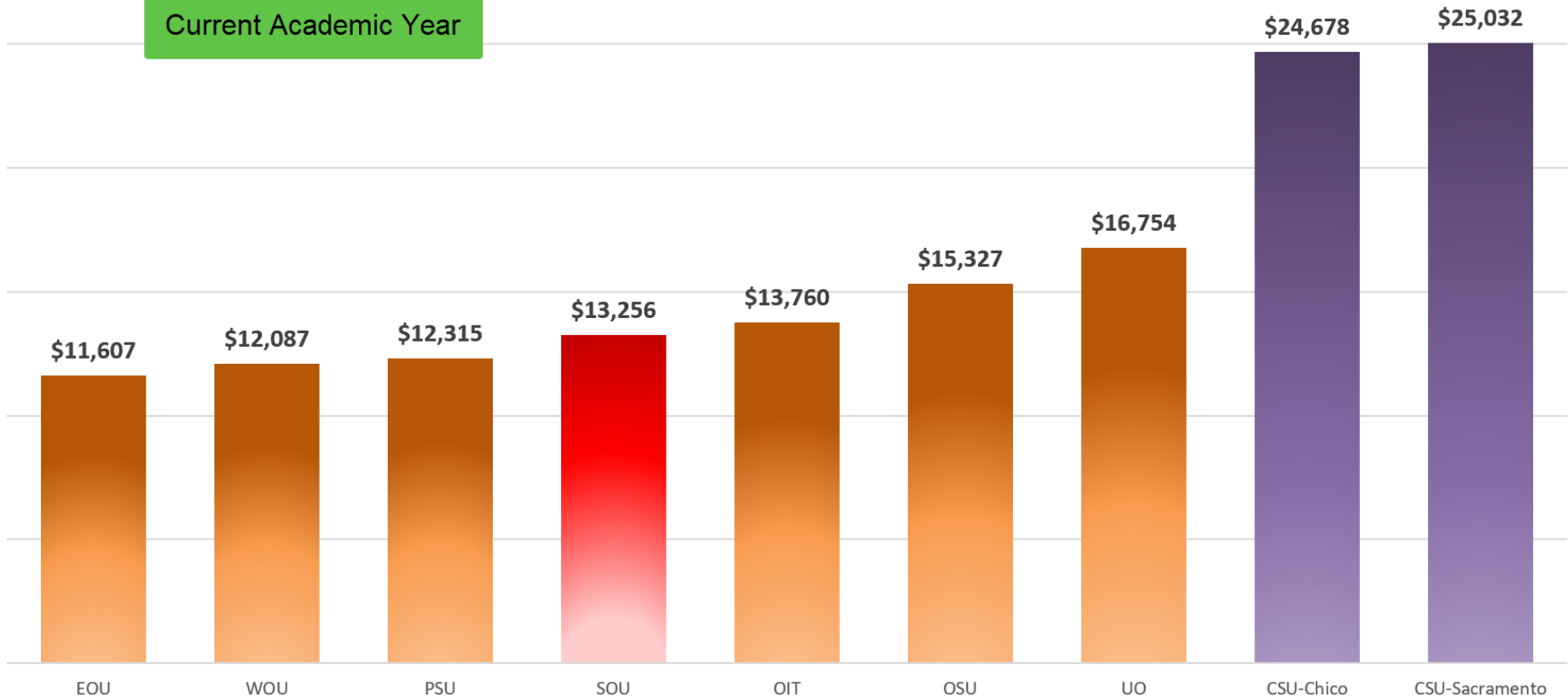
(Three terms, 15 SCH/term, all mandatory fees)



Academic Year Tuition and Mandatory Fees

For full-time undergraduates 2025-26 Academic Year

Current Academic Year



AY 2026-27 Tuition Recommendation

RATES BY CATEGORY	CURRENT AY	PROPOSED	Academic Year 2026-27 (FY27)				
			% Change from Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per AY @ 45 SCH	Annual Tuition Cost
Undergraduate Tuition Rate per SCH	2025-26	Res: 5.37% Non-Res: 4.99%					
01-WUE SCH	\$357	\$376.00	5.32%	\$19.00	\$285.00	\$855.00	\$16,920.00
02-UG Resident SCH (incl. EXRES)	\$238.19	\$250.98	5.37%	\$12.79	\$191.85	\$575.55	\$11,294.00
02.2-UG JackJo Pledge	\$177	\$188.00	6.21%	\$11.00	\$165.00	\$495.00	\$8,460.00
03-UG Non Resident SCH	\$683	\$717	4.98%	\$34.00	\$510.00	\$1,530.00	\$32,265.00
Graduate Tuition Rate per SCH	Res: 4.95% Non-Res: 4.99%	Res: 4.99% Non-Res: 4.99%	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 12 SCH	Difference Per AY @ 36 SCH	Annual Tuition Cost
05-GR Resident SCH (incl. EXRES)	\$594	\$624	5.05%	\$30.00	\$360.00	\$1,080.00	\$22,464.00
06-GR Non Resident SCH	\$700	\$735	4.99%	\$34.94	\$419.32	\$1,257.96	\$26,468.00
07.0-GR AP MBA Online SCH	\$430	\$430	0.00%	\$0.00	\$0.00	\$0.00	\$15,480.00
07.3-GR AP MS.Ed Online SCH	\$369	\$400	8.40%	\$31.00	\$372.00	\$1,116.00	\$14,400.00
08-GR - MEDU SCH	\$462	\$475	2.81%	\$13.00	\$156.00	\$468.00	\$17,100.00
Other Categories Tuition Rate per SCH		4.99%	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per AY @ 45 SCH	Annual Tuition Cost
09-Staff	\$71	\$75	5.63%	\$4.00	\$60.00	\$180.00	\$3,375.00
10-Waived Tuition SCH	\$0	\$0	0.00%	\$0.00	\$0.00	\$0.00	\$0.00
11-Course Based Tuition SCH	\$133	\$140	5.26%	\$7.00	\$105.00	\$315.00	\$6,300.00
12-Adv Southern Credit SCH	\$59	\$62	5.08%	\$3.00	\$45.00	\$135.00	\$2,790.00
13-Early Entry Credit SCH	\$119	\$125	5.04%	\$6.00	\$90.00	\$270.00	\$5,625.00

Mandatory Fees



Mandatory Fees also vary:

Incidental Fees	Enrollment Fees
Student Incidental Fee (SFC)	Health Services Fee
Green Tag	Building Debt-Service Fee
Student Recreation Center (SRC)	Technology Services Fee

*****Reminder: TAC recommends Mandatory Enrollment Fees**

Mandatory Enrollment Fees AY 2026-27

- **Building Debt-Service & Technology Services Fees**
 - Recommended by Administration (VPFA) to TAC and the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – **included** in HECC review/approval

- **Health Services Fee (La Clinica)**
 - Recommended by the Director, Student Health and Wellness Center to the President
 - Recommended by the President to the Governing Board
 - Adopted by the Governing Board – **included** in HECC review/approval

ACADEMIC YEAR (Fall, Winter, Spring terms) Rates								SUMMER RATES			
Mandatory Enrollment Fees	Current Fee Per SCH	Current Per AY (24 SCH)	Proposed Fee Per SCH	Proposed Per AY (24 SCH)	\$ ▲ Per Term	\$ ▲ per AY	% ▲	Prior Summer Rates	Proposed Summer Rates	\$ ▲ Per Term	% ▲
Health Services Fee (per SCH)	\$23.38		\$23.38	\$561.00	\$0.00	\$0.00	0.00%	\$17.53	\$17.53	\$0.00	
Single Fee Cap	\$187.00	\$561.00	\$187.00	\$561.00				\$140.25	\$140.25	\$0.00	0.00%
Building Debt-Service Fee (per SCH)	\$6.50		\$6.50	\$156.00	\$0.00	\$0.00	0.00%	\$4.88	\$4.88	\$0.00	
Single Fee Cap	\$52.00	\$156.00	\$52.00	\$156.00				\$39.00	\$39.00	\$0.00	0.00%
Technology Services Fee (per SCH)	\$4.09		\$4.09	\$98.25	\$0.00	\$0.00	0.00%	\$3.07	\$3.07	\$0.00	
Single Fee Cap	\$32.75	\$98.25	\$32.75	\$98.25				\$24.56	\$24.56	\$0.00	0.00%
Composite Enrollment Fees:	\$33.97	\$815.25	\$33.97	\$815.25	\$0.00	\$0.00	0.00%	\$25.48	\$25.48	\$0.00	0.00%

Mandatory Enrollment Fees

[HB 2542: Display of Mandatory Fees](#)

Summary: Requires each public university and community college to prominently display mandatory fees charged. Each institution shall report to the HECC no later than September 1 of each year a description of efforts to display mandatory fees, description of **use of mandatory fee, and financial overview**. First applies to 2021-2022 academic year.

Effective Date: January 1, 2022

ORS 350.205 [ORS 350.205](#)

Display of mandatory enrollment fees

- (1) As used in this section, "mandatory fee" means a fee of general applicability to students, whether full-time or part-time, that is required prior to matriculation or taking courses, including a fee proposed by a recognized student government.
- (2) Each public university listed in [ORS 352.002 \(Public universities\)](#) or community college shall prominently display, as provided in subsection (3) of this section, a description of every mandatory fee charged by the public university or community college.

Mandatory Enrollment Fees

The following three slides, taken from the SOU tuition and fee website, are for read ahead ‘information only’ purposes and will not be discussed during the meeting.

Mandatory Enrollment Fee Components

Health Services Fees: \$187.00

The Health Services Fee is a mandatory enrollment fee that supports all of the services offered by the Student Health and Wellness Center (SHWC) both in-person and remote.

The Tuition Advisory Council, in consultation with the service provider La Clinica, is responsible for recommending the amount and allocation of the Health Services fee to the President who brings the recommendation before the Board of Trustees for adoption.

Admin Recommendation:

- Maintain \$187 per contract agreement
- More data provided to La Clinica about fee eligible populations forthcoming



Mandatory Enrollment Fee Components



Building Debt-service Fee: \$52.00

This mandatory *enrollment* fee is collected to pay debt-service associated with past construction and renovation projects on the SOU campus. Any additional funds collected are put into a reserve or used for small construction projects.

The Tuition Advisory Council is responsible for recommending the amount and allocation of the Building fee to the President who brings the recommendation before the Board of Trustees for adoption.

Enrollment decline means fewer dollars supporting the reserve

- Debt service piece will struggle to satisfy required payments by 2030

Admin Recommendation:

- Maintain this Single Fee component at **\$52** for AY 2026-27
- Likely to change for AY 2027-28 after Workday Student Implementation

Mandatory Enrollment Fee Components

Technology Services Fee: \$32.75

This mandatory *enrollment* fee is collected and used to support campus IT hardware, software and subscriptions specific to instruction and course-delivery. The fee also generates a reserve that is used to mitigate financial burdens stemming from periodic large IT projects like network upgrades.

The Tuition Advisory Council is responsible for recommending the amount and allocation of the Technology Services fee to the President who brings the recommendation before the Board of Trustees for adoption.

Admin Recommendation:

- Maintain this Single Fee component at **\$32.75** for AY 2026-27
- Likely to change for AY 2027-28 after Workday Student Implementation

Matriculation Fee

One-time Matriculation Fee *Excluded* from the Mandatory Student Fee

Academic Year 2024-25: \$350.00

Academic Year 2025-26: \$375.00

Admin Recommendation

Academic Year 2026-27:

- MAINTAIN at \$375

The Matriculation Fee is a one-time mandatory enrollment fee of \$350, assessed to all new and incoming transfer students. The fee is designed to reduce (but not eliminate) other administrative student fees (e.g orientation, scheduling, transcribing, degree applications, re-enrollment). It also supports first-year student interest groups and campus engagements.

The Tuition Advisory Council is responsible for recommending the amount and allocation of the Matriculation fee to the President who brings the recommendation to the Board for consideration and approval.

The Mandatory Student Fee “Single Enrollment Fee”

From the [Tuition and Fee](#) website:

Southern Oregon University (SOU) remains committed to providing high-quality, accessible, and affordable education. In June 2024, the Board of Trustees approved a new Mandatory Student Fee structure ([see here](#)), starting with the 2024-25 academic year. Students will now be charged a single mandatory fee of \$104.22 per credit hour for all SOU-based courses, whether taken face-to-face or online, with the fee plateauing at the 8th credit hour.

This change eliminates the previous \$75 per credit hour Online Delivery Fee, resulting in a more transparent and simplified billing process, and removes issues associated with students taking courses in multiple modalities in the same term. This new approach also makes low-credit courses more affordable and accessible, particularly benefiting working professionals and non-traditional students.

The Mandatory Student Fee

“The Single Fee”

A BRIEF HISTORY LESSON...

1. AY 2023-24 and earlier, fees were assessed on a ‘headcount’ type basis
2. If a student was taking online courses, fees were not in alignment with their face-2-face costs and this created inequities
3. Individual fees assessed on student accounts/bills were challenging for students to understand and time-consuming to explain
4. Starting in AY 2024-25, a ‘Single Student Fee’ was established and assessed per SCH up to a cap of 8 SCH per term
5. Now in AY 2025-26 (current academic year); we are in year two of administering the current fee structure

Single Fee - Eligibility

Not Every Student Pays the Single Fee

- RisePoint Programs (MBA, MS.Ed)
- Community Programs ([OLLI](#), [ASC](#))
- Staff (but their dependents do pay)
- Course-based (Summer Language Institute, etc)
- Exchange students on 'Home Pay' plans
- Waivers per statutes (Federal / State)

How are we doing? Goals from April 2024



Goals Achieved

- ✓ Fix fee-related challenges associated with students simultaneously registered for in-person and online courses
- ✓ Make low-credit thresholds more affordable
- ✓ Increase access to non-traditional students
- ✓ Improve transparency and simplify billing
- ✓ Prepare for Workday Student
- ✓ Maintain solvency for fee supported areas
- ✓ Stabilize [planning] for mandatory fee revenue
- ✓ Provide for greater flexibility

Goals In Progress

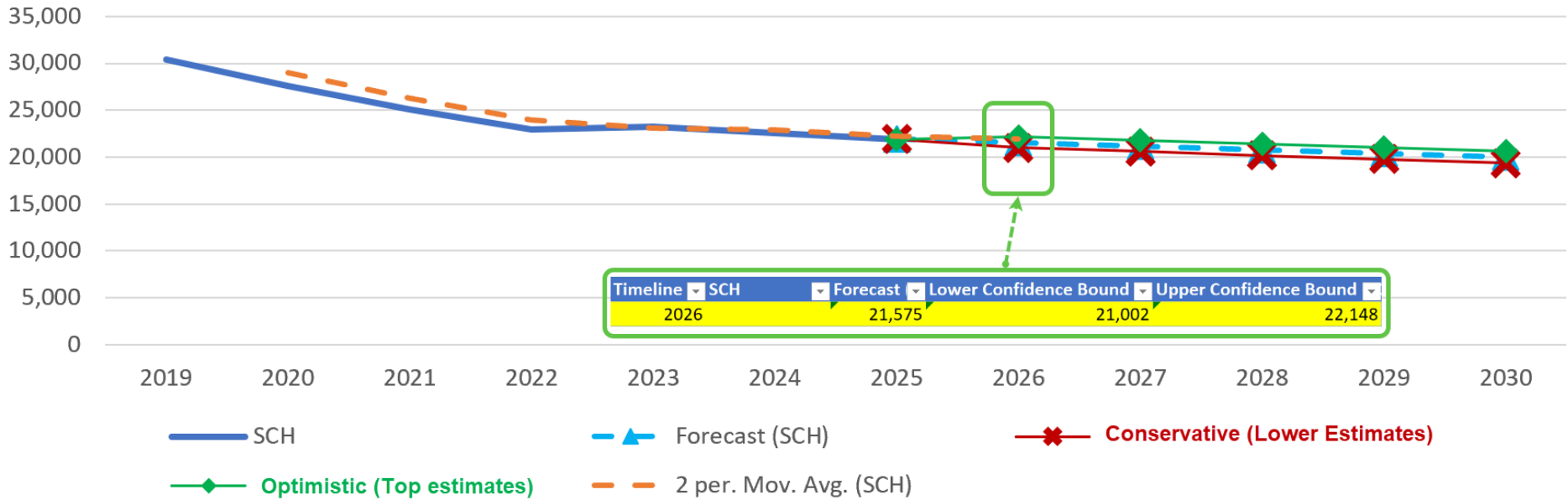
- ❖ Maintain at-least current revenue levels

Fee-Eligible Fall SCH Projection

(As of 2/24/2026 and subject to change after Budget Note implementation)



Fall Term - Single Fee Payer SCH | History & Forecast



- Stabilization through fee-eligibility across a larger segment of SCH
- Modeling based on actual student behavior across rate eligible SCH and
- Greater predictive analytics for more predictable planning and revenue estimates

Housing & Dining Rates Update

~For informational purposes only



Housing & Dining Rate Updates

- For informational purposes only



Housing	Current per term	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Greensprings/Cox - Double	\$3,176	\$9,528	\$3,271	\$9,814	\$95	\$286	3.00%
Greensprings/Cox - Double-as-Single	\$4,195	\$12,585	\$4,321	\$12,963	\$126	\$378	3.00%
Madrone - Single Apartment	\$4,901	\$14,703	\$5,048	\$15,144	\$147	\$441	3.00%
Shasta - Double	\$3,587	\$10,761	\$3,695	\$11,084	\$108	\$323	3.00%
Shasta - Single	\$4,368	\$13,104	\$4,499	\$13,497	\$131	\$393	3.00%
McLoughlin - Double	\$3,778	\$11,334	\$3,891	\$11,674	\$113	\$340	3.00%
McLoughlin - Single	\$4,690	\$14,070	\$4,831	\$14,492	\$141	\$422	3.00%
McLoughlin - Super Single	\$5,159	\$15,477	\$5,314	\$15,941	\$155	\$464	3.00%
McLoughlin - Studio Single	\$5,263	\$15,789	\$5,421	\$16,263	\$158	\$474	3.00%

Meal Plans	Current per term	Curr/AY	New Rate	New/AY	Inc \$/Term	Inc \$/AY	Inc %
Red Plan (19 meals per week)	\$2,271	\$6,814	\$2,351	\$7,053	\$79	\$238	3.50%
SOU Plan (14 meals per week)	\$1,920	\$5,760	\$1,987	\$5,961	\$67	\$202	3.50%
Rocky Plan	\$1,514	\$4,543	\$1,567	\$4,702	\$53	\$159	3.50%
Hawk Plan	\$1,060	\$3,180	\$1,097	\$3,291	\$37	\$111	3.50%
Madrone Plan	\$973	\$2,920	\$1,000	\$3,000	\$27	\$80	2.73%

*All figures rounded to nearest whole dollar
100

Proposed Resident Undergraduate Cost of Attendance for AY 2026-27



Tuition	Current per Term	Current Per AY	Proposed per Term @15 SCH	Proposed Per AY	\$ ▲ Per Term / Per Credit	\$ ▲ per AY	% ▲
Resident Undergrad	\$3,572.85	\$10,718.55	\$3,764.70	\$11,294.10	\$12.79	\$575.55	5.37%
Mandatory Enrollment & Incidental Fees							
Student Incidental & Green Tag Fees	\$470.00	\$1,410.00	\$490.00	\$1,470.00	\$20.00	\$60.00	4.26%
Student Rec Center Fee	\$118.00	\$354.00	\$130.00	\$390.00	\$12.00	\$36.00	10.17%
Health Services Fee	\$187.00	\$561.00	\$187.00	\$561.00	\$0.00	\$0.00	0.00%
Building Debt-Service Fee	\$52.00	\$156.00	\$52.00	\$156.00	\$0.00	\$0.00	0.00%
Technology Services Fee	\$32.75	\$98.25	\$32.75	\$98.25	\$0.00	\$0.00	0.00%
Composite Fees:	\$859.75	\$2,579.25	\$891.75	\$2,675.25	\$32.00	\$96.00	3.72%
Composite Tuition and All Fees:	\$4,432.60	\$13,297.80	\$4,656.45	\$13,969.35	\$44.79	\$671.55	5.05%

HECC - Tuition & Mandatory Enrollment Fees:	\$3,844.60	\$11,533.80	\$4,036.45	\$12,109.35	Academic Year % Change:	4.99%
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Housing/Meals	Current per term	Curr/AY	New Rate	New/AY	Chg \$/Term	Chg \$/AY	% Chg
Shasta Double	\$3,587	\$10,761	\$3,695	\$11,084	\$108	\$323	3.00%
Red Plan	\$2,271	\$6,814	\$2,351	\$7,053	\$79	\$238	3.50%
Composite Housing/Meals Change:	\$5,858	\$17,575	\$6,045	\$18,136	\$187	\$561	3.19%

Composite Cost of Attendance*	Current per term	Curr/AY	New/Term	New/AY	Chg \$/Term	Chg \$/AY	% Chg
Resident Undergrad	\$10,290.96	\$30,872.88	\$10,701.92	\$32,105.75	\$231.90	\$1,232.87	3.99%

Note: Housing & Dining figures rounded to nearest whole dollar

*Excludes course fees, books, and other special fees or charges required for specific enrollment situations.

Tuition Differential Update



Differential tuition is defined as “additional tuition that is supplementary to the base tuition level” approved annually by the SOU Board of Trustees

Differential tuition is intended to:

1. offset higher than average instructional costs; or
2. provide supplemental resources to enhance program quality; or
3. reflect the market for programs with high demand.

Differential Rate Type	Current Rate	AY2026-27 Rate
Fine and Performing Arts	\$10/SCH	\$15/SCH
Honors*	\$25/SCH	\$25/SCH

Former undergraduate differential rate no longer in effect:

- Military Science

*The Honors differential is only applied to teaching out honors courses until Honors College closure. New honors program rate(s) to be determined prior to the start of AY2027.

**Southern Oregon University
Board of Trustees**

RESOLUTION

Tuition and Mandatory Single Fee for Academic Year 2026-2027

Whereas, the Southern Oregon University Board of Trustees (“the board”) has the authority to establish tuition and mandatory enrollment fees in accordance with Oregon Law and other applicable laws and policy, including the Board Statement on Delegation of Authority;

Whereas, the board previously adopted a process for Establishing Tuition and Mandatory Fees;

Whereas, the board authorizes the collection of mandatory student incidental fees that have been recommended jointly by the University President and the recognized student government/ASSOU President and established in accordance with Oregon Law;

Whereas, the university’s Tuition Advisory Council, which is comprised of representatives from various campus constituencies including but not limited to students, student government, faculty, and staff, has recommended to the university president tuition rates including resident, undergraduate student tuition and mandatory enrollment fees for Academic Year 2026-27

Whereas, after considering numerous factors including but not limited to historical tuition and fee trends, comparative data of peer institutions, the university’s budget and projected costs, anticipated funding including anticipated state appropriation levels, and the applicable fee recommendations, the University President has provided tuition and mandatory enrollment fee recommendations for consideration;

Whereas, the University President has recommended to the Finance and Administration Committee that the proposed tuition and mandatory student incidental and enrollment fees schedules be submitted to the full Board of Trustees for consideration and approval; and

Whereas, the president and the board consider a number of factors, including the desire to: create affordable access to programs and courses; encourage a diverse student body; maintain quality academic programs; encourage enrollment, persistence, and graduation of students; maintain the university infrastructure necessary to support the academic, cultural and physical development of its students; and support the educational goals of the State of Oregon;

Now, therefore, be it resolved, that on the recommendation of the University President and the Finance and Administration Committee, the Board of Trustees of

Southern Oregon University hereby approves the mandatory student incidental fees, the mandatory enrollment fees, and tuition rates schedules, as recommended and presented in “Attachments 1, 2, and 3,” respectively, to become effective July 1, 2026. With this approval, the board authorizes collection of tuition and fees for the 2026-2027 academic year.

VOTE:

DATE: April 17, 2026

Recorded by,

Sabrina Prud'homme
University Board Secretary



MANDATORY STUDENT INCIDENTAL FEES – JOINT RECOMMENDATION
For July 1, 2026 through June 30, 2027 & Summer Term 2026

Date: April 3rd, 2026
To: The Board of Trustees of Southern Oregon University
From: Associated Students of Southern Oregon University (ASSOU)

DESCRIPTION OF FUNDS

Mandatory Incidental Fees as authorized and collected according to ORS 352.105. Fees include:

<u>STUDENT INCIDENTAL FEE - Per Student Credit Hour (SCH)</u>	
Incidental Fee per SCH for Academic Year 2026 - 27	\$59.50
Incidental Fee per SCH for Prior Academic Year 2025 - 26	\$57.00
\$ Change per SCH from Prior Academic Year per SCH:	\$2.50
% Change from Prior Academic Year per SCH:	4.39%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$476.00
Incidental Fee - Summer Term 2026	\$12.53
Incidental Fee - Prior Summer Term	\$12.00
\$ Change from Prior Academic Year per SCH:	\$0.53
% Change from Prior Academic Year per SCH:	4.39%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$100.21

Programs Supported

Athletics (Incidental Fee Supported Programs), Campus Recreation (Incidental Fee Supported Programs), Student Life & Educational Activities, Indirect Budget Authority Support (e.g. OCA Art Gallery), Building/Equipment Reserves & General Liability Easements, Incidental Fee Reserve

	<u>Est. AY Collections</u>
Student Incidental Fee	\$3,678,335

<u>GREEN TAG FEE - Per Student Credit Hour (SCH)</u>	
Green Tag Fee per SCH for Academic Year 2026 - 27	\$1.75
Green Tag Fee per SCH for Prior Academic Year 2025 - 26	\$1.75
\$ Change per SCH from Prior Academic Year per SCH:	\$0
% Change from Prior Academic Year per SCH:	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$14.00

Programs Supported

	<u>Est. AY Collections</u>
Green Tag Projects	\$108,186

<u>RECREATION CENTER FEE - Per Student Credit Hour (SCH)</u>	
Recreation Center Fee per SCH for Academic Year 2026 - 27	\$16.25
Recreation Center Fee per SCH for Prior Academic Year 2025 - 26	\$14.75
\$ Change per SCH from Prior Academic Year per SCH:	\$1.50
% Change from Prior Academic Year per SCH:	10.17%
Fee Cap per term (8 SCH) for Single Fee Assessment:	\$130.00

Programs Supported

	<u>Est. AY Collections</u>
Recreation Center (Building, Debt Service, Core Salaries, etc.)	\$1,004,587

JOINT RECOMMENDATION

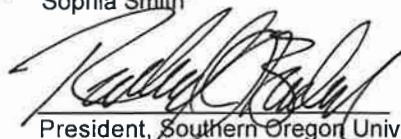
Approve Disapprove



 President, Associated Students
 of Southern Oregon University
 Sophia Smith

4/10/2026
Date

Approve Disapprove



 President, Southern Oregon University
 Dr. Richard Bailey

4/10/2026
Date

MANDATORY ENROLLMENT FEES RECOMMENDATION
For July 1, 2026 through June 30, 2027 & Summer Term 2026

Date: April 3rd, 2026
To: The Board of Trustees of Southern Oregon University
From: Dr. Richard Bailey, President

DESCRIPTION OF FUNDS

Mandatory Enrollment Fees as authorized and collected according to ORS 352.102. Fees include:

<u>BUILDING DEBT SERVICE - Per Student Credit Hour (SCH)</u>	
Building Debt Service Fee per SCH for Academic Year 2026 - 27	\$6.50
Building Debt Service Fee per SCH for Prior Academic Year 2025 - 26	\$6.50
\$ Change per SCH from Prior Academic Year	\$0.00
% Change per SCH from Prior Academic Year	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment	\$52.00
Building Debt Service Fee - Summer Term 2026	\$4.88
Building Debt Service Fee Prior Summer Term 2025	\$4.88
\$ Change per SCH from Prior Academic Year	\$0
% Change per SCH from Prior Academic Year	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment	\$39.00
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Building Debt-Service Reserve	\$401,835
<u>TECHNOLOGY SERVICES FEE - Per Student Credit Hour (SCH)</u>	
Technology Infrastructure Fee per SCH for Academic Year 2026 - 27	\$4.09
Technology Infrastructure Fee per SCH for Prior Academic Year 2025 - 2	\$4.09
\$ Change per SCH from Prior Academic Year	\$0.00
% Change per SCH from Prior Academic Year	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment	\$32.75
Technology Infrastructure Fee for Summer Term 2026	\$3.07
Technology Infrastructure Fee Prior Summer Term 2025	\$3.07
\$ Change per SCH from Prior Academic Year	\$0
% Change per SCH from Prior Academic Year	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment	\$24.56
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Technology Services and Hardware	\$253,079
<u>STUDENT HEALTH SERVICES FEE - Per Student Credit Hour (SCH)</u>	
Health Services Fee per SCH for Academic Year 2026 - 27	\$23.38
Health Services Fee per SCH for Prior Academic Year 2025 - 2026	\$23.38
\$ Change per SCH from Prior Academic Year	\$0.00
% Change per SCH from Prior Academic Year	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment	\$187.00
Health Services Fee for Summer Term 2026	\$17.53
Health Services Fee for Prior Summer Term 2025	\$17.53
\$ Change per SCH from Prior Academic Year	\$0.00
% Change per SCH from Prior Academic Year	0.00%
Fee Cap per term (8 SCH) for Single Fee Assessment	\$140.24
<u>Programs Supported</u>	<u>Est. AY Collections</u>
Student Health and Wellness Center and Programs	\$1,445,060

PRESIDENT'S RECOMMENDATION

[X] Approve [] Disapprove


 President, Southern Oregon University
 Dr. Richard Bailey

APR 10 2026
 Date

ACADEMIC YEAR 2026-27 TUITION RATES RECOMMENDATION
For July 1, 2026 through June 30, 2027

Date: April 7, 2026
To: The Board of Trustees of Southern Oregon University
From: Dr. Richard Bailey, President

DESCRIPTION OF FUNDS

Tuition Rates as authorized and collected according to ORS 352.102. Rates include:

	CURRENT AY	PROPOSED	% Change from Prior AY	Academic Year 2026-27 (FY27)			
	2025-26	Res: 5.37% Non-Res: 4.99%		Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per AY @ 45 SCH	Annual Tuition Cost
Undergraduate Tuition Rate per SCH							
01-WUE SCH	\$357	\$376.00	5.32%	\$19.00	\$285.00	\$855.00	\$16,920.00
02-UG Resident SCH (incl. EXRES)	\$238.19	\$250.98	5.37%	\$12.79	\$191.85	\$575.55	\$11,294.00
02.2-UG JackJo Pledge	\$177	\$188.00	6.21%	\$11.00	\$165.00	\$495.00	\$8,460.00
03-UG Non Resident SCH	\$683	\$717	4.98%	\$34.00	\$510.00	\$1,530.00	\$32,265.00
Graduate Tuition Rate per SCH	Res: 4.95% Non-Res: 4.99%	Res: 4.99% Non-Res: 4.99%	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 12 SCH	Difference Per AY @ 36 SCH	Annual Tuition Cost
05-GR Resident SCH (incl. EXRES)	\$594	\$624	5.05%	\$30.00	\$360.00	\$1,080.00	\$22,464.00
06-GR Non Resident SCH	\$700	\$735	4.99%	\$34.94	\$419.32	\$1,257.96	\$26,468.00
07.0-GR AP MBA Online SCH	\$430	\$430	0.00%	\$0.00	\$0.00	\$0.00	\$15,480.00
07.3-GR AP MS.Ed Online SCH	\$369	\$400	8.40%	\$31.00	\$372.00	\$1,116.00	\$14,400.00
08-GR - MEDU SCH	\$462	\$475	2.81%	\$13.00	\$156.00	\$468.00	\$17,100.00
Other Categories Tuition Rate per SCH		4.99%	% Change from Prior AY	Difference Per SCH	Difference Per Term @ 15 SCH	Difference Per AY @ 45 SCH	Annual Tuition Cost
09-Staff	\$71	\$75	5.63%	\$4.00	\$60.00	\$180.00	\$3,375.00
10-Waived Tuition SCH	\$0	\$0	0.00%	\$0.00	\$0.00	\$0.00	\$0.00
11-Course Based Tuition SCH	\$133	\$140	5.26%	\$7.00	\$105.00	\$315.00	\$6,300.00
12-Adv Southern Credit SCH	\$59	\$62	5.08%	\$3.00	\$45.00	\$135.00	\$2,790.00
13-Early Entry Credit SCH	\$119	\$125	5.04%	\$6.00	\$90.00	\$270.00	\$5,625.00

*Note: Online tuition rates that mirror face-2-face rates are excluded for clarity on this table.

PRESIDENT'S RECOMMENDATION

[X] Approve [] Disapprove


 President, Southern Oregon University
 Dr. Richard Bailey

APR 10 2026
 Date

Executive, Audit, and Governance Committee Report

Review and Adoption of Fiscal Year 2025 Audited Financial Statements and Annual Financial Reports (Action)

FY 2025 Single Audit Report:

<https://businessservices.sou.edu/wp-content/uploads/2026/04/2025-Single-Audit-Report.pdf>

FY 2025 Annual Financial Report:

<https://businessservices.sou.edu/wp-content/uploads/2026/04/2025-SOU-Annual-Financial-Statement.pdf>

FY 2025 Audit Follow Up

FINDINGS—FINANCIAL STATEMENT AUDIT

2025-001 **Material and Immaterial Audit Adjustments, Unreconciled balances, and Delayed Issuance of Audited Financial Statements**

Recommendation: We recommend that SOU continue to evaluate and strengthen its financial reporting and year end close processes to ensure alignment with the functionality and requirements of the ERP system. In addition, SOU should assess staffing levels and resources necessary to effectively manage the operational workload and support timely and accurate financial reporting. Strengthened processes and related internal controls should support the timely completion of reconciliations and the accurate preparation of financial statements in future periods.

Explanation of disagreement with audit finding: There is no disagreement with the audit finding.

Action taken in response to finding: Southern Oregon University (SOU) has initiated a comprehensive remediation strategy during fiscal year 2026 to address the root causes of the 2025 audit findings. The university is focusing on four areas to ensure the integrity and timeliness of future financial reporting:

- ERP Optimization: SOU is resolving underlying structural issues within the ERP system to improve data flow and reporting accuracy.
- Staffing: The University has implemented personnel changes and hired a position to provide additional technical expertise and operational bandwidth.
- Business Process Review: SOU is conducting thorough reviews of financial processes associated with the issues identified in the audit.
- Expert Consultation: External consulting services have been engaged to provide specialized support in further optimizing our ERP and enhancing reporting.

FY 2025 Audit Follow Up

AGENDA

Budget & Finance Reports Training

Mondays: 12/01/2025 through 02/02/2026 | 2:00pm – 4:00pm (*excluding 12/22, 12/29, 01/19)

ZOOM LINK: <https://sou.zoom.us/j/82336634755?jst=3>

Facilitator: Josh Lovern – Director of Budget and Planning

Ashlee Turner – Budget Analyst;

Assisted by: Jennifer Jones – Business Officer;
Suzanne Cutler – Business Officer;

What you need: Access to Workday

Please bring: Your Cost Center work tag information. Please speak with your Accountant or Business Officer if unsure what your work tags are. You can also find these in the linked Excel document titled 'Cost Center Mgrs & Worktags'
Reports will not work without these elements that you will add to the parameters.

What will NOT be covered: We will not be covering Fund Balance, Grants, Gifts, or any other materials aside from those listed below in this initial training series.

FY 2025 Audit Follow Up

Candidate reference	Lisa Canty
Notice period	Immediate
Location	Crested Butte, CO
Availability to interview	Immediate

Professional Summary

Experienced Analytics Strategist who leverages over 13 years of experience in leading Analytics & Reporting disciplines to positively impact customer experience, quality, growth, & customer satisfaction. Higher Education specialist.

Professional Skills

- Functional, Custom, and Advanced Reporting
- Dashboards
- Calculated Fields
- Workday Financials, Accounting (AP, AR, Expenses)

Workday Financials Reporting Highlights

- Workday's 4th Reporting and Analytics Consultant they hired when releasing the Workday Financials product
- Built the 'Review and Recommend' model at Workday to ensure Workday Financial Reports were assessed and optimized to the best possible standard
- Completed over 75 Workday Financials implementations as the Reporting Expert
- Build Custom, Advanced, Matrix, and Composite reports across these projects
- Built reports across every Workday Financial module, including Core Financials, Tax, Treasury, Financial Statement Reporting, P&L, Trend Reports, Budgets & Forecasting, Cost Centres, Spend Categories, Tax Reconciliation

**Southern Oregon University
Board of Trustees**

**RESOLUTION
Adoption of Audited Financial Statements and Annual Reports
for Fiscal Year 2024-2025**

Whereas, the independent certified public accounting firm, CliftonLarsonAllen, LLP, has completed its review of the financial statements of Southern Oregon University for the fiscal year ended June 30, 2025;

Whereas, the Board of Trustees has reviewed the SOU 2025 Annual Financial Report and the 2025 Single Audit Report, including the audited financial statements; and

Whereas, the Board of Trustees met with the external auditor on March 19, 2026, and the Board of Trustees met on April 17, 2026 to continue its review of the audit process, and the financial reports and statements;

Be it resolved, that the Board of Trustees of Southern Oregon University hereby adopts the SOU 2025 Annual Financial Report and the 2025 Single Audit Report including the audited financial statements for the fiscal year ended June 30, 2025.

VOTE:

DATE: April 17, 2026

Recorded by,

Sabrina Prud'homme
University Board Secretary

Update on Financial Sustainability Project

Financial and Strategic Assessment

SOU Board Updates

April 17, 2026





Discussion Topics

- 03** The Work
- 07** Environmental Context & Community Input
- 11** SOU Financial State
- 18** Path Forward

The Work

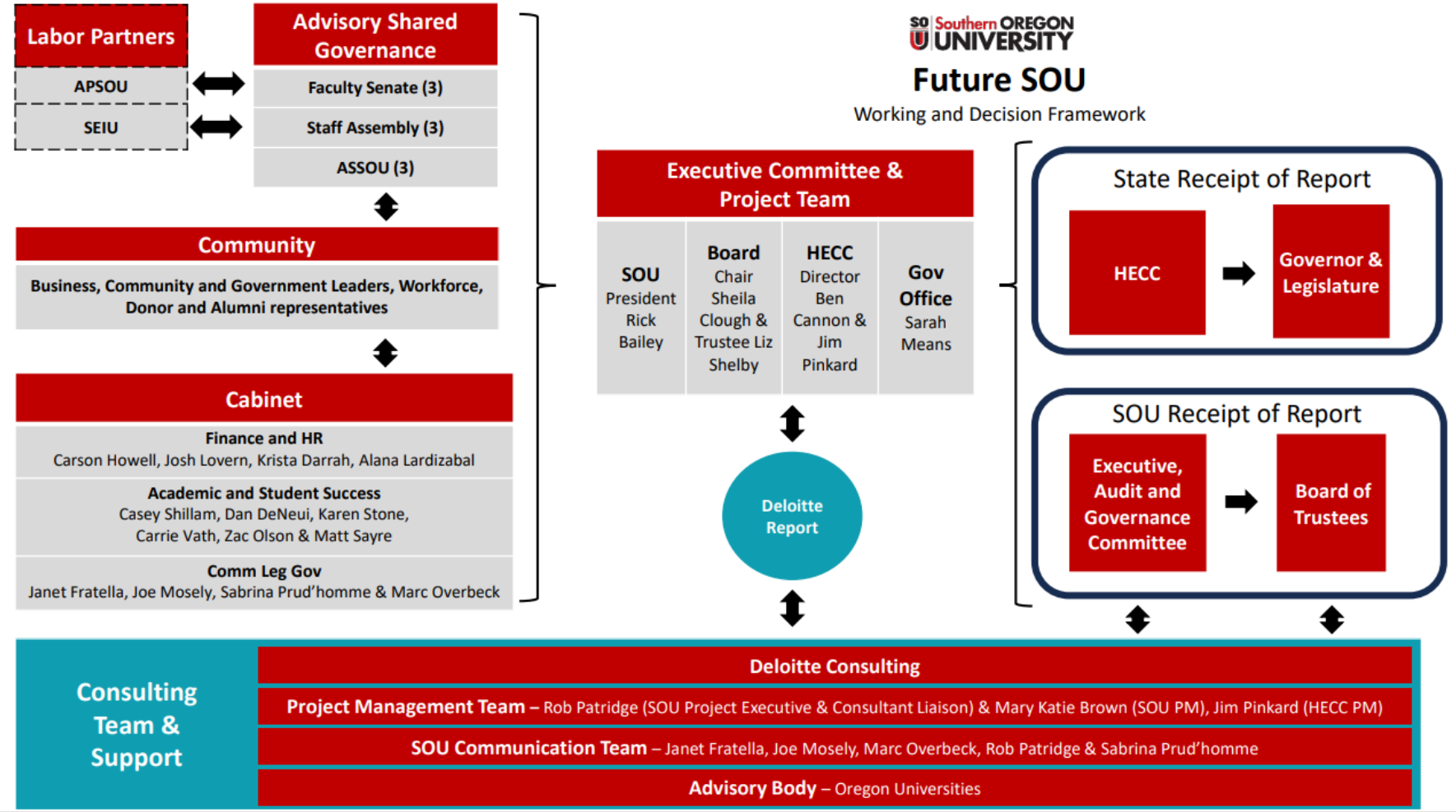
Oregon HB5204 and HECC Budget Notes

Oregon HB 5204 appropriated \$15M to the Emergency Board to ensure SOU is able to meet all of its financial obligations for the duration of the 2025-27. The funding is allocated to the HECC.

Summary of Budget Notes pertaining to HECC/SOU

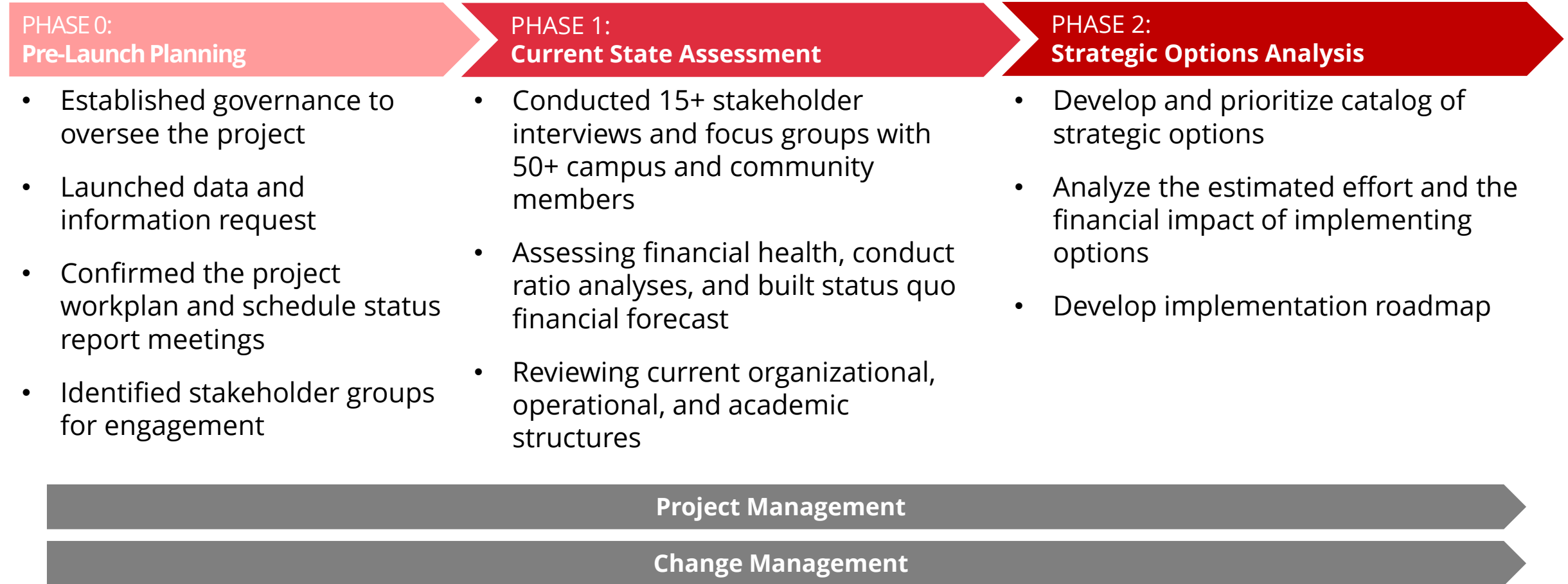
- SOU must submit a report to the HECC by April 30, 2026, that details the actions the university will take to ensure continued operations through June 30, 2027, including updated financial modeling, endorsed by external budget and accounting experts, and demonstrating the institutions' ability to meet all obligations.
- In order to receive the allocation, HECC must report to the E-Board that SOU has an operational plan through June 30.
- SOU shall collaborate with the HECC to develop a plan for future delivery of higher education in southern Oregon - without reliance on ongoing increases in state support - that aligns existing and potential revenue with long term structural fiscal balance to achieve a balanced budget for 2027-29 and sustained delivery.

Governance Structure and Decision Framework

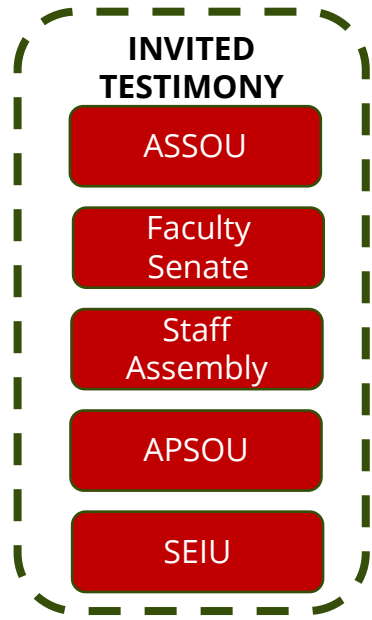
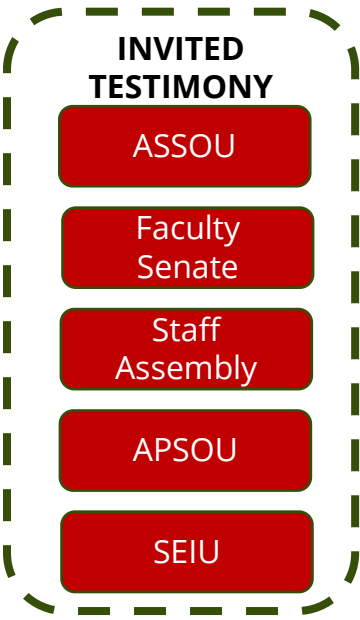
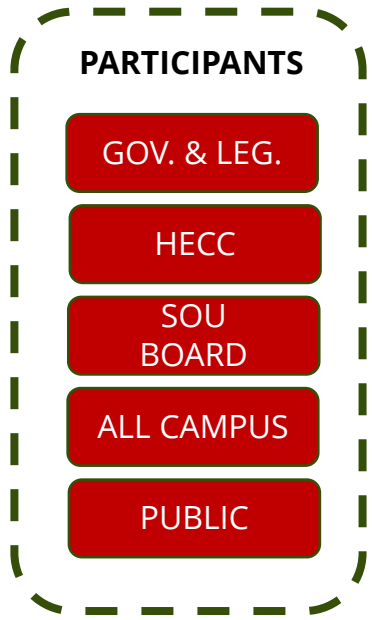


Approach

SOU is working with Deloitte's Higher Education team to define a sustainable path forward.



Working Decision Timeline



Environmental Context & Community Input

SOU's Strong Commitment to a Comprehensive Education

Southern Oregon University is focused on the success of its students; promoting intellectual growth, continuous improvement, excellence, innovation, and creativity. As a four-year institution in the Rogue Valley, SOU provides core learning experiences in a rural setting. Looking ahead, SOU has an opportunity to reimagine how it further advances the priorities of its students, workforce, and region.

WHY SOUTHERN OREGON UNIVERSITY?

Strong Sense of Mission and Place
SOU is deeply embedded in its region and community, with strong ties to the local community

Deep Faculty and Staff Care
Faculty and staff establish and maintain strong relationships with students

Inclusive Culture
Nationally recognized sense of belonging for LGBTQ+ students and strong programs for students with disabilities


Education for All
Pride in serving students who may not have attended college if not for SOU

Experiential Learning
Opportunities for students to participate in experiential and community-based learning


Distinctive Programs
SOU leverages its location to offer strong programming in areas including Business, Arts and Environmental Science

Reciprocal Community Benefits
SOU serves populations from preschoolers to seniors and SOU is cited as a reason for residents, particularly retirees, to move to the area


SOU IMPACT



5,206
total enrollment headcount, inclusive of OLLI students and dual high school students



19%
first generation students



\$61k
average salary with SOU bachelor's degree*

*Average salary 10 years after graduation
 Sources: [SOU](#), [SOU News](#), [SOU Snapshot](#), [HECC Fall 2025 Oregon Public Institution Enrollment](#)

SOU Faces Challenging Headwinds Locally & Nationally

Nationally, demographics and funding challenges have been present across colleges and universities in the United States. SOU is one of many institutions facing continued pressure to cut costs amidst declining enrollment and reduced trust in higher education.

SOU is not immune to national pressures

Higher Education's Uncertain Fiscal Future

Public colleges, universities are squeezed by federal cuts, enrollment challenges, and state budget strain

Authors: [Page Forrest](#), [Riley Judd](#), and [Samuel Pittman](#)

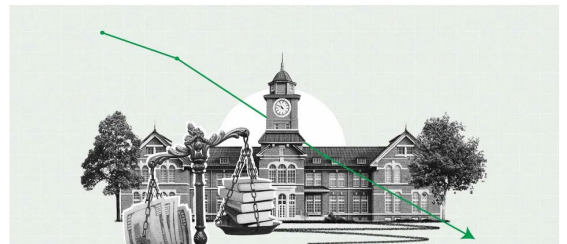
PERSONAL FINANCE

'A perfect storm' — more colleges at risk as enrollment falls and financial pressures mount

PUBLISHED TUE, SEP 30 2025-8:15 AM EDT | UPDATED WED, OCT 1 2025-10:22 AM EDT

Perceived Importance of College Hits New Low

The percentage of Americans saying college is "very important" has fallen to 35%



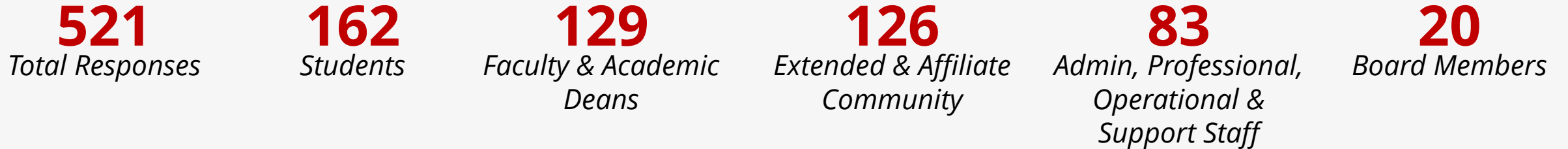
Within the region, SOU faces additional factors

- Oregon high school graduates are projected to decline almost 20% by 2041; California high school graduates are projected to decline almost 29% by 2041
- Oregon is 46th in state funding per student for four-year universities
- Declining enrollment has put substantial pressure on financial sustainability and has resulted in increased competition among state schools
- Oregon has uniquely high pension and benefits expenses at 55% of employee compensation
- Rising costs of living and housing impacts Oregonians' ability to pursue postsecondary education

What Deloitte Has Heard: 'Always On' Survey Results

On March 12, 2026, Deloitte launched an ["Always On Feedback Loop"](#) to seek feedback on their Financial Sustainability Assessment from the SOU campus community.

Responses by The Numbers



I understand the goals of this effort
70.9% Positive (Agree/Strongly Agree), 20.4% Neutral, 8.6% Negative

I understand the approach, timeline, and role of SOU stakeholders in this effort
57.6% Positive, 26.8% Neutral, 16.7% Negative

"The future is about being fast, affordable, and useful." Participants want SOU to connect programs more directly to **jobs, affordability, adult learners, and practical regional demand**. SOU must adapt to a more practical, outcomes-focused higher education market.

Reduce administrative inefficiency before cutting academics. Participants feel leadership should scrutinize **administrative overhead and decision-making structures** before reducing academic programs.

Responses are looking for clarity. Responses called for **clear decision rights, visible follow through**, and hiring/workload relief, in addition to **concerns about our overall funding model**.

*Across the survey, the message is consistent: **the community understands the need for change, but wants a more transparent, strategic, and sustainable path forward.***

SOU Financial State

Composite Financial Index Scores Indicate Fiscal Weakness

Composite Financial Index (FY25)*

	CFI Score	Industry Benchmark
Primary Reserve	0.86	0.4
Net Operating Revenue	(0.55)	0.02+
Return on Net Assets	(0.39)	0.04+
Viability	0.65	1.25



An analysis of SOU’s financial statements and CFI indicates that **the institution has been under financial strain for several years**. Operating margins have declined as **expenses have outpaced revenues over the last 5 years**.

Composite Financial Index (FY25) 0.57
A composite score greater than or equal to 1.1 indicates financial health.

*Includes liabilities for Workday
 Source: 2021-2025 SOU Annual Financial Statements

SOU's Structural Deficits Exist Beyond the Academic Enterprise



SOU's Financial Projections for the academic enterprise (E&G funds) project an annual deficit for the next 5 fiscal years.

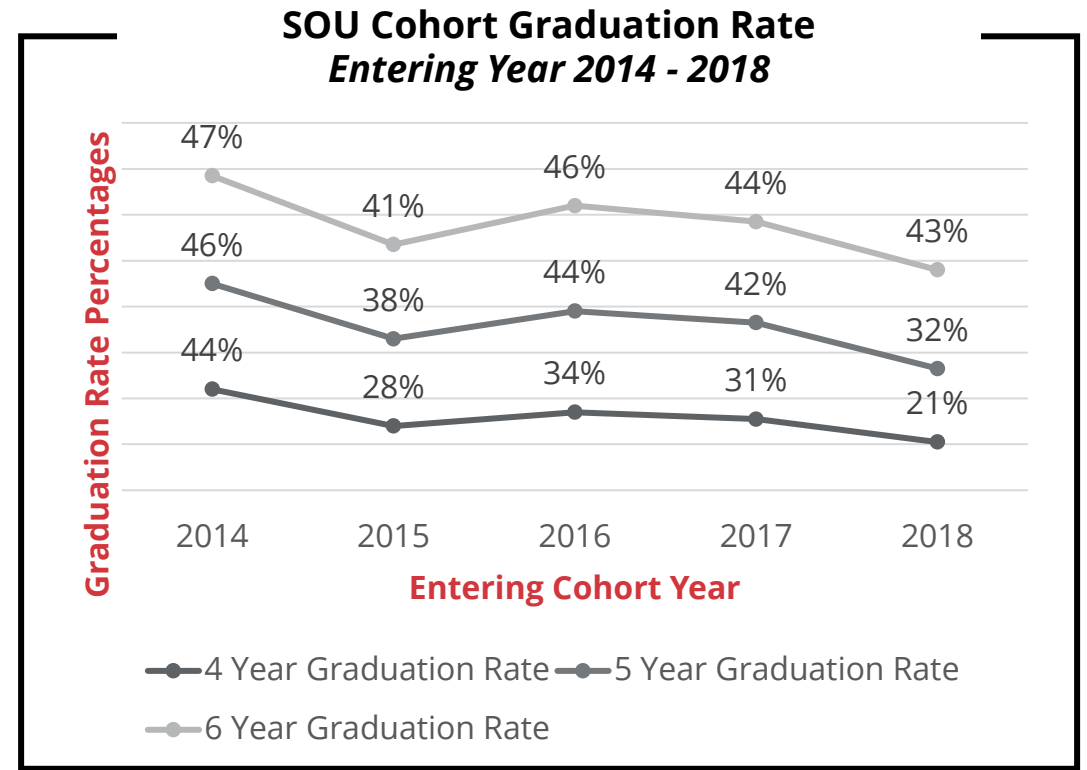
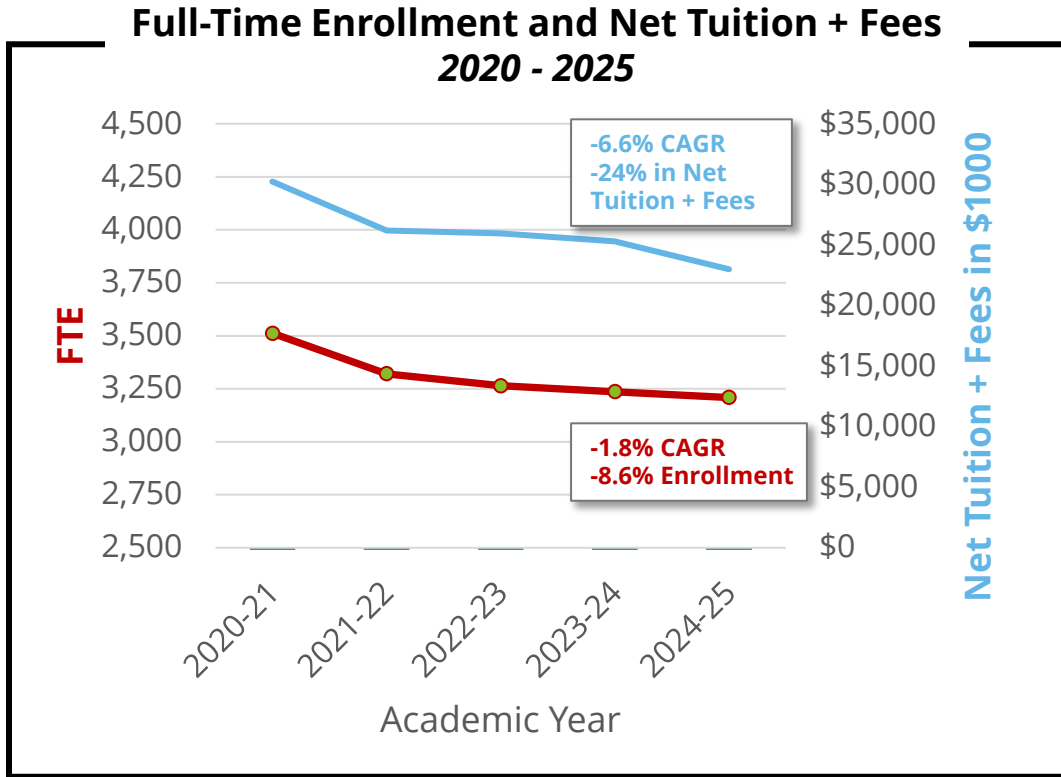


Deficits also exist outside of the academic enterprise within auxiliaries, compounding the structural deficit as funds are transferred from E&G to cover gaps.

With the current financial projection, organizational and operational changes will need to be made in the next 6 months to address the structural deficits.

Enrollment Declined 8.6%; Net Tuition Revenue Declined 24% (AY21-25)

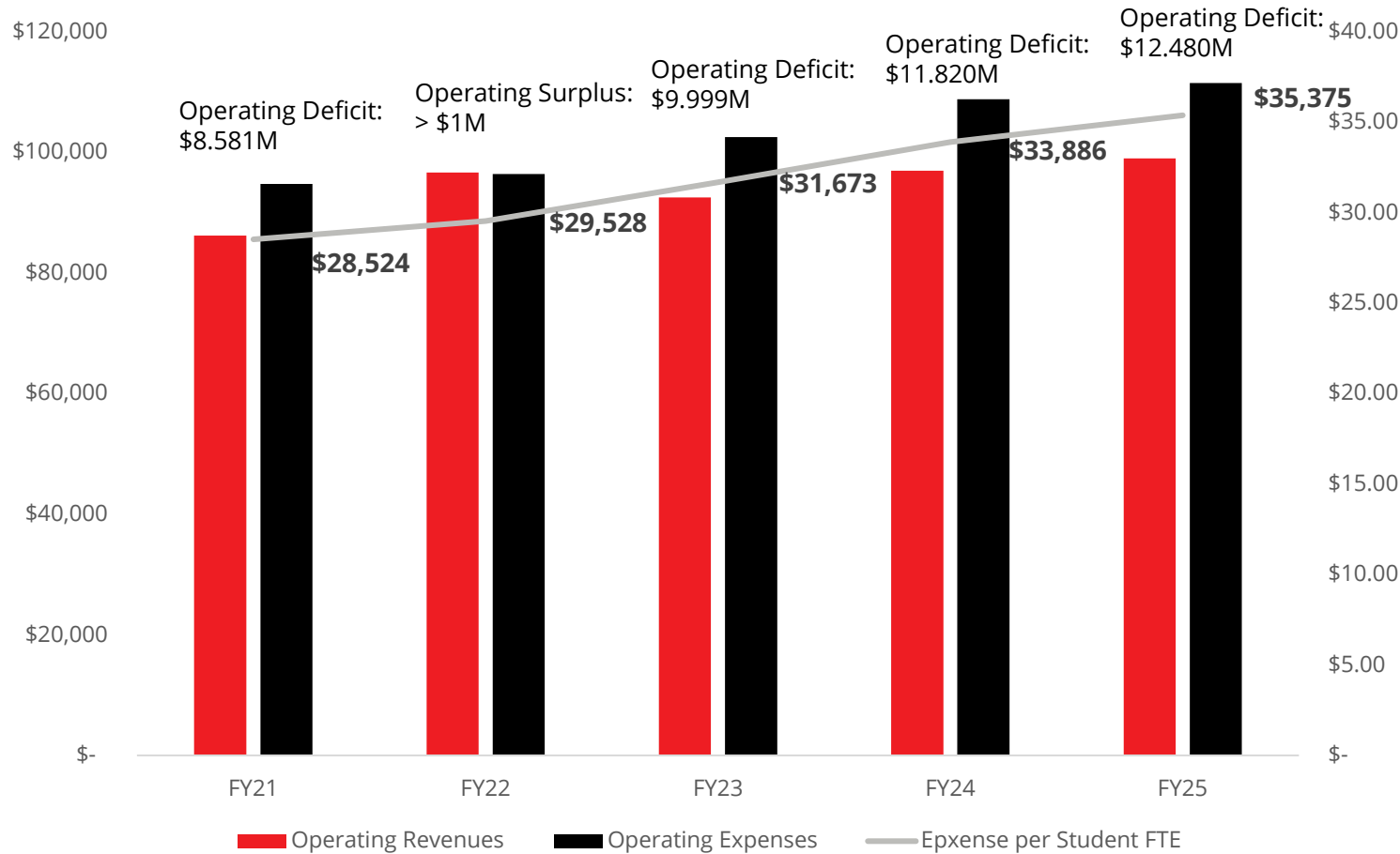
Graduation rates continue to decline, and overall enrollment declines are compounded by the **discount rate increasing from 12.0% in AY23 to 16.7% in AY25.**



*SOU has seen a **consistent decline in headcount over the last five years.** Even as enrollment has declined and programs have been reduced, SOU still offers a significant number of academic programs that serve a very small numbers of students.*

Despite Enrollment Decline, Operating Expenses Have Grown

Operating Revenue, Operating Expense, and Expense per Student FTE
FY21-FY25



Operating expenses per student FTE increased from **\$29K in FY21** to **\$35K in FY25**, indicating a higher cost (24% increase) to serve each student as enrollment declined.

Significant Changes Will Be Recommended to Academic Portfolio

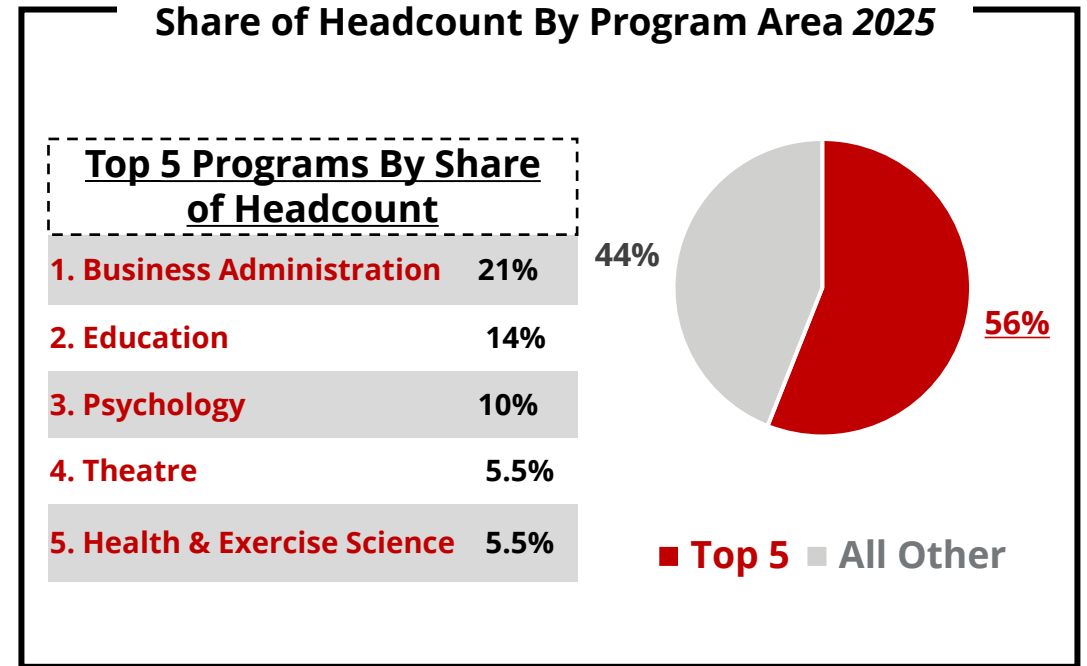
To improve the financial performance of the academic enterprise, SOU will need to reimagine the academic programs and degrees to meet the future needs and demands of SOU students.



A significant portion (56%) of credit hours are concentrated within 5 of SOU's academic programs and majors.



Credit hours have declined over a 5-year period as enrollment has declined, resulting in programs that cost more to deliver than they generate in student tuition.



Auxiliary Divisions Need Cost Realignment & Restructuring

To improve the financial performance of auxiliary functions, SOU will need to better align costs, services, and staffing.



Athletics

Salaries, wages, and benefits account for roughly 57% of total athletics expenses, suggesting structural changes will be required to materially improve performance.

\$4,192,712 **Operating Revenues**

\$5,685,084 **Total Operating Expenses***

(\$1,492,372) **Operating Deficit**



Housing & Dining

Dining Services drives a >\$1M deficit that is partially offset by Housing revenues, suggesting the greatest opportunity lies in Dining price increases and cost reduction.

\$8,814,415 **Operating Revenues**

\$9,442,592 **Total Operating Expenses**

(\$628,147) **Operating Deficit**

*Note – Removed \$1,943,000 in one-time expenses related to Raider Field return and softball complex upgrades in FY25

Source: FY21-FY25 Income Statement Transactions

Path Forward

Path Forward

SOU's path forward will be twofold: in the immediate term, SOU must cut costs to align to revenues. However, SOU's long-term success will depend on freeing funds to invest in growth areas and student success.



Academic Offerings

Align academic programs in a sustainable way to both mission and student demand



Auxiliary Self-Sustainability

Align cost to revenue across auxiliary divisions



Administrative Services Model

Align service delivery with more efficient operating models



Revenue Opportunities

Identify SOU's growth areas, increasing revenues in a mission-aligned way and improving student success

Discussion

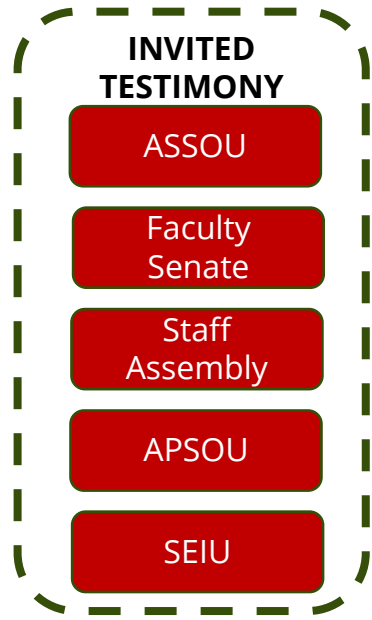
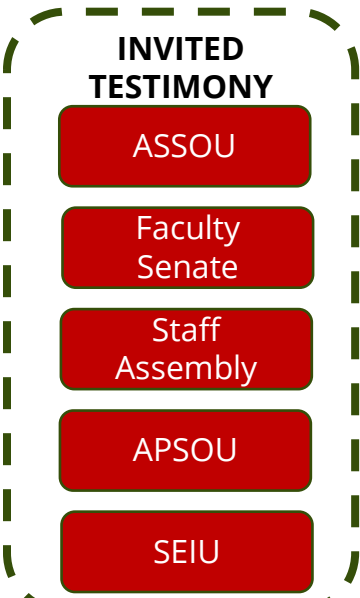
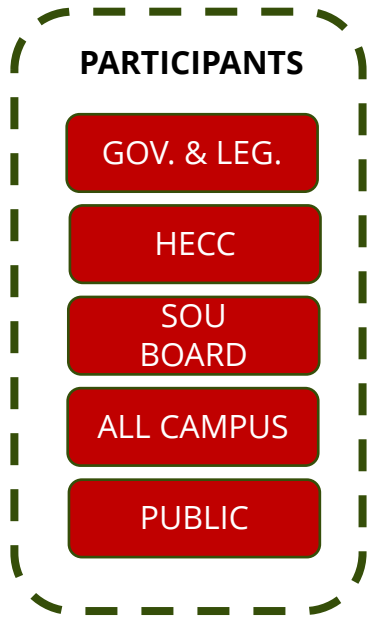
What Should the Future of SOU be?

As the team refines opportunities for SOU, a key question must be answered: what is the primary role of Southern Oregon University for the region, workforce, and educational opportunities?

Next Steps

- 1 Validate and finalize cost savings and revenue opportunities analysis.
- 2 Deliver strategic options/final sustainability report.
- 3 Deliver final presentation to SOU Board on strategic and financial assessment.

Working Decision Timeline



Update on Enrollment Marketing Initiative: Enroll360



Building a Foundation for Enrollment Growth

Preparing for the Future of Student Search



Key Challenges in the Future Environment (2025-2030)

1 The dominance of the email channel is under pressure

Deliverability Challenges & Inbox Noise

2 Students will demand more hyper-personalized engagement

Elevating Student Expectations: Starbucks, Amazon, Netflix, Google

3 Campaign speed and channel coordination will matter more

*Digital Testing = Ongoing Releases, More Diffuse Channel Contributions
Emerging Channels*

4 A new senior-year yield paradigm is here to stay

Direct Admit, More Apps Per Student, Hyper Competitive Yield and Pricing



EAB's Enrollment Approach



EAB Recruitment Campaigns Will...



Win the **Channel** War



Pursue Advantaged **Audience Selection** Strategy



Expand **Timing** Advantages (Ongoing & Responsive Marketing)



Build **Personal Engagement** Campaigns



Optimize the **Stealth Shopping** Experience



Embrace Increased **Digitization and AI**

EAB: A Strategic Partner, with Decades of Results



Enroll360 Partners Consistently Outperform the Market

30% **increase in inquiries for**
partners who transitioned over to
Enroll360

21% Average **increase in applications**
among first-year partners

3x **More likely to enroll for**
Students within Enroll360
campaigns

3:1 Average **Return on Investment**
Partnership



1

Discovery

Weeks 1-4

Overview: EAB gets immersed in your institution, goals, branding and begins outlining the data components of our work.

Milestones:

- Kick Off Call
- Creative Assets Provided by Institution
- Creative Interview
- Weekly Check-In Call Established
- Data Kick Off
- SFTP Access Setup



2

Development

Weeks 4-8

Overview: EAB begins development on the strategy and creative components of your campaign.

Data teams connect on your data infrastructure and collect key information for our audience selection and reporting.

Milestones:

- Initial Creative Review and Feedback on Paper, Digital, Email and Online Components
- Receive Historical and Entering Class Files
- Creation and Delivery of Responder File Layout



3

Deployment

Weeks 8-12

Overview: EAB Team gets your final sign off on our campaign materials and audience strategy.

We celebrate the campaign deployment and begin discussions on reporting.

Milestones:

- Approval of All Creative Components
- Purchased Audience Strategy Approval
- Inquiry and Prospect Contact Population and Criteria Approval
- Responder File Testing and Approval
- Kick Off Reporting Discussions



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ABOUT EAB

At EAB, our mission is to make education smarter and our communities stronger. We work with thousands of institutions to drive transformative change through data-driven insights and best-in-class capabilities. From kindergarten to college to career, EAB partners with leaders and practitioners to accelerate progress and drive results across five major areas: enrollment, student success, institutional strategy, data analytics, and diversity, equity, and inclusion (DEI). We work with each partner differently, tailoring our portfolio of research, technology, and marketing and enrollment solutions to meet the unique needs of every leadership team, as well as the students and employees they serve. Learn more at eab.com.

Board Officer Elections (Action)

**Board of Trustees
Board Officer Election Work Group
Summary Report**

In January of 2026, Board Chair Sheila Clough appointed an Officer Elections Work Group for the purposes of gathering information, as prescribed in the [Board Statement on the Process for Officer Elections](#). Trustees Dee Anne Everson, Ashley King, and Danny Santos were appointed to the work group. Danny Santos was appointed as the chair of the work group, and the board secretary, Sabrina Prud'homme, was appointed to provide staff support to the group.

The Officer Election Work Group met on the following dates to carry out the process outlined in the board statement:

- February 09, 2026
- February 25, 2026
- March 26, 2026
- April 6, 2026

Following their first meeting, at the work group's request and in compliance with the board's process, Sabrina Prud'homme sent an email to the board on February 13, 2026, requesting trustees' recommendations for future board officers.

Trustees Everson and King conducted outreach to trustees who were recommended by a board colleague or colleagues, or who themselves expressed interest in serving as a board officer. During this initial contact, the following considerations were addressed: interest and willingness to serve as the board's chair or vice chair; the role(s), the time/bandwidth required for the roles; known limitations to their service (personal bandwidth, term, etc.); and other relevant up-front information.

Seven trustees were suggested for the board chair position, and six withdrew their names from consideration. Five trustees were suggested for the vice chair position and four trustees withdrew their names from consideration.

The group's Chair Santos conducted additional outreach as needed, including to the university president, in compliance with the board's process.

The following slate of names represents those who remain for the board's consideration of new officers. The individuals listed below are expected to be nominated for these officer positions in the April 17, 2026, meeting of the Board of Trustees.

Chair	Vice Chair
Sheila Clough	Liz Shelby

In compliance with the Board Statement on the Process for Officer Elections, each of these trustees submitted a personal statement in response to selected prompts for the consideration of the board. In addition to standard considerations such as leadership and vision, these trustees were also asked to respond to a specific prompt regarding the

importance of the student, staff, and faculty voices on the board, as the board's composition recently was increased to 17 to allow for additional students on the board, bringing the number of on-campus trustees to five (six including the university president).

Special Considerations

Chair

A unique consideration during outreach was the possibility of the continuation of the current board chair, should the board choose to re-elect this trustee to the leadership position. The current chair's second consecutive full term on the Board of Trustees concludes on June 30, 2026. If this trustee is willing to remain on the board until a successor is appointed, their re-election to the chairship may proceed.

At the time a successor is appointed to the board, the sitting trustee would vacate their seat on the board. At that time, if they hold an officership, that leadership role simultaneously would be vacated.

Vice Chair

In the event of a vacancy in the position of chair for reasons other than the term of service, the vice chair will automatically assume the chairship, as the [Bylaws](#) and the Board Statement on the Process for Officer Elections indicate. This is always the case, but this eventuality is certain, since the chair, necessarily, will leave the board in approximately one year. So, any person considered for the vice chairship should be aware that they will almost certainly become the board chair and will need to complete the unexpired portion of the term of chair, at whatever point it occurs.

When a vacancy in the position of vice chair occurs, an election shall be held for that officership.

March 20, 2026

Dear Members of the Southern Oregon University Board of Trustees,

I want to extend my heartfelt thanks to each of you for the trust you have placed in me over the past two years as your Board Chair. It has been an honor to serve in this role and, more broadly, to work alongside you as a fellow trustee committed to the success and vitality of Southern Oregon University.

Serving as Chair has been one of the most meaningful leadership experiences of my career. I am deeply grateful for your partnership, your candor, and your unwavering dedication to our mission. Together, we have navigated complex challenges, celebrated important milestones, and strengthened the foundation on which SOU will continue to thrive.

I am humbled by the nominations to serve another term as Chair. Your confidence means more to me than I can fully express. While I am ready to step aside and encourage fresh leadership to take the helm and guide our university through the upcoming transformation, I am also ready to continue service if my Board colleagues believe that is in the best interest of the university. Our Board is full of capable, thoughtful, and visionary leaders, and I stand ready to serve the institution in whatever capacity is needed.

In the event the Board needs me to assist in any capacity, I am fully willing to help ensure continuity and a smooth handoff. I care deeply about the success of the University and will do whatever is asked to support my fellow Trustees and this institution we all serve.

Thank you again for the privilege of serving as your Chair. I look forward to continuing our work together as a trustee and supporting the Board and the University in every way I can.

With appreciation,

Sheila M. Clough

Southern Oregon Board Trustee

March 15, 2026

Trustee Danny Santos, Chair
Trustee Dee Anne Everson
Trustee Ashley King
2026 Elections Work Group
Southern Oregon University Board of Trustees

Subject: Elizabeth Liz Shelby Statement of Interest to Serve as Vice Chair of Board of Trustees

Dear Chair Santos and Members of the SOU Board Election Work Group,

I am honored to be nominated by my fellow Trustees for the Board Officer positions of Chair and of Vice Chair. I have reviewed and understand the *5.0 Officers of the Board* section of our Bylaws regarding the duties and commitment. At this time I am interested in advancing my leadership role by serving as Vice Chair of the Southern Oregon University Board of Trustees.

Having been recently reappointed to a second term as an SOU Trustee, and as an SOU Retiree and Alumna, I am dedicated to the vision of a sustainable Southern Oregon University and our mission to provide post-secondary education, life-long learning opportunities, cultural enrichment, and economic vitality to our region and the state.

Currently, I am the Chair of the Finance and Administration Committee. In addition, I serve on the Executive, Audit and Governance Committee. At the request of the Board Chair, I have agreed to serve on special workgroups. I have demonstrated that I am fully prepared to devote the time to serve in whatever capacity the Board or Chair wishes.

No doubt, SOU is faced with overcoming significant challenges of financial stability and enrollment. With my previous experience as an officer of other community boards, I have a proven track record of strategic thinking, advocacy, financial oversight, and working with others to achieve common goals. It would be a privilege to serve in a leadership role to meet our challenges and foster the future of Southern Oregon University.

Thank you for your time and service to Southern Oregon University

Sincerely,

Liz Shelby

Board of Trustees Email Accounts



OFFICE OF THE BOARD OF TRUSTEES

Memorandum

Date: April 12, 2026

To: Board of Trustees

From: Sabrina Prud'homme, University Board Secretary

Re: Board of Trustees Email Accounts

Members of the Board of Trustees are assigned two distinct email addresses to help manage board communications effectively:

- **Primary Email Account:** A private account intended for direct communication. Access to this account is exclusive to the individual trustee.
- **Public-Facing Account:** This address (trusteelastname@sou.edu) is listed on the Board's website for members of the public to send messages to trustees.

Notification

Trustees are notified of this dual-account system during their onboarding process. While this information was historically shared during the New Trustee Orientation, a new process was established in 2025. Now, a notification regarding moderated accounts is included when trustees confirm their communication preferences on the Personal Information Form that that trustees all complete.

Account Setup

When trustees receive network accounts, both email addresses are created for them. Following a single technical issue where one account was found to have incorrect settings, the setup process has been updated. New accounts now include a secondary testing step to verify moderated access.

Moderation

When this practice was begun in 2022, board members asked the board secretary to moderate these accounts since they were public-facing. At the board's request, the board secretary moderates these accounts, which was discussed in a public meeting. All relevant emails are shared with the trustees to whom they are addressed, and with others on an as-needed basis, as the individual subject matter of an email may require.

SOU Foundation Relationship with the University

A large stone archway with a metal mesh top, supported by two pillars with lanterns. The archway is inscribed with "SOUTHERN OREGON UNIVERSITY". In the background, a large university building with a red-tiled roof and two flagpoles are visible under a clear blue sky. The foreground is filled with green trees and purple flowers.

SOU Foundation

SOU GOVERNING BOARD OF TRUSTEES

APRIL 2026



The SOU Foundation

CHARTERED in 1959

501(c)(3) NON-PROFIT organization

INSTITUTIONALLY RELATED Foundation

GOVERNANCE

Board of Trustees (39 members)

Executive Director (day-to-day oversight)



Mission

The Southern Oregon University Foundation exists to **secure private philanthropic** support to advance SOU and to **invest and manage gifts** responsibly to honor donors' wishes.



Vision

To successfully execute SOU's **inaugural comprehensive campaign** to raise \$100 million for Southern Oregon University by 2028-2029.





Role of Institutionally Related Foundation

- Opportunity to engage influential board leaders
- Flexibility in expenditure management of funds
- A vehicle to secure and fulfill the trust of donors
- Ability to seize opportunities

Guiding Principles

UPMIFA (Uniform Prudent Management of Institutional Funds Act) provides guidelines for managing and investing charitable funds.

(ORS 128.305 to 128.336)

- Majority of SOUF funds are restricted by donors for particular purposes.
- **Legal agreements** exist between the Foundation and the donor to uphold and honor donor wishes.
- The use of unrestricted funds are governed by the Foundation board and align with its mission.



Role of Foundation Board

FIDUCIARY



ADVOCACY



AMBASSADOR



PHILANTHROPIC
SUPPORTER

Fiduciary Responsibility

- Obligation to fulfill the **trust** of Foundation donors, the institution to whose benefit the Foundation is dedicated, and the public from whom the Foundation benefits in the form of preferential tax treatment.
- Donors have **entrusted** wealth and their philanthropic legacies to the care of the Foundation.
- The university has **entrusted** the Foundation to manage contributed assets on its behalf.

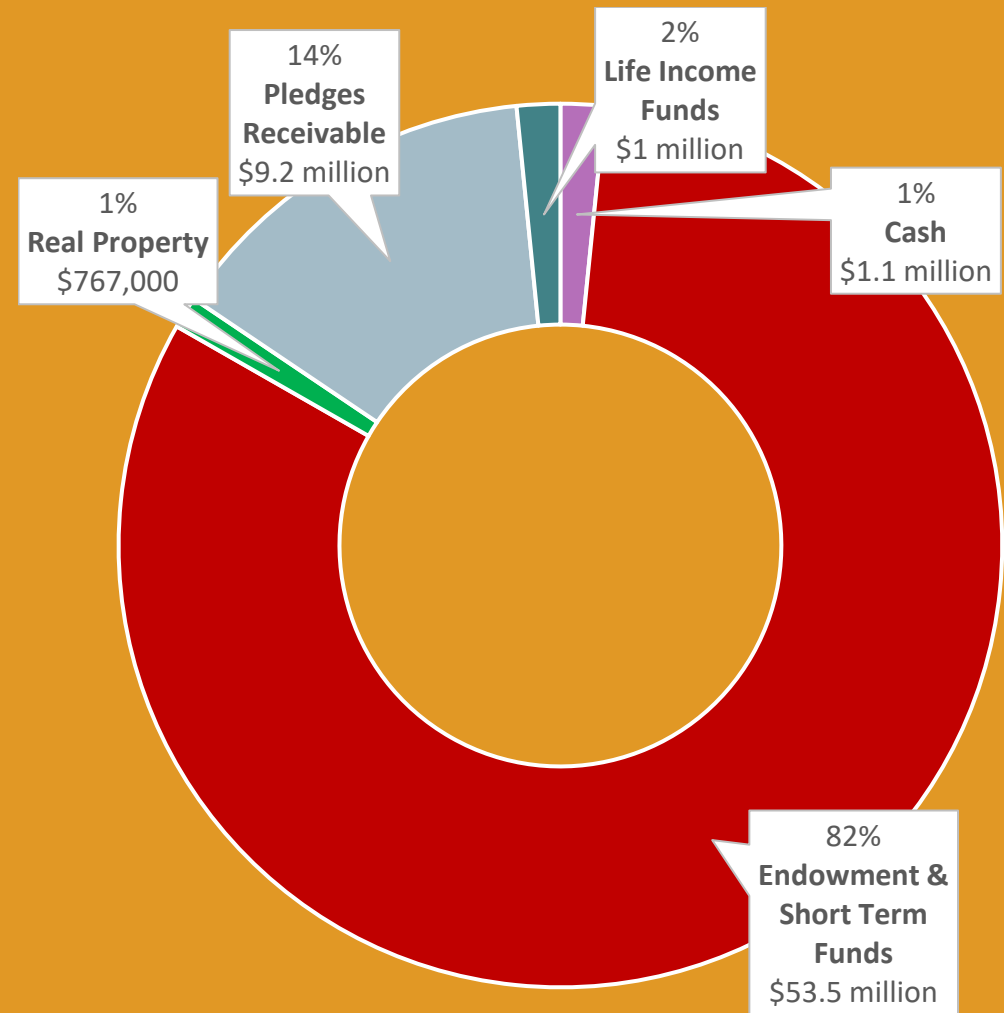
Source: Association of Governing Boards of Colleges & Universities



Foundation Assets

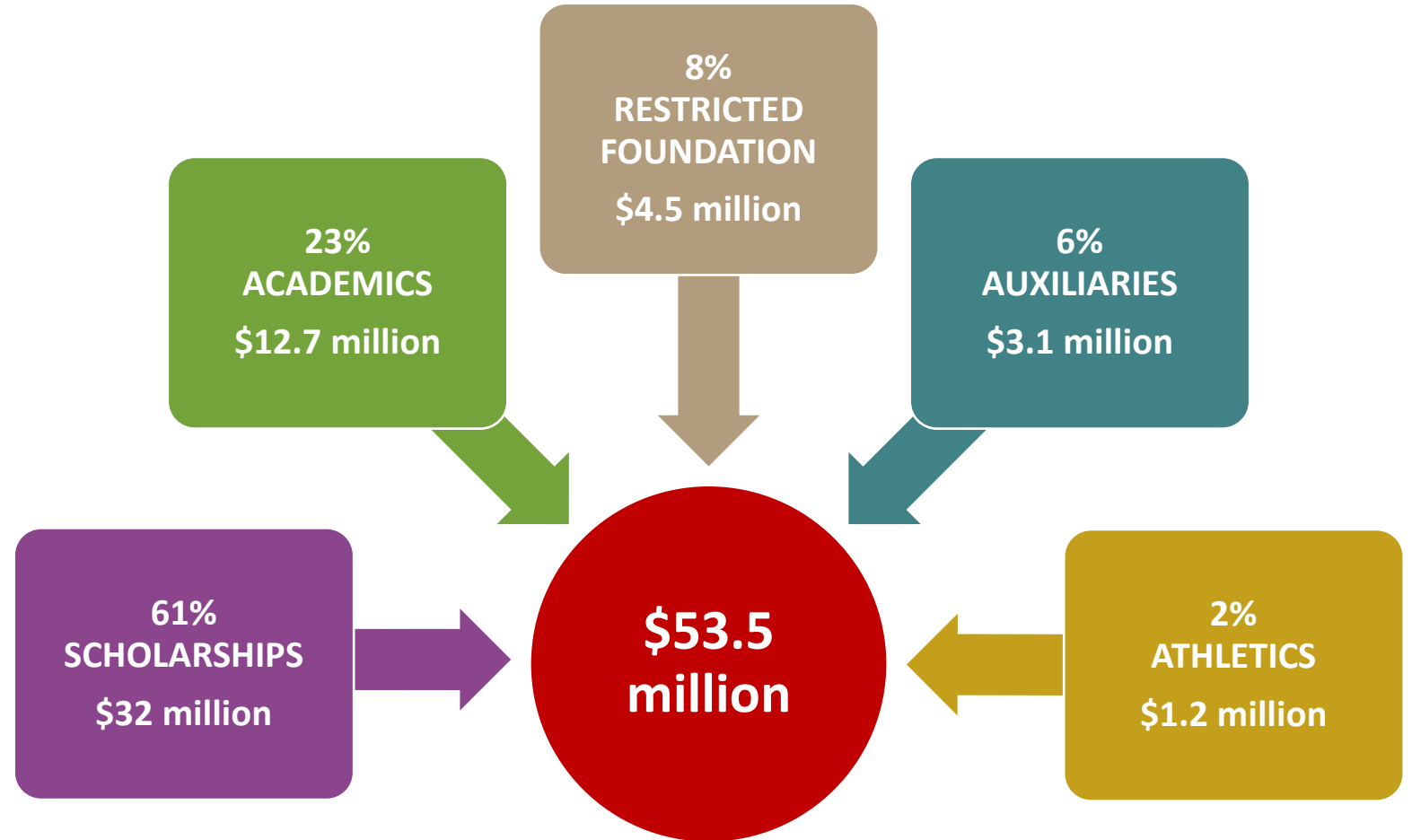
FY2024-25 | \$65.6 million

- The foundation manages more than 800 **restricted** endowment or current-use funds.
- Real property and other assets.
- Pledge receivables are the value of outstanding pledges that have yet to be paid in full.



All Invested Funds

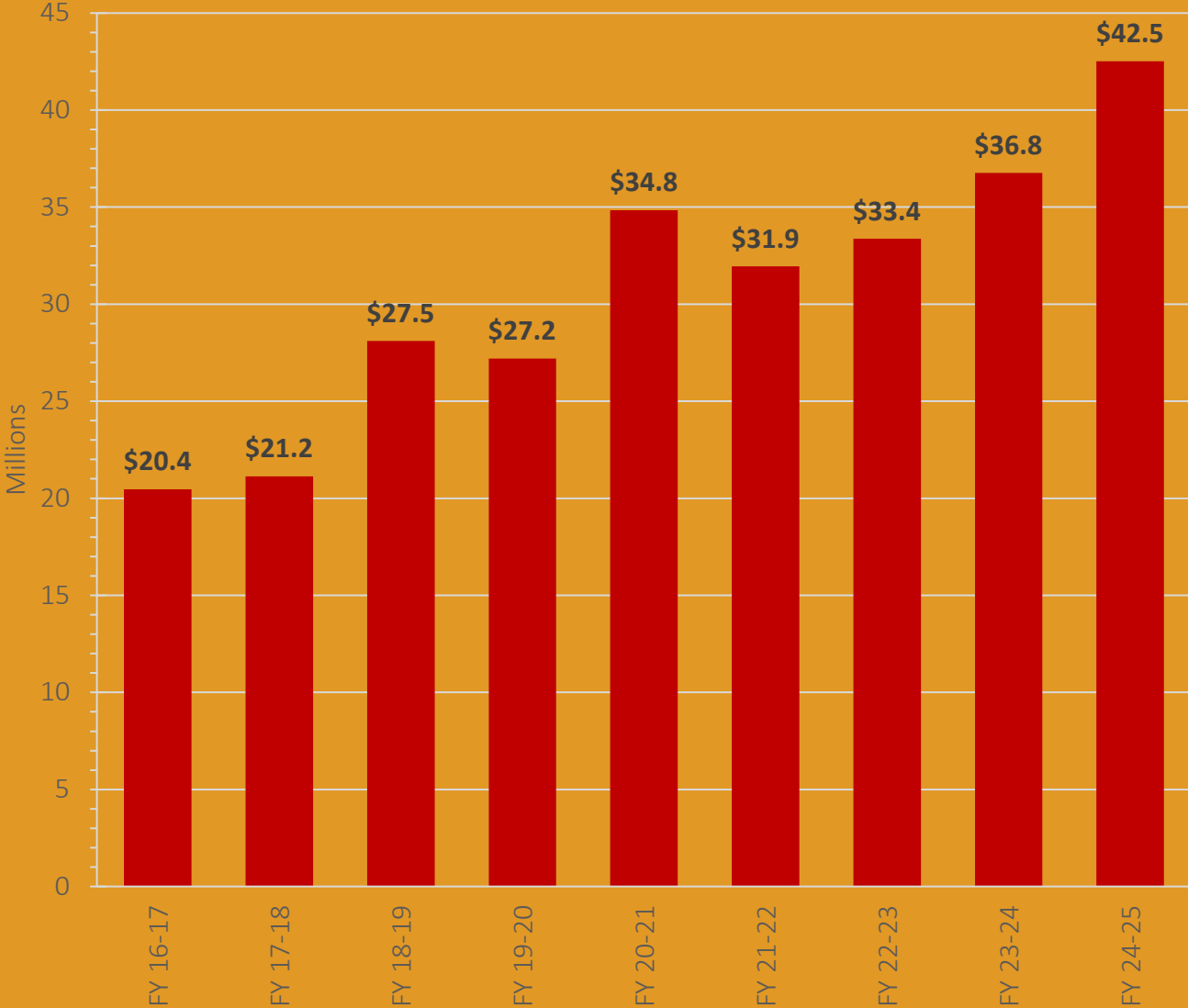
Represents funds held in perpetuity as well as those considered current-use, which are available upon receipt from donors.



Endowment Growth in Value

108% INCREASE IN A DECADE

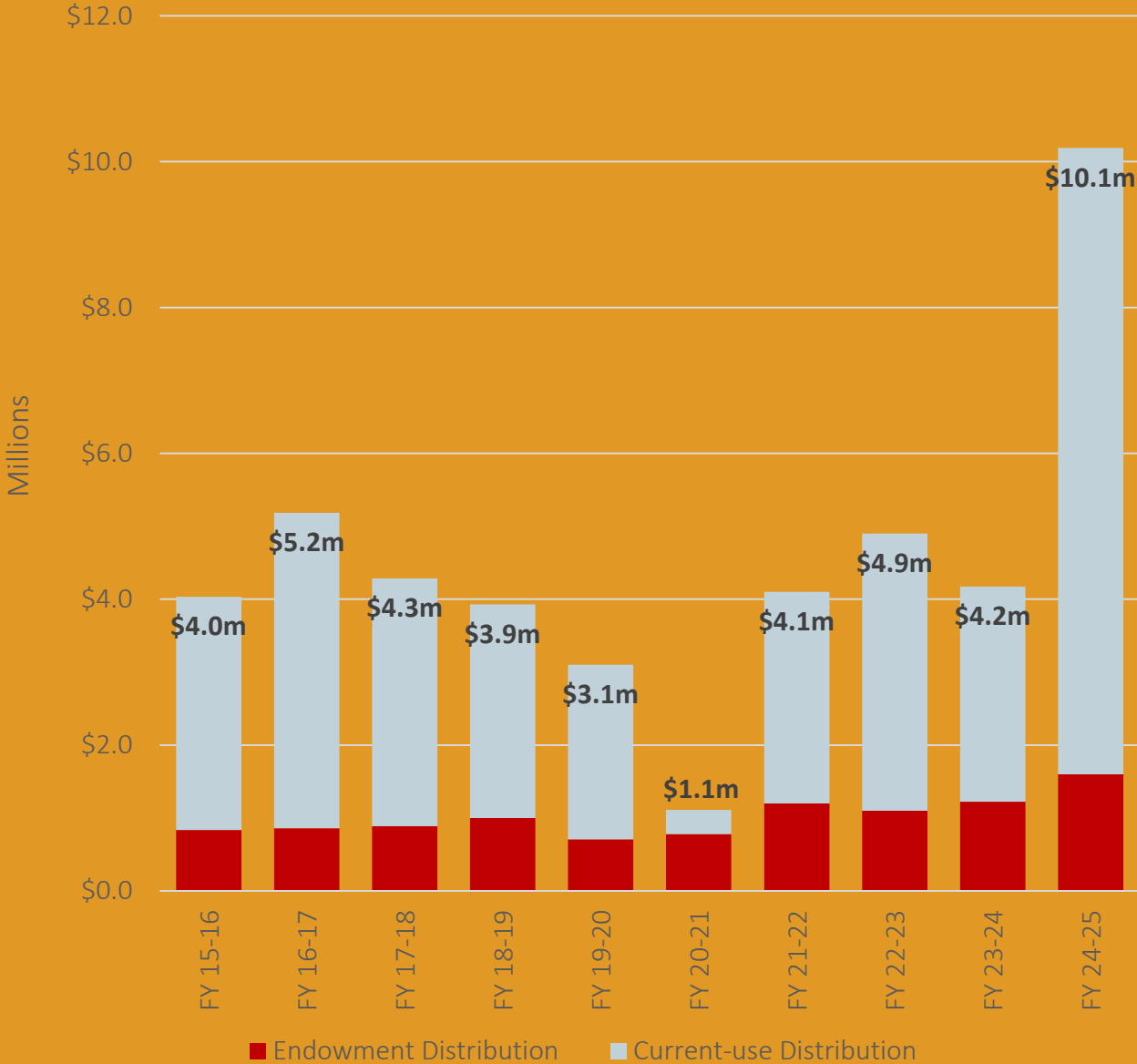
Endowments represent the **gift of forever**, providing perpetual financial stability that allows organizations to move beyond immediate needs and focus on long-term impact, community growth, and generational wealth.



Support for SOU

STABLE & PREDICTABLE PAYOUT

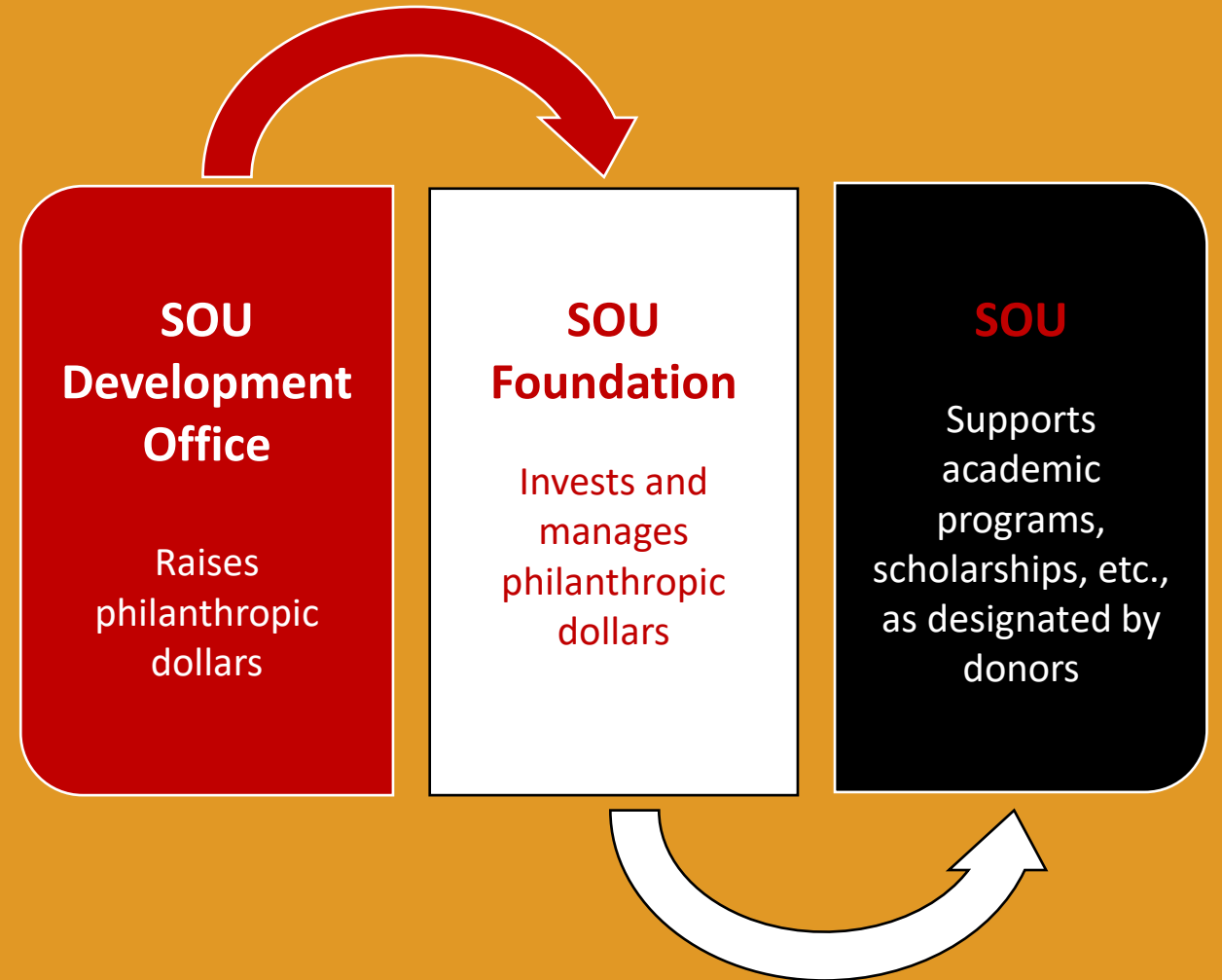
- SOUF annually distributes 4% of each endowed fund’s market value to the university to use as designated by the donor.
- Current funds can be used as soon as they are available and represent the largest annual distributions to the university.
- **\$44.9 million during the last decade.**



University-Foundation Partnership

CONTRACT TO EXCHANGE SERVICES

“University agrees to encourage and maintain the **independence** of the Foundation ... while ... encouraging the **cooperative relationship** between University and Foundation.”





Donors support SOU primarily to **drive** regional economic growth, **foster** social mobility for first-generation students, and **create** localized, tangible impacts.

Fundraising Priorities

DETERMINED BY THE UNIVERSITY

Donor Interest

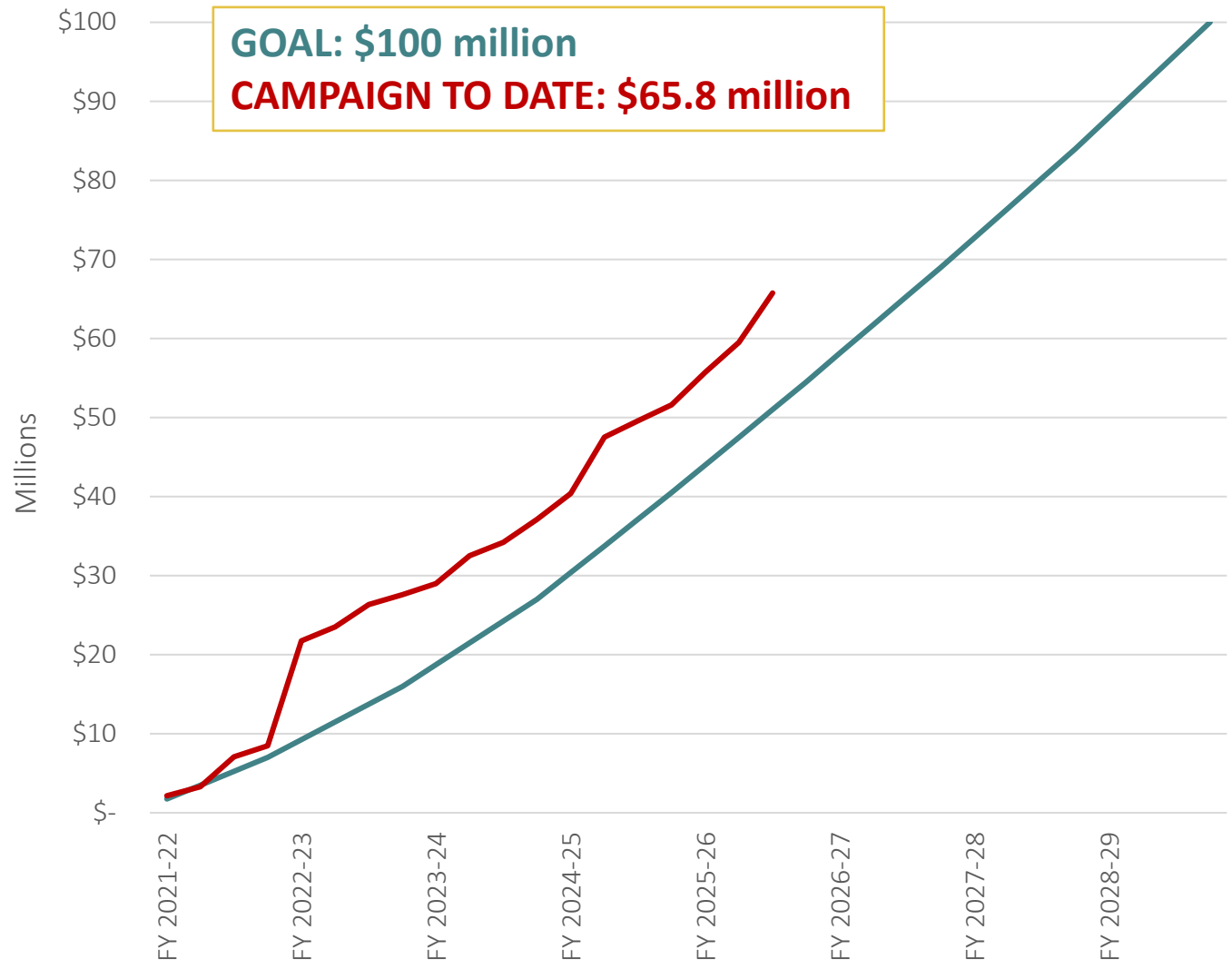
University Strategic Plan

- Academic programs and faculty support
- Athletics
- Student support programs
- Scholarships
- Facilities



As of March 31, 2026

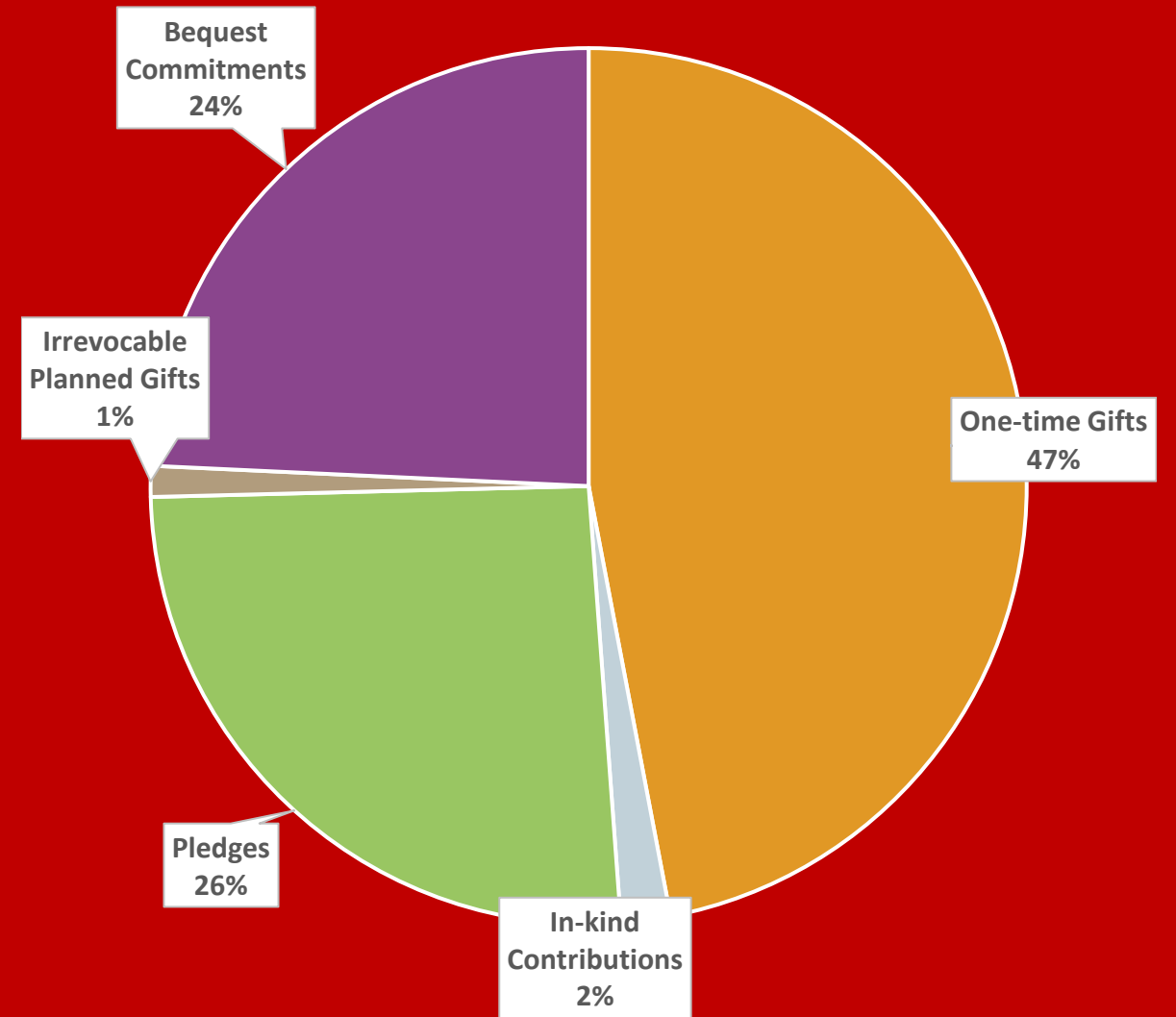
- Started counting **FY 2021-22**.
- Totals include: **pledges, one-time cash gifts, bequest commitments, and planned gifts** (i.e. CRT, IRA)
- Goal of any campaign is to double the university's annual support.



As of March 31, 2026

A BALANCED MIX OF COMMITMENTS

- A healthy campaign has a mix of commitments that prioritize immediate impact while securing future sustainability
- Industry benchmarks
 - 60-75% | One-time gifts & pledges
 - 20-30% | Planned gifts & bequest commitments
 - < 5% | In-kind gifts



Summary



- Formed in 1959 as a **separate 501(c)(3) nonprofit** organization to support Southern Oregon University.
- Dedicated **Board of Trustees** composed of leaders in the community and prominent SOU alumni around the country.
- **800 restricted funds** with a June 30, 2025, market value of \$53.5 million.
- **\$44.9 million provided to SOU during the last decade**—benefitting scholarships, academic, athletic, and student-support programs.
- **THRIVE has generated more than \$65 million** in new gifts, pledges, bequest commitments to the university in just five years.



Thank you.

Future Meetings

Adjournment