



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

June 11, 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 will hold a regular meeting on the date and at the location set forth below.

Action items on the agenda include a Fiscal Year 2026-2027 one-month temporary budget and expenditure authorization; a Fiscal Year 2026-2027 Internal Audit Plan; and the SOU Vitality Plan including discussions of data integrity and access, the plan itself, contingency planning, a financial forecast, the Implementation Plan, and next steps.

Reports in this meeting will include reports from the board's Academic and Student Affairs Committee, including an enrollment marketing update; the Finance and Administration Committee, budget and cash flow updates for Fiscal Years 2026-2029, and the aforementioned budget action; and the Executive, Audit, and Governance Committee, including the aforementioned Internal Audit Plan, and the university president's 2026 performance evaluation process. Other reports on the agenda include those from 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.

There will also be an executive session pursuant to ORS 192.660 (2)(f). No final decisions will be made in an executive session.

The meeting will occur as follows:

Thursday, June 18, 2026

12:00 p.m. to 6:00 p.m. (or until business concludes)

Visit governance.sou.edu for the meeting materials.

SOU Ashland Campus, Hannon Library, DeBoer Room
1290 Ashland Street, Ashland, OR, 97520

To view the proceedings remotely, visit <https://sou.zoom.us/j/84114941091> 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 comments. 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 to the Board of Trustees at trustees@sou.edu or by phone at (541) 552-8055.
- Written comments can be submitted via email to trustees@sou.edu. Please include “Public Comments” in the subject line. Written public comments may also be delivered by hand or mailed to the SOU Board of Trustees, 1250 Siskiyou Boulevard, Churchill Hall, Room 107, Ashland, OR 97520.

Those who sign up will need to provide their name, email address, phone number, relationship to SOU, and the subject of their public comments.



Board of Trustees

June 18, 2026



Call to Order / Roll / Declaration of a Quorum

SOU Land Acknowledgment



Board of Trustees Meeting

Thursday, June 18, 2026

12:00 – 6:00 p.m. (or until business concludes)

Meese Room, Hannon Library, SOU Campus

Zoom: <https://sou.zoom.us/j/84114941091>

AGENDA

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 Christopher Geryak |
| | 1.3 | Trustee Recognition: Barry Thalden | Chair Sheila Clough |
| | 1.4 | Roll Call and Declaration of a Quorum | Sabrina Prud'homme, SOU,
Board Secretary |
| | 1.5 | Agenda Review | Chair Sheila Clough |
| 12:10 | 2 | Public Comment | |
| | 2.1 | Invited Public Comment: Associated Students of Southern Oregon University Report | Sophia Smith, ASSOU,
President |
| | 2.2 | Invited Public Comment: SOU Faculty Senate | Lisa Wileman, SOU, Faculty
Senate Chair |
| | 2.3 | Invited Public Comment: SOU Staff Assembly | Stephanie Hanigan, SOU,
Staff Assembly Chair |
| | 2.4 | Invited Public Comment: Associated Professors of Southern Oregon University | Dr. Melissa Anderson,
APSOU, President |
| | 2.5 | Invited Public Comment: SOU Service Employees International Union (Sub-local 84) | Sage TeBeest, SEIU,
President |
| | 2.6 | General Public Comment | |
| 12:40 | 3 | Shared Governance Reports | |
| | 3.1 | Associated Students of Southern Oregon University Report | Sophia Smith, ASSOU,
President |

Board of Trustees Meeting
Thursday, June 18, 2026
12:00 – 6:00 p.m. (or until business concludes)

AGENDA (Continued)

- | | | | |
|-------|----------|---|--|
| 12:45 | 3.2 | SOU Faculty Senate Report | Lisa Wileman, 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 |
| | 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 | |
| 1:15 | 5.1 | General Committee Report | Trustee Iris Maria Chavez |
| 1:25 | 5.2 | Enrollment Marketing Update | Zac Olson, SOU, Assistant Vice President of Enrollment Services |
| 1:40 | | BREAK | |
| | 6 | Finance and Administration Committee Report | |
| 1:50 | 6.1 | General Committee Report | Trustee Liz Shelby |
| 1:55 | 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 |
| 2:10 | 6.3 | Fiscal Year 2026-2027 One-Month Temporary Budget and Expenditure Authorization (Action) | Dr. Carson Howell; Josh Lovern |

Board of Trustees Meeting
Thursday, June 18, 2026
12:00 – 6:00 p.m. (or until business concludes)

AGENDA (Continued)

**7 Executive, Audit, and Governance
Committee Report**

- | | | | |
|------|-----|---|--|
| 2:30 | 7.1 | General Committee Report | Chair Sheila Clough |
| 2:35 | 7.2 | Fiscal Year 2027 Internal Audit Plan and (Action) | Mila Bekwinknoll, PSU,
Internal Audit Associate |
| 2:50 | 7.3 | President's Evaluation Process | Chair Sheila Clough |

3:00 **BREAK**

**8 Other Action, Information, and Discussion
Items**

- | | | | |
|------|-------|-----------------------------------|---|
| 3:10 | 8.1 | SOU Vitality Plan (Action) | President Rick Bailey |
| 3:15 | 8.1.1 | Data Integrity and Access | President Rick Bailey |
| 3:25 | 8.1.2 | Discussion of Plan | President Rick Bailey |
| 4:25 | 8.1.3 | Contingency Planning | President Rick Bailey |
| 4:15 | 8.1.4 | Financial Forecast | Dr. Carson Howell, SOU, Vice
President for Finance and
Administration |
| 4:35 | 8.1.5 | Discussion of Implementation Plan | President Rick Bailey |
| 4:50 | 8.1.6 | Next Steps | Chair Sheila Clough |
| 4:55 | 8.2 | Future Meetings | Chair Sheila Clough |

5:00 **BREAK**

- | | | | |
|-----------|----------|---|---------------------|
| 5:05 | 8.3 | [Executive Session Pursuant to ORS 192.660
(2)(f)] | Chair Sheila Clough |
| 6:00 p.m. | 9 | Adjournment | Chair Sheila Clough |

Invited Public Comment

- ASSOU
- SOU Faculty Senate
- SOU Staff Assembly
- APSOU
- SEIU

Public Comment

Reports

- **Associated Students of SOU**
- **SOU Faculty Senate**
- **SOU Staff Assembly**

Reports

- **University President's Report**
- **University Advancement**
- **SOU Athletics**
- **Government Relations**

Academic and Student Affairs Committee Report

Finance and Administration Committee Report

Budget and Cash Flow Updates for Fiscal Years 2026-2029

Budget Update

- FY2026 Data as of 5/31/2026
 - June 'soft close' will be presented in July with FY2027 Budget
- Continued development of new report and projection models in Adaptive Planning with consultant support
- Budget models influencing Cash Flow projection models, but not substituting independent analysis by Controller
- NEW – ALL Funds Budget & Projections
 - Slides to follow E&G sections

FY 2026 E&G Revenue Update

- Summer SCH projections currently -12%
 - Much greater loss than originally expected
 - Revenues adjusted accordingly
- “All Other” revenues also adjusted to reflect potentially smaller land lease for FY26
 - Occupancy for Spring only at 77.2%
- Overall Tuition & Fees are down *less* than expected and very close to October budgeted target.

FY 2026 E&G Expense Update

- Salary & Wages on target to October budget
- Benefits remain tricky to project, but only slightly changed (+0.10%) from April's projection
- Supplies & Services still seeing improvements
- Overall Expenses are projected to be very close to October budgeted targets, if not slightly less
 - More discussion on Resiliency Plan Analysis slides

Row Definitions for the Standard Budget Report to the SOU Board of Trustees and HECC

ROW TITLES	Description of Row
Revenues	
Gross tuition and fees	All regular instructional tuition and mandatory enrollment (including incidental if on 'ALL Funds' report) fees, course fees, and differential tuition. Some fees (ex: Single Fee) are collected in E&G and redistributed periodically.
Less fee remissions	Remissions (scholarships) provided by SOU - 'tuition discounting'
Net Tuition & Fees	Sum of Tuition and Fees minus Remissions
State operating appropriations	Appropriations coming from Public University Support Fund (PUSF) via the Student Success and Completion Model (SSCM). Also includes unrestricted revenues from Engineering Technology Support Funds (ETSF)
State debt service appropriations	Also known as SELP = Small-scale Energy Loan Program
Indirect cost recovery	A portion of revenues recovered from grants for institutional support
All other	All other revenues not classified as above. Includes insurance recoveries, North Campus Village (CHF) land lease, fines and fees outside of mandatory included above. See full listing below for details.
Total revenues	Sum of Net Tuition and Fees, State Operating Appropriations, State Debt Service Appropriations, Indirect cost recovery, and All Other.
Expenses	
Salary & Wages	Salary, wages and reportable pay of Faculty, Classified Staff, Unclassified Staff and Student labor (excluding federal work study on E&G report)
Benefits: Health	Estimate of healthcare benefits paid to the Public Employee Benefits Board (PEBB)
Benefits: Retirement	Estimate of retirement benefits paid to the Public Employee Retirement System (PERS) and Oregon Retirement Plan (ORP)
Benefits: Other	Estimate of all other benefits paid on behalf of employee (e.g., workers comp, Oregon Paid Leave Act (OPLA), etc.)
Supplies & Services	All supplies and services purchased. See full listing below for ledger account details.
Capital Expenditures	Capitalized purchased greater than \$5,000 per item; generally, lab equipment or library books. Not related to buildings.
Institutional Student Aid	Aid provided to students to attend events sponsored by outside groups not covered by course fee; On 'ALL Funds' report, this includes foundation gifts.
Net Fund Transfers	Transfers in/out of E&G to support other campus areas. For E&G, these principally are Athletics, JPR, and Rec Center programming reimbursements.
Total expenses	Sum of all the above

Net Income (Loss)	Total Revenues minus Total Expenses
Margin As a % of Revenue	Net Income divided by Total Revenues - shows what percent of revenues were 'retained' into fund balance

Fund Balance Information	
Beginning Fund Balance	Fiscal Year beginning balance - generally should be the same as the prior year's ending balance.
Additions/(Deductions)	Any additions or deductions outside of the regular course of business. Generally will show one-time funding (income) or transfers out to cover large unplanned expenses in areas unrelated to the report's main fund type.
Ending Fund Balance	Sum of Net Income, Beginning Fund Balance, Additions/(Deductions)
Balance as a % of Revenue	Ending Fund Balance as a percent of total Revenues. Shows the relative strength of the operation.
Months of Operating Balance	How many months the fund(s) can remain solvent on fund balance alone if revenue generation ceased. SHOULD NOT be conflated with Cash Flow or Cash balances.

Additional Information	
% of Revenue that is Tuition	Percent of Total Revenues that are tuition alone.
Remission Rate	Percent of tuition discounted.
Wages and Benefits as % of Total:	Total compensation as a percentage of total expense

E&G Fund Revenues	Final Prior FY	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2025	FY2026 BUDGET	FY2026 YTD Actuals (as of 5.31.2026)	YTD Actuals % of Budget	Last Reported Projection (as of 4.30.2026)	Current FY2026 Projection (as of 5.31.2026)	\$ Changes from Last Projection	% Change from Last Projection
Revenues								
Gross tuition and fees	37,008,351	37,945,000	38,760,522	102%	38,708,017	38,290,420	(417,597)	-1.1%
Less fee remissions	(5,294,416)	(5,162,000)	(5,380,350)	104%	(5,376,850)	(5,380,350)	(3,500)	-0.1%
Net Tuition & Fees	31,713,936	32,783,000	33,380,172	102%	33,331,167	32,910,070	(421,097)	-1.3%
State operating appropriations	28,625,062	29,301,951	28,929,606	99%	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	338,031	109%	310,000	432,631	122,631	39.6%
All other	2,003,312	3,690,000	1,458,950	40%	2,458,467	2,042,926	(415,541)	-16.9%
Total revenues	62,829,601	66,264,111	64,106,759	97%	65,139,757	64,425,750	(714,007)	-1.1%

FY2026 Revenue Updates (YTD data as of 5.31.2026)

- FY2026 YTD Actuals prior to summer redistribution – processing in July
- Net Tuition and Fees slight change from prior projection (-1.3%)
- No further changes expected to State Operating Appropriations
- All Other projected conservatively for end-of-year transfer land lease income
 - *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 5.31.2026)	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	38,290,420	101%	345,420	(815,522)	1,282,069	1%	-1%
Less fee remissions	(5,162,000)	(5,380,350)	104%	(218,350)	218,350	(85,934)	6%	11%
Net Tuition & Fees	32,783,000	32,910,070	100%	127,070	(597,172)	1,196,135	0%	-2%
State operating appropriations	29,301,951	28,860,962	98%	(440,989)	372,345	235,900	5%	4%
State debt service appropriations	179,160	179,160	100%	-	179,160	-	0%	0%
Indirect cost recovery	310,000	432,631	140%	122,631	(28,031)	124,499	8%	29%
All other	3,690,000	2,042,926	55%	(1,647,074)	2,231,050	39,614	34%	81%
Total revenues	66,264,111	64,425,750	97%	(1,838,361)	2,157,352	1,596,148	2%	1%

FY2026 Revenue Budget Execution & Variance Analysis (YTD data as of 5.31.2026)

- FY2026 Tuition and Fees still projected higher than budgeted and FY2025
 - Total Net Tuition & Fees projection higher by 1% to October budget
- State Operating Appropriations – no further updates from April HECC report
- Impact (-\$1.2M) to ‘All other’ revenue related to interest earnings budgets/projections discussed in prior meetings and land lease projection now
- Total Revenue projections within 97% of budgeted
 - Roughly \$1.6M higher than FY2025

E&G Fund Revenues

RESILIENCY PLAN ANALYSIS as of MAY 31, 2026

	JUNE Budget (Pre-resiliency Plan)	FY2026 Revised Budget (Resiliency Plan)	Revised Budget Minus JUNE Budget	Current FY2026 Projection (as of 5.31.2026)	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)	38,290,420	(1,743,580)	-4.4%	345,420
Less fee remissions	(5,318,000)	(5,162,000)	156,000	(5,380,350)	(62,350)	1.2%	(218,350)
Net Tuition & Fees	34,716,000	32,783,000	(1,933,000)	32,910,070	(1,805,930)	-5.2%	127,070
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	-	432,631	122,631	39.6%	122,631
All other	3,885,000	3,690,000	(195,000)	2,042,926	(1,842,074)	-47.4%	(1,647,074)
Total revenues	68,392,160	66,264,111	(2,128,049)	64,425,750	(3,966,410)	-5.8%	(1,838,361)

FY2026 Revenue Budget Execution & Resiliency Plan Analysis

- Net Tuition and Fees projection is greater than Revised by +\$345,420
 - Compared to June Budget: -\$1.7M | -4.4%
- Total Revenues down -\$1.8M Compared to Resiliency Plan budget
 - Reminder – this is largely due to ‘All Other’ and the interest change
 - Compared to June Budget: -\$3.9M | -5.8%

E&G Fund Expenses	Final Prior FY	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS							
	FY2025	FY2026 BUDGET	FY2026 YTD Actuals (as of 5.31.2026)	YTD Actuals % of Budget	Last Reported Projection (as of 4.30.2026)	Current FY2026 Projection (as of 5.31.2026)	\$ Changes from Last Projection	% Change from Last Projection	
Expenses									
Salary & Wages	32,615,263	32,300,000	25,779,681	80%	32,240,615	32,210,338	(30,277)	-0.09%	
Benefits: Health	7,979,990	7,483,379	6,454,836	86%	7,720,554	7,728,507	7,954	0.10%	
Benefits: Retirement	8,444,131	7,918,635	6,830,269	86%	8,169,605	8,178,021	8,416	0.10%	
Benefits: Other	3,248,898	3,046,712	2,627,961	86%	3,143,273	3,146,511	3,238	0.10%	
Supplies & Services	14,378,648	14,313,497	14,643,154	102%	13,494,476	13,323,488	(170,988)	-1.27%	
Capital Expenditures	-	12,681	12,517	99%	5,597	6,172	576	10.29%	
Institutional Student Aid	77,764	-	48,580	0%	49,672	49,573	(99)	-0.20%	
Net Fund Transfers	3,118,725	2,496,260	475,187	19%	2,496,000	2,496,000	-	0.00%	
Total expenses	69,863,419	67,571,164	56,872,185	84%	67,319,792	67,138,611	(181,180)	-0.3%	

FY2026 Expense Updates (YTD data as of 5.31.2026)

- Salary & Wages: New model continues to show savings compared to budget
- Benefits modeling remains challenging but seems to be coming into alignment
- Supplies & Services: Expense adjustments related to ‘self-financing’ remainder of Workday implementation, additional contracts, pre-paid adjustments
 - Many ‘last minute’ invoices expected in June, but unknown currently
- Capital Expenditures projections from old modeling: monitoring FY2026 data
- Net Fund Transfers core drivers being Athletics transfer from E&G – no deviation from plan seen in data currently; year-end may change amounts

E&G Fund Expenses		CURRENT ACTUALS & END-OF-YEAR PROJECTIONS		VARIANCES & AVERAGE ANNUAL GROWTH RATES (AAGR)					
		FY2026 BUDGET	Current FY2026 Projection (as of 5.31.2026)	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	32,210,338	100%	(89,662)	6,520,319	(404,924)	1%	2%
	Benefits: Health	7,483,379	7,728,507	103%	245,128	1,028,543	(251,483)	1%	2%
	Benefits: Retirement	7,918,635	8,178,021	103%	259,386	1,088,366	(266,110)	5%	3%
	Benefits: Other	3,046,712	3,146,511	103%	99,799	418,751	(102,386)	1%	0%
	Supplies & Services	14,313,497	13,323,488	93%	(990,009)	(329,657)	(1,055,161)	6%	6%
	Capital Expenditures	12,681	6,172	49%	(6,509)	164	6,172		
	Institutional Student Aid	-	49,573	0%	49,573	(48,580)	(28,191)		
	Net Fund Transfers	2,496,260	2,496,000	100%	(260)	2,021,073	(622,725)		
	Total expenses	67,571,164	67,138,611	99%	(432,553)	10,698,979	(2,724,808)	3%	3%

FY2026 Expense Budget Execution & Variance Analysis (YTD data as of 5.31.2026)

- Total expenses projected to be nearly 99% of revised October budget
 - Assumes known large invoices have been processed
- Projected Salary & Benefits higher than revised budget but **less** than prior FY2025 overall by \$1M (monitoring closely)
 - Next slide shows savings compared to June & October Budget
- Transfers lack automatic journals and will be calculated during year-end

E&G Fund Expenses

RESILIENCY PLAN ANALYSIS as of MAY 31, 2026

	JUNE Budget (Pre-resiliency Plan)	FY2026 Revised Budget (Resiliency Plan)	Revised Budget Minus JUNE Budget	Current FY2026 Projection (as of 5.31.2026)	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)	32,210,338	(1,746,662)	-5.1%	(89,662)
Benefits: Health	8,213,000	7,483,379	(729,621)	7,728,507	(484,493)	-5.9%	245,128
Benefits: Retirement	8,303,000	7,918,635	(384,365)	8,178,021	(124,979)	-1.5%	259,386
Benefits: Other	3,266,000	3,046,712	(219,288)	3,146,511	(119,489)	-3.7%	99,799
Supplies & Services	15,006,000	14,313,497	(692,503)	13,323,488	(1,682,512)	-11.2%	(990,009)
Capital Expenditures	92,000	12,681	(79,319)	6,172	(85,828)	-93.3%	(6,509)
Institutional Student Aid	-	-	-	49,573	49,573	0.0%	49,573
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)	67,138,611	(4,529,389)	-6.3%	(432,553)

FY2026 Expense Budget Execution & Resiliency Plan Analysis

- Significant improvement and closer alignment to the Resiliency Plan
- Total expenses projected to be -\$432k less than revised October budget
- Nearly \$4.5M will be realized compared to June's expense budget
 - Most savings compared to JUNE budget (-\$2.4M) are in Labor & Benefits
 - Followed by large adjustments in Supplies & Services
- Current projections show adherence and alignment to the plan

E&G Fund Net Income	Final Prior FY	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	FY2025	FY2026 BUDGET	FY2026 YTD Actuals (as of 5.31.2026)	YTD Actuals % of Budget	Last Reported Projection (as of 4.30.2026)	Current FY2026 Projection (as of 5.31.2026)	\$ Changes from Last Projection	% Change from Last Projection
Net Income (Loss)	(7,033,818)	(1,307,053)			(2,180,035)	(2,712,861)	(532,826)	-24.44%
Margin As a % of Revenue	-11.2%	-2.0%			-3%	-4%		
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)			3,098,694	2,565,868	(532,826)	
Balance as a % of Revenue	-5.67%	-5.08%			4.76%	3.98%		-0.77%
Months of Operating Balance	(0.7)	(0.6)			0.6	0.5	(0.1)	
Additional Information								
% of Revenue that is Tuition	50.5%	49.5%	52.1%		51.2%	51.1%		-0.17%
Remission Rate	14.3%	13.6%	13.9%		13.9%	14.1%		1.16%
Wages and Benefits as % of Total:	74.8%	75.1%	73.3%		76.2%	76.4%		0.25%

FY2026 Net Income & Fund Balance Updates (YTD data as of 5.31.2026)

- Net Income Projections show a -24.44% change from April reported
- Net loss in excess of -\$2.7M projected is comprised of:
 - Starting net loss of adjusted budget -\$1.3M
 - Total Revenues \$-1.8M less than October budget
 - Total Expenses \$432k less 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 5.31.2026)	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)	(2,712,861)		(1,405,808)	(1,307,053)	4,320,957	-5%	-77%
Margin As a % of Revenue	-2.0%	-4%		-2%	-2%	7%		
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)	2,565,868		5,934,970	(3,369,102)	6,127,917	-2%	-20%
Balance as a % of Revenue	-5.08%	3.98%						
Months of Operating Balance	(0.6)	0.5						
Additional Information								
% of Revenue that is Tuition	49.5%	51.1%						
Remission Rate	13.6%	14.1%						
Wages and Benefits as % of Total:	75.1%	76.4%						

FY2026 Net Income & Fund Balance Execution with Variance Analysis

- Recurring negative fund balance requires use of ERC to maintain operations at current service levels
 - First tranche of \$15M state support won't hit until late July at earliest
- Average Annual Growth Rate of fund balance since 2021 is -20%
 - 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

NEW! ALL Funds Report

Updates from April FAC Report

The ALL Funds Report

- Repeated requests to engage with ‘ALL Funds’
- Work began after new report layout was completed in February 2026
- Requirement of HECC for monthly reporting
- Fast-tracked development
- Detailed fund-by-fund (e.g. E&G, Designated Operations, Athletics, Housing, etc.) analysis will show aggregate ‘All Funds’ inclusive of these operational funds.

NEW ALL Funds Report

Updates from April FAC Report

Caveats of the ALL Funds Report

- Legacy data (prior to FY2024) does not 'live' in Workday but . . .
- Will be converted for future reporting use
- Projection modeling varies for 'ALL Funds'
- Things like seasonality, timing, etc. not modeled like E&G; each fund 'type' has it's own pattern(s)

NEW ALL Funds Report



Notes to the ALL Funds Report

1. The report excludes fund 91FD – Agency
 - a. 91FD holds dollars to be sent to outside parties like PEBB, PERS, CHF – Ashland, LLC (North Campus Village housing), and others.

2. There are items which are **unbudgeted**:
 - a. Institutional Student Aid (excluding E&G remissions)
 - i. Annual funding/scholarship support from SOU Foundation given to students
 - ii. Federal Title IV program allotments
 - b. Certain items in non-E&G S&S categories
 - i. Specifically, grant S&S lines are not budgeted annually, but at inception
 - ii. Similarly, capital projects are budgeted at inception, not annually
 - iii. Some depreciation and amortization lines are unbudgeted annually, but actuals will be present as they are accounted for during the year
 - c. Institutional transfers must net to \$0.00 in budget
 - i. Actuals may vary depending on timing of transfer completion

3. Although the regular E&G report shows ‘Additions/(Deductions)’, the ‘All Funds’ report will show a \$0.00 balance. This is due to self-balancing between funds where ‘Additions’ in one fund offsets the ‘Deductions’ in another.

ALL Funds – FY2026 Execution



	Final	CURRENT ACTUALS & END-OF-YEAR PROJECTIONS						
	Prior FY							
	FY2025	FY2026 BUDGET	FY2026 YTD Actuals (as of 5.31.2026)	YTD Actuals % of Budget	Last Reported Projection (as of 4.30.2026)	Current FY2026 Projection (as of 5.31.2026)	\$ Changes from Last Projection	% Change from Last Projection
Revenues								
Gross tuition and fees	43,775,539	47,141,208	45,719,244	97%	47,057,901	47,039,064	(18,837)	0%
Less fee remissions	(5,452,611)	(5,497,200)	(5,559,450)	101%	(5,601,627)	(5,621,293)	(19,667)	0%
Net Tuition & Fees	38,322,928	41,644,008	40,159,794	96%	41,456,274	41,417,770	(38,504)	0%
State operating appropriations	30,211,442	30,737,797	30,463,351	99%	30,463,351	30,463,351	-	0%
State debt service appropriations	179,160	179,160	179,160	100%	179,160	179,160	-	0%
Indirect cost recovery	175	310,000	348,301	112%	29,158	(1,434)	(30,591)	-105%
All other	51,951,453	53,000,000	53,960,845	102%	54,879,002	55,699,469	820,467	1%
Total revenues	120,665,158	125,870,965	125,111,452	99%	127,006,945	127,758,317	751,372	1%
Expenses								
Salary & Wages	42,718,076	41,705,397	37,648,496	90%	42,752,972	42,635,251	(117,720)	0%
Benefits: Health	9,688,635	10,418,335	9,095,977	87%	9,936,685	9,948,328	11,643	0%
Benefits: Retirement	10,252,156	11,024,298	9,625,027	87%	10,514,633	10,526,954	12,320	0%
Benefits: Other	3,944,539	4,241,622	3,703,250	87%	4,045,528	4,050,268	4,740	0%
Supplies & Services	42,760,544	29,743,170	40,471,038	136%	48,285,714	48,453,265	167,551	0%
Capital Expenditures	(708,937)	252,549	53,529	21%	5,597	6,473	876	16%
Institutional Student Aid	17,881,756	64,050	17,322,822	27046%	17,683,747	17,738,057	54,310	0%
Net Fund Transfers	49,031	-	127,288	0%	127,288	127,288	-	0%
Total expenses	126,585,800	97,449,421	118,047,428	121%	133,352,162	133,485,883	133,721	0%
Net Income (Loss)	(5,920,642)	28,421,544			(6,345,217)	(5,727,566)	617,651	-10%
Margin As a % of Revenue	-4.9%	22.6%			-5%	-4%		
Fund Balance Information								
Beginning Fund Balance	84,656,483	78,735,841			78,735,841	78,735,841	-	0%
Additions/(Deductions)								
Ending Fund Balance	78,735,841	107,157,385			72,390,624	73,008,275	617,651	1%
Balance as a % of Revenue	65.25%	85.13%			57.00%	57.15%		
Months of Operating Balance	7.8	10.2			6.8	6.9		
Additional Information								
% of Revenue that is Tuition	31.8%	33.1%	32.1%		32.6%	32.4%		
Remission Rate	12.5%	11.7%	12.2%		11.9%	12.0%		
Wages and Benefits as % of Total:	52.6%	69.2%	50.9%		50.4%	50.3%		

FY27 BUDGET & PLANNING GUIDELINES & ASSUMPTIONS

The guidelines presented here are based on initial projected or anticipated changes in enrollments, benefit expense, and other variables that are subject to change as the cycle unfolds. These assumptions will be included in the “FY2027 Budget” Version in Adaptive Planning (ADAPTIVE). Each Budget Authority, working in tandem with their Accountant, will have access to reports in ADAPTIVE. Use these assumptions to guide you in development of your budget submission.

New definitions and procedures:

- Composite Rate for OPE Calculations – Rates for determining encumbrances and departmental charges will be calculated based on the average spending rates for OPE from July 1 – Dec 31 of the prior fiscal year. Adjustments made annually based on PEBB and PERS changes.
- Workday Revenue and Spend Categories will be noted for clarity in the new system. Legacy account codes will no longer appear, but are available in the ‘Crosswalk’ on the CISR Project page.
- Flat S&S for FY27; **no increases to budgets**. Exceptions in utilities & contracts with known cost increases.
- Budget Office requiring a ‘Zero Based’ review of pooled positions with departments.
 - Necessary for Workday budgeting
 - More to come...we are still learning how this will happen in ADAPTIVE

Timeline for budget authorities

- Budget Authorities will only have VIEW access for the **entirety** of the FY27 development cycle
- Lock out for Service Center Accountants: July 10th (NO Changes allowed to S&S)
- Total lock out for error corrections & material changes: July 20th

Revenues (in thousands) Estimates as of 06/11/2026:

- Projected FY27 Tuition Revenue net of remissions:
 - Assumes a 4.99% tuition rate increase
 - 5 Year Average = 4.6% (AY2019 – 2024)
 - Assumes retention pattern remains unchanged for term-to-term attrition
 - Projected decrease of -2.83% in total SCH from AY25
 - *****Estimate subject to change during Vitality Plan Implementation*****
- Projected Fall 2026 FTE – 3,048 (Composite across all SCH categories)
 - Undergraduate AY SCH: 96,890 (AY25 ending estimate: 100,338)
 - Graduate AY SCH: 12,841 (AY25 ending estimate: 12,705)
 - Other Categories: 24,209 (AY25 ending estimate: 24,795)
 - Note: ‘Other’ is mostly ASC credit
- State Allocation – For current biennium (thousands):
 - 25-27 Biennium:
 - \$30,463 FY26 (including Lottery & ETSF)
 - -\$173k decrease from FY25
 - \$30,030 FY27 (including Lottery & ETSF)
 - -\$432k decrease from FY26
 - ETSF – Funding as modeled by HECC and communicated to program in December 2025
 - Lotto – Expecting no changes – full 1% to universities set into allocation model by HECC

FY27 BUDGET & PLANNING GUIDELINES & ASSUMPTIONS

Salaries & Labor (Budget office prepares these costs; managers please review):

ALL Composite Rates are calculated in aggregate against labor classification (i.e. Faculty, Classified, Unclassified):

- SALARY ASSUMPTIONS:**

- Faculty – will be loaded per faculty workbook by Provost Office
 - Assumes current CBA tables are in effect for FY2027
- Classified Staff – based on salary of current Workday personnel record & service dates for step increases
 - Table values based on Range/Step on 7/1/26
 - Salary tables will be updated per CBA ratification if before 7/10/2026
 - Estimate of table increases set to 3%
- Unclassified Staff – based on salary on current Workday personnel record
 - Across the Board Increase (ABI) – a projected 3% ABI has been added effective 7/1/26
- Unclassified Pay, Overload, Temporary,
 - Salary increases 3% over the FY26 Budget in line with Unclassified Staff
 - NOTE: may modify as determined by budget availability
- Student Pay is increasing to reflect State of Oregon minimum wage increases
 - Student labor budgets will not be increased.
 - July 1, 2026 through June 30, 2027 rate is \$15.55/hr; next update expected in April 2027
 - “Adjusted annually based on the increase to US City Average CPI”
 - <https://www.oregon.gov/boli/workers/Pages/minimum-wage-schedule.aspx>
- Vacant positions loaded if unfilled as of 6/19/2026 – No ABI applied to vacant
 - As positions are filled, Budget Office will update with new incumbent and hiring salary rate

- OPE ASSUMPTIONS**

- OPE (Other Personnel Expenses) have been updated in ADAPTIVE for FY27
- Composites are developed using the following PERS/ORP Tables, ‘Other’ and Health Expense from FY26
 - Retirement estimates for FY27 are calculated using the ‘Total Annual’ column in the table below.

Biennium	RETIREMENT TIERS	Employer Contribution	Percentage Point Increase	Employee (IAP)	POB Debt Service	Total Annual	Employer Contribution Change	Total Change from Prior Year (Cost Increase)
2025-27 Final Published 10/2024	FY27 FINAL RATES¹	Employer Contribution	Percentage Point Increase	Employee (IAP)	POB Debt Service	Total Annual	Employer Contribution Change	Total Change from Prior Year
	General Service:							
	PERS T1/T2	24.82%	0.00%	6.00%	4.30%	35.12%	0.00%	-0.71%
	OPSRP	21.94%	0.00%	6.00%	4.30%	32.24%	0.00%	-0.77%
	ORP T1/T2	25.75%	0.00%	6.00%	0.00%	31.75%	0.00%	0.00%
	ORP T3 Employer	12.51%	0.00%	6.00%	0.00%	18.51%	0.00%	0.00%
	ORP T4	8.00%	0.00%	1% - 4%	0.00%	12.00%	0.00%	0.00%
	FY26 FINAL RATES¹	Employer Contribution	Percentage Point Increase	Employee (IAP)	POB Debt Service	Total Annual	Employer Contribution Change	Total Change from Prior Year
	General Service:							
	PERS T1/T2	24.82%	3.04%	6.00%	4.55%	35.37%	13.96%	8.56%
	OPSRP (PERS T3)	21.94%	3.66%	6.00%	4.55%	32.49%	20.02%	11.73%
	ORP T1/T2	25.75%	-0.93%	6.00%	0.00%	31.75%	-3.49%	-2.85%
ORP T3	12.51%	1.58%	6.00%	0.00%	18.51%	14.46%	9.33%	
ORP T4	8.00%	0.00%	1% - 4%	0.00%	12.00%	0.00%	0.00%	

Composite values for FY27	Description	Rate
(TABLES TO BE UPDATED pending internal PEBS review):	Adjunct Part-time Faculty	37.5
	Unclassified Professional - Other Wage Appointment	33.5
	Medical Ineligible, fixed term, part-time (less than 0.50 FTE)	33.5
	Classified Support Staff	78
	Faculty	64
	Unclassified Administrators and Professionals	61.5
	Student (non-FWS)	2.5

S&S Expenses

- Supplies & Services – **Budget FLAT for FY27; NO CHANGES**
 - Due to Vitality Planning, all S&S will be locked at FY26 rates and account codes
 - In FY27, departments will do a review to realign budgets using departmental reallocations and new Workday ‘Budget Amendment’ processing
 - Subject to change if institutional budgets cannot accommodate or if additional information becomes available regarding target assumptions.
- Utilities (analysis & planning happening now; not yet reflected in ADAPTIVE PLANNING as of 1/24/2025);
 - Considering FY25 baselines (NEW Workday Spending Categories):
 - SC0167 – Electricity: X% increase to FY25 **ACTUALS**
 - SC0125 – Natural Gas: X% increase to FY25 **Budget**
 - SC0717 – Water: 7% increase to FY25 **ACTUAL**
 - SC0630 – Sewer: 7% increase to FY25 **ACTUAL**
 - SC0419 – Misc. Utilities: X% increase to FY25 **ACTUAL**
 - SC0220 – Garbage: X% increase to FY25 **ACTUAL**
- Other areas with known cost increases *may* receive additional funding (i.e. Library, IT, Lab Materials)

Note: S&S is nuanced, call the budget office (Josh or Ashlee) if you have questions

SOU Administrative Assessment (fee funded units) and other charges or estimates

- SC0007 – Admin and Support Service Charge – charged on revenue for Auxiliary and Designated Operations: 10%
- Gift / Donation charge: 5% - sent to Foundation
- Grant Indirect rate currently 26.2% – See this [LINK](#)
 - Indirect rate currently being renegotiated – expecting update by late 2026
 - Congressionally directed spending exempt from indirect charges
- Unfilled vacancies rate: 2.5% of total budgeted vacancies will be included in estimate of labor savings that will be budgeted at an institutional level.
 - If your area does not intend to fill a vacant position this cycle, please email us.
 - We **WILL** budget it for FY26 but would like to include in estimates of “no intent to fill” in FY27 vacant position totals

Large E&G Transfers & Support

- E&G Transfers will be determined as the Vitality Plan updates are calculated and made known for those areas that receive E&G support.

Thank you for your patience in this process and working together to get budgets approved.

Josh Lovern, Dir of Budget and Planning.

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

(E&G Fund): AS MODELED

	Current FY2026 Projection (as of 5.31.2026)	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	38,290,420	38,875,822	585,402	1.53%	39,657,125	781,303	2.01%	40,408,825	751,700	1.90%
Less fee remissions	(5,380,350)	(5,470,000)	(89,650)	-1.67%	(5,430,000)	40,000	-0.73%	(5,050,000)	380,000	-7.00%
Net Tuition & Fees	32,910,070	33,405,822	495,752	1.51%	34,227,125	821,303	2.46%	35,358,825	1,131,700	3.31%
State operating appropriations	28,860,962	30,030,427	1,169,465	4.05%	31,310,397	1,279,970	4.26%	32,579,839	1,269,442	4.05%
State debt service appropriations	179,160	179,160	-	0.00%	179,160	-	0.00%	179,160	-	0.00%
Indirect cost recovery	432,631	467,110	34,479	7.97%	504,000	36,890	7.90%	544,000	40,000	7.94%
All other	2,042,926	2,079,134	36,208	1.77%	2,115,983	36,849	1.77%	2,153,485	37,502	1.77%
Total revenues	64,425,750	66,161,654	1,735,904	2.69%	68,336,665	2,175,012	3.29%	70,815,310	2,478,645	3.63%
Expenses										
Salary & Wages	32,210,338	32,476,940	266,601	0.83%	33,627,543	1,150,603	3.54%	34,638,578	1,011,035	3.01%
Benefits: Health	7,728,507	7,658,962	(69,545)	-0.90%	7,963,859	304,897	3.98%	8,239,964	276,105	3.47%
Benefits: Retirement	8,178,021	8,104,431	(73,590)	-0.90%	8,427,061	322,630	3.98%	8,719,226	292,164	3.47%
Benefits: Other	3,146,511	3,118,197	(28,314)	-0.90%	3,242,330	124,133	3.98%	3,354,741	112,411	3.47%
Supplies & Services	13,323,488	13,791,142	467,654	3.51%	14,275,000	483,858	3.51%	14,776,000	501,000	3.51%
Capital Expenditures	6,172	92,000	85,828	1390.53%	95,000	3,000	3.26%	98,000	3,000	3.16%
Institutional Student Aid	49,573	-	(49,573)	-100.00%	-	-	-	-	-	-
Net Fund Transfers	2,496,000	2,484,320	(11,680)	-0.47%	2,580,497	96,178	3.87%	2,666,992	86,495	3.35%
Total expenses	67,138,611	67,725,991	587,380	0.87%	70,211,290	2,485,299	3.67%	72,493,500	2,282,210	3.25%
Net Income (Loss)	(2,712,861)	(1,564,338)	1,148,524	42.34%	(1,874,625)	(310,287)	-19.84%	(1,678,190)	196,435	10.48%
Margin As a % of Revenue	-4%	-2%			-3%			-2%		
Fund Balance Information										
Beginning Fund Balance	(3,562,049)	2,565,868	6,127,917	172%	1,001,530	(1,564,338)	-61%	(873,094)	(1,874,625)	-187%
Additions/(Deductions)	8,840,778		(8,840,778)	-100%		-			-	
Ending Fund Balance	2,565,868	1,001,530	(1,564,338)	-61%	(873,094)	(1,874,625)	-187%	(2,551,285)	(1,678,190)	192%
Balance as a % of Revenue	3.98%	1.51%		-2.47%	-1.28%		-2.79%	-3.60%		-2.33%
Months of Operating Balance	0.5	0.2	(0.3)		(0.2)	(0.3)		(0.4)	(0.3)	
Additional Information										
% of Revenue that is Tuition	51.1%	50.5%		-1.16%	50.1%		-0.80%	49.9%		-0.31%
Remission Rate	14.1%	14.1%		0.14%	13.7%		-2.69%	12.5%		-8.73%
Wages and Benefits as % of Total:	76.4%	75.8%		-0.68%	75.9%		0.03%	75.8%		-0.07%

ALL Funds – Projections to June 2029



	Current FY2026 Projection (as of 5.31.2026)	FUTURE FISCAL YEAR PROJECTIONS								
		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	47,039,064	42,990,563	(4,048,500)	-8.61%	44,402,132	1,411,569	3.28%	44,964,740	562,608	1.27%
Less fee remissions	(5,621,293)	(5,360,000)	261,293	4.65%	(5,300,000)	60,000	-1.12%	(5,010,000)	290,000	-5.47%
Net Tuition & Fees	41,417,770	37,630,563	(3,787,207)	-9.14%	39,102,132	1,471,569	3.91%	39,954,740	852,608	2.18%
State operating appropriations	30,463,351	30,030,427	(432,924)	-1.42%	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	(1,434)	(1,434)	-	0.00%	(1,000)	434	-30.24%	(1,000)	-	0.00%
All other	55,699,469	57,673,690	1,974,220	3.54%	59,717,884	2,044,195	3.54%	61,834,534	2,116,650	3.54%
Total revenues	127,758,317	125,512,406	(2,245,911)	-1.76%	130,308,574	4,796,167	3.82%	134,547,273	4,238,700	3.25%
Expenses										
Salary & Wages	42,635,251	41,143,018	(1,492,234)	-3.50%	42,089,307	946,289	2.30%	43,141,540	1,052,233	2.50%
Benefits: Health	9,948,328	9,600,136	(348,191)	-3.50%	9,820,940	220,803	2.30%	10,066,463	245,523	2.50%
Benefits: Retirement	10,526,954	10,158,510	(368,443)	-3.50%	10,392,156	233,646	2.30%	10,651,960	259,804	2.50%
Benefits: Other	4,050,268	3,908,509	(141,759)	-3.50%	3,998,404	89,896	2.30%	4,098,364	99,960	2.50%
Supplies & Services	48,453,265	50,153,974	1,700,710	3.51%	51,914,000	1,760,026	3.51%	53,736,000	1,822,000	3.51%
Capital Expenditures	6,473	92,000	85,527	1321.33%	95,000	3,000	3.26%	98,000	3,000	3.16%
Institutional Student Aid	17,738,057	17,426,233	(311,824)	-1.76%	18,092,136	665,903	3.82%	18,680,641	588,504	3.25%
Net Fund Transfers	127,288	122,833	(4,455)	-3.50%	125,658	2,825	2.30%	128,799	3,141	2.50%
Total expenses	133,485,883	132,605,213	(880,670)	-0.66%	136,527,601	3,922,388	2.96%	140,601,767	4,074,166	2.98%
Net Income (Loss)	(5,727,566)	(7,092,806)	(1,365,241)	-23.84%	(6,219,027)	873,779	12.32%	(6,054,493)	164,534	2.65%
Margin As a % of Revenue	-4%	-6%			-5%			-4%		
Fund Balance Information										
Beginning Fund Balance	78,735,841	73,008,275	(5,727,566)	-7%	65,915,468	(7,092,806)	-10%	59,696,441	(6,219,027)	-9%
Additions/(Deductions)	-									
Ending Fund Balance	73,008,275	65,915,468	(7,092,806)	-10%	59,696,441	(6,219,027)	-9%	53,641,948	(6,054,493)	-10%
Balance as a % of Revenue	57.15%	52.52%		-4.63%	45.81%		-6.71%	39.87%		-5.94%
Months of Operating Balance	6.9	6.3	(0.6)		5.5	(0.8)		4.8	(0.7)	
Additional Information										
% of Revenue that is Tuition	32.4%	30.0%		-7.52%	30.0%		0.09%	29.7%		-1.04%
Remission Rate	12.0%	12.5%		4.33%	11.9%		-4.26%	11.1%		-6.65%
Wages and Benefits as % of Total:	50.3%	48.9%		-2.86%	48.6%		-0.64%	48.3%		-0.47%

Year to date as of: May-2026	"E&G"	"Des Ops & Service Centers"	
	<u>10FD Educational and General Fund</u>	<u>12FD Designated Operations</u>	<u>13FD Service Departments</u>
Revenues			
Gross Tuition and Fees	38,760,522	732,800	0
Less fee remissions	-5,380,350	0	0
Net Tuition & Fees	33,380,172	732,800	0
State operating appropriations	28,929,606	0	0
State debt service appropriations	0	0	0
Indirect Cost Recovery	337,438	0	0
All Others	1,458,950	17,278,165	9,674
Total Revenues	64,106,166	18,010,965	9,674
Expenses			
Salary & Wages	28,538,605	1,784,007	488,747
Benefits: Health	6,450,451	364,721	129,786
Benefits: Retirement	6,825,629	385,935	137,335
Benefits: Other	2,626,175	148,489	52,840
Supplies & Services	14,683,282	4,265,188	191,083
Capital Expenditures	12,517	2,383	0
Institutional Student Aid	47,080	1,018	0
Net Fund Transfers	475,187	-326,187	-8,680
Total Expenses	59,658,928	6,625,554	991,110
Net Income	4,447,238	11,385,411	-981,436

"Auxiliaries"

**Year to date as of:
May-2026**

	<u>21FD Housing</u>	<u>22FD Student Centers and Activities</u>	<u>23FD Athletics</u>	<u>24FD Health Services</u>	<u>25FD Parking</u>	<u>27FD Other Auxiliaries</u>
Revenues						
Gross Tuition and Fees	7,000	2,546,933	1,013,319	1,433,290	0	827,027
Less fee remissions	-179,100	0	0	0	0	0
Net Tuition & Fees	-172,100	2,546,933	1,013,319	1,433,290	0	827,027
State operating appropriations	0	0	1,435,847	0	0	0
State debt service appropriations	0	0	0	0	0	0
Indirect Cost Recovery	0	0	0	0	0	0
All Others	7,100,603	200,774	307,152	25,884	242,630	46,358
Total Revenues	6,928,503	2,747,707	2,756,317	1,459,174	242,630	873,385
Expenses						
Salary & Wages	973,288	996,783	1,941,582	94,010	111,742	76,236
Benefits: Health	137,071	124,789	406,360	21,123	28,474	16,198
Benefits: Retirement	145,044	132,047	429,995	22,352	30,131	17,140
Benefits: Other	55,806	50,806	165,441	8,600	11,593	6,595
Supplies & Services	6,839,018	680,963	2,451,808	1,371,637	139,153	1,111,231
Capital Expenditures	0	96	2,245	0	0	0
Institutional Student Aid	0	61,337	197	0	0	0
Net Fund Transfers	8,680	0	-419,000	0	0	-149,000
Total Expenses	8,158,908	2,046,821	4,978,628	1,517,722	321,094	1,078,401
Net Income	-1,230,404	700,886	-2,222,311	-58,548	-78,464	-205,015

"Grants, Gifts and other Restricted Funds"

**Year to date as of:
May-2026**

	<u>31FD Federal Restricted</u>	<u>32FD State of Oregon Restricted</u>	<u>33FD Other Government Restricted</u>	<u>34FD Private Restricted</u>	<u>35FD Foundation Restricted</u>	<u>36FD Gift Restricted</u>	<u>39FD Other Restricted</u>
Revenues							
Gross Tuition and Fees	0	224	0	0	0	0	0
Less fee remissions	0	0	0	0	0	0	0
Net Tuition & Fees	0	224	0	0	0	0	0
State operating appropriations	0	97,899	0	0	0	0	0
State debt service appropriations	0	0	0	0	0	0	0
Indirect Cost Recovery	0	0	0	0	0	0	10,239
All Others	8,696,315	6,800,967	90,294	153,530	186,111	9,132,007	0
Total Revenues	8,696,315	6,899,090	90,294	153,530	186,111	9,132,007	10,239
Expenses							
Salary & Wages	1,016,916	412,428	7,248	53,425	56,733	1,493,646	-38,013
Benefits: Health	134,794	74,890	1,755	10,121	6,536	333,978	0
Benefits: Retirement	142,634	79,246	1,857	10,710	6,916	353,403	0
Benefits: Other	54,879	30,490	715	4,121	2,661	135,973	0
Supplies & Services	479,140	766,522	15,779	102,425	121,890	1,263,790	0
Capital Expenditures	0	4,755	0	0	0	0	0
Institutional Student Aid	7,271,057	4,805,535	0	0	-1,444	5,138,041	0
Net Fund Transfers	0	0	0	0	0	419,000	0
Total Expenses	9,099,418	6,173,867	27,354	180,801	193,292	9,137,831	-38,013
Net Income	-403,103	725,223	62,940	-27,270	-7,181	-5,824	48,252

Year to date as of: May-2026	"Endowment"	"Plant Funds"	"Debt Service"	"Building & Capital"	SUMMARY
	<u>61FD Endowment Fund</u>	<u>81FD Unexpended Plant Funds</u>	<u>85FD Retirement of Debt Funds</u>	<u>87FD Investment in Plant</u>	<u>ALL FUNDS Total</u>
Revenues					
Gross Tuition and Fees	-463	0	398,592	0	45,719,244
Less fee remissions	0	0	0	0	-5,559,450
Net Tuition & Fees	-463	0	398,592	0	40,159,794
State operating appropriations	0	0	0	0	30,463,351
State debt service appropriations	0	0	179,160	0	179,160
Indirect Cost Recovery	0	0	0	0	347,677
All Others	661,340	1,389,768	285,586	15,850	54,081,959
Total Revenues	660,877	1,389,768	863,337	15,850	125,231,942
Expenses					
Salary & Wages	0	0	0	0	38,007,384
Benefits: Health	0	0	0	0	8,241,049
Benefits: Retirement	0	0	0	0	8,720,374
Benefits: Other	0	0	0	0	3,355,183
Supplies & Services	774	1,197,500	957,628	3,735,338	40,374,149
Capital Expenditures	0	23,148	0	0	45,144
Institutional Student Aid	0	0	0	0	17,322,822
Net Fund Transfers	127,288	0	0	0	127,288
Total Expenses	128,061	1,220,647	957,628	3,735,338	116,193,392
Net Income	532,815	169,120	-94,291	-3,719,488	9,038,550

SOUTHERN OREGON UNIVERSITY

Cash flow forecast

Cash Date	5/31/2026	Cash flow Starting date:	Jun 2026
Starting cash on hand	\$ 20,916,769		
Less: outstanding payments	\$ (602,178)		
Less: fiduciary funds	\$ (8,700,000)		
Available cash on hand	\$ 11,614,591		

ALERT AND TRIGGER CODING LEGEND	Cash below debt payment level for following month
	CAN'T MAKE PAYROLL
	! Land sale reserve needed

	End FY2026	Start FY2027	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	End FY2027
	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)	\$ 11,614,591	\$ 7,098,346	\$ 9,039,786	\$ 3,992,094	\$ 8,981,159	\$ 11,899,467	\$ 5,396,116	\$ 8,197,811	\$ 11,123,797	\$ 4,723,896	\$ 7,554,308	\$ 8,309,563	\$ 3,585,798		

Cash receipts

Payment on Accounts Receivable - Students	\$ 1,829,250	\$ 1,869,750	\$ 1,246,500	\$ 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
State Appropriations	\$ -	\$ 10,858,794	\$ -	\$ 407,900	\$ 7,254,794	\$ 407,900	\$ -	\$ 7,254,794	\$ 407,900	\$ -	\$ 4,850,794	\$ 407,900	\$ -
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
Foundation Reimbursements	\$ 1,108,000	\$ 108,000	\$ 921,126	\$ 108,000	\$ 770,500	\$ 108,000	\$ 108,000	\$ 1,520,500	\$ 108,000	\$ 108,000	\$ 1,568,500	\$ 2,144,874	\$ 1,108,000
Interest Income	\$ 38,715	\$ 23,661	\$ 30,133	\$ 13,307	\$ 29,937	\$ 39,665	\$ 17,987	\$ 27,326	\$ 37,079	\$ 15,746	\$ 25,181	\$ 27,699	\$ 11,953
Other Revenue	\$ 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	\$ 28,139	\$ 15,714	\$ 49,222	\$ 43,057	\$ 50,044	\$ 39,343	\$ 24,157	\$ 79,053	\$ 41,583	\$ 68,925	\$ 70,337	\$ 41,013	\$ 28,139
Total cash receipts	\$ 3,761,605	\$ 13,695,914	\$ 3,004,477	\$ 13,304,261	\$ 11,320,173	\$ 2,949,007	\$ 12,132,894	\$ 11,946,723	\$ 2,848,762	\$ 11,426,172	\$ 9,430,012	\$ 4,775,785	\$ 3,775,342
Total cash available	15,376,196	20,794,260	12,044,263	17,296,356	20,301,332	14,848,474	17,529,010	20,144,534	13,972,559	16,150,068	16,984,320	13,085,348	7,361,141

Cash paid out

Labor & OPE	\$ 4,655,586	\$ 5,242,769	\$ 5,104,081	\$ 5,388,880	\$ 5,708,665	\$ 5,708,665	\$ 5,708,665	\$ 5,569,666	\$ 5,708,665	\$ 5,695,403	\$ 5,695,403	\$ 5,721,927	\$ 5,407,673
Accounts Payable Disbursements (<\$500,000 annually)	\$ (245,993)	\$ 1,948,931	\$ 1,830,549	\$ 2,122,908	\$ 1,043,875	\$ 2,116,608	\$ 1,097,121	\$ 1,433,140	\$ 1,540,331	\$ 1,374,458	\$ 1,223,246	\$ 2,217,724	\$ (580,913)
Accounts Payable Disbursements - Aladdin Food Services	\$ 592,118	\$ 491,123	\$ 514,807	\$ 132,484	\$ 378,595	\$ 402,911	\$ 355,000	\$ 572,000	\$ 510,000	\$ 692,000	\$ 546,000	\$ 768,000	\$ 613,000
Accounts Payable Disbursements - Insurance	\$ 137,734	\$ 130,770	\$ 47,081	\$ 111,476	\$ 146,705	\$ 100,052	\$ 129,000	\$ 139,000	\$ 103,000	\$ 84,000	\$ 103,000	\$ 142,000	\$ 143,000
Accounts Payable Disbursements - P-Card Payments	\$ 363,770	\$ 426,295	\$ 307,948	\$ 326,847	\$ 391,103	\$ 404,919	\$ 464,000	\$ 322,000	\$ 352,000	\$ 337,000	\$ 395,000	\$ 430,000	\$ 377,000
Accounts Payable Disbursements - Risepoint	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 381,000	\$ -	\$ -	\$ -	\$ -	\$ 331,000
Accounts Payable Disbursements - La Clinica	\$ -	\$ -	\$ -	\$ -	\$ 441,840	\$ 388,318	\$ -	\$ -	\$ 709,768	\$ -	\$ 349,210	\$ -	\$ -
Accounts Payable Disbursements - Ellucian	\$ 251,425	\$ 634,310	\$ 33,693	\$ 64,178	\$ 136,184	\$ 175,987	\$ 68,000	\$ 33,000	\$ 67,000	\$ 133,000	\$ 100,000	\$ 65,000	\$ 260,000
Accounts Payable Disbursements - Foundation Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accounts Payable Disbursements - Workday	\$ 968,010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 103,000	\$ 125,000	\$ 108,000	\$ -	\$ 1,002,000
Debt Service	\$ -	\$ 2,683,783	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 386,033	\$ -	\$ -	\$ -	\$ -	\$ -
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
Debt Service - CHF-Ashland, LLC (Student Housing)	\$ 1,365,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,354,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,364,515
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
Other expenses	\$ 34,469	\$ 41,598	\$ 59,114	\$ 13,528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workday Implementation - Alchemy (not financed)	\$ 34,469	\$ 41,598	\$ 59,114	\$ 13,528	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses or 1-time entries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 8,277,850	\$ 11,754,474	\$ 8,052,169	\$ 8,315,197	\$ 8,401,864	\$ 9,452,358	\$ 9,331,199	\$ 9,020,738	\$ 9,248,662	\$ 8,595,759	\$ 8,674,758	\$ 9,499,549	\$ 9,072,174
Total cash paid out	\$ 8,277,850	\$ 11,754,474	\$ 8,052,169	\$ 8,315,197	\$ 8,401,864	\$ 9,452,358	\$ 9,331,199	\$ 9,020,738	\$ 9,248,662	\$ 8,595,759	\$ 8,674,758	\$ 9,499,549	\$ 9,072,174
Cash on hand (end of month)	\$ 7,098,346	\$ 9,039,786	\$ 3,992,094	\$ 8,981,159	\$ 11,899,467	\$ 5,396,116	\$ 8,197,811	\$ 11,123,797	\$ 4,723,896	\$ 7,554,308	\$ 8,309,563	\$ 3,585,798	\$ (1,711,033)

Utilization of Land Sales Reserve Portion

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SOUTHERN OREGON

Cash flow forecast

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

Start FY2029

End FY2029

	7/01/2028	8/01/2028	9/01/2028	10/01/2028	11/01/2028	12/01/2028	01/01/2029	2/01/2029	3/01/2029	4/01/2029	5/01/2029	6/01/2029
	Jul-28	Aug-28	Sep-28	Oct-28	Nov-28	Dec-28	Jan-29	Feb-29	Mar-29	Apr-29	May-29	Jun-29
Cash on hand (beginning of month)	(13,244,812)	(10,335,224)	(16,460,262)	(11,149,398)	(7,876,028)	(14,714,188)	(11,632,673)	(8,240,685)	(14,853,483)	(11,714,378)	(10,768,667)	(17,739,030)

Cash receipts

Payment on Accounts Receivable - Students	\$ 1,974,375	\$ 1,316,250	\$ 12,642,750	\$ 2,528,550	\$ 1,685,700	\$ 11,853,000	\$ 2,370,600	\$ 1,580,400	\$ 11,063,250	\$ 2,212,650	\$ 1,475,100	\$ 1,974,375
Payment on Accounts Receivable - Grants	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
State Appropriations	\$ 11,778,794	\$ -	\$ 412,000	\$ 7,867,794	\$ 412,000	\$ -	\$ 7,867,794	\$ 412,000	\$ -	\$ 5,259,794	\$ 412,000	\$ -
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
Foundation Reimbursements	\$ 120,500	\$ 108,000	\$ 108,000	\$ 770,500	\$ 108,000	\$ 108,000	\$ 1,520,500	\$ 108,000	\$ 108,000	\$ 1,520,500	\$ 108,000	\$ 1,108,000
Interest Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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
Miscellaneous Income	\$ 141,495	\$ 29,464	\$ 46,150	\$ 46,585	\$ 46,084	\$ 32,638	\$ 44,744	\$ 41,583	\$ 68,925	\$ 70,337	\$ 41,013	\$ 28,139
Total cash receipts	\$ 14,835,164	\$ 2,211,214	\$ 13,966,400	\$ 12,033,428	\$ 3,009,284	\$ 12,751,138	\$ 12,623,638	\$ 2,899,483	\$ 11,997,675	\$ 9,883,281	\$ 2,793,613	\$ 3,868,014
Total cash available	1,590,352	(8,124,010)	(2,493,863)	884,031	(4,866,744)	(1,963,050)	990,965	(5,341,203)	(2,855,808)	(1,831,097)	(7,975,054)	(13,871,015)

Cash paid out

Labor & OPE	\$ 5,491,029	\$ 5,345,827	\$ 5,640,457	\$ 5,972,283	\$ 5,972,283	\$ 5,972,283	\$ 5,824,097	\$ 5,972,283	\$ 5,958,214	\$ 5,958,214	\$ 5,986,353	\$ 5,662,132
Accounts Payable Disbursements (<\$500,000 annually)	\$ 1,960,389	\$ 1,491,527	\$ 2,179,179	\$ 655,877	\$ 2,137,262	\$ 1,100,766	\$ 1,278,140	\$ 1,404,099	\$ 1,271,458	\$ 1,104,457	\$ 2,113,724	\$ (805,913)
Accounts Payable Disbursements - Aladdin Food Services	\$ 526,000	\$ 552,000	\$ 142,000	\$ 406,000	\$ 433,000	\$ 381,000	\$ 614,000	\$ 547,000	\$ 743,000	\$ 586,000	\$ 823,000	\$ 658,000
Accounts Payable Disbursements - Insurance	\$ 140,000	\$ 51,000	\$ 120,000	\$ 158,000	\$ 108,000	\$ 139,000	\$ 150,000	\$ 111,000	\$ 91,000	\$ 111,000	\$ 153,000	\$ 155,000
Accounts Payable Disbursements - P-Card Payments	\$ 457,000	\$ 331,000	\$ 350,000	\$ 420,000	\$ 435,000	\$ 498,000	\$ 346,000	\$ 378,000	\$ 362,000	\$ 424,000	\$ 462,000	\$ 405,000
Accounts Payable Disbursements - Risepoint	\$ -	\$ 373,000	\$ -	\$ 373,000	\$ -	\$ -	\$ 451,000	\$ -	\$ -	\$ -	\$ -	\$ 378,000
Accounts Payable Disbursements - La Clinica	\$ -	\$ -	\$ -	\$ 474,000	\$ 417,000	\$ -	\$ -	\$ 761,000	\$ -	\$ 375,000	\$ -	\$ -
Accounts Payable Disbursements - Ellucian	\$ 681,000	\$ 37,000	\$ 69,000	\$ 146,000	\$ 190,000	\$ 74,000	\$ 37,000	\$ 73,000	\$ 143,000	\$ 108,000	\$ 71,000	\$ 280,000
Accounts Payable Disbursements - Foundation Projects												
Accounts Payable Disbursements - Workday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,000	\$ 111,000	\$ 135,000	\$ 116,000	\$ -	\$ 1,075,000
Debt Service												
Debt Service - State of Oregon (Capital Bonds)	\$ 2,515,259	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 342,514	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service - OR Dept of Energy (SELP)	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253	\$ 19,253
Debt Service - CHF-Ashland, LLC (Student Housing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,349,676	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,364,676
Debt Service - Workday Financing	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645	\$ 135,645
Other expenses												
Workday Implementation - Alchemy (not financed)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other expenses or 1-time entries												
Subtotal	\$ 11,925,576	\$ 8,336,252	\$ 8,655,535	\$ 8,760,059	\$ 9,847,444	\$ 9,669,624	\$ 9,231,650	\$ 9,512,281	\$ 8,858,570	\$ 8,937,569	\$ 9,763,975	\$ 9,326,794
Total cash paid out	\$ 11,925,576	\$ 8,336,252	\$ 8,655,535	\$ 8,760,059	\$ 9,847,444	\$ 9,669,624	\$ 9,231,650	\$ 9,512,281	\$ 8,858,570	\$ 8,937,569	\$ 9,763,975	\$ 9,326,794
Cash on hand (end of month)	(10,335,224)	(16,460,262)	(11,149,398)	(7,876,028)	(14,714,188)	(11,632,673)	(8,240,685)	(14,853,483)	(11,714,378)	(10,768,667)	(17,739,030)	(23,197,809)

Utilization of Land Sales Reserve Portion

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Fiscal Year 2026-2027
One-Month Temporary Budget and
Expenditure Authorization (Action)

Summary of Proposed Action
Fiscal Year 2026-2027
One-Month Temporary Budget and Expenditure Authorization

The Southern Oregon University (SOU) Board of Trustees is responsible for approving a university budget and does so prior to the start of each fiscal year (July 1 – June 30).

Each June, the university administration presents an operating budget for the upcoming fiscal year beginning July 1 and seeks the board's approval and adoption of this budget. However, for Fiscal Year 2026–2027, the university continues to finalize a significant institutional planning process that will directly shape the budget, its underlying assumptions, expenditure levels, and structural changes to achieve financial stability in 2027 and beyond.

To achieve financial stability, the university has been engaged in ongoing coordination with state partners, through which legislative emergency bridge funding, the legislative requirements of House Bill 5024 (2026), and the Higher Education Coordinating Commission's engagement with Deloitte have placed SOU on an accelerated path toward short- and long-term financial sustainability. This accelerated path has culminated in the SOU Vitality Plan, which defines the university's structural fiscal transformation to ensure its future financial stability.

The SOU Vitality Plan defines a path for the university to achieve a balanced budget, support adequate reserves, and establish a sustainable operating model for Fiscal Year 2027 and beyond. Because the board will consider adopting this plan on June 18, 2026, the university lacks sufficient time to responsibly translate the board's decision on the SOU Vitality Plan into a fully developed budget on the same date.

Therefore, a continuing budget and expenditure authorization is recommended as a prudent, transparent stopgap measure to bridge the university's budget for one month in the new fiscal year. This authorization will allow SOU to continue operations, meet payroll and contractual obligations, and maintain core services at the start of the 2027 fiscal year, while preserving the board's ability to adopt a final budget that accurately reflects the board's decision and structural transformation of the SOU Vitality Plan.

The forthcoming Fiscal Year 2027 budget shall incorporate: the financial effects of the board-approved SOU Vitality Plan; expenditure reductions; updated assumptions, including enrollment estimates; revenue projections, including state funding; projected expenses; a comprehensive review of budgeted transfers; and other factors deemed necessary and appropriate for the Education and General, Designated Operations, and Auxiliary fund budgets.

Accordingly, the University seeks the Board of Trustees' approval of a continuing budget and expenditure authorization for July 2026, equivalent to ninety-five percent (95%) of SOU's actual July 2025 operating expenses. The administration will continue to operate under applicable delegations of authority, other board directions, austerity measures, fiscal controls, reductions under the SOU Resiliency Plan, and state funding conditions associated with the SOU Vitality Plan. This authorization would expire on July 31, 2026, and the final Fiscal Year 2027 budget will be presented to the board for action prior to August 1, 2026.

Combined Operations Proposed July 2026 Budget

(Based on July 2025 ACTUALS)

FUND NUMBERS	<u>10FD</u>	<u>12FD & 13FD</u>	<u>21FD 22FD 23FD 24FD</u> <u>25FD 26FD 27FD 93FD</u>
FUND TITLE	Education & General	Service Centers & Designated Operations	Auxiliaries Housing Student Centers & Activities Athletics Health Services Parking Bookstores Other Auxiliaries Student Clubs
Revenues			
Gross tuition and fees	\$5,397,673	\$99,290	\$1,204
Less fee remissions	-\$11,133	\$0	\$150
Net Tuition & Fees	\$5,386,540	\$99,290	\$1,354
State operating appropriations	\$6,943,538	\$0	\$0
State debt service appropriations	\$49,043	\$0	\$0
Indirect cost recovery	\$234,591	\$0	\$0
All other		\$348,513	\$247,563
Total revenues	\$12,613,712	\$447,803	\$248,917
Expenses			
Salary & Wages	\$2,141,295	\$220,801	\$343,613
Benefits: Health	\$476,246	\$49,252	\$66,182
Benefits: Retirement	\$503,946	\$52,117	\$70,031
Benefits: Other	\$193,894	\$20,052	\$26,945
Supplies & Services	\$2,056,196	\$267,176	\$1,666,677
Capital Expenditures	\$0	\$5,000	\$1,120
Institutional Student Aid	\$34,680	\$372	\$0
Net Fund Transfers	\$36,266	-\$34,676	-\$1,590
Total expenses	\$5,442,523	\$580,094	\$2,172,978
Net income (Loss)	\$7,171,189	-\$132,291	-\$1,924,061
Margin As a % of Revenue			
Fund Balance Information			
Beginning Fund Balance			
Additions/(Deductions)			
Ending Fund Balance			
Balance as a % of Revenue			
Months of Operating Balance			
Additional Information			
% of Revenue that is Tuition			
Remission Rate			
Wages and Benefits as % of Total:			

**Southern Oregon University
Board of Trustees**

**Resolution
Fiscal Year 2026-2027
One-Month Temporary Budget and Expenditure Authorization**

Whereas, ORS 352.102(1) provides that, except as set forth within ORS 352.102, the Board of Trustees may authorize, establish, collect, manage, use in any manner, and expend all revenue derived from tuition and mandatory enrollment fees;

Whereas, ORS 352.107(1)(a) provides that the Board of Trustees may acquire, receive, hold, keep, pledge control, convey, manage, use, lend, expend, and invest all monies, appropriations, gifts, bequests, stock, and revenue from any source;

Whereas, ORS 352.087(1)(i) provides that the Board of Trustees may, subject to the limitations set forth in that section, spend all available monies without appropriation or expenditure limitation approval from the Legislative Assembly;

Whereas, 352.087(3) provides that the Board of Trustees may perform any other acts that in the judgment of the Board of Trustees are required, necessary, or appropriate to accomplish the rights and responsibilities granted to the Board and the University by law;

Whereas, the Board of Trustees wishes to approve a budget and related expenditure authorizations for fiscal year 2027 (FY 2027) prior to July 1, 2026;

Whereas, the Board of Trustees will delay approval of the final FY 2027 budget and expenditure authorization until full development of the FY 2027 budget occurs; and,

Whereas, the Finance and Administration Committee of the Board of Trustees has referred this matter to the Board of Trustees, recommending approval; Now therefore,

Be it resolved, the Board of Trustees of Southern Oregon University approves and adopts the following:

1. A 31-day Education and General operating budget for the month of July 2026, equivalent to the actual expenditures of July 2025 (in the sum of \$5,170,397) is adopted for the period of July 1 through July 31, 2026. During July of 2026, the University President and Vice President for Finance and Administration (VPFA) may expend or authorize expenditures up to this sum, subject to applicable laws and policies.
2. A 31-day Designated Operations budget for the month of July 2026, equivalent to the actual expenditures of July 2025 (in the sum of \$551,089), is adopted for the period of July 1 through July 31, 2026. During July of 2026, the University President and Vice President for Finance and Administration (VPFA) may expend or authorize expenditures up to this sum, subject to applicable laws and policies.

3. A 31-day Auxiliaries budget for the month of July 2026, equivalent to the actual expenditures of July 2025 (in the sum of \$2,064,329), is adopted for the period of July 1 through July 31, 2026. During July of 2026, the University President and Vice President for Finance and Administration (VPFA) may expend or authorize expenditures up to this sum, subject to applicable laws and policies.

Be it further resolved, the administration shall continue to operate under applicable delegations of authority, other board directives, austerity measures, fiscal controls, SOU Resiliency Plan reductions, state funding conditions associated with the SOU Vitality Plan, and other applicable requirements. This authorization expires on July 31, 2026, and the final Fiscal Year 2027 budget will be presented to the board for action prior to August 1, 2026; and

Be it finally resolved, that a special meeting of the Board of Trustees shall be held in July 2026, at which the board will review and adopt a comprehensive university budget, inclusive of budgeted transfers and the effects of the SOU Resiliency and Vitality Plans for the Education and General, Auxiliary, and Designated Operations fund budgets for the 2027 fiscal year.

VOTE:

DATE: June 18, 2026

Recorded by,

Sabrina Prud'homme
University Board Secretary

Sheila Clough
Board Chair

Executive, Audit, and Governance Committee Report

Fiscal Year 2027 Internal Audit Plan (Action)

Southern Oregon University
Fiscal Year 2027 (FY27)
Internal Audit Plan



Prepared by:
Ryan Schnobrich, CPA, CIA, CFE
*Portland State University
Center for Internal Audit*

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PLAN OVERVIEW

AUDIT PLAN – Exhibit A

The internal audit plan covers a 12 month period beginning July 1, 2026 through June 30, 2027. This plan includes internal audit services selected based on the results of the entity wide risk assessment performed by Portland State University’s (PSU) Center for Internal Audit (C4IA), who has been contracted by Southern Oregon University (SOU) to provide internal audit services, and discussions with SOU’s Chief Audit Executive (CAE) and Vice President of Finance and Administration (VPF&A), Dr. Carson Howell.

PRIORITIZED POTENTIAL AUDITS – Exhibit B

C4IA prioritized the university’s departments, or auditable units, by sorting the units from highest risk to lowest risk based on scoring criteria used for the entity wide risk assessment. The C4IA analyzed the results to determine if risk ratings were consistent with what professional judgment would expect. In addition, the C4IA considered significant changes in processes auditable units are currently undergoing and/or will be undergoing in the near future to help identify the timing of when an internal audit could occur. This resulted in the prioritized ranking of internal audit services. Please note that the Honors College was removed as an auditable unit for next year.

RISK FACTOR DEFINITIONS AND SCORING CRITERIA – Exhibit C

C4IA established risk criteria, based on best practices implemented by other internal audit providers throughout higher education, to be used in determining the overall risk for each potential audit unit. C4IA scored risk for each auditable unit by: receiving input from key stakeholders throughout the university; scoring the complexity of each unit; scoring the significance of the impact an error and/or weakness would have to the university as a whole if a detrimental event were to occur in that unit; scoring the significance of expenditures flowing through the unit; scoring risk based on the amount of time that has elapsed since an internal audit has occurred in the respective audit unit, and; scoring risk based on the C4IA’s professional judgment.

AUDIT ENTITIES – Exhibit D

Exhibit D provides an overview of the audit universe at the university (i.e., “what is auditable”). Defining the audit universe is a critical step in helping plan future internal audits at the university. Each auditable unit must be distinct and contain activities structured to obtain common objectives. For the FY27 entity wide risk assessment, there are 33 auditable units.

FY27 INTERNAL AUDIT PLAN

EXHIBIT A

July 1, 2026 through June 30, 2027

Engagement #	Engagement Title	Timeframe*	Comments
Annual Risk Assessment	FY28 Annual Risk Assessment	March - April 2027	Required annually by IIA <i>Standards</i> . Management Survey
Planned Audit			
2027-1	Business Services - Purchase Card Audit	July - December 2026	
2027-2	Enrollment Services - Fraud Risk Management	January - June 2027	
Other Services			
Investigatory Services	General Counsel - EthicsPoint Hotline Administration	Fiscal Year 2027	Monitor hotline, triage reports, investigate fraud/waste/abuse.
Advisory Services	Service Center - Purchasing/Contract Services	Fiscal Year 2027	
Advisory Services	VPF&A - Enterprise Risk Management	Fiscal Year 2027	
Advisory Services	Information Technology - 4.1 Payment Card Industry (PCI) Compliance	Fiscal Year 2027	
Advisory Services	VPF&A - General & Financial Policy Review	Fiscal Year 2027	
Advisory Services	Information Technology - Sensitive Data	Fiscal Year 2027	

* Dates may be adjusted as needed to avoid a negative impact on SOU projects, available staff and resources.

Description of Engagements

Audit #	Description
2027-1	C4IA will plan and perform an audit in Business Services to obtain reasonable assurance that internal controls related to SOU's purchase card program are effective and operating as designed.
2027-2	C4IA will plan and perform an audit in Enrollment Services to obtain reasonable assurance that internal controls related to fraud risk mitigation, prevention, detection and deterrence are effective and operating as designed.
Risk Assessment	The annual risk assessment forms the basis of the next fiscal year's internal audit plan. This is required to demonstrate conformance to the <i>Standards</i> .
Investigatory Services	The internal audit plan includes time to triage the EthicsPoint hotline reports and review areas of concern. This work involves preliminary review, documentation, and coordination with management to ensure issues are appropriately assessed and incorporated into existing processes.
Advisory Services	Advise the Service Center regarding purchasing/contracting service delivery, best practices, university process integration and internal control.
Advisory Services	Advise the VPF&A regarding enterprise risk management functional maturity, university/compliance function integration, governance reporting, etc.
Advisory Services	Advise CISA on 4.1 Payment Card Industry (PCI) Compliance, integration with revenue activities, and internal control.
Advisory Services	Advise the VPF&A regarding general and financial policies including best practices, research, functional integration and internal control.
Advisory Services	Advise CISA on sensitive data process locations, policy review, and internal control.

FY27 ENTITY WIDE RISK ASSESSMENT

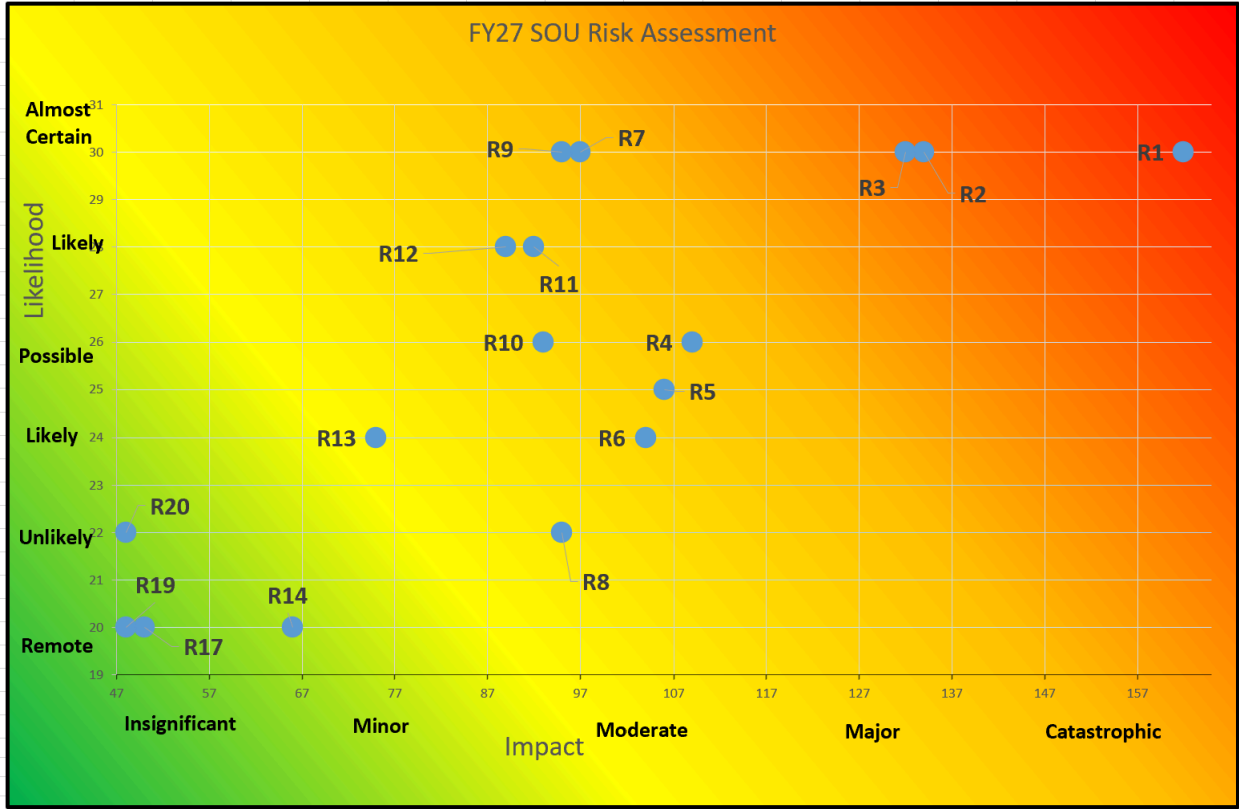
EXHIBIT B

FY27 Prioritized Audit Risk Model – Auditable Units

Auditable Unit	Risk Assessment Survey Score	Complexity of Department and Impact to University	Last Time Audited Score	Financial Significance Score	FY27 Risk Score	Risk Ranking	Risk Category	FY27 C4IA Plan
Office of Information Technology (IT)	30	5	-	10	162	1	H	Yes^
Enrollment Management and Student Affairs	30	3	-	20	134	2	H	No^
Finance and Administration	30	2	25	10	132	3	H	Yes^
Office of Institutional Research	26	1	25	10	109	4	H	Yes^
University Advancement and Grants Administration	25	1	7	20	106	5	H	No^
Provost Office and Bridge Program	24	1	25	10	104	6	H	No
Financial Aid Office (FAO)	30	1	25	10	97	7	M	No^
Payroll and Human Resources	22	1	25	10	95	8	M	No^
Equity, Diversity, and Inclusion (EDI)	30	1	25	10	95	9	M	No
President's Office	26	1	25	10	93	10	M	No
Athletics	28	1	25	10	92	11	M	No
Registrar's Office and Admissions	28	4	7	20	89	12	M	No
Oregon Center for the Arts	24	1	25	10	75	13	M	No
Dean of Students, Gender & Sexuality Justice	20	3	5	5	66	14	M	No
Title IX	16	1	9		57	15	M	No
Jefferson Public Radio (JPR)	12	4	-	20	51	16	M	No
Student Health and Wellness Center	20	3	-	20	50	17	M	No
Hannon Library	12	2	25	5	49	18	L	No
Student Activities and Clubs	20	2	9	10	48	19	L	No
Parking Services	22	-	25	5	48	20	L	No
Housing, Family Housing, and Food Services	18	2	25	20	46	21	L	No
Schneider Museum of Art	18	5	-	20	43	22	L	No
Environmental Health and Safety	15	3	25	20	41	23	L	No
Division of Undergrad Studies	10	2	-	10	36	24	L	No
Division of Social Sciences	10	2	25	10	35	25	L	No
Division of Science, Technology, English, and Math	10	1	25	10	35	26	L	No
Division of Education, Health, and Leadership	10	4	-	20	35	27	L	No
Division of Humanities and Culture	10	3	15	5	35	28	L	No
Division for Business, Communications, and Environmental Science	10	3	25	20	35	29	L	No
Bookstore (Barnes and Noble Outsourced)	10	3	-	20	35	30	L	No
Office of International Programs	14	1	25	10	29	31	L	No
Campus Public Safety Office (CPSO)	20	2	7	10	28	32	L	No
Honors College								
Facilities, Maintenance, and Plant (FMP)	15	3	7	10	24	33	L	No

“^” highhat definition: External audit testing provides some coverage for these auditable units by either auditing financial transactions or compliance via the university's external auditing firm or the Secretary of State Oregon Audits Division. For example, Information Technology receives some review each year under the external audit for Gramm-Leach-Bliley Act compliance requirements.

Please note the significant scoring methodology change between FY26 and FY27 to create a greater range of risk score sensitivity. For this reason, the FY26 risk score was removed from this fiscal year's table.



Risk Factors	Risk Name	Impact	Likelihood
R1	Office of Information Technology (IT)	162	30
R2	Enrollment Management and Student Affairs	134	30
R3	Finance and Administration	132	30
R4	Office of Institutional Research	109	26
R5	University Advancement and Grants Administration	106	25
R6	Provost Office and Bridge Program	104	24
R7	Financial Aid Office (FAO)	97	30
R8	Payroll and Human Resources	95	22
R9	Equity, Diversity, and Inclusion (EDI)	95	30
R10	President's Office	93	26
R11	Athletics	92	28
R12	Registrar's Office and Admissions	89	28
R13	Oregon Center for the Arts	75	24
R14	Dean of Students, Gender & Sexuality Justice	66	20
R15	Title IX	57	16
R16	Jefferson Public Radio (JPR)	51	12
R17	Student Health and Wellness Center	50	20
R18	Hannon Library	49	12
R19	Student Activities and Clubs	48	20
R20	Parking Services	48	22
Action Category			
	Make Due		
	Manage		
	Modify		
	Monitor		
	Mitigate		

FY27 RISK FACTORS, SCORING CRITERIA, & INTERNAL AUDIT PLAN APPROVAL PROCESS

EXHIBIT C

Overview of Entity Wide Risk Assessment

Management Risk Assessment Survey Score – In FY26, C4IA coordinated an improved risk assessment survey of 16 managers, and 4 staff with compliance responsibilities to get input on risks. C4IA scored the responses based on the C4IA’s collective professional experience, observations of these auditable units, and related risks in higher education to arrive at the **likelihood score** (y/vertical axis). The highest score possible for this section of the risk assessment was 30 points and the lowest was 10 points.

This year the following auditable units were defaulted to the highest range:

- Finance and Administration
- Office of Information Technology
- Financial Aid Office
- Enrollment Management & Student Affairs
- Equity, Diversity, and Inclusion (EDI)

Risk Assessment Interview Score – C4IA held 6 interviews with executive management to help gain an understanding of risks and obstacles each auditable unit was facing and to gain a more thorough understanding of the duties and responsibilities of each. C4IA asked stakeholders questions on where these managers saw both internal and external risks. C4IA indicated a complexity/impact score of 0 or 1 on strategic, operational, financial, information technology, and legal/compliance. With each auditable unit scoring 1-5, the result of which multiplies the management risk assessment survey score.

Financial Significance Score – Where we had divisional financial data, C4IA modified auditable unit risk scores by 0-10% based on a range of expenditures the auditable unit processed during FY26. The primary concept of the risk scoring for this attribute was that as the value of expenditures increases in a unit, the risk for that unit directly increases. Some auditable units are manually adjusted either due to insufficient data, data affected by

timing such as period 9 versus 14, or are defaulted to a higher range based on experience.

Financial Impact	Multiplier
> \$10,000,000	110%
\$9,999,999 to \$5,000,000	108%
\$4,999,999 to \$2,500,000	106%
\$2,499,999 to \$1,000,000	104%
\$999,999 to \$0	102%

Last Time Audited Score - C4IA assigned a risk score to each auditable unit based on how much time has elapsed since an internal or external audit was conducted over a portion of the respective auditable units. As we believe full, rotating audit coverage is no longer a realistic possibility in higher education in the current resource environment with significant changes in highly complex regulatory compliance, this risk score of 0, 5, 7, 9 or 25 points, based on a relative range, is being added to the total risk score rather than being a 0-20% multiplier in previous years.

The Last Time an Internal Audit was Performed	Risk Points
Never Audited	25
Audited 10+ yrs. Ago	15
Audited 8-9 yrs. Ago	9
Audited 5-7 yrs. Ago	7
Audited 3-4 yrs. Ago	5
Audited within last 2 years	0

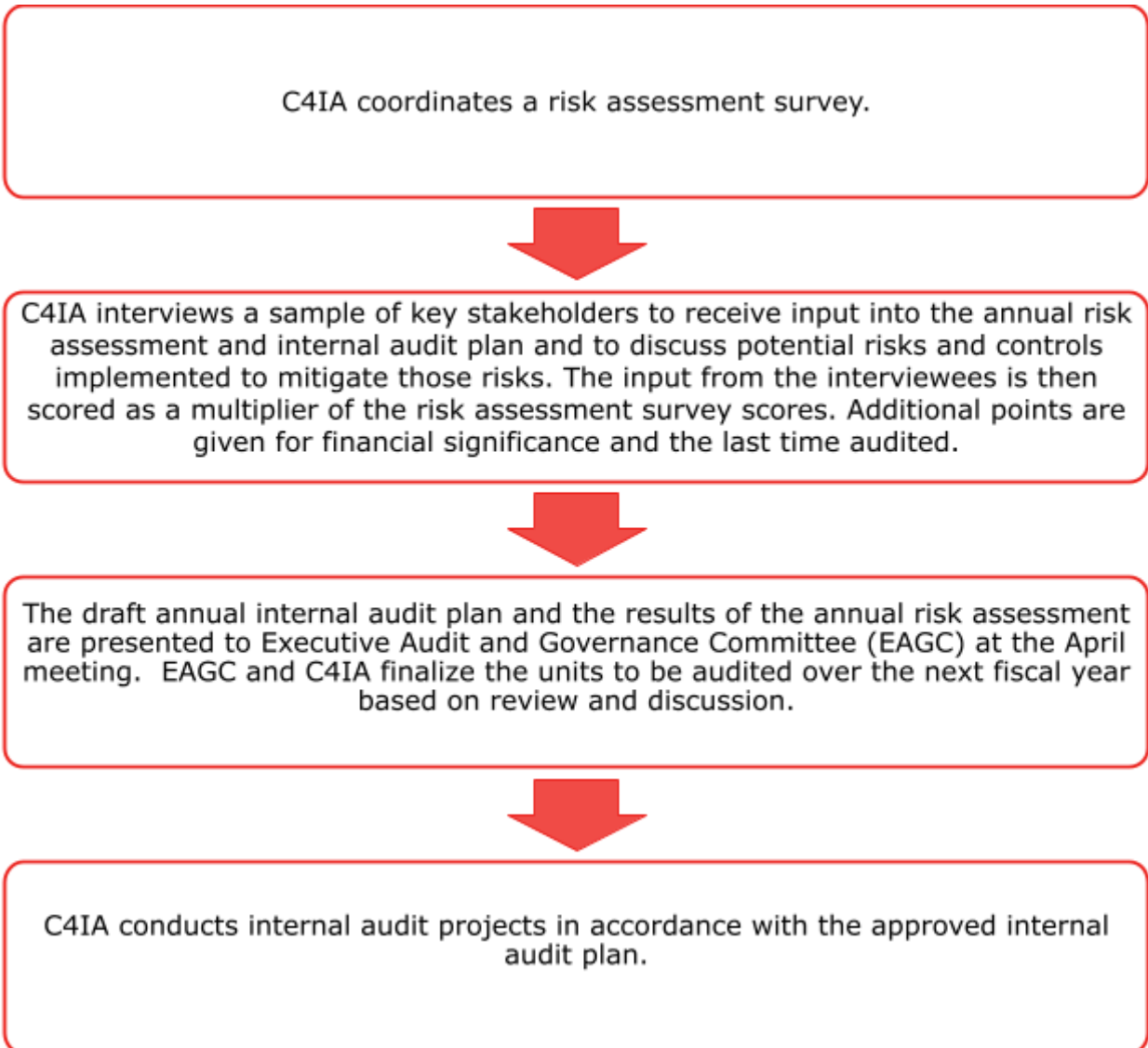
Total Risk Score - To obtain the total risk score for each auditable unit, C4IA took the auditable unit's survey scoring, multiplied it by the interview modifier, then added a financial significance score, and then added a last time audited factor. This is the **impact score** (x/horizontal axis).

The greatest possible total risk points is $(30*5)(110\%)+25 = 190$.

The least possible total risk points is $(10*1)(102\%)+0 = 10.2$ rounded to 10.

Finally, to help designate high, moderate, and low risk auditable units, C4IA used a formula with conditional formatting.

Internal Audit Plan Approval Process Flowchart



AUDITABLE UNITS DEFINED

EXHIBIT D

Auditable Units Summary Descriptions

1. **Athletics** – Athletics includes: Athletic Administration and general athletic operations; men’s sports program, women’s sports programs, Sports Information, sport camps, Marketing Department, Raider Athletics, Dance Team, Cheerleading, Sports Band, IFC Revenue Pool, Athletic Game Management, sports travel, and the Trainer department. Athletics is budgeted under Organization Codes 261100 through 270000.
2. **Bookstore (Barnes and Noble)** – This audit unit encompasses the outsourced bookstore operations and the contractual agreement with Barnes and Noble for outsourced bookstore services.
3. **Campus Public Safety Office (CPSO)** – CPSO provides a safe and secure environment for SOU students, employees and visitors to express freedom of intellectual growth and responsible global citizenship. CPSO is budgeted under Organization code 481000.
4. **Dean of Students, Gender & Sexuality Justice** - The Office of the Dean of Students, along with the various resource centers offered to students, helps to support the campus community and promotes individual student success and retention. This audit unit is budgeted under Organization Codes 510000 through 533000.
5. **Division for Business, Communications, and Environmental Science** – This auditable unit represents one of the seven academic divisions and includes all academic courses and financial transactions under the Division for Business, Communications, and Environmental Science. This audit unit is budgeted under Organization Codes 354000 through 354030.
6. **Division of Education, Health, and Leadership** – This auditable unit represents one of the seven academic divisions and includes all academic courses and financial transactions under the Division of Education, Health, and Leadership. This auditable unit is budgeted under Organization Codes 355000 through 355022.

7. **Division of Humanities and Culture** – This auditable unit represents one of the seven academic divisions and includes all academic courses and financial transactions under the Division of Humanities and Culture. This auditable unit is budgeted under Organization Codes 356000 through 356022.
8. **Division of Science, Technology, English, and Math** – This auditable unit represents one of the seven academic divisions and includes all academic courses and financial transactions under the Division for Science, Technology, English, and Math. This audit unit is budgeted under Organization Codes 357000 through 357025.
9. **Division of Social Sciences** – This auditable unit represents one of the seven academic divisions and includes all academic courses and financial transactions under the Division of Social Sciences. This auditable unit is budgeted under Organization Codes 358000 through 358025.
10. **Division of Undergraduate Studies** – This auditable unit represents one of the seven academic divisions and includes all academic courses and financial transactions under the Division of Undergraduate Studies. This auditable unit is budgeted under Organization Codes 359000 through 359100.
11. **Enrollment Management and Student Affairs – Enrollment Management and Student Affairs helps to provide access to students interested in attending SOU.** Departments included in this unit include Veterans Services, Disability Resources, Recreation Center, Student Union, eSports Program, Career Fair, and Sign Interpretation. This audit unit is budgeted under Organization Codes 536010 through 544241 and includes 583000 through 586300, but excludes 543100 through 543761 and 544211.
12. **Environmental Health and Safety** – Environmental Health and Safety helps to ensure a SOU is safe for employees, students, visitors and the environment. Environmental Health and Safety is budgeted under Organization Code 482000.
13. **Equity, Diversity, and Inclusion (EDI)**- EDI is committed to promoting an inclusive process by working together to ensure equitable access to opportunities, benefits, and resources for all faculty, administrators, students, and community members. EDI is budgeted under Organization Codes 110021 and 321300.

- 14. Facilities, Maintenance, and Plant (FMP)** – FMP strives to expertly maintain the SOU campus and provide exceptional services to support the education and development of SOU students. FMP includes surplus property sales, fleet management, and campus sustainability. FMP is budgeted under Organization Codes 471009 through 476400.
- 15. Finance and Administration-** The Finance and Administration audit unit includes the Budget Office, Business Services, Departmental Services, the Service Center, Student Services, Printing & Copy Services, Mail Services, Campus Planning, and the budget for the SOU Board. Finance and Administration is budgeted under Organization Codes 422100 through 460910 and includes Organization Codes 476500, 484200, and 484210.
- 16. Financial Aid Office (FAO)** – The Financial Aid Office assists SOU students with merit scholarships, departmental scholarships, and external scholarships. FAO is budgeted under Organization Codes 560000 and includes all Title IV financial aid and state aid funds. **Note - The Internal Audit Office broke the Financial Aid Office out separately from Enrollment Management and Student Affairs as Financial Aid has unique federal regulations to comply with related to the handling of Title IV federal financial aid funds.**
- 17. Hannon Library** – SOU’s Hannon Library is integral to the success of all learners at SOU. The Hannon Library helps to advance information literacy and lifelong learning by teaching diverse learners to navigate and understand increasingly complex information environments. The library is budgeted under Organization Codes 361100 through 366100 and 544211.
- 18. Housing, Family Housing, and Food Services** – This audit unit includes Housing Administration, Housing Conferences, Residence Life, Food Services & Contracted Food Services, Residence Hall Maintenance, and the EAAC Bike Program. These functions are budgeted under Organization Codes 543100 through 543700 and 547100 and 336100.
- 19. Jefferson Public Radio (JPR)-** The mission of the JPR is to help feed the human intellectual and creative spirit of Southern Oregon and Northern California communities striving to build a diverse community of informed citizens through fact-based journalism and programs that stimulate civic discourse, inspire community engagement, celebrate music and foster the art of storytelling. JPR is budgeted under Organization Codes 231000 through 237000.

- 20. Office of International Programs** – International Programs is SOU’s resource for international educational activities and works closely with faculty, staff, students, scholars, the local community, and international alumni in supporting initiatives to internationalize the university. This unit also is responsible for SEVIS compliance at SOU. International Programs is budgeted under Organization Code 325100.
- 21. Office of Information Technology (IT)** – SOU IT helps to support students and employees with their technology needs at SOU. In addition to supporting students and staff, IT provides enterprise system support, cybersecurity and training, assistance with software and telecommunication needs, and general IT governance at SOU. IT is budgeted under Organization Codes 371000 through 378680.
- 22. Office of Institutional Research** – The Office of Institutional Research provides timely and accurate statistical analyses that are integral to the strategic planning process for SOU including support for internal decision making and overall institutional effectiveness. The Office of Institutional Research is budgeted under Organization Code 255100.
- 23. Oregon Center for the Arts**– This audit unit covers all academic departments under the Oregon Center for the Arts. This audit unit is budgeted under Organization Codes 335000 through 335013.
- 24. Parking Services** – The Parking Services department provides parking services for the campus community through the use of creative, innovative and proactive measures that support the SOU mission. Parking Services is budgeted under Organization Code 483000.
- 25. Payroll and Human Resources** – Payroll and Human Resources is part of the Division of Finance and Administration. Human Resources contributes to the educational mission of SOU by developing, implementing, and administering a wide range of personnel programs within the guidelines provided by State and Federal regulations, University Shared Services Enterprise, and SOU. Payroll functions as part of the broader Business Services Administrative Support Unit for SOU. Payroll is responsible for handling all aspects involving the processing of payroll for the campus, ensuring the accuracy of all compensation, deductions, benefits, the fundamental application of the collective bargaining agreements and complying with all State and Federal regulations. Payroll and Human Resources is budgeted under

Organization Codes 461000 through 464300. **Note - The Internal Audit Office broke Payroll and Human Resources out separately from the Finance and Administration audit unit as Payroll and Human Resources have unique State and Federal regulations to comply with related to the hiring, employing, and paying for employee services at SOU.**

- 26. President's Office** - The President's Office includes Government Relations, the Office of General Counsel, and Internal Audit at SOU. The President's Office is budgeted under Organization Codes 110000 through 110070, but excludes 110021.
- 27. Provost Office and Bridge Program** – The Provost Office plays a leading role in sustaining an environment of academic excellence at SOU with a strategic focus on the academic success of SOU students. The SOU Bridge Program is available to students graduating from an Oregon high school and is designed to help incoming students be successful via a pre-Fall session program. The Provost Office and Bridget Program is budgeted under Organization Codes 311000 through 313110, 321300 through 325999, and 359100; however, this audit unit excludes 313150 through 313207, 321300, and 323100.
- 28. Registrar's Office and Admissions** – The Registrar's Office assists both the university and students with many different services including, but not limited to, student records, FERPA compliance, coordination of course schedules and the course catalog, and review of graduation requirements for students. The Admissions Office assists students interested in attending SOU with the application process. The Admissions Office also provides resources to the parents of students interested in SOU or students attending SOU. The Registrar's Office and Admissions is budgeted under Organization Codes 351000 through 352000.
- 29. Schneider Museum of Art** – The Schneider Museum of Art, part of the Oregon Center for the Arts at SOU, is a vital force in the intellectual life of SOU that promotes an understanding of the visual arts within a liberal arts education. The Schneider Museum of Art is budgeted under Organization Code 380000.
- 30. Student Activities and Clubs** – Student Activities and Clubs serve as a means to connecting with other students, providing leadership development and opportunities, appreciating diversity, encouraging civic engagement, and enhancing students' college experience.

Student Activities and Clubs is budgeted under Organization Codes 544242 through 544810.

- 31. Student Health and Wellness Center** – The Student Health and Wellness Center provides access to a wide range of health services including primary medical care, mental health care, psychiatric care, preventive services and campus-wide health promotion. The Student Health and Wellness Center is budgeted under Organization Code 570000.
- 32. Title IX** – SOU is committed to a timely, thorough and thoughtful response to concerns of alleged equity violations. SOU is also committed to providing an educational environment that is safe and accessible to all. In addition, SOU values due process, clarity of procedure and strives to ensure equal access for all members of the campus community. Title IX is budgeted under Organization Code 465000.
- 33. University Advancement and Grants Administration** – University Advancement and Grants Administration helps SOU with donor and alumni relations and the administration of state, federal, and local grants that SOU may receive. University Advancement and Grants Administration is budgeted under Organization Codes 210000 through 220000 and 323100.

**Southern Oregon University
Board of Trustees**

**Resolution
Adoption of Fiscal Year 2027 Internal Audit Plan**

Whereas, Southern Oregon University has a duty to responsibly manage, invest, allocate, and spend its resources;

Whereas, Southern Oregon University has contracted a certified internal auditor to provide independent and objective evaluations, assessments and advisory services that help manage and mitigate risk, ensure compliance, and add value to the University;

Whereas, the internal auditor will work closely with the Board of Trustees, University leadership, faculty, and staff to conduct and coordinate a range of internal audit functions for the University;

Whereas, the internal auditor has developed, for approval by the Board, an internal audit plan for Fiscal Year 2027 as presented in the June 18, 2026 meeting materials (see Attachment A); and

Whereas, the Executive, Audit, and Governance Committee of the Board of Trustees has completed a satisfactory review of the Fiscal Year 2027 Internal Audit Plan, and recommends its adoption by the Board of Trustees; Now, therefore,

Be it resolved, the Board of Trustees of Southern Oregon University hereby approves and adopts the Fiscal Year 2027 Internal Audit Plan; and

Be it further resolved, the Board of Trustees hereby instructs the internal auditor and the officers of the university to take all actions and steps deemed necessary and proper to implement the Internal Audit Plan.

VOTE:

DATE: June 18, 2026

Recorded by,

Sabrina Prud'homme
University Board Secretary

President's Evaluation Process

Board Statement on Evaluation of the University President Board of Trustees of Southern Oregon University

1.0 Purpose

It is the responsibility of the Board of Trustees of Southern Oregon University (“Board”) to review the performance of the President annually.

The primary purposes of the annual review are to enable the President to strengthen their performance and effectiveness in leading the institution to success and to allow the President and the Board to set mutually agreeable goals. The review process is not intended as a substitute for regular and ongoing communication about progress toward goals between the President and the Board.

Annual reviews will inform decisions regarding compensation, although compensation adjustments are not necessarily awarded simultaneously with a positive performance review. Adjustments to, or renewal of, the President’s contract will be handled as a separate matter, taking into account presidential performance, peer-group comparisons and other factors.

The annual review process will occur on a July 1 to June 30 cycle. The annual review will cover the preceding year.

2.0 Criteria

2.1 The criteria for evaluation and information responsive to those criteria will be based principally on the President’s self-assessment with respect to goals mutually set by the Board and President for the year in review.

2.2 The retrospective elements of the President’s self-assessment customarily will include:

- A. A copy of the mutually-agreed upon goals, with a description of efforts to meet them and the President’s progress assessment, including the identification of significant challenges;
- B. A description of other personal or institutional achievements of which the Board should be aware; and
- C. Comments regarding university officers and other campus leaders who report directly to the President, as they pertain to the President’s goals or achievements.

2.3 The prospective elements of the President’s self-assessment customarily will include:

- A. Goals the President proposes for their individual performance over the course of the upcoming year;
- B. The President's professional development plans and any associated requests of the Board; and
- C. Key areas in which the President would especially benefit from Board support.

3.0 Review Process

3.1 President's Self-Assessment. The President will submit their self-assessment to the Board Chair before September 1 of each year. The Board Chair, Vice Chair, and the President will then meet to discuss the self-assessment. The President's self-assessment will be provided to the Board, along with any other information determined by the Board Chair.

3.2 Board Chair's Evaluation. The Board Chair will prepare an evaluation of the President. The evaluation and self-assessment will be provided to the Board of Trustees prior to any meeting in which the Board or committee of the Board will discuss the evaluation.

3.3 Evaluation of the President. The Executive, Audit, and Governance Committee may meet in executive session for the purpose of evaluating the President, during which the President is to present their self-assessment and engage in a discussion with the committee regarding both the retrospective and prospective elements of the assessment. The President may be excluded from any portion of such an executive session at the discretion of the Board Chair.

At the Board's fall meeting, or as soon thereafter as the Board's calendar will reasonably allow, the Board of Trustees may go into an executive session to discuss the evaluation of the President. The President may be excluded from any portion of such an executive session at the discretion of the Board Chair.

3.4 Presentation and Approval of Goals. After the Board discusses the evaluation of the President, the President will then present to the Board for approval the goals that the President proposes for their individual performance for the upcoming year. The President's presentation of their goals and the Board's consideration of such goals shall take place in a public session.


3.5 Board Feedback to the President. After the meeting in which the evaluation of the President takes place, the Board Chair will meet with the President to communicate verbally and/or in writing to the President the conclusions of the evaluation and any recommendations, concerns, or priorities arising out of the evaluation.

4.0 Additional Considerations


The Executive, Audit, and Governance Committee may, at its discretion, perform a comprehensive performance review of the President, including a 360-degree review. A comprehensive review of this nature should generally be performed prior to consideration of the renewal of the President’s contract. When a comprehensive review is performed, it is to be incorporated into the annual review process described above, with such adjustments to the schedule as may be necessary.

Pursuant to Oregon Law, documents regarding the President’s performance, including the President’s self-assessment, the Board’s evaluation, and the 360-degree review are faculty personnel records and are not public records.

The Board periodically will review and, as necessary or desirable, revise this policy and its associated procedures in light of experience gained, best practices, and legal developments as applicable.



Sabrina Prud’homme
University Board Secretary



Daniel P. Santos
Chair, Board of Trustees

Revision	Change	Date
	Initial Version	January 20, 2017
1	Revisions to simplify process and number of board actions	June 21, 2019
2	Basic edits for clarity, formatting	June 16, 2023

SOU Vitality Plan (Action)

Future Meetings

Executive Session Pursuant to ORS 192.660 (2)(f)

Adjournment