



OFFICE OF THE BOARD OF TRUSTEES

Public Meeting Notice

March 8, 2018

TO: Southern Oregon University Board of Trustees, Academic and Student Affairs Committee

FROM: Sabrina Prud'homme, University Board Secretary

RE: Notice of Regular Meeting of the Academic and Student Affairs Committee

The Academic and Student Affairs Committee of the Southern Oregon University Board of Trustees will hold a regular committee meeting on the date and at the location set forth below.

Topics of the meeting will include a provost's report offering updates on the Provosts' Council, the committee's dashboard, curriculum, and the Higher Education Coordinating Commission. Information and discussion items on the agenda include reviews of the 2018-19 student incidental fee recommendation and that process as well as the 2018-19 tuition and mandatory fees recommendation. House Bills 2998 and 4053 also will be discussed.

The meeting will occur as follows:

Thursday, March 15, 2018

12:00 p.m. to 2:00 p.m. (or until business concludes)

Hannon Library, DeBoer Room, 3rd Floor (Room 303)

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. **If special accommodations are required or to sign-up in advance for public comment, please contact Kathy Park at (541) 552-8055 at least 72 hours in advance.**



Board of Trustees
Academic and Student Affairs Committee Meeting
March 15, 2018

Call to Order / Roll / Declaration of a Quorum



**Board of Trustees
Academic and Student Affairs Committee Meeting**

**Thursday, March 15, 2018
12:00 p.m. – 2:00 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

AGENDA

Persons wishing to participate during the public comment period shall sign up at the meeting.
Please note: times are approximate and items may be taken out of order.

- | | | | |
|---------|----------|--|--|
| | 1 | Call to Order/Roll/Declaration of a Quorum | Trustee Steve Vincent |
| | 1.1 | Welcome and Opening Remarks | |
| | 1.2 | Roll and Declaration of a Quorum | Sabrina Prud'homme,
SOU, Board Secretary |
| | 1.3 | Agenda Review | Trustee Vincent |
| | 2 | Public Comment | |
| 15 min. | 3 | Provost's Report | Dr. Susan Walsh, SOU,
Provost and Vice
President for Academic
and Student Affairs |
| | 3.1 | Provosts' Council Update | |
| | 3.2 | Review of Committee Dashboard | |
| | 3.3 | Curriculum Updates | |
| | 3.4 | Higher Education Coordinating Commission
Update | |
| | 3.5 | Other General Updates | |
| 5 min. | 4 | Consent Agenda | |
| | 4.1 | Approval of January 18, 2018 Meeting Minutes | Trustee Vincent |

**Board of Trustees
Academic and Student Affairs Committee Meeting**

**Thursday, March 15, 2018
12:00 p.m. – 2:00 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

AGENDA (Continued)

5 Information and Discussion Items

- | | | | |
|---------|----------|---|--|
| 30 min. | 5.1 | 2018-19 Student Incidental Fee Recommendation and Overview of Student Fee Process | Leo McCaffrey,
ASSOU, Vice President |
| 30 min. | 5.2 | 2018-19 Tuition and Mandatory Fees Recommendation | President Linda Schott |
| 15 min. | 5.3 | House Bill 2998 Update | Chris Stanek, SOU,
Director of Institutional
Research |
| 5 min. | 5.4 | House Bill 4053 Update | Jeanne Stallman, SOU,
Interim Director of
Government Relations |
| | 5.5 | Future Meetings | Trustee Vincent |
| | 6 | Adjournment | Trustee Vincent |

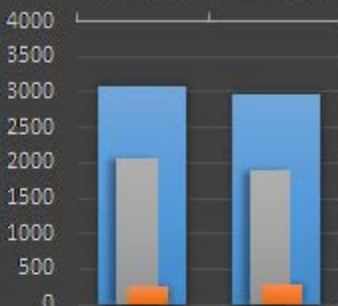
Public Comment

Provost's Report

Admissions Data

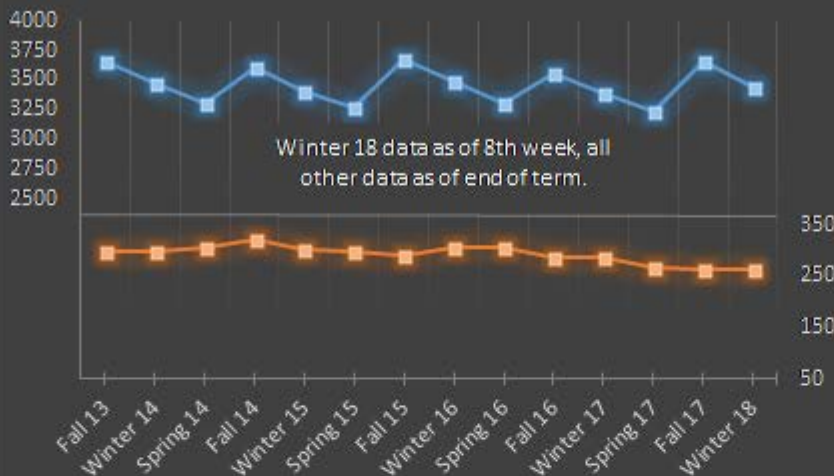
29 weeks before start of term

Fall 2017 Fall 2018

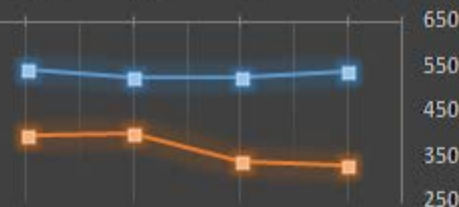


FTE Enrollment Trends

Admitted UG Admitted GR

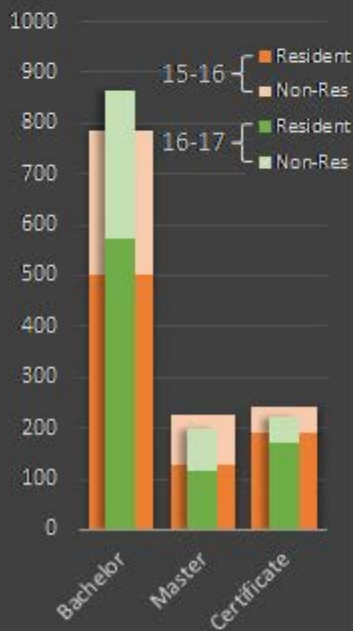


Summer 14 Summer 15 Summer 16 Summer 17



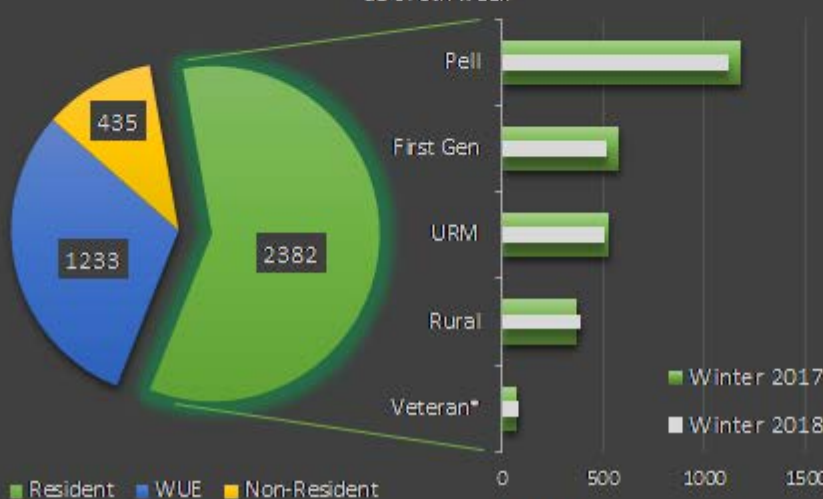
Degrees Awarded

final results

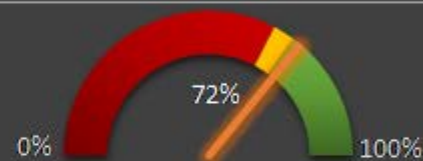


Winter 2018 Admitted UG Students

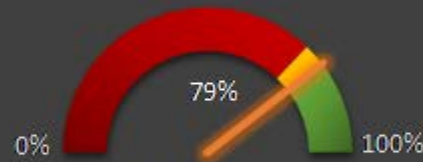
as of 8th week



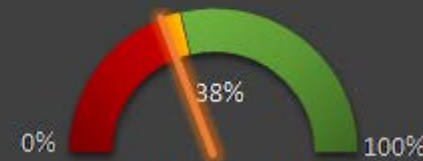
*as counted in SSCM funding model



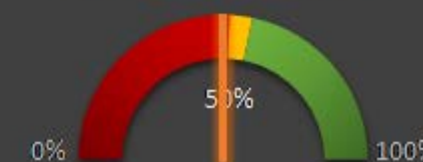
First Year Retention



UG Retention



First Year Grad Rate



Transfer Grad Rate

Last Updated: 3/5/2018

Consent Agenda



**Board of Trustees
Academic and Student Affairs Committee Meeting**

**Thursday, January 18, 2018
12:00 p.m. – 3:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library**

MINUTES

Call to Order/Roll/Declaration of a Quorum

Chair Teresa Sayre called the meeting to order at 12:02 p.m. and welcomed two new staff members, Greg Perkinson and Dr. Blaine Steensland, as well as Dr. John King.

The following members were present: Teresa Sayre, Shanztyn Nihipali, Daniel Santos and Joanna Steinman. Trustees Les AuCoin, Steve Vincent and Shea Washington were absent. Trustee Linda Schott (ex officio) also attended the meeting.

Other meeting guests included: Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Greg Perkinson, Vice President for Finance and Administration; Dr. Blaine Steensland, Acting Vice President for Enrollment and Student Life; Jason Catz, General Counsel; Dr. Matt Stillman, Registrar; Lee Ayers, Division Director of Undergraduate Studies; Jennifer Fountain, Student Life; Danielle Mancuso, Student Life; Joanne Preston, Grants Administration; Chris Stanek, Director of Institutional Research; Dr. Jody Waters, Associate Provost; Ryan Schnobrich, Internal Auditor; Joe Mosley, Director of Community and Media Relations; Devon Backstrom, ASSOU; John Stevenson, User Support Manager; Don Hill, Classroom and Media Services Manager; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

Public Comment

There was no public comment.

Provost's Report

Provost's Council Update

Dr. Susan Walsh mentioned LC 183, proposed legislation that has two primary focus areas: gathering information on high school students who take, complete, or transfer dual credits and requiring the HECC to publish information regarding accelerated college credit programs. The fiscal impact on the universities is unknown.

Another ongoing project is the work group for House Bill (HB) 2998, regarding transfer credits. Chris Stanek is on the work group and will cover this topic later in the meeting. Dr. Walsh said the provosts are very pleased with the group's work.

Topics discussed at the Provosts' Council include academic approvals and avoiding program duplication; the Oregon Student Association's focus on tuition fairness with more student input during the process; and the tabling of legislative discussions on Title IX and environmental policy reforms.

SOU has formed a Rotaract Club, an international program in conjunction with the local Rotary Club. Former SOU president Elisabeth Zinser approached Dr. Walsh about SOU supporting a chapter and the students' response has been overwhelming.

As an offshoot of AASCU's Reimagining the First Year initiative, AASCU has asked SOU to participate in a survey regarding organizational change on how to better serve first generation, low income students. Dr. Jeff Gayton will send the survey to the board secretary to share with the trustees. Chair Sayre thought a future update on the Reimagining the First Year initiative would be beneficial.

Committee Dashboard

Dr. Walsh presented the committee dashboard. Responding to Trustee Santos' comment, Dr. Walsh said retention rates are up and confirmed there is usually a small decrease in enrollment between fall and winter terms.

General Updates

Approximately 500 participants were expected at the upcoming preview weekend.

Consent Agenda

Trustee Santos moved to approve the minutes from the October 19, 2017 meeting as presented. Trustee Steinman seconded the motion and it passed unanimously.

Action Item

Southern Oregon University Educator Equity Plan

Chair Sayre said the purpose of this item was to inform the trustees of this program, as they are legislatively mandated to review SOU's fulfillment of HB 3375, Preparation of Diverse Educators. In April 2016, the committee reviewed SOU's plan and recommended the board approve it as well. Consistent with the goals of 40-40-20 and the Oregon Equity Lens, HB 3375 requires each public teacher education program to prepare a plan with specific goals, strategies and deadlines for the recruitment, admission, retention and graduation of diverse educators. Governing boards are not being asked to act on the plans, but instead to simply review the plans for "adequacy and feasibility" before final submission to the HECC.

Dr. John King said SOU created the initial plan to increase the diversity of students coming into and completing the teacher preparation programs to help meet the statewide goal of a teacher workforce that more closely resembles the composition of the students they teach. That plan was built from a number of programs already in place; it provided an additional layer of support to those programs and added incentives for those interested in pursuing teaching careers.

Two years into the plan, Dr. King said SOU has students from the first two cohorts of the initial Pirates to Raiders program. He said the rates for high school graduation and

college attendance for these cohorts far exceed the state's averages. The success is due, in part, to the increase in the number of SOU students supporting the schools' efforts; fiscal support provided to students seeking dual credits for course work; coordination with the school districts to identify and address the array of non-cognitive skills known to promote academic success; and a broadened scope of involvement.

The next steps are to build community partnerships and build off existing programs. There will be a focus on retention at the university level as well as with in-service teachers, such as coordinating with Migrant Education Office, sponsoring affinity groups for teachers of color, expanding SOU's reach into districts within the Rogue Valley, and expanding programs to encompass Native American students. Dr. King said SOU is poised to move this plan forward. Discussion ensued on the success of current programs and considerations for expansion.

Trustee Steinman said the committee has reviewed SOU's Educator Equity Plan and finds the plan to be adequate and feasible as presented. She moved that the committee recommend the Board of Trustees review the plan for adequacy and feasibility. Trustee Santos seconded the motion and it passed unanimously.

Information and Discussion Items

Overview of Competency/Proficiency Based Education Models

President Schott described the nomenclature for competency-based education, saying it is referred to as mastery-, proficiency-, or competency-based. She then discussed the change in the educational system from treating everyone the same to realizing people learn in different ways. Competency-based education has developed to prepare learners for this new age.

In competency-based education at the K-12 level, learning is the constant, time is the variable. Competency-based education is not completely self-paced; there is usually a recommended "teacher" pace and students have some flexibility around that. Additionally, students have more "voice and choice." Competency-based education tends to emphasize application and experience, includes clearly defined learning outcomes every step of the way, utilizes formative assessments and sometimes involves the public presentation of learning.

Competency-based programs in higher education primarily are online to accommodate adult learners; give credit for prior learning; have variable paces; may be priced differently than traditional programs that charge per credit hour; and may have disaggregated the traditional faculty role into subject matter experts, instructional designers, mentors, and assessment experts. Many such programs are located on the east coast and are at small, private schools; however, there are also some large university systems offering such programs, but there are none in Oregon.

At the K-12 level, Oregon has good policies on competency-based education programs. Only five states have no policies and about half the states are either at the advanced or developing stages with others being at an earlier emergent stage. If students are accustomed to this way of learning and attend universities that are not open to this type of learning, there likely will be conflicts and may result in a loss of students.

Responding to Trustee Nihipali's inquiry, Lee Ayers said SOU is looking to pilot a program in the spring to gather information and determine what might fit best for SOU. Dr. Walsh added that Outdoor Adventure Leadership would be a good program to experiment with this model. Other options are also being explored.

Online Master of Business Administration Update

Dr. Susan Walsh provided background information on the agreement with Academic Partnerships and highly praised Hart Wilson's work as the project manager. SOU's online program launched shortly before the holiday break. Dr. Walsh and President Schott have met with local employers to discuss scholarship possibilities for people working in corporate offices. Curriculum is on board, information has been sent to alumni, and Academic Partnerships is focusing heavily on online marketing. SOU has received nine applications, five of which were admitted with one provisional admit. Additionally, courses have been assigned to faculty members. Dr. Walsh said SOU representatives are talking with Academic Partnerships about other potential online programs.

House Bill 2998 Transfer Articulation Update

Introducing this item, Chair Sayre said the HECC is focusing on transfer articulation from community colleges to universities due to the passage of HB 2998. Chris Stanek serves on the work group the HECC created to implement the bill. Mr. Stanek explained this is a full transfer agreement, not just articulation. There will be foundational curricula agreements and two-year long programs allowing transfers as a "junior in the major." The idea of the bill is to eliminate the credits in excess of degree requirements that usually exist when a student transfers. The bill only applies to students transferring to an Oregon public university from an Oregon community college. Mr. Stanek said the first three transfer agreements will come from programs in business, teacher education, biology, and/or English language and literature.

Mr. Stanek reviewed some of the required outcomes; provided an overview of the foundational curricula and transfer agreements; and discussed the timeline, as detailed in the meeting materials.

Acting Vice President for Enrollment and Student Life

President Schott said SOU hired AGB to search for an acting Vice President for Enrollment and Student Life and she selected Dr. Blaine Steensland. He started on January 5. Dr. Steensland described his positive impressions of SOU and his professional background.

Student Navigation for Persistence and Completion

Dr. Susan Walsh mentioned the ongoing conversations regarding tools students need to ensure they are getting through their programs in a way that is meaningful and getting out with as little debt as possible. SOU is close to fully implementing DegreeWorks, a degree audit system. Other tools are being reviewed that will help students stay on-track and will show potential monetary implications of their decisions.

Responding to Trustee Steinman's inquiry, President Schott said Dr. Steensland will be looking at how all these elements work together. Dr. Walsh added that everything is tied to retention, which is one of Dr. Steensland's big focus areas.

Future Meetings

Chair Sayre said the next committee meeting will be on March 15. She asked trustees to let her or the board secretary know of any items they would like included on future agendas.

Adjournment

Chair Sayre adjourned the meeting at 2:49 p.m.

DRAFT

2018-19 Student Incidental Fee Recommendation and Overview of Student Fee Process

(Materials Updated)

Objectives for Student Members



- Develop a shared knowledge around the purpose of the student fee
- Place student fees in a historical context
- Describe the ever-strengthening legal foundation supporting the use of student fees in Oregon
- Recognize the power of student autonomy in maintaining the student fee process
- Understand the mechanism by which student fees are collected and disbursed at SOU

Purposes of Student Fees

- Provide funding to student organizations
- Foster a marketplace of ideas
- Increase recruitment and retention of underrepresented students
- Consolidating student resources to create student power

“ The speech the University seeks to encourage in the program before us is distinguished not by discernable limits but by its vast, unexplored bounds. To insist upon asking what speech is germane would be contrary to the very goal the University seeks to pursue.”

Associate Justice Anthony Kennedy- March 2000
SCOTUS ruling on University of Wisconsin System v. Southworth

A Brief History of Student Fees

1876: The University of Oregon includes an optional fee to support campus athletic groups, student publications and student government.

1985: Oregon Attorney General determines the State Board of Higher Education has the right to levy and control student fees “to be advantageous to the cultural or physical development of the students”

- This made University Student Fee Funds into State Funds
- This limited the use of fees as “Government Speech”

Recent Developments for Student Fees



2000: In *UW Madison v. Southworth*, SCOTUS unanimously rules in favor of student fees as constitutional, when facilitating the free and open exchange of ideas

- Extra-curricular student speech may be funded as long as funding process is **Viewpoint Neutral**.

Oregon State

Attorney General Opinion #8289

2015: Oregon Attorney General reconsiders the limitations of Student fees, determining

- Speech of Student Groups is NOT Government Speech.
- Student fees are not restricted in their funding of groups which intend to influence political campaigns or ballot measures.
- Viewpoint Neutrality reigns supreme as determinant of constitutionality of Student fee use.

Viewpoint Neutrality

Viewpoint Neutral funding means:

Funding decisions may not be based on a group's point of view, no matter how unorthodox or distasteful their view may be

Viewpoint Neutral funding does NOT mean:

- Student groups themselves must be viewpoint neutral
- All groups must be allocated same amount of money
- Funding one partisan viewpoint requires funding a group for the opposing viewpoint

Student Money, Student Control.

ASSOU and the students we represent have a significant amount of control over the student fee process:

The Student Fee Committee

- Athletics Advisory Committee
- Student Union Advisory Committee
- Educational Activities Advisory Committee
- Inter-Club Council
- Environmental Affairs Committee

Chair: Director of Finance
4 Senators 4 At-large
1 Justice (Non-Voting)
1 Advisor

Sub-Committees

Athletics Advisory Committee

Student Union Advisory Committee

Educational Activities Advisory Committee

- Inter-Club Council Allocation Committee

4 Senators 4 At-Large
1 Executive (Non-Voting)
1 Justice (Non-Voting)
1 Ex-Officio Advisor

Maintaining Student Autonomy

Requires:

- Students must be assertive in their enforcement of autonomy
- Passing of knowledge from one year's student body to the next
- A well-established fee policy and documentation of the means by which student fees stay within student control
- Staffing Fee committees with dedicated students who will develop their roles as advocates for the student body, and **maintain Viewpoint Neutrality**
- **Avoiding conflict of interest** by not supporting anything which benefits you directly

Fall Term

- **October 26:** CoC SFC and Subcommittee placements
- **November 6:** SFC Sets Criteria and Approves Timeline, Forms
- **November 7:** Senate approves criteria, SFC timeline
- **November 14:** SFC decides directions to subcommittees, Presentation by Mark Denny about current balance
- **November 14:** Senate approves forms
- **November 15:** President Schott approves criteria, forms
- **November 22:** Form 1 goes to the groups seeking Funding
- **November 20-30:** Subcommittees initial meeting

Winter Timeline for Student Fee Approval Process



January 8: Forms due

January 12-26 : Subcommittee Budget Hearings/ Deliberations

January 29-February 6 : Subcommittee Proposals to SFC

February 7-14: Buffer week for appeals, SFC recommendation rejections

February 19: Final SFC Deliberation, approval

February 20: Presentation to Senate

February 27: Senate deliberation, approval/rejection

March 1: Possible SFC re-deliberation

March 6: Final Senate approval

March 7: Final ASSOU President approval

March 9: Submitted to President Schott

Checks within the Budget

The SFC may reject Subcommittee-approved budgets

- May make changes upon second rejection

Senate may reject the SFC-approved budget

- May make changes upon second rejection

The ASSOU President may reject the Senate-approved budget

- Sends the budget back to Senate
- Senate may override an ASSOU Presidential Veto and send the budget directly to the University President

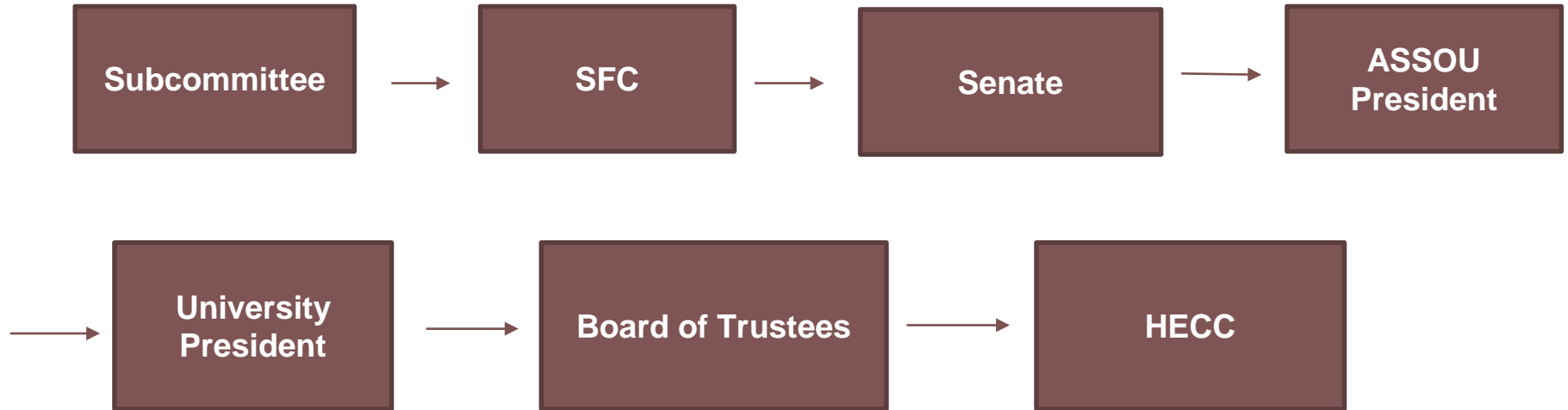
The University President may reject the ASSOU-approved budget

- Send Back to ASSOU with the expectation that appropriate changes will be made
- If common-ground cannot be reached, a Hearing Board will convene and mediate the process

The University President and BOT may reject a proposed budget

- Student Fee grew by more than 5% since previous year
- If it is illegal/breaks preexisting contracts
- If they believe the fee request is not advantageous to the development of the students

Approving the Budget



Supported by
Student Fees



ASSOU

SOUTHERN OREGON UNIVERSITY
 ASSOU INCIDENTAL AND RECREATION CENTER FEE RECOMMENDATION
 For Academic Year 2018-19 – Fall Term, 2018 through Summer Term, 2019

Date: Tuesday, March 6, 2018
 From: President, Associated Students of Southern Oregon University (ASSOU)
 To: Chair, Southern Oregon University Governing Board
 Via: President, Southern Oregon University

DESCRIPTION OF REQUEST

Student Incidental Fee FY19 Budget Proposal
 Student Recreation Center Fee FY19 Budget Proposal

SOURCE OF FUNDS

Student Incidental Fee and Incidental Fee Reserve
 Student Recreation Center Fee and Recreation Center Fee Reserve

Summary/Description	Index	Budget
Initial Budget Level (IBL)	Athletics Advisory Committee (AAC)	1,413,074
Initial Budget Level (IBL)	Educational Activities Advisory Committee (EAAC)	735,785
Initial Budget Level (IBL)	Stevens Union Advisory Committee (SUAC)	1,976,905
	Subtotal:	4,125,764
Incidental Fee Reserve	IFCRES	50,000
Building/Equipment Reserve	SUBERS/SUIOBR	25,000
Green Tag Fee	SUGNTF/SUGBEF	164,817
Schneider Children's Center	SUCARE	194,817
Athletics Post Season Travel Reserve	ATHRES	-
	Total Initial Budget Level	4,530,398
Student Recreation Center	RECNTN	
	Total Initial Budget Level	1,532,430
	Projected Average Student FTE	4,168
	Incidental Fee per Term – Academic Year 2018-19	\$358
	Incidental Fee per term – Academic Year Prior Year	\$343
	\$ Change from Prior Year	\$15
	% Change from Prior Year	4.37%
	Projected Student FTE Summer Term	751
	Incidental Fee – Summer Term 2016	\$92
	Incidental Fee – Summer Term Prior Year	\$88
	\$ Change from Prior Year	\$4
	% Change from Prior Year	4.55%
	Projected Average Student FTE	4,168
	Recreation Center Fee per term – Academic Year 2018-19	\$95
	Recreation Center Fee per term – Academic Year Prior Year	\$95
	\$ Change from Prior Year	\$0
	% Change from Prior Year	0.0%

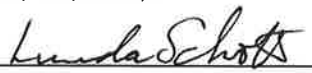
SIGNATURE AUTHORITY

Approve Disapprove


 President, Associated Students of
 Southern Oregon University
 Daryl Maplethorpe

03/14/18
 Date

Endorse Do not Endorse


 President, Southern Oregon University
 Linda Schott

3/15/18
 Date

2018-19 Tuition and Mandatory Fees Recommendation

(Materials Updated)

Recommended Tuition and Mandatory Fee Rates for 2018-19

- Context:
 - Total Cost of Attendance
 - Relation to Comparator Schools
 - Process:
 - Inclusive
 - Engaged
 - Considered
 - Alternatives – Understanding the Drivers and Levers

Context: Total Cost of Attendance

- Tuition
- Mandatory Fees
 - Student Incidental Fee
 - Student Recreation Center Fee
 - Student Health Fee
 - Building Fee
- Housing and Meals
 - Staci Buchwald, Director of Housing

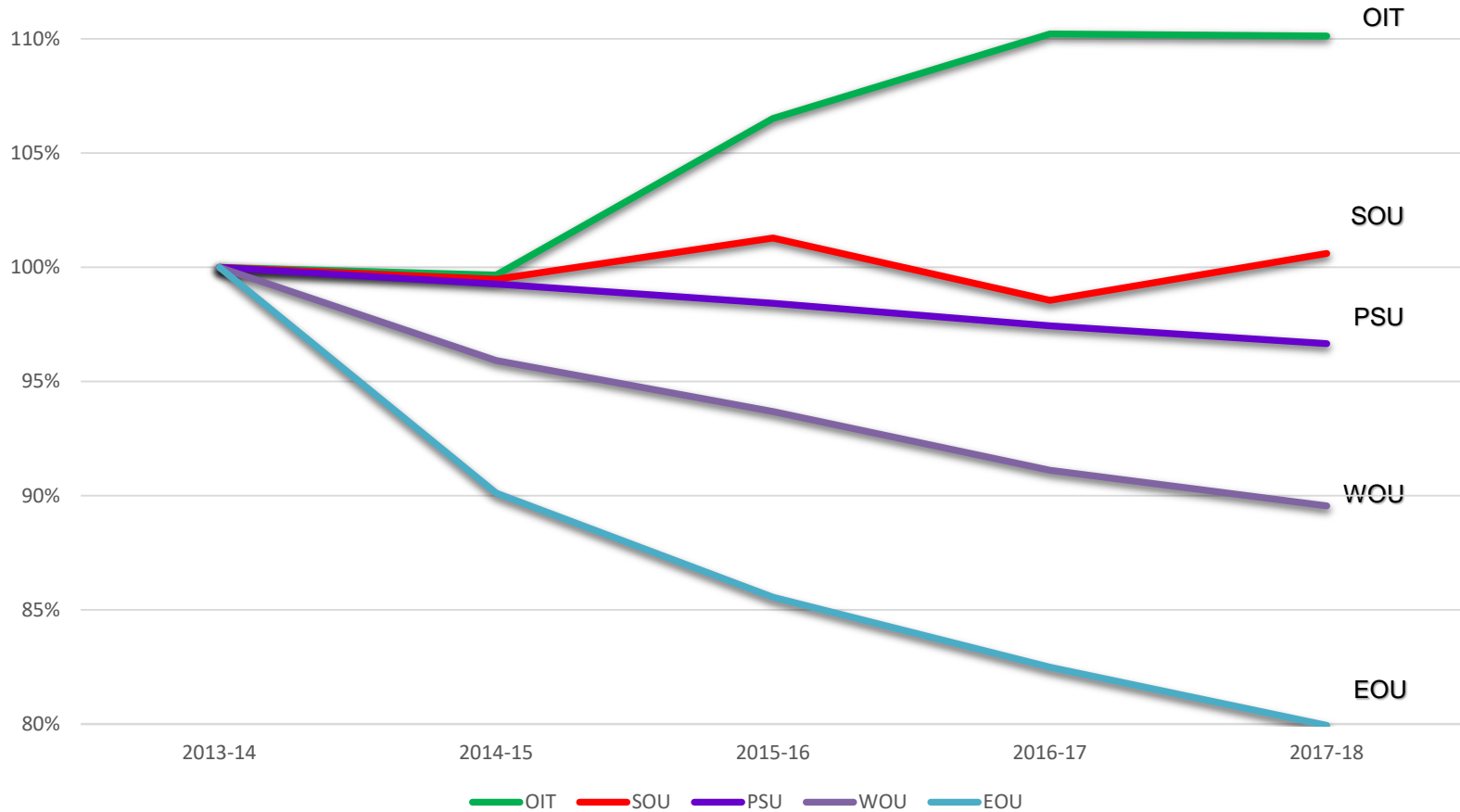
Relation: Comparator Schools

Institution	2015-16	2016-17	2017-18	2018-19	% Increase
Eastern Oregon University	140.50	146.00	153.95	159.03	3.30%
Southern Oregon University	147.00	151.41	165.04	172.00	4.22%
Portland State University	150.00	156.00	164.50	172.23	4.70%
Western Oregon University	156.00	155.33	165.33	172.36	4.25%
Oregon Tech	162.75	167.63	176.01	183.93	4.50%
Oregon State University	189.67	193.67	201.67		
University of Oregon	189.00	198.00	211.00	217.10	2.89%
California State Univ.	182.40	182.40	191.40	199.00	3.97%
University of California	374.00	374.00	383.40	392.99	2.50%
SOU WUE Rate	220.50	227.12	247.56	258.00	4.22%

Note: Only the University of Oregon has approved tuition rates for Academic Year 2018-19, all other increases are projected

Tracking Enrollment

Enrollment Trends for Comparator Schools



Process

- Tuition Advisory Council
 - 2 Admin, 2 Faculty, 1 Classified Staff, 4 Students
- Student Fee Committee
 - All Students
- Student Recreation Center Advisory Council
 - All Students
- Director, Student Health and Wellness Center

Understanding SOU's Finances



- Drivers of Costs
 - Labor, Primarily Retirement and Medical
- Levers
 - Managing Costs
 - State Funding
 - Tuition Revenue: Rate X Enrollment

Controlling Our Costs: 2015-16



	OSU	UO	OIT	WOU	PSU	EOU	SOU
Student FTE	27,039	23,596	3,188	4,700	21,206	2,482	4,478
Expenses (in Millions)							
Instruction	\$298	\$276	\$28	\$43	\$184	\$15	\$33
Academic Support	82	57	7	10	39	7	8
Student Services	32	30	4	8	19	3	6
Institutional Support	82	64	8	7	54	8	11
	\$494	\$427	\$48	\$67	\$296	\$34	\$58
E & G spending per FTE	\$ 18,270	\$ 18,114	\$14,912	\$14,349	\$ 13,959	\$ 13,646	\$12,905
Data source: 2016 Audited Financial Statements							

Still Controlling Our Costs: 2016-17



	UO	OSU	OIT	WOU	EOU	PSU	SOU
Student FTE (full time equivalent)	23,358	27,830	3,299	4,571	2,393	20,995	4,357
<u>Expenses (in Millions)</u>							
Instruction	\$275	\$291	\$29	\$44	\$15	\$178	\$32
Academic Support	59	80	7	10	7	39	7
Student Services	42	34	5	8	3	20	6
Institutional Support	68	85	9	7	9	51	11
	\$444	\$490	\$50	\$69	\$34	\$288	\$56
E & G spending per FTE	\$19,008	\$17,607	\$15,156	\$15,095	\$14,208	\$13,718	\$12,853
Data source: 2017 Audited Financial Statements							

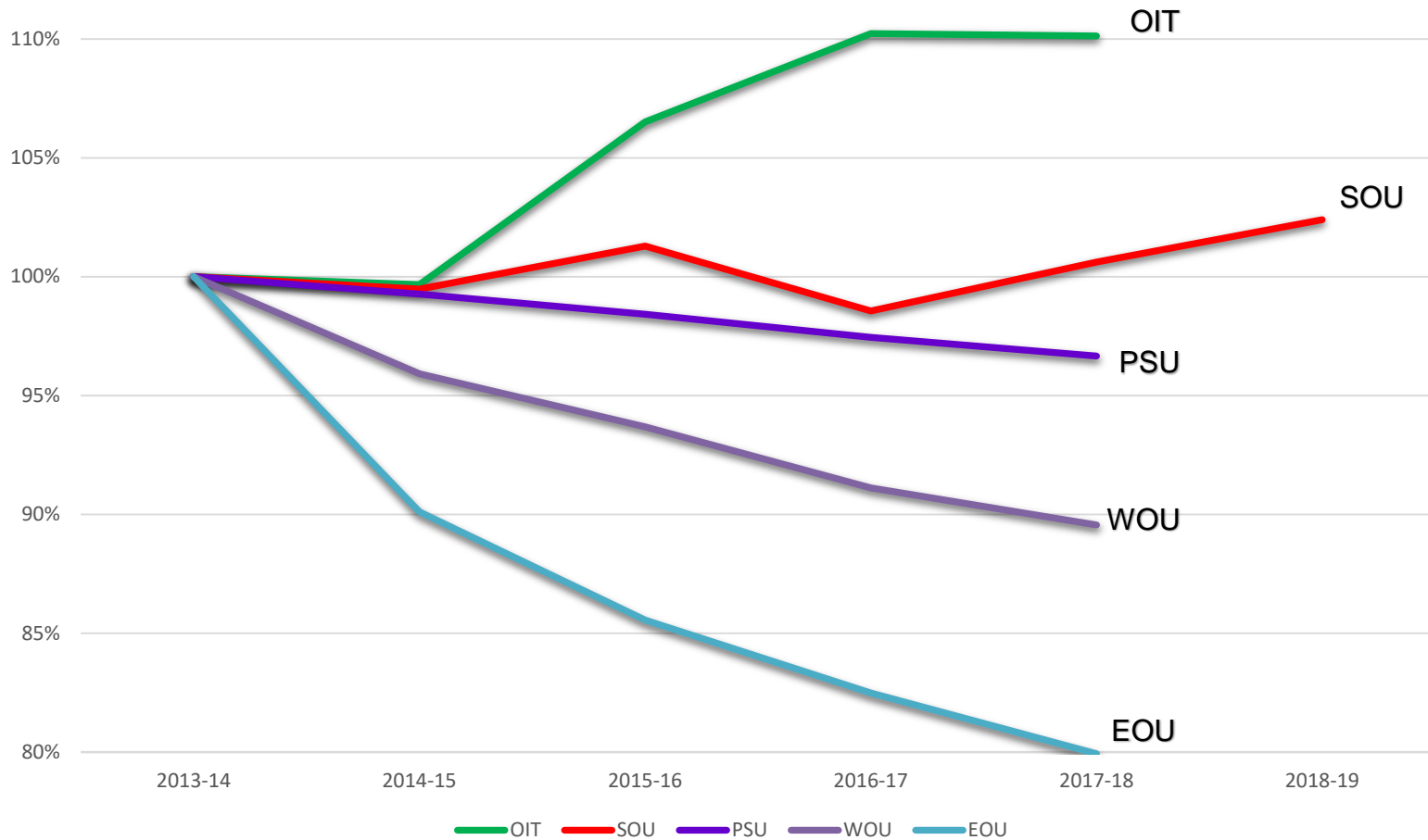
If We're Controlling Our Costs so Well, What Else Influences Our Tuition Rate?

State funding FY17	OSU	PSU	UO	EOU	OIT	WOU	SOU
Student FTE	27,830	20,995	23,358	2,393	3,299	4,571	4,357
<u>State Funding (in millions)</u>	\$106.6	\$80.9	\$64.2	\$19.5	\$24.7	\$22.7	\$20.6
State Funding per FTE	\$3,830	\$3,852	\$2,749	\$8,134	\$7,475	\$4,968	\$4,737
FY18 Tuition Rate	\$201.00	\$164.50	\$211.00	\$153.95	\$176.01	\$165.33	\$165.04

Data source: 2017 Audited Financial Statements & HECC SSCM

What is a Reasonable Projection?

Enrollment Trends for Comparator Schools



Pro Forma

Tuition Rate Proposal

<u>Tuition</u>	FY18-19 Rate	% Increase
Resident Undergrad	\$ 172.00	4.22%
WUE	\$ 258.00	4.22%
Nonres Undergrad	\$ 526.00	3.95%
Resident Grad	\$ 430.00	2.14%
Nonres Grad	\$ 538.00	2.09%
Masters - Education	\$ 369.00	2.09%
New Differential	FY18-19 Rate	
American Samoa	\$ 258.00	

Mandatory Fees

Mandatory Fees	FY18-19 Rate	% Increase
Student Incidental	\$ 358.00	4.37%
Student Recreation	\$ 95.00	0.00%
Student Health	\$ 140.00	2.19%
Building	\$ 45.00	0.00%

Total Cost of Attendance

<u>Tuition</u>	<u>Current</u>	<u>Curr/Yr</u>	<u>Proposed</u>	<u>Prop/Yr</u>	<u>Inc \$/SCH</u>	<u>Total \$ Inc</u>	<u>%</u>
Resident Undergrad	\$ 165.04	\$ 7,426.80	\$ 172.00	\$ 7,740.00	\$ 6.96	\$ 313.20	4.22%
WUE	247.56	11,140.20	\$ 258.00	\$ 11,610.00	\$ 10.44	\$ 469.80	4.22%
Nonres Undergrad	506.00	22,770.00	\$ 526.00	\$ 23,670.00	\$ 20.00	\$ 900.00	3.95%
Resident Grad	421.00	15,156.00	\$ 430.00	15,480.00	\$ 9.00	324.00	2.14%
Nonres Grad	527.00	18,972.00	\$ 538.00	19,368.00	\$ 11.00	396.00	2.09%
Masters - Education	361.46	13,012.56	\$ 369.00	13,284.00	\$ 7.54	271.44	2.09%
<u>Mandatory Fees</u>	<u>Current</u>	<u>Curr/Yr</u>	<u>Proposed</u>	<u>Prop/Yr</u>	<u>Inc \$/Term</u>	<u>Total \$ Inc</u>	<u>%</u>
Student Incidental	\$ 343.00	\$ 1,029.00	\$ 358.00	\$ 1,074.00	\$ 15.00	\$ 45.00	4.37%
Student Recreation	95.00	285.00	95.00	285.00	-	-	0.00%
Student Health	137.00	411.00	140.00	420.00	3.00	9.00	2.19%
Building	45.00	135.00	45.00	135.00	-	-	0.00%
	\$ 620.00	\$ 1,860.00	\$ 638.00	\$ 1,914.00	\$ 18.00	\$ 54.00	2.90%
<u>Housing/Meal</u>	<u>Current</u>	<u>Curr/Yr</u>	<u>Proposed</u>	<u>Prop/Yr</u>	<u>Inc \$/Term</u>	<u>Total \$ Inc</u>	<u>%</u>
Shasta Double	\$ 2,708.00	\$ 8,124.00	\$ 2,816.00	\$ 8,448.00	\$ 108.00	\$ 324.00	3.99%
Red plan	1,880.00	5,640.00	1,917.00	5,751.00	37.00	111.00	1.97%
	\$ 4,588.00	\$ 13,764.00	\$ 4,733.00	\$ 14,199.00	\$ 145.00	\$ 435.00	3.16%
<u>Total Cost</u>		<u>Curr/Yr</u>		<u>Prop/Yr</u>		<u>Total \$ Inc</u>	<u>%</u>
Resident Undergrad		\$ 23,050.80		\$ 23,853.00		\$ 802.20	3.48%
WUE		\$ 26,764.20		\$ 27,723.00		\$ 958.80	3.58%
Nonres Undergrad		\$ 38,394.00		\$ 39,783.00		\$ 1,389.00	3.62%
Resident Grad		\$ 30,780.00		\$ 31,593.00		\$ 813.00	2.64%
Nonres Grad		\$ 34,596.00		\$ 35,481.00		\$ 885.00	2.56%
Masters - Education		\$ 28,636.56		\$ 29,397.00		\$ 760.44	2.66%
For HECC Review		\$ 7,972.80		\$ 8,295.00		\$ 322.20	4.04%

2018-19 Tuition Advisory Council Tuition Rate Proposal Majority Opinion

The purpose of this opinion is to detail the rationale for the Tuition Rate proposal. The Tuition Advisory Council set their recommendation to the President of Southern Oregon University on a vote of all members present, once a quorum was established. As the vote was unanimous, there is no minority opinion. The details of the vote are recorded in the meeting minutes, from the March 2nd, 2018 Meeting.

The minutes of all of the 2018 TAC meetings, along with all documents viewed by the Tuition Advisory Council can be viewed at the following link: <https://sites.google.com/a/sou.edu/tuition-advisory-council/home>

The detail of the specific recommendation from the TAC was:

Resident undergraduate tuition will increase at a rate of 4.22% with two recommendations:

1. Tuition assistance above the 10% standard is highly recommended, and
2. If enrollment beats projections, reducing the tuition increase should be considered.

The motion passed, 6Y/ON/OA.

Resident graduate tuition will increase at a rate by 2.138%; the motion passed, 6Y/ON/OA.

While a significant volume of data and analysis went into this recommendation, the three primary factors considered were:

- A. How does this tuition rate proposal impact the Students of SOU, primarily underrepresented students and students where their Pell grants and other financial aid will not fully cover this tuition increase?

SOU's tuition rate is currently 3rd lowest in the State for Public Universities. Current preliminary projections of tuition rate increases across the seven Oregon public universities will retain SOU's relative tuition rate. Most importantly, the recommended tuition increase of 4.2% for Resident Undergraduate students would keep SOU well within the range of affordable higher education options for Oregon resident students. Other mandatory Fees are increasing 2.9% for AY 2018-19 and SOU's Housing room and Meal rates are increasing 3.2% for the same period. This would again, maintain SOU's relative affordability, so critical for SOU's low income and under-represented students. To mitigate the cost of attendance, the TAC strongly encourages SOU to increase tuition assistance programs above the current university practice of 10% of gross tuition revenue, with specific focus and direction toward low income and underrepresented students with high unmet financial need. Furthermore, in recognition that the university need its total tuition revenue, which is impacted both by the tuition rate and enrollment, should SOU experience enrollment greater than currently projected, SOU is again strongly encouraged to consider a lower tuition rate than what the Council has recommended.

- B. What alternate tuition rates were considered, and why were those rates not recommended?

Tuition rate increases ranging from 3.0% to 5.0% were reviewed. While the 5% increase maintained the financial stability, based on current enrollment projections, there was significant concern for the impact of a 5% tuition rate increase, coming right after a 9% tuition rate increase the prior year. However, an equal and opposing concern with recommending a rate too far below a rate that maintained financial stability was that it would continue the cycle of low tuition rate increases, followed by high increases, and so on. There was strong support for an appropriate rate increase that was sustainable going forward, as too low of an increase, while good for current students, will only pass on uncovered costs to future SOU students, placing greater requirement for the State to increase higher education funding support that cannot be guaranteed, increasing the risk of even greater future tuition rate increases. In the final analysis, the Tuition Advisory Council recommended a rate increase that did not completely address the future financial stability of SOU, but one that placed a fair balance of addressing these issues through tuition rate growth, enrollment growth, cost containment, and future state funding growth.

- C. Recognizing that the long term financial stability is a proxy for the impact on future students of SOU, how does this tuition rate impact the long term financial stability of SOU?

SOU's primary operational cost is labor. For Academic, Academic Support and Institutional Support programs, labor makes up approximately 80% of total cost of operations. Labor is projected to increase, on average year over year, at just over 6%, due primarily to retirement and medical benefit costs that SOU cannot control or choose to not offer. SOU has made over \$14 Million in operational cuts to keep its tuition rate low and has instituted many operational management processes to keep operating costs low. In fact, for Academic Year 2016-17, SOU continues to have the lowest operating cost per student of any of the seven Oregon Public Universities, this is especially impressive, as a smaller university, SOU lacks many of the economies of scale that the larger universities can exploit to keep costs down. It is within this context that the impact of rising labor costs make the future financial stability of SOU especially critical, as unlike other universities, SOU has already made extensive and substantial cuts to keep those rising costs from being born by tuition paying students. While other Oregon Public Universities are just now making those cuts, and thereby keeping their tuition rate increases lower, many of those options are not available for SOU without significantly degrading key student support programs so critical to enabling low income and under-represented students overcome many of the barriers they face in achieving their academic goals.

This tuition rate increase proposal does its best to balance these risks for future students of SOU through a balance of slightly higher tuition, the need to continue to manage internal costs, critical stretch goals for enrollment, and continued focus on increased funding from the State. SOU has implemented several initiatives across campus directly targeting both the enrollment and retention of Oregon resident students, which if successful, will improve SOU's performance in the Oregon Higher Education funding model and tuition revenues. However, it is critical to point out that setting the tuition rate as proposed is a significant risk, betting on results that to date have been achieved with limited consistency and without extensive demonstrated holding ability.



Mark Denney <denneym@sou.edu>

Tuition Advisory Council

6 messages

Mark Denney <denneym@sou.edu>

Mon, Mar 5, 2018 at 12:20 PM

To: Catalina Jarero <jareroc@sou.edu>, Jordan Marshall <marshallj@sou.edu>, ASSOU Director of Multicultural Affairs <assoumulticultural@sou.edu>

Cc: Susan Walsh <walsh@sou.edu>, Matthew Soloway <solowaym@sou.edu>

First, to Catalina, I hope all is as well as it can be for you and for your family. If there is any way SOU can assist you, please do not hesitate to let us know.

For all of you, the Tuition Advisory Council met this past Friday, and after reviewing both the feedback from the three presentations across our Campus, and what options were before the TAC in terms of their recommendation - ended up on taking a vote and unanimously supported a tuition rate increase of 4.22% for Resident Undergraduate students and 2.14% for Resident Graduate students.

Before we finalize these recommendations, even though a vote was taken, it is still very important to President Schott to know where the three of you who were not able to be present are at and how you would have either supported or not supported the TAC's recommendation.

I don't know if you would like to possibly meet, or conduct these conversations via email. We cannot re-vote as there was a quorum, and a vote was publicly taken, but we can still understand where everyone is at on this, to be sure everyone's voice is heard fully. It is very important to the President that we accomplish that. As I mentioned during meetings, the TAC will be publishing a majority opinion, and a minority opinion. At present, as it was a unanimous vote, there is no minority opinion, but if any of you feel you would not have supported the vote taken, I would want to work with you to produce a minority opinion, again, to ensure all voices are heard throughout this process.

To start, I will let each of you respond to this email, and we will go from there.

Thank you all,
 Mark A. Denney
 Associate Vice President, Budgets and Planning
 Southern Oregon University | 1250 Siskiyou Blvd | Ashland, OR 97520
 O [541.552.6933](tel:541.552.6933)
 C 541.761.0593
 Veteran, USMC, 1980-2005

Catalina Jarero <jareroc@sou.edu>

Mon, Mar 5, 2018 at 12:38 PM

To: Mark Denney <denneym@sou.edu>

Hi Mark, thank you for those words, all is well and all went well back home thanks. I'm sorry I missed the meeting, but to let you know my opinion and how I would've voted I agree and would vote yes to the vote. I definitely support the decision of the body on the tuition increases that were voted on. If there's anything else you all need from me this week I would be more that happy to help out or give my opinion in any way.

Catalina

[Quoted text hidden]

Susan Walsh <walsh@sou.edu>

Mon, Mar 5, 2018 at 12:58 PM

To: Mark Denney <denneym@sou.edu>

Cc: Catalina Jarero <jareroc@sou.edu>, Jordan Marshall <marshallj@sou.edu>, ASSOU Director of Multicultural Affairs <assoumulticultural@sou.edu>, Matthew Soloway <solowaym@sou.edu>

Thanks for this, Mark. I would add that in addition to the feedback from campus groups, the TAC also considered last Friday the tuition increases of the other universities (with the exception of PSU and OSU who have not yet gone public). Thus, I would encourage Alexis, Jordan and Catalina to take that information into consideration, as well.

Best wishes to all,

Sue

On Mon, Mar 5, 2018 at 12:20 PM, Mark Denney <denneym@sou.edu> wrote:

[Quoted text hidden]

--

Susan F. Walsh, PhD
Provost and Vice President for Academic and Student Affairs
Professor of Communication
Southern Oregon University
1250 Siskiyou Blvd.
Ashland, Oregon 97520
T: 541-552-6122
E: walsh@sou.edu
F: 541-552-6115

ASSOU Director of Multicultural Affairs <assoumulticultural@sou.edu>

Mon, Mar 5, 2018 at 4:07 PM

To: Susan Walsh <walsh@sou.edu>

Cc: Mark Denney <denneym@sou.edu>, Catalina Jarero <jareroc@sou.edu>, Jordan Marshall <marshallj@sou.edu>, Matthew Soloway <solowaym@sou.edu>

Hello all,

Firstly, I'd like to apologize for my absence at the last TAC meeting. I was working at the Social Justice and Leadership Conference and couldn't step out for the meeting.

As for my opinion, I'm not comfortable with an undergrad increase over 4%. I would be in support of the 4.22% increase so long as there was the recommendation from TAC strongly supports additional tuition remission and looking into reducing the tuition rate if enrollment beats the projected rates and. I read the minutes and strongly agree with the points made by Matthew and Debbie that were reflected in the minutes.

Thank you for the opportunity to provide my opinions.

Best,

[Quoted text hidden]

--

Alexis Phillips
Pronouns: She/Her(s)
Director of Multicultural Affairs | Associated Students of Southern Oregon University
Personal email: phillipa1@sou.edu

Mark Denney <denneym@sou.edu>

Tue, Mar 6, 2018 at 10:24 AM

To: Kawthar Alethan <alethank@sou.edu>

Mark A. Denney
Associate Vice President, Budgets and Planning
Southern Oregon University | 1250 Siskiyou Blvd | Ashland, OR 97520
O [541.552.6933](tel:541.552.6933)
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Veteran, USMC, 1980-2005

[Quoted text hidden]

Mark Denney <denneym@sou.edu>
To: Kawthar Alethan <alethank@sou.edu>

Tue, Mar 6, 2018 at 11:53 AM

Mark A. Denney
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Veteran, USMC, 1980-2005

----- Forwarded message -----

From: **Catalina Jarero** <jareroc@sou.edu>
Date: Mon, Mar 5, 2018 at 12:38 PM
Subject: Re: Tuition Advisory Council

[Quoted text hidden]



Mark Denney <denneym@sou.edu>

TAC

2 messages

Jordan Marshall <marshallj@sou.edu>
To: Mark Denney <denneym@sou.edu>

Tue, Mar 13, 2018 at 9:16 PM

Hey Mark, I just wanted to send a thank you for the work you did this term helping the TAC with its work. I saw the Presidents email about tuition, so I know this email comes a little late, but I wanted you to have in case there are further questions as to the TAC process. I fully support and endorse the TAC as one of the student members. I think we conducted a fair and thorough process and feel like we as students were given a great deal of consideration during deliberation. My support for the increases comes from a place of wanting to see fewer instances of wild swings in tuition increases that have happened in the past as well as the concern of having larger increases being passed off on future students.

I am also going to try and make it to the Financial meeting this Thursday.

All the best

Jordan

Mark Denney <denneym@sou.edu>
To: Jordan Marshall <marshallj@sou.edu>

Wed, Mar 14, 2018 at 9:07 AM

No worries. Thank you for sending this response.

Do you know if you will be able to attend the Finance Committee meeting this Thursday?

Out Board Members are most interested in hearing from Students. There will be other members of the TAC, including other Student members, but everyone from the TAC is welcome.

Thanks,
Mark

Mark A. Denney
Associate Vice President, Budgets and Planning
Southern Oregon University | 1250 Siskiyou Blvd | Ashland, OR 97520
O 541.552.6933
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Veteran, USMC, 1980-2005

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Letter of Opinion of Tuition Increase: 4.22%

To whom it may concern,

After spending weeks on the Tuition Advisory Council, TAC here on out, and reviewing several different scenarios I have come to agreement on the final vote.

I sat through the TAC hearings last year and witnessed the process that was unfolding, which turned insupportable. I went to the Higher Education Coordinating Commission meeting where they discussed last year's increase to testify against such an action and that there should be alternatives to this choice. Thankfully, the state came in with a little more supporting aid so that the final dollar amount was decreased a bit.

As this year's process progressed, I originally was an advocate for a 3% increase to undergraduate and a 2% increase to graduate. To me, these were the best fit for students and a stable amount for next year. This initial decision also had the determination that the school cannot project how much the state might allocate in future years, or any new revenue streams that might help with tuition. After further review, and balancing of dollars, I was looking at a 3.61% increase. This was slightly more acceptable to the budget and pro forma but was not what everyone was looking for. The final decision to go up another 0.6% was that it was one more dollar per credit next year. Furthermore, it was to create an easier process for several people across campus. 4.22% made in state tuition a flat number of \$172 per credit, an increase of \$6.96. That is an easier number for students to figure out tuition, and helps employees who work in several fields across campus such as enrollment services and financial aid. This percent increase also brought the Western Undergraduate Exchange rate to a flat number of \$258 per credit, an increase of \$10.44. The area seeing the most increase is non-resident tuition, which will see a \$21.35 per credit costing them \$527.35. Though these students are not a huge portion of our campus they are still students here and will see this increase that could possibly affect them.

What assisted in make the decision for the increase much higher than my intended 3%, is the request that the university put more funds into tuition assistance above what is already allocated for students who are low income or under represented. Furthermore that the percent increase be dropped if enrollment is better than projections was another area that was beneficial to the students, since they will see less of the burden of tuition while the university gets the benefit of more students attending Southern Oregon University.

When it comes to graduates, their increase proposed was a 2.138%. This is a more reasonable percent to me for these folks. This area is already competitive against other universities, and these students do not make up a large portion of our campus, but they would still be affected heavily if they saw the same percent increase, it would be similar to the non-resident undergraduate increases.

So as it stands, and as long as the President nor the Board alters what the TAC has passed, I feel comfortable with the final recommendation. I would also like to acknowledge my gratitude for my fellow students on the council: Jordan Marshall, Catalina Jarero, and Alexis Phillips; who spent countless hours reviewing and discussing their positions on this whole process. Following that, I would also like to thank Mark Denney and his contributions to the members and assisting in the process. Lastly, the rest of the members who made this process as efficiently as it was this year comparatively to prior.

Best Regards,

A handwritten signature in black ink that reads "Matthew Soloway". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Matthew Soloway
ASSOU Chief of Staff
Student Representative on TAC



House Bill 2998 Update

- Six Workgroup Meetings to Date
 - 4 policy and 6 curricular committee meetings
 - Specific interest groups continue to meet & provide input
 - University & CC interests
 - Oregon Association of Academic Advisors
 - Inter Institutional Faculty Senate
 - IR Directors

- Latest Workgroup Efforts
 - Finalizing the foundational curricula (FC)
 - Discussions about operationalizing the FC
 - Took kit
 - Training
 - Communication plan to stakeholders
 - Defining the structure & process for building unified statewide transfer agreements (USTA)

A Possible Scenario

- RCC student transfers to SOU in fall 2019 after completing their foundational curriculum

Articulation to SOU's University Studies Curriculum

- 4 credits in strand A: Communication Goals
- 4 credits in strand B or C: Thinking Skills or Information Literacy, depending on the course taken at RCC
- 4 credits in strand D: Quantitative Reasoning
- 8 credits in strand E: Humanities
- 8 credits in strand F: Social Sciences
- 8 credits in strand G: Sciences

Total: 36 hours

House Bill 4053 Update

Future Meetings

Adjournment