



OFFICE OF THE BOARD OF TRUSTEES

**Public Meeting Notice**

April 14, 2017

TO: Southern Oregon University Board of Trustees  
FROM: Sabrina Prud'homme, University Board Secretary  
RE: Notice of Regular Meeting of the Board of Trustees

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

Topics of the meeting will include reports from the president, board committees, student leadership and faculty senate. The board will receive a presentation on academic resource management. Topics also will include discussion and action on the following items: the tuition and fees process and the president's 2017-2018 tuition and fees recommendation, athletic facilities naming and the capital project budget for the Thalden Pavilion. There also will be an update on enrollment.

The meeting will occur as follows:

Friday, April 21, 2017  
12:00 p.m. to 5:00 p.m. (or until business is concluded)  
(Lunch to be provided for the board and selected staff members.)  
Hannon Library, DeBoer Board Room, 3<sup>rd</sup> Floor, Room #303  
Visit [sou.edu/video](http://sou.edu/video) to stream the meeting proceedings.

The Hannon Library is located at 1290 Ashland Street, on the Ashland campus of Southern Oregon University. To arrange special accommodations please contact Kathy Park at (541) 552-8055 at least 72 hours in advance.

**Public Comment**

The board encourages members of the public who wish to provide written comments to the board in advance of the meeting to submit comments to

[trustees@sou.edu](mailto:trustees@sou.edu). Comments will be provided to the board 48 hours prior to the meeting.

To sign up for public comment before the meeting, please contact the Office of the Board of Trustees by phone at (541) 552-8055 or email [trustees@sou.edu](mailto:trustees@sou.edu). Please include your name, email address and phone number, relationship to SOU, and the subject of your comments. In addition, commenters may sign up at the meeting. Preference will be given to those who sign up in advance.

The public comment period will be limited to 40 minutes. Each commenter is limited to three minutes. To ensure different viewpoints are heard and to ensure comments relevant to the day's agenda are heard, the board chair may call individuals out of order of sign-up or may require that a group designate one spokesperson to make comments for that group. Those who sign up and are not called are invited to share their comments by emailing the board at [trustees@sou.edu](mailto:trustees@sou.edu).



**Board of Trustees**  
**April 21, 2017**

# Call to Order and Preliminary Business



## Board of Trustees Meeting

Friday, April 21, 2017

12:00 – 5:00 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.

- |           |          |   |  |
|-----------|----------|---|--|
|           | <b>1</b> | <b>Call to Order and Preliminary Business</b>                         | Chair Thorndike  |
|           | 1.1      | Welcome and opening remarks   |  |
|           | 1.2      | Roll call   | Sabrina Prud'homme,<br>SOU, Board Secretary  |
|           | 1.3      | Agenda Review   | Chair Thorndike  |
|           | 1.4      | Consent Agenda: Approval of January 20, 2017 Meeting Minutes (Action) | Chair Thorndike  |
| ~ 40 min. | <b>2</b> | <b>Public Comment</b>   |  |
|           | <b>3</b> | <b>Lunch and Campus Update</b>  |  |
| ~ 55 min. | 3.1      | Academic Resource Management  | Dr. Karen Stone, SOU,<br>Associate Vice President<br>for Academic Resource<br>Management |
| ~ 40 min. | <b>4</b> | <b>President's Report</b>   | President Schott   |
|           | 4.1      | General Updates   |  |
|           | 4.2      | Fundraising and Alumni Relations                                      |  |
|           | 4.3      | Enrollment Management Consultant Report                               |  |
|           | 4.4      | Strategic Planning Update   |  |
| ~ 25 min. | <b>5</b> | <b>Committee Reports</b>  |  |
|           | 5.1      | Executive and Audit   | Chair Thorndike  |
|           | 5.2      | Finance and Administration  | Trustee Nicholson  |
|           | 5.3      | Academic and Student Affairs  | Trustee Sayre  |

## Board of Trustees Meeting

Friday, April 21, 2017

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

DeBoer Room, Hannon Library

### AGENDA (Continued)

~ 10 min.	<b>6</b>	<b>Student Leadership Report</b>	Tyler Takeshita, ASSOU, President
~ 10 min.	<b>7</b>	<b>Faculty Senate Report</b>	Deborah Rosenberg, Faculty Senate, Chair
~ 75 min.	<b>8</b>	<b>AY 2017-18 Tuition and Fees Process and Recommendation (Action)</b>	President Schott
~ 20 min.	<b>9</b>	<b>SOU Athletic Facilities Naming (Action)</b>	President Schott;
	9.1	Raider Pavilion	Janet Fratella, SOU, Vice President for Development;
	9.2	Pavilion Plaza	Craig Morris, SOU, Vice President for Finance and Administration
	9.3	Stadium Plaza	
~ 10 min.	<b>10</b>	<b>Requested Approval of Capital Project Budget for Thalden Pavilion (Action)</b>	Craig Morris; Janet Fratella
~ 10 min.	<b>11</b>	<b>Enrollment Update</b>	Dr. Matt Stillman, SOU, University Registrar, and Kelly Moutsatson, SOU, Director of Admissions; Co- Executive Directors of Student Enrollment
~ 5 min.	<b>12</b>	<b>Future Meetings</b>	Chair Thorndike
	<b>13</b>	<b>Adjourn</b>	Chair Thorndike



**Board of Trustees Meeting  
Friday, January 20, 2017  
12:00 – 5:00 p.m. (or until business concludes)  
DeBoer Room, Hannon Library**

**MINUTES**

**Call to Order and Preliminary Business**

Chair Thorndike called the meeting to order at 12:05 p.m. He welcomed Julie McFadden, SOU's new Director of Government Relations; Jean Bushong from CliftonLarsonAllen (CLA); Diana Barkelew, Director of Financial Statement Preparation at USSE; Tyler Takeshita, the new president of ASSOU; and Deborah Rosenberg, the new Faculty Senate Chair.

Chair Thorndike took a few minutes to recognize the recent loss of some valued Raiders and friends of the university: Emeritus faculty, Cynthia Jackson Ford; George Gilman, a prominent Rogue Valley community leader and former State Representative; Stephen Williams, an SOU alumnus and computing coordinator in SOU's Information Technology Department; Jason Ebbeling, a former Director of Residential Life at SOU; and Emeritus Professor Ed Houghton. Trustee Steinman thanked those who allowed the memorial service for Stephen Williams to be held on campus and those responsible for coordinating the service.

Chair Thorndike also expressed sorrow over the death of Coach Craig Howard and praised his pride and commitment. Trustee Slattery added that Coach Howard's demand of excellence extended beyond the football field to academics. The board and meeting attendees then observed a moment of silence in recognition for the passing of all those outstanding individuals.

The following trustees were present: Bill Thorndike, April Sevcik, Les AuCoin, Lyn Hennion, Jeremy Nootenboom, Daniel Santos, Teresa Sayre, Judy Shih, Dennis Slattery, Joanna Steinman and Steve Vincent. The following trustees were absent: Paul Nicholson and Shea Washington. Trustee Linda Schott (ex officio) also was present.

Other meeting guests included: Jason Catz, General Counsel; Craig Morris, Vice President for Finance and Administration; Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Janet Fratella, Vice President for Development; Jean Bushong, CliftonLarsonAllen; Paul Westhelle, JPR Executive Director; Chris Stanek, Director of Institutional Research; Steve Larvick, Director of Business Services; Tyler Takeshita, ASSOU President; Lindsay Swanson, SOU student; Deborah Rosenberg, Faculty Senate Chair; Dr. Jody Waters, Associate Provost; Mark Denney, Associate Vice President for Budget and Planning; Kelly Moutsatson, Director

of Admissions and Co-Executive Director of Student Enrollment; Dr. Matt Stillman, University Registrar and Co-Executive Director of Student Enrollment; Ryan Schnobrich, Internal Auditor; Joe Mosley, Director of Community and Media Relations; Olena Black, League of Women Voters; John Stevenson, User Support Manager; Don Hill, Classroom and Media Services Manager; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

Trustee Slattery moved to approve the minutes, as drafted, from the following meetings: June 13, September 15 and October 21, 2016. Trustee Nootenboom seconded the motion and it passed unanimously. Trustees AuCoin and Sayre abstained citing absences from some meetings.

### **Public Comment**

Lindsay Swanson, an SOU student, commented on SOU's sustainability programs. She said she would not still be here if she had not become involved in the Ecology and Sustainability Resource Center and found people who shared her passion for environmental issues. Without programs that support environmental action and sustainability, there are students who would not remain at SOU. She encouraged the board to continue to consider sustainability as a priority when making decisions.

### **Audited Financial Statements (Action)**

Agenda items were taken out of order to accommodate the presenter's travel schedule. Craig Morris said SOU and CLA have spent the last six months preparing and auditing the annual financial statements. This is SOU's first individual audit. He has known Jean Bushong a long time and was delighted when SOU made the decision to hire CLA.

Ms. Bushong discussed CLA's responsibilities as SOU's auditors. CLA will issue an opinion on whether SOU's financial statements are free from material misstatements, focusing on whether the statements are free from material error, material fraud and material misstatements due to noncompliance. CLA's opinion is on SOU's financial statements, not its internal control structure; however, CLA would report any significant deficiencies or material weaknesses. Ms. Bushong said SOU received a clean opinion, an unmodified report saying the financial statements were materially correct. That in itself is not unique but SOU having no audit adjustments is unique.

Although SOU had comparative financial statements this year, they were rather uncomparative because of the significant items that made the numbers look different. SOU's debt went down \$90 million, which was attributed to this being the first year of the reorganization of state universities that made SOU a stand-alone entity. There was also \$30-\$40 million in cash that came off the books because it was associated with that debt. The net impact is that equity increased about \$50 million.

Ms. Bushong then discussed the impact of GASB 68 and the Oregon Supreme Court's Moro decision on net pension assets and liabilities of PERS. SOU's net pension asset changed to a net pension liability, which also increased the operating expenses by a significant amount.



Responding to Trustee Steinman's inquiries, Ms. Bushong said SOU posts its financial statements on its website and CLA must upload the results of the single audit to the Federal Audit Clearinghouse. Mr. Morris added that SOU often has to provide its audited financial statements when applying for federal grants.

Ms. Bushong said Management's Discussion and Analysis provides a summary of the information she just highlighted. Although CLA does not audit the SOU Foundation, CLA is required to include the Foundation's information in SOU's financial statement.

This is the first year SOU received a stand-alone compliance audit. The first piece of the audit is the financial reporting results. There were no material weaknesses or significant deficiencies over financial reporting. However, CLA issued a management letter about operational items SOU should examine. The second report within the single audit is the compliance report, which focused on student financial aid. CLA issued a clean opinion stating SOU was in material compliance. However, there were five findings, which Ms. Bushong said she covered in detail at the Executive and Audit Committee meeting earlier that day. Since this was SOU's first single audit, having findings was typical and not unexpected.

Ms. Bushong then discussed required communications. There are qualitative aspects to the financial statements, such as estimates that could impact the bottom line (e.g., net pension liability, North Campus Village receivables and allowances for doubtful accounts) and changes in accounting policies that were implemented. CLA encountered no difficulties in performing the audit. There was one uncorrected misstatement, which was not material, regarding the valuation of a piece of donated equipment. There were no corrected misstatements and no disagreements with management. SOU provided all the required management representations to CLA.

Chair Thorndike said the Executive and Audit Committee accepted CLA's work and proposed that the Board of Trustees accept the 2016 audit. Chair Thorndike read the proposed resolution in the meeting materials titled "Acceptance of the Audited Financial Statements of Southern Oregon University for the Year Ended June 30, 2016." Trustee Santos moved to approve the resolution. Trustee Hennion seconded the motion and it passed unanimously.

### **Lunch and Campus Update**

Mr. Morris introduced the Student Tuition, Debt and Affordability topic, saying the information will help the trustees to be more informed when setting tuition. He encouraged trustees to let him or the board secretary know if they need more information to help them make that decision.

Mr. Denney said the presentation would provide foundational background information for understanding the budget. Operating costs are increasing about 5 percent each year. This year, the increase is significantly more than that because of the PERS costs. The two primary revenue sources are state funding and tuition. Declines in funding

from the state and from the Student Success and Completion Model (SSCM) also combine to create upward pressure on SOU's tuition rates.

Mr. Denney provided an historical look at state funding versus tuition revenue. State aid and tuition revenue increase about 4 percent per year. That presents a challenge because operating costs are increasing at 5 percent per year. A decline in state funding is offset each by an increase in tuition revenue to keep total revenue close to expenditures.

Mr. Denney compared SOU's resident undergraduate tuition rates to those of thirteen comparator institutions, both in-state and out-of-state. He analyzed the following rates: current FY17 rates; a 10 percent increase at Oregon institutions and a 5 percent increase at out-of-state institutions; and a 15 percent increase at SOU, a 10 percent increase at other Oregon institutions and a 5 percent increase at out-of-state institutions.

Responding to Chair Thorndike's inquiry regarding the stability of the WUE relationship, Dr. Susan Walsh said she has not heard anything that would suggest the relationship is anything but stable and solid. Mr. Denney said some Oregon institutions exclude some majors from the WUE program but SOU does not. Mr. Denney said there was an 11 percent growth in students from California from fall 2014 to fall 2015 and a 7 percent growth from fall 2015 to fall 2016.

Responding to Trustee Slattery's inquiries, Mr. Denney said WUE students have to be from certain states and the rate is constrained at 150 percent of SOU's resident undergraduate tuition rate. There are no tuition restrictions for nonresident, non-WUE students. SOU could invite any state to participate in a WUE-type arrangement and Mr. Morris added that there is typically a quid pro quo in such arrangements. Chair Thorndike said that SOU offers in-state tuition rates to students from Modoc and Siskiyou Counties but Mr. Denney pointed out that the SSCM does not recognize them as resident students. Responding to Trustee Santos' inquiry, Mr. Morris said EOU has started grandfathering in an out-of-state tuition rate, has a heavy WUE population and receives a subsidy from the HECC. Responding to Trustee AuCoin's inquiry, Mr. Morris said he has not heard any rumors about a statutorily-imposed tuition cap but there have been conversations among the seven universities and legislators that there will be double-digit tuition increases if the universities are not funded adequately.

Returning to the market comparison, Mr. Denney said SOU is in line with the other regional universities in all three scenarios. However, in the two scenarios with increased tuition rates, there is a significant difference in what a California resident would pay at a California State institution and at SOU as a WUE student. The continuing increases in WUE students from California, despite the freeze in California tuition rates and SOU's increasing rates, imply that the price sensitivity is not yet discouraging those students from attending SOU. This hints that SOU would not see a significant decline in California WUE students at the higher tuition rate scenario.

Responding to President Schott's inquiry, Mr. Denney said SOU does not have a separate rate for international students. Mr. Morris added SOU has contracts with different organizations overseas for discounted rates for exchange students and Virginia [Roberson] has a lot of freedom to negotiate rates for international students.

Trustee Nootenboom asked about conversations regarding the impact on students who are already at SOU. Mr. Denney acknowledged that students here feel every penny of an increase because those are dollars they were not paying before. At increases of 10 percent in tuition, 5 percent in mandatory fees and 5 percent in room and board, the impact to a resident undergraduate student would be an annual increase of \$1307 and the impact to a WUE student would be \$1603.

Trustee Slattery asked if funding were flat and operating costs increase 5 percent, why would SOU seek a 10-15 percent tuition increase? Mr. Denney explained that tuition is two-thirds of SOU's revenue and state funding is one-third. If state funding stays flat, SOU must make up the 5 percent of that one-third. Further, given the application of the SSCM, SOU expects to see \$2 million less over the biennium from the state even if funding to the seven universities stays relatively flat. Therefore, tuition would have to cover the lack of increase in state funding as well as the shortfall caused by the SSCM.

Mr. Denney then discussed the impact of a tuition increase on financial aid packages and Parent PLUS Loans for various categories of students, as detailed in the meeting materials.

Mr. Denney discussed the three-year history of debt load for students graduating from SOU and four other Oregon universities. At approximately \$25,000 in debt load, SOU is in line with WOU and EOU and is below the national average of \$30,000-\$35,000. However, those statistics are only for federal student loans. SOU does not have data on other loans students may get. Considering the percentage of students who graduate with debt, SOU is higher than WOU and EOU and significantly higher than OSU and U of O. This speaks to the student population SOU serves compared to the students the other universities serve. Over the last ten years, the average amount of debt SOU students have has remained relatively constant, whereas the number of students graduating with debt has been climbing fairly dramatically.

Responding to Trustee Slattery's inquiry, Mr. Denney said it is key to get students to file earlier to qualify for as much funding as possible and to receive what they are qualified for. Trustee Nootenboom said he was unaware of the phenomenon and thought it made sense for SOU to invest in marketing in this area; Mr. Denney said the registrar's and financial aid offices are actively engaged in doing that.

Mr. Denney said, depending on the particular loan and amount involved, a student could be paying \$150-\$250 per month, which is substantial. Trustee AuCoin added that the trustees talked about one of SOU's values being a caring institution. That comes into play as the university approaches a tuition decision and the trustees have to be mindful of the full life picture of these individuals. He supported President Schott's

idea of looking for other streams of revenue; President Schott said that is being done by one of the Professional Learning Communities.

Turning to the default rates, Mr. Denney compared the rates for SOU and four other Oregon universities. At 6 percent, SOU is a little better than WOU and EOU but not as good as OSU and U of O. Across Oregon, the cohort default rate is 4.4 percent and the national rate is 11.3 percent. Responding to Trustee Nootenboom's inquiry, Mr. Denney said, through intern programs, SOU works with regional employers to help students as they are repaying their loans.

Mr. Denney said SOU helps students with rising costs by improved financial aid support (e.g., encouraging early filing and using financial literacy tools to educate students on the impact of their loans), programs designed to lower the total cost of attendance (e.g., SOU's accelerated baccalaureate degree and Jackson-Josephine County Pledge), student success initiatives, tuition remission and SOU Foundation support. Responding to Trustee AuCoin's inquiry, Janet Fratella said SOU Foundation support has increased by 50 percent over last year, for a total of \$1.5 million.

In summary, Mr. Denney said low tuition is a factor that makes SOU attractive. However, low tuition makes SOU more reliant upon state funding and, when state funding does not come through, it puts more challenges on the institution. Even when state funding is there, the way the SSCM operates relative to SOU's student population is also challenging. As tuition costs increase, SOU needs to continue to support students' financial needs.

Answering Trustee Slattery's inquiry, Mr. Denney said initial modeling indicates SOU would not see a significant change in enrollment even if there were no increase in tuition. An increase in operating costs, no increase in tuition, flat enrollment, a resulting decrease in state funding and an inability to make drastic cuts would necessarily reduce the ending fund balance and would not be sustainable. Responding to further inquiries, Mr. Denney said they do not believe tuition is inelastic and would impact enrollment. A decrease in tuition would not necessarily result in an increase in enrollment. The bottom of the elasticity range is between SOU and RCC; an extremely price sensitive student would choose RCC which is cheaper than SOU. President Schott added that more information would be presented to the trustees and encouraged them not to form an opinion just yet about what a tuition increase or decrease might do.

### **President's Report**

Using a puzzle analogy, President Schott said she is making progress on knowing where the pieces go and fitting things together. She highlighted some of her accomplishments thus far: continued to meet people; has one last one-on-one meeting with a trustee; met with 52 faculty members; met with six different faculty groups; met with 27 elected officials; attended two HECC meetings; made community presentations; and has upcoming presentations to the Medford and Ashland Rotaries and OLLI. In the next couple of weeks, she will attend some conferences. Whenever possible as she travels, she attends Raider Rendezvous events and individual meetings with donors

and potential donors. Trustee Slattery later commented that the number of people the faculty meetings impacted is so much greater than those 52; people have remarked positively on those meetings and appreciate President Schott having them.

President Schott said she and Tom were moving into the president's residence, even though the renovations were not yet complete.

Turning to staffing issues, President Schott mentioned the recent hiring of Julie McFadden and Craig Morris' upcoming retirement. In planning for his replacement, Dr. Susan Walsh will chair the search committee and President Schott would like a local trustee to serve on the committee. Mentioning the high degree of respect Mr. Morris has from legislators and other university presidents and vice presidents of finance and administration, President Schott said his retirement will be a loss to SOU and it is important to conduct a very thorough search.

President Schott mentioned Marjorie Trueblood-Gamble's Title IX presentation and said SOU has begun its mandatory sexual assault and Title IX training for all employees.

President Schott then mentioned the success of SOU's athletics programs and coaches, including women's basketball, women's soccer and men's cross country. SOU is currently in first place for the [Cascade Collegiate Conference] all-sports trophy. Student athletes are also doing well in the classroom. Nine athletic teams were recognized as NAIA scholar teams for the year, the highest total in the department's history. Matt [Sayre], Bobby [Heiken] and their colleagues are working hard at fundraising to support athletics and, with support from Lithia and Sid DeBoer, raised a record of nearly \$440,000 for student-athlete scholarships at the fall fundraising event.

An important part of President Schott's job is working closely with Ms. Fratella. The SOU Foundation fundraising goal is \$3.1 million and they are currently at \$2.4 million. There has been significant support - \$450,000 - from scholarships in the last 90 days, including a \$250,000 gift from the Smullin Foundation. Ms. Fratella later added comments about scholarships, saying the SOU Foundation awards scholarships to about 550 students, with the average award being about \$2500.

Discussing the strategic planning process, President Schott reminded trustees that she presented them an outline last fall, which has been further developed, posted information on the website and conducted a survey to obtain campus feedback. The meeting materials include the planning process and an executive summary of the survey. In general, the feedback was very positive. Some thought the timeline was aggressive, an opinion President Schott thought might be true but maybe not when moving an organization the size of SOU through this complex process. She hoped the trustees would be willing to grant her some leeway to extend the process if needed. Ginny Lang and Jon Lange will facilitate and coordinate all the moving parts. President Schott would like a trustee to serve on the strategic planning committee; Chair Thorndike recommended Trustee Nicholson for that position. Answering Trustee

Steinman's inquiry, President Schott said she has not yet finalized the membership for the strategic planning committee. The University Planning Board is the core group because it is charged with planning for the university but additional expertise and assistance needs to be added to that group. There have been quite a few volunteers to serve on the Professional Learning Communities.

Trustee Hennion moved to support President Schott's efforts around the strategic planning process and to have Trustee Nicholson represent the Board of Trustees on the committee. Trustee AuCoin seconded the motion and it passed unanimously.

### **Committee Reports**

Executive and Audit – Chair Thorndike said everything the committee worked on will be voted on later in the meeting.

Finance and Administration – Delivering the report on Trustee Nicholson's behalf, Trustee Slattery said the committee has reviewed financial dashboards; received an in-depth enrollment and admissions overview; and reviewed the governor's recommended budget and the co-chairs' budget. The committee reviewed the history regarding the proposed sale of Cascade Theatre to the JPR Foundation; after discussion, the committee agreed to refer the item to the full board for approval, with the committee's endorsement. Mark Denney provided a detailed comparison of SOU's tuition with other institutions and identified issues relating to price sensitivity. The committee received the six month "periodic review" showing a projected decline in the fund balance from 13.7 percent to 11.8 percent, which will have real implications for the next biennium and the out years. They used the pro forma to assess implications of state funding levels, tuition assumptions and enrollment numbers and received a demonstration on how the pro forma is being used to educate faculty, staff and students on budgeting issues. They received a review of SOU's pension (PERS) liability; received a report that President Schott and her family would be able to move into the newly-renovated president's residence by the end of January; and reviewed a proposed Endowment Investment Policy and recommended the board adopt the policy. The committee discussed a recommendation that the Public University Fund divest itself of investments in fossil fuels; the committee agreed to send a letter to the OSU board chair expressing support for the divestiture and encouraging the OSU board to reach out to the universities for input on further investment strategies. The committee expressed its real appreciation for the work of Mr. Morris, Mr. Denny and their staffs for the ways in which they are giving the committee a deeper understanding of financial issues while creating a more transparent system of reporting and budgeting.

Academic and Student Affairs – Trustee Sayre said the committee reviewed the revised meeting schedule. They discussed three new curriculum programs: a graduate degree in Outdoor Adventure and Expedition Leadership, an undergraduate degree in Health Care Administration and a Wine Business certificate. She reminded the board that all the proposals are still in the program approval process and commended the committee members on their excellent questions and great feedback. She said all three programs are innovative and very resourceful. The Outdoor Adventure and Expedition Leadership and Wine Business proposals are further along in the approval process.

The Health Care Administration proposal has been delayed due to significant involvement of community partners in creating the program. The committee also looked at the National Survey of Student Engagement, which provides an overview of the perceptions of certain indicators from first-year students and seniors. The survey results can be used as SOU moves forward on various programs.

### **Student Leadership Report**

Tyler Takeshita introduced himself, saying he serves SOU as the student body president, is a senior and is a Raider Ambassador. He discussed ASSOU's five major issue campaigns for the year. The student power initiative, in conjunction with OSA, is designed to ensure student rights and perspectives are well represented in the capital in the upcoming legislative cycle. The solar power purchasing agreement with the university will increase the sustainability of campus and provide a source of income to the students; Trustee Nootenboom is spearheading that program. ASSOU is revamping the food pantry to make it accessible and well-stocked every day of the week. The publicity campaign is looking at things internally to determine how ASSOU can reach out to students more effectively and to better serve them. The year of veteran awareness recognizes that important group on campus and the unique challenges veterans face on campus. Each campaign has an ad hoc committee.

Responding to Trustee AuCoin's inquiry, Mr. Takeshita said the veterans initiative came forward in last year's open forum for issue choosing and was brought up again this year. Trustee Vincent shared comments he has heard about tension over the lack of a private space for the Veterans Resource Center. Mr. Takeshita said it is a concern that has been brought to ASSOU's attention and hopefully the program will enable them to work toward finding veterans their own private space. Responding to Trustee Vincent's further inquiry, Mr. Takeshita said he was not aware of students being unable to separate veterans and their service from foreign policy or of a bias against veterans. He will bring the issue forward to the chair of that committee to explore.

Responding to Chair Thorndike's inquiry, Mr. Takeshita said ASSOU uses Facebook and Instagram to connect with students and tailors the accounts to individual needs.

Trustee AuCoin requested adding veterans as a future agenda item as he thought there was more to do for that group when opportunities arise. Dr. Walsh said representatives met on the space issue. Students control the space in the student union and, now that they are aware of the issue, they can have a more robust conversation on it. President Schott said she and Dr. Walsh have encouraged Veterans Resource Center personnel to meet with Kelly Moutsatson and admissions personnel to advertise available resources.

### **Faculty Senate Report**

Deborah Rosenberg, the Faculty Senate Chair, introduced herself, saying she has been at SOU almost 18 years, teaches primarily costume design, was a past chair of Theater Arts, is co-chair of Creative Arts and one of her hobbies is carving wood with a chainsaw. She said she is thrilled to be on the Faculty Senate at this time in SOU's history. The Faculty Senate has a new energy and sense of hope because of the new

president, the provost and the governance board.

Ms. Rosenberg said the Faculty Senate had a lively discussion on where recordings of meetings should be posted. The nature of that conversation set the tone for future conversations. They talked about curricular development and trusting committees to do their work rather than second-guessing their work after the fact. They want to change from a responsive body to a proactive body. Ms. Rosenberg mentioned the Faculty Senate's four goals: get more involved in creative curriculum development; evaluate and streamline committees; take an active role in strategic planning; and streamline all systems. She said they have a fine crop of senators. Dr. Walsh and President Schott thanked Ms. Rosenberg and said her leadership is outstanding.

### **Adoption of President's Evaluation Policy (Action)**

Chair Thorndike said the proposed Board Statement on Evaluation of the University President and the president's eight goals are before the trustees for action. He said they have worked with President Schott on the presidential evaluation policy, which outlines a pathway to go forward on the presidential reviews. Additionally, the contract with President Schott includes a number of duties she is responsible for fulfilling.

Trustee AuCoin thought the self-assessment portion of the evaluation policy should include areas where the board could improve or provide more support to the president. Responding to Trustee Steinman's inquiry, President Schott said her self-assessment would include whether she was ably assisted in achieving her goals through the work of her team; identify any problems or needs; and recommend any needed reorganization or changes to the team. Jason Catz added that it also provides the opportunity for the president to describe how she has managed matters through her vice presidents and reflect on positives or negatives of her direct reports.

Chair Thorndike said some of the more interesting conversations have been on the quantitative versus qualitative reviews of the goals. Because of the adjustment period in the initial year of employment, it may be unrealistic to have a lot of quantitative aspects, but there are a few that are quantitative by their very nature (e.g., enrollment and retention). President Schott said the previous contract language from OUS conflated individual goals and achievements with institutional ones and Ellen Chaffee commented that it was not really appropriate. The final contract includes items that are the president's responsibility.

Chair Thorndike said he, Vice Chair Sevcik and President Schott worked together to identify the proposed goals. President Schott said the proposed goals are for the next six months; she and the trustees will work together next fall to articulate new goals and assessment measures.

Responding to Trustee Slattery's inquiry, President Schott said she feels very good about where they are and she senses people can feel the emerging spirit on campus. She is working well with the board and is very pleased with her leadership team. She could use help enhancing her knowledge of the political landscape, working effectively



with legislators and building connections with business leaders and employers.

Chair Thorndike corrected the figure in the fifth goal. The annual fundraising goal should be \$3.1 million dollars rather than \$3.3 million.

Chair Thorndike read the following proposed motion: I move that the SOU Board of Trustees adopt the Presidential Evaluation Policy as proposed. I further move that the SOU Board of Trustees approve President Schott's 2016-17 goals as amended. Trustee Sevcik made the motion, seconded by Trustee AuCoin. The motion passed unanimously.

**Proposal to Adopt Revised Board and Committee Meeting Schedules (Action)**

Chair Thorndike said the revised meeting schedule ensures compliance with state regulations and allows the board to work effectively. Discussion ensued on whether the quarterly board meeting should be held in March rather than April, starting in 2018. Sabrina Prud'homme explained that boards currently are required to meet at least once quarterly and pending legislation may change this, so dates in both September and October are being reserved until further notice.

Responding to Trustee AuCoin's inquiry, Mr. Morris said, if the board set its tuition rate and later received state funding at a higher level than anticipated, the board could roll the tuition rate back if desired or could fund additional initiatives.

Chair Thorndike read the following proposed motion: I hereby move that the SOU Board of Trustees adopt the proposed meeting schedule. Trustee Vincent made the motion, seconded by Trustee Nootenboom. The motion passed unanimously.

**Proposed Amendment to "Board Statement on Board Committees" to Add Board Governance to the Express Responsibilities of the Executive and Audit Committee (Action)**

Chair Thorndike said the proposed change to the Board Statement on Board Committees would add board governance to the express responsibilities of the Executive and Audit Committee. The board and the Executive and Audit Committee have had several conversations about adding the function of governance to the responsibilities of that committee rather than forming a separate committee. To formally assign this responsibility to the committee requires a policy change, which the committee has reviewed and recommended for adoption by the full board.

The work group headed by Trustee Shih is currently working on governance issues and will continue to make progress throughout the year.

Chair Thorndike proposed for the board's consideration the adoption of the amendment to the "Board Statement on Board Committees" to add board governance to the express responsibilities of the Executive and Audit Committee. Trustee Sevcik made the motion, seconded by Trustee Steinman. The motion passed unanimously. Trustee Shih clarified that the work group would continue its work on governance issues.

### **Transfer of Property: Sale of Cascade Theatre to JPR Foundation and Related Bond Defeasance (Action)**

Jason Catz provided background information on this item. In 2011, OUS conducted an audit, which raised questions for OUS and SOU about how best to ensure JPR, a department of the university, maintains appropriate internal controls and how best to structure its staff and assets. This caused a strain in the relationship between SOU and JPR Foundation (JPRF). Though it was a well-publicized dispute, it was amicably resolved in 2012 in mediation. One of the issues that was resolved was what to do with the Cascade Theatre, which SOU had purchased in 1999. JPRF was interested in continuing to maintain some theater operations and SOU was interested in getting the theater and its associated debt off its balance sheet. In the settlement agreement, SOU agreed to give and JPRF was happy to receive an option to purchase the Cascade Theatre. Now, 4½ years after the settlement, JPRF would like to exercise that option.

Even though OUS and SOU agreed to sell the property, to fulfill SOU's promise, Mr. Catz said the board needs to formally approve the sale in order to defease the bond and convey the property. The mediation and the resulting agreement have been a great success and the current relationship between SOU and JPRF is extremely positive. Mr. Westhelle echoed Mr. Catz's conclusion that SOU and JPRF are working together better than ever and highlighted some of JPR's recent accomplishments.

Mr. Catz added that, since the purchase of the building, JPR has paid the entire debt service and SOU is not out of pocket even one cent on the purchase or operation of the building. The purchase price is the remaining debt service on the bonds used to buy the theater. Since the original purchase of the theater, JPRF will have paid for the entire building and will pay it off in this transaction. Mr. Catz added the Finance and Administration Committee endorsed and referred the matter to the board for its action.

Chair Thorndike referred the trustees to the proposed resolution in the meeting materials. Trustee AuCoin moved to accept the resolution, seconded by Trustee Santos. The motion passed unanimously, with Trustee Hennion abstaining, citing a potential conflict of interest.

### **Proposed Endowment Investment Policy (Action)**

Trustee Sevcik said she and Trustees Hennion and Slattery were on the working group that reviewed this policy. She said the role of the board is to recommend broad investment goals to the investment advisor (the state), including spending rate information, and to provide input into the asset allocation process. The group met, looked at the investment policy and made some simple revisions. The working group previously presented the policy to the Finance and Administration Committee.

Trustee Sevcik said the state has done a good job with the money and moved that the board approve what the working group has done. Trustee Slattery seconded the motion and it passed unanimously.

## **Legislative Update**

Craig Morris said the seven public universities communicate more often and with higher quality than they did while under the former system. The seven are working together in Salem on a few main objectives: 1) They are advocating for the additional \$100 million for the public university support fund. 2) The presidents submitted a list of capital projects totaling \$284 million, which the HECC prioritized. The governor reprioritized the list, which contains one project for SOU (\$6 million deferred maintenance for Central Hall). The capital request also included \$65 million in capital repair and renewal dollars for deferred maintenance and building improvements. The governor's recommended budget reduced that to \$45 million. The universities will advocate strongly for funding at the full \$65 million. 3) The governor's recommended budget funded an additional \$30 million to the Oregon Promise. The Oregon Opportunity Grant did not receive any additional funding. The universities are going to advocate strongly for additional funding for need-based aid for students. 4) The governor's recommended budget did not include the \$8.1 million in sports lottery funding, which funds \$400,000-\$500,000 of SOU athletics' \$2 million operating budget. The universities will advocate for the restoration of that funding.

Mr. Morris said Liz Shelby asked him to remind the board that Chair Thorndike is the voice of the board and provides the board's official position on issues. If trustees think they will be with legislators, Ms. Shelby also wanted Mr. Morris to ask them to coordinate with President Schott, Ms. McFadden or Ms. Prud'homme so SOU leadership knows what is going on and can provide trustees updated information.

## **Enrollment and Completions Update**

Dr. Susan Walsh addressed the dashboard, saying winter term would end 3.1 percent down from one year ago. However, advance southern credits have not been recorded yet, which will bring the FTE number up a bit.

She said attendance at the two recent preview weekends was great and the recruiters are out in the field. Dr. Walsh and President Schott expressed that SOU has hired the consulting services of Roger Sullivan to look at enrollment comprehensively.

Answering Trustee AuCoin's inquiry, Dr. Walsh said Brent Florendo is SOU's Native American recruiter and has been on board for almost a year. Dr. Walsh also mentioned the new faculty member in Native American studies, Brook Colley, and the search for another faculty position in that program. Given his experience with tribal issues, Trustee AuCoin graciously offered to travel at his own expense to tribal events.

## **HECC Update**

Dr. Susan Walsh discussed the recent HECC meeting that she, President Schott and Mr. Morris attended. She said the universities' evaluations were on the HECC agenda for approval. Mr. Morris added that SOU's evaluation was pretty positive and there were no big criticisms. Dr. Walsh said there were three items worth noting: 1) The universities have gone back and forth with HECC leadership over the last couple of years to figure out the HECC's scope and reach; 2) The HECC is considering doing

evaluations every other year rather than annually; and 3) Mr. Cannon plans to brief the legislature on what the HECC has been doing and ask if that is what the legislature intended when it created the enabling statute.

Dr. Walsh said they also attended the HECC's equity summit, where there were good conversations about diversity and inclusion.

### **Accreditation Update**

At the NWCCU accreditation meeting, Dr. Walsh and President Schott said two of the members asked questions about SOU's strategic planning process, student success initiatives, financial sustainability, the library and the retrenchment plan. President Schott felt good about the meeting. NWCCU members said SOU did a good job and that they were impressed given everything the campus has been through over the last seven years, that the sense from the team's report was that morale on campus was good, people were willing and eager to work to move forward. The report will be out in another couple of weeks and President Schott does not expect any problems.

### **Board Governance Work Group Update**

Trustee Shih said the work group was created out of the board's recognition that there is a need to address board governance, particularly with respect to structure, composition, engagement and assessment.

Regarding the board self-evaluation, Trustee Shih reminded the trustees that the board adopted the resolution on the responsibilities of individual trustees and one of the elements is to conduct a regular assessment on their own performance, which will be done through the self-evaluation. Trustee Shih said Ms. Prud'homme designed the on-line evaluation and, after the results were in, she collated the data and prepared an executive summary. Twelve of the fourteen trustees responded to the survey, which evaluated individual trustees and the board as a collective and addressed upcoming issues. Trustee Shih reviewed the executive summary, which was included in the meeting materials. One of the modifications made to the survey was to include an evaluation of individual trustees in the thirteen areas the board was collectively evaluated on in this survey.

Although many trustees were willing to accept leadership positions, Trustee Shih noted no one indicated a desire to serve as the board chair. As a governing board, the board needs to pay attention to mentoring future leaders and recruiting new trustees with needed skill sets. The survey also included evaluating each of the current leaders and the feedback was provided privately to those individuals.

Trustee Shih said the work group is also assembling a handbook for trustees and an outline of the proposed elements was included in the meeting materials. The work group still has to create some of the items in the handbook. Trustee Steinman added that the handbook is designed in a web-based format.

Trustee Shih said there has been quite a bit of conversation about the terms of most of

the trustees ending at the same time. The board needs to have an understanding of its current composition and a strategy for moving forward to stagger the appointments for a smoother transition. As a first step to doing that, Trustee Shih asked the trustees to complete the matrix so the board would know where strengths and weaknesses lie. Ms. Prud'homme will send the matrix in an upcoming weekly update and will compile the results, which will assist in recruiting new board members.

### **Future Meetings**

Chair Thorndike said the next meeting will be in April. He then solicited names for new trustees and asked trustees to send suggested names to Ms. Prud'homme. Trustee Slattery suggested having a future meeting to discuss cyber security. Mr. Catz added that he and Brad Christ are developing an enterprise risk management protocol.

### **Adjourn**

Chair Thorndike adjourned the meeting at 4:33 p.m.

DRAFT

# PUBLIC COMMENT

- The public comment period is limited to 40 minutes.
- Preference will be given to those who signed up in advance.
- Each commenter is limited to three minutes.
- To ensure different viewpoints are heard and to ensure comments relevant to the day's agenda are heard, the board chair may call individuals out of order of sign-up or may require that a group designate one spokesperson to make comments for that group.

Those who sign up and are not called to speak are invited to share their comments by emailing the board at [trustees@sou.edu](mailto:trustees@sou.edu).

# Lunch and Campus Update

## Academic Resource Management

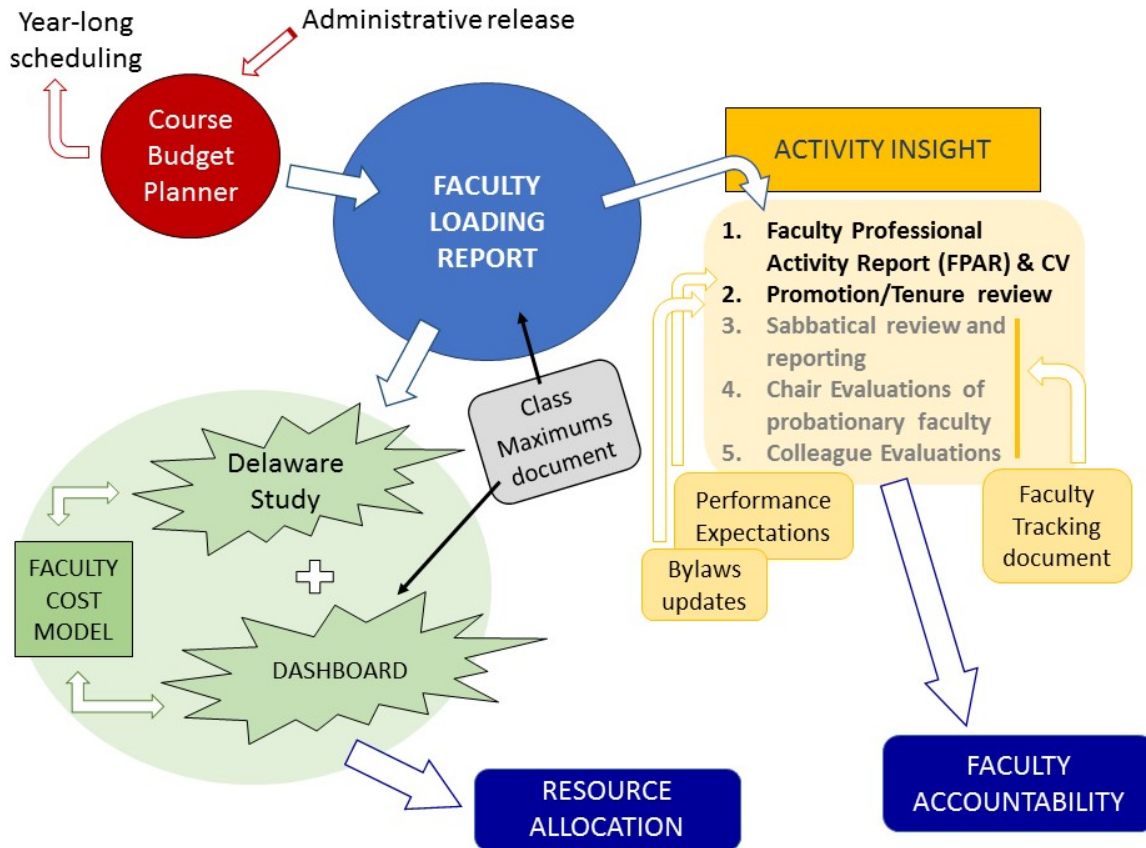
With a new organizational structure in Academic Affairs in place and a retrenchment plan firmly committed to reducing costs, the “new” SOU was positioned to change our practices. Focusing on finding efficiencies and faculty accountability, we have refined and instituted many processes since AY2012-13, including:

- a. **Administrative Release document** – In the past, administrative reassigned time (e.g. chair release) was loosely and inconsistently governed across academic departments. Administrative reassigned time is now determined centrally through the Provost’s Office during the planning process for the upcoming academic year.
- b. **Course Budget Planner** – Although the planner was developed several years ago, it has been refined to give more insight into a program’s plan for the upcoming year. Each program submits a planner, which projects student credit hours (SCH), proposes faculty assignments and creates a budget request. An iterative process of review with the Provost’s Office aligns programmatic needs with fiscal constraints.
- c. **Faculty Loading Report** – This report is probably the single most beneficial management tool that we have recently created. It accounts for faculty time for our ongoing and adjunct year-long faculty. For example, we can calculate how much time is re-assigned to non-SCH generating activities, as well as, identifying the specific activities (e.g., chair release, sabbatical, advising, and leave with pay). This report also aligns the loading for a course with the associated number of students and student credit hours. The report is used to pre-load information into a software program called *Activity Insight* for faculty reporting, as well as, instrumental in the Delaware Cost Study (see below).
- d. **Reporting through Activity Insight** – *Activity Insight* is used for Promotion & Tenure review and Faculty Professional Activity Reports (FPARs). Faculty self-report through the annual FPAR, where they outline accomplishments related to teaching, service and scholarship. Sabbatical reviews and reporting, colleague evaluations and chair evaluations of probationary faculty members will also be migrated to *Activity Insight*.
- e. **Performance Expectations** – We have posted performance expectations for all academic programs outlining acceptable, preferred and exceptional categories for teaching, service and scholarship. These serve as the benchmarks for promotion and tenure.
- f. **Faculty Tracking document** – For each faculty member, this document records information such as contract type, date of last evaluation, anticipated date of upcoming evaluation, date eligible to promote, etc., so that we can better assist programs with alerts about upcoming evaluations needed and missing evaluations.
- g. **SOU’s version of the Delaware Cost Study** – The Delaware Cost Study is a national study of instructional cost and productivity. Shane Hunter in Business Services is creating this analysis for SOU, a data-rich analysis which will be run annually.
- h. **Dashboard** – The Office of Institutional Research (IR) is working with the Provost’s Office to create a display of program-level metrics such as number of majors and degrees conferred, SCH generated, faculty FTE, course fill rates, course completion rates, average class size and student FTE-to-faculty FTE ratio. These metrics are essential for determining allocation of resources across programs, including faculty lines.
- i. **Faculty Cost Model** – This model is a collaborative effort among the Budget Office, IR and the Provost’s Office. Using assumptions about the mix of faculty, percentage of time



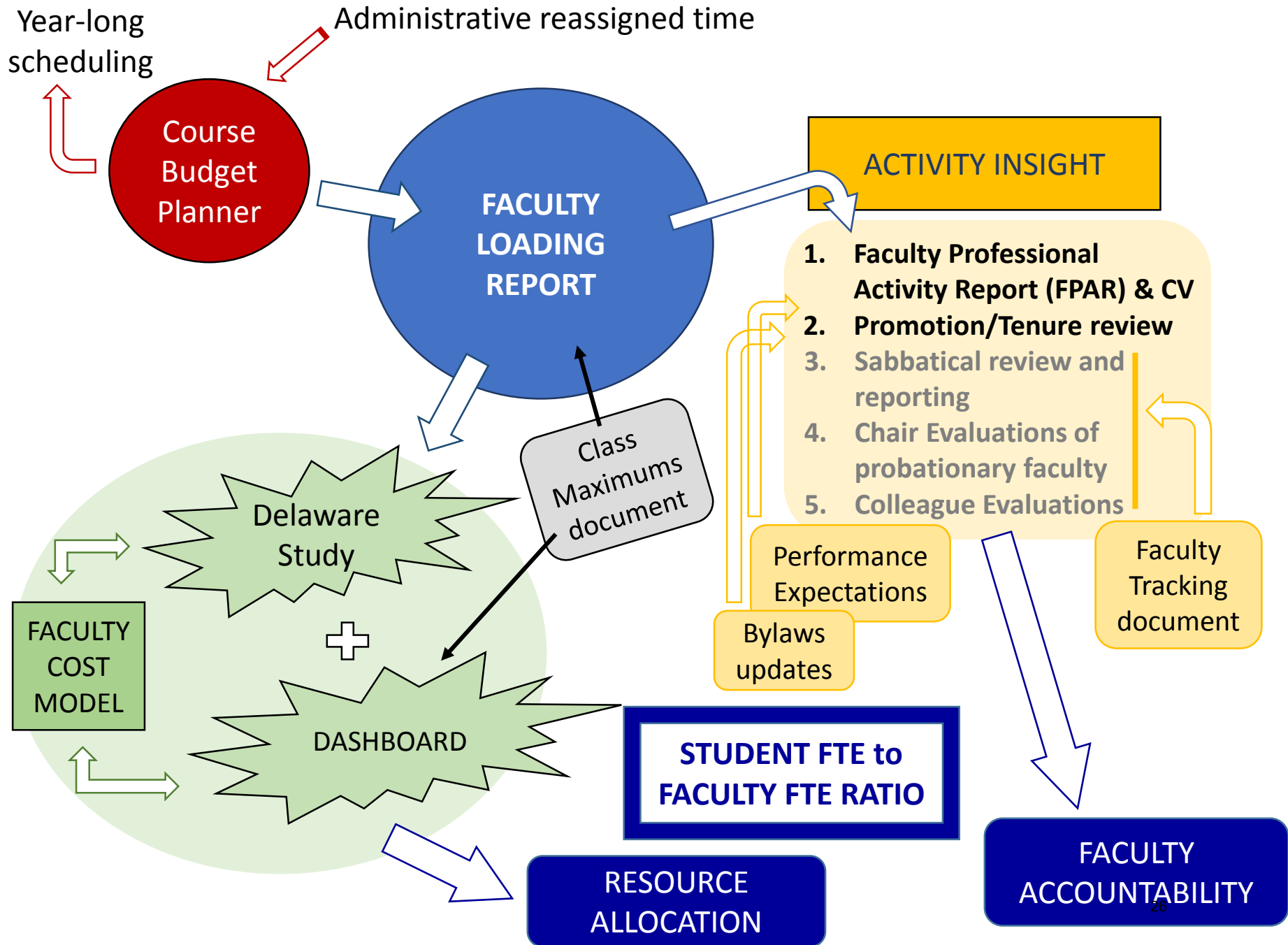
allocated for non-SCH bearing activities, faculty salaries, class size, etc., we are developing a model to predict the budget needed for faculty lines.

All of these processes are interrelated and give us the ability to manage our resources at a level never managed before. The following diagram shows the interrelations:



Because of these and related management tools, we have been able to make significant gains in efficiencies, which have translated into savings for the university. For example, we were able to increase our average class size from 24.8 in Fall '12 to 26.5 in Fall '15, largely through managing the number of low enrolled courses. We have been proactive about scheduling courses students need to ensure viable enrollments and diligent to cancel low enrolled courses. This has resulted in decreasing the number of low enrolled course from 45 in Fall '12 to 32 in Fall '15.

Another management objective has been to decrease reassigned time and place faculty into more SCH-generating activities (i.e., teaching courses). 78% of faculty time was spent associated with teaching courses during AY2015-16, which decreased the faculty expense attributed to non-SCH generating activities by 27% from AY2012-13 to AY2015-16. Lastly, although we have experienced cost-of-living, PERS and health care cost increases over the past 3 years, our direct instructional expenditure has remained flat. Holding expenses flat while increasing total revenue has generated a net return in AY2015-16 of 5% compared to -8% in AY2012-13.






F	G	H	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AY
Academic Year: 2017					Grad	UG			Total	Total	Total	
Subj	Crs #	Loc	Cred	ELU	Enroll	Enroll	Instructor Last, First	TxT rate	GrSCH	UGSCH	TxT	Index for wages
COMM	125	A	4	4	0	30	TxT Routine Need	500	0	120	\$2,000	COM001
COMM	125		4	4	0	30	TxT Routine Need	500	0	120	\$2,000	COM001
COMM	210	A	4	4	0	30	TxT Routine Need	500	0	120	\$2,000	COM001
COMM	323	A	4	4	0	20	Bunny, Bugs		0	80	\$ -	COM001
COMM	375	A	4	4	0	20	Bunny, Bugs		0	80	\$ -	COM001
COMM	125	A	4	4	0	30	TxT Routine Need	500	0	120	\$2,000	COM001
COMM	125	WW'	4	4	0	30	Duck, Daffy		0	120	\$ -	COM001
COMM	195	WW'	2	2	0	30	Bunny, Bugs		0	60	\$ -	COM001
COMM	200	A	4	4	0	30	Martian, Marvin		0	120	\$ -	COM001
COMM	203	A	4	4	0	40	TxT Routine Need	500	0	160	\$2,000	COM001
COMM	203		4	4	0	40	Sam, Yosemite		0	160	\$ -	COM001
COMM	215	A	2	2	0	20	Martian, Marvin		0	40	\$ -	COM001
COMM	215R	A	2	2	0	20	Martian, Marvin		0	40	\$ -	COM001
COMM	210	A	4	4		25	TxT Routine Need	500	0	100	\$2,000	COM001
COMM	300	A	4	4	0	20	Sam, Yosemite		0	80	\$ -	COM001
COMM	312	A	4	4	0	20	Sam, Yosemite		0	80	\$ -	COM001
COMM	322	A	4	4	0	20	Duck, Daffy		0	80	\$ -	COM001
COMM	330	A	4	4	0	30	Bunny, Bugs		0	120	\$ -	COM001

1. SCH projection (revenue)
2. Faculty loading
3. TxT budget request

Values				
ELU Fac	Instructor	TxT rate	ELU	TxT
36	Bunny, Bugs	(blank)	36.00	0.00
	Duck, Daffy	(blank)	36.00	0.00
	Martian, Marvin	(blank)	36.00	0.00
	Sam, Yosemite	(blank)	36.00	0.00
	TxT Routine Need	500	116.00	58,000.00
<b>Grand Total</b>			<b>370.00</b>	<b>59,500.00</b>

	A	B	C	D
	Program	AY17-18 CBA mandated minimum release (ELU)	AY17-18 Chair/Coordinator Release (ELU)	AY17-18 Other Administrative Release (ELU)
1				
2	Program A	17.2	17.0	
3	Program B	32.0	16.0	53
4	Program C	12.8	14.5	
5	Program D	15.2	16.0	
6	Program E	10.5	11.0	
7	Program F	19.4	20.0	
8	Program G	14.8	16.0	
9	Program H	9.4	10.0	
10	Program I	40.0	18.0	50
11	Program J	10.2	10.0	8
12	Program K	3.7		9
13	Program L	13.1	14.0	
14	Program M	19.0	12.0	24
15	Program N	4.4	8.0	
16	Program O	15.7	16.0	
17	Program P	12.1	12.0	
18	Program Q	7.1	7.0	
19	Program R	17.1	17.0	
20	Program S	12.6	16.0	4
21	Program T	5.2	6.0	
22	Program U	10.1	10.0	
23	Program V	22.3	16.0	28
24	Program W	12.2	12.0	
25	Program X	16.2	16.0	7
26	Program Y	15.6	16.0	
27	Total		326.5	183
28		AY17-18 total	AY17-18 total	510
29				

Administrative reassigned time



### Types of Other Administrative Release:

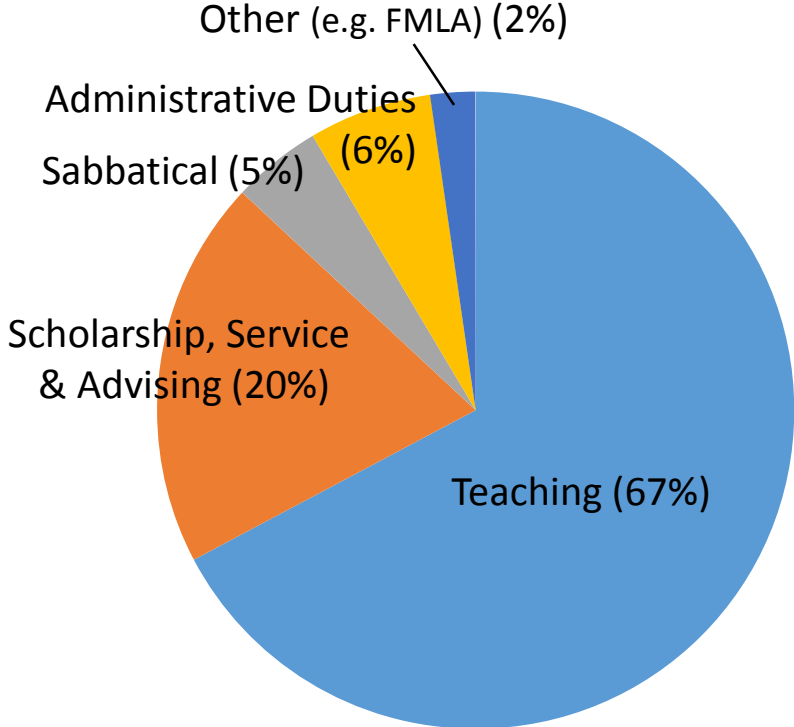
- Supervision of undergraduate and graduate programs
- Student advising



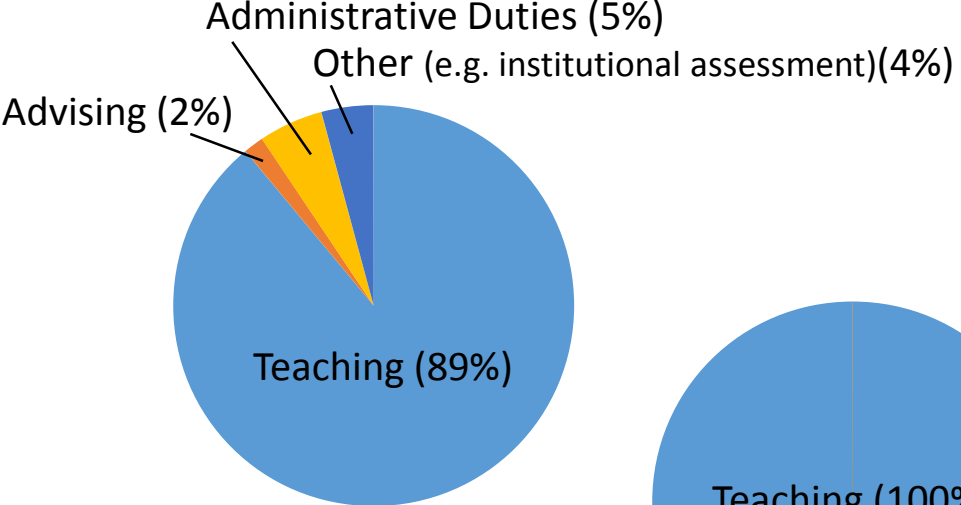
# FACULTY LOADING REPORT

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	DIV	Faculty's home program	Course's program	Last name, First name	FTE	Faculty Type	ELU Basis	ELU	Term code	Activity	Workload (ELU)	Notes (required for Department al	# students	SCH	CRN	Cross list	Index Code
2	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201501	Teaching (with standard loading)	4	HIM/MTE420,	26	104		1P	HIM001
3	NPL	HIM	MTE	Abominable, Hugo	1.00	Professorial	36	36	201501	Teaching (with standard loading)	2	MTE494A	20	40	1981		MTE001
4	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201501	Teaching (with standard loading)	2	HIM414A	24	48	1847		HIM001
5	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201501	Individualized Instruction	0.4	HIM409	2	4	2596		HIM001
6	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201501	Program Chair	4	HIM					HIM001
7	NPL	HIM	MTE	Abominable, Hugo	1.00	Professorial	36	36	201502	Teaching (with standard loading)	2	MTE494B	20	40	4535		MTE001
8	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Teaching (with standard loading)	4	HIM326	23	92	3935		HIM001
9	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Teaching (with standard loading)	4	HIM461	23	92	3941		HIM001
10	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Individualized Instruction	0.2	HIM401	1	2	5195		HIM001
11	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Individualized Instruction	0.2	HIM409	1	2	5141		HIM001
12	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Individualized Instruction	0.4	HIM409	1	4	5073		HIM001
13	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Team teaching	2	HIM414B	22	44	3939		HIM001
14	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Program Chair	2	HIM					HIM001
15	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201502	Individualized Instruction	0.4	HIM409	1	4	5147		HIM001
16	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201503	Teaching (with standard loading)	4	HIM327	22	88	6373		HIM001
17	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201503	Individualized Instruction	0.4	HIM409	1	4	7678		HIM001
18	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201503	Individualized Instruction	0.3	HIM409	1	3	7493		HIM001
19	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201503	Individualized Instruction	0.2	HIM409	1	2	7623		HIM001
20	NPL	HIM	MTE	Abominable, Hugo	1.00	Professorial	36	36	201503	Teaching (with standard loading)	2	MTE494C	20	40	6716		MTE001
21	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201503	Program Chair	2	HIM					HIM001
22	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	201503	Team teaching	2	HIM414C	23	46	6379		HIM001
23	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	2015-16	Total Current Year Loading	38.50	Total Current					
24	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	2015-16	Current Year Over/Under	2.50	Current Year (					
25	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	2014-15	Bank Balance 2014-15	5.85	Bank Balance					
26	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	2015-16	Current Bank Balance	8.35	Current Bank					
27	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36		Estimated Pay Out	6.35	Estimated Pay					
28	NPL	HIM	HIM	Abominable, Hugo	1.00	Professorial	36	36	2015-16	Ending Bank Balance 2015-16	2.00	Ending Bank B					

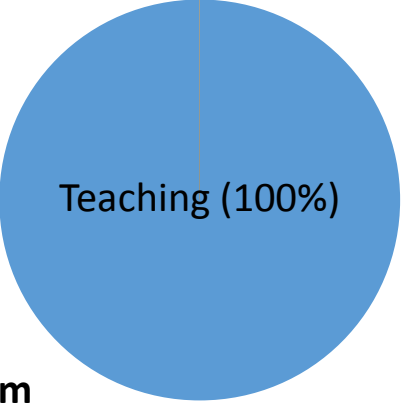
# Faculty Time



**Professorial**  
 ~130 FTE  
 (~135 headcount)  
 60%



**Professional**  
 ~45 FTE  
 (~50 headcount)  
 21%



**Adjunct  
 Term-by-Term  
 Instructors**  
 ~40 FTE  
 (~200 headcount)  
 19%

# ACTIVITY INSIGHT

1. Faculty Professional Activity Report (FPAR) & CV
2. Promotion/Tenure review



## Manage Activities

Rapid Reports  
PasteBoard

Run Reports

Help

\* - Items in these screens are needed for FPAR reporting

### General Information

Personal and Contact Information

Administrative Data - Permanent Data | Yearly Data

Awards and Honors

Consulting

Education

Faculty Development Activities Attended

Licensures and Certifications

Media Appearances and Interviews

Professional Memberships

References

Work History

Workload and ELU Assignments\*

Promotion and Tenure Application

Professional Development Activity Funds (PDAs)\*

Document Repository\*

### Teaching

Instructional Assignments

Non-Credit Instruction

Academic Advising

Directed Student Learning

Curriculum Development

Teaching Expectations: Reflections and Goals\*

### Scholarship and Research

Contracts, Fellowships, Grants and Sponsored Research

Exhibits and Performances

Intellectual Property

Presentations

Publications

Other Research Activity

Scholarship Expectations: Reflections and Goals\*

### Service

Service to the University

Professional Service

Service to the Community

Service Expectations: Reflection and Goals\*



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# Performance Expectations

## Faculty Performance Expectations ECONOMICS

Professional faculty members will be measured against the expectations listed under teaching and service (see section 5.224 and 5.226). Professorial faculty members will be measured against the expectations listed under teaching, scholarship and service (see sections 5.224-5.226).

All faculty members should be making progress toward performing at the preferred level in each of the areas applicable to their appointment. The acceptable level describes the minimum performance expected for continued employment. Note: unacceptable performance is defined as below an acceptable level and may require a plan for correction (see 5.370).

The preferred level describes the average or typical performance level for a faculty member making good progress toward final promotion. The exceptional level would characterize and recognize faculty who demonstrated significant achievements, well beyond the preferred level.

All faculty members must have the educational background required and have completed the required years in rank prior to the effective date of promotion or the required years of service prior to the date of awarding of tenure or a three-year extendable appointment (see section 5.223).

In addition, the faculty member's performance portfolio must be reviewed and demonstrate that there are sufficient contributions in each of the areas appropriate to the faculty member's appointment. Faculty must meet or exceed the acceptable performance level in each area applicable to their appointment. The number of areas required to exceed the acceptable level gradually increases (see table below) until all areas must be at the preferred level for final promotion (Senior Instructor 2 or Full Professor). Note: exceptional performance is not expected, nor required for promotion to any rank, however faculty members may elect to replace preferred performance in two areas with acceptable performance in one area and exceptional performance in the other.

### Minimum Promotion and Tenure Performance Requirements

	Min Acceptable	Min Preferred	Min Exceptional
<b>SR Instructor 1 (3 year extendable appt.)</b>	1	1	
<b>SR Instructor 2</b>		— OR —	
<b>Associate</b>	1	2	1
<b>Tenure</b>	2	— OR —	1
<b>Professor</b>		3	
	1	— OR —	1

In reviewing the characteristics at each level, no faculty member will exactly fit the description in any one column. The evaluation goal is to identify the column that best describes an individual faculty member's performance in this area.

## Scholarship Performance Levels

Acceptable	Preferred	Exceptional
<p><b>Originality</b></p> <ul style="list-style-type: none"> <li>A combination of at least three publications, presentations, reports, and/or grant applications is cited.</li> <li>Each publication, presentation, report, and/or grant application cited includes a significant original contribution from this faculty member.</li> </ul> <p><b>Meaningfulness</b></p> <ul style="list-style-type: none"> <li>Must include at least one publication which:               <ul style="list-style-type: none"> <li>Makes a contribution to the field, and/or</li> <li>Has an important impact on the community, and/or</li> <li>Meaningfully engages students in research.</li> </ul> </li> <li>May include one or more presentations</li> <li>May include external grant application(s), even if not funded</li> </ul> <p><b>Review</b></p> <ul style="list-style-type: none"> <li>Most publications, presentations, reports, and/or grant applications cited passed at least a moderately competitive review process, including at least one formally refereed article.</li> </ul> <p><b>Dissemination</b></p> <ul style="list-style-type: none"> <li>Three publications, presentations, reports, and/or grant applications cited received at least multi-state dissemination.</li> </ul>	<p><b>Originality</b></p> <ul style="list-style-type: none"> <li>A combination of at least four publications, presentations, reports, and/or grant applications is cited.</li> <li>Each publication, presentation, report, and/or grant application cited includes a significant original contribution from this faculty member, with at least two as sole or lead author/editor.</li> </ul> <p><b>Meaningfulness</b></p> <ul style="list-style-type: none"> <li>Must include at least two publications which:               <ul style="list-style-type: none"> <li>Make a contribution to the field, and/or</li> <li>Have an important impact on the community, and/or</li> <li>Meaningfully engage students in research.</li> </ul> </li> <li>May include one or more presentations</li> <li>May include modest external grant award(s)</li> </ul> <p><b>Review</b></p> <ul style="list-style-type: none"> <li>Most publications, presentations, reports, and/or grant applications cited passed at least a moderately competitive review process, including at least one formally refereed article that underwent a highly competitive review process.</li> </ul> <p><b>Dissemination</b></p> <ul style="list-style-type: none"> <li>At least two publications, presentations, reports, and/or grant applications cited were nationally or internationally disseminated.</li> </ul>	<p><b>Originality</b></p> <ul style="list-style-type: none"> <li>The quantity and/or quality of publications, presentations, reports, and/or grant applications cited were well above average with a significant original contribution from this faculty member, as sole or lead author/editor. Examples:               <ul style="list-style-type: none"> <li>A combination of at least five publications, presentations, reports, and/or grant applications, including at least three publications</li> <li>A single pivotal publication in the field, widely recognized for its impact, which results in invitations to conferences, workshops or other follow-up activities</li> </ul> </li> </ul> <p><b>Meaningfulness</b></p> <ul style="list-style-type: none"> <li>Recognized as a scholar/expert in field (either in a multi-state region, nationally or internationally) Examples:               <ul style="list-style-type: none"> <li>Significant national publication</li> <li>Invited speaker at major conference</li> <li>Consultant for significant state or national body</li> <li>Reviewer (journals, grants)</li> <li>Conference panel organizer</li> <li>Journal editorship</li> <li>Sizable external grant award(s)</li> </ul> </li> <li>See examples listed under originality regarding quantity and/or quality of publications, presentations, reports, and/or grant applications cited.</li> </ul> <p><b>Review</b></p> <ul style="list-style-type: none"> <li>Most publications, presentations, reports, and/or grant applications cited passed at least a moderately competitive review process, including at least two formally refereed articles that underwent a highly competitive review process.</li> </ul> <p><b>Dissemination</b></p> <ul style="list-style-type: none"> <li>At least three publications, presentations, reports, and/or grant applications were nationally or internationally disseminated.</li> </ul>



# ACTIVITY INSIGHT

## 3. Sabbatical review and reporting

### Post-Sabbatical Report Form

#### TO WHOM AND WHEN TO SUBMIT REPORT:

The sabbatical report should be submitted to the Division Director. A report is expected in every academic year for which a person has one or more terms of sabbatical. The report must be submitted to the Division Director **within 30 days of the completion of the sabbatical period or by the first Friday of the term following the sabbatical period, whichever is longer.**

#### CONTENTS AND STRUCTURE OF REPORT:

**Describe the outcomes of your sabbatical, whether the outcomes were met, and how these outcomes have been documented, being as specific as possible. Please also indicate how the sabbatical work might be communicated with colleagues, students and the public.**



### POST-SABBATICAL DIRECTOR EVALUATION

The following report shall be completed by the Division Director in consultation with the Program Chair. The report is then submitted to the Provost with a copy to the faculty member.

- 1. Was the sabbatical report complete?  Yes  No
- 2. Were the established outcomes met?  Yes  No
- 3. Was the sabbatical report filed in a timely manner?  Yes  No
- 4. If the objectives of the sabbatical changed, did the activity completed remain at the same value as the proposal?  Yes  No
- 5. Rate level of agreement: The report demonstrates a steady line of inquiry consistent with the faculty member's area of expertise:

*Strong Disagree*.....*Strongly Agree*

1            2            3            4            5            6            7

*Please add a page providing your assessment of the value of the sabbatical to the faculty member and the University.*

## 5. Chair Evaluations of probationary faculty

Paragraph

Styles

1

2

3

4

5

6

### REPORT OF ANNUAL EVALUATION NON TENURED FACULTY

#### Regarding Teaching —

*[Insert evaluation of teaching performance here including areas of strength and areas needing improvement.] Consider a paragraph addressing each of the following:*

1. *Student evaluations and comments*
2. *Classroom observations and degree to which they confirm student evaluations*
3. *Integration of individual's instruction with departmental goals/mission*
4. *Other teaching accomplishments (see departmental expectations)*

Based on this year's annual evaluation, I consider this faculty member's performance toward meeting program-level expectations for teaching as:

- meets expectations  
 does not meet expectations

#### Regarding Service —

#### Regarding Scholarship (not required for professional faculty member) —

#### Progress toward Promotion/Tenure —

Based on my evaluation, in consultation with the program personnel committee, I conclude the faculty member being evaluated **meets/does not meet** program-level expectations for continued employment.

# Faculty Tracking document

A	B	C	D	F	G	H	I	J	N	O	P	Q	D
Division	Program	Faculty	Highest Degree	Adjunct/Ongoing	Track	Tenure/3-year extendable	AY16-17 Rank	AY16-17 YIR	Eligible to apply Tenure/3-yr extend (in 5th year)	Eligible to apply SrInstr1/Assoc (in 5th year)	Eligible to apply SrInstr2/Full (in 6th year)	Chair eval AY16-17	coll
BCE	COMM	Runner, Road	PhD	Ongoing	600 hours	ineligible	Professor	23	N/A	N/A	N/A	N/A	
BCE	INL	Bunny, Bugs	MS	Ongoing	Professional	3-yr extend track	Instructor	4	AY17-18	AY17-18	N/A		
DEHL	ED	Leghorn, Foghorn	JD	Ongoing	Professional	3-yr extendable	Senior Instructor 2	1	N/A	N/A	N/A	N/A	
DEHL	ED	Yosemite, Sam	DBA	Adjunct	Professional	ineligible	Instructor	2	N/A	N/A	N/A	6/30/2016	
DEHL	OAL	Abominable, Hugo	MS	Ongoing	Professional	ineligible	Senior Instructor 2	2	N/A	N/A	N/A	N/A	
OCA	EMDA	Pig, Porky	MIM	Ongoing	Professional	3-yr extend track	Instructor	6	AY16-17	AY16-17	N/A		
SS	PS	Gonzales, Speedy	MBA	Ongoing	Professional	3-yr extendable	Senior Instructor 1	12	N/A	N/A	AY16-17	N/A	
SS	PSY	Duck, Daffy	PhD	Ongoing	Professorial	tenured	Professor	14	N/A	N/A	N/A	N/A	
STEM	BIO	Fudd, Elmer	PhD	Ongoing	Professorial	tenured	Professor	13	N/A	N/A	N/A	N/A	
STEM	CHM	Pew, Pepe Le	PhD	Ongoing	Professorial	tenured	Professor	4	N/A	N/A	N/A	N/A	
STEM	CS	Martian, Marvin	MS	Ongoing	Professorial	tenured	Associate	11	N/A	N/A	AY16-17	N/A	
STEM	PH	Coyote, Wile E.	PhD	Ongoing	Professional	3-yr extend track	Instructor	1	AY20-21	AY20-21	N/A		
Color legend													
At least 1 term of sabbatical												Chair (or colleg	
Post retirement appointment													
New APSOU member													



Southern Oregon University  
Jan. 2017

### Southern Oregon University



Year: 2015-16	Resident Degrees	Non-Resident Degrees	Second Majors
BA/BS	489	277	19
MA/MS	126	96	
Minor	181	105	
Certificates	75	30	

Classification	Faculty			Student Credit Hours									Organized Class Sections						
	FTE Faculty			(*) Sub 100L	(D) Lower Div. OC	(E) Upper Div. OC	(F) Undergrad Indiv.	(G) Total Undergrad SCH	(H) Grad OC	(I) Grad Instr.	(J) Total Grad SCH	(K) Total Student Credit	(L) Lab/Rsch/Int Sections	Other Section Types			(P) Total		
	(A) Total	(B) Sep. Budg.	(C) Instructional											(*) <100	(M) Lower Div.	(N) Upper Div.		(O) Graduate	
Faculty:																			
- Tenure/Tenure Track	79.91		79.91	-	30,829	37,319	7,356	75,504	5,174	490	5,664	81,168				271	464	135	1,452
- Professional Fac.	18.90		18.90	380	12,288	4,451	929	18,048	525	49	574	18,622				141	58	13	297
- Adjunct (Yearly)	26.62	NA	26.62	-	17,040	9,044	1,417	27,501	2,055	239	2,294	29,795				157	96	50	396
- Adjunct (TxT) / Other	60.01	NA	60.01	320	23,162	19,077	4,377	46,936	6,188	473	6,661	53,617	38	4		399	256	199	1,218
Teaching Assistants:																			
- Credit Bearing Courses		NA	0.00																
- Non-Credit Bearing Activity	56.87	NA	0.00					NA			NA	NA							
<b>Total</b>	<b>242.31</b>	<b>0</b>	<b>185.44</b>	<b>700</b>	<b>83,319</b>	<b>69,891</b>	<b>14,079</b>	<b>167,989</b>	<b>13,251</b>	<b>1,251</b>	<b>15,194</b>	<b>183,182</b>	<b>1,118</b>	<b>8</b>	<b>967</b>	<b>874</b>	<b>396</b>	<b>3,362</b>	

SCH

81,168	T/TT
18,622	Professional
83,392	Adjunct
183,182	Total

Instructional Productivity and Cost Ratios

242.31	Total FTE faculty
185.44	Total instructional faculty
43%	Tenured/tenure eligible faculty as % of total instructional faculty
4,155	FTE student credit hours per SCH
\$ 86	Direct instructional expenditure per SCH
\$ 123	Departmental expenditure per SCH

SOU Average Overhead Assessment Rate per SCH

\$ 98.01
----------

Direct Expenses

Instruction	Salaries & Benefits
T/TT	\$ 9,164,230
Prfsl	\$ 1,569,772
Adj (Yr)	\$ 2,083,787
Adj (TxT)/Other	\$ 2,996,308
	Non-SCH Expense
	\$ 4,997,012
	S&S Expense
	\$ 1,773,256
	Total
	\$ 22,584,365

\$ 3,806	Direct instructional expenditure per FTE student credit hour
92%	Personnel cost as a % of total direct expenses
\$ 27,411	Non-personnel expenditure per FTE credit hour for Professional and Adjunct (Yearly) faculty
219.3	Undergrad SCH per bachelor's degree
31.2%	FTE in non-credit bearing activities per total FTE for TTT, Professional, and Adjunct (Yearly) faculty
906	Undergrad credit hours per FTE non-credit bearing budgeted
\$ 121,787	Total departmental expenditure per instructional faculty FTE
\$ 22,859	Total direct instructional cost per degree
\$ 41,030	Total cost per degree

Cost per SCH

T/TT	\$ 169	100%
Prfsl	\$ 97	100%
Adjunct	\$ 64	100%

Avg SCH per Organized Class Section

Course Level	Lower Division	Upper Division	Grad	Indiv. Instruct.
-T/TT	114	81	38	13
- Professional Faculty	87	77	40	12
- Adjunct (Yearly)	109	94	42	18
- Adjunct (TxT)	58	75	31	13

Faculty Productivity

SCH / FAC FTE	STD FTE / FAC FTE
1015.8	23.0
985.4	22.1
1119.1	25.3
893.1	20.5

Enrollment by Class Section (excluding Lab/Rsch/Int Sections)

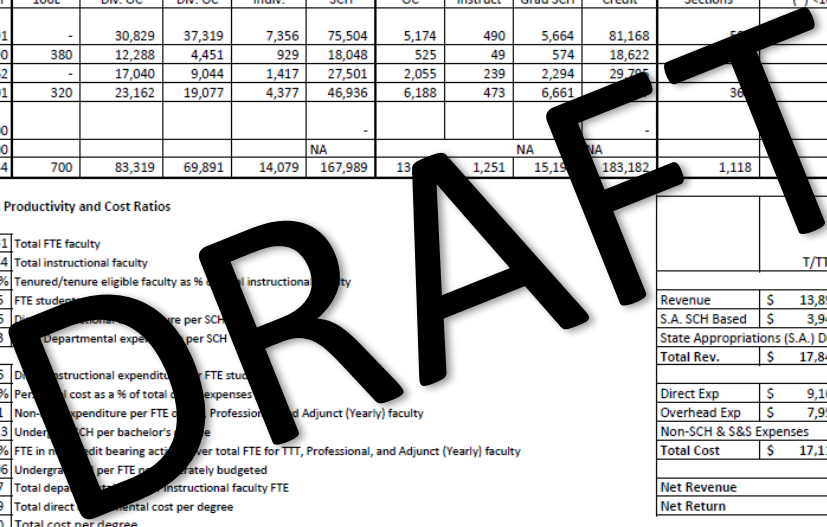
Enrollment	1-10	11-20	21-30	30+
- T/TT	142	287	272	168
- Professional	16	70	89	42
- Adjunct (Yr)	24	97	112	69
- Adjunct (TxT)	225	296	246	91
- Total	407	750	718	370

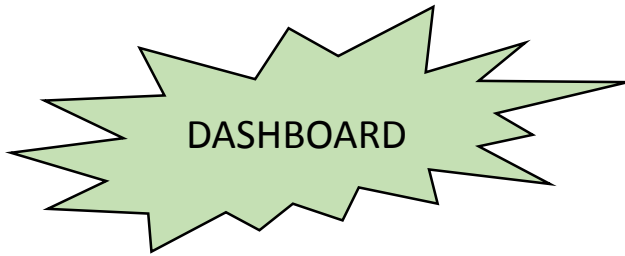
Overall Student/Faculty Ratio 17.1

Degrees per Faculty FTE

Bach/TTT	9.6	Grad/TTT	2.8
Bach/Total	4.1		

Average Class Size 25.0





## **DASHBOARD**

- **# majors**
- **# degrees conferred**
- **SCH**
- **Faculty FTE**
- **Course fill rate**
- **Course completion rate**
- **Average class size**
- **Student FTE/Faculty FTE ratio**

**FACULTY  
COST  
MODEL**

	C	D	E	F	G	H	I
3		Current		Notional			
4	FY16-17 Total projected SCH:	193,855.00		193,855.00			< Source: FY15-16 M
5	Back out Adv. Southern Crd: Faculty don't teach	58,157.00		58,157.00			< currently a guess, ne
6	Net, On-campus faculty taught SCH:	135,698.00		135,698.00			
7							
8	Target Student SCH to Faculty ELU:	18.74		20.00			< this ratio is based or
9							
10	Raw Faculty Instructional ELU needed:	7,241.00		6,785.00			
11	Add in Non-Instructional ELU:	1,193.00	0.13	931.00	0.10		< This is set at 13% plu
12	Total Faculty ELU to purchase	8,434.00		7,716.00			
13							
14	Professorial to Professional ratio of ELUs offered:		84%	84%			< these ratios are base
15	Professional to Professorial ratio of ELUs offered:		16%	16%			
16							
17	Professorial ELU	7,071.00		6,469.00			
18	Professional ELU	363.00		1,247.00			
19		8,434.00		7,716.00			
20							
21	Ongoing to Term by Term ratio of ELUs offered:		84%	75%	0.76		< these ratios are base
22	Term by Term to Ongoing ratio of ELUs offered:		15%	25%			
23							
24	Ongoing ELU	7,263.74		6,019.75			
25	Term by Term ELU	1,110.24		1,696.25			
26		8,373.98		7,716.00			

DRAFT

# President's Report

# Committee Reports

- **Executive and Audit**
- **Finance and Administration**
- **Academic and Student Affairs**



# Student Leadership Report

# Faculty Senate Report

# **AY 2017-18 Tuition and Fees Process and Recommendation (Action)**

## MEMORANDUM

DATE: April 14, 2017

TO: Board of Trustees of Southern Oregon University

FROM: Dr. Linda Schott, President

RE: Recommendation of Tuition and Fees for Academic Year 2017-18

By way of this memorandum, I submit to the Board of Trustees of Southern Oregon University my formal recommendation for tuition and fees for the 2017-18 academic year, attached as "Exhibit A." I have thoroughly considered the SOU Tuition Advisory Council's (TAC) proposal and the campus-wide feedback. I endorse the TAC's proposed tuition rate schedule for the 2017-18 academic year and further provide a specific proposal for reducing the tuition rate in the event of increased funding to the Public University Support Fund above the Governor's Recommended Budget (GRB).

For your consideration, included in my recommendation is an increase in tuition of \$18.17 per student credit hour, or \$817.65 per year, for resident undergraduate students. I am also recommending an increase for nonresident undergraduate students of \$28.11 per student credit hour, or \$1,264.95 annually. For academic year 2017-18, this equates to a 12.0 percent increase for resident undergraduate students and a 6.0 percent increase for nonresident students. Students receiving the Western Undergraduate Exchange tuition rate will continue to pay an amount equal to 150 percent of the resident undergraduate rate. For graduate students, I am recommending that current tuition rates increase by 6.0 percent.

I acknowledge that this is a significant increase, and I recommend it to you with a somber heart and only after thorough consideration of other options. Both the TAC and the greater campus community worked extensively through several tuition rate scenarios, ranging from below 5 percent to as high as 14 percent, and concluded that this is the only option that addresses all of the critical challenges currently facing Southern Oregon University. The board itself, through the Finance and Administration Committee, also has spent considerable time reviewing each tuition scenario and the projected impact, both to our students and to this institution.

This recommendation is necessitated primarily because the state has continued disinvestment in higher education. The burden of paying for college has shifted from the state to our students and their families. Despite some recent positive movement toward changing this trend, it continues in the current GRB. The GRB may appear to offer flat funding over the biennium, but it does not provide any increase to address the significantly higher costs for medical and retirement benefits that SOU is facing and that are beyond the university's control.

You will note that I am not recommending significant spending cuts to offset the proposed tuition increase. As I have come to know the SOU campus during my first nine months as president, I have gained a deep appreciation for both the breadth and depth of prior spending reductions and the current efficiency of operations. SOU has already reduced spending on Education and General Operations (E&G) by approximately \$6.5 million or 10.5 percent in permanent reductions. SOU has saved an additional \$7.5 million on one-time reductions for a total of \$14 million or 22 percent of budget. As a result, SOU has achieved the lowest E&G expenditures per student FTE compared to the other Oregon public

universities. SOU is now a model of efficiency, and to make additional reductions would mean depriving our students of services critical to their success and disadvantaging them in comparison to their peers.

Through their actions, SOU students demonstrate their understanding of this situation as well. Rather than cut the critical student support programs they consider vital to the pursuit of their academic goals and student life on campus, the students chose to increase their student incidental fee by 7 percent.

I am, of course, worried about the impact of this tuition increase on our most economically vulnerable students and their families, many of whom have been historically underrepresented in higher education. Because of that concern, SOU will increase the amount of institutional aid allocated to students. We will administer this aid in ways that support our most vulnerable students, incentivize the persistence and the completion of degrees, and reduce time to completion. SOU also will maintain the excellent support programs that we have developed to help our students overcome academic, social, and psychological barriers on the road to graduation.

Finally, it is likely that we will not know the exact level of funding SOU will receive from the state until June or July. For that reason, the TAC has recommended, and I include in my proposal to you, reductions in the recommended tuition rate should the funding SOU receives from the state increase significantly.

My staff and I appreciate the care and concern that you, as our Board of Trustees, have shown for the well-being and success of our students and our University. As leaders in our region and statewide, you understand how SOU serves our state and region, helps to meet the workforce needs of area employers, and stimulates the economy. You all value how SOU models sustainability and cultural diversity in ways that have been nationally recognized. Those of you who are alumni have fond memories of your time as students and a deep understanding of how your education and this institution helped launch your successful careers.

We, the administration, faculty and staff at SOU, want to continue what we are doing well while fully embracing new opportunities for innovation. We have embarked upon an ambitious planning process, and momentum and excitement about the future of SOU is building on campus. We have taken great care to follow your guidance and position our finances to sustain the university; prioritize a comprehensive and excellent educational experience for students; protect those who are most economically vulnerable; and to set SOU on firm footing from which to explore the future.

Thank you for your thoughtful consideration of this proposal and for your service to SOU.



Linda Schott  
President, Southern Oregon University

**Exhibit A**

**Figure 1: Academic Year 2017-18 Tuition and Mandatory Fees Schedule**

Tuition Category	Prior Year Rate	Proposed Rate	\$ Increase/SCH	% increase	Total Annual \$ Increase*
Resident Undergraduate	\$151.41	\$169.58	\$18.17	12%	\$817.65
Western Undergraduate Exch	\$227.12	\$254.37	\$27.25	12%	\$1,226.25
Nonresident Undergraduate	\$476.89	\$505.00	\$28.11	6%	\$1,264.95
Resident Graduate	\$397.00	\$421.00	\$24.00	6%	\$864.00
Nonresident Graduate	\$497.00	\$527.00	\$30.00	6%	\$1,080.00
Masters of Education	\$341.00	\$361.00	\$20.00	6%	\$720.00
<b>Fees</b>					
Student Incidental Fee	\$320.00	\$343.00	\$23.00	7.2%	\$69.00
Student Recreation Center Fee	\$75.00	\$95.00	\$20.00	26.7%	\$60.00
Student Health Fee	\$130.00	\$137.00	\$7.00	5.4%	\$21.00

**Figure 2: Resident Undergraduate Tuition Rate Amendments if PUSF Increases from GRB**

PUSF	Res UG Tuit Inc.	Res UG Tuit Rate	Annual \$	% Rate Inc.
GRB - \$690 M	\$ 18.17	\$ 169.58	\$ 817.61	12.0%
\$691 - \$710 M	\$ 16.66	\$ 168.07	\$ 749.48	11.0%
\$711 - \$730 M	\$ 15.14	\$ 166.55	\$ 681.35	10.0%
\$731 - \$750 M	\$ 13.63	\$ 165.04	\$ 613.21	9.0%
\$751 - \$760 M	\$ 12.87	\$ 164.28	\$ 579.15	8.5%
\$761 M and up	\$ 12.11	\$ 163.52	\$ 544.95	8.0%

SOUTHERN OREGON UNIVERSITY  
 TUITION ADVISORY COUNCIL TUITION RECOMMENDATION  
 For Academic Year 2018 – Fall Term, 2017 through Summer Term, 2018

Date: Tuesday, April 4, 2017  
 To: President Linda Schott  
 From: Provost Susan Walsh, Chair - Tuition Advisory Council

After careful deliberation and consideration of the following principle criteria of affordability, market place, impact upon students, and financial stability for Southern Oregon University, the members of the Tuition Advisory Council propose the following tuition rates for Academic Year 2017-18.

DESCRIPTION OF PROPOSAL  
 Proposed Tuition Rates for Academic Year 2017-18

Tuition Category	Prior Year rate	Proposed Rate	\$ Increase/Student Credit Hour	% increase	Total Annual \$ Increase*
Resident Undergraduate	\$151.41	\$169.58	\$18.17	12%	\$817.65
Western Undergraduate Exchange	\$227.12	\$254.37	\$27.25	12%	\$1,226.25
Nonresident Undergraduate	\$476.89	\$505.00	\$28.11	6%	\$1,264.95
Resident Graduate	\$397.00	\$421.00	\$24.00	6%	\$864.00
Nonresident Graduate	\$497.00	\$527.00	\$30.00	6%	\$1,080.00
Masters of Education	\$341.00	\$361.00	\$20.00	6%	\$720.00

\* For undergraduate students, total annual \$ increase assumes 15 student credit hours per term or 45 per year


\* For graduate students, total annual \$ increase assumes 12 student credit hours per term or 36 per year

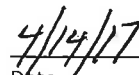
Additionally, as it is yet unknown what the total 2017-19 Biennium funding to the Public University Support Fund (PUSF) will be from the Oregon Legislature, should funding rise above the current Governor's Recommended Budget (GRB) funding level of \$667 Million, the TAC recommends consideration of a reduction to the tuition rate increase for all categories to the extent that increased funding from the state, allocated to SOU, would offset the need for tuition revenue.

Tuition Advisory Council 2017 Membership		
Name	Representation	Signature
Dr. Susan Walsh, Provost	SOU, Academic and Student affairs, Council chair	
Dr. Matt Stillman	Enrollment Services	
Roxane Beigel-Coryell	Administration and Finance	
Dr. Katie Pittman	Associated Professors of Southern Oregon University	
Vacant	SOU Faculty Senate	
Daryl Mapleshorpe	Associated Students, Southern Oregon University	
Ricardo Lujan	Associated Students, Southern Oregon University	
John Pascale	Students at large	
Kieryn Eagy	Students at large	
Mark Denney	Budget – ex-officio, non-voting	

Acceptance of the recommended tuition rates for Academic Year 2017-18

Approve     Disapprove

  
 President, Southern Oregon University  
 Linda Schott

  
 Date

SOUTHERN OREGON UNIVERSITY  
 ASSOU INCIDENTAL AND RECREATION CENTER FEE RECOMMENDATION  
 For FY18 – July 1, 2017 through June 30, 2018

Date: Tuesday, April 4, 2017  
 To: President Linda Schott  
 From: Associated Students of Southern Oregon University

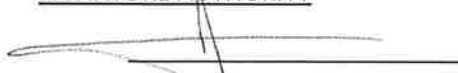
DESCRIPTION OF REQUEST  
 Student Incidental Fee FY18 Budget Proposal  
 Student Recreation Center Fee FY18 Budget Proposal

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)	1,385,658
Initial Budget Level (IBL)	Educational Activities Advisory Committee (EAAC)	736,307
Initial Budget Level (IBL)	Stevens Union Advisory Committee (SUAC)	1,726,179
	Subtotal:	<b>3,848,144</b>
Incidental Fee Reserve	IFCRES	40,000
Building/Equipment Reserve	SUBERS/SUIOBR	15,000
Green Tag Fee	SUGNTF/SUGBEF	161,577
Schneider Children's Center	SUCARE	161,577
Athletics Post Season Travel Reserve	ATHRES	-
	Total Initial Budget Level	<b>4,226,298</b>
	Projected Average Student FTE	4,073
	Incidental Fee per Term – Academic Year 2017-18	\$343
	Incidental Fee per term – Academic Year Prior Year	\$320
	\$ Change from Prior Year	\$23
	% Change from Prior Year	7.0%
	Projected Student FTE Summer Term	913
	Incidental Fee – Summer Term 2016	\$88
	Incidental Fee – Summer Term Prior Year	\$82
	\$ Change from Prior Year	\$6
	% Change from Prior Year	7.3%
	Projected Average Student FTE	4,073
	Recreation Center Fee per term – Fall 2017	\$75
	Recreation Center Fee per term – Winter 2018 – Summer 2018	\$95
	Recreation Center Fee – Academic Year Prior Year	\$75
	\$ Change from Prior Year	\$20
	% Change from Prior Year	26.7%

SIGNATURE AUTHORITY

Approve    [ ] Disapprove



President, Associated Students of  
 Southern Oregon University  
 Tyler Takeshita

4/13/17

Date

Approve    [ ] Disapprove



President, Southern Oregon University  
 Linda Schott

4/14/17

Date



## **Room and Board Rates 2017-18**

*(Rates subject to approval by Southern Oregon University Board)*

### **Southern Oregon University 2017-18**

### **Food Plans (overall rate increase 2.9%)**

<b><u>Plan (Description)</u></b>	<b>Cost per Term</b>	<b>Cost Per Year</b>	<b>Average CPM (Cost Per Meal)</b>	<b>Rate Increase</b>
*Red Plan - Unlimited Meals Weekly / \$100 Raider Cash/ 10 guest	\$1880	\$5640	\$7.39	3.0%
*Black Plan - 17 Meals Weekly / \$150 Raider Cash/ 20 guest	\$1880	\$5640	\$8.36	3.0%
(S) Plan - 14 Meals Weekly / \$150 Raider Cash/ 10 guest	\$1560	\$4680	\$8.60	3.0%
(O) Plan - 12 Meals Weekly / \$250 Raider Cash/ 10 guest	\$1560	\$4680	\$9.23	3.0%
(U) Plan - 10 Meals Weekly / \$350 Raider Cash/ 15 guest	\$1560	\$4680	\$9.68	3.0%
Madrone Plan – All Raider Cash	\$800	\$2400	NA	0.0%
Madrone Hawk Plan – 5 Meals Weekly / \$400 Raider Cash/ 5 guest	\$825	\$2475	\$7.08	3.1%

\*= Only 2 options freshmen (First Year Students) have to pick from

### **Southern Oregon University 2017-18**

### **Room Rates (overall rate increase 2.8%)**

<b><u>Area (Building &amp; Room Type)</u></b>	<b>Cost per Term</b>	<b>Cost Per Year</b>	<b>Per Month Average Cost</b>	<b>Rate Increase</b>
<b>Raider Village – Shasta Hall</b>				
Double Room	\$2708	\$8124	\$903	2.0%
Single Room	\$3266	\$9798	\$1089	5.0%
<b>Raider Village – McLoughlin Hall</b>				
Double Room	\$2851	\$8553	\$950	2.0%
Single Room	\$3507	\$10521	\$1169	5.0%
Super Single Room	\$3821	\$11463	\$1274	6.0%
<b>Madrone Hall</b>				
Single Room	\$3699	\$11097	\$1233	2.9%
<b>Greensprings Hall (Applegate &amp; Bear Creek)</b>				
Double Room	\$2397	\$7191	\$799	1.8%
Double as Single Room	\$3341	\$10023	\$1114	2.0%

#### **Of Note:**

- Required 3% increase overall in Raider Village rooms (as agreed upon with public/private partnership)
- Larger rate increases with single rooms (still in high demand and large waiting list)
- Food increase matches food and labor yearly increase, also always for returning residents to have meal plan at last year's rate. Only new students will see the rate increase on meal plans.

#### **Summary:**

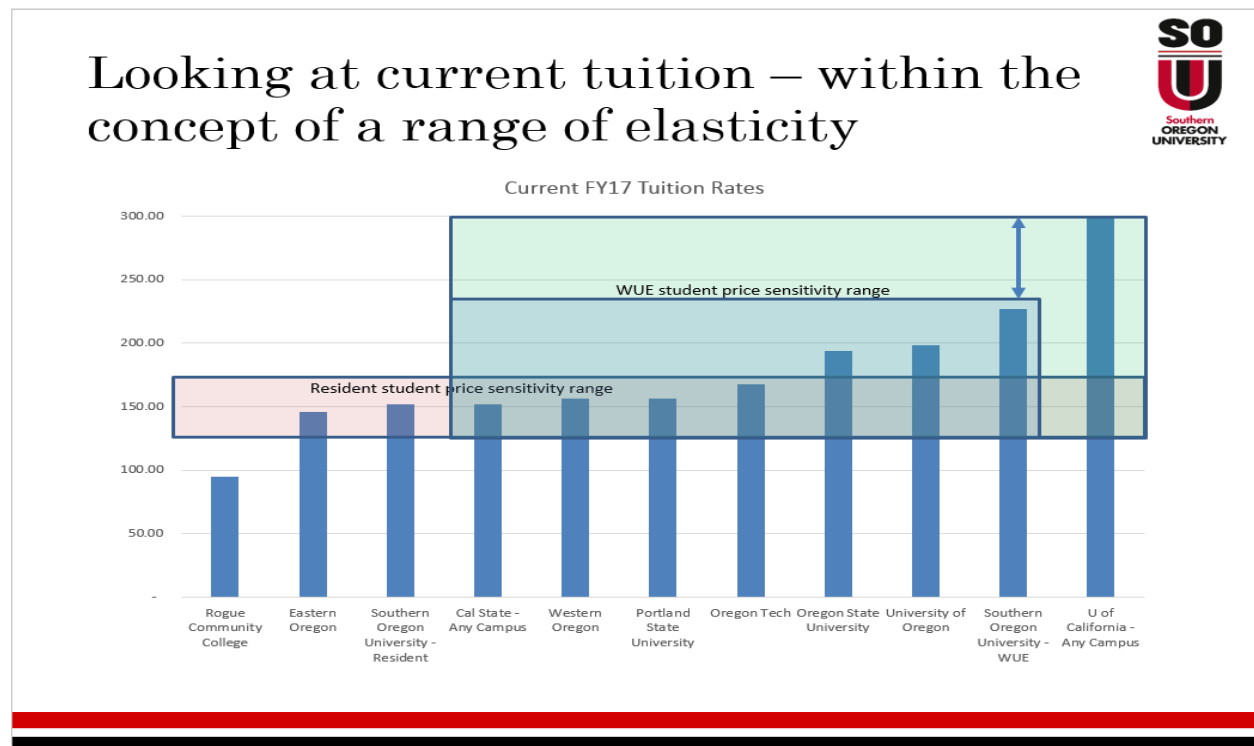
- Room will cost between \$7191 and \$11,097 per year
- Food will cost between \$5640 and \$4680 per year (excluding Madrone which will between \$2400 and \$2475)

Typical Room and Board Total for First Year Student will be \$12,831 per year (\$1426 per month)

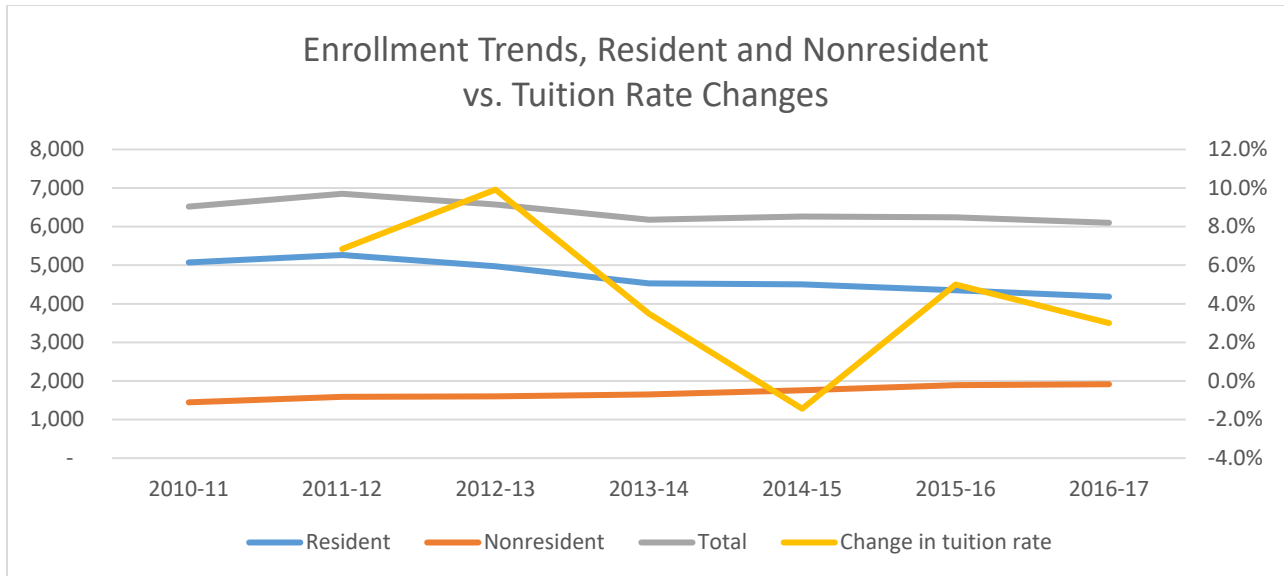
**HISTORY**

Southern Oregon University—a comprehensive regional university—provides high-quality education grounded in the liberal arts, focuses on skills that serve our region’s economic future, and prepares students for innovation and leadership. To achieve these goals, SOU cannot focus exclusively on those most academically qualified or financially capable; the university must remain accessible to and affordable for those we serve. SOU is committed to offering high-quality programs and services to all students.

During their January meeting, members of the Finance and Administration Committee discussed how market placement affects a university’s affordability and accessibility. SOU stands as one of the most affordable options among Oregon’s public universities for both Oregon residents and those of neighboring states. Demand is elastic in nature and while it is important to remain within that band of affordability, there are potential pitfalls in being the least expensive. National and regional data support the notion that students and their families deeply appreciate the affordability of an institution, but care even more about quality and the “fit” of a university with their academic goals.



A February discussion focused on the need to project enrollment based on a market-based model – one that takes into account SOU’s relative population, regional economic influences, recent enrollment trends and the potential impact of tuition rate increases. SOU’s history of tuition rates and enrollment are not linear, as demonstrated through market analyses, elasticity models, demographic trends, tuition policies – nationally and in neighboring states – and the impact of the university’s own tuition assistance practices. As this graph demonstrates, enrollment trends were relatively similar in 2012-13 (9.92 percent tuition increase) and 2014-15 (-1.44 percent tuition decrease). This indicates that as long as tuition stays within a certain range, the exact tuition rate is not the primary decision factor for students; being within an affordability range, other economic factors and the “fit” of a university are significant factors.



A comprehensive communication plan in March was designed to engage students and the broader campus, promote understanding of what drives tuition rates and receive feedback from various campus constituencies. A series of web videos outlined the pressures on SOU’s tuition rate, and 10 publicized and well-attended open campus forums were held.

SOU’s goal of affordability for all students must be considered within the context of the cost drivers that affect the university’s financial picture. To accomplish this, SOU built an interactive pro forma model that enables the projection of multiple factors to forecast their impact for the current budget year and the next two biennia. The Finance and Administration Committee has reviewed the model each month during the budget development process, presenting various budget scenarios and previewing their impacts on the pro forma. This interactive modeling also helped inform the Tuition Advisory Council’s deliberations.

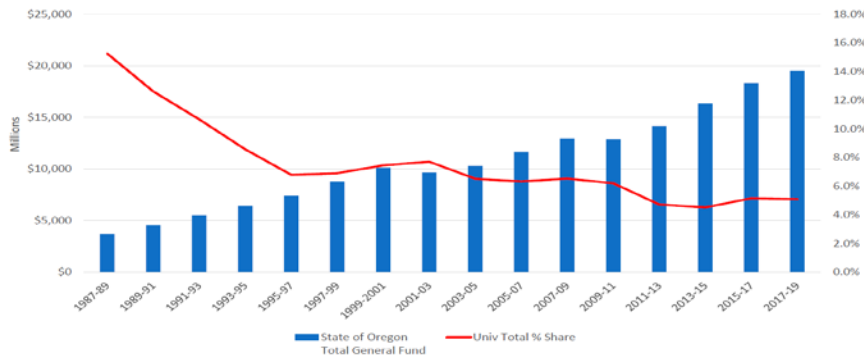
**RETRENCHMENT (past spending cuts)**

The retrenchment metrics already put in place to achieve instructional and administrative efficiencies were built into the pro forma model and budget (see attached Retrenchment Metric Report). Metrics including low-enrolled courses, faculty-to-student ratios, other assigned time and several financial values are incorporated in the pro forma model. It is critical to remember that SOU has undergone the cost-cutting process of retrenchment twice in the past 10 years, each time permanently reducing ongoing costs through faculty and staff layoffs, administrative restructuring and numerous cuts to university operations. The significant cost-cutting measures of retrenchment have enabled SOU to grow its fund balance to the required retrenchment target. Efficiency measures and a culture of austerity have been implemented as part of SOU’s continuous operational review process. Additional significant reductions will have a negative impact on the quality of education and student services.

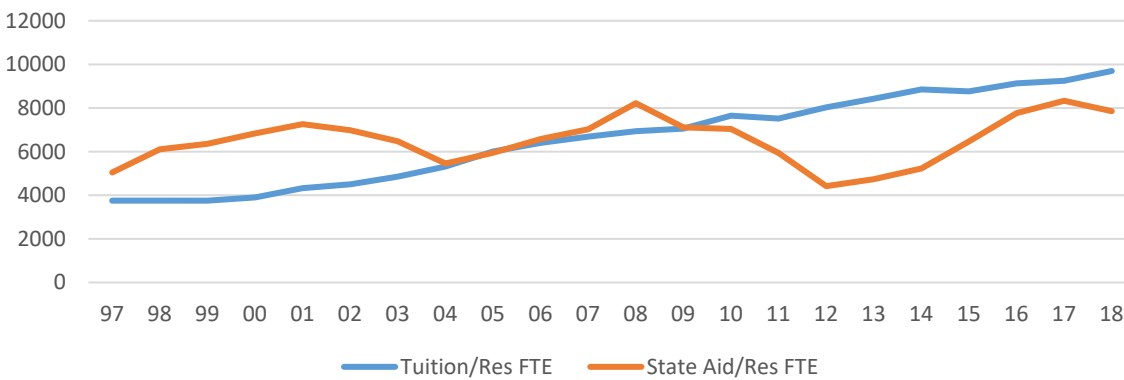
**DRIVERS**

Beginning in the 1980’s, the state began disinvesting in higher education. Changes in property taxes, prison sentencing, and increased PERS and PEBB costs created new budgetary pressures for the state with no offsetting revenue.

## Public University Funding<sup>1</sup> as % of State Budget

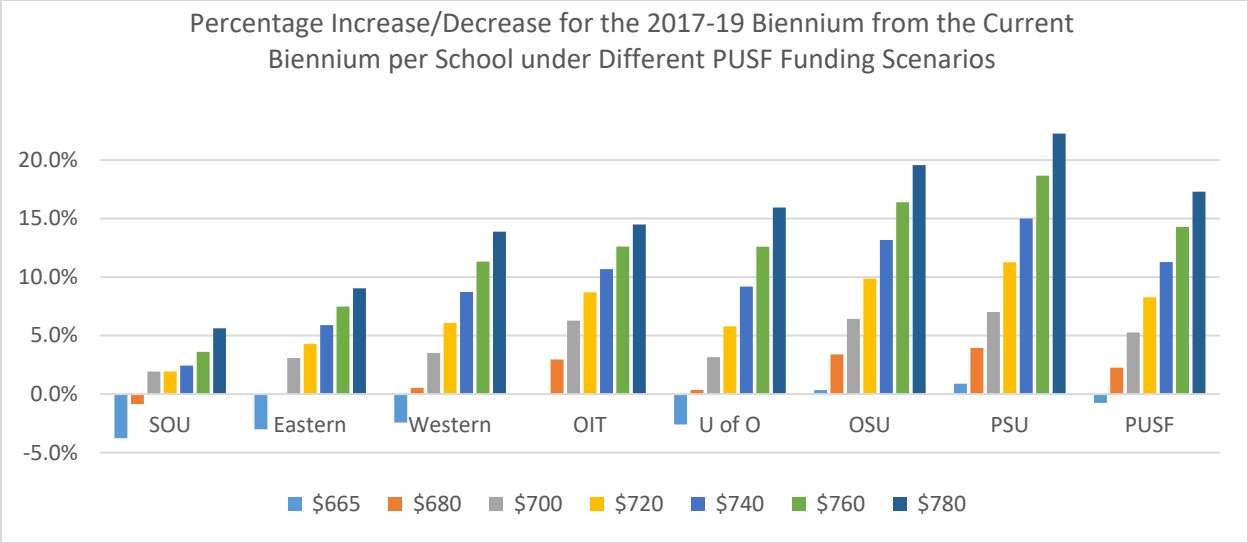


## Tuition/Resident FTE vs. State Support/Resident FTE (Undergrad and Grad Combined)

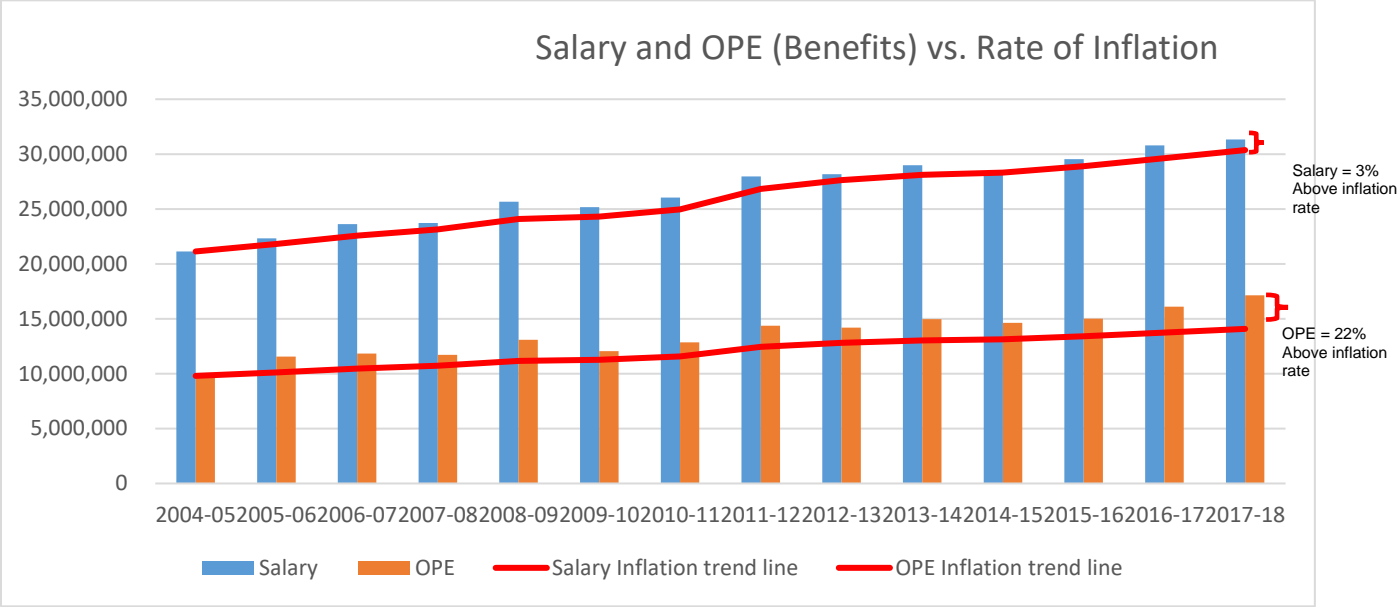


Two factors are significantly different this year, necessitating a large tuition increase:

- The state funding allocation model:** The Student Success and Completion Model (SSCM) was intended to incentivize Oregon’s public universities to prioritize degree completion over enrollment. In its third year of implementation (2017-18), the transition period from an enrollment-based model to a completions-based model has nearly expired and the model’s primary driver – degrees granted – is based on enrollment factors from four to five years prior. The SSCM reduces SOU’s state allocation by approximately 3.8 percent under the current GRB. Beyond 2017-18, SOU’s funding under the SSCM would be reduced more than any of the other public universities. SOU’s enrollment and degrees granted are so small relative to the larger universities that even a significant improvement in outcomes would move the needle at less than two-thirds the rate that it would move for a large university with the same percentage of improvement. At this point in time, a decline in state funding pushes the necessity for revenue growth entirely onto tuition.



- Labor costs:** For SOU, labor accounts for approximately 80 percent of total operating costs. Also in line with most universities, labor costs are rising at rates greater than that of inflation. Over time, the average increase in burdened labor at SOU has been 5 to 6 percent above the inflation rate, driven primarily by the cost of benefits. SOU’s burdened labor costs for 2017-18 are rising by 8 to 9 percent. This is directly due to the significant increase in the Public Employees Retirement System (PERS) rate that SOU is assessed. The PERS rate is increasing by an average of more than 14 percent for all employees due to prior underfunding of the statewide retirement system. The PERS rate increase is contributing to SOU’s total benefit costs being 22 percent above the average rate of inflation. Benefits account for about two-thirds of the year-over-year growth in the total costs of labor at SOU. An increase of 8 percent in the cost of labor – which makes up 80 percent of SOU’s expenses – results in an increase of almost a 7 percent in the university’s total costs. It is important to note that a highly-skilled workforce cannot be automated or outsourced easily, if at all. By comparison, in manufacturing or technology, productivity savings offset labor costs and allow total costs to rise below the rate of inflation.



As mentioned above, the GRB suggests a decline in state funding for SOU of about 3.8 percent. If total costs are rising at 7 percent, the full weight of covering those costs must fall to SOU's second major revenue source – tuition. Tuition accounts for about 62 percent of total revenue, but must cover 100 percent of SOU's increase in total costs (7 percent). A simple mathematical calculation suggests that tuition should increase by more than 14 percent.

## **PROCESS**

Beginning in January, the bodies that formally recommend SOU's tuition and fees began meeting and reviewing data in detail, and developing recommendations. The suggested rates were discussed during the campus forums, and formal feedback on the proposals was received and reviewed.

- Tuition Rate – The Tuition Advisory Council (TAC), comprised of three administrators, two faculty members and four students, and is chaired by the provost, began meeting in February. The council reviewed SOU's tuition history and market placement, in Oregon as well as neighboring states. Members also reviewed in detail the financial pro forma that projected SOU's financial picture through the next two biennia. Several tuition rate scenarios were run through the pro forma to inform the TAC; market elasticity modeling was used to consider the impact on enrollment based on each scenario. The TAC drafted its proposal and presented it for feedback to the Associated Students of SOU, ASSOU Senate, Faculty Senate, SOU Budget Committee, University Planning Board, the Executive Council, and the President's Cabinet. After reviewing the feedback, the TAC made its formal proposal to President Schott.
- Student Incidental Fee – The Student Fee Committee (SFC) began meeting in November to set its budget priorities and timeline, then provided guidance to its subcommittees. In January, the subcommittees began hearing budget presentations from each of the budget authorities for which they had oversight. The subcommittees then prepared a budget recommendation to the SFC that included detailed justification for the budgets and how those met the criteria as published by the SFC. The budgets were reviewed and accepted by the SFC and proposed to the ASSOU Senate. The senate approved that recommendation and presented a full budget and student fee recommendation to the ASSOU President, who, in turn, proposed the budget and fee rate to President Schott. The SFC and its subcommittees, comprised entirely by students, are governed by the ASSOU Bylaws.
- Health Center Fee – The director of the Student Health and Wellness Center works with the Budget Department to review operational costs and revenue projections to determine the fee for the following year. This fee recommendation was presented to the same campus constituent groups at the same time as the tuition rate and all fees, to get feedback and to help finalize a recommendation to the SOU president.
- Student Recreation Center Fee – The Student Recreation Center Steering Committee, comprised entirely of students, with staff and faculty support, was newly-formed for this budget cycle. It is charged with setting future operational priorities and approving the Student Recreation Center budget. This student-run committee is responsible for setting the fee for each year, per the guidelines established by the student referendum.
- Housing/Dining Rates – The director of housing, with input from the Resident Housing Advising Committee – comprised of students currently residing in SOU on-campus housing, and assisted by the Budget Department – established the housing and dining rates. The rates comply with contractual obligations between the university and the Collegiate Housing Foundation. The goal was to keep the housing rate increase as low as possible, recognizing that housing is a significant component in the total cost of attendance for students living on campus. As with tuition and

other fees, the housing/dining rates were presented to campus constituent groups for feedback before the proposal became formal and was presented to the SOU president.

Throughout the process of recommending the tuition and fee rates, feedback from all campus constituents was requested, gathered and incorporated to the fullest extent possible into the final recommendations to the SOU president. An emphasis was placed on engaging students and including their voices in the process.

### **COMMUNICATION**

In addition to the presentations to campus constituency groups that were part of the feedback process, several open-forum presentations were made around campus and online communication was specifically focused on engaging students. A six-part series of web videos capturing a pointed discussion between the ASSOU president and SOU's associate vice president for budget and planning were recorded and posted at <https://inside.sou.edu/budget/index.html>, along with a survey to collect feedback. Four live presentations of the same material were made directly to students in the Student Union and the SOU main dining facility. Finally, four campus-wide open forums were offered to the greater campus community including faculty and staff, with the presentation posted at: <https://inside.sou.edu/budget/budget-presentations.html>. A total of 10 open presentations and the posted videos were directed at students.

### **MITIGATING THE IMPACT**

A significant amount of thought and effort to address the impact of the tuition increase informs this proposal. As noted above in discussions about SOU's retrenchment, the university already has undergone major operational reductions. If deeper cuts were required, the greatest impact would be on the very student success initiatives put in place to help those most at risk. SOU is committed to retaining these initiatives while adding \$500 thousand in institutional aid. This assistance is aimed specifically at helping students of color, first-generation students, low-income students, and the most vulnerable resident students.

SOU also has kept housing and meal plan increases low in order to offset the proposed tuition increase. This strategy keeps the increase in the total cost of attendance, which includes housing and all mandatory fees, to 5.8 percent or just under \$1,300 for the full year.

Should state funding to the PUSF rise above the current GRB funding level of \$667 million, the TAC recommends consideration of a reduction to the tuition rate increase for all categories to the extent that increased funding from the state, allocated to SOU, would offset the need for tuition revenue. The president endorses the TAC's proposed tuition rate schedule for the 2017-18 academic year and further provides a specific proposal for reducing the tuition increase in the event of increased funding to the PUSF above the GRB.

### **CONCLUSION**

Including the proposed 12 percent increase to tuition, the total cost of attendance at SOU increases 5.8 percent. SOU's tuition rate will remain one of the lowest among Oregon public universities. Access and affordability will remain a top priority with the addition of \$500,000 in institutional aid to the most vulnerable students. SOU is now a model of efficiency, and to make additional reductions would mean depriving our students of services critical to their success and disadvantaging them in comparison to their peers.

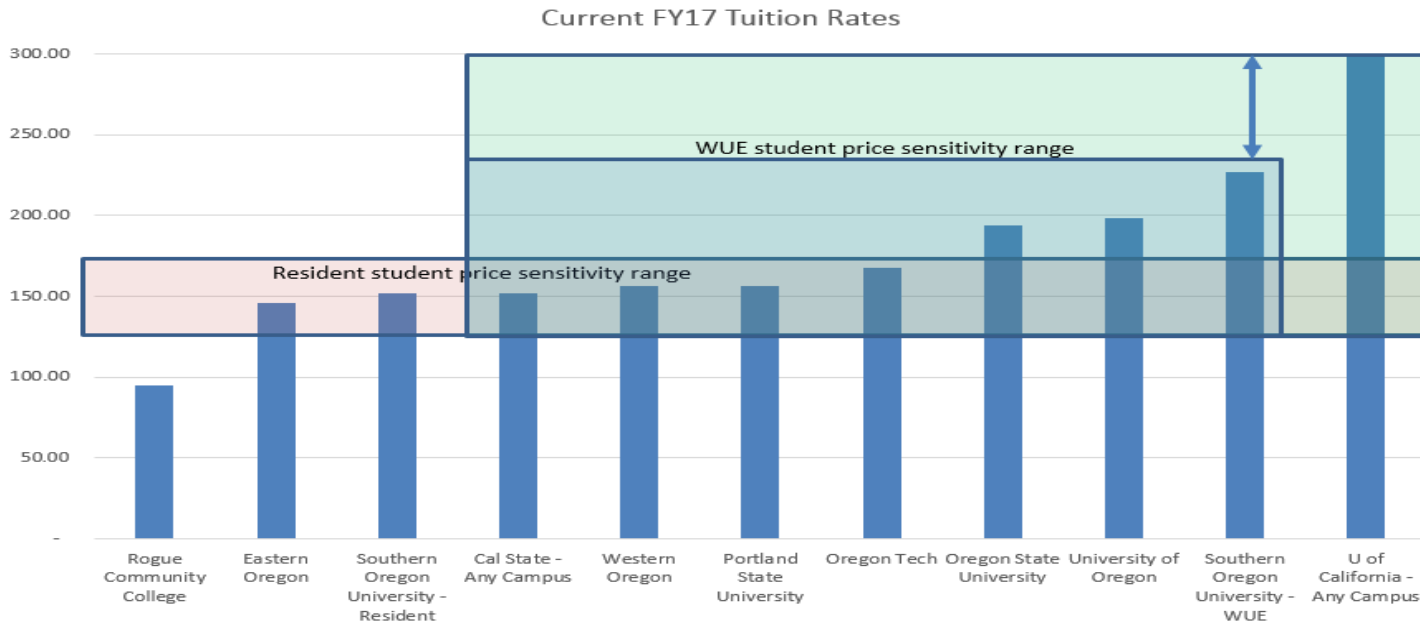
# Values Drive the Recommendation

- Quality of Academic / Student Support Programs
- Access for our Region
- Affordability
  - 5.8% Increase for a Resident Undergrad in total cost to attend
- Financial Stability
- Capacity for Strategic Action



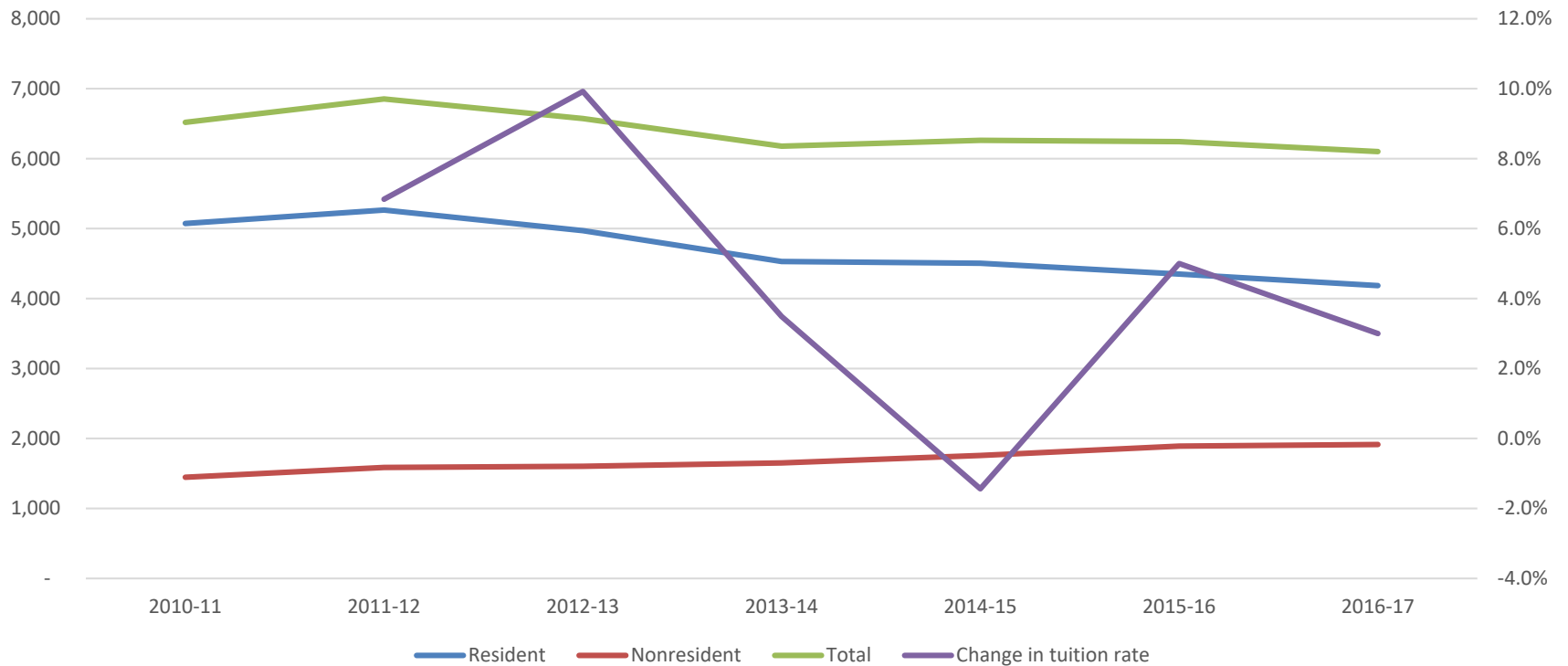
# Sensitivity Toward Elasticity of Demand

Looking at current tuition – within the concept of a range of elasticity



# Enrollment Trends vs. Tuition Rate Increases

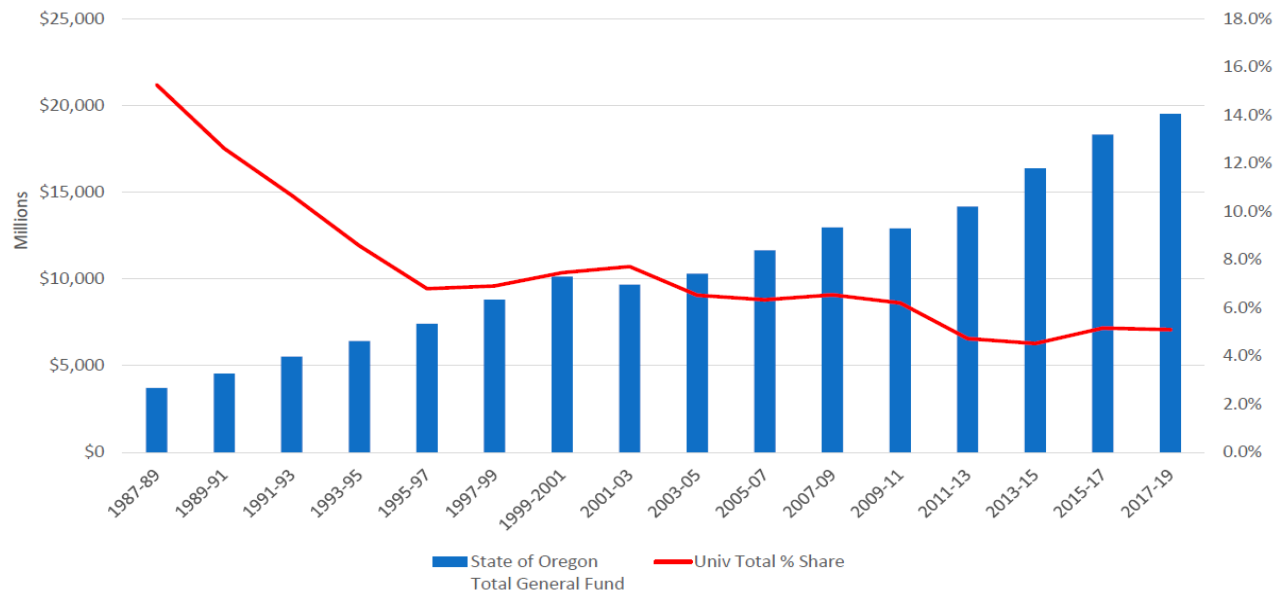
Enrollment Trends, Resident and Nonresident  
vs. Tuition Rate Changes



# The State's Failure to Fund

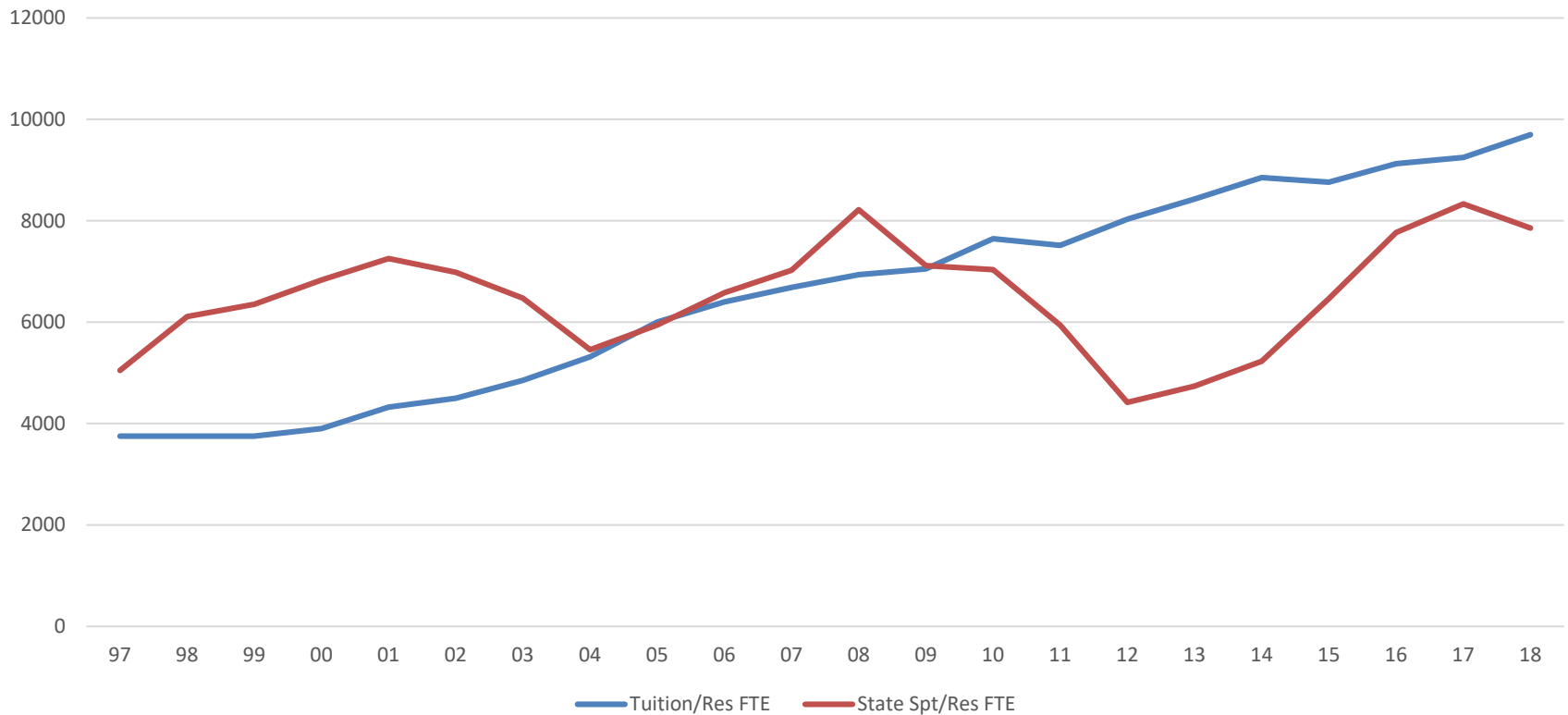


## Public University Funding<sup>1</sup> as % of State Budget



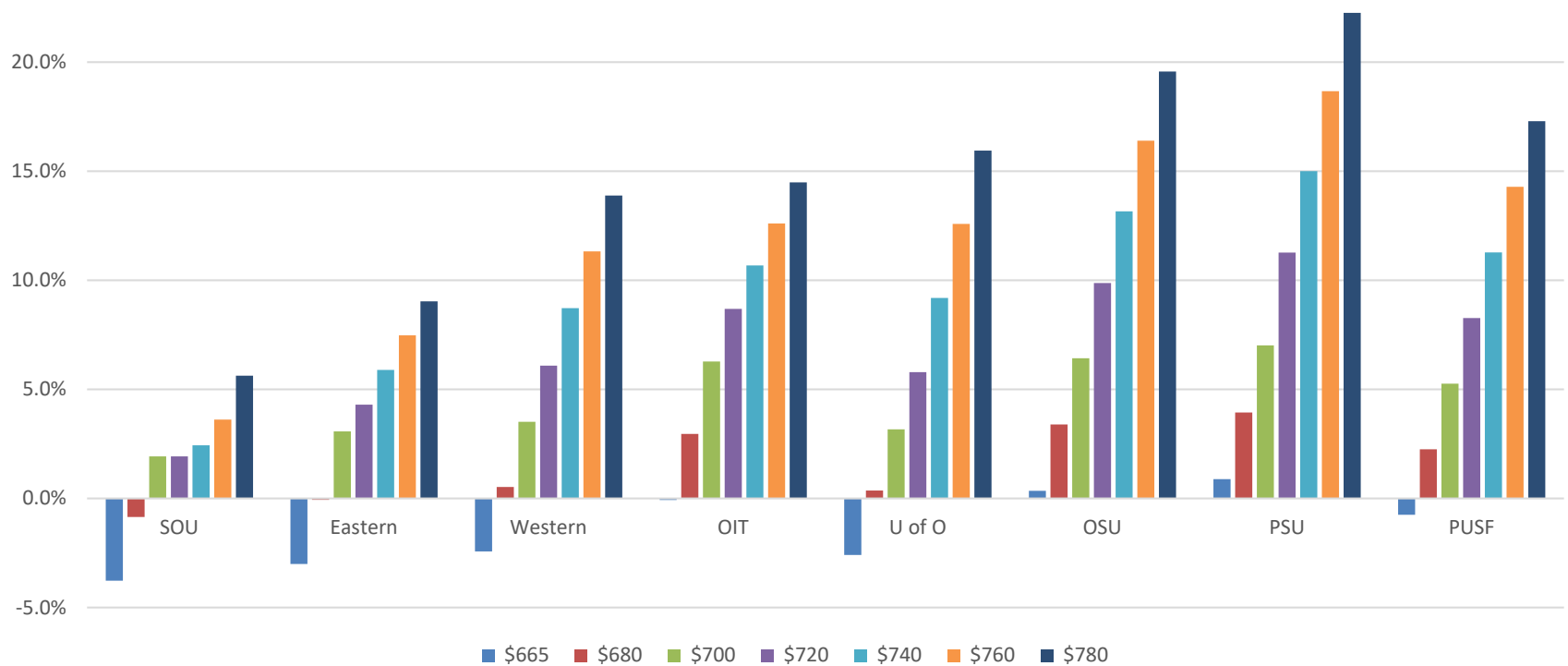
# Shifting the Burden: from State to Students

Tuition/Resident FTE vs. State Support/Resident FTE  
(Undergrad and Grad combined)



# Allocation Model Advantages the Larger Universities

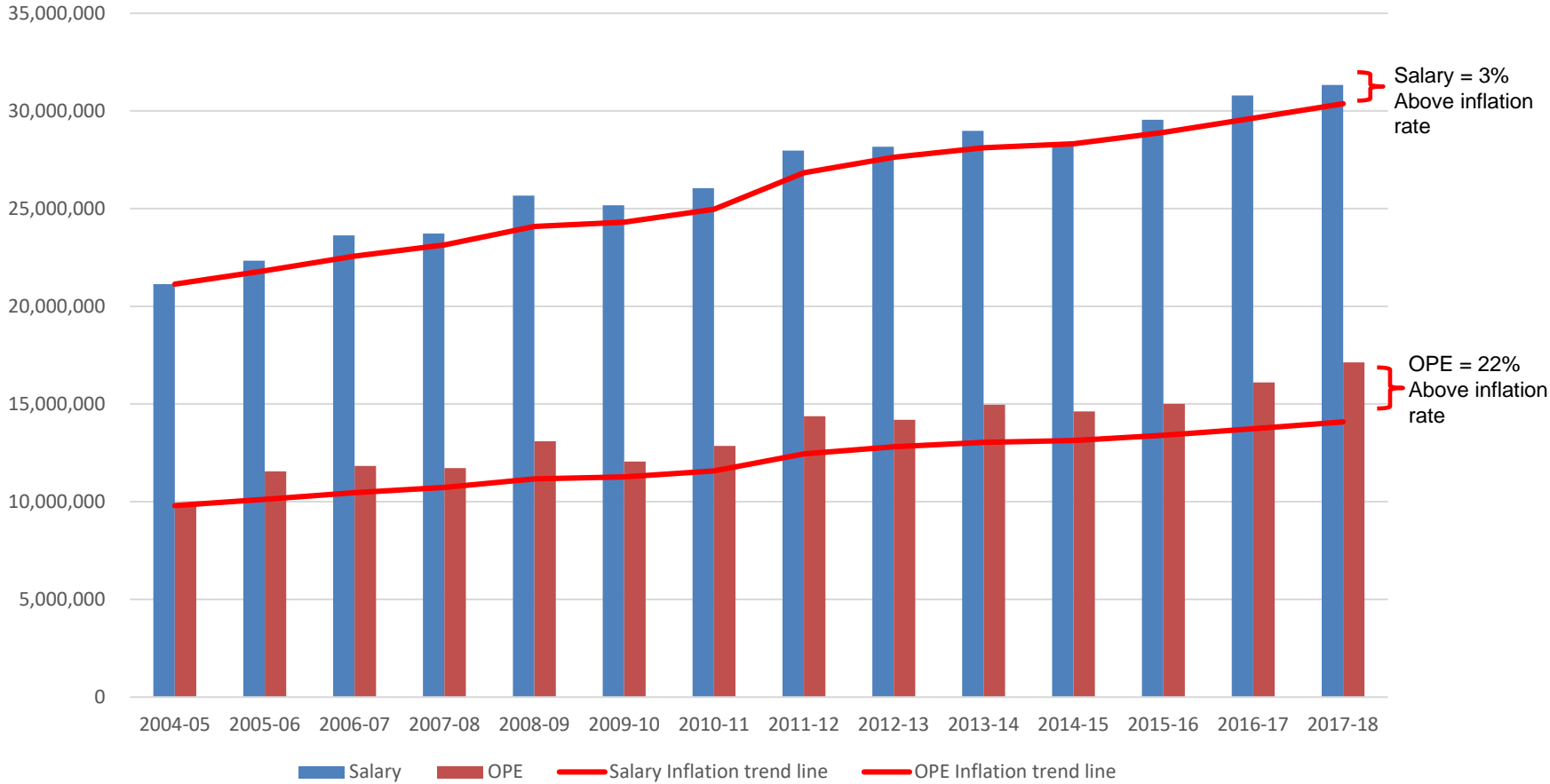
Percentage Increase/Decrease for the 2017-19 Biennium from the Current Biennium per School under Different PUSF Funding Scenarios



# PERS, not Salaries, Drive Labor Costs



Salary and OPE (Benefits) vs. Rate of Inflation



# 2014 Retrenchment: \$14 Million in Cuts

## Academic Reorganization

- Academic Reorganization & Creation of Service Center
  - Increased managerial oversight (more faculty accountability), equity (faculty loading, release, etc.) across academic programs, effective communication, and transparency
  - Increased efficiencies and effectiveness of transactional processes
  - Eliminated administrative and classified positions
  - Created two key positions in Provost's Office: Budget Officer and AVP for Academic Resource Management
  - Moved budget control to Provost's Office and Division Directors and away from departments to allow resources to be focused on institutional priorities and provide spending oversight
  - Saved \$250,000

# 2014 Retrenchment: \$14 Million in Cuts (Cont'd)

## Retrenchment (Article 11 of the APSOU CBA)

- Eliminated faculty positions [over 60 FTE (including tenured faculty)] leading to streamlining of curricula and elimination of low-enrolled courses
- Eliminated 32 low-enrolled majors, co-majors, minors, concentrations, certificates and programs
- Reduced faculty re-assigned (release) time and decreased faculty expense attributed to non-teaching activities by 27%
- Reduced number of low-enrolled courses by 30% and increased average class size 7%



# 2014 Retrenchment: \$14 Million in Cuts (Cont'd)

## Enrollment and Recruitment, Overall Outcomes

- Enrollment and Recruitment
  - Established admissions funnel, total headcount and total FTE targets and retention metrics
  - Exceeded targets set for applicants, admits and enrolled students and budgeted student FTE
  - Increased student carrying load
- Overall Outcomes:
  - Experienced cost-of-living, PERS and health care cost increases over the past 3 years, yet held direct instructional expenditures flat
  - **Increased Fund Balance from 2.1% to over 11%**

# Result of SOU Retrenchment: Most Cost Efficient of OPU's

3rd Lowest-to-lowest of Oregon Public Universities, Operating Expenditures per Student FTE



# Arriving at the Recommendation

- January
  - Campus-wide Open Forum: Two presentations
    - Pro forma demonstration
- February
  - Tuition Advisory Council began meeting weekly
  - Reviewed historical, market, impact, pro forma, multiple options

# Arriving at the Recommendation, (Cont'd)

- March
  - Tuition Advisory Council continues work – makes draft proposal
  - 12 Campus presentations
    - ASSOU: 2 presentations
    - Students at large: 3 presentations
    - Faculty Senate, Budget Committee, University Planning Board
    - Executive Council, President's Cabinet
    - Campus Wide Open Forms (again): 2 presentations
    - Video series
  
- April
  - Review feedback from all presentations
  - Finalized proposal

# Recommendation:

Tuition Category	Prior Year rate	Proposed Rate	Dollar Increase per SCH	Percent increase	Total Annual Increase
Resident Undergraduate	\$151.41	\$169.58	\$18.17	12%	\$817.65
Western Undergraduate Exch	\$227.12	\$254.37	\$27.25	12%	\$1,226.25
Nonresident Undergraduate	\$476.89	\$505.00	\$28.11	6%	\$1,264.95
Resident Graduate	\$397.00	\$421.00	\$24.00	6%	\$864.00
Nonresident Graduate	\$497.00	\$527.00	\$30.00	6%	\$1,080.00
Masters of Education	\$341.00	\$361.00	\$20.00	6%	\$720.00

# If State Funding Increases . . .

PUSF	Res UG Tuit Inc.	Res UG Tuit Rate	Annual \$	% Rate Inc.
GRB - \$690 M	\$ 18.17	\$ 169.58	\$ 817.61	12.0%
\$691 - \$710 M	\$ 16.66	\$ 168.07	\$ 749.48	11.0%
\$711 - \$730 M	\$ 15.14	\$ 166.55	\$ 681.35	10.0%
\$731 - \$750 M	\$ 13.63	\$ 165.04	\$ 613.21	9.0%
\$751 - \$760 M	\$ 12.87	\$ 164.28	\$ 579.15	8.5%
\$761 M and up	\$ 12.11	\$ 163.52	\$ 544.95	8.0%

# Impact

<u>Resident Undergraduate</u>	SCH/Year	FY17 Rate	Annual	Fy18 Rate	% Inc.	\$ Inc.	Annual \$	Annual Inc. \$
Tuition	45	151.41	6,813.45	169.58	12.0%	18.17	7,631.10	817.65
Building		45.00	135.00	45.00	0.0%	-	135.00	-
Health		130.00	390.00	137.00	5.4%	7.00	411.00	21.00
<b>Report to HECC</b>			7,338.45		<b>11.4%</b>	25.17	8,177.10	838.65
Incidental Fee		320.00	960.00	343.00	7.2%	23.00	1,029.00	69.00
Rec Center Fee		75.00	225.00	88.33	26.7%	13.33	265.00	40.00
Housing: Shasta Double		2,655.00	7,965.00	2,708.00	2.0%	53.00	8,124.00	159.00
Dining: Red Plan		1,825.00	5,475.00	1,880.00	3.0%	55.00	5,640.00	165.00
<b>Total Cost to Attend</b>			<b>21,963.45</b>		<b>5.8%</b>		<b>23,235.10</b>	<b>1,271.65</b>

<u>Western Undergraduate Exch.</u>	SCH/Year	FY17 Rate	Annual	FY18 Rate	% Inc.	\$ Inc.	Annual \$	Annual Inc. \$
Tuition	45	227.12	10,220.40	254.37	12.0%	27.25	11,446.65	1,226.25
Building		45.00	135.00	45.00	0.0%	-	135.00	-
Health		130.00	390.00	137.00	5.4%	7.00	411.00	21.00
Incidental Fee		320.00	960.00	343.00	7.2%	23.00	1,029.00	69.00
Rec Center Fee		75.00	225.00	88.33	26.7%	13.33	265.00	40.00
Housing: Shasta Double		2,655.00	7,965.00	2,708.00	2.0%	53.00	8,124.00	159.00
Dining: Red Plan		1,825.00	5,475.00	1,880.00	3.0%	55.00	5,640.00	165.00
<b>Total Cost to Attend</b>			<b>25,370.40</b>		<b>6.6%</b>		<b>27,050.65</b>	<b>1,680.25</b>

# Increasing Institutional Aid

Grow institutional aid from \$3.5 million to \$4 Million

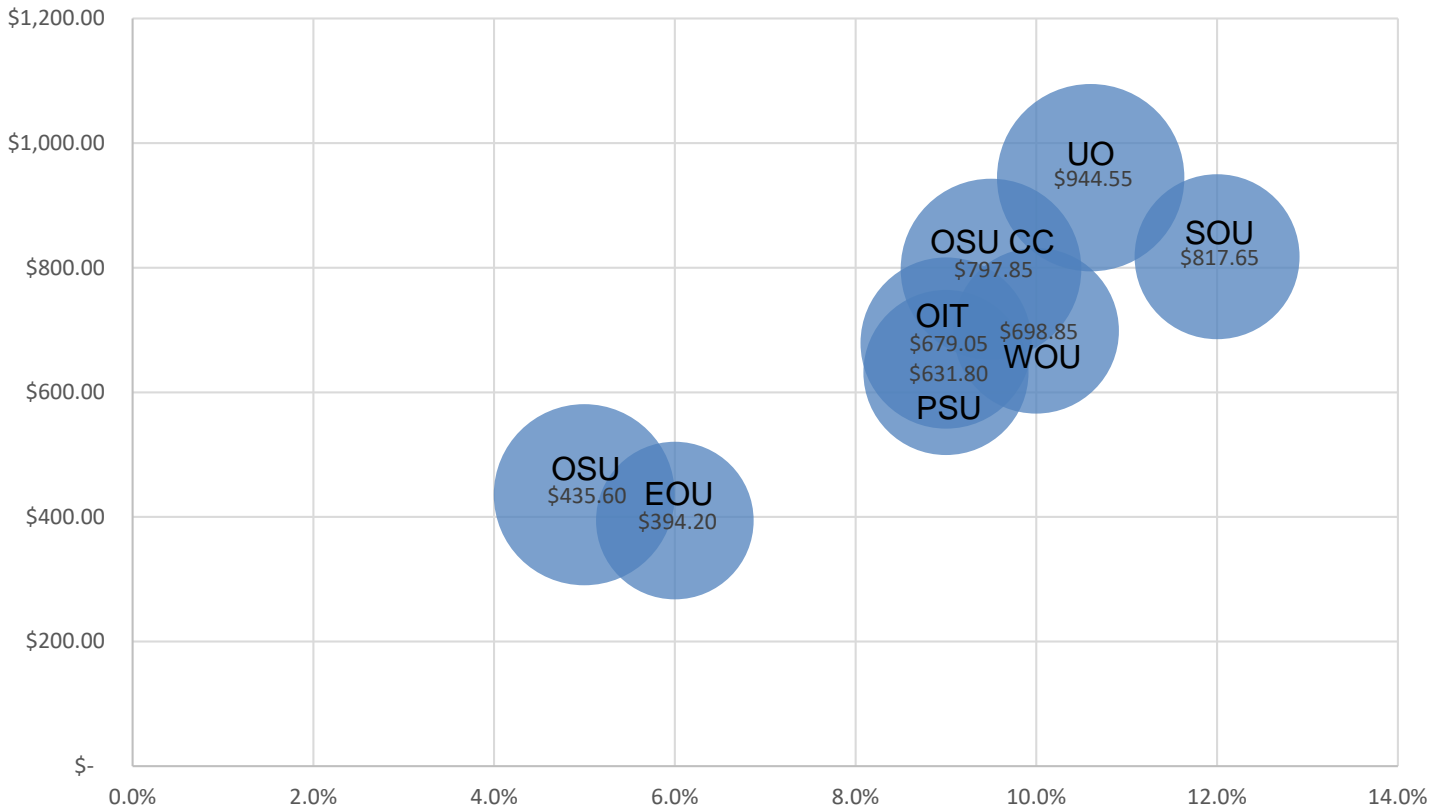
➤ Focus on most vulnerable students:

- At-risk of not completing
- Students of Color
- Oregon Residents
- First Generation
- Low Income
- Veterans



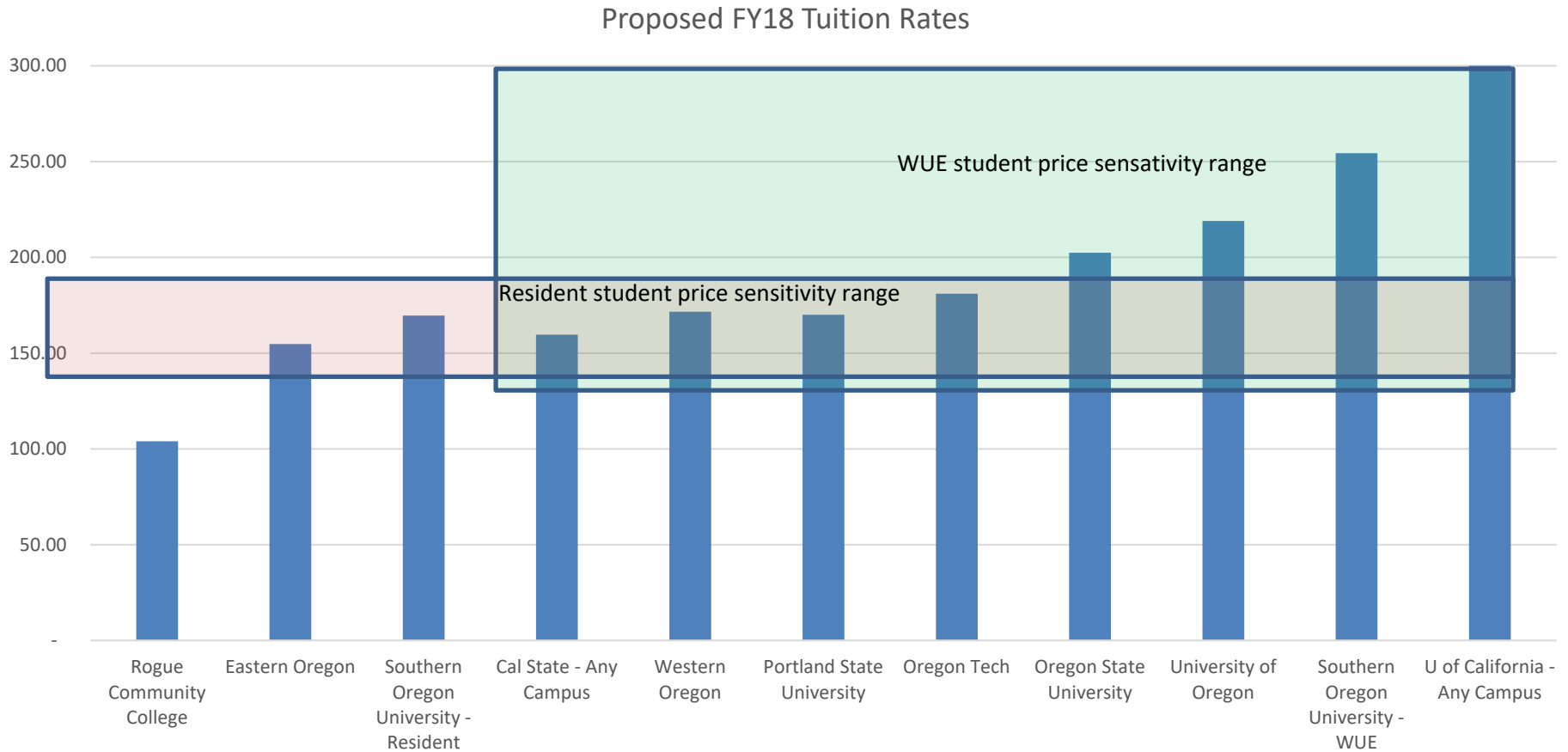
# How SOU Compares

Annual Tuition Dollar Increase for Resident Undergraduate Students



Annual dollar increase based on 45 Student Credit Hours (SCH) per year for an undergraduate student

# Elasticity after Tuition Increases



# Request Approval of Recommended Tuition and Mandatory Fees for AY2017-18

Tuition Category	Prior Year Rate	Proposed Rate	\$ Increase/ SCH	% increase	Total Annual \$ Increase*
Resident Undergraduate	\$151.41	\$169.58	\$18.17	12%	\$817.65
Western Undergraduate Exch	\$227.12	\$254.37	\$27.25	12%	\$1,226.25
Nonresident Undergraduate	\$476.89	\$505.00	\$28.11	6%	\$1,264.95
Resident Graduate	\$397.00	\$421.00	\$24.00	6%	\$864.00
Nonresident Graduate	\$497.00	\$527.00	\$30.00	6%	\$1,080.00
Masters of Education	\$341.00	\$361.00	\$20.00	6%	\$720.00
<b>Fees</b>					
Student Incidental Fee	\$320.00	\$343.00	\$23.00	7.2%	\$69.00
Student Recreation Center Fee	\$75.00	\$95.00	\$20.00	26.7%	\$60.00
Student Health Fee	\$130.00	\$137.00	\$7.00	5.4%	\$21.00

\* Annual increase assumes 15 student credit hours per term for undergraduate students, 36 student credit hours per term for graduate students and 3 terms per year for all students. Fees are on a per term basis, not per student credit hour.

**Southern Oregon University  
Board of Trustees**

**PROPOSED RESOLUTION**

**Establishment of Tuition and Mandatory Fees for Academic Year 2017 - 2018**

**Whereas**, the Southern Oregon University Board of Trustees (“the board”) has the authority to establish tuition and mandatory enrollment fees in accordance with ORS. 352.102, ORS 352.105 and other applicable laws and policy, including the Board Statement on Delegation of Authority; and

**Whereas**, the board may authorize the collection of mandatory enrollment fees recommended by the president of the university and the recognized student government, the Associated Students of Southern Oregon University (ASSOU), and established in accordance with provisions outlined in ORS 352.102 and ORS 352.105; and

**Whereas**, the University President, in consultation with students, faculty and staff, has recommended tuition and mandatory enrollment fees for Academic Year 2017-2018 (AY17-18) through the work of campus groups and especially the Tuition Advisory Council, which is comprised of representatives from various campus constituencies including but not limited to students, student government, faculty, and staff; and

**Whereas**, after considering historical tuition and fee trends, comparative data of peer institutions, the university’s budget and projected costs, anticipated funding levels, anticipated state appropriation levels, and applicable fee recommendations from and previously approved by ASSOU, the University President has approved those tuition and mandatory fee recommendations for consideration by the board; and

**Whereas**, the university, in close consultation with the board over several months, has engaged in a thorough process for determining tuition and mandatory enrollment fees; and the president has recommended to the Finance and Administration Committee that the proposed tuition and fee schedule be submitted to the full Board of Trustees for consideration and approval; and

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

**Whereas**, the board has given special consideration to:

1. Alternatives that involved tuition and fee increases below the 5 percent threshold;

**Southern Oregon University  
Board of Trustees**

**PROPOSED RESOLUTION**

**Establishment of Tuition and Mandatory Fees for Academic Year 2017 - 2018 (Cont'd)**

2. How Oregonians who are underrepresented in higher education, including low-income students and students of color, would benefit more under the university's proposal than one that stays within the 5 percent threshold;
3. How Board of Trustees of Southern Oregon University and the university's central administration are managing costs on an ongoing basis;
4. How students, faculty and staff were consulted on the proposed tuition increases, and
5. How tuition will be affected should additional state funds beyond the number in the Governor's Recommended Budget (GRB) be appropriated.

**Now, therefore, be it resolved,** the Board of Trustees of Southern Oregon University hereby adopts the AY17-18 tuition and mandatory fee schedule as presented in Figure 1 of "Exhibit A," attached hereto, [as proposed] or [as amended], to become effective July 1, 2017.

**Be it further resolved,** that if the Oregon State Legislature increases the Public University Support Fund beyond the levels proposed in the Governor's Recommended Budget, the university shall amend the AY17-18 tuition rates consistent with Figure 2 of Exhibit A.

<b>Trustee</b>	<b>Ayes</b>	<b>Nays</b>
Thorndike		
Sevcik		
AuCoin		
Hennion		
Nicholson		
Nootenboom		
Santos		
Sayer		
Shih		
Slattery		
Steinman		
Vincent		
Washington		

VOTE:

DATE: April 21, 2016

Board hereby approves

Recorded by the University Board Secretary: \_\_\_\_\_

**Exhibit A**

**Figure 1: Academic Year 2017-18 Tuition and Mandatory Fees Schedule**

<b>Tuition Category</b>	<b>Prior Year Rate</b>	<b>Proposed Rate</b>	<b>\$ Increase/ SCH</b>	<b>% increase</b>	<b>Total Annual \$ Increase*</b>
<b>Resident Undergraduate</b>	\$151.41	\$169.58	\$18.17	12%	\$817.65
<b>Western Undergraduate Exch</b>	\$227.12	\$254.37	\$27.25	12%	\$1,226.25
<b>Nonresident Undergraduate</b>	\$476.89	\$505.00	\$28.11	6%	\$1,264.95
<b>Resident Graduate</b>	\$397.00	\$421.00	\$24.00	6%	\$864.00
<b>Nonresident Graduate</b>	\$497.00	\$527.00	\$30.00	6%	\$1,080.00
<b>Masters of Education</b>	\$341.00	\$361.00	\$20.00	6%	\$720.00
<b>Fees</b>					
<b>Student Incidental Fee</b>	\$320.00	\$343.00	\$23.00	7.2%	\$69.00
<b>Student Recreation Center Fee</b>	\$75.00	\$95.00	\$20.00	26.7%	\$60.00
<b>Student Health Fee</b>	\$130.00	\$137.00	\$7.00	5.4%	\$21.00

**Figure 2: Resident Undergraduate Tuition Rate Amendments if PUSF Increases from GRB**

<b>PUSF</b>	<b>Res UG Tuit Inc.</b>	<b>Res UG Tuit Rate</b>	<b>Annual \$</b>	<b>% Rate Inc.</b>
<b>GRB - \$690 M</b>	\$ 18.17	\$ 169.58	\$ 817.61	12.0%
<b>\$691 - \$710 M</b>	\$ 16.66	\$ 168.07	\$ 749.48	11.0%
<b>\$711 - \$730 M</b>	\$ 15.14	\$ 166.55	\$ 681.35	10.0%
<b>\$731 - \$750 M</b>	\$ 13.63	\$ 165.04	\$ 613.21	9.0%
<b>\$751 - \$760 M</b>	\$ 12.87	\$ 164.28	\$ 579.15	8.5%
<b>\$761 M and up</b>	\$ 12.11	\$ 163.52	\$ 544.95	8.0%

# **SOU Athletic Facilities Naming (Action)**



# BUILDING THE FUTURE OF SOU ATHLETICS A Complex for Future Generations

## Naming Opportunities

### **Athletic Complex**

**\$1.5 million**

When students, parents, alumni and Raider fans arrive at the new athletic complex, they will enter a state-of-the-art collection of facilities that will be among the best in the NAIA. The complex will encompass the stadium, pavilion, tennis courts, football field, and future field house and indoor training center.

### **Raider Pavilion**

**\$1 million**

The new pavilion boasts 1,400 seats and is home to Bob Reihm Arena. The pavilion plays host to some 100 events each year, including men's and women's wrestling and basketball, and women's volleyball. The SOU Athletic Hall of Fame and locker rooms for basketball, wrestling, volleyball, and soccer will be located in the pavilion. Additionally, there are four classrooms devoted to students in the Health Physical Education and Leadership Program.

### **Raider Field**

**\$500,000**

Raider Field is host to 50 athletic competitions each year for football, soccer, and track and field. It is also used by SOU's Club Sport teams (lacrosse, rugby, and soccer) as well as the site for SOU's annual Convocation and Commencement ceremonies. Faculty in the Outdoor Adventure Leadership Program also use the field as an instructional space for students in the program.

### **Strength and Sports Performance Facility**

**\$250,000**

This new facility is in the heart of the renovated grandstand. When completed, it will boast top-of-the-line strength and conditioning equipment for SOU's 400 competitive athletes. This flexible space also transitions to an open-air cross-training area.

### **Stadium Plaza**

**\$150,000**

The grand entrance to the Stadium, the plaza will be a center hub on game days and Commencement. Stunning views of the new pavilion, field and the athletic complex set against the backdrop of Grizzly Peak will make this one of the most recognizable venues on campus.

### **Pavilion Training Room**

**\$150,000**

The training room inside the new pavilion will be used primarily by trainers working with SOU's indoor sports teams. Key features include taping stations and treatment areas as well as a rehabilitation area for intensive treatment.



**Stadium Sports Medicine Treatment Room** **\$150,000**

The training room inside the renovated grandstand will be used primarily by trainers working with SOU's outdoor sports teams. Key features include taping stations, hydrotherapy and treatment areas as well as a rehabilitation area for intensive treatment. This treatment room ultimately will become the primary sports medicine center for student-athletes.

**Pavilion Plaza** **\$100,000**

The entrance to both the new pavilion and the campus-side of the stadium, this plaza will serve as the connecting point between the new athletics complex and the SOU campus. It will be a gathering spot for students, fans and community before they enter the new pavilion or take in the striking view of the descent to the stadium.

**Team Rooms (4)** **\$50,000**

These flexible rooms will be used by various athletic teams to watch films and hold meetings.

**Trophy Lounge** **\$50,000**

The lounge will showcase the championship trophies of SOU's football and track and field teams and be used as a meeting space for coaching staff, athletes, and recruits.

**Conference Room** **\$25,000**

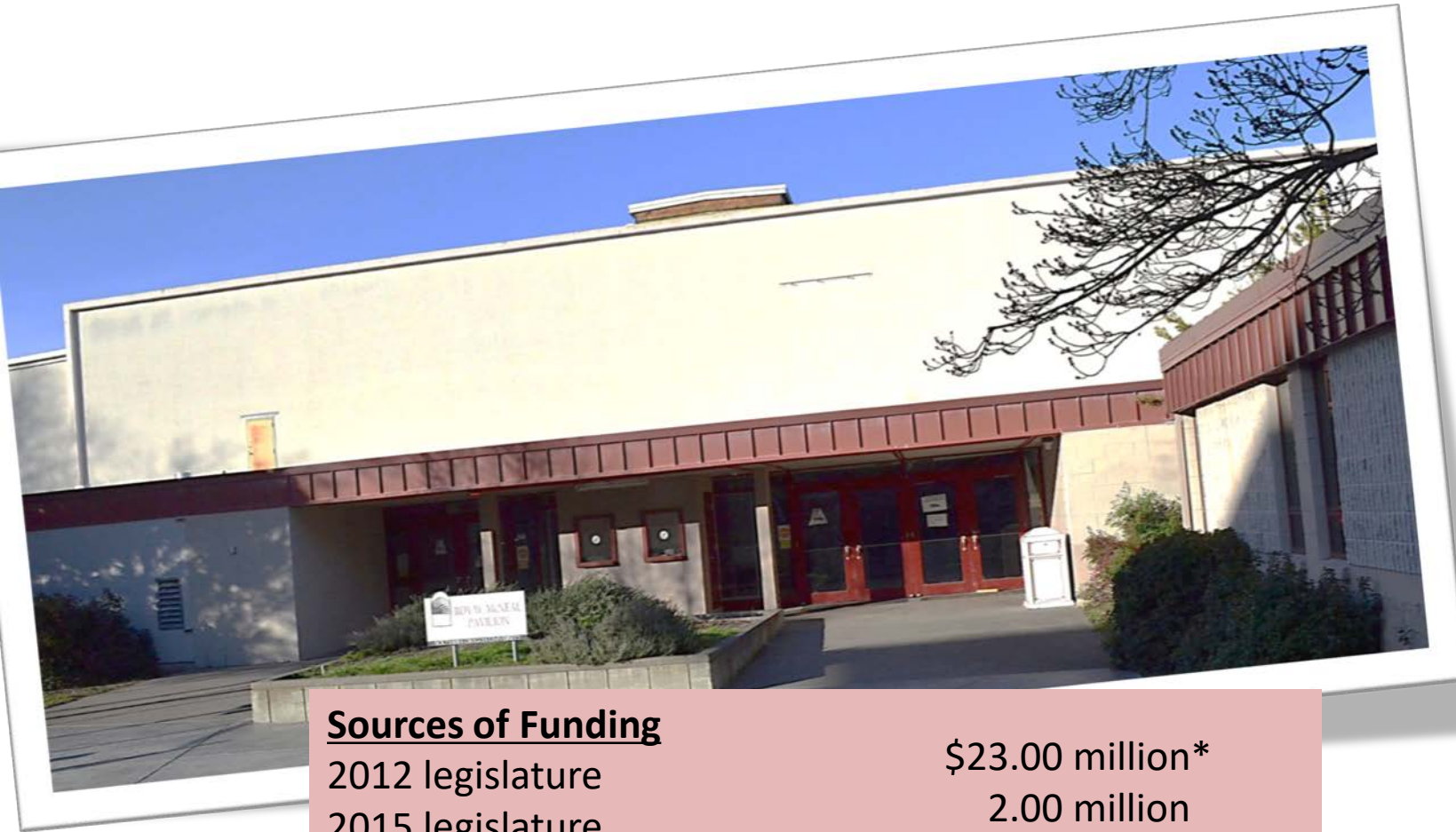
The conference room housed within the grandstand will serve as a meeting space for coaches, athletes, or others.

**Locker Rooms**

The number of student-athletes at SOU has grown to 400, and each team must have dedicated locker room to comply with Title IX. These new locker rooms will provide all Southern Oregon student-athletes with equitable and functional athletic team rooms.

<b>Football (115 open sit-in lockers)</b>	<b>\$100,000</b>
<b>W Track and Field/Cross Country (35 lockers)</b>	<b>\$50,000</b>
<b>M Track and Field/Cross Country (35 lockers)</b>	<b>\$50,000</b>
<b>W Basketball (20 lockers)</b>	<b>\$50,000</b>
<b>M Basketball (20 lockers)</b>	<b>\$50,000</b>
<b>W Volleyball (20 lockers)</b>	<b>\$50,000</b>
<b>W Soccer (30 lockers)</b>	<b>\$50,000</b>
<b>M Soccer (30 lockers)</b>	<b>\$50,000</b>
<b>W Wrestling (60 lockers)</b>	<b>\$50,000</b>
<b>M Wrestling (20 lockers)</b>	<b>\$50,000</b>

# From Renovation to Replacement



## **Sources of Funding**

2012 legislature

\$23.00 million\*

2015 legislature

2.00 million

Private fundraising goal

1.50 million

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**\$26.50 million**

*\*based on renovation*

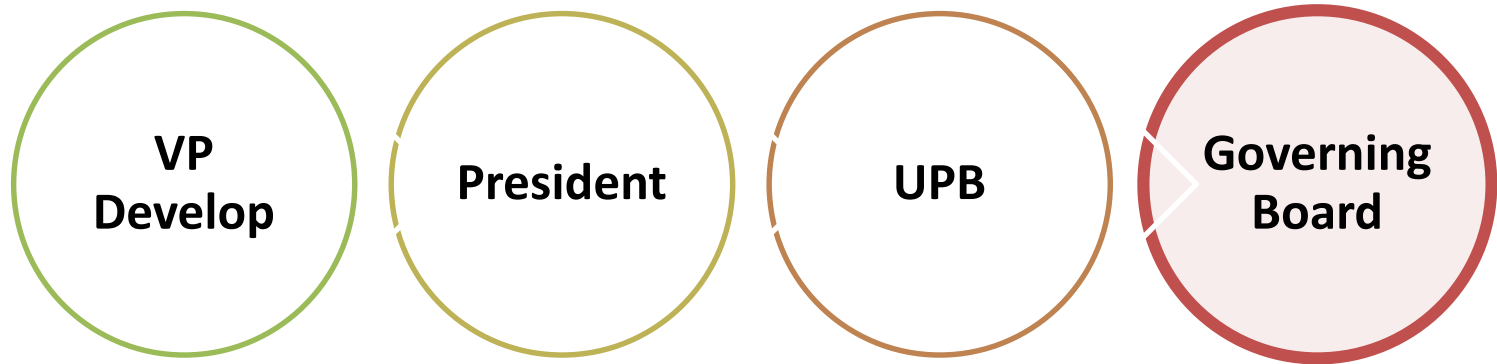
# Replacement Project



# Replacement Project (Pavilion and Grandstand)



# Donor Recognition



**UNIVERSITY NAMING POLICY**

# **Requested Approval of Capital Project Budget for Thalden Pavilion (Action)**

**Project Budget**

**Project Title:** CFS Center for Outrageous Innovation/Thalden Pavillion

**3/28/2017**

<b>Category</b>	<b>Budget</b>	<b>Notes</b>
Design Fees (Architect/Engineer)	\$45,750.00	contract. excludes parking lot
Reimbursibles	\$200.00	Blueprints, supplies, etc.
Survey (Terra Survey)	\$0.00	verify surveyor does not need another trip
Geotech	\$1,500.00	budget. Marquess required to approve footing subgrade
Special Inspections & Testing during Construction	\$6,000.00	rebar, concrete cylinders, steel shop fabrication, field welding
Construction Contract (TBD)	\$413,655.59	Wahpepah Bid. (Contractor Cost incl. insurance)
Landscaping & Irrigation	\$0.00	Excluded from GC scope
Ramp for sidewalk	\$1,500.00	Excluded from GC Scope Reused Brick Pavers?
Construction Contingency	\$28,239.00	7% of direct construction (unique design. No contractor track record)
City fees (Plan check, building permit, surcharges)	\$7,500.00	
Document Reproduction (Builders Exchange)	\$100.00	
BOLI fee	\$418.00	
<b>Subtotal</b>	<b>\$504,862.59</b>	

Project budget updated as of April 20, 2017. Change order removed due to sensitivity regarding donor information.

# Enrollment Update



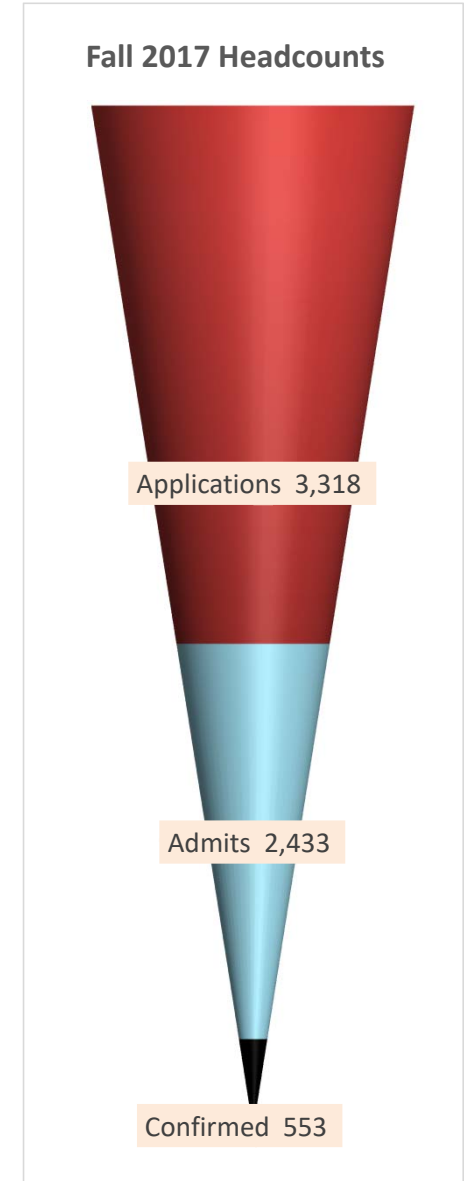
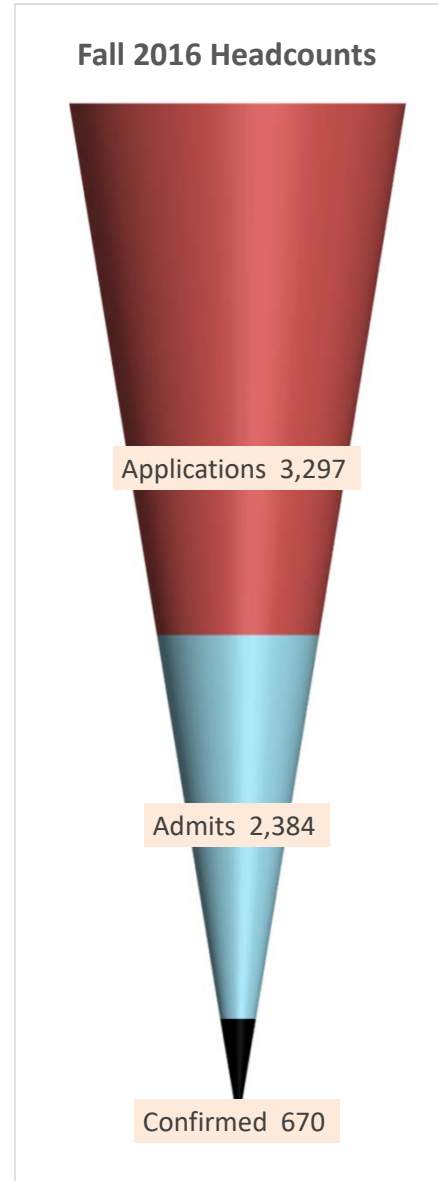
**Funnel Report: New Applicant Headcount by Student Type**  
**Fall 2016 Week Ending 4/10/16 vs. Fall 2017 Week Ending 4/9/17**  
**24 Weeks From Start of Term**

<b>Applications</b>				
<b>Student Type</b>	<b>Fall 2016</b>	<b>Fall 2017</b>	<b>Change</b>	<b>% Change</b>
Freshmen - Resident	1,015	1,022	7	0.7%
Freshmen - Nonresident	1,549	1,542	-7	-0.5%
Transfer - Resident	261	240	-21	-8.0%
Transfer - Nonresident	268	303	35	13.1%
Postbacs/Grads	204	211	7	3.4%
<b>Total</b>	<b>3,297</b>	<b>3,318</b>	<b>21</b>	<b>0.6%</b>

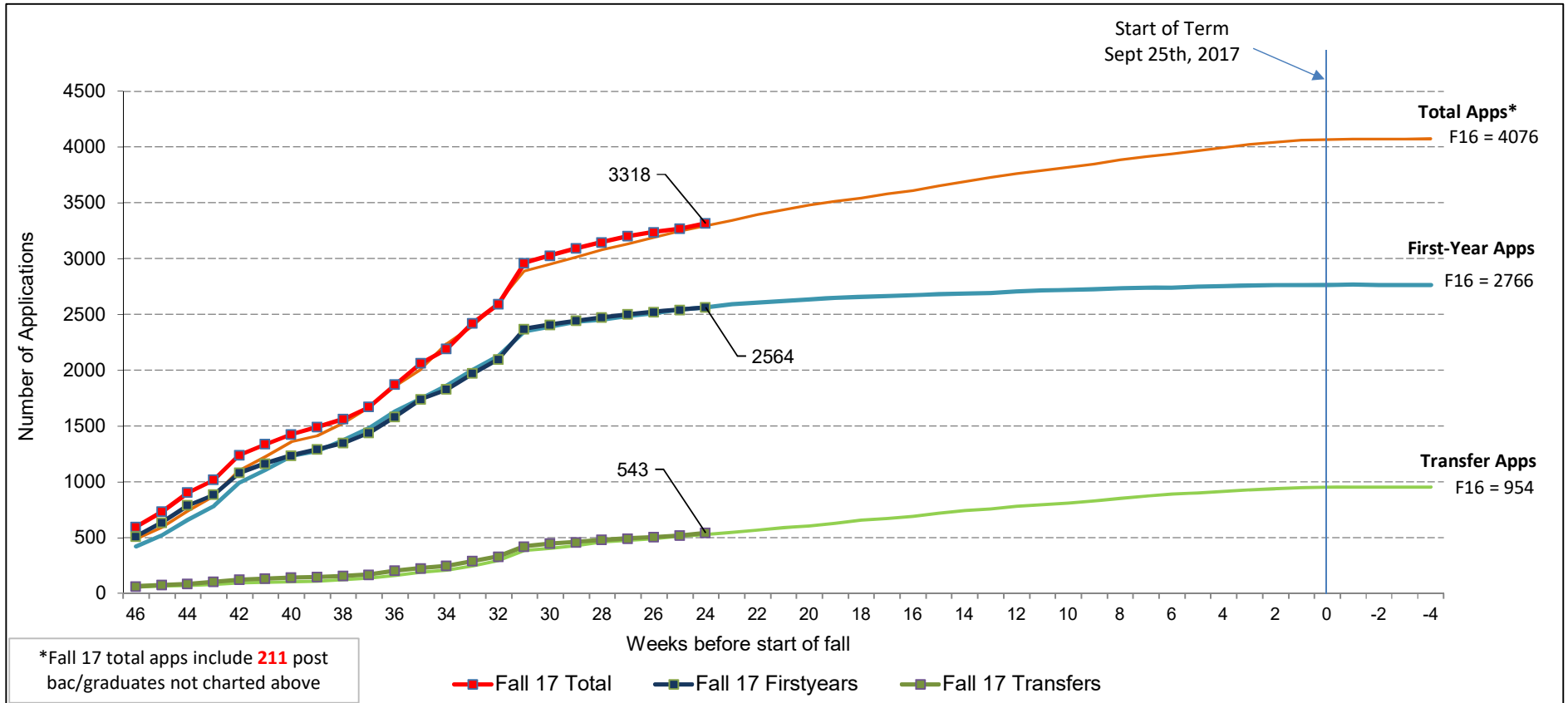
<b>Admits</b>				
<b>Student Type</b>	<b>Fall 2016</b>	<b>Fall 2017</b>	<b>Change</b>	<b>% Change</b>
Freshmen - Resident	765	754	-11	-1.4%
Freshmen - Nonresident	1,174	1,190	16	1.4%
Transfer - Resident	192	172	-20	-10.4%
Transfer - Nonresident	196	220	24	12.2%
Postbacs/Grads	57	97	-	0.0%
<b>Total</b>	<b>2,384</b>	<b>2,433</b>	<b>49</b>	<b>2.1%</b>

<b>Confirmed (e.g. deposit paid)</b>				
<b>Student Type</b>	<b>Fall 2016</b>	<b>Fall 2017</b>	<b>Change</b>	<b>% Change</b>
Freshmen - Resident	155	130	-25	-16.1%
Freshmen - Nonresident	295	219	-76	-25.8%
Transfer - Resident	80	55	-25	-31.3%
Transfer - Nonresident	83	55	-28	-33.7%
Postbacs/Grads	57	94	37	64.9%
<b>Total</b>	<b>670</b>	<b>553</b>	<b>-117</b>	<b>-17.5%</b>

<b>Enrolled</b>				
<b>Student Type</b>	<b>Fall 2016</b>	<b>Fall 2017</b>	<b>Change</b>	<b>% Change</b>
Freshmen - Resident	-	-	-	-
Freshmen - Nonresident	-	-	-	-
Transfer - Resident	-	-	-	-
Transfer - Nonresident	-	-	-	-
Postbacs/Grads	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Funnel Report: Application Activity  
Fall 2017 Week Ending 4/9/17  
24 Weeks Before Start of Term**



**Student Headcounts**  
**Spring 2016 Week Ending 4/3/16 vs. Spring 2017 Week Ending 4/9/17**  
**1 Week After Start of Term**

	Spring 2016	Spring 2017	Change	% Change	Spring 2016 End of Term	Change	% Change	
New Freshmen	12	13	1	8.3%	11	2	18.2%	
New Transfers	82	95	13	15.9%	90	5	5.6%	
New PostBacs/Graduates	26	24	-2	-7.7%	28	-4	-14.3%	
<b>Subtotal - New Students</b>	<b>120</b>	<b>132</b>	<b>12</b>	<b>10.0%</b>	<b>129</b>	<b>3</b>	<b>2.3%</b>	
Continuing Students	4,079	3,876	-203	-5.0%	4,179	-303	-7.3%	
Returning Students	169	194	25	14.8%	181	13	7.2%	
Non-Admitted Students	170	133	-37	-21.8%	643	-510	-79.3%	vs. target
<b>Grand Total - Headcount</b>	<b>4,538</b>	<b>4,335</b>	<b>-203</b>	<b>-4.5%</b>	<b>5,132</b>	<b>-797</b>	<b>-15.5%</b>	<b>-12.6%</b>
<b>Grand Total - FTE</b>	<b>3,678</b>	<b>3,555</b>	<b>-123</b>	<b>-3.3%</b>	<b>3,830</b>	<b>-275</b>	<b>-7.2%</b>	<b>-2.5%</b>
Resident	2,883	2,682	-201	-7.0%	3,447	-765	-22.2%	
Non-Resident	1,655	1,653	-2	-0.1%	1,685	-32	-1.9%	
International	139	127	-12	-8.6%	142	-15	-10.6%	
American Indian/Alaskan Native	55	57	2	3.6%	55	2	3.6%	
Asian	89	81	-8	-9.0%	89	-8	-9.0%	
Black/African American	109	98	-11	-10.1%	110	-12	-10.9%	
Hispanic/Latino	473	495	22	4.7%	487	8	1.6%	
Pacific Islander	21	23	2	9.5%	22	1	4.5%	
North African, Middle Eastern, Other	23	28	5	21.7%	25	3	12.0%	
Two or More Races	400	391	-9	-2.3%	409	-18	-4.4%	
<b>Subtotal - Students of Color (race &amp; ethnicity)</b>	<b>1,170</b>	<b>1,173</b>	<b>3</b>	<b>0.3%</b>	<b>1,197</b>	<b>-24</b>	<b>-2.0%</b>	
White	2,702	2,530	-172	-6.4%	2,810	-280	-10.0%	
Unknown	527	505	-22	-4.2%	983	-478	-48.6%	
Alaska	69	61	-8	-11.6%	69	-8	-11.6%	
California	1,016	1,069	53	5.2%	1,029	40	3.9%	
Hawaii	99	105	6	6.1%	100	5	5.0%	
Idaho	35	29	-6	-17.1%	35	-6	-17.1%	
Washington	132	133	1	0.8%	134	-1	-0.7%	
All Other States	213	188	-25	-11.7%	216	-28	-13.0%	

# Future Meetings

**Adjourn**