Public Meeting Notice

June 10, 2016

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 review a presentation on SOU's sustainability programs. Topics also will include discussion and action on the following items: the academic year 2016-2017 budget; SOU-Klamath Community College / SOU-Rogue Community College staff rate privileges; board appointment recommendation process; board officer elections; and the internal audit charter and plan. Other agenda items include updates on enrollment and the SOU presidential search as well as discussions regarding board governance and the presidential evaluation.

The meeting will occur as follows:

Friday, June 17, 2016
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, 3rd Floor, Room #303
Visit sou.edu/video to stream the meeting proceedings. Due to availability of technology, the live stream will begin at approximately 1:00 p.m.

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

Board of Trustees
June 17, 2016

Call to Order and Preliminary Business

Southern OREGON UNIVERSITY

Board of Trustees Meeting

Friday, June 17, 2016
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.

	1	**Call to Order and Preliminary Business**	Chair Thorndike
	1.1	Welcome and opening remarks	
	1.2	Roll call	Sabrina Prud'homme, SOU, Board Secretary
	1.3	Agenda Review	Chair Thorndike
	1.4	Consent Agenda: Approval of minutes from the following meetings: April 15, 2016; May 10, 2016; May 25, 2016; June 1, 2016; June 2; 2016; and June 6, 2016 (Action)	Chair Thorndike
	2	**Public Comment**	
	3	**Lunch and Campus Update**	
~ 45 min.	3.1	SOU Sustainability Programs	Roxane Beigel-Coryell, SOU, Sustainability and Recycling Coordinator
~ 10 min.	**4**	**President's Report**	President Saigo
~ 20 min.	**5**	**Committee Reports**	
	5.1	Executive and Audit	Chair Thorndike
	5.2	Finance and Administration	Trustee Nicholson
	5.3	Academic and Student Affairs	Trustee Steinman
~ 5 min.	**6**	**Student Leadership Report**	Torii Uyehara, ASSOU

~ 5 min.	**7**	**Faculty Senate Report**	Larry Shrewsbury, SOU, Faculty Senate
~ 60 min.	**8**	**Fiscal Year 2016-2017 Budget (Action)**	Trustee Nicholson; Craig Morris, SOU, Vice President for Finance and Administration; Mark Denney, SOU, Associate Vice President for Budget and Planning
~ 20 min.	**9**	**SOU - Klamath Community College / SOU - Rogue Community College Staff Rate Privileges (Action)**	Trustee Steinman; Dr. Susan Walsh, SOU, Provost and Vice President for Academic and Student Affairs
~20 min	**10**	**Internal Audit Charter and Internal Audit Plan (Action)**	Chair Thorndike; Ryan Schnobrich, SOU, Internal Auditor
~ 10 min.	**11**	**Board Appointment Recommendation Process (Action)**	Chair Thorndike
~ 15 min.	**12**	**Board Officer Elections (Action)**	Chair Thorndike
~ 20 min.	**13**	**Enrollment Report**	Dr. Matt Stillman, SOU, University Registrar and Co-Executive Director of Student Enrollment; Kelly Moutsatson, SOU, Director of Admissions and Co-Executive Director of Student Enrollment; Chris Stanek, SOU, Director of Institutional Research
~10 min.	**14**	**Accreditation Update**	Dr. Jody Waters, SOU, Associate Provost

~ 25 min.	**15**	**Governance Committee Discussion**	Chair Thorndike
~ 20 min.	**16**	**Presidential Search Update**	Sabrina Prud'homme
~ 10 min.	**17**	**Presidential Evaluation Discussion**	Chair Thorndike
~ 5 min.	**18**	**Other Business**	Chair Thorndike
	19	**Adjourn**	Chair Thorndike

Board of Trustees Meeting

Friday, April 15, 2016
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 12:00 p.m.

The following trustees were present: Chair Bill Thorndike, April Sevcik, Lyn Hennion, Paul Nicholson, Jeremy Nootenboom, Teresa Sayre, Judy Shih, Dennis Slattery, Joanna Steinman and Steve Vincent. Trustees Les AuCoin and Filiberto Bencomo participated via videoconference and teleconference, respectively. Trustee Shea Washington was absent. President Roy Saigo (ex officio) also attended the meeting.

Other meeting guests included: Jason Catz, General Counsel; Craig Morris, Vice President for Finance and Administration; Fred Creek, Director of Campus Public Safety; Dr. Susan Walsh, Provost and Vice President for Academic and Student Affairs; Chris Stanek, Director of Institutional Research; Marjorie Trueblood-Gamble, Director of Diversity and Inclusion; Torii Uyehara, ASSOU President; Karen Stone, Associate Vice President for Academic Resource Management; Larry Shrewsbury, Faculty Senate Chair; Jody Waters, Associate Provost and Director of Graduate Studies; Mark Denney, Associate Vice President for Budget and Planning; Matt Stillman, University Registrar and Co-Executive Director of Student Enrollment; Dan DeNeui, Director of Social Sciences; Steve Larvick, Director of Business Services; Tim Robitz, Director of Housing; David Humphrey, Director of the Center for the Arts; Ryan Brown, Head of Community and Media Relations; John Stevenson, User Support Manager; Don Hill, Classroom and Media Services Manager; David Coburn, OSA; Janet Fratella, Vice President for Development; Sabrina Prud'homme, Board Secretary; Kathy Park, Executive Assistant; Emily Pfeiffer, ASSOU; and Olena Black, League of Women Voters.

Chair Thorndike reminded trustees that the day's meeting was being live-streamed. He then mentioned that the Ashland Chamber of Commerce wanted to include a photo of the board in their upcoming business guide and a photographer would meet the group after the tour of the Science Building.

Chair Thorndike noted former Trustee Sheri Bodager's absence due to her resignation from the board. He thanked her for her service to the board and wished her and her spouse well.

Trustee Vincent moved to approve the January 22, 2016 and February 18, 2016 meeting minutes. Trustee Sevcik seconded the motion and it passed unanimously.

Public Comment
There was no public comment.

Lunch and Campus Update
The trustees proceeded to the Science Building for a walking tour, led by Craig Morris; Dr. Sherry Ettlich, Division Director of Science, Technology, Engineering and Mathematics; and Drew Gilliland, Director of Facilities Management and Planning.

President's Report
President Roy Saigo highlighted a number of items in his report, primary among these was SOU's spring Preview event with over 700 visitors--the largest number in SOU's history. President Saigo also noted his recent trip to Portland to celebrate the signing of the proclamation marking March 28th as Minoru Yasui Day in honor of a man who defended civil and human rights. He added that SOU's Faculty Senate passed a resolution on outstanding teacher and service awards to honor the university's teachers and serve as a new celebration of excellence at the institution.

President Saigo informed the board that the President's Council has agreed to fund a director of legislative affairs and an administrative assistant to represent the interests of the seven public universities, collectively.

Committee Reports
Chair Thorndike said the Executive and Audit Committee focused on two areas: appointment process for trustees and a report from the internal auditor.

Trustee Nicholson discussed numerous items the Finance and Administration Committee focused on in recent meetings: the introduction of financial and enrollment dashboards; noise issues with the Science Building; bond funding to replace the SELP loan and for the JPR and McNeal projects; introduction of the internal auditor; enrollment reports; tuition and fee rates; pro forma review, which showed the financial impact of increases in enrollment; Schneider Child Care Center costs; capital requests; and budget elements.

Trustee Sayre reported that, in recent meetings, Academic and Student Affairs Committee focused on the Bachelor of Music proposal, which has been approved by the HECC; SOU's Innovation and Leadership Program; HB 3375 and preparation of diverse educators; AASCU's Re-imagining the First Year project; reorganization of enrollment services; the enrollment dashboard; the tuition and fee process; a capstone presentation on a proposed health science degree; and a Student Health and Wellness Center presentation.

Student Leadership Report
Torii Uyehara discussed ASSOU's Vote OR Vote campaign, which is part of a larger statewide effort; so far, 684 students at SOU have registered. ASSOU elections will

begin in the next couple of weeks. Ms. Uyehara also reported on Trustee Hennion's interview with The Siskiyou on the presidential search, said the students are excited about the search and will become more engaged when candidates come to campus. She commended Darius Kila, who hosted the "Let's Talk President" event in residence halls.

Ms. Uyehara also invited trustees to and encouraged their participation in the 20th Annual Luau and the Raider Academy Awards.

Faculty Senate Report
Larry Shrewsbury updated the board on items before the Faculty Senate. Faculty Senate receives reports from the President, Provost, Student Government and others as needed, on issues such as financial analysis for athletics, enrollment and the new funding model. Trustee Hennion recently provided an update on the presidential search; Mr. Shrewsbury said the faculty and staff appreciate how the board has been listening, the consensus is that the board has good, broad representation, and faculty and staff are waiting for news on the next big event.

Faculty Senate needs to evaluate for approval new courses and minors and is reviewing proposals from the Graduate Council. They will vote on a proposal for a revision to the faculty's professional development reports using a new software program.

Faculty Senate approved a proposal to establish teaching and service awards. Responding to Trustee Nicholson's inquiry, Mr. Shrewsbury said there will be awards for teaching and service but right now, the focus is on the teaching award. A committee analyzes each submission. Dr. Susan Walsh added that there is a representative from each academic division on the selection committee and the awards are $500 stipends.

Process for Establishing Tuition and Fees (Action)
In preparing a tuition recommendation, Mr. Denney said rates were developed in the Tuition Advisory Council (TAC). The TAC examined a significant amount of detailed data, such as SOU's historical data and data from peer regional and peer institutions. TAC's proposal was presented to various constituent groups on campus for feedback and discussion. The proposal was then presented to the president and his cabinet. The president made a formal recommendation to the Finance and Administration Committee and will present it to the board later in the meeting.

Mr. Denney then described the process for developing mandatory fee recommendations. The student incidental fee is managed by the student fee process. The recommendation for the student recreation center fee was developed using similar procedures to the student incidental fee. The Director of the Student Health and Wellness Center recommends the student health fee. The building fee is set by legislative action and is not increasing. The Director of Housing recommends the residence and dining fee. A more regimented process is used for special fees. All of the processes followed provide opportunities for constituent groups to be engaged and provide feedback.

Trustee Nicholson said it has been an eye-opening process and the board feels well informed and engaged. Mr. Denney replied that one of the key goals was to get

feedback and guidance from the Finance and Administration Committee as the process progressed. Responding to Trustee Vincent's desire that this collaborative process continues to be used, Mr. Denney said the process adopted by the board will be the process SOU must follow every year to set tuition and fees.

Trustee Slattery moved that the SOU Board of Trustees approve the resolution for the "Process for Establishing Tuition and Fees" (Attachment 1). Trustee Nicholson added that the Finance and Administration Committee has had extensive discussions about the proposed process to ensure it reflects the process SOU has been following. Trustee Nicholson seconded the motion and it passed unanimously.

2016-2017 Tuition and Fees (Action)
President Saigo thanked Mr. Denney and commended the board on acting on its first tuition and fee proposal. At President Saigo's request, Ms. Uyehara described the process followed to set the student incidental fee, which allows for a lot of student input. They started in the fall by recruiting students into subcommittees, which heard presentations from all the groups seeking student fee funding. The subcommittees then compiled reports that were presented to the Student Fee Committee. This year, ASSOU included extra outreach to students regarding the athletic reserve. The Student Fee Committee submitted its recommendation to the Student Senate, which made its recommendation to her as the ASSOU President. Ms. Uyehara reviewed the recommendation and made her recommendation to President Saigo, which he included in his proposal to the Finance and Administration Committee. Ms. Uyehara stressed that this process involves not just ASSOU but students at-large as well.

If SOU continues to use the current template, with student, faculty and administration involvement, President Saigo thought it would limit dissension experienced at other institutions. The template the board is creating sets an expectation for the future.

The formal recommendation is a 3 percent increase for resident and nonresident undergraduate tuition rates (with no rounding up or down) and no increase in graduate tuition rates. The 3 percent increase in undergraduate tuition rates keeps SOU in the lower end of the band for tuition rates in the state. By holding flat on graduate rates, it is hoped enrollment in those programs will increase. This recommendation is fairly consistent with the financial pro forma and retrenchment plan. The tuition rate for the two degree programs offered only online has not yet been through the tuition process. That rate will be submitted for approval at a later date.

The formal recommendation for mandatory fees is a $13 increase in the student incidental fee, a $7 increase in the health fee, a $40 increase in the recreation center fee and no increase in the building fee.

If the total tuition and mandatory fee increase is in excess of 5 percent, SOU must obtain advance approval from the HECC. If an individual tuition rate or fee increase is in excess of 3 percent, SOU must provide notice to the HECC. Based on the recommendations, SOU will have to notify the HECC of the increases in the student incidental fee (4.23 percent increase), health fee (5.69 percent increase) and recreation

center fee (114.29 percent increase).

Chair Thorndike called for the president's recommendation. President Saigo said the tuition and mandatory fee schedule has been developed and reviewed per established SOU procedures including students and student government. He submitted and recommended that this Tuition and Fees for Academic Year 2016-2017 be accepted by the board as proposed.

Trustee Nootenboom moved that the SOU Board of Trustees approve the resolution for establishing the tuition and mandatory fees for academic year 2016-2017 (Attachment 2). Trustee Slattery seconded the motion. At Chair Thorndike's request, the Board Secretary conducted a roll call vote.

Trustee	Ayes	Nays	Other
Bill Thorndike	X		
April Sevcik	X		
Les AuCoin	X		
Filiberto Bencomo	X		
Lyn Hennion	X		
Paul Nicholson	X		
Jeremy Nootenboom	X		
Teresa Sayre	X		
Judy Shih	X		
Dennis Slattery	X		
Joanna Steinman	X		
Steve Vincent	X		
Shea Washington			Absent

Chair Thorndike and Trustee Vincent expressed their appreciation for the work that was done, were impressed with the process and praised the collaboration of all the constituent groups.

2017-2019 Capital Projects Prioritization (Action)
Craig Morris explained that, every two years, universities are given an opportunity to submit requests for capital projects to be funded by the state. The boards approve their lists and the universities send a consolidated prioritized list to the HECC. The HECC will vet and prioritize the projects and send its list to the Department of Administrative Services. The recommendation is then sent to the governor, who forwards her recommendation to the legislature for its consideration.

Over the past several months, SOU staff has been providing information to the Finance and Administration Committee about the condition of the institution and its future needs. Sitelines was hired to update SOU's data on its infrastructure and present that information to the Finance and Administration Committee. The committee considered numerous capital projects and determined the top two priorities for the 2017-19 biennium were the boiler replacement project ($2.7 million) and the Central Hall deferred maintenance project ($7 million).

Trustee Nicholson moved that, based on the recommendation of SOU's Finance and Administration Committee and the board's review and discussion of the project prioritization process and rationale, the SOU Board of Trustees approve the "2017-19 Capital Projects Prioritization" for submission to the Higher Education Coordinating Commission and the legislature in the university's request for capital projects funding for the 2017-19 biennium. The two capital projects prioritized through this process and hereby approved by the full board include a boiler replacement project at an estimated cost of $2.7 million and the Central Hall deferred maintenance project with an estimated cost of $7 million.

Trustee Hennion seconded the motion and it passed unanimously. Mr. Morris then cautioned that submission of these projects does not ensure they will be included on the consolidated prioritized list as it progresses to the legislature or that the legislature will approve funding for the projects.

Bond Funding to Replace SELP Loan Funding (Action)
Providing background information on this item, Trustee Nicholson said a loan was originally included in the funding for the renovation of SOU's Science Building. Due to an administrative oversight, however, the loan program was not adequately funded. Mr. Morris worked with state officials to identify and secure alternative funding for the project. Two options were identified: borrow funds using XI-F bonds or using XI-J bonds. The Finance and Administration Committee recommends using XI-F bonds because it would be more expensive to use XI-J bonds.

Jason Catz added that the issues with the loan previously approved by the Oregon Department of Energy (DOE) have nothing to do with SOU's actions. The program ran short of funds and was suspended. SOU had not applied for funds from the loan until after energy efficient features were installed, at which time funding was not available. With guidance and approval from the Finance and Administration Committee, Mr. Morris then worked with DOE, Treasury Department and legislators to identify options and presented the pros and cons of two options to the committee. The board's bylaws require the board to approve any contract or debt in excess of $500,000.

Trustee Nicholson moved that the Vice President for Finance and Administration be authorized to execute any agreements or other instruments necessary to obtain financing of this portion of the Science Building renovation through the proposed XI-F bonds. Trustee Vincent seconded the motion and it passed unanimously. Trustee Hennion abstained, citing a potential conflict of interest.

Trustee Nicholson and Mr. Morris said that, after the problem was discovered, there has been considerable cooperation from DOE, Treasury Department and Department of Administrative Services.

HB 3375 (2015) and Preparation of Diverse Educators (Action)
Trustee Sayre said all schools of education must create and present to the HECC a plan to develop culturally and linguistically diverse K-12 teachers. The Academic and Student Affairs Committee has reviewed SOU's plan at the last two meetings. She said

the board should be proud of the creativity with which this plan has been put together. The plan does not just look at incoming freshmen and try to get them into this teaching pathway, but goes all the way down to eighth grade. It continues and aligns through high school and allows high school students to focus their dual credit courses.

Many of the dual credit programs are not organized and do not lend themselves to a specific pathway. Under this proposed plan, high school students will take dual credit classes and, upon graduation, they will be on their way to this program. It bridges programs between high school and college, with a targeted incentive (i.e., a tuition-free pathway into the teaching profession).

Dr. John King worked with local school districts to develop the plan and met with Deborah Lovern to make sure it penciled out. It will cost SOU $335 for a full undergraduate pathway per student; there will be $4,350 in revenue for a full graduate pathway per student. The program ends up making money even though the students attend tuition-free.

The HECC has approved the plans from two other institutions. SOU's program will be fairly unique due to the work being done in the local school districts to create a pipeline. Dr. Walsh mentioned the bilingual certificate that SOU offers at the master's level, which factors into the new funding model.

Answering Trustee Hennion's question, Trustee Sayre and Mr. Denney said the cost of the program will be the same regardless of the number of students who participate. The cost per student takes into account the direct costs of the program as well as the average cost to instruct.

Trustee Sayre moved that the board approve the motion before it approving the plan for SOU's "Pathway to Teaching: Southern Oregon University Diverse Educator Recruitment and Development Plan" (Attachment 3). Trustee Hennion seconded the motion and it passed unanimously.

Board Staffing Discussion and Process (Action)
Chair Thorndike said the dual purpose of this item is to discuss the board appointment recommendation process and recommend a nominee to the governor. Ideally, the board could take its time vetting the process but, in light of Sheri Bodager's resignation, Chair Thorndike wanted to submit the board's recommendation to the governor for consideration in May. The Executive and Audit Committee previously discussed procedures for submitting the board's recommendation to the governor's office. Chair Thorndike also mentioned the two-year terms for the trustee positions held by faculty, staff and student members are expiring soon and those trustees have been nominated to remain in their positions for another term.

The draft was prepared for the board's review and revision, with action to be taken in the June meeting. Meanwhile, trustees should submit the names of any recommended nominees to the board chair in order to meet the April 21 deadline for submission to the governor. A few names have already been submitted for consideration, as have areas of

community interest. The trustees did not recommend names in the meeting for various reasons, including the possibility that the individual would not be selected. Trustee Sevcik reminded the trustees that they may agree on a name but the governor may appoint someone of her own choosing.

Trustee Sevcik moved that the SOU Board of Trustees authorize the board chair to engage in a board appointment process, guided by the "Proposed Policy on Recommending Candidates for At-large Board Positions." The chair shall consult with the president and members of the board before putting forth a recommendation to the governor's office. After further discussion, it was agreed the consultation requirement in the immediate case would be satisfied by an email message from the board secretary advising trustees that they should contact the board chair if they wish to discuss the proposed nominee. Trustee Slattery seconded the motion and it passed unanimously.

In the future, when individuals express interest in serving on the board, their names will be provided to the board chair, who will submit the names to the Executive and Audit Committee for consideration. Alternatively, the individual can be directed to the board secretary for information on filing the required forms.

HECC Funding Request – Update
Craig Morris discussed the categories of the state biennial funding for the public universities. He then described the HECC funding request, saying it was all about the public university support fund (PUSF). The universities submitted a consolidated funding request, stressing the need for a more accurate current funding service level (CSL). Currently, the CSL is a straight 3 percent increase but legislators acknowledged this approach would shortchange the universities. Instead, the universities used a calculation approach, similar to that used by wholly-funded state agencies and community colleges, including salary and pay, healthcare, retirement, OPE and operating expense inflations. This approach resulted in a 7.9 percent CSL.

The HECC has recommended the legislature increase funding for the Oregon Opportunity Grant but has also proposed a change in the criteria for qualification. This would nearly double the number of SOU students who would qualify but may also disqualify some currently-eligible students. The HECC will review the proposed change for unintended consequences.

The consolidated funding request included several scenarios, three of which the HECC requested. The universities added more scenarios to show the possible consequences if funding was not adequate. The universities agreed the scenario with a $765 million PUSF was most desirable. Three vice presidents presented the request to the HECC, walking through the goals and assumptions and demonstrating the catastrophic impact of inadequate funding. Mr. Morris made it clear that SOU has just gone through retrenchment and any further deep operating cuts would not be viable and would necessarily result in a tuition increase.

HECC Conditions Report – Update
Dr. Walsh said SOU presented its conditions report to the HECC on December 10 and,

as required, provided updates on several items, including retrenchment metrics. In March, Brian Fox prepared a response to SOU's report. Dr. Walsh summarized the positive comments the HECC made in its response on FTE enrollment increases, rebuilding the freshman class, improved morale, revenue increases, academic reorganization, rebuilding the management team and stakeholder buy-in.

Dr. Walsh, Dr. Karen Stone and Chris Stanek then addressed the five suggested areas of emphasis and improvement the HECC included in its response. The HECC's first recommendation was that SOU did not elect to re-examine its mission during retrenchment, which tied into another comment about SOU's lack of visionary planning. SOU pointed out the transition in executive leadership, establishment of the new board, the upcoming accreditation and the focus of retrenchment being on cost reduction not strategic repositioning. Chair Thorndike suggested it was worth mentioning the shift in the type of degrees awarded in Oregon's public institutions and SOU's are different in comparison. An advantage SOU has, given its size, is that it can transition to respond to the interests of students.

The HECC's second recommendation was that some savings associated with faculty retirements will not be fully realized because SOU will have to backfill positions in high demand areas. Dr. Stone said the provost's office routinely assesses needs based on demand and capacity. In managing their divisions, directors create three-year plans and work with course planners. SOU does not manage the loss of faculty only through retrenchment but also through voluntary retirements and resignations. SOU is constrained by the collective bargaining agreement, which dictates the order of layoffs. Further, savings are still realized when transitioning from senior to junior faculty.

The third recommendation was that SOU's enrollment has been volatile and counter-cyclical with the economy and efforts to increase diversification need to take root. Mr. Stanek said this was a neutral observation, that SOU is following national enrollment patterns. SOU has demonstrated a commitment to increasing diversity.

The HECC's fourth recommendation was that SOU does not have a systematic and centralized system to manage utilization rates or instructional capacity to effectively manage productivity. Dr. Stone explained that faculty workload is divided into three buckets: teaching, scholarship and service. This recommendation concerns the teaching component and utilization of faculty. Faculty loading reports document teaching time. There is course release for certain duties, such as being a program chair. Activity Insight, a software program, was used this year to evaluate applications for promotion and tenure and a larger piece will be rolled out next year for faculty professional activity reports. This software will be used to track the outcomes of release time. To optimize use of faculty, course planners will determine past and anticipated future enrollment. The team is working on a dashboard for each program, to reflect SCH, number of graduates, student-faculty ratio and fill rates. The team is also creating a class maximums document to be used to calculate accurate fill rates by comparing the class maximum with the actual number enrolled to show which programs run close to, under or at capacity. Mr. Morris commented that the provost's staff are being too kind regarding this recommendation; he thought it was factually

inaccurate and should have acknowledged the substantial work that has been done.

The fifth recommendation was that faculty non-teaching time (i.e., nine ELUs for scholarship, research and service) is not well understood. Mr. Stanek said Activity Insight will track and report all faculty activity. The system will be fully implemented by the end of the academic year. SOU's response will include the same information as used to respond to the fourth recommendation.

Following Trustee Steinman's inquiry, discussion ensued on possible causes for the apparent lack of accurate information the HECC used in preparing its response.

Responding to Trustee Nicholson's inquiry, Dr. Walsh said SOU will provide the requested update in the fall as an appendix to its institutional evaluation. That update is optional as the only requirement is to submit a final report in December 2017 but it is wise to keep the HECC in the loop.

Echoing Dr. Walsh's, President Saigo's and Mr. Morris's earlier comments, Trustee Slattery commended Dr. Stone on her tough and courageous work.

Curriculum Update
Trustee Sayre advised the board that the HECC approved SOU's proposed Bachelor of Music. Further, due to an excellent capstone project report, there will be work to create a new health science degree program. Chair Thorndike offered assistance from the trustees as members of the public to gather more input from healthcare providers.

Accreditation Update
Dr. Jody Waters reminded the board that SOU's report is due in September. She discussed where the accreditation team is in the process, including groups writing on the different standards that must be addressed. The team is on track to complete the draft of the major standard by the end of April. The team meets frequently to review drafts and determine what still needs to be done. There is a subcommittee focusing on the self-studies each of the 38 academic programs has written.

NWCCU's site visit will be October 24-26. At NWCCU's request, SOU nominated three individuals to be considered for training as site evaluators. If selected, that will increase the number of people on campus who are trained to conduct site visits.

The collegiate learning assessment has been administered to outgoing seniors. It allows a comparison of critical skill levels in key areas between students' arrival as freshmen and their graduation as seniors and is a measure of SOU's value added.

Presidential Search Update
Trustee Hennion provided an update on the search committee's activities. Today was the deadline for submission of applications. Parker Executive Search and the search committee will meet at the end of April, at which time committee members will have access to all the applications. The committee will reduce the number of candidates to the top 10-12 and will ask those individuals to meet with the committee in mid-May.

The committee will again reduce the number of candidates to approximately four, who will visit campus in late May. Faculty, staff, students, board members and community members will have the opportunity to meet those finalists and provide feedback to the board. The committee will also provide feedback to the board on each finalist's strengths and weaknesses. Then the board will make the final selection, hopefully before commencement. Chair Thorndike again stressed this is one of the most important decisions the board will make.

Before adjournment, Trustee Nicholson mentioned the Ashland Reads, Rotary Reads program that will bring 192 first graders to SOU on May 25. One reason to bring the students to SOU is to get them thinking about attending college.

Adjourn
Chair Thorndike adjourned the meeting at 4:52 p.m.

Southern OREGON UNIVERSITY

Board of Trustees Special Meeting

Tuesday, May 10, 2016
10:00 - 10:30 a.m. (or until business concludes)
DeBoer Room, Hannon Library

MINUTES

Call to Order and Preliminary Business
Chair Thorndike called the meeting to order at 10:00 a.m.

The following trustees were present, participating remotely: Bill Thorndike, April
Sevcik, Les AuCoin, Lyn Hennion, Paul Nicholson, Judy Shih, Steve Vincent and Shea
Washington. The following trustees participated in person: Jeremy Nootenboom,
Joanna Steinman and Roy Saigo (ex officio). The following trustees were absent:
Filiberto Bencomo, Teresa Sayre and Dennis Slattery.

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; Mark Denney, Associate Vice President
for Budget and Planning; Ryan Brown, Head of Community and Media Relations;
Ryan Schnobrich, Internal Auditor; Torii Uyehara, ASSOU President; John Stevenson,
User Support Manager; Don Hill, Classroom and Media Services Manager; Kathy
Park, Executive Assistant; and David Coburn, OSA.

Public Comment
There was no public comment.

2016-2017 Differential Tuition Rates for Online Students (Action)
Mark Denney introduced the agenda item, noting the special meeting to approve the
differential tuition rate for online courses. Mr. Denney said the current differential
online tuition rate is the resident rate plus $65 per student credit hour (SCH). The
Tuition Advisory Council (TAC) originally considered a new rate for online courses
which would be the normal tuition rate based on the student's residency status plus an
online delivery fee of $65 per SCH. There were two reasons for that recommendation.
First, staff taking online courses would receive staff rates on the tuition but would also
pay the delivery fee, which could be a significant amount. Second, very few students
taking online courses are taking only online courses. Some nonresident students who
are on campus take online courses because it costs less.

In developing the proposal for this particular rate, the TAC learned there are degree
completion programs offered only online: one in education, three in business and one
in criminal justice. Some of those programs have a considerable number of

nonresident students who would be significantly impacted by this change in tuition rate. Since it would be difficult to apply a special rate to those nonresident students participating in the programs only offered online, TAC thought it best to thoroughly analyze the impact before setting a new tuition rate.

The final recommendation, therefore, is to keep the differential online tuition rate at the resident rate plus a $65 per SCH online delivery fee for all students. Effectively, the cost will remain the same as the current academic year but will be structured slightly differently. SOU will establish a working group to study the online programs and student profiles then present a proposal for academic year 2017-2018. The goal is to develop a strategic, detailed proposal that takes into account all student populations and sets the stage to grow enrollment for online courses based on a strategic plan.

President Saigo said that, as stated in his memo to the board, the tuition and mandatory fee schedule has been developed and reviewed per established SOU procedures including students and student government. He submitted and recommended that the tuition and fee schedule for academic year 2016-2017, including specific differential tuition rates for online students, be accepted and approved by the board, to become effective beginning fall 2016.

Answering Chair Thorndike's question, Mr. Denney said the online tuition rate does not vary depending on the number of courses taken but would be a factor the working group would evaluate. Mr. Denney added that online programs have been increasing about five percent per year and generally are not impacted by factors that usually affect enrollment.

Responding to Trustee Nicholson's inquiry, Mr. Denney said this tuition category represents about 15 percent of total enrollment, the majority being undergraduate. He added that nonresident and WUE students would pay the current tuition rate plus $65 per SCH for online courses, a significant savings over their regular tuition rates.

Trustee Shih expressed concerns with changing the tuition rate, especially regarding nonresident international students, and that changing the cost may cause a significant increase in online courses. She believed some courses are best delivered in person, an opinion others shared. Mr. Denney explained the cost would be the same for the upcoming academic year as it is for the current academic year. The difference is that the $65 per SCH is characterized as an online delivery fee, rather than as part of the tuition. He assured Trustee Shih that the working group would look into the concerns she mentioned.

Responding to Chair Thorndike's inquiry, Mr. Denney said other Oregon universities use this same methodology. For example, Oregon State charges the resident undergraduate rate plus an online delivery fee for all online courses. Craig Morris added that it is fairly standard across the country to charge a differential rate for online courses that is a little higher than the regular rate, yet set at the resident rate. To charge nonresident tuition rates would price SOU out of the market for out-of-state

students taking online courses. He believed it would be prudent to stay with the resident rate plus a delivery fee for online courses.

At Trustee Nicholson's request, Mr. Denney expounded on the working group that will analyze this tuition rate. The recommendations from the working group would be submitted to the provost's office then to the TAC to be included in its comprehensive tuition and fee recommendation. The working group would be comprised of faculty and administrators from the academic divisions as well as representatives from the Center for Instructional Support, registrar's office, institutional research and provost's office. One of the issues the working group will look into is whether there should be a limit on the number of online courses a student can take.

Trustee Shih again expressed concern about voting on a tuition rate before the working group issues its findings and recommendations. It was clarified that the action item was not actually a change in the differential rate but rather is the same rate as the current academic year but with the delivery fee structured differently. Chair Thorndike explained this would correct an oversight from the last meeting when all other tuition rates were approved. The board wanted this rate to go through the same approval process the other rates went through.

Chair Thorndike called for a motion to approve Resolution # 04-2016: Differential Tuition Rates for Academic Year 2016 – 2017. Trustee Steinman moved that the board accept the tuition as written in the resolution. Trustee Nicholson seconded the motion. Chair Thorndike then requested a roll call vote.

Trustee	Ayes	Nays	Other
Bill Thorndike	X		
Les AuCoin	X		
Filiberto Bencomo			Absent
Lyn Hennion	X		
Paul Nicholson	X		
Jeremy Nootenboom	X		
Teresa Sayre			Absent
April Sevcik	X		
Judy Shih		X	
Dennis Slattery			Absent
Joanna Steinman	X		
Steve Vincent	X		
Shea Washington			Not present for vote

Trustee AuCoin requested the chair add a discussion of trustees' fiduciary responsibilities, especially regarding attendance, to the agenda for the next board meeting.

Adjourn
Chair Thorndike adjourned the meeting at 10:36 a.m.

Board of Trustees Special Meeting

Wednesday, May 25, 2016
5:45 – 8:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library and Schneider Museum of Art

MINUTES

Call to Order and Preliminary Business
Chair Thorndike called the meeting to order at 5:59 p.m.

The following trustees were in attendance: Bill Thorndike, Les AuCoin, Lyn Hennion, Jeremy Nootenboom, April Sevcik, Judy Shih, Dennis Slattery, Joanna Steinman, Steve Vincent and Shea Washington.

The following trustees were absent: Filiberto Bencomo, Paul Nicholson, Teresa Sayre and Roy Saigo.

Other meeting guests included: Dr. Michael Tidwell, presidential candidate; Jason Catz, General Counsel; Ryan Brown, Head of Community and Media Relations; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

Public Comment
There was no public comment.

Candidate Interview for the Position of University President [Executive Session Pursuant to ORS 192.660 (2)(a)]
After welcoming Dr. Michael Tidwell, Chair Thorndike said the board would interview Dr. Tidwell for the position of SOU President and would then move to the Schneider Museum of Art for dinner and further discussion with Dr. Tidwell. Chair Thorndike advised those in attendance that the board would enter into executive session to consider the employment of a public officer, employee, staff member or individual agent.

Chair Thorndike then recited applicable statutory provisions. Pursuant to ORS 192.660 (2)(a), the governing body of a public body may hold an executive session to consider the employment of a public officer, employee, staff member or individual agent. Pursuant to ORS 192.660 (6), no final action would be taken or final decision made in the executive session.

In addition to SOU board members, only the following persons were permitted to remain for the executive session: Michael Tidwell; General Counsel, Jason Catz; University Board Secretary, Sabrina Prud'homme; Executive Assistant to the Board Secretary and General Counsel, Kathy Park; and Head of Community and Media Relations, Ryan Brown.

Although no members of the media were present, Chair Thorndike stated, for the record, pursuant to ORS 192.660 (4), representatives of the news media shall be allowed to attend this executive session. All other members of the audience, except designated staff, were asked to leave the room. Representatives of the news media were specifically directed not to report on or otherwise disclose any of the deliberations or anything said about these subjects during the executive session, except to state the general subject of the session as previously announced. In addition, members of the media were respectfully directed not to record the executive session.

The board then began its executive session. At the conclusion of the executive session, Chair Thorndike returned the meeting to open session and welcomed attendees back into the room, though none were present. Chair Thorndike then temporarily adjourned the meeting to transition to dinner.

Dinner and Discussion with Candidate
After arriving at the Schneider Museum of Art, Chair Thorndike reconvened the meeting. In addition to those present during the executive session (except for Mr. Brown), attendees included Angela Thorndike, Alex Bellen, Sandra Slattery and Treasa Sprague. After a docent-led tour of the museum, dinner was served. Discussion ensued on various social topics among the trustees, Dr. Tidwell and invited guests.

Adjourn
Chair Thorndike adjourned the meeting at approximately 8:20 p.m.

Board of Trustees Special Meeting

Wednesday, June 1, 2016
5:45 – 8:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library and Schneider Museum of Art

MINUTES

Call to Order and Preliminary Business
Chair Thorndike called the meeting to order at 5:53 p.m.

The following trustees were in attendance: Bill Thorndike, Les AuCoin, Lyn Hennion, Jeremy Nootenboom, Teresa Sayre, Judy Shih, Dennis Slattery, Joanna Steinman and Steve Vincent.

The following trustees were absent: Filiberto Bencomo, Paul Nicholson, April Sevcik, Shea Washington and Roy Saigo.

Other meeting guests included: Dr. Terry Allison, presidential candidate; Jason Catz, General Counsel; Ryan Brown, Head of Community and Media Relations; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

Public Comment
There was no public comment.

Candidate Interview for the Position of University President [Executive Session Pursuant to ORS 192.660 (2)(a)]
After welcoming Dr. Terry Allison, Chair Thorndike said the board would interview Dr. Allison for the position of SOU President and would then move to the Schneider Museum of Art for dinner and further discussion with Dr. Allison. Chair Thorndike advised those in attendance that the board would enter into executive session to consider the employment of a public officer, employee, staff member or individual agent.

Chair Thorndike then recited applicable statutory provisions. Pursuant to ORS 192.660 (2)(a), the governing body of a public body may hold an executive session to consider the employment of a public officer, employee, staff member or individual agent.

Although no members of the media were present, Chair Thorndike stated, for the record, pursuant to ORS 192.660 (4), representatives of the news media shall be allowed to attend the executive session. All other members of the audience, except designated staff, were asked to leave the room. Representatives of the news media were specifically directed not to report on or otherwise disclose any of the deliberations or anything said about these subjects during the executive session,

except to state the general subject of the session as previously announced. In addition, members of the media were respectfully directed not to record the executive session.

Chair Thorndike added that, pursuant to ORS 192.660 (6), no final action would be taken or final decision made in the executive session.

In addition to SOU board members, the following persons were permitted to remain for the executive session: Terry Allison; General Counsel, Jason Catz; University Board Secretary, Sabrina Prud'homme; Executive Assistant to the Board Secretary and General Counsel, Kathy Park; and Head of Community and Media Relations, Ryan Brown.

The board then began its executive session. At the conclusion of the executive session, Chair Thorndike returned the meeting to open session and invited any audience members back to the meeting, though none were present. Following this, Chair Thorndike temporarily adjourned the meeting to transition to dinner.

Dinner and Discussion with Candidate
Chair Thorndike reconvened the meeting in the Schneider Museum of Art. In addition to those present during the executive session (except for Trustee Sayre, Mr. Catz and Mr. Brown), attendees included Angela Thorndike, Alex Bellen, Sandra Slattery, "Rosie" Rosenthal and Treasa Sprague. After a docent-led tour of the museum, dinner was served. Discussion ensued on various social topics among the trustees, Dr. Allison and invited guests.

Adjourn
Chair Thorndike adjourned the meeting at approximately 8:25 p.m.

Southern OREGON UNIVERSITY

Board of Trustees Special Meeting

Thursday, June 2, 2016
5:45 – 8:30 p.m. (or until business concludes)
DeBoer Room, Hannon Library and Schneider Museum of Art

MINUTES

Call to Order and Preliminary Business
Chair Thorndike called the meeting to order at 5:58 p.m.

The following trustees were in attendance: Bill Thorndike, Les AuCoin, Lyn Hennion, Paul Nicholson, Jeremy Nootenboom, Judy Shih, Dennis Slattery and Joanna Steinman. Trustee Steve Vincent participated by teleconference.

The following trustees were absent: Filiberto Bencomo, Teresa Sayre, April Sevcik, Shea Washington and Roy Saigo.

Other meeting guests included: Dr. Linda Schott, presidential candidate; Ryan Brown, Head of Community and Media Relations; Sabrina Prud'homme, Board Secretary; and Kathy Park, Executive Assistant.

Public Comment
There was no public comment.

Candidate Interview for the Position of University President [Executive Session Pursuant to ORS 192.660 (2)(a)]
After welcoming Dr. Linda Schott, Chair Thorndike said the board would interview Dr. Schott for the position of SOU President and would then move to the Schneider Museum of Art for dinner and further discussion with Dr. Schott. Chair Thorndike advised those in attendance that the board would enter into executive session to consider the employment of a public officer, employee, staff member or individual agent.

Chair Thorndike then recited applicable statutory provisions. Pursuant to ORS 192.660 (2)(a), the governing body of a public body may hold an executive session to consider the employment of a public officer, employee, staff member or individual agent.

Although no members of the media were present, Chair Thorndike stated, for the record, pursuant to ORS 192.660 (4), representatives of the news media shall be allowed to attend the executive session. All other members of the audience, except designated staff, were asked to leave the room. Representatives of the news media were specifically directed not to report on or otherwise disclose any of the deliberations or anything said about these subjects during the executive session,

except to state the general subject of the session as previously announced. In addition, members of the media were respectfully directed not to record the executive session.

Chair Thorndike added that, pursuant to ORS 192.660 (6), no final action would be taken or final decision made in the executive session.

In addition to SOU board members, the following persons were permitted to remain for the executive session: Linda Schott; General Counsel, Jason Catz; University Board Secretary, Sabrina Prud'homme; Executive Assistant to the Board Secretary and General Counsel, Kathy Park; and Ryan Brown, Head of Community and Media Relations.

The board then began its executive session. At the conclusion of the executive session, Chair Thorndike returned the meeting to open session. There were no attendees to welcome back into the room. Chair Thorndike then temporarily adjourned the meeting so those in attendance could transition to dinner.

Dinner and Discussion with Candidate
After arriving at the Schneider Museum of Art, Chair Thorndike reconvened the meeting. In addition to those present during the executive session (except for Mr. Brown), attendees included Thomas Fuhrmark, Alex Bellen, Cathy Nicholson, Sandra Slattery and Treasa Sprague. Discussion ensued on various social topics among the trustees, Dr. Schott and invited guests.

Adjourn
Chair Thorndike adjourned the meeting at approximately 8:25 p.m.

Board of Trustees Special Meeting

Monday, June 6, 2016
4:00 - 6:00 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 4:01 p.m.

The following trustees were present: Bill Thorndike, April Sevcik, Les AuCoin, Lyn Hennion, Paul Nicholson, Jeremy Nootenboom, Teresa Sayre, Judy Shih, Dennis Slattery, Joanna Steinman and Steve Vincent. Trustee Shea Washington joined remotely for a portion of the meeting.

The following trustees were absent: Filiberto Bencomo and Roy Saigo (ex officio).

Other meeting guests included: Jason Catz, General Counsel; Ryan Brown, Head of Community and Media Relations; Sabrina Prud'homme, Board Secretary; Darius Kila, SOU; Torii Uyehara, ASSOU President; and Kathy Park, Executive Assistant.

Chair Thorndike opened the meeting by thanking the Presidential Search Committee for all of its time and hard work; he also thanked trustees who took the time to meet the three final candidates. He added that the purpose of the meeting was to hear about the job, discuss the most important attributes of the job and develop a process to prioritize the three finalists. Deliberations would be in executive session. Following that, the board would come out of executive session and ask for authority for the chair and general counsel to negotiate a contract with the person the board would like to select. Responding to Trustee AuCoin's inquiry, Chair Thorndike said he did not plan to travel to the selected candidate's location and would conduct negotiations telephonically. Jason Catz added that, after negotiations were complete, the board would hold another meeting to take final action to appoint the selected candidate.

Public Comment
There was no public comment.

Deliberation to Consider the Employment of a University President
[Executive Session Pursuant to ORS 192.660 (2)(a)]
Chair Thorndike announced that the board would enter into executive session to consider the employment of a public officer, employee, staff member or individual agent. He stated that, pursuant to ORS 192.660 (2)(a), the governing body of a public body may hold an executive session to consider the employment of a public officer, employee, staff member or individual agent. Pursuant to ORS 192.660 (4), representatives of the news media shall be allowed to attend the executive session. All other members of the audience, except designated staff, were asked to leave the room.

Although no members of the media were present, for the record, Chair Thorndike specifically directed representatives of the news media to not report on or otherwise disclose any of the deliberations or anything said about these subjects during the executive session, except to state the general subject of the session as previously announced. In addition, members of the media were respectfully directed not to record the executive session.

Chair Thorndike further stated that, pursuant to ORS 192.660 (6), no final action would be taken or final decision made in the executive session. At the end of the executive session, the board would return to open session and welcome the audience back into the room.

In addition to SOU board members, the following persons were permitted to remain for the executive session: general counsel, Jason Catz; university board secretary, Sabrina Prud'homme; executive assistant to the board secretary and general counsel, Kathy Park; and head of community and media relations, Ryan Brown.

The board then began its executive session. In concluding the executive session, Chair Thorndike returned the meeting to open session where members of the public audience were welcomed back into the room. Chair Thorndike stated the board concluded its executive session to consider the employment of the next president of Southern Oregon University and reiterated that no final action was taken in the executive session.

Trustee AuCoin praised Trustee Hennion and the fabulous job she and her committee did.

Authorization of Board Chair to Negotiate Contract with Presidential Candidate (Action)
Chair Thorndike stated that the purpose of this agenda item was to authorize the chair to negotiate a contract with SOU's new president.

Trustee Sayre moved that Chair Thorndike be authorized to discuss the material terms of employment necessary to a presidential employment contract with one or more of the finalists for the position. Once the board chair has solidified the material terms of a presidential employment contract, Trustee Sayre further moved that the board chair call a meeting in which a quorum of the full board will consider selection of the next president of SOU, approve the material terms of a presidential employment contract, appoint the selected candidate as president, and authorize the board chair to fully execute an employment agreement with the board-appointed candidate. That meeting and any final action that may follow shall occur in open session.

Trustee Hennion seconded the motion and it passed unanimously.

Adjourn
Chair Thorndike adjourned the meeting at 6:14 p.m.

Public Comment

Lunch and Campus Update

SUSTAINABILITY AT SOUTHERN OREGON UNIVERSITY

Presented by Roxane Beigel-Coryell

Sustainability & Recycling Coordinator

Overview

Background

Institutional Structures

Goals & Policies

Climate Plan & Footprint

Campus Initiatives
- o Academics
- o Student Leadership
- o Operations

Opportunities

Background

National & Regional Sustainability Leader

SOU broadly defines sustainability as "achieving increased well-being for humanity over time through an equitable and sustained utilization of critical natural capital."

The Princeton Review. THE CENTER FOR GREEN SCHOOLS

2014 Edition

The Princeton Review's GUIDE TO 332 GREEN COLLEGES

Presented in partnership with the Center for Green Schools at the U.S. Green Building Council

SIERRA MAGAZINE

COOLEST SCHOOLS 2012

Ashland Chamber of Commerce Recognized ASSOU as Green Business of the Year 2013

Association for the Advancement of Sustainability in Higher Education (AASHE)
Best Sustainability Case Study 2015

SUSTAINABILITY TRACKING, ASSESSMENT & RATING SYSTEM

stars *a program of aashe*

SILVER

Institutional Structures

President's Sustainability Council
- 15 Members (Staff, Faculty & Students)

Sustainability & Recycling Coordinator
- Reports to Director of Facilities

Ecology & Sustainability Resource Center
- Student-run with Staff Coordinator (.5 FTE)

The Farm at SOU
- Student-run with Staff Coordinator (.45 FTE)

The mission of the Sustainability Council is to advise, encourage, and coordinate the operations, research, and campus culture of Southern Oregon University in a manner that is consistent with the values and practices of environmental stewardship and sustainability; promoting individual, institutional and community well-being.

Goals & Policies

PLANS & POLICIES

Climate Action Plan
- Identifies targets and actions to achieve carbon neutrality

Green Purchasing Policy
- Establishes low impact purchasing guidelines and priorities

Green Building Standards
- Achieve minimum of USGBC LEED Silver Certification

Climate Action Plan Update
- Update goals and actions
- Incorporate resiliency

CLIMATE ACTION GOALS

- 2010: Arrest growth of GHG emissions

- 2015: 5% below 1990

- 2020: 10% below 1990

- 2050: Climate Neutral

GHG Emissions 101
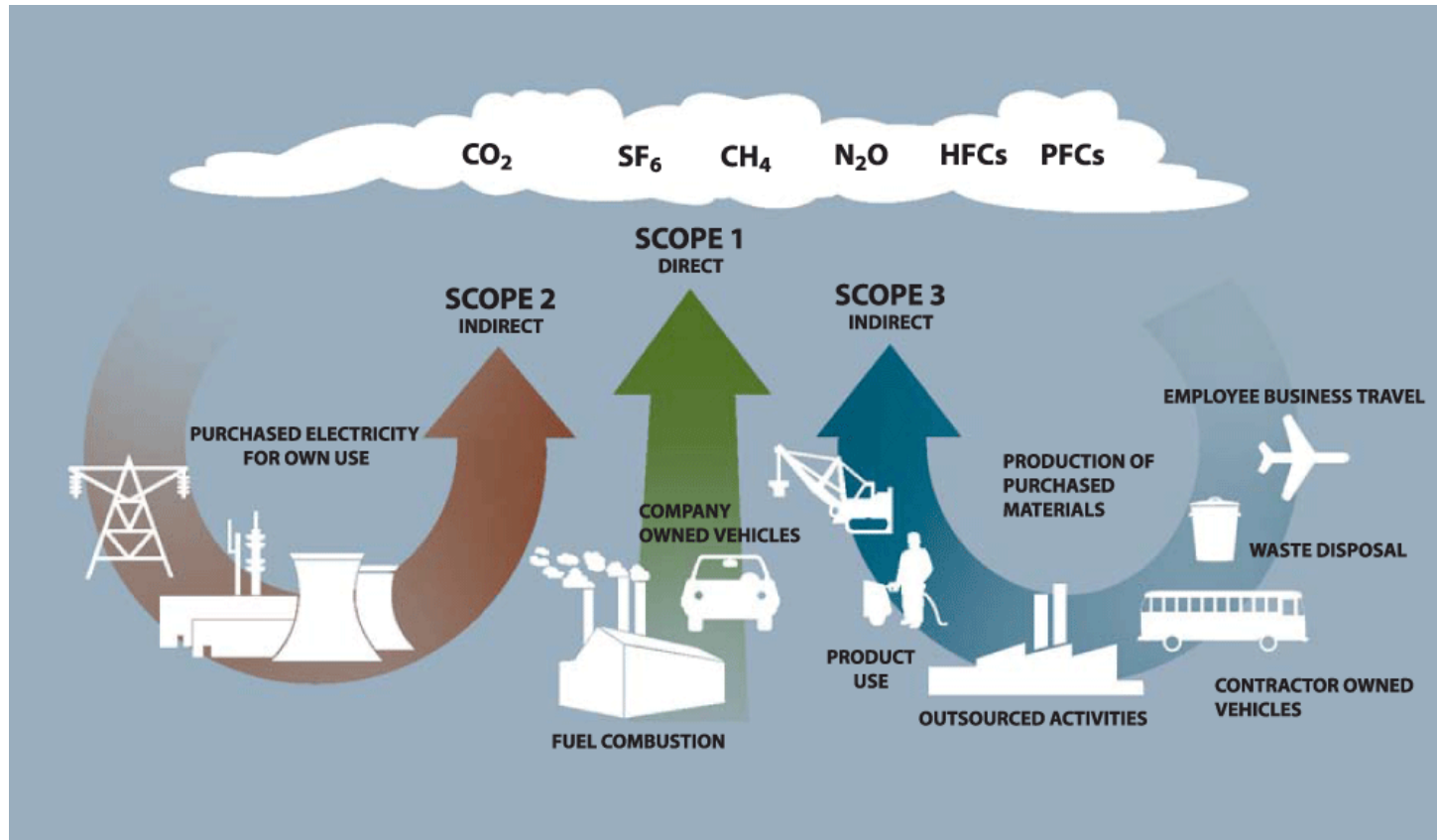
Carbon Footprint

Carbon Footprint

FY2014 GHG Emissions

Solid Waste
0%

Air Travel
14%

Natural Gas
30%

Commuting
13%

Campus Fleet
1%
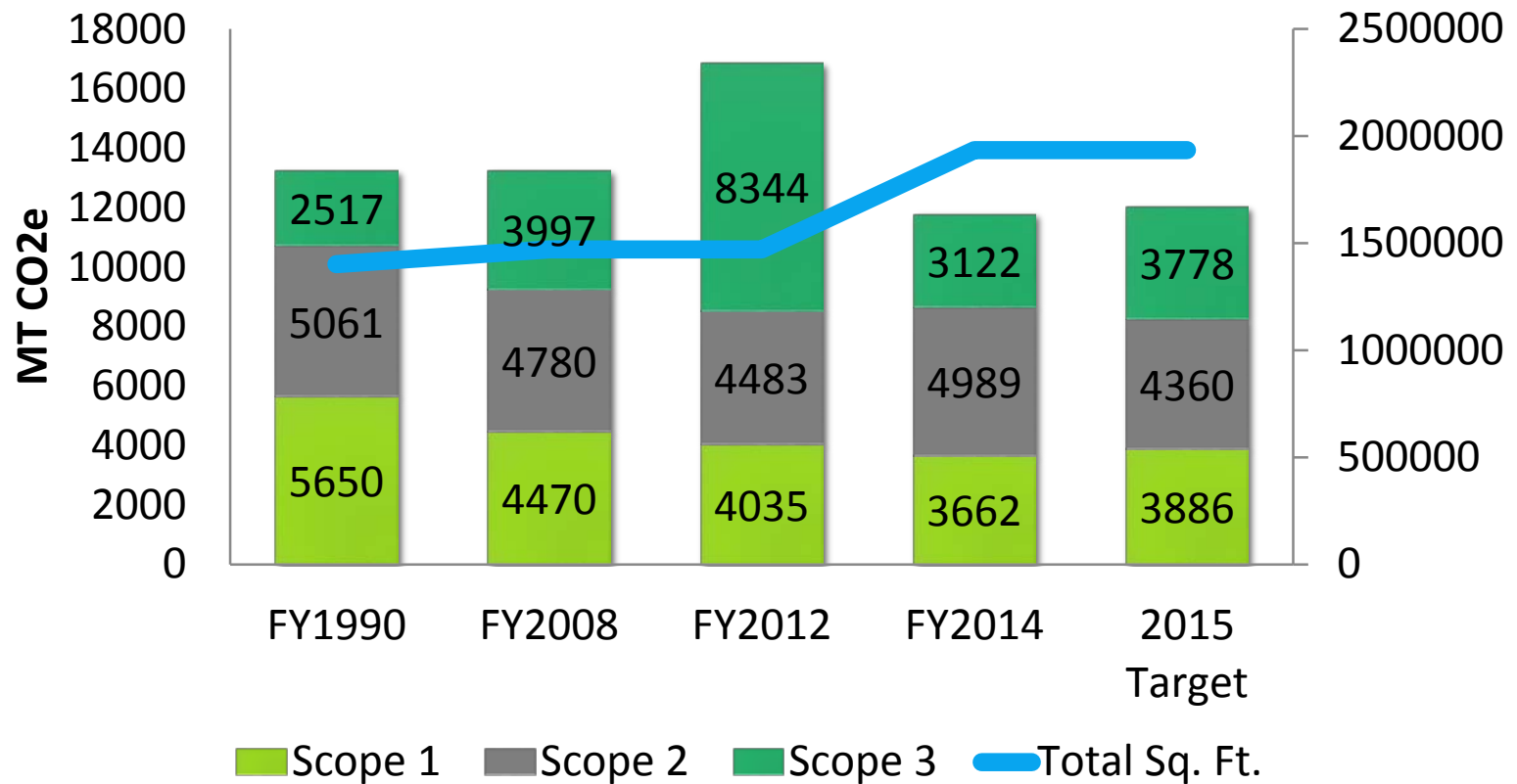
Purchased Electricity
42%
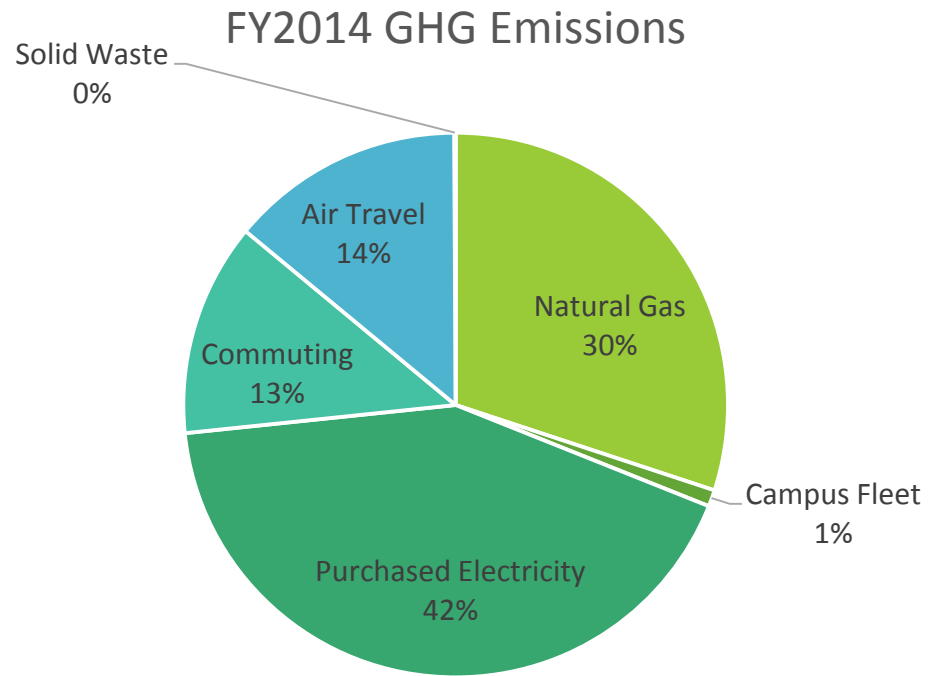
■ Natural Gas ■ Campus Fleet ■ Purchased Electricity ■ Commuting ■ Air Travel ■ Solid Waste

Campus Initiatives

Our Environment Inspires Us

SOU is committed to fostering sustainability efforts across the university at the administrative, operational, academic, and student activism levels. Recognizing the complex relationships between humans and their environments, we also seek to inspire and inform the next generation of leaders to practice a more restorative form of capitalism in all sectors of society.

Academics

Environmental Science & Policy
- B.S. and Minor

Outdoor Adventure Leadership
- B.A., B.S. and Minor

Sustainability Leadership
- Certificate

Environmental Education
- M.S. Degree

Green House
- General Education Seminar

Student Leadership

Student Green Fund

Sevenmile Creek water flow restoration project, southern Oregon and northern California.

- The Farm at SOU
- Solar Installations
- Bike Program
- Water Restoration Certificates
- Lighting Retrofits
- Sustainable Art Installations
- Natural Building
- Water Bottle Filling Stations
- Student Sustainability Research

Operations

Recycling & Composting
- 65% Diversion Rate

Landscape Management
- Bee Campus USA
- Tree Campus USA

Transportation
- Electric Vehicles
- SOU Bike Program
- Subsidized Bus Passes
- Rideshare Program

NATIONAL WILDLIFE FEDERATION®
Certified WILDLIFE Habitat
This property provides the four basic habitat elements needed for wildlife to thrive: food, water, cover, and places to raise young.
NATIONAL WILDLIFE FEDERATION
nwf.org

Pollinator Habitat
This area has been planted with pollinator-friendly flowers and is protected from pesticides to provide valuable habitat for bees and other pollinators.
To learn how you can help to bring back the pollinators, please visit www.xerces.org.
BRING BACK the POLLINATORS

Operations

Energy Conservation

- Building Controls
- Lighting Retrofits

Renewable Energy Generation

- 5 Solar PV Systems
- 300,000 + kWh annually

Green Building

- 4 LEED Certified Buildings

Opportunities

SOU is committed to sustainable practices, environmental stewardship, and research that advances our understanding of local, regional, and global environmental issues.

Energy

Academics

Investments

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Questions?

President's Report

Committee Reports

Executive and Audit
Academic and Student Affairs
Finance and Administration

Student Leadership Report

Faculty Senate Report

Fiscal Year 2016-2017 Budget (Action)

Southern Oregon University
Budgeted Operations Pro Forma

	2011-13 Biennium		2013-15 Biennium			2015-17 Biennium			2017-19 Biennium		2019-21 Biennium	
	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 BUDGET	2015-16 FORECAST	2016-17 BUDGET	2017-18 FORECAST	2018-19 FORECAST	2019-20 FORECAST	2020-21 FORECAST
(in thousands of dollars)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Budgeted Operations											
State Appropriations	12,642	13,195	13,762	17,065	20,393	20,640	21,523	21,033	21,769	21,664	22,422
One-time Classified Staff Funding											
Tuition, net of Remissions	32,837	33,526	33,278	33,043	33,672	34,530	35,614	36,682	37,783	38,916	40,084
Other	1,657	1,851	3,008	1,915	1,863	2,525	1,860	1,916	1,973	2,032	2,093
Total Revenues & Transfers In	47,136	48,572	50,048	52,023	55,928	57,695	58,997	59,631	61,525	62,613	64,599
Personnel Services	(42,343)	(42,360)	(43,948)	(42,953)	(45,447)	(44,450)	(48,069)	(51,434)	(53,491)	(55,631)	(57,856)
							1,300	1,391	1,447	1,505	1,565
Supplies & Services	(6,809)	(9,388)	(7,229)	(8,054)	(7,890)	(8,602)	(8,466)	(8,635)	(8,808)	(8,984)	(9,164)
Program Investment					(582)	(582)	(600)	(250)	(250)	(250)	(250)
Total Expenditures & Transfers Out	(49,152)	(51,748)	(51,177)	(51,007)	(53,919)	(53,634)	(55,835)	(58,928)	(61,102)	(63,360)	(65,705)
Net from Operations and Transfers	(2,016)	(3,176)	(1,129)	1,016	2,009	4,061	3,162	703	423	(747)	(1,106)
Net Transfers	(166)	328	1,855	1,998	(652)	(1,985)	(1,846)	(1,900)	(1,900)	(1,900)	(1,900)
Change in Fund Balance	(2,182)	(2,848)	726	3,014	1,357	2,076	1,316	(1,197)	(1,477)	(2,647)	(3,006)
Beginning Fund Balance	5,751	3,569	1,019	1,745	4,759	4,759	6,835	8,151	6,955	5,478	2,830
Ending Fund Balance	3,569	1,019	1,745	4,759	6,116	6,835	8,151	6,955	5,478	2,830	(175)
% Operating Revenues	7.6%	2.1%	3.5%	9.1%	10.9%	11.8%	13.8%	11.7%	8.9%	4.5%	-0.3%
Retrenchment Plan			1.9%	7.6%		7.8%	10.2%	11.0%			
Annualized Student FTE	4845	4,650	4,426	4,400		4,488	4,488	4,488	4,488	4,488	4,488
Enrollment Growth (YoY)	2.5%	-4.2%	-5.1%	-0.6%		2.0%	0%	**0.0%**	0.0%	0.0%	0.0%
Tuition Increase (YoY)							3.0%	3.0%	3.0%	3.0%	3.0%
Other Revenue (% of Tuition)							5.2%	5.2%	5.2%	5.2%	5.2%
Personnel Costs YoY							8.1%	7.0%	4.0%	4.0%	4.0%
S&S Costs YoY							-1.6%	2.0%	2.0%	2.0%	2.0%
Position Vacancy Adj.							2.7%	2.7%	2.7%	2.7%	2.7%
Net Transfers								(1,900)	(1,900)	(1,900)	(1,900)

Primary Assumptions:

Goal of 5% ending fund balance by FY15 and 10% or better by FY17

State Allocations - per HECC + SELP loan pass-thru and ETIC (2019-21 use previous biennia + 3%)

Enrollment FTE (decrease) - FY16 (1.1%), FY17 0%, FY18 0% , FY19 0%, FY20 0%, FY21 0%

Tuition increase - 3% FY17, 3% FY18, 3% FY19, FY20 3%, FY21 3%

Personnel Services Increase (includes PEBB & PERS increases) - 4% FY17,7% FY18,4% FY19, 4% FY20, 4% FY21

FISCAL YEAR 2016-2017

BUDGET MESSAGE

The total recommended Southern Oregon University Operating Budget for fiscal year 2016-2017 is $77,197,828. The Adopted budget for fiscal year 2015-2016 totaled $74,188,268, representing a 4.1% growth. See table 1 for a break out of the budget between the primary operational components of the University. The recommended budget for fiscal year 2016-2017 continues on the principles adopted as part of the University's Retrenchment plan, formally approved at the close of the 2013-2014 year and will remain the primary guide in developing the University's budget proposals through the final formal review by the Higher Education Coordinating Committee (HECC) in December, 2017. The principal elements being administrative restructuring, administrative and academic efficiency, and focused investment in student success. There are however, some significant changes in operations projected in this most current budget proposal.

This budget proposal represents a historic moment for SOU. This budget is the first budget to be presented to the University's own local Board of Governors. It was developed based on their approved enrollment projections, with tuition and fee rates they reviewed and adopted, with ending fund balance targets recommended by the Board Finance Committee, which in turn set expenditure limits.

This 2016-2017 proposed budget results in an ending fund balance as a percentage of operating revenues, within Budgeted Operations, of 13.6%, which is well above the 10.2% target established in the Retrenchment Plan. This gives the University significantly greater ability to respond to current opportunities and affords a degree of protection against future challenges.

This proposed budget represents the management's response to the priorities and guidance received from the Governing Board, that the focus be on enrollment growth, primarily through improvements in retention and completion in order to maximize our position, relative to other Oregon public universities, for funding from the new Student Success and Completion Model (SSCM) and that the budget adhere to the structure and limits of the adopted Retrenchment Plan except where the capacity and opportunity to move the university forward permits. It is recognized that this is a transition period for SOU, with the retirement of President Roy Saigo, and the ongoing search for a successor. Once a permanent President is in place, a process for developing a new strategic plan will begin in earnest. This budget reflects the priorities of our most recent strategic plan and our Retrenchment Plan, both of which are sited in our accreditation self-study.

Primary Elements of this proposed Budget

The proposed budget for Southern Oregon University represents the following primary operations:

- Budgeted Operations, often referred to as Educational and General or E&G. This marks the University's primary mission of providing academic program and academic and student support programs.
- Designated Operations, often referred to as Self Support operations. These represent key programs that generate their own revenues to cover expenditures and are in indirect support of the University's mission.
- Auxiliary Operations. This represents those operations that enhance and support the primary mission of the University, but are separate and distinct form the primary mission of the University and are also self-supporting. Auxiliary operations include Student Life, Housing and Dining, Intercollegiate Athletics, and several other smaller auxiliary operations.

Most of the discussion in this document will primarily be focused on Budgeted Operations or Education and General (E&G) Operations.

Revenue

There are two primary sources of revenue for the University, Tuition and Fees; and State appropriations.

Net tuition revenue is tuition and student fees, net of remissions. The tuition rate for Academic Year 2016-2017 is increasing 3% for Resident and Nonresident Undergraduate students. Undergraduate students participating in the Western Undergraduate Exchange (WUE) program will pay 150% of the resident undergraduate tuition rate, making the percent increase for those students just under 3%. Tuition is remaining flat for all graduate courses. This minor increase is in keeping with the projections of the Retrenchment Plan and will keep tuition at SOU at or near the lowest undergraduate tuition rate for a public university in the state of Oregon. See tables 2-4 for the 2016-2017 tuition and mandatory fee rates.

Total enrollment is projected to increase by 0.2% from the prior 2015-2016 year, or relatively flat. However, maintaining even slight growth will be a challenge for SOU, coming after two years of growth, relative to projections, and for 2015-2016, growth over the prior year, a year that included the largest incoming first year and transfer student classes in the past 20 years at SOU. Replicating and even increasing that figure will be a challenge to achieve those enrollment projections that will allow the tuition revenue budgeted to become a reality.

State allocation has been on a steady increase in the current biennium following years of declines in state support and fiscal year 2016-2017 continues this trend. Additional funding has also been allocated to SOU as an outcome of the dissolution of the Oregon University System, though those additional resources were accompanied with additional offsetting obligations. State allocation appropriations have undergone a significant change for all Oregon Public institutions in that the funding model that determines the allocation of the Public University Fund (PUF) is now calculated based on the results of the Student Success and Completion Model (SSCM). It was formerly allocated out based on the results of the Resource Allocation Model (RAM). The primary differences between the two models are:

1. Current data vs. Historical
    a. SSCM – the SSCM model uses a rolling three-year historical average to calculate results of the model
    b. RAM – the RAM used current year data, necessitating a projection and a true-up at the close of the year
2. Areas of focus:
    a. SSCM:
        i. Base – a set $ for specific base line programs as previously established by the legislature, State Board of Higher Education, or the Higher Education Coordinating Commission.
        ii. Activity – Student Credit Hours (SCH), a set $ for each SCH of enrollment for resident students.
        iii. Outcomes – a set $ for each successful degree or certificate awarded for resident students
    b. RAM:

      i.   Base – a set $ for specific base line programs as previously established by the legislature, State Board of Higher Education, or the Higher Education Coordinating Commission.

      ii.   Activity – student Credit Hours (SCH), a set $ for each SCH of enrollment for resident students.

3. Change in Emphasis:

    a. SSCM: The SSCM places the bulk of funding on Outcomes, transitioning in the initial year from a 40/60 split between Outcomes and Activity to an 80/20 split in the third year of implementation. This is a significant shift toward greater emphasis on actual graduation rates vs. just enrollment.

    b. RAM: The RAM did not look at outcomes, focusing on the activity that should produce outcomes.

The SSCM operates on a point basis with institutions earning points for both activity and outcomes and those points are then used to establish a ratio of all points earned by all institutions participating in the PUF to then allocate out the total funding in the PUF from the state. Additional points are earned for specific items. Those specific items fall into two basic areas: activity based concerns and outcome based concerns.

Activity based concerns recognizes that some academic programs cost more to deliver than do others, and therefore additional points are granted for SCH awarded in those academic programs in an effort to recognize the higher cost to deliver those courses of instruction.

Outcome based concerns recognizes that the State of Oregon wants greater outcomes for some population sub-groups and in some instances, those groups require greater support in order to achieve those outcomes. Therefore, additional points are awarded to institutions generating greater outcomes for students that fall into the primary four select groups: Socioeconomically underrepresented students, financially disadvantaged students, students coming from a rural geographic location, and veterans.

Finally, just as with the RAM, this funding is strictly allocated for Oregon resident students only. Because SOU has a larger nonresident student population as a percentage of total population than many other Oregon public institutions, the new SSCM favors those other institutions over SOU. However, because of the focus on outcomes, and SOU's current historical outcome data is below that of many of the larger institutions, the opportunity to experience significant improvement, relative to other institutions, gives SOU a greater opportunity for revenue growth in the future, if we can take advantage of that opportunity.

Labor

In the FY 2016-2017 budget, labor continues to be budgeted at a full fiscal year projection with all full time employees budgeted a 1.0 Full Time Equivalent (FTE), representing a conservative approach to budgeting as there is always some level of turnover, but this approach maintains the flexibility to hire temporary labor to cover vacant positions and other management actions that may be necessary throughout the year. The conservative nature of this method of budgeting for labor can be seen in FY14 and FY15 actual ending figures, where Budgeted Operations actual labor spending was less than budgeted labor projections by $925K and $754K, respectively. However, to not budget with a conservative approach could potentially require mid-year lay-offs, cancellation of course offerings or

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programs, or other similar steps if revenue failed to meet targets. However, the challenge of such a conservative approach to budgeting labor is that it artificially inflates labor above what can be reasonably anticipated to actually occur. This has specific impact as we project forward labor costs in our multi-year pro forma. Forecasting based on budgeted labor vs. anticipated labor creates an inaccurate view of labor costs going forward, in turn reducing the projected ending fund balance to a level below the target for the 2017-18 Retrenchment Plan. To remove this artificial inflation of projected labor costs, the 2016-17 budget includes a vacancy factor, reducing the full position budget by SOU's historically experienced vacancy rates. This adjustment is in recognition that though all approved positions are budgeted individually, for the full year, that will not occur and there will be significant labor savings, though the specific locations of those savings are unknown. This changed approach to budgeting will require that the University closely monitor labor projections as we progress through the year, and departments will not automatically have authority to spend labor savings on other requirements as they have been able to do in the past.

Labor rates saw increases in 2015-2016 as part of the negotiated contracts with both our faculty and classified employee's unions. The increases negotiated were within ranges projected in the Retrenchment plan and should fairly compensate our employees while contributing to fiscal stability into the future. 2015-2016 also saw the end of both faculty and administrator furloughs and zero COLA increases. However, additional labor cost increases such as an average 6% increase in medical plan premiums, changes in eligibility for medical benefits, and the looming unfunded liability of the Oregon Public Employees Retirement System (PERS) projects labor costs to increase over the coming biennium at a significant rate ahead of projected tuition or state allocation increases. As labor makes up over 80% of total spending within Budgeted Operations, this represents a significant challenge that necessitates strict adherence to the retrenchment plan and strong strategic and managerial decisions going forward.

Within the 2016-2017 budget are select staffing increases not identified in the Retrenchment Plan. Principal among these were faculty line items necessitated due to enrollment growth, relative to projections. As identified in the previous discussion on revenue, SOU has seen two successive years of enrollment exceeding projections. Faculty staffing was set based on enrollment projections and required adjustments when that enrollment grew. Included in the 2015-2016 budget was the agreement that if enrollment for Academic Year 2015-16 was at least flat with that of the previous year, increases to faculty budgets would allow for the hiring of additional temporary faculty and graduate assistantships. This enrollment threshold was exceeded and the budget increase was made. Projecting an additional .2% growth over 2015-2016 has kept that increase permanent for 2016-2017. However, the additions were not strictly temporary faculty as enrollment growth has been sustained in key academic programs and the Provost's office has identified some tenured track faculty positions that were outside the Retrenchment Plan to be filled. This does represent labor cost increases not projected in the Retrenchment Plan, but were necessary in order to maintain a healthy mix between permanent and temporary faculty and to adequately staff academic sections. Additional temporary staff increases are the result of several student success investment initiatives implemented by the University. With the need for students to not only enroll in greater numbers, but to retain and successfully graduate, several initiatives designed to recruit, enroll, and support students have been implemented. These initiatives were both part of the Retrenchment Plan and supported by additional state allocations, however, these additional state allocations are one-time and in many instances, the programs will become ongoing operational programs supporting students. The intent is that these investments will generate greater revenue both through tuition receipts, and more importantly, through success in both activity and

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outcome measures in the SSCM funding model, generating greater state allocation revenue in the future.

Finally, additional challenges to overall labor costs such as increases in the minimum wage, reduced overtime thresholds, and other legislatively enacted changes continue to create significant upward pressure on labor budgets. Specific increases to the budget to accommodate these changes was not possible within the constraints of the budget. SOU managers will be required to make those decisions necessary to not exceed their budget despite these additional pressures.

Supplies and Services

Supplies and Services represents a significant challenge for SOU. For several years, financial conditions have required flat or even reduced spending in budgeted operations. This is reflected in the Retrenchment Plan as well.   In areas where new revenues could be identified to offset spending increases, or approved student success investment initiatives had new supplies and services components, spending was authorized to increase. This did not address however, the reality that for many of the services or supplies the University purchases, the cost has continued to increase year after year, with no additional resources available to address this. In most areas, the simple pain free decisions to manage costs have long since been made, replaced by ever increasingly painful decisions to manage costs. This challenge is reflected in a comparison between the 2015-2016 budget and projected year end results, with projected actual exceeding budget by some 7%. Some items where there was no discretion to avoid the spending increase and the ability to fund them from existing funding levels would have required such significant offsetting reductions that the impact would have been too sever were included in the 2016-2017 proposed budget. *Note: when comparing FY2015-16 to FY2016-17, an accounting change reclassified Bad Debt expense from an expense in 15-16 to a contra revenue in 16-17, approx. $300K.*

Transfers

As identified earlier, the University is structured into major operational components: Budgeted Operations, Designated Operations, and Auxiliary Operations. Within each major operation, several funds are maintained. It is often necessary to transfer funding from one fund to another as part of institutional priorities and governed by Oregon Administrative Procedures and Generally Accepted Accounting Procedures (GAAP). In recent years, due to the immediate financial challenges within Budgeted Operations, the net impact of these transfers has been to in total, transfer in resources from other funds into Budgeted Operations. With the success of the past years, both in greater support from the State, increased tuition revenue due to enrollment exceeding projections, and management of costs per the Retrenchment Plan, this has stabilized the ending fund balance within Budgeted Operations and Auxiliary Operations transfers are no longer necessary to support Budgeted Operations. This change can be seen in the net result of transfers being a net transfer out of Budgeted Operations to other Operational entities, primarily Designated and Auxiliary Operations. The primary drivers of Transfers Out for the Fiscal Year 2016-2017 budget are institutional support to Jefferson Public Radio and Rogue Valley TV within Designated Operations, and to support Intercollegiate Athletics in Auxiliary Operations. Transfers in to Budgeted Operations are primarily for the administrative assessment (10% of Revenue with specific exceptions) placed on Designated and Auxiliary Operations in recognition of the direct support from the University of those operations. This change from net transfers into Budgeted Operations to now net transfers out of Budgeted Operations is clearly illustrated in a view of historical

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net transfers within Budgeted Operations: Net transfers into Budgeted Operations of $1.8 Million in FY2013-2014, $1.9 Million in FY 2014-2015, a projected net transfers out of $1.9 Million for FY 2015-2016, and a budgeted net transfer out of $1.8 Million in the FY 2016-2017 proposed budget.

Student Success Investment

SOU continues its commitment to dedicating a portion of revenues toward helping students succeed in their academic pursuits at SOU. Initially begun in the Retrenchment Plan and further supported by funding form the Oregon Legislature, FY 2016-2017 represents the third year of targeted investment in programs designed to help students succeed with a $582K commitment. While not a complete list, some of the specifically targeted programs that SOU is investing in to support our students are the Bridge Plus program, Expansion of Pirates to Raiders, the Jackson/Josephine County Pledge, and strengthening to our tuition remissions funding. All of these programs are specifically targeted at those students that the State has targeted for priority support and the SSCM funding model rewards additionally through the point system.

Fund Balance

As noted in Table 1, the proposed FY 2016-2017 ending fund balance for Budgeted Operations is 13.6%. This was reached through significant deliberate conversation with the Finance Committee of the SOU Governing Board. The Retrenchment Plan identifies a specific target for FY 2016-2017 of 10.2%. The Higher Education Coordinating Commission (HECC) has been tasked by the Oregon Legislature to monitor SOU's progression under the Retrenchment Plan through the conclusion of FY 2017-2018, at which time an ending Fund balance of 11% is the target and a minimum of 10% or better is required as a condition of the current governance structure. An ending fund balance of 13.6% represents a safe cushion above the current target of 10.2% as well as a hedge against future enrollment fluctuations or declines in state funding, but also allows the university to continue to invest in those programs that will strengthen the university and generate greater financial strength in the future. A detailed look at Budgeted Operations can be seen in Table 5, and a full summary of Designated and Auxiliary Operations are shown in Table 6.

Table 1: Fiscal Year 2016-2017 University Total Budget*

	Budgeted Operations	Designated Operations	Auxiliary Operations	Total
Revenue	$58,997,350	$3,726,644	$16,828,910	$79,552,904
Labor	46,837,415	2,558,258	7,988,918	57,384,591
Sales & Supplies	9,116,876	1,377,778	9,317,743	19,812,397
Total Expenditures	55,954,291	3,936,036	17,306,661	77,196,988
Net of Operations	$3,043,059	($209,392)	($477,751)	$2,355,916
Net Transfers	-1,846,024	342,844	1,502,340	-840
Change in Fund Balance	**$1,197,035**	**$133,452**	**$1,024,589**	**$2,355,076**
Beginning Fund Balance	6,833,642	508,399	686,966	8,029,007
Ending Fund Balance	$8,030,677	$641,851	$1,711,555	$10,384,083
EFB % of Revenue	**13.6%**	**17.2%**	**10.2%**	**13.1%**

Note: This table reflects the budget for the primary components of the SOU Operational Budget, however, several fund types such as Restricted Gifts and Student Financial Aid are not reflected here.

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Table 2: Academic Year 2016-2017 Tuition Rates

Credits	Resident		Non-Resident	
	Undergraduate	*Graduate*	*Undergraduate*	*Graduate*
1	151.41	397.00	476.89	497.00
2	302.82	794.00	953.78	994.00
3	454.23	1,191.00	1,430.67	1,491.00
4	605.64	1,588.00	1,907.56	1,988.00
5	757.05	1,985.00	2,384.45	2,485.00
6	908.46	2,382.00	2,861.34	2,982.00
7	1,059.87	2,779.00	3,338.23	3,479.00
8	1,211.28	3,176.00	3,815.12	3,976.00
9	1,362.69	3,573.00	4,292.01	4,473.00
10	1,514.10	3,970.00	4,768.90	4,970.00
11	1,665.51	4,367.00	5,245.79	5,467.00
12	1,816.92	4,764.00	5,722.68	5,964.00
13	1,968.33	5,161.00	6,199.57	6,461.00
14	2,119.74	5,558.00	6,676.46	6,958.00
15	2,271.15	5,955.00	7,153.35	7,455.00
16	2,422.56	6,352.00	7,630.24	7,952.00
17	2,573.97	6,749.00	8,107.13	8,449.00
18	2,725.38	7,146.00	8,584.02	8,946.00
Each Add'l Credit	*151.41*	*397.00*	*476.89*	*497.00*

Endnotes:

(1) A one-time Matriculation Fee of $300 is assessed to all new and transfer students for admissions, advising, orientation, academic support services, and housing application

(2) Tuition for all online courses is at the Resident Rate, either Undergraduate or Graduate. Students will pay mandatory fees based on the number of on-campus credit hours.

Table 3: Academic Year 2016-2017 Differential Tuition Rates

| Credits | Honors College | | Performing Arts | | Master In Education | |
| | Undergraduate | | Undergraduate | | Graduate | |
	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident
1	176.41	501.89	161.41	486.89	341.00	341.00
2	352.82	1,003.78	322.82	973.78	682.00	682.00
3	529.23	1,505.67	484.23	1,460.67	1,023.00	1,023.00
4	705.64	2,007.56	645.64	1,947.56	1,364.00	1,364.00
5	882.05	2,509.45	807.05	2,434.45	1,705.00	1,705.00
6	1,058.46	3,011.34	968.46	2,921.34	2,046.00	2,046.00
7	1,234.87	3,513.23	1,129.87	3,408.23	2,387.00	2,387.00
8	1,411.28	4,015.12	1,291.28	3,895.12	2,728.00	2,728.00
9	1,587.69	4,517.01	1,452.69	4,382.01	3,069.00	3,069.00
10	1,764.10	5,018.90	1,614.10	4,868.90	3,410.00	3,410.00
11	1,940.51	5,520.79	1,775.51	5,355.79	3,751.00	3,751.00
12	2,116.92	6,022.68	1,936.92	5,842.68	4,092.00	4,092.00
13	2,293.33	6,524.57	2,098.33	6,329.57	4,433.00	4,433.00
14	2,469.74	7,026.46	2,259.74	6,816.46	4,774.00	4,774.00
15	2,646.15	7,528.35	2,421.15	7,303.35	5,115.00	5,115.00
16	2,822.56	8,030.24	2,582.56	7,790.24	5,456.00	5,456.00
17	2,998.97	8,532.13	2,743.97	8,277.13	5,797.00	5,797.00
18	3,175.38	9,034.02	2,905.38	8,764.02	6,138.00	6,138.00
Each Add'l Credit Hour	176.41	501.89	161.41	486.89	341.00	341.00

Endnotes:

(1) A one-time Matriculation Fee of $300 is assessed to all new and transfer students for admissions, advising, orientation, academic support services, and housing application

(2) Tuition for all online courses is at the Resident Rate, either Undergraduate or Graduate. Students will pay mandatory fees based on the number of on-campus credit hours.

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Table 4a: Academic Year 2016-2017 Mandatory Fees

Credits	Building		Incidental		Health Service[1]		Student Rec Center		Total Fees	
	Undergraduate	Graduate	Undergraduate	Graduate	Undergraduate	Graduate	Undergraduate	Graduate	Undergraduate	Graduate
1	23.00	23.00	200.00	200.00	0.00	0.00	75.00	75.00	298.00	298.00
2	25.00	25.00	215.00	215.00	0.00	0.00	75.00	75.00	315.00	315.00
3	27.00	27.00	230.00	230.00	0.00	0.00	75.00	75.00	332.00	332.00
4	29.00	29.00	245.00	245.00	130.00	130.00	75.00	75.00	479.00	479.00
5	31.00	31.00	260.00	260.00	130.00	130.00	75.00	75.00	496.00	496.00
6	33.00	33.00	275.00	275.00	130.00	130.00	75.00	75.00	513.00	513.00
7	35.00	35.00	290.00	290.00	130.00	130.00	75.00	75.00	530.00	530.00
8	37.00	37.00	305.00	305.00	130.00	130.00	75.00	75.00	547.00	547.00
9	39.00	39.00	320.00	320.00	130.00	130.00	75.00	75.00	564.00	564.00
10	41.00	41.00	320.00	320.00	130.00	130.00	75.00	75.00	566.00	566.00
11	43.00	43.00	320.00	320.00	130.00	130.00	75.00	75.00	568.00	568.00
12 or more	45.00	45.00	320.00	320.00	130.00	130.00	75.00	75.00	570.00	570.00

Endnotes:

(1) Qualified tuition and fees do not include student health insurance fees for Tax Relief Act Reporting

(2) A one-time Matriculation Fee of $300 is assessed to all new and transfer students for admissions, advising, orientation, academic support services, and housing application

Table 4b: Summer Term, 2017 Mandatory Fees

Credits	Building		Incidental		Health Service[1]		Student Rec Center		Total Fees	
	Undergraduate	Graduate	Undergraduate	Graduate	Undergraduate	Graduate	Undergraduate	Graduate	Undergraduate	Graduate
1	34.00	34.00	82.00	82.00	0.00	0.00	75.00	75.00	298.00	298.00
2	34.00	34.00	82.00	82.00	0.00	0.00	75.00	75.00	315.00	315.00
3	34.00	34.00	82.00	82.00	0.00	0.00	75.00	75.00	332.00	332.00
4	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	479.00	479.00
5	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	496.00	496.00
6	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	513.00	513.00
7	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	530.00	530.00
8	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	547.00	547.00
9	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	564.00	564.00
10	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	566.00	566.00
11	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	568.00	568.00
12 or more	34.00	34.00	82.00	82.00	90.00	90.00	75.00	75.00	570.00	570.00

Endnotes:

(1) Qualified tuition and fees do not include student health insurance fees for Tax Relief Act Reporting

(2) A one-time Matriculation Fee of $300 is assessed to all new and transfer students for admissions, advising, orientation, academic support services, and housing application

Table 5: Budgeted Operations Proposed Budget Summary

	FY16 Orig Budget	FY16 Projected Final Outcome	FY17 Proposed Budget
Revenue			
Tuition	33,671,718	34,529,515	35,614,499
State Aid	20,392,670	20,640,021	21,522,508
Other	1,863,193	2,524,993	1,860,343
Total Revenue	**55,927,581**	**57,694,529**	**58,997,350**
Labor			
Unclass Faculty	14,530,807	14,718,980	15,323,999
Unclass Admin	7,784,247	7,576,987	8,616,465
Classified	6,022,137	5,955,797	6,317,068
Student	1,022,093	1,109,251	1,273,751
Grad Assist	79,634	120,102	145,413
Other		37,539	5,000
Total Salary/Pay	29,438,918	29,518,656	31,681,696
Vacancy Factor			(739,645)
Net Salary/Pay	29,438,918	29,518,656	30,942,051
OPE Faculty			7,443,305
OPE Admin			4,344,507
OPE Classified			4,292,338
OPE Student			18,868
OPE Other			102,037
OPE Grad Remissions			254,592
Total OPE	16,008,323	14,931,186	16,455,647
Vacancy Factor			(560,283)
Net OPE	16,008,323	14,931,186	15,895,364
Total Labor	45,447,241	44,449,842	46,837,415
Supplies & Services			
Services & Suppllies	11,618,881	11,152,289	12,031,934
Debt Investment	414,636	391,059	414,636
Capital Outlay	240,704	236,365	140,704
Internal Sales Reimb	(3,801,376)	(2,595,864)	(3,470,398)
Total Direct S&S	8,472,845	9,183,849	9,116,876
Total Expenditures	**53,920,086**	**53,633,691**	**55,954,291**
Net of Operations	2,007,495	4,060,838	3,043,059
Transfers			
Net Transfers	(652,034)	(1,985,249)	(1,846,024)
Change in Fund Balance	**1,355,461**	**2,075,589**	**1,197,035**
Beginning Fund Balance	4,758,052	4,758,052	6,833,642
Ending Fund Balance	6,113,513	6,833,641	8,030,677
EFB % of Revenue	**10.9%**	**11.8%**	**13.6%**

Table 6: Designated and Auxiliary Operations

	Designated Operations			
	FY14 **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	2,787,993	3,087,328	3,499,505	3,726,644
Expenses	(3,075,837)	(3,314,177)	(3,939,212)	(3,936,036)
Labor	(1,859,794)	(2,081,837)	(2,652,522)	(2,558,258)
Direct Expenses	(1,216,043)	(1,232,340)	(1,286,690)	(1,377,778)
Net of Operations	(287,844)	(226,849)	(439,707)	(209,392)
Transfers	(15,103)	296,361	343,781	342,844
Change in FB	(302,947)	69,512	(95,926)	133,452

	All Auxiliaries			
	FY14 **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	14,698,335	12,372,481	13,387,343	16,828,910
Expenses	(17,764,729)	(15,630,834)	(16,328,970)	(17,306,661)
Labor	(6,452,960)	(6,249,304)	(7,526,069)	(7,988,918)
Direct Expenses	(11,311,769)	(9,381,530)	(8,802,901)	(9,317,743)
Net of Operations	(3,066,394)	(3,258,353)	(2,941,627)	(477,751)
Transfers	(452,589)	539,240	1,325,505	1,502,340
Change in FB	(3,518,983)	(2,719,113)	(1,616,122)	1,024,589

	Housing			
	FY14 **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	4,829,552	4,848,665	5,403,336	7,657,358
Expenses	(6,706,358)	(6,616,919)	(6,541,399)	(7,027,095)
Labor	(1,471,561)	(1,598,979)	(1,746,187)	(1,916,083)
Direct Expenses	(5,234,797)	(5,017,940)	(4,795,212)	(5,111,012)
Net of Operations	(1,876,806)	(1,768,254)	(1,138,063)	630,263
Transfers	(74,881)	(258,119)	191,485	(233,521)
Change in FB	(1,951,687)	(2,026,373)	(946,578)	396,742

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Table 6: Designated and Auxiliary Operations (Continued)

	Student Activities			
-	**FY14** **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	3,179,907	2,716,314	3,328,178	3,869,221
Expenses	(3,373,900)	(3,312,689)	(3,528,853)	(3,718,045)
Labor	(1,705,261)	(1,580,206)	(1,880,285)	(2,092,384)
Direct Expenses	(1,668,639)	(1,732,483)	(1,648,568)	(1,625,661)
Net of Operations	(193,993)	(596,375)	(200,675)	151,176
Transfers	24,551	(2,212)	(245)	0
Change in FB	(169,442)	(598,587)	(200,920)	151,176

	Athletics			
-	**FY14** **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	1,675,086	1,883,512	1,620,054	1,661,385
Expenses	(2,513,607)	(3,288,167)	(3,003,971)	(3,392,244)
Labor	(1,389,945)	(1,497,627)	(1,879,692)	(1,999,886)
Direct Expenses	(1,123,662)	(1,790,540)	(1,124,279)	(1,392,358)
Net of Operations	(838,521)	(1,404,655)	(1,383,917)	(1,730,859)
Transfers	713,650	819,664	1,152,765	1,735,861
Change in FB	(124,871)	(584,991)	(231,152)	5,002

	Health Center			
-	**FY14** **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	1,747,237	1,837,145	1,883,217	1,977,053
Expenses	(1,622,424)	(1,735,100)	(1,979,954)	(1,929,393)
Labor	(1,209,811)	(1,287,237)	(1,469,953)	(1,442,890)
Direct Expenses	(412,613)	(447,863)	(510,001)	(486,503)
Net of Operations	124,813	102,045	(96,737)	47,660
Transfers	(25,000)	(5,590)	(18,500)	0
Change in FB	99,813	96,455	(115,237)	47,660

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Table 6: Designated and Auxiliary Operations (Continued)

	Parking			
	FY14	**FY15**	**FY16**	**FY17**
	Actual	**Actual**	**Budget**	**Budget**
Revenue	423,004	398,481	354,800	354,800
Expenses	(256,267)	(303,192)	(369,832)	(401,046)
Labor	(114,990)	(142,513)	(216,047)	(244,261)
Direct Expenses	(141,277)	(160,679)	(153,785)	(156,785)
Net of Operations	166,737	95,289	(15,032)	(46,246)
Transfers	0	(11,377)	0	0
Change in FB	166,737	83,912	(15,032)	(46,246)

	Bookstores			
	FY14	**FY15**	**FY16**	**FY17**
	Actual	**Actual**	**Budget**	**Budget**
Revenue	2,991,957	189,064	272,596	107,921
Expenses	(3,110,191)	(217,980)	(377,149)	(107,921)
Labor	(514,727)	(97,583)	(287,143)	(107,921)
Direct Expenses	(2,595,464)	(120,397)	(90,006)	0
Net of Operations	(118,234)	(28,916)	(104,553)	0
Transfers	(1,066,442)	(3,127)	0	0
Change in FB	(1,184,676)	(32,043)	(104,553)	0

	Other Auxiliaries			
	FY14	**FY15**	**FY16**	**FY17**
	Actual	**Actual**	**Budget**	**Budget**
Revenue	(148,408)	499,301	525,162	1,207,934
Expenses	(181,981)	(156,788)	(527,812)	(546,262)
Labor	(46,665)	(45,159)	(46,762)	(55,161)
Direct Expenses	(135,316)	(111,629)	(481,050)	(491,101)
Net of Operations	(330,389)	342,513	(2,650)	661,672
Transfers	(24,468)	0	0	0
Change in FB	(354,857)	342,513	(2,650)	661,672

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Proposed Budget

The President's Proposed Budget was presented to the Finance Committee.

The Proposed Budget included:

- Funding for all approved positions, budgeted for their full year, with increases for known salary increases such as negotiated COLA, Year-In-Rank and Step adjustments.
- Funding for all anticipated Supply and Services expenditures, based on prior year budgets and historical analysis.
- Student Success Initiatives as developed and presented previously
- Additional budget adjustments and strategic investment initiatives as reviewed and approved by management
- The Proposed budget meets the ending fund balance target as established by the Finance Committee, and is in line with the financial pro forma and Retrenchment targets.
- No changes were made by the Finance Committee in approving the Proposed Budget

The Proposed Budget is presented to the Southern Oregon University Governing Board for Adoption.

Budgeted Operations

		FY16 Orig Budget	FY16 Projected Final Outcome	FY17 Approved Budget	% Change
Revenue					
	Tuition	33,671,718	34,529,515	35,614,499	106%
	State Aid	20,392,670	20,640,021	21,522,508	106%
	Other	1,863,193	2,524,993	1,860,343	100%
	Total Revenue	55,927,581	57,694,529	58,997,350	105%
Labor					
	Total Salary/Pay	29,438,918	29,518,656	31,681,696	108%
	Vacancy Factor			(739,645)	
	Net Salary/Pay	29,438,918	29,518,656	30,942,051	105%
	Total OPE	16,008,323	14,931,186	16,455,647	103%
	Vacancy Factor			(560,283)	
	Net OPE	16,008,323	14,931,186	15,895,364	99%
	Total Labor	45,447,241	44,449,842	46,837,415	103%
Supplies & Services					
	Services & Suppllies	11,618,881	11,152,289	12,031,934	104%
	Debt Investment	414,636	391,059	414,636	100%
	Capital Outlay	240,704	236,365	140,704	58%
	Internal Sales Reimb	(3,801,376)	(2,595,864)	(3,470,398)	91%
	Total Direct S&S	8,472,845	9,183,849	9,116,876	108%
	Total Expenditures	53,920,086	53,633,691	55,954,291	104%
Net of Operations		2,007,495	4,060,838	3,043,059	
Transfers					
	Net Transfers	(652,034)	(1,985,249)	(1,846,024)	
Change in Fund Balance		1,355,461	2,075,589	1,197,035	
Beginning Fund Balance		4,758,052	4,758,052	6,835,000	
Ending Fund Balance		6,113,513	6,833,641	8,032,035	
EFB % of Revenue		10.9%	11.8%	13.6%	

Other Fund Type Categories Designated Operations

	Designated Operations			
	FY14 **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	2,787,993	3,087,328	3,499,505	3,726,644
Expenses	(3,075,837)	(3,314,177)	(3,939,212)	(3,936,036)
Labor	(1,859,794)	(2,081,837)	(2,652,522)	(2,558,258)
Direct Expenses	(1,216,043)	(1,232,340)	(1,286,690)	(1,377,778)
Net of Operations	(287,844)	(226,849)	(439,707)	(209,392)
Transfers	(15,103)	296,361	343,781	342,844
Change in FB	(302,947)	69,512	(95,926)	133,452

Other Fund Type Categories Auxiliary Operations

	All Auxiliaries			
	FY14 **Actual**	**FY15** **Actual**	**FY16** **Budget**	**FY17** **Budget**
Revenue	14,698,335	12,372,481	13,387,343	16,828,910
Expenses	(17,764,729)	(15,630,834)	(16,328,970)	(17,306,661)
Labor	(6,452,960)	(6,249,304)	(7,526,069)	(7,988,918)
Direct Expenses	(11,311,769)	(9,381,530)	(8,802,901)	(9,317,743)
Net of Operations	(3,066,394)	(3,258,353)	(2,941,627)	(477,751)
Transfers	(452,589)	539,240	1,325,505	1,502,340
Change in FB	(3,518,983)	(2,719,113)	(1,616,122)	1,024,589

Auxiliary Operations cont.

Housing	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Budget
Revenue	4,829,552	4,848,665	5,403,336	7,657,358
Expenses	(6,706,358)	(6,616,919)	(6,541,399)	(7,027,095)
Labor	(1,471,561)	(1,598,979)	(1,746,187)	(1,916,083)
Direct Expenses	(5,234,797)	(5,017,940)	(4,795,212)	(5,111,012)
Net of Operations	(1,876,806)	(1,768,254)	(1,138,063)	630,263
Transfers	(74,881)	(258,119)	191,485	(233,521)
Change in FB	(1,951,687)	(2,026,373)	(946,578)	396,742

Student Activities	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Budget
Revenue	3,179,907	2,716,314	3,328,178	3,869,221
Expenses	(3,373,900)	(3,312,689)	(3,528,853)	(3,718,045)
Labor	(1,705,261)	(1,580,206)	(1,880,285)	(2,092,384)
Direct Expenses	(1,668,639)	(1,732,483)	(1,648,568)	(1,625,661)
Net of Operations	(193,993)	(596,375)	(200,675)	151,176
Transfers	24,551	(2,212)	(245)	0
Change in FB	(169,442)	(598,587)	(200,920)	151,176

Athletics	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Budget
Revenue	1,675,086	1,883,512	1,620,054	1,661,385
Expenses	(2,513,607)	(3,288,167)	(3,003,971)	(3,392,244)
Labor	(1,389,945)	(1,497,627)	(1,879,692)	(1,999,886)
Direct Expenses	(1,123,662)	(1,790,540)	(1,124,279)	(1,392,358)
Net of Operations	(838,521)	(1,404,655)	(1,383,917)	(1,730,859)
Transfers	713,650	819,664	1,152,765	1,735,861
Change in FB	(124,871)	(584,991)	(231,152)	5,002

Health Center	FY14 Actual	FY15 Actual	FY16 Budget	FY17 Budget
Revenue	1,747,237	1,837,145	1,883,217	1,977,053
Expenses	(1,622,424)	(1,735,100)	(1,979,954)	(1,929,393)
Labor	(1,209,811)	(1,287,237)	(1,469,953)	(1,442,890)
Direct Expenses	(412,613)	(447,863)	(510,001)	(486,503)
Net of Operations	124,813	102,045	(96,737)	47,660
Transfers	(25,000)	(5,590)	(18,500)	0
Change in FB	99,813	96,455	(115,237)	47,660

Auxiliary Operations cont.

Parking				
	FY14 Actual	**FY15** Actual	**FY16** Budget	**FY17** Budget
Revenue	423,004	398,481	354,800	354,800
Expenses	(256,267)	(303,192)	(369,832)	(401,046)
Labor	(114,990)	(142,513)	(216,047)	(244,261)
Direct Expenses	(141,277)	(160,679)	(153,785)	(156,785)
Net of Operations	166,737	95,289	(15,032)	(46,246)
Transfers	0	(11,377)	0	0
Change in FB	166,737	83,912	(15,032)	(46,246)

Bookstores				
	FY14 Actual	**FY15** Actual	**FY16** Budget	**FY17** Budget
Revenue	2,991,957	189,064	272,596	107,921
Expenses	(3,110,191)	(217,980)	(377,149)	(107,921)
Labor	(514,727)	(97,583)	(287,143)	(107,921)
Direct Expenses	(2,595,464)	(120,397)	(90,006)	0
Net of Operations	(118,234)	(28,916)	(104,553)	0
Transfers	(1,066,442)	(3,127)	0	0
Change in FB	(1,184,676)	(32,043)	(104,553)	0

Questions?

Southern Oregon University
Board of Trustees
Resolution Adopting Fiscal Year 2016-2017 Budget

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

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

Whereas, ORS 352.107(1)(i) provides that the Board of Trustees may, subject to limitations set forth in that section, spend all available moneys without appropriation or expenditure limitation approval from the Legislative Assembly;

Whereas, ORS 352.107(2) requires, and the Board of Trustees finds, that the budget of the Southern Oregon University be prepared in accordance with generally accepted accounting principles;

Whereas, after detailed review, the Board of Trustees wishes to approve a budget and related expenditure authorizations for fiscal year 2016-2017; and

Whereas, the Finance and Administration Committee of the Board of Trustees has referred this matter to the full Board of Trustees as a seconded motion, recommending approval.

Now, therefore, be it resolved, the Board of Trustees approves and adopts the Fiscal Year 2016-2017 budget in the sum of $77,197,828, inclusive of budgeted operations in the sum of$57,800,315; an auxiliaries budget in the sum of $15,804,321; and designated operations in the sum of 3,593,192.

SOU - Klamath Community College / SOU - Rogue Community College Staff Rate Privileges (Action)

Internal Audit Charter and Plan (Action)

SOUTHERN OREGON UNIVERISTY INTERNAL AUDIT CHARTER

Purpose

It is the purpose of Internal Audit to support the Executive and Audit Committee of the Southern Oregon University Board of Trustees and the University President by providing independent, objective assurance and consulting services designed to add value, support accountability and improve University operations.

Mission

It is the mission of Internal Audit to assist University leadership in accomplishing its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of Southern Oregon University's risk management, internal control and governance processes. Audits will be conducted with objectivity, transparency, fairness and in accordance with the highest professional and ethical standards.

Role

It is required by professional standards that Internal Audit be totally independent and objective. Therefore, Internal Audit is functionally accountable to the Executive and Audit Committee of the Board of Trustees, but reports administratively directly to the President.

The Board of Trustees demonstrates this relationship by:

1. Approving the Internal Audit Charter;
2. Approving the annual risk-based Internal Audit Plan;
3. Approving the internal audit function's budget and resource plan;
4. Approving decisions regarding the appointment, remuneration and removal of Internal Audit staff;
5. Receiving communication from Internal Audit regarding the performance of its Objectives and Responsibilities;
6. Interacting directly with Internal Audit both in session and between Board meetings as appropriate; and
7. Making inquiries of management and the President to determine if there are inappropriate responsibilities or conditions, inappropriate limitations to scope, or insufficient resources to accomplish Objectives and Responsibilities.

Objectives

It is the objective of Internal Audit to determine whether the University's network of governance, risk management and control processes, as designed and represented by management, is adequate and functioning in a manner to confirm that:

1. Risks are appropriately identified and managed; specifically including management compliance with laws and regulations.
2. Governance interaction occurs as needed.
3. Significant financial, managerial, and operating information is accurate, reliable and timely.
4. Employee's actions are in compliance with policies, standards, procedures, professional ethics and applicable laws and regulations; specifically including privacy and security.
5. Resources are acquired economically, used efficiently and adequately protected; specifically including review of management processes and internal controls and the prevention and detection of fraud.
6. Accountability systems are in place to ensure organizational and program missions, goals, plans, and objectives are achieved.
7. Quality and continuous improvement are fostered in the University's control process.
8. Significant legislative or regulatory issues impacting the University are recognized and properly addressed.

Opportunities for improving managements' governance, risk management control processes, effectiveness and the University's image may be identified during internal audits. They will be communicated to the appropriate level of management. Significant opportunities and feedback will be summarized and reported to the Executive and Audit Committee of the Board of Trustees.

Responsibilities
Southern Oregon University management is responsible for establishing a network of processes with the objective of controlling the operations of Southern Oregon University in a manner which provides the Board of Trustees reasonable assurance that:

1. Data and information published either internally or externally is accurate, reliable, timely, transparent and accessible.
2. The actions of administrators, officers, and employees are in compliance with the organization's policies, standards, plans and procedures, and all relevant laws and regulations.
3. The organization's resources (including its people, systems, data/information bases, records and customer goodwill) are adequately protected.
4. Resources are acquired economically and employed profitably; quality business processes and continuous improvement are emphasized.
5. The organization's plans, programs, goals, and objectives are achieved.

Controlling is a function of management and is an integral part of the overall process of managing operations. As such, it is the responsibility of managers at all levels of the organization to:

1. Identify and evaluate the exposures to loss which relate to their particular sphere of operations.
2. Specify and establish policies, plans, and operating standards, procedures, systems, and other disciplines to be used to minimize, mitigate, and/or limit the risks associated with the exposures identified.
3. Establish practical controlling processes that require and encourage directors, officers, and employees to carry out their duties and responsibilities in a manner that achieves the five control objectives outlined in the preceding paragraph.
4. Maintain the effectiveness of the controlling processes they have established and foster continuous improvement to these processes.

It is the responsibility of Internal Audit to:

1. Develop an annual internal audit plan using an appropriate risk-based methodology and including the consideration of any risks or control concerns identified by management and submit the plan along with a financial budget, human resource plan and any resource limitations or significant interim changes to the President and Executive and Audit Committee of the Board of Trustees for review and approval.
2. Implement the annual internal audit plan and report results to the President and Executive and Audit Committee of the Board of Trustees.
3. Periodically provide information to the President and Executive and Audit Committee of the Board of Trustees on the status and results of the annual internal audit plan, the sufficiency of Internal Audit resources relative to its Objectives and Responsibilities, and emerging trends and successful practices in internal auditing.
4. Provide reports to the Board of Trustees Executive and Audit Committee and President on the implementation status of prior audit recommendations.
5. Provide advisory and consulting services, beyond internal audit assurance services, to assist management in meeting their objectives, including participating in the development or modification of major information systems, significant changes in functions, services, processes, operations, control processes or strategies.
6. Provide an annual assessment on the adequacy and effectiveness of the University's processes for controlling its activities, managing its risks, governance, and the performance of management responsibilities in the areas set forth in Internal Audit's Objectives.
7. Report significant issues related to the processes for controlling the activities of the University and its applicable affiliates, including potential improvements to those processes, and provide information concerning such issues through resolution.
8. Assist in the investigation of allegations of fraud or fraudulent actions in accordance with Southern Oregon University fraud policy.
9. Maintain a professional internal audit function with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter.
10. Report the results of internal and external assessments conducted in association with the Quality Assurance and Improvement Program.
11. Confirm annually the organizational independence of Internal Audit.

Quality Assurance and Improvement Program

IIA Standards require the creation and maintenance of a Quality Assurance and Improvement Program. The Standards currently require an assessment by a qualified independent reviewer or review team from outside the organization at least every five years. Until the first successful assessment it is not appropriate for Internal Audit to state "in conformance with the Standards," or "in conformity to the Standards" in its reports.

Board of Trustees Authorization

Internal Audit is authorized to:

1. Have unrestricted access to all functions, records, information, property, and personnel of Southern Oregon University. Information will be handled in a confidential, secure and prudent manner as required by the Code of Ethics.
2. Audit any function, program, account or system deemed necessary and appropriate in its sole judgement, notwithstanding a pre-approved internal audit plan.
3. Have full and free access to the Executive and Audit Committee of the Board of Trustees in whole or in part in conjunction with open meeting laws.
4. Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish internal audit objectives in accordance with professional standards.
5. Obtain the necessary assistance of personnel, as well as other specialized services from within or outside the organization.
6. Finalize internal audit reports and provide such reports to relevant parties.

Internal Audit is not authorized to:

1. Perform, direct or manage any operational duties for the University external to Internal Audit. Accordingly, Internal Audit will not design, implement, or approve internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair, or give the perception of impairing, Internal Audit's judgment, independence or objectivity.
2. Direct the activities of any University employee not employed by Internal Audit, except to the extent such employees have been appropriately assigned to an internal audit team or to otherwise assist the internal auditor(s). Accordingly, although constantly seeking the input and opinions of others, Internal Audit takes direction solely from the Executive and Audit Committee.
3. Initiate or approve accounting transactions external to Internal Audit.
4. Perform internal audits of any area or activity where they have worked or for which they have been principally responsible for at least two years after they leave the position.

All University employees are expected to comply fully and timely with requests made by Internal Audit and not interfere, impede or affect Internal Audit's necessary independence and objective mental attitude. This includes, but is not limited to, timely provision of information, access to information, or responses to draft reports. Recommendations made by Internal Audit shall be taken seriously and steps shall be taken to assess and comply with said recommendations. Internal Audit may report any non-compliance on the part of University programs or employees to the President and/or the Executive and Audit Committee of the Board of Trustees.

Standards of Practice

Internal Audit operates within the context of The Institute of Internal Auditors (IIA) Definition of Internal Auditing, IIA's International Standards for the Professional Practice of Internal Auditing *("Standards" or "Red Book"*), IIA's Code of Ethics, when necessary Generally Accepted Government Auditing Standards

(*"Yellow Book"*), Committee of Sponsoring Organizations of the Treadway Commission (COSO) control framework, and Internal Audit's procedure manual. The IIA's Practice Advisories, Practice Guides, and Position Papers will also be adhered to and guide operations as applicable. In addition, the internal audit activity will adhere to Southern Oregon University's relevant policies and procedures.

Internal Audit performs five types of engagements:

Assurance Services - Assurance services are objective examinations of evidence for the purpose of providing an independent assessment. This includes assessing and reporting on the adequacy and effectiveness of the internal controls, the quality of performance in carrying out assigned responsibilities and evaluating risk exposures relating to the University's governance, operations, and information systems. The scope includes reviewing and evaluating:

1. achievement of the University's strategic objectives;
2. internal controls established to ensure compliance with applicable policies, plans, procedures, laws, regulations, and contracts;
3. the means with which assets are safeguarded;
4. the reliability and integrity of financial and operational information;
5. the efficiency and effectiveness with which resources are employed; and
6. IT systems to determine if they are appropriately managed, controlled, and protected.

Areas selected for internal audit are identified as a part of robust annual planning process. The goal of the annual planning process is to identify what units can most benefit from assurance services. The annual planning process seeks to apply available resources to highest risks identified, but also serves to provide periodic resources to all units.

For the purposes of internal audit planning, Internal Audit has organized the University into eight major functions: (1) governance and leadership, (2) instruction and academic support including student affairs and the library, (3) research and development, (4) human resources management, (5) fiscal management including the service center, (6) facilities management and planning including plant operations and campus public safety, (7) athletics, auxiliary enterprises, and other self-support enterprises such as student centers and activities, Jefferson Public Radio, housing, food, student health services, parking and the bookstore, (8) information technology and others as identified and necessary.

The internal audit selection process entails a macro-level risk assessment of the major functional areas using industry trends, past internal audit experience, financial analysis, and University constituent input. Some factors considered in selecting auditable units for internal audit include:

1. Critical nature of the auditable unit in meeting University objectives.
2. Length of time since and results of prior internal audits.
3. The size and complexity of the operation.
4. Changes in regulations, personnel, operations, programs, systems, or internal controls.
5. Regulatory requirements of the operation.
6. Degree of manual and automated processing.
7. Sensitivity of the unit's operations to the University's image and reputation.
8. Amount of financial activity and resources.

Consulting Services - Advisory and related client service activities, the nature and scope of which are agreed upon with the client, are intended to add value and improve an organization's governance, risk management, and control processes without the Internal Auditor assuming management responsibility. Examples include counsel, advice, facilitation and training.

Investigative Engagements - Investigations evaluate allegations of unethical business practices and/or financial and operational misconduct to determine whether allegations are substantiated and to prevent future occurrences.

Follow-up Engagements - Follow-up engagements evaluate plans and actions taken to correct reported conditions.

External Audit – Internal Audit meets with the external auditors to discuss audit plans, risks, and coordination. Internal Audit attends external audit entrance and exit conferences and may perform follow-up activity based on external audit recommendations.

Code of Ethics

Internal Auditors are expected to apply and uphold the following principles as defined in the IIA Code of Ethics:

Integrity - The integrity of Internal Auditors establishes trust and thus provides the basis for reliance on their judgment.

Objectivity - Internal Auditors exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal Auditors make a balanced assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgments.

Confidentiality - Internal Auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so.

Competency - Internal Auditors apply the knowledge, skills, and experience needed in the performance of internal auditing services.

Rules of Conduct

1. Integrity - Internal Auditors:

> 1.1. Shall perform their work with honesty, diligence, and responsibility.
> 1.2. Shall observe the law and make disclosures expected by the law and the profession.
> 1.3. Shall not knowingly be a party to any illegal activity, or engage in acts that are discreditable to the profession of internal auditing or to the organization.
> 1.4. Shall respect and contribute to the legitimate and ethical objectives of the organization.

2. Objectivity - Internal Auditors:

      2.1. Shall not participate in any activity or relationship that may impair or be presumed to impair their unbiased assessment. This participation includes those activities or relationships that may be in conflict with the interests of the organization.
      2.2 Shall not accept anything that may impair or be presumed to impair their professional judgment.
      2.3 Shall disclose all material facts known to them that, if not disclosed, may distort the reporting of activities under review.

3. Confidentiality - Internal Auditors:

      3.1 Shall be prudent in the use and protection of information acquired in the course of their duties.
      3.2 Shall not use information for any personal gain or in any manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of the organization.

4. Competency - Internal Auditors:

      4.1. Shall engage only in those services for which they have the necessary knowledge, skills, and experience.
      4.2 Shall perform internal auditing services in accordance with the International Standards for the Professional Practice of Internal Auditing.
      4.3 Shall continually improve their proficiency and the effectiveness and quality of their services.

Approved this _____ day of _____, 2016.

_____
Ryan Schnobrich, Internal Auditor

_____
Dr. Roy H. Saigo, President

_____
Mr. Bill Thorndike, Chair of the Executive and Audit Committee

Southern Oregon University
Internal Audit Plan
Fiscal Year 2017

Prepared By
Ryan Schnobrich
Internal Auditor
Office of the President

TABLE OF CONTENTS

Introduction & Internal Audit Plan Overview

The purpose of the Internal Audit Plan is to outline internal audits and other activities the Internal Audit Department will conduct during fiscal year 2017 (July 1, 2016 to June 30, 2017).

The Internal Audit Plan is developed to satisfy responsibilities established by the Board of Trustees bylaws, the Internal Audit Charter, and applicable professional Standards.

The Internal Auditor is authorized to make changes to the Internal Audit Plan, as deemed necessary, to address changes in identified risks. The Executive and Audit Committee and the President will be notified of any significant additions, deletions, or other changes to the Internal Audit Plan.

The Internal Audit Plan should be based on appropriate risk-based methodology, including the consideration of any risks or control concerns identified by management. As internal audit is a new function at Southern Oregon University (SOU), a risk assessment process will be developed as a part of this year's Internal Audit Plan.

2017 Top 10 Risk Areas

This list outlines the top 10 areas of accepted risk that could result in a material event if internal controls are not implemented and functioning effectively. These risks did not benefit from a risk scoring model, as they will in future years, but rather are based on general consensus among management and internal audit:

1. Financial
    a. Students' substantial dependence on financial aid and student loan programs to fund tuition.
    b. University's substantial dependence on State funding.
    c. Enrollment and retention.
    d. Cost increases outpacing revenue gains.
    e. SOU Foundation growth.
    f. Potential for error, fraud or abuse related to, for an example, an increasing volume of transactions from a growing number of revenue sources.
2. Auxiliaries
    a. **Student Health & Wellness Center.**
3. Campus Public Safety
    a. **Clery Act compliance.**
    b. A crisis occurrence.
    c. Emergency Management
    d. *Parking*
4. Diversity & Inclusion
    a. **Title IX compliance.**
    b. Americans with Disabilities Act
    c. Affirmative Action
5. Administration
    a. The effects of lean-staffing on compliance roles - the "second line of defense".

      b. Family Educational Rights and Privacy Act (FERPA) compliance.
      c. Transferred policies and policies otherwise in need of updating.
      d. Knowledge transfer.
      e. *Service Center.*
      f. *Human Resources.*

6. Academic
   a. Grant programs.
   b. Institutional and departmental accreditation.
   c. Local, low-income and under-represented student success.
   d. The Oregon Promise & Oregon Learns.
   e. Increasing support for community college accessibility and increasing program offerings such as baccalaureate degrees.
   f. Market disrupting new teaching modalities.

7. Facilities/Housing
   a. Deferred maintenance and capital investment.
   b. *Major facility construction.*
   c. Students having difficulty obtaining housing.

8. Athletics
   a. *National Association of Intercollegiate Athletics compliance.*
   b. *Human resources/administrative policy and procedure integration.*

9. Information Technology
   a. The effects of lean staffing.
   b. Increasing annual software license fees and infrastructure renewal.
   c. Security.
   d. Business continuity.

10. Governance
    a. Shared governance.
    b. *Enterprise risk management*

Near Term Items Included in the 2017 Internal Audit Plan

1. I am currently working on the audit plan for a separation audit requested by President Saigo.
2. Internal Audit will participate in entrance and exit activities with the external auditors.
   a. I will work with management to extract as much value as possible from their internal control documentation and opinion on the effectiveness of internal controls.
3. I have been tracking my time spent on various components of the Internal Audit Plan so I have a better idea of how much time they each require. I will incorporate the results into the FY18 Internal Audit Plan.

Internal Audit Plan for Fiscal Year 2017

Being a new internal audit function of one, much of next year will be focused on building function capacity and engagement around performing a University Risk Assessment. This includes:

1. Developing and documenting an understanding of the Board of Trustee's and management's risk appetite and key strategic goals.
2. Documenting SOU's risk management and compliance functions.
3. Documenting and communicating a common risk language.
4. Developing a risk-scoring model and incorporating it into a SOU specific risk and control matrix. The model would specifically include ranking the likelihood and impact of an event.
5. Creating and disseminating a risk and control survey asking auditable area risk owners what risks they are aware of and if they would like assurance, advisory or consulting services regarding these risks and/or their related internal control processes.
6. Reviewing and transcribing related risk and control information, as may be found in existing policies and procedures, from auditable areas into the SOU risk and control matrix.
7. Developing interview questions that will result in useful data and then interviewing auditable area risk owners in the high impact/high likelihood of event categories for key risks, their related key controls and the greatest opportunities.
8. Documenting the survey and interview results into SOU's risk and control matrix.
9. Using this risk and control matrix to stack rank SOU's residual risks, review these risks with management and then presenting the top ten high-scoring residual risks to the Executive & Audit Committee along with proposed audits in next year's FY18 Internal Audit Plan.
10. Creating a department policy, procedure and standard operating platform (process) manual and template communication directly related to the Internal Auditors' International Professional Practices Framework (IPPF) such as developing and documenting a comprehensive planning process for audit success, a work paper review form, a quality assurance checklist, entrance and preliminary conclusions discussion questions and related meeting agendas, standardized format document requests and creating a template internal audit opinion report format.
11. Researching and documenting when generally accepted government accounting standards (GAGAS) applies.
12. Developing and documenting some software-assisted auditing techniques; specifically using the software IDEA, Excel, Banner and Cognos.
13. Developing additional expertise while completing Certified Public Accountant continuing education requirements by regularly attending several trainings and conferences hosted by the Association of College and University Auditors (ACUA), The Institute of Internal Auditors (IIA), the American Institute of Certified Public Accountants (AICPA), the Education Advisory Board (EAB), the Association of Governing Boards (AGB).
14. Creating an Internal Audit web page and a stakeholder engagement and reporting mechanism.
15. Creating a client evaluation/satisfaction survey as a means to benchmark progress as well as seek input and assistance.
16. Developing the ability to add value such as creating process flowcharts with "swim lanes" and decision trees which can be turned over to management for their use.

I will also be reaching out to our stakeholders (some italicized and underlined above), namely:
1. Internal Audit will support the Board Secretary with any governance initiatives.
2. Time will be dedicated to engaging the University regarding fraud. I am creating a fraud/EthicsPoint hotline communication and training. I will also begin to create an SOU specific fraud investigation procedure manual.
3. Campus Public Safety has reached out for consulting support regarding parking.
4. The Service Center has reached out for consulting support regarding paperless processes.
5. Human Resources has reached out for consulting support regarding file management.

6. Management has been discussing enterprise risk management. I look forward to supporting them in this endeavor. A possible outcome of this discussion is management beginning an enterprise-wide risk assessment where a master list of risks is created and management determines whether those risks are accepted, mitigated, transferred or avoided.

Finally, I recommend that three specific areas be audited next year (in bold above):
1. The Student Health and Wellness Center for Family Educational Rights and Privacy Act (FERPA) compliance, dispensary and related health standards compliance.
2. Campus Public Safety, Diversity & Inclusion, etc. for Clery Act compliance.
3. Diversity & Inclusion, Human Resources, etc. for Title IX compliance.

Annual Assessment of Management Responsibilities

It is the objective of Internal Audit to determine whether the University's network of governance, risk management and control processes, as designed and represented by management, is adequate and functioning in a manner to confirm that:

1. Risks are appropriately identified and managed; specifically including management compliance with laws and regulations.
2. Governance interaction occurs as needed.
3. Significant financial, managerial, and operating information is accurate, reliable and timely.
4. Employee's actions are in compliance with policies, standards, procedures, professional ethics and applicable laws and regulations; specifically including privacy and security.
5. Resources are acquired economically, used efficiently and adequately protected; specifically including review of management processes and internal controls and the prevention and detection of fraud.
6. Accountability systems are in place to ensure organizational and program missions, goals, plans, and objectives are achieved.
7. Quality and continuous improvement are fostered in the University's control process.
8. Significant legislative or regulatory issues impacting the University are recognized and properly addressed.

This assessment, and confirmation of reasonable assurance, on the adequacy and effectiveness of the University's processes for controlling its activities, managing its risks, governance, and the performance of management responsibilities is included in each year's Internal Audit Plan.

Annual Confirmation of the Organizational Independence of Internal Audit

Another key responsibility set forth in the Internal Audit Charter is to confirm annually the organizational independence of Internal Audit. This is included in each year's Internal Audit Plan. The Board will be advised of any responsibilities or conditions believed to be inappropriate, as well as any inappropriate limitations to scope or insufficient resources.

Early Considerations for the 2018 Internal Audit Plan

Below are some early considerations for the FY18 Internal Audit Plan:

1. Professional Standards require an Annual University Risk Assessment which would include a digital survey and follow up interviews with management. The results would be compared to and update SOU's risk and control matrix. Additional information that could be collected in FY18 includes:
    i. classification of preventative/detective internal controls
    ii. designation of key controls
    iii. classification of manual/automated controls and notes regarding any plans to move to automated internal control activities.
    iv. impact velocity and impact duration.
2. Performing any follow-up engagements on prior audit recommendations in the last year.
3. Determining the feasibility with management of developing an automated continuous internal control monitoring function.
4. Determining the availability and cost/benefit relationship of any additional technology tools such as electronic work papers, risk management and/or governance database software, internal auditing department management software, etc.
4. Developing some continuous activity monitoring using IDEA and then handing it off to management as a tool. Some examples could include:
    b. Human Resources - employees projected to reach hours where SOU would offer benefits. Employees that don't take sick/vacation time.
    c. Housing – the possibility of dorm rooms being offered for sublet on websites like Airbnb.com and/or cross-referencing rent with occupancy/vacancy status.
    d. Business Services – identifying general ledger types in non-related areas and relatively large transaction types in certain general ledger and/or program codes.
    e. Grant Management – identifying large percentage dollar amount and/or timing variances on research grants.
5. Developing "quick audits" such as:
    a. Testing if thumb drives can remove protected/sensitive information.
    b. Testing for same passwords on different user id's as an indicator of password sharing – a red flag for collusion which is a fraud enabler.
    c. Testing scholarships in excess of tuition or scholarships granted after no longer a student.
    d. Testing the top 100 scholarship recipients cross-referenced against an employee list and then ensuring that management has appropriate documentation related to any matches.
6. Developing and completing a self-assessment of internal audit.
7. Developing an internal control self-assessment, probably in the form of a questionnaire, to help risk owners understand their risks and hopefully related internal controls, as well as confirming their objective/risk understanding and current control status back to management.

Human Resource Plan

The FY17 Internal Audit Plan was created around the understanding of having one Internal Auditor dedicated to Southern Oregon University. Much of this year's plan is dedicated to creation of the internal audit function in compliance with the Internal Audit Charter and specifically the Internal Auditors' International Professional Practices Framework (IPPF).

Any Resource Limitations or Significant Interim Changes

Having only one Internal Auditor is inherently a resource limitation. Creating an internal audit function is a significant interim change in and of itself. While this year's Internal Audit plan is ambitious, I believe that it can be completed with the resources provided.

Financial Budget

As per the Internal Audit Charter, the Executive and Audit Committee is responsible for approving the internal audit function's budget and resource plan.

Internal Audit's requested budget of @$170,000 has been submitted to Mark Denney, Associate Vice President for Budget and Planning.

International Professional Practices Framework
(IPPF - "Red Book" - Standards)
Risk Assessment

The Internal Audit Plan should be based on appropriate risk-based methodology, including the consideration of any risks or control concerns identified by management.

As internal audit is a new function at Southern Oregon University (SOU), a risk assessment process will be developed as a part of this year's Internal Audit Plan.

The goal has been to balance capacity-building with engagement while seeking to add value and better understand management's internal control and risk management practices.

Top 10 Risk Areas

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    a. Students' substantial dependence on financial aid and student loan programs to fund tuition.
    b. University's substantial dependence on State funding.
    c. Enrollment and retention.
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    a. Student Health & Wellness Center.
3. Campus Public Safety
    a. Clery Act compliance.
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    d. *Parking*
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    b. Increasing annual software license fees and infrastructure renewal.
    c. Security.
    d. Business continuity.
10. Governance
    a. Shared governance.
    b. Enterprise *risk management*

Consulting Services

1. Parking
2. Service Center
3. Human Resources
4. Major Facilities
5. NAIA Compliance
6. Athletics HR/Admin P&P Integration
7. Enterprise Risk Management

Internal Audits

1. Presidential Separation
2. Student Health & Wellness Center
3. Clery Act Compliance
4. Title IX Compliance

Assessment of Management

It is the objective of Internal Audit to determine whether the University's network of governance, risk management and control processes, as designed and represented by management, is adequate and functioning in a manner to confirm that:

- Risks are appropriately identified and managed; specifically including management compliance with laws and regulations.

- Governance interaction occurs as needed.

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- Employee's actions are in compliance with policies, standards, procedures, professional ethics and applicable laws and regulations; specifically including privacy and security.

- Resources are acquired economically, used efficiently and adequately protected; specifically including review of management processes and internal controls and the prevention and detection of fraud.

- Accountability systems are in place to ensure organizational and program missions, goals, plans, and objectives are achieved.

- Quality and continuous improvement are fostered in the University's control process.

- Significant legislative or regulatory issues impacting the University are recognized and properly addressed.

This assessment, and confirmation of reasonable assurance, on the adequacy and effectiveness of the University's processes for controlling its activities, managing its risks, governance, and the performance of management responsibilities is included in each year's Internal Audit Plan.

Additional Components

- Fraud

- 2017/2018 Internal Audit Plan

- Human Resource Plan

- Resource Limitations or Significant Interim Changes

- Financial Budget

Independence of Internal Audit

Another key responsibility set forth in the Internal Audit Charter is to confirm annually the organizational independence of Internal Audit.

The Board will be advised of any responsibilities or conditions believed to be inappropriate, as well as any inappropriate limitations to scope or insufficient resources.

BOARD OF TRUSTEES OF SOUTHERN OREGON UNIVERSITY

PROPOSED RESOLUTION
ADOPTION OF INTERNAL AUDIT CHARTER AND FY17 INTERNAL AUDIT PLAN

Whereas, Southern Oregon University is governed by and the business and affairs of the University are managed by the Board of Trustees of Southern Oregon University;

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

Whereas, Southern Oregon University has created the position of Internal Auditor to provide independent, objective evaluations and advisory services that add value to the University;

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

Whereas, the Internal Auditor has developed, for approval by the Board, an Internal Audit Charter ("Internal Audit Charter") to provide guiding principles and direction to the Internal Auditor consistent with The Institute of Internal Auditors' International Professional Practices Framework and an internal audit plan ("Internal Audit Plan") for Fiscal Year 2017 as described in the documents attached hereto as Exhibits A and B, respectively; and

Whereas, pursuant to the Board's Policy on Committees, the Executive and Audit Committee of the Board of Trustees voted to refer this action as a seconded motion to the Board of Trustees for adoption;

Now, therefore, the Board of Trustees of Southern Oregon University hereby approves and adopts the Internal Audit Charter and the FY 2017 Internal Audit Plan. The Board hereby instructs the officers of the university to take all actions and steps deemed necessary and proper to implement the Internal Audit Charter and the Internal Audit Plan.

VOTE:

DATE:

Recorded by the University Secretary: _____

Board Appointment Recommendation Process (Action)

Southern Oregon University
Board of Trustees

Board Statement on Recommending Candidates for At-Large Board Positions

1.   Goal

Under ORS 352.076, Southern Oregon University trustees are appointed by the Governor of the State of Oregon and confirmed by the Oregon Senate. It is a goal of the Board of Trustees to recommend at-large candidates for the Governor's consideration who meet the individual characteristics desired for the board and who complement the needs of the board as a whole. The board fully recognizes that only the governor of the State of Oregon has the authority to appoint members of the board and the state senate has the authority to confirm such appointments.

2.   Purpose

The purpose of this policy is to guide the board's efforts in identifying potential candidates to recommend to the Governor for at-large board positions.

3.   Board Composition

The board should be composed of members who have:

- A commitment to public higher education;
- A record of public or community service;
- Knowledge of complex organizations or academic institutions;
- Demonstrated collaborative, collegial approach to leadership;
- A willingness and availability for constructive engagement;
- A commitment to open-minded, non-partisan decision-making;
- A record of integrity, good judgment, and civic virtue; A commitment to engagement in board responsibilities and interests; and
- Qualifications and characteristics that reflect and support the Governor's goals, priorities, and initiatives.

There should be a balance of perspectives, backgrounds, experience, and skills among the members of the board. These could include, but are not limited to:

- Gender, ethnicity, age, geographic location of residence, and other expressions of diversity;
- Unique skills and competencies, including experience that will benefit the board;
- Complementary skills and perspectives;

- A broad range of professional fields (e.g., education, legal, finance, engineering, healthcare, criminal justice, business, etc.); and
- Knowledge of and/or connection to Southern Oregon University (alumni relation, campus service, community relationships, etc.).

4.   Process

The process for identifying and vetting potential candidates will include the following:

4.1.   Conduct Needs Assessment

When a vacancy on the board is anticipated or occurs, the board secretary, in conjunction with the president and board chair, will conduct a needs assessment by analyzing the present board membership against the composition identified in Section 3. The board also will conduct periodic self-assessments, which the board secretary, president, and board chair also will consider in assessing the board's needs.

4.2.   Identify and Vet Potential Candidates

Based on the needs assessment, the president and/or board chair will identify potential candidates. To assist the president and board chair in identifying potential candidates, the board secretary will maintain a list of individuals submitted by sources such as trustees, the president, senior administrators, and others. The president will vet potential candidates, or will cause vetting of candidates to occur. Vetting will include a discussion with potential candidates about the responsibilities of serving as a trustee as well as interest, readiness for nomination, and ability to serve the university with:

- Commitment of time and talent;
- Attendance at and participation in board and committee meetings;
- Ability to maintain a university-wide perspective on issues and concerns;
- Promotion of the university mission through advocacy and oversight of policy; and
- Active involvement in the life of the university.

4.3.   Present Recommendations

The president will present recommendations to the board chair. The board chair will consult with the board members by submitting names to the Executive and Audit Committee regarding potential candidates who are willing and able to serve and who satisfy the needs identified by the needs assessment. Candidates will be asked to complete an application packet including the Governor's Executive Appointments Interest Form, Background Information Form, and

other documentation required for executive appointments. The board secretary may provide information on filing the required forms. The board chair will recommend candidates on behalf of the Board of Trustees to the Governor for consideration.

Any member of the public who may be interested in serving as a trustee but who has not come to the attention of the board through this process, is encouraged to apply independently. It is understood by the board that providing recommendations to the Governor's office regarding potential trustees in no way guarantees or implies appointment of any applicant. As executive appointments, Southern Oregon University trustees are appointed by the Oregon Governor and confirmed by the Senate.

Approved on _____.

_____
Board Chair

_____
Board Secretary

Southern Oregon University
Board of Trustees

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Approved on _____.

_____
Board Chair

_____
Board Secretary

Board Officer Elections (Action)

Enrollment Report

Undergraduate Course SCH by Department
Fall 2015 Week Ending 6/14/15 vs. Fall 2016 Week Ending 6/12/16
15 Weeks From Start of Term

Department	Fall 2015	Fall 2016	Change	% Change	Department	Fall 2015	Fall 2016	Change	% Change
Art	810	698	-112	-13.8%	Biology	2,087	2,145	58	2.8%
Creative Writing	346	290	-56	-16.2%	Chemistry	1,110	1,093	-17	-1.5%
Emerging Media & Digital Art	908	832	-76	-8.4%	Computer Science	972	1,140	168	17.3%
Music	534	509	-25	-4.7%	Mathematics	1,425	1,196	-229	-16.1%
Theatre	1,375	1,413	38	2.8%	Physics	629	382	-247	-39.3%
Subtotal - Oregon Center for the Arts	**3,973**	**3,742**	**-231**	**-5.8%**	STEM - General	-	120	120	
					Subtotal - STEM Division	**6,223**	**6,076**	**-147**	**-2.4%**
Education	1,600	1,480	-120	-7.5%					
Health and Physical Education	1,077	1,308	231	21.4%	Business	3,969	3,623	-346	-8.7%
Outdoor Adventure Leadership	439	451	12	2.7%	Communication	1,551	1,855	304	19.6%
Military Science	54	45	-9	-16.7%	Environmental Studies	1,065	1,318	253	23.8%
Subtotal - Education, Health and Leadership	**3,170**	**3,284**	**114**	**3.6%**	**Subtotal - Division of BCE**	**6,585**	**6,796**	**211**	**3.2%**
Criminology and Criminal Justice	1,502	1,604	102	6.8%					
Economics	452	532	80	17.7%	English	632	568	-64	-10.1%
Geography	188	124	-64	-34.0%	Gender, Sexuality, and Women's Studies	136	144	8	5.9%
History	416	564	148	35.6%	International Studies	88	64	-24	-27.3%
Political Science	300	336	36	12.0%	Native American Studies	68	56	-12	-17.6%
Psychology	2,370	2,653	283	11.9%	Philosophy	800	732	-68	-8.5%
Sociology/Anthropology	906	846	-60	-6.6%	Foreign Languages & Literatures	1,360	1,227	-133	-9.8%
Subtotal - Social Sciences	**6,134**	**6,659**	**525**	**8.6%**	**Subtotal - Humanities and Culture**	**3,084**	**2,791**	**-293**	**-9.5%**
University Seminar & House Experience	713	466	-247	-34.6%	**Physical Education Activities**	**343**	**305**	**-38**	**-11.1%**
Honors College	206	212	6	2.9%					
Success at Southern	11	9	-2	-18.2%	**Total Undergraduate**	**30,442**	**30,340**	**-102**	**-0.3%**
Other Undergraduate Studies	-	-	-						
Subtotal - Undergraduate Studies	**930**	**687**	**-243**	**-26.1%**	**Total Undergraduate + Graduate**	**31,191**	**31,367**	**176**	**0.6%**

Graduate Course SCH by Department
Fall 2015 Week Ending 6/14/15 vs. Fall 2016 Week Ending 6/12/16
15 Weeks From Start of Term

Department	Fall 2015	Fall 2016	Change	% Change	Department	Fall 2015	Fall 2016	Change	% Change
Art	-	-	-		Biology	15	15	-	0.0%
Creative Writing	-	-	-		Chemistry	-	-	-	
Emerging Media & Digital Art	-	-	-		Computer Science	-	-	-	
Music	21	10	-11	-52.4%	Mathematics	30	-	-30	-100.0%
Theatre	-	-	-		Physics	-	-	-	
Subtotal - Oregon Center for the Arts	**21**	**10**	**-11**	**-52.4%**	**Subtotal - STEM Division**	**45**	**15**	**-30**	**-66.7%**
Education	338	445	107	31.7%	Business	56	162	106	189.3%
Health and Physical Education	-	-	-		Master in Business Administration	127	200	73	57.5%
Outdoor Adventure Leadership	3	6	3	100.0%	Master in Management	63	-	-63	-100.0%
Military Science	-	-	-		Communication	8	8	-	0.0%
Subtotal - Education, Health and Leadership	**341**	**451**	**110**	**32.3%**	Environmental Studies	-	-	-	
					Subtotal - Division of BCE	**254**	**370**	**116**	**45.7%**
Criminology and Criminal Justice	-	-	-						
Economics	-	-	-		English	8	-	-8	-100.0%
Geography	-	-	-		Gender, Sexuality, and Women's Studies	-	-	-	
History	-	-	-		International Studies	-	-	-	
Political Science	-	-	-		Native American Studies	-	-	-	
Psychology	80	171	91	113.8%	Philosophy	-	-	-	
Sociology/Anthropology	-	-	-		World Languages & Literatures	-	-	-	
Subtotal - Social Sciences	**80**	**171**	**91**	**113.8%**	**Subtotal - Humanities and Culture**	**8**	**-**	**-8**	**-100.0%**
Master in Interdisciplinary Studies	**-**	**10**	**10**		**Total Graduate**	**749**	**1,027**	**278**	**37.1%**
					Total Undergraduate + Graduate	**31,191**	**31,367**	**176**	**0.6%**

Student Headcounts
Fall 2015 Week Ending 6/14/15 vs. Fall 2016 Week Ending 6/12/16
15 Weeks From Start of Term

	Fall 2015	Fall 2016	Change	% Change	Fall 2015 End of Term	Change	% Change
New Freshmen	26	24	-2	-7.7%	834	-810	-97.1%
New Transfers	30	20	-10	-33.3%	548	-528	-96.4%
New PostBacs/Graduates	15	25	10	66.7%	121	-96	-79.3%
Subtotal - New Students	**71**	**69**	**-2**	**-2.8%**	**1,503**	**-1,434**	**-95.4%**
Continuing Students	2,328	2,297	-31	-1.3%	3,188	-891	-27.9%
Returning Students	72	90	18	25.0%	160	-70	-43.8%
Non-Admitted Students	46	54	8	17.4%	1,391	-1,337	-96.1%
Grand Total - Headcount	**2,517**	**2,510**	**-7**	**-0.3%**	**6,242**	**-3,732**	**-59.8%**
Grand Total - FTE	**2,089**	**2,108**	**19**	**0.9%**	**4,414**	**-2,306**	**-52.2%**
Resident	1,561	1,494	-67	-4.3%	4,330	-2,836	-65.5%
Non-Resident	956	1,016	60	6.3%	1,912	-896	-46.9%
International	69	75	6	8.7%	157	-82	-52.2%
American Indian/Alaskan Native	20	30	10	50.0%	58	-28	-48.3%
Asian	54	53	-1	-1.9%	99	-46	-46.5%
Black/African American	52	58	6	11.5%	126	-68	-54.0%
Hispanic/Latino	241	296	55	22.8%	525	-229	-43.6%
Pacific Islander	17	12	-5	-29.4%	26	-14	-53.8%
North African, Middle Eastern, Other	13	14	1	7.7%	31	-17	-54.8%
Two or More Races	235	230	-5	-2.1%	431	-201	-46.6%
Subtotal - Students of Color (race & ethnicity)	**632**	**693**	**61**	**9.7%**	**1,296**	**-603**	**-46.5%**
White	1,546	1,456	-90	-5.8%	3,079	-1,623	-52.7%
Unknown/Other	270	286	16	5.9%	1,710	-1,424	-83.3%
Alaska	37	36	-1	-2.7%	80	-44	-55.0%
California	592	643	51	8.6%	1,137	-494	-43.4%
Hawaii	90	82	-8	-8.9%	117	-35	-29.9%
Idaho	17	17	-	0.0%	32	-15	-46.9%
Washington	83	78	-5	-6.0%	156	-78	-50.0%
All Other States	101	112	11	10.9%	263	-151	-57.4%

SCH by Student Level Within Tuition Category
Fall 2015 Week Ending 6/14/15 vs. Fall 2016 Week Ending 6/12/16
15 Weeks From Start of Term

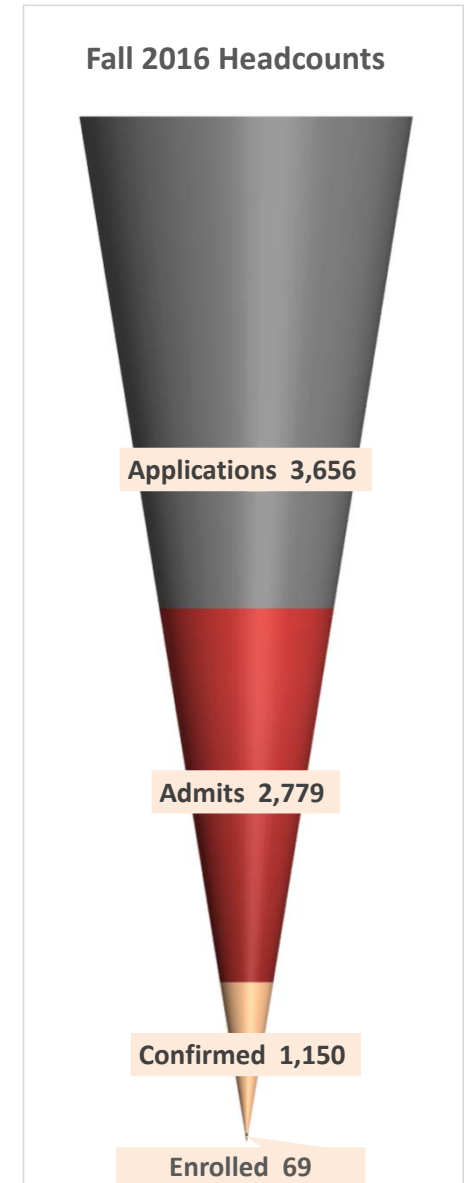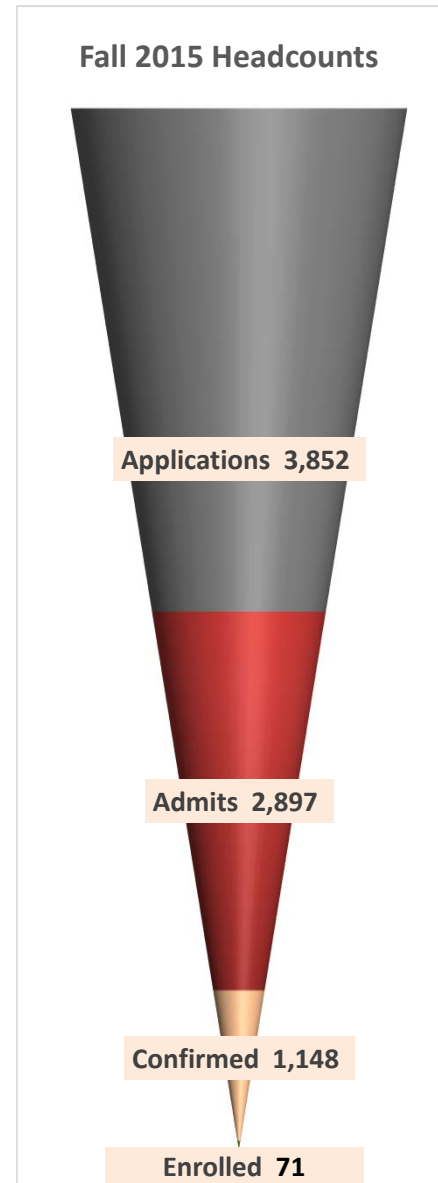| Tuition Category	Fall 2015	Fall 2016	Change	% Change
UG WUE	8,923	9,138	215	2.4%
UG Resident	16,325	15,408	-917	-5.6%
UG Non-resident	895	932	37	4.1%
UG Online	3,800	4,422	622	16.4%
Subtotal - Undergraduates	**29,943**	**29,900**	**-43**	**-0.1%**
GR Resident	192	611	419	218.2%
GR Non-resident	122	289	167	136.9%
GR Online	54	68	14	25.9%
GR Education Differential	292	4	-288	-98.6%
Subtotal - Graduates	**660**	**972**	**312**	**47.3%**
Staff Rates	319	237	-82	-25.7%
Waived Tuition	103	207	104	101.0%
Course Based Tuition	166	51	-115	-69.3%
Advanced Southern Credit	-	-	-	
Early Entry HS	-	-	-	
Grand Total - SCH	**31,191**	**31,367**	**176**	**0.6%**

Funnel Report: Headcount by Student Type
Fall 2015 Week Ending 6/14/15 vs. Fall 2016 Week Ending 6/12/16
15 Weeks From Start of Term

Applications

Student Type	Fall 2015	Fall 2016	Change	% Change
Freshmen - Resident	1,211	1,078	-133	-11.0%
Freshmen - Nonresident	1,662	1,602	-60	-3.6%
Transfer - Resident	366	362	-4	-1.1%
Transfer - Nonresident	406	356	-50	-12.3%
Postbacs/Grads	207	258	51	24.6%
Total	**3,852**	**3,656**	**-196**	**-5.1%**

Admits

Student Type	Fall 2015	Fall 2016	Change	% Change
Freshmen - Resident	928	837	-91	-9.8%
Freshmen - Nonresident	1,292	1,243	-49	-3.8%
Transfer - Resident	285	288	3	1.1%
Transfer - Nonresident	322	281	-41	-12.7%
Postbacs/Grads	70	130	-	0.0%
Total	**2,897**	**2,779**	**-118**	**-4.1%**

Confirmed (e.g. deposit paid)

Student Type	Fall 2015	Fall 2016	Change	% Change
Freshmen - Resident	370	281	-89	-24.1%
Freshmen - Nonresident	395	399	4	1.0%
Transfer - Resident	147	173	26	17.7%
Transfer - Nonresident	175	172	-3	-1.7%
Postbacs/Grads	61	125	64	104.9%
Total	**1,148**	**1,150**	**2**	**0.2%**

Enrolled

Student Type	Fall 2015	Fall 2016	Change	% Change
Freshmen - Resident	2	-	-2	-100.0%
Freshmen - Nonresident	24	24	-	0.0%
Transfer - Resident	8	6	-2	-25.0%
Transfer - Nonresident	22	14	-8	-36.4%
Postbacs/Grads	15	25	10	66.7%
Total	**71**	**69**	**-2**	**-2.8%**

Fall 2015 Headcounts

Applications 3,852

Admits 2,897

Confirmed 1,148

Enrolled 71

Fall 2016 Headcounts

Applications 3,656

Admits 2,779

Confirmed 1,150

Enrolled 69

Funnel Report: Application Activity
Fall 2016 Week Ending 6/12/16
15 Weeks Before Start of Term

Fall 16 total also includes 258 post bac/graduate apps

Total Apps*
F15 = 4250
F14 = 3961

First Yr Apps
F15 = 2988
F14 = 2731

Transfer Apps
F15 = 997
F14 = 946

3656

2680

718

Aug 1, 2016

Sept 26, 2016

Number of Applications

Weeks before the start of fall

— Fall 16 Total   — Fall 16 First-Years   — Fall 16 Transfers
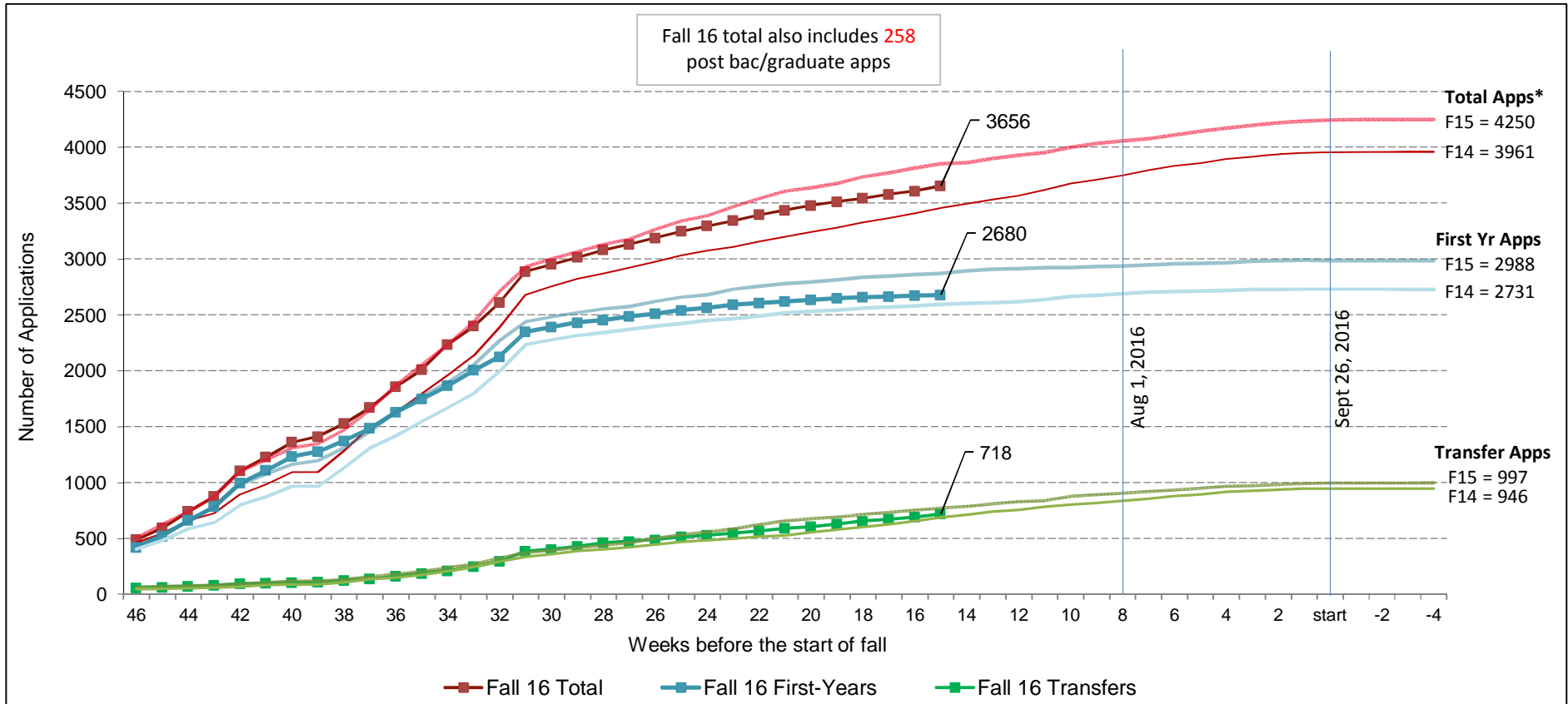
* Total applications also include graduate and post bac category not charted above

Accreditation Update

Accreditation Standards

1. Mission, Core Themes and Expectations
2. Resources and Capacity
3. Planning and Implementation
4. Effectiveness and Improvement
5. Mission Fulfillment, Adaptation and Sustainability

Year Seven Report:
Key points and processes

- Steering Committee (meets periodically)
- Collaboration with other campus committees and programs (UAC, Division Directors and Academic Programs)
- Commitment to assessment and a culture of evidence (Tracdat, Senior Writing assessment, CLA, Multi-State Collaborative, Academic Program Self-Studies)
- Report-writing (ALO and Steering Committee)
- Commitment to evidence and exhibits (Summer 2016)
- Preparing campus for the on-site visit (10/24-26)

Spring Highlights

- Successful completion of Collegiate Learning Assessment
- 97.5% completion rate for Academic Program Self-Studies (39/40)
- Academic Support Program Review committee seated
- Multi-state Collaborative Project
- Kristin Nagy Catz elected Chair of the Statewide Learning Outcomes and Assessment committee
- FUSE and Senior Writing assessment complete
- Processes and structures are in place to gather and assess data for continued analysis improvement and
- Ongoing communication with the Board of Trustees

Findings from the Academic Program Self Study Analysis

- At both program and institution level, we have data that measure foundational goals A through D

- Strengths are assessing written communication, critical thinking, and information literacy

- We are getting started on quantitative reasoning (assessing within senior writing, for example) and oral communication

- We are identifying priorities: **collaboration** needs to be addressed (only 10% of programs have collaboration as a goal; no one is assessing using the AAC&U rubric); consider process instead of core theme

Findings from the Academic Program Self Study Analysis

- We have a set of well-defined learning outcomes associated with each **University Studies** strand.

- We have active and high-functioning University Senate committees - the University Studies Committee and Assessment Committees - which oversee the institution, maintenance and development of the University Studies curriculum and institutional assessment.

- A new, rigorous process devised ensures that all new applications for University Studies strand approval primary outcomes and specifically describe the embedded assessments (e.g., assignments) used to demonstrate student mastery of the goals and proficiencies.

Findings from the Academic Program Self Study Analysis

- Despite absence of a strategic plan, planning is becoming more integrated in academic programs

- Planning and strategic alignment of faculty and other non-curricular resources inform academic planning to a significant extent (FLR, division structure, increased accountability, curriculum revision to align with capacity)

- Assessment and planning are themes for most programs beginning with their fall term retreats

Findings from the Academic Program Self Study Analysis

- SOU offered more than 75 senior-level research and Capstone classes

- Seniors completed nearly 2500 credit hours in research and Capstone courses

- 2,000 credit hours of internships translated into 60,000 hours of significant learning activities

Findings from the Academic Program Self Study Analysis

- We can't document complete compliance with the expectation that syllabi identify learning outcomes (a sample of 16 syllabi yielded only 1 syllabus that clearly mapped course to University Studies outcomes)

- New policies and initiatives are in place to address syllabus deficiencies (Syllabus Inventory Project)

Governance Committee Discussion

Presidential Search Update

Presidential Evaluation Discussion

Other Business

Adjourn