

**Board of Trustees  
Board of Trustees Meeting  
April 22, 2022  
12 p.m. to 5 p.m. (or until business concludes)**

**MINUTES**

**Call to Call to Order/Roll/Declaration of a Quorum**

**Committee Members Present:**

Daniel Santos	Present	Mimi Pieper	Present
Rick Bailey	Present	Paul Nicholson	Present
Jon Bullock	Present	Deborah Rosenberg	Present
Sheila Clough	Present	Barry Thalden	Present
Shaun Franks	Present	Bill Thorndike	Present
Lyn Hennion	Present	Steve Vincent	Present
Debra Lee	Present	janelle wilson	Present

Chair Santos called the meeting to order at 12:01 p.m. He welcomed special presenters Dr. John King, Angela Fleischer, and David Terry. Trustee Thalden read the SOU Land Acknowledgement.

Board Secretary Sabrina Prud'homme called roll a quorum was verified.

**Public Comment**

Abby Lewis, OSPIRG campus organizer, updated the board on events and active projects for both the community and Southern Oregon University (SOU) campus.

**Consent Agenda**

Trustee Bullock moved to approved the consent agenda. Trustee Thalden seconded the motion and it passed unanimously.

**Action, Information and Discussion Items**

President's Report

President Rick Bailey presented his draft goals for 2022-2023. Goal one is planting seeds for revenue diversification options, by developing partnerships, identifying risk versus rewards, and socializing with all stakeholders. Goal two is in the area of justice, equity, diversity, and inclusion and translating goals and strategy into practice. The third draft goal includes developing an approach to strategic plan through capitalizing on and celebrating achievements as well as identifying areas for adjustment. Goal four is to establish a network of collaborators and the fifth is developing a robust communication strategy internally (among students, faculty, and staff) and externally. A sixth consideration is promoting culture of healing and self-care and determining how to identify and help students, faculty, and staff who are struggling.

Regarding goal one, he described revenue diversification opportunities through four non-exhaustive projects: energy transformation, Cascade Housing Project, University District Business Accelerator, and Pacific North West Workday Training Center. There was much discussion among trustees regarding SOU's current energy use, what it would take for SOU to generate its own energy, sources of funding for such a large-scale project, and the work students and staff are doing to ensure a sustainable future. He further described

each of the four opportunities in much depth and with visual aids, as presented in the meeting materials. Discussion ensued regarding the projects and trustees offered ideas on sources of funding and collaboration.

### Committee Reports

Academic and Student Affairs Committee (ASAC) Chair Bullock reminded the board that it delegated the responsibility to approve curriculum to ASAC. Covering the highlights, he noted that the committee approved a certificate for environmental communication and discussed potential certificates in restorative justice and sports and recreation management. The major in sustainable tourism management was approved by the HECC and recruitment can begin. Another major in the pipeline is music industry and production studies and a special meeting will likely happen in May to approve the new major so recruitment can begin in for fall. The committee reviewed the tuition and fees recommendations with a focus on affordability, and acted on the Educators Equity program, both of which will be discussed later in the meeting. Athletics director, Matt Sayre, talked about programs that help with student recruitment, retention, and diversity, equity, and inclusion as well as new sports. The also discussed the enrollment management dashboard and community college partnerships.

Finance and Administration Committee (FAC) Chair Clough described the process that took place for FAC to recommend the tuition and fees to the board. The FAC did a deep dive into various reports and data. First, they looked at process and how the leaders got to their recommendation. The committee heard from Provost Walsh regarding the Tuition Advisory Committee and how the student voice was incorporated. The committee spent a lot of time going through data, analyzing numbers, and with enrollment. Headcount is trending down and students are taking fewer courses. There was much discussion among trustees on the factors causing the downward trend and what efforts can be taken to better support students. SOU is in the “middle of the pack” in terms of tuition and fees. Clough added that SOU is keeping attendance affordable despite increases in housing, electricity, and staffing costs. The FAC also examined financial sustainability opportunities and partnerships and what those could look like in the future.

Executive and Audit Committee Chair Danny Santos stated that later in the meeting David Terry would give a report on SOU’s internal audit. He reported further that there was a review and recommendation on amendments to the SOU Bylaws due to changes in the officer elections process. The committee received a report from the Governance Work Group and is expecting to review related action items in June.

### Associated Students of SOU (ASSOU) Report

ASSOU President Gabrielle Slyfield reported that the ASSOU is wrapping up the student fee allocation process, which will be approved next week. Slyfield reported on several more items including an all-ASSOU meeting in which communication, elections, and a transition plan will be discussed; the cabinet-to-cabinet mentoring program; a student-led town hall that to learn how to better support the student unions; the elections process has begun; and a meeting with Campus Public Safety and facilities for a walk around of campus to address students’ safety concerns due to poor lighting. Slyfield said she sits on the Sexual Violence Prevention Committee and commended Angela Fleischer and her team. Lastly, ASSOU has been spending the year updating its bylaws, which is nearly completed.

### SOU Faculty Senate Report

Dr. Melissa Anderson thanked ASSOU for all of their hard work and attendance at senate

meetings. She expressed faculty's relief in reaching an agreement with administration and ratifying their contract. The feeling remains that the [bargaining] process damaged some relationships and moving forward to repair relationships is the direction to go. Reporting on other items, Dr. Anderson said the transformation of general education remains on target for Fall 2023; she also highlighted successful searches for faculty, changes in division make up and leadership, and the feeling of "overwhelm" among faculty.

Chair Santos expressed gratefulness for the faculty's resilience and ongoing leadership through challenges and new opportunities. Further, the board, too, is grateful to have reached an agreement and to be able to look to the future.

#### SOU Staff Assembly Report

Chair-elect, Ashley King reported that half of the leadership is going to be replaced in upcoming elections. She discussed that the assembly is still working on Bylaws, which will define its role in shared governance. She summarized activities since the last board meeting including continuing to develop a web presence, creating ad hoc committees to establish general process and procedures, and filling vacancies.

#### University Advancement Report

Vice President Janet Fratella presented the advancement report for the quarter. She delved into fundraising, board giving, and overall growth for SOU philanthropy. She highlighted several major gifts including one to men's wrestling from former coach, Bob Riehm, which is the largest gift SOU has ever received. Fratella further discussed media exposure, social media metrics, and alumni and legislative outreach. She also invited the board to the donor engagement event on May 13 which is part of the Tutunov Piano Series.

#### Equity, Diversity, and Inclusion (EDI) Report

Vice President Toya Cooper discussed the USC Race and Equity Institute which took place over eight weeks. The purpose of this institute is to enhance individual and institutional effectiveness in the advancement EDI-related initiatives, including proactive planning, and reactive capacity. She discussed the EDI climate survey, which serves as a snapshot of the EDI-related perspectives, beliefs, opinions, and experiences held and lived by the individuals who work, learn, and live at SOU. The results offer baseline data that highlights the assets and deficits.

Answering Vice Chair Bullock's question about survey targets for SOU, she used an iceberg analogy of what is above the water or held out to the public and what is below. She wants to work toward being comfortable knowing what is above, at the middle and below the visibility line.

#### **Action, Information, and Discussion Items**

##### Budget Update and Review of Pro Forma

Vice President Greg Perkinson discussed enrollment trends and reviewed the revenue forecast. He compared current data to projections for next year and noted the four percent decrease in enrollment affecting revenue projections. Turning to the pro forma, he highlighted that both collective bargaining agreements are integrated in the tool. The \$3.3M [of reserves] has been transferred in. Currently, SOU is carrying vacant positions and garnering savings; the model assumes filling those. Mr. Perkinson said the path forward remains the same: austerity, innovate and transform, revenue stabilization, and alternative revenue sources.

Regarding continued strategies for cost containment, President Bailey remarked that Greg Perkinson and the team are analyzing the budget model every day and looking forward to potential funding through grants and philanthropy. President Bailey agreed with trustees that the model and predictions look scary, but that it was not insurmountable and that we'd get through this together with all hands-on deck and as a team.

#### Mandatory Student Incidental Fees for Academic Year 2022-2023 (Action)

Chair Santos informed the board that rather than take separate votes on this item and the next, the board will act on these in a single, combined action, which is reflected in the resolution in the meeting materials.

ASSOU Vice President, Mason Healy-Patterson and Josh Lovern discussed the student fee process and the proposal, as presented in the meeting materials. Mr. Healy Patterson said ASSOU voted to cut the budget and keep increases minimal. The student fee increased \$15 to \$395 per term; the green tag fee will increase by \$1 to \$14; and the student recreation fee will not change. Trustees discussed the sacrifices that ASSOU has made and commended ASSOU for their hard work on the student fee budget.

#### Tuition and Mandatory Enrollment Fees for Academic Year 2022-2023 (Action)

President Bailey commended the work of the Tuition Advisory Council (TAC). He has been impressed with the committee's attention to detail in considering increases to tuition and fees. He met with both ASSOU and the Student Fee Committee and endorsed the proposals with full confidence in the process.

As the chair of the TAC, Provost Walsh discussed the process that went into the recommendations, including all of the steps on the HB 4141 checklist. She spoke on the fairness of the recommendation, especially with consideration of SOU's difficult budgetary circumstances. Vice President Perkinson walked the board through the recommendations and the fiscal considerations that went into them; he reviewed and the board discussed the information presented in the meeting materials. The composite rate of increase of tuition and fees was 4.96 percent or \$480/year and the increase to the total cost of attendance including housing and meals was a composite 4.22 percent or \$1,114/year. He added that the Finance and Administration Committee reviewed the proposals and they approved the proposed tuition and fee schedules and recommended them to the board, unchanged.

Trustee Clough moved to approve the proposals and to authorize the collection of tuitions and fees, as outlined in the resolution. Trustee Hennion seconded the motion and it passed unanimously.

#### SOU Educator Equity Plan (Action)

Chair Santos stated that SOU is required on a biennial basis to prepare written plans that detail the recruitment, selection, retention, and graduation of diverse educators and the board is required to review these plans for adequacy and feasibility before submission to the Higher Education Council Committee (HECC). Dr. John King discussed the evolutionary strategies from the 2016, 2018, and 2020 plans. Key strategies in the 2022-23 plan are in the areas of doubling down on peer navigation coaches for all pre-college pathway programs; expanding the a culturally responsive teaching innovation community; establishing a pre-education pathway in collaboration with Tribal Nations; participating in a statewide community of practice; and appointing an education equity coordinator.

Responding to trustees discussion and questions, Dr. King discussed indicators of success: when the percentage of culturally and linguistically diverse candidates completing SOU educator preparation programs equals or surpasses that of culturally and linguistically diverse students in Oregon's K-12 schools; when Native American candidates graduate from SOU's educator preparation programs in the same proportion as other underrepresented populations; when the retention rates for graduates of SOU's pathway programs equals or surpasses the all-campus retention rate; and when campus surveys demonstrate an increase in students' sense of belonging and a decrease in bias complaints.

Trustee Bullock moved to approve the educator equity plan. Trustee Wilson seconded the motion and it was approved unanimously.

#### Equity Grievance and Title IX

President Bailey noted that April is sexual violence awareness month but for SOU, it is ongoing work. He explained that SOU stakeholders must do work on preventing sexual violence and it goes beyond the equity grievance office.

Title IX Coordinator Angela Fleischer discussed the Office of Equity Grievance (OEG), which serves students, employees, contract partners, and community members. Concerns that the OEG may address include sexual violence rape, sexual assault, stalking, racism, and gender-based discrimination. She later stated that the OEG reports directly to the president and SOU has received statewide and national recognition for years for its practices. She described the process for and an increase in the reporting of grievances, which correlates with students feeling more comfortable reporting. Ms. Fleischer discussed and thanked key campus partners including human resources, campus public safety, Toya Cooper, the Equity Diversity Inclusion Team, and general counsel as well as community, state, and religious groups with which the EOG works collaboratively. In response to questions, she assured the board that the OEG office is well-supported and that grievances may result in more formal reports, informal resolutions, reports to law enforcement, and accommodations.

#### Fiscal Year 2023 Internal Audit Plan (Action)

David Terry, SOU internal auditor, summarized the 2023 Internal Audit Plan including his determination of three key components areas: residency standards for benchmarking and recruitment; how equity diversion and inclusion is factored into formal procurement; and a financial aid process review looking at specific processes, controls, and operation of the use of financial aid dollars. Other services include 125 hours of special reviews and 55 hours of consulting work. Discussion ensued on the residency topic, particularly on the importance of compliance, statewide consistency among community colleges and universities, the role of residency in the funding model.

Trustee Bill Thorndike moved to approve the Fiscal Year 2023 Internal Audit Plan, Trustee Nicholson seconded the motion and it was approved unanimously.

#### Amendment to the Bylaws of SOU (Action)

SOU General Counsel, Jason Catz, discussed the adoption of amendments to the SOU Bylaws with regard to the officer election process. General Counsel Catz discussed the proposed changes and affirmed that the Executive and Audit Committee previously reviewed and recommended the board adopt the amendment.

Trustee Thorndike moved to adopt the amendment into the SOU Bylaws. Trustee Franks seconded the motion and it was approved unanimously.

SOU Board of Trustees Equity, Diversity and Inclusion Work Group Report

Trustee Wilson presented the work group report reminding trustees that the group's guiding question was "how will we convert the board statement of support [of Black Lives Matter] into a clear understanding of the actions the board will make moving forward?" She noted the board's activities in this direction of taking the shared implicit associations test, reading the book Biased, by Jennifer Eberhardt, and professional development trainings. Quoting another author, she emphasized that organizations move in the direction of questions they ask. She encouraged the board to allow enough time to ask questions in these areas, put into practice the strategies shared by Dr. Kylan DeVries, and how can trustees continue adding to the tools in their toolboxes, which will never be filled. She thanked the board for leaning into their stated values. Chair Santos thanked her and former Chair Nicholson for his leadership in creating the work group's charge.

Future Meetings

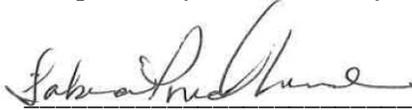
Chair Santos announced the next regularly scheduled meeting of the board is scheduled to take place at noon Friday June 17 in person.

**Adjournment**

With no further business proposed, Chair Santos adjourned the meeting at 4:15 p.m.

Date: October 21, 2022

Respectfully submitted by,



Sabrina Prud'homme  
University Board Secretary