



FINAL PLAN

TOWARD A (MORE) RESILIENT SOU

A Plan to
Reimagine the University

September 2025

Becoming
SOUTHERN
OREGON
UNIVERSITY **Resilient**





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TOWARD A (MORE) RESILIENT SOU

PREFACE

In March, 2023, SOU adopted SOU FORWARD as a strategic response to a structural deficit that required immediate and comprehensive action. At that time, the SOU Board of Trustees directed university academic and administrative leaders to recommend a path that would stabilize campus-wide operations.

The core purpose of SOU FORWARD was to move the institution toward fiscal health and stability by reducing costs, leveraging revenues, and diversifying revenue sources. This strategic realignment was designed to ensure financial viability and support strategic growth, ultimately aiming to meet the academic needs of future students, the region, and the state.

The SOU FORWARD strategy was built upon four planks:

- **Cost Management:** This involved making decisions that affected academic and administrative programs and employees. The plan called for the elimination of 81.83 FTE (full-time equivalent) positions—equal to 13% of the workforce—through reorganization, process improvement, and program adjustments. Ultimately, \$13 million in recurring costs were achieved.
- **Grants:** SOU aimed to leverage numerous funding opportunities from state, federal, foundations, and other private entities to augment or add value to existing programs.
- **Philanthropy:** The university had seen significant growth in fundraising, with a 125% increase in giving over five years and was embarking on its inaugural comprehensive campaign to support academic programs, faculty, and student services. Using private dollars to leverage public dollars can bend the cost curve for the university.
- **Revenue Diversification:** The pursuit of entrepreneurial opportunities and projects were envisioned as a means to capitalize on revenue streams beyond the state allocation and income from tuition and fees. Examples included:
 1. Becoming the first public university to produce all of its own daytime electricity through a solar initiative.

2. Replacing the Cascade Housing Complex with an older adult living community to create synergy between residents, students, and the university.
3. Developing a University Business District to provide potential additional sources of recurring revenue.
4. Continuous improvement efforts, such as leveraging changes to the Student Success and Completion Model (SSCM) to bring in additional state funding.

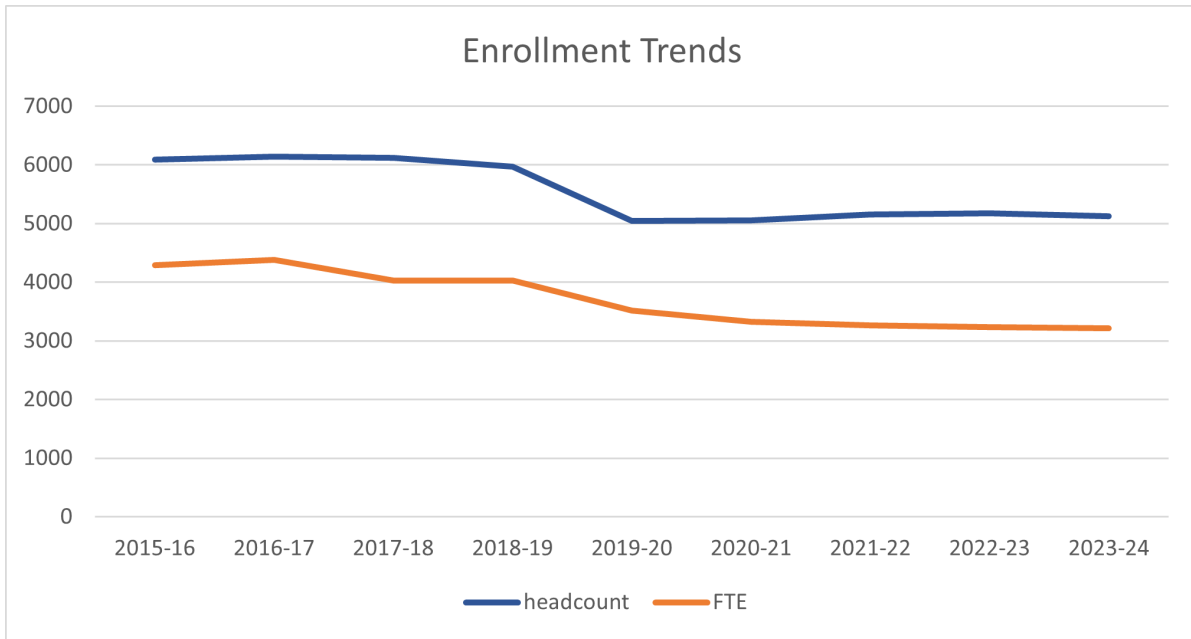
CURRENT SITUATION

The primary purpose of SOU FORWARD was to create a new fiscal model for the university, one that could reduce the university's reliance on state funding and tuition revenue. Now, just two years later, SOU faces another significant financial crisis. Despite our best efforts, much of the university's current crisis is caused by forces external to the university and outside the scope of its immediate control.

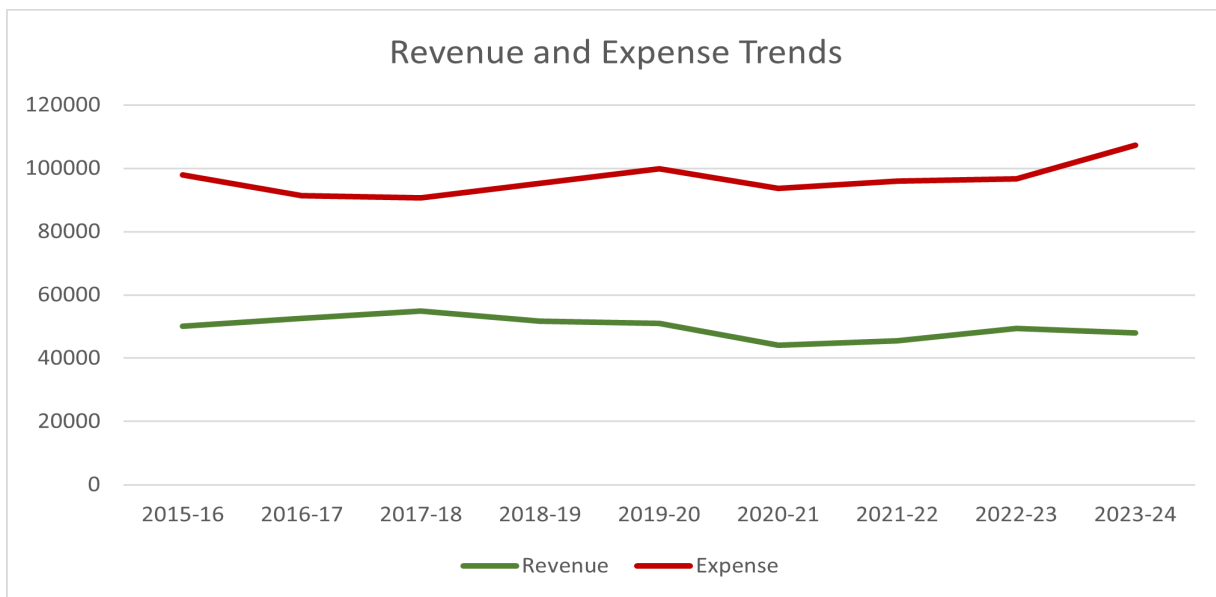
Beyond the cost management piece of SOU FORWARD, the plan is still being implemented. There are extremely positive outcomes thus far, including:

- \$22 million in grant support since 2021, resulting in \$2.8 million in indirect funding
- \$50 million raised in philanthropic gifts since 2021; this marks a dramatic shift from previous totals—going from an average of \$2 million to \$10 million per year in just ten years.
- Grants for the solar initiative totaling \$5.8 million since 2023
- Strong potential development partners for the older adult living complex

Despite these extremely positive outcomes, the university's two key revenue streams (tuition and state funding) are declining while costs continue to rise at a rate that is unsustainable. According to data at the Higher Education Coordination Commission, SOU's FTE enrollment declined from 4,108 in 2015 to 3,209 in 2024. The corresponding headcount declined from 6,215 in 2015 to 5,129 in 2024. It is also highly likely that the federal government's intent to dismantle support systems for low-income students also will have a devastating impact on student behavior.



Additionally, funding from the Oregon legislature for the 2025-2027 biennium will be at Current Service Level—essentially a “cuts budget,” since it does not match the basic increases in costs like retirement (PERS) and medical benefits (PEBB) that are outside of the university’s control. As a result, Oregon has slid from being ranked 44th in the country to 46th out of 50 states in terms of state support per student at its public universities.



Note: This information is taken from our audited financial statements which show the sum total of all activity on the campus. Whereas, the proforma shows activity and/or projections specific to the E&G Fund.

As a university, the largest expense is in personnel, with the aforementioned costs of PERS and healthcare benefits driving costs upward. Other costs—for those items generally referred to as services and supplies—are also rising. Even with the cost reduction measures implemented as part of SOU FORWARD, the university’s academic and administrative infrastructure is still out of balance for an institution with 3,500 students.

To be clear, reducing expenses remains just one part of our strategy, and we will continue to press ahead with our efforts to garner philanthropic gifts and grants and diversify our revenue streams.

In June 2025, the SOU Governing Board of Trustees directed the university administration to identify \$5 million in budget reductions to be achieved before the end of the 2025-2026 fiscal year. They also asked for alternative proposals if the administration determined that \$5 million would be insufficient to address the structural fiscal challenges. Ultimately, SOU needs to be a smaller university to work within a framework where revenues are always greater than costs. As challenging as this work is, there is an imperative to envision a smaller, more resilient university—one that can withstand strong headwinds. If SOU FORWARD were to be considered the first of two phases, this current transformation effort (RESILIENCY) would be phase two—envisioning a smaller university as opposed to the current size of the institution, which as of June 2025 had an anticipated annual operating cost of \$71 million.

GUIDING PRINCIPLES

As was done with SOU FORWARD, we developed a set of guiding principles to ensure that we remained as transparent as possible with the campus community while recognizing the need to act with speed and intentionality. Those involved in developing this plan were also keenly aware that many would be unhappy with the recommendations, as the campus will lose treasured colleagues due to layoffs and restructuring. The guiding principles were:

- **Urgency and Decisiveness:** The timeline demanded rapid action and difficult choices.
- **Mission Alignment:** All decisions needed to align with SOU’s core mission, preserving academic quality and student success as much as possible.
- **Center Equity in Decision-making:** A commitment to removing barriers to access, opportunity, and participation needed to be maintained.

- Transparency and Communication: Open and honest communication with all constituents (faculty, staff, students, alumni, board) needed to be maintained to strengthen trust and morale.
- Data-Informed Decisions: Needed to rely on data to identify areas for reductions and assess potential impacts. There was also an important distinction made between data-driven and data-informed decision-making.
- Shared Responsibility: The collective challenge required collaboration across the entire university.
- Long-Term Sustainability: While addressing the immediate crisis, the team needed to begin to lay the groundwork for long-term financial health.

ASSUMPTIONS

The current environment is shaped by a significant reduction of state funding, beginning with the biennial budget that began on July 1, 2025. A level of uncertainty in state funding was identified as a persistent challenge in SOU FORWARD, and that uncertainty emerged during the 2025 legislative session, with higher education across the state set to receive less state funding. Work to recover losses in enrollment and retention remains a top university priority, and that work is ongoing. Because of budget timing, this plan needed to be enacted with speed and intentionality, with some cost savings to be achieved this current fiscal year.

The team working to develop this plan strategically considered all programs with the understanding that because of our environment, the institution had to transform to become more focused and less comprehensive. While there are some who may disagree about the import of particular programs and services, university leaders recognize that some functions are essential to ensure operational effectiveness, regulatory compliance, and future-proofing the institution where possible.

CAMPUS INPUT

SOU has a culture of employee engagement, and members of the SOU campus community submitted over 100 pages of ideas and proposals to decrease costs, rethink business processes, or reconfigure academic and student support programs. These inputs stimulated conversation and ultimately helped university leaders to develop the framework for the Provisional Plan. Following the release of the Provisional Plan on August 1, 2025, senior administrators and campus leaders received over 1,000 emails, phone calls, and written messages with recommendations, comments, and proposals. All of

those were considered and reviewed as a part of our process, and they have contributed to the improvement of this final RESILIENCY PLAN. We are extremely grateful for the collegiality of the SOU family and the care with which employees show for students and for one another.

To maintain as much transparency as possible, University President Rick Bailey held a Campus Conversation in August, and also updated the campus each week—sharing progress toward understanding the university’s finances, data collection, and decision-making. He and other university leaders also met multiple times with the university’s shared governance partners and union leaders to seek feedback and participation. Academic leaders, including department chairs, deans, and members of Faculty Senate, were pivotal in the process, as they submitted thoughts and ideas about how to maintain core academic programs while also recommending changes based on enrollment trends, graduation rates, and the impact on an intentional effort to become a more interdisciplinary university. Finally, the Governing Board of Trustees held a listening session in late August to hear directly from interested constituents ahead of its vote on the RESILIENCY PLAN in September 2025.

STRATEGY AND VISION

Over the course of the 2024-25 academic year, the SOU campus community engaged in a comprehensive strategic planning process. While the final strategic plan has not yet been presented to the Board of Trustees, the draft—which has received significant praise and buy-in from the campus community—addresses answers to three critical questions:

1. What does it look like when students are thriving?
2. What does it look like team members (faculty and staff) are thriving?
3. What does it look like when the institution as a whole is thriving?

The objectives identified by the campus community that will contribute to the “thriving” of these groups indicate that the way fiscal challenges have been addressed in the past is insufficient. In essence, our campus community has indicated that we must think fundamentally differently about how we manage the fiscal resources of the institution. With the current state-funding landscape, sub-optimal declines in enrollment over the last decade, and unprecedented uncertainty because of federal administrative initiatives, it became clear that the strategy required for this work needed a paradigm shift.

Rather than looking across the university to determine things we could further eliminate with minimal impact to students and employees, the more appropriate question was to articulate a vision that would underpin the decisions at hand and also create a projected destination for the institution.

This vision, then, is to create an SOU that is:

MORE Focused

- SOU and its regional partner universities are not funded by the legislature to be comprehensive as defined in state law. While SOU will maintain a broad portfolio of academic programs, the number and scope of these programs will contract.

MORE Responsive

- The regional and state economy will dictate more of the university's strategic direction. SOU is not resourced to be all things to all people, so the university will be responsive to its regional mission, ensuring that workforce needs are met and that graduates are prepared to succeed in the local, regional, and state economy.

MORE Resilient

- SOU has struggled during the last decade to invest in strategic initiatives that can change its trajectory. With a healthy reserve, the university can weather unexpected financial storms and also invest in projects and programs that boost enrollment and student success. As an employer, SOU needs to remain competitive by investing in its workforce through compensation and other means to maintain a happy and productive employee base.

Using this vision and an analysis of the university's actual revenues and expenses, recent enrollment trends, unsatisfactory retention and student success rates, potential impacts of likely federal maneuvers, and the costs incurred by implementing this plan, university leaders agreed that an initial appropriate budget target should be in the range of \$60 million per year. With that as a new target, and the paradigm shift of "building" rather than "subtracting," we asked ourselves the following questions:

1. What does a \$60 million university look like?
2. What should be the scope of its academic portfolio?
3. What programs and services are absolutely required in order for the university to operate?

There was an acknowledgement that we were not starting from scratch in the intellectual exercise of what a \$60 million university could look like. University leaders used the NACUBO Pathway to Sustainability as a comprehensive framework to provide guidance to assess our financial health and develop strategies for long-term viability. Using this framework as a roadmap, a holistic evaluation was conducted of SOU's business model, identifying areas for increased efficiency and innovation, and using data-informed decisions to align resources with priorities to secure a stable future. Further, we responded to messages from government and business leaders who are strongly encouraging Oregon's universities to tie program offerings and student success to state and regional economic needs and priorities.

Throughout this entire process, there was a recognition that all programs and personnel are of high quality, and that cuts would have a deeply personal impact. These decisions are not a referendum on any individual or programmatic performance; rather, they are based on providing access to the most students as possible while meeting regional priorities and needs.

We also acknowledge that a \$60 million target was simply an intellectual target, to allow us to imagine the building of an institution from the ground up. The plan presented here does not transform the institution into a \$60 million enterprise overnight (in fact, with annual escalating costs, it is likely that we will never achieve that number anyway). Rather, the goal is to build an institution that reflects the actual revenues and expenditures of the institution, and is more focused, responsive, and resilient.

A New Financial Culture

A key component of this plan is a fundamental shift in our financial culture. For many years, SOU has operated within a framework of declining state support and increasing operating costs, a challenge faced by universities across the state and nation. To ensure our long-term stability and continued mission of providing a top-tier education, we must move beyond simply managing these challenges. We must become a university where fiscal mindfulness and accountability are embedded in every decision we make. This cultural change is not about centralizing control, but about collaboratively building a more sustainable and prosperous future for SOU, its students, and its community. This is a challenge that we will tackle together.

To achieve this critical shift, we will take concrete and deliberate action. The university will immediately begin a comprehensive review of its existing fiscal policies and procedures. We will revise these policies to align with our new, fiscally-minded culture and to ensure greater transparency and accountability at every level. Following the policy revisions, we will develop and implement a series of robust training programs. These trainings will equip every member of the SOU community with the knowledge and tools necessary to make informed, responsible financial decisions that support the university's mission.

We understand that change can be challenging, but we are confident that the SOU community will embrace this new direction with the same dedication and passion that defines our institution. This shift is not a burden; it is a shared commitment to a brighter future. We are not just building a plan for financial health; we are building a more resilient, more unified, and more successful Southern Oregon University for generations to come. We will embark on this journey together, supporting each other every step of the way, and emerge a stronger institution because of it.

FACTORS AND CRITERIA

As noted above, university leaders understood their task to be one of “building” rather than “subtracting.” During this work, all campus operations were considered alongside the following factors:

- Institutional guidelines and mission
- Operational requirements regardless of SOU’s size
- State and regional economic needs and priorities
- Admissions and graduation patterns
- Staffing needs for the next biennium
- Interdependence of academic programs
- Reconfiguration of majors or programs of study
- Revenue generation opportunities

We then used those factors to evaluate operations using the following criteria:

Factors related to decreasing cost

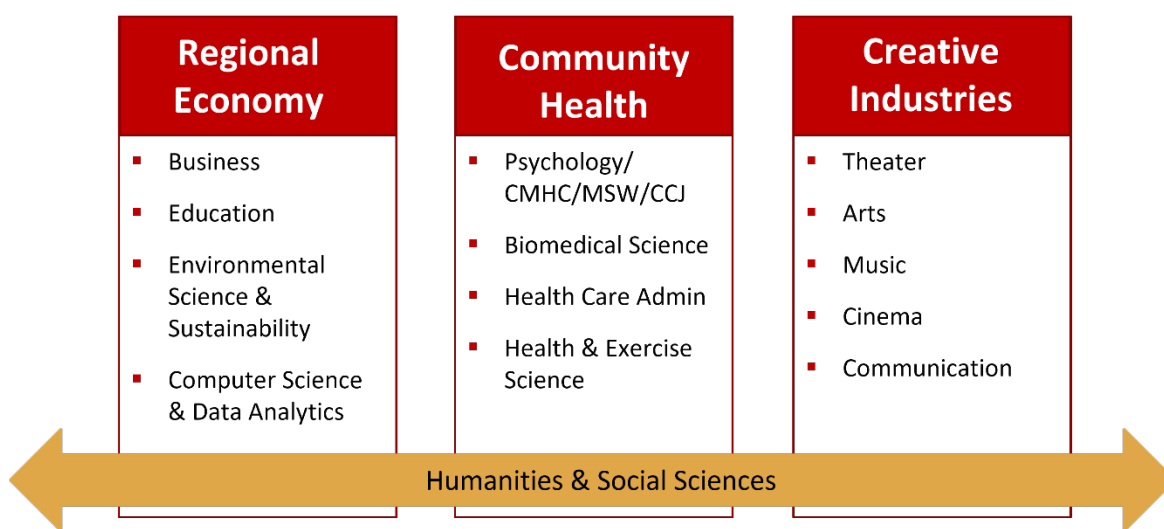
- Quality of programming
- Salary savings
- Employee morale & quality of life
- Damage or negative impact to other programs
- Efficiency
- Impact on service and supply budgets
- Institutional reputation
- Impact on workload
- Streamlining of complex programs and functions
- Alternative funding resources

Factors related to increasing revenue

- Recruitment
- Retention
- Reputation
- Return on investment
- Impact on workload
- Revenue generation and diversification

FINANCIAL EXIGENCY

In recognition of the current environment, imagining a more responsive and resilient institution involved a recognition that it is not resourced to be “all things to all people.” To thrive, the university’s academic offerings need to be focused and in concert with regional economic and workforce needs and statewide priorities. The following provides a visual depiction of what a focused portfolio will look like. While this is not a list of particular majors or programs, it does represent core areas where SOU already has or can develop strong academic programming and how those existing programs link with the needs of our regional economic demands and workforce needs.



On August 1, 2025, University President Rick Bailey declared financial exigency as the only path toward transforming the university. Financial exigency is generally defined as an imminent and severe financial crisis that threatens an institution’s ability to survive. It is a mechanism within the framework of the university’s collective bargaining agreement with the Associated Professors of Southern Oregon University (APSOU), the faculty union. It is not a declaration of bankruptcy, nor is it a pathway to something more dire. In partnership with the leadership of APSOU, a joint document was signed that recognizes that declaring exigency was the best pathway to a more fiscally sustainable and thriving institution. As a reflection of the years of financial challenges that led to this declaration, it is important to note that this RESILIENCY PLAN is not the final answer or solution to the problem. Rather, exigency is an institutional state of being that reflects both the financial challenge and a strongly developed plan for

attaining a state of financial stability. A state of financial exigency will remain in effect until our financial crises is resolved or significantly improves. The university will engage with the Board of Trustees and the campus community to determine the financial targets required to exit the state of exigency.

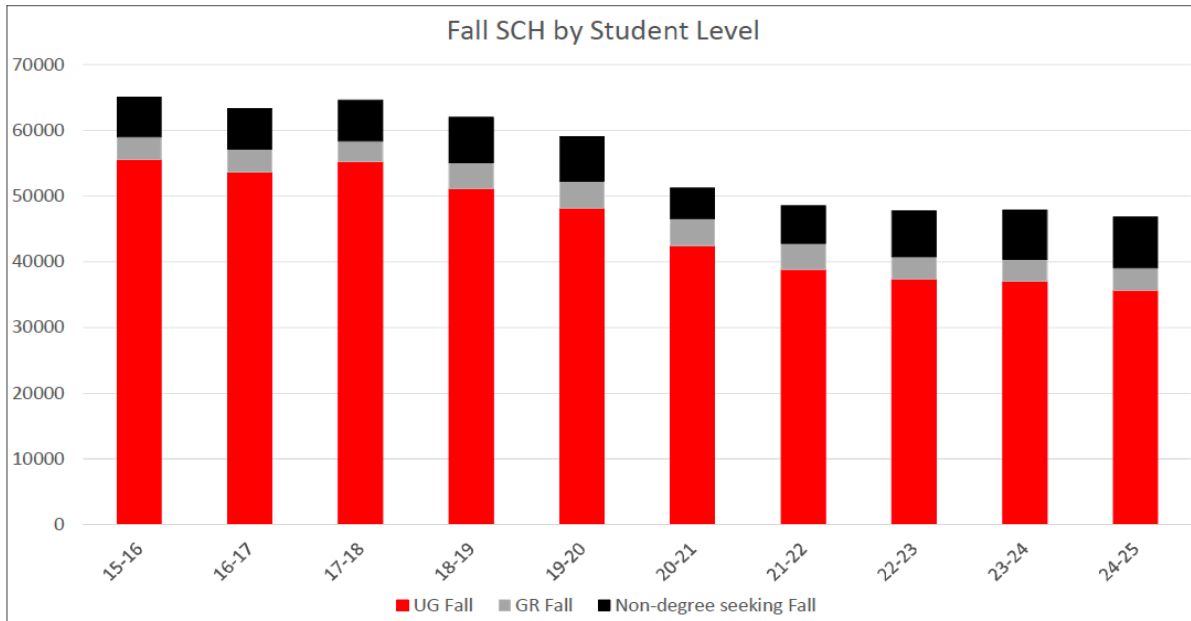
PROVISIONAL PLAN

The university published a Provisional Plan on August 1, 2025, following the evaluation of multiple variables to evaluate pathways to sustainability. These assessments resulted in the determination that SOU would pursue the pathway to exigency. As decisions for academic program changes were reviewed, each potential choice was evaluated using these factors:

- a. ***Institutional guidelines and mission:*** All decisions were made in alignment with the Southern Oregon University mission to be a regionally engaged learning community that inspires curiosity, creativity, critical thinking, and civic engagement, preparing all learners for lives of purpose and professional success in a diverse and evolving world.

We do this through:

- Student Success and Professional Preparation: Achieving student success, professional preparation, and civic engagement through service excellence, evolving technologies, and innovative curriculum.
 - Access, Equity, Inclusion, and Diversity: Fostering access, equity, inclusion, and diversity in thought and practice, and preparing learners to be responsible, engaged citizens in a democracy.
 - Regional and Global Impact: Promoting economic vitality, sustainability, cultural enrichment, and social well-being in the region, the state, the nation, and the world.
- b. ***University admission patterns, historical, current and projected:*** All decisions were made in conjunction with the admissions patterns over the past 10 years, focusing specifically on variables from the past 5 years of program-specific data. Additionally, the projected impact of program changes on future enrollment was considered and included in the final assumptions for enrollment projections.



Academic Year	Undergraduate Degree-Seeking Students	Graduate Degree-Seeking Students	Non-degree Seeking Students (i.e. ASC)
2015-2016	55,530	3,451	6,101
2016-2017	53,650	3,490	6,192
2017-2018	55,177	3,185	6,227
2018-2019	51,081	3,992	6,885
2019-2020	48,148	4,092	6,821
2020-2021	42,462	4,072	4,681
2021-2022	38,821	3,947	5,757
2022-2023	37,354	3,365	7,022
2023-2024	36,988	3,379	7,495
2024-2025	35,632	3,389	7,808
<i>Total % Change</i>	<i>36% Decline</i>	<i>2% Decline</i>	<i>22% Increase</i>

- c. ***Program Chairs' and Deans' (Previously the Directors') evaluations of the curriculum staffing needs for the next biennium:*** Evaluation of staffing impacts reflect the need for consideration of teach-out plans, additional advising support for students in degree-program transitions, and the workload needed to rebuild the academic portfolio as described in this provisional plan.

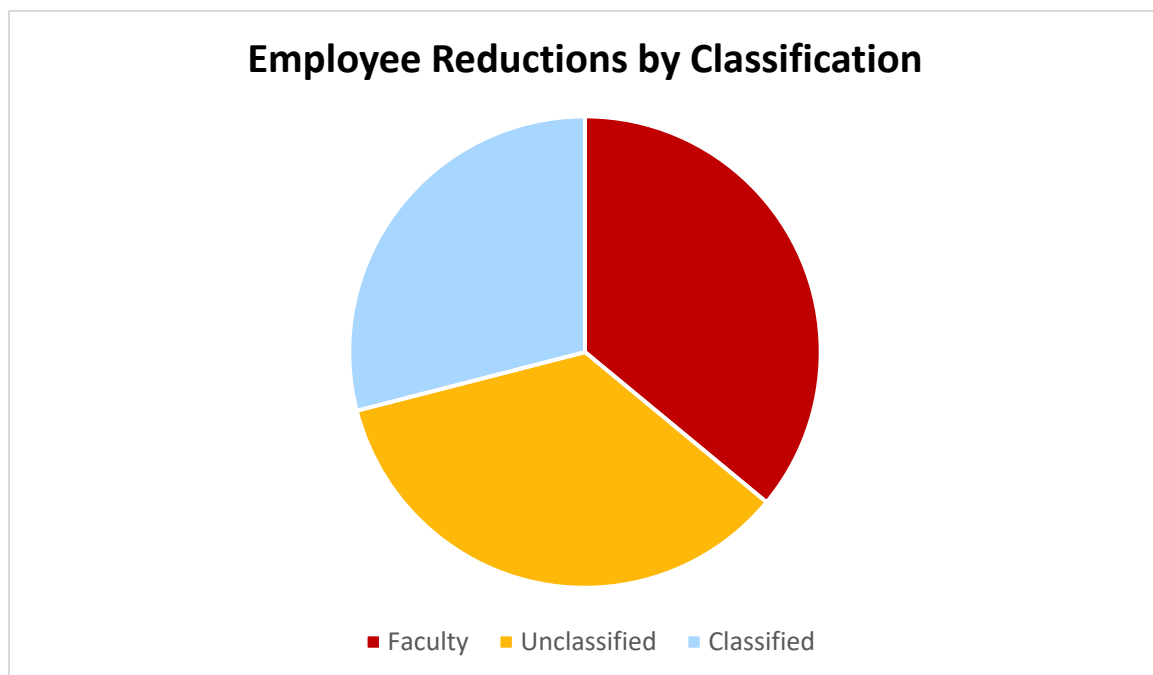
- d. ***The number of sabbaticals, retirements and other personnel requests that require consideration for staffing:*** All current sabbaticals are being honored as previously approved. As such, any back-fill needs for term-by-term faculty for teaching requirements will be supported with this plan. Further, sabbatical applications will continue to be accepted and reviewed in the 2025-26 academic year, but the approval of those applications may be delayed for up to two years. Furthermore, until such time that the university is no longer in a state of exigency, applications for tenure relinquishment and affiliated benefits will be denied and later reviewed per an established priority scheme. All other personnel requests will continue to be assessed for the overall financial impact on the institution.
- e. ***The dependence of other programs within the University on the programs:*** Each program was evaluated in context of the potential impact on other programs. All potential programming changes were evaluated on these criteria:

Decreasing Costs:	Increasing revenue:
<ul style="list-style-type: none"> ○ Maintaining quality of programming ○ Salary Savings ○ Employee morale & quality of life ○ Damage or negative impact to other programs ○ Efficiency ○ Impact on service & supply (S&S) budget ○ Institutional Reputation ○ Impact on Workload ○ Streamlining of complex programs and functions ○ Alternative funding resources 	<ul style="list-style-type: none"> ○ Recruitment ○ Retention ○ Reputation ○ Return on investment ○ Impact on workload ○ Revenue generation and diversification

For example, analysis of a particular program involved a review of specific data that included student credit hour (SCH) to faculty equivalent loading unit (ELU) ratios, current and recent historical enrollment data and trends, and factors that evaluate the marketability of particular degrees in local, regional, and state economies. Further evaluation included variables such as the impact of the degree program on other programs, the state Student Success and Completion Model, total number of annual graduates, and recent trends in employment data.

- f. ***The ability of existing faculty to cover courses in other programs:*** The synthesis of existing majors and minors brings an opportunity to streamline all curricular programs. The majors and minors presented in this plan pull directly from the existing faculty expertise, existing courses, and areas identified as high-student-demand.

- g. ***The possible reconfiguration of majors or programs of study:*** The Provisional Plan on August 1, 2025, proposed the reduction of academic offerings to 23 majors and 24 minors. That consolidation consisted of synthesizing current courses and existing faculty talent, resulting in a streamlined offering of academic programs. After consultation with academic leaders and the campus community, this final plan consists of 30 majors, 19 minors, and goal of reviewing all certificates for efficacy, relevance, and efficiency.
- h. ***Balance between academic programs and other services:*** The decision to decrease academic offerings has been made with a focused effort on bringing the university into closer alignment between academic programs and student enrollment trends. While programmatic offerings will decrease, there continues to be a commitment to invest in the personnel needed to support this level of academic transformation. In addition, every non-academic operational enterprise at the institution was considered. Ultimately, cost savings from non-academic programs constitute an important and significant portion of the overall cost savings outlined in the final RESILIENCY PLAN.



	FACULTY	UNCLASSIFIED	CLASSIFIED	TOTALS
RESILIENCY PLAN	28.00	28.00	14.00	70.00
SOU FORWARD	27.03	24.75	30.05	81.83
TOTALS	55.03	51.75	44.05	151.83
	36%	34%	30%	100%

The Board of Trustees has instituted a target fund balance for our university equivalent to the operational costs of one full fall academic term. We know that it will take time to reach this target, so the goal of this plan is to position the university to make steady annual incremental additions to the fund balance. The exact values each year will be weighed against three factors: 1) the need for continual student enrollment initiatives; 2) targeted funding for student retention gains; and 3) talent management (taking care of our faculty and staff).

THE FINAL RESILIENCY PLAN

Following many weeks of data analysis, conversations with constituents, and direct input from students, alumni, faculty, administrators, academic leaders, and staff, the university adjusted the scope of academic programs that had been proposed for elimination in the Provisional Plan. The following is a full list of the academic majors and minors at the university that are part of the final RESILIENCY PLAN:

RETAINED MAJORS

Art
Biology
Biomedical Science
Business Administration
Communication
Computer Science
Creating Writing
Criminology & Criminal Justice
Digital Cinema
Early Childhood Development
Ecology & Conservation
Economics
Education Studies
Emerging Media + Design (EMDA)
English
Environmental Science & Policy

Healthcare Administration
Health & Exercise Science
History
Human Service
Innovation & Leadership
Interdisciplinary Studies
Media Innovation
Music
Music Industry and Production Studies
Outdoor Adventure Leadership
Psychology
Sociology & Anthropology
Sustainability
Theatre

SUNSETTING MAJORS

Chemistry
Financial Mathematics
Gender, Sexuality & Women's Studies
International Studies
BAS in Management
Mathematics
Mathematics/Computer Science
Power & Politics
Spanish Language and Culture
Sustainable Tourism Management

RETAINED MINORS

Business Administration
Chemistry
Communication Studies
Criminology & Criminal Justice
Digital Cinema
Economics
Education
English
Environmental Science & Policy
Gender, Sexuality & Women's Studies
Health & Physical Education Teacher Education
Health Promotion
History
Mathematics
Military Science
Native American Studies
Psychology
Sociology & Anthropology
Sustainability

SUNSETTING MINORS

Early Childhood Development
eSports Management
Ethics
International Studies
Latin American Studies
Marketing
Philosophy
Rhetoric and Reason
Social Sciences
Special Education
Tourism Management

RETAINED GRADUATE PROGRAMS

Business Administration (MBA)
Clinical Mental Health Counseling (CMHC)
Education (MSEd)
Spanish Language Teaching
Teaching (MAT)
Theatre Production & Design

SUNSETTING GRADUATE PROGRAMS

Outdoor Adventure & Expedition Leadership

Four-Year Budget Reduction

In addition to creating a more focused academic portfolio, university leaders evaluated all other administrative and student support programs across campus. The following pages illustrate reductions in all administrative, academic, and student program offices. The rationale for these reductions is identified, as is a rationale for maintaining staffing levels in some areas. An important notation is that many administrative offices perform functions that are essential to operational effectiveness, regulatory compliance, and future-proofing the institution where possible. These reductions of \$8.7 million in labor and S&S, along with over \$2 million additional savings in remissions dollars, are projected to result in more than \$10 million in savings over the next four years.

FISCAL YEAR	Labor	S&S	Total	Running Total
FY 25-26	\$ 3,497,179	\$ 1,198,723	\$ 4,695,902	\$ 4,695,902
FY 26-27	\$ 1,767,212	\$ 1,447,000	\$ 3,214,212	\$ 7,910,114
FY 27- 28	\$ 179,497	\$ 212,000	\$ 391,497	\$ 8,301,611
FY 28-29	\$ 162,993	\$ 235,000	\$ 397,993	\$ 8,699,604
TOTALS	\$ 5,606,881	\$ 3,092,723	\$ 8,699,604	

NOTE: This excludes other remissions dollars as shown in the Projected Savings table located on page 61.

PRESIDENT'S OFFICE

SOU has long held a core value of providing a safe and welcoming environment to students, faculty, and staff. Unfortunately, in this era of shrinking budgets, university leaders had to rethink how best to support students and continue its broader commitment to Equity, Diversity, and Inclusion (EDI) work. As the budget resiliency work moved toward conclusion, it became clear that the best use of limited university resources would be to support EDI efforts that directly impact students to ensure they have a supportive pathway to graduation. Although funding and personnel are shifting to the Dean of Students Office, the broader EDI work will continue, as the President will work directly with the Committee on Equity and Diversity.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
President's Office				\$113,000	
JPR	0.00	Unclassified	JPR Foundation		
Equity, Diversity, Inclusion	1.00	Unclassified		\$71,000	
Office of the Board of Trustees				\$19,133	
Subtotals	1.00			\$203,133	\$398,637
TOTAL SAVINGS					\$601,770

NOTE: The JPR Foundation will relieve the university's E&G budget by absorbing the cost of one position.

ACADEMIC AFFAIRS

With roughly 75% of the university ultimately reporting to the Executive Vice President and Provost, a significant number of reductions will occur in the academic and student affairs infrastructure. The following provides a summary of the analysis used by academic leaders in the work to build a university that is both more focused and more interdisciplinary and transdisciplinary.

Prior to the generation of the Provisional Plan, the Provost's Leadership Council met numerous times, including with department chairs and academic leaders, over the course the last two weeks of July. During these meetings, every program and every position under the direction of Academic Affairs was assessed to determine provisional options for program elimination. After the release of the Provisional Plan, the Provost's office and academic deans worked closely with programs identified as potentially impacted. During the many conversations between faculty members, program chairs, academic deans, and others, the Provost's Leadership Council took great care to review and analyze all proposals submitted. Each of these proposals were evaluated based on the following criteria:

- Five-year graduation trends
- Total degrees awarded in 2023-2024 and 2024-2025
- Five-year student SCH to faculty ELU trends
- Five-year student headcount trends
- Five-year student SCH trends
- Percentage fill rates for lower and upper division courses
- Percentage fill rates for graduate courses (if applicable)
- Degree program viability index (a weighted score for future employability of college majors)
- Total service and supplies (S & S) budget
- Total salaries of faculty, classified, and unclassified employees
- Total cost of the program per student
- Effect on cost savings
- Impact on the majority of students
- Impact on interdisciplinary focus
- Potential hidden administrative costs
- Regional impact

In addition to the data points listed above, we also reviewed proposals that included significant curricular revisions, including notably, the proposed elimination of required low-enrolled courses, streamlining of complex curricular pathways, and proposals to share resources with other programs. The value that each proposal had on our discussions and decisions cannot be overstated. The Provisional Plan underwent substantial adjustment because of the compelling nature of these proposals. Faculty

and staff are to be commended for their creativity, flexibility and commitment to students. In the end, each decision maintains the integrity of our original framework to consider programs that meet the region's economic needs, help students through to graduation, and reduce costs—whether those costs are associated with programs or personnel.

The sections below provide a more focused description on the proposed changes to the programs within Academic Affairs. However, all programs, regardless of whether they are projected to be impacted in this plan, will be asked to review their programs and processes from a mindset of fiscal responsibility and accountability. This is not simply a financial question but also one of resiliency and the well-being of our campus community members. It will be imperative that our campus community focus intently on what SOU does best for the majority of students, and to keep in mind that SOU is no longer a comprehensive university. We cannot continue to provide all the programs and supports as we have in the past.

EXECUTIVE VICE PRESIDENT AND PROVOST'S OFFICE

Provost's Office Operations

The SOU Provost's Office has identified several areas of costs savings by streamlining administrative operations including the elimination of the Director of Institutional Assessment. The Office of Institutional Research will decrease to one Director of Mission Fulfillment and one Institutional Research Analyst. Furthermore, the Center for the Advancement of Teaching & Learning (CATL) will decrease staffing by 1.0 FTE. These changes will result in \$185,000 in total annual cost savings.

THE CREATIVITY CONFERENCE

The university will eliminate direct funding for the annual Creativity Conference. Future conference proceedings will be evaluated for viability based on shifting funding to proceeds generated from the conference itself. In total, this change will result in approximately \$75,000 in annual cost savings.

SMALL BUSINESS DEVELOPMENT CENTER

SOU has hosted a Small Business Development Center (SBDC) for more than 20 years, helping businesses throughout the Rogue Valley with strategic planning, budgeting, and business plan development. The

evaluation of data to determine the financial feasibility of maintaining an independent SBDC versus merging with Rogue Community College (RCC) revealed multiple factors: 1) redundancy of services offered in the Southern Oregon region; 2) approximately \$130,000 in SOU financial support of the SBDC; and 3) a willingness by RCC to partner. Ultimately, partnering with RCC results in maximizing economic development support while eliminating redundant costs for providing these services to local emerging and established business leaders. Beginning in 2026, the center will merge with the RCC Business Development Center, creating savings for SOU.

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Provost's Office	2.35	Unclassified			
SBDC	1.00	Unclassified			
SBDC	1.00	Classified			
CATL	1.00	Unclassified			
Subtotals	6.35				\$369,240
TOTAL SAVINGS					\$369,240

The Honors College

The university created the Honors College in 2014 to recruit and retain high-achieving students. Today, the academic experience of the current program of study results in approximately \$700,000 in annual costs to the institution, providing over \$400,000 in tuition remissions every year. Although the program is identified as an exceptional honors program experience for the 100 to 115 total students enrolled annually, it is an experience that the university can no longer continue to subsidize at this cost. The program will undergo significant curricular revision during financial exigency. In the final RESILIENCY PLAN, the Honors College is replaced with an Honors Program embedded within the academic majors. This new Honors Program will include coordination among all Honors Scholars, with most of their honors experience included in the courses of their academic major. Honors Scholars will continue to experience a cohort-based seminar, and their work will culminate in an Honors thesis project, supported by a faculty Honors Program Coordinator. The elimination of the Honors College will result in nearly \$500,000 annual cost savings to the institution, while continuing to support high-achieving students who wish to pursue the distinction of an honors curriculum.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Honors College	0.50	Unclassified			
Honors College	1.00	Classified			
Honors College Tuition Remissions				\$295,000	
Honors College				\$74,621	
Subtotals	1.50			\$369,621	\$111,911
TOTAL SAVINGS					\$481,532

College of Arts and Humanities

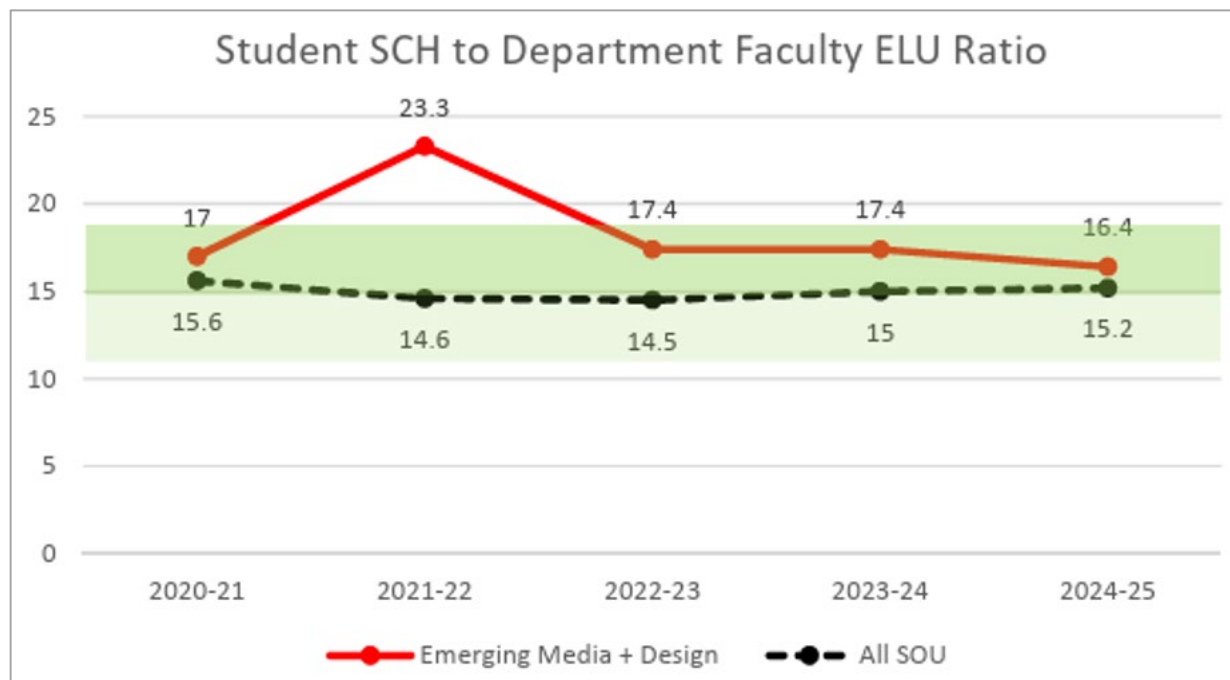
PROGRAM	ACTION	RATIONALE
Emerging Media + Design (EMDA)	Originally eliminated in the Provisional Plan and retained in the final RESILIENCY PLAN	Program has strong enrollment and an articulation agreement with RCC; EMDA faculty will work collaboratively across disciplines on curricular revisions to eliminate low-enrolled courses, increase efficiency and reduce redundancy of foundational courses across multiple majors
Creative Writing	Eliminated in the Provisional Plan and retained in the final RESILIENCY PLAN, with conditions	Creative Writing will begin curriculum revisions to teach with 2 FTE; eliminate low-enrolled electives and upper-division required courses; require existing English courses; focus on industry-topics; reform studio courses for increased efficiency; major will be evaluated for continued viability in Summer 2027
Media Innovation	Eliminated in the Provisional Plan but retained in the final RESILIENCY PLAN, with conditions	Faculty committed to reviewing the curriculum to ensure no low-enrolled courses; major will be evaluated for continued viability in Summer 2027 with potential re-emergence as a concentration within the Communication major if unable to increase enrollment
Spanish Language & Culture	Eliminated in both the Provisional and final RESILIENCY PLAN	The major has continued to experience significant declines in enrollment; curricular updates to include a certificate program in Medical Spanish and other introductory Spanish courses will be maintained
Theatre	Retained with conditions	The degree must be streamlined; faculty must review existing certificates for viability and achieving enrollment benchmarks outlined in SOU FORWARD
Music	Retained with conditions	Accreditation from the NASM will be eliminated, and a revised curriculum will be developed in AY 2025-26 for

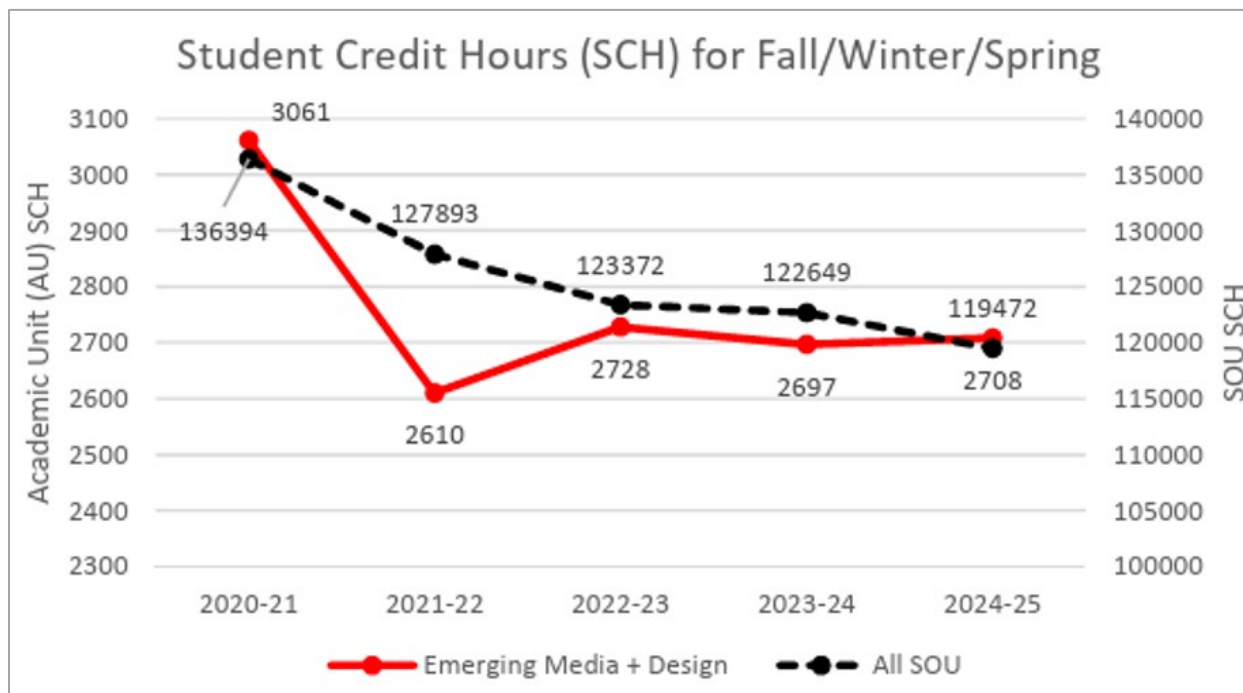
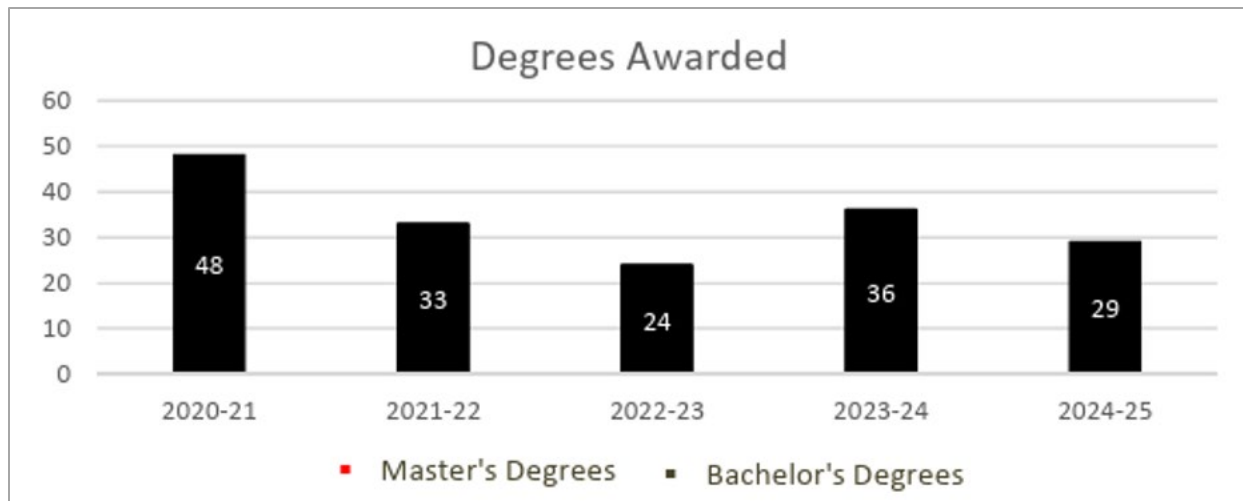
		implementation in AY 26-27; faculty will review existing certificates for viability
Philosophy	Minor eliminated in the Provisional Plan and in the final RESILIENCY PLAN	Results in the additional elimination of the Ethics and the Rhetoric & Reason minors
Theatre Production & Design	N/A	The master's degree was inadvertently left out of the Provisional Plan, but it will be retained

EMERGING MEDIA + DESIGN

The Emerging Media + Design (EMDA) program was originally identified as an eliminated program in the Provisional Plan due to the redundancy in the program with other majors offered on campus.

Original data-points considered in the assessment of the degree program viability include:





Considering the high-demand for this major, the program was afforded the opportunity to continue as a stand-alone major. Faculty will revise the program of study given the following parameters:

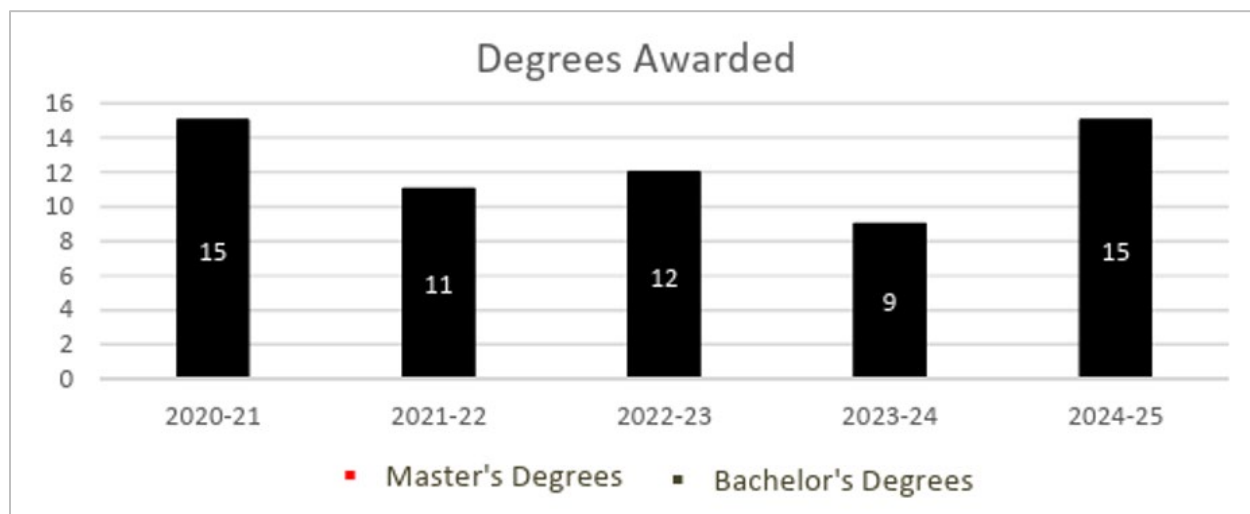
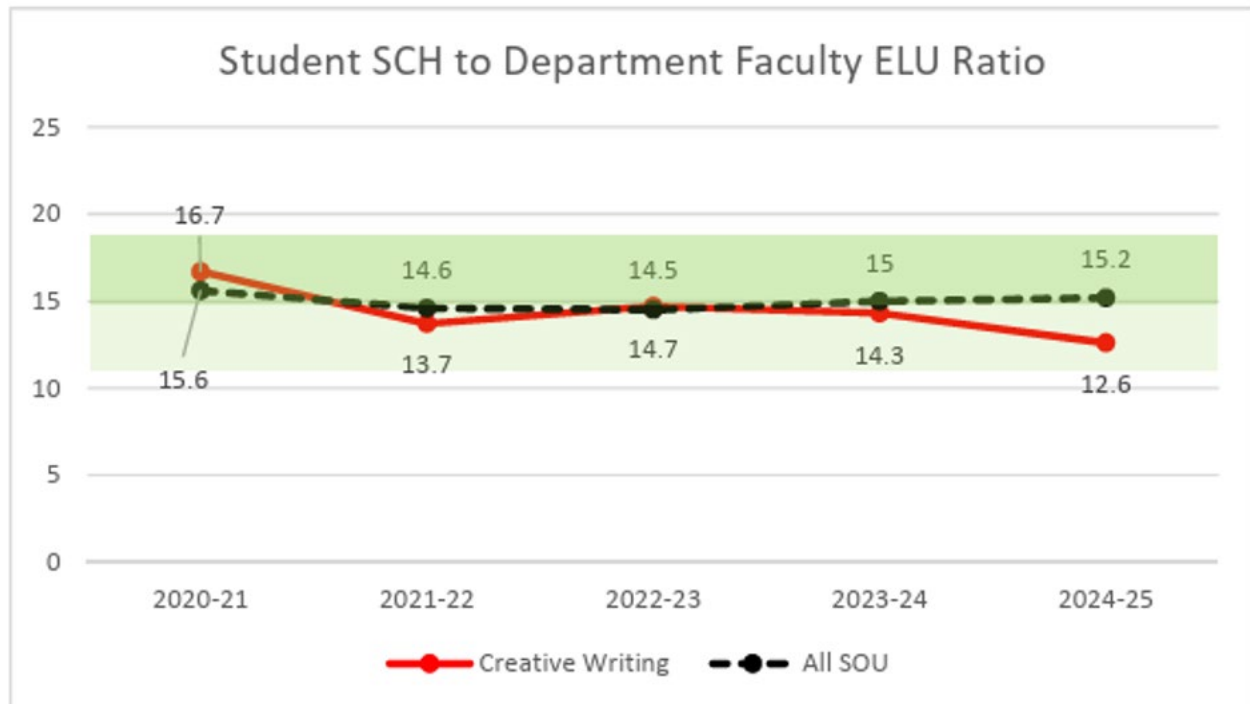
- Delivered by current full-time and Term-by-Term [TxT] faculty only (eliminating one year-long temporary appointment) and other program faculty
- All low-enrolled courses will be eliminated
- Reduce redundancy of foundational courses across majors
- Increase course efficiency to attain an SCH-to-ELU ratio of 18
- Capitalize on the existing articulation agreement with Rogue Community College (RCC)

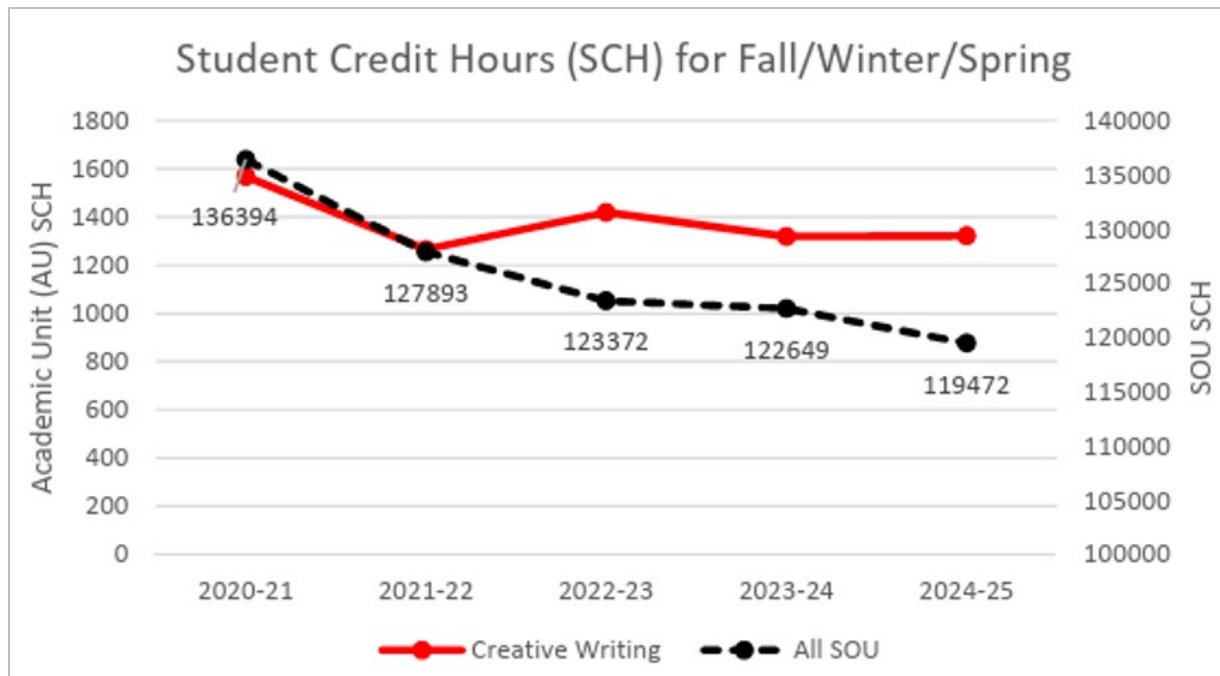
The EMDA program will be assessed on an annual basis to determine the continued progress toward meeting these program goals.

CREATIVE WRITING

The Creative Writing program was originally identified as an eliminated program in the Provisional Plan due to the redundancy in the program with other majors offered on campus and the high number of low-enrolled upper-division required courses.

Original data-points considered in the assessment of the degree program viability include:





The program was afforded the opportunity to continue as a stand-alone major for two additional years and will be assessed annually. Faculty will revise the program of study given the following parameters:

- Delivered by 2 full-time FTE and no TxT faculty
- All low-enrolled courses will be eliminated
- Reduce redundancy of foundational courses across majors
- Increase course efficiency to attain a minimum of an SCH-to-ELU ratio of 18

The Creative Writing program will be assessed on an annual basis to determine the continued progress toward meeting these program goals. If, after two years, the program cannot attain these target benchmarks, the program will be subsumed into the English major.

MEDIA INNOVATION

Due to the unique nature of this program, some of the data points are not available. However, we did look at the number of majors in the program, and it is showing growth in just two years. In academic year 2023-24, the Media Innovation major had 10 students listed as majors and that number increased to 16 last year. Majors head-count will be one of the primary data points assessed when we evaluate this program at the end of the 2025-26 academic year. We also assessed the total number of graduates, but since the program has only been a formal major for two years, most of the students will not start graduating until academic year 2026-27 and beyond.

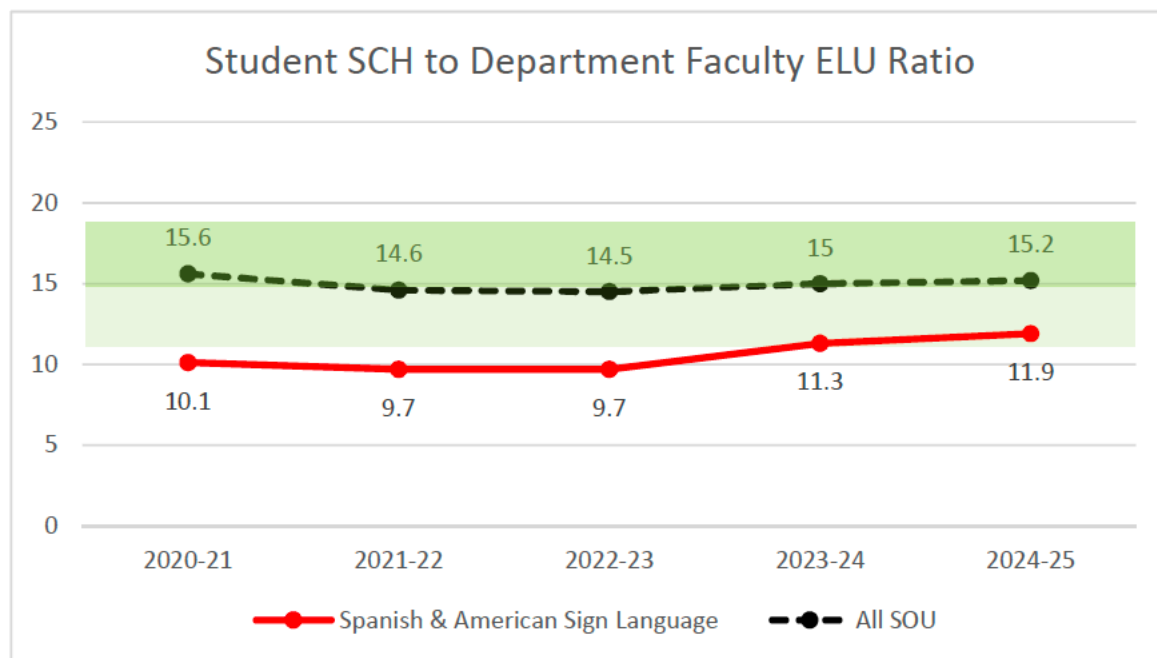
The program was afforded the opportunity to continue as a stand-alone major for two additional years and will be assessed annually. Faculty will revise the program of study given the following parameters:

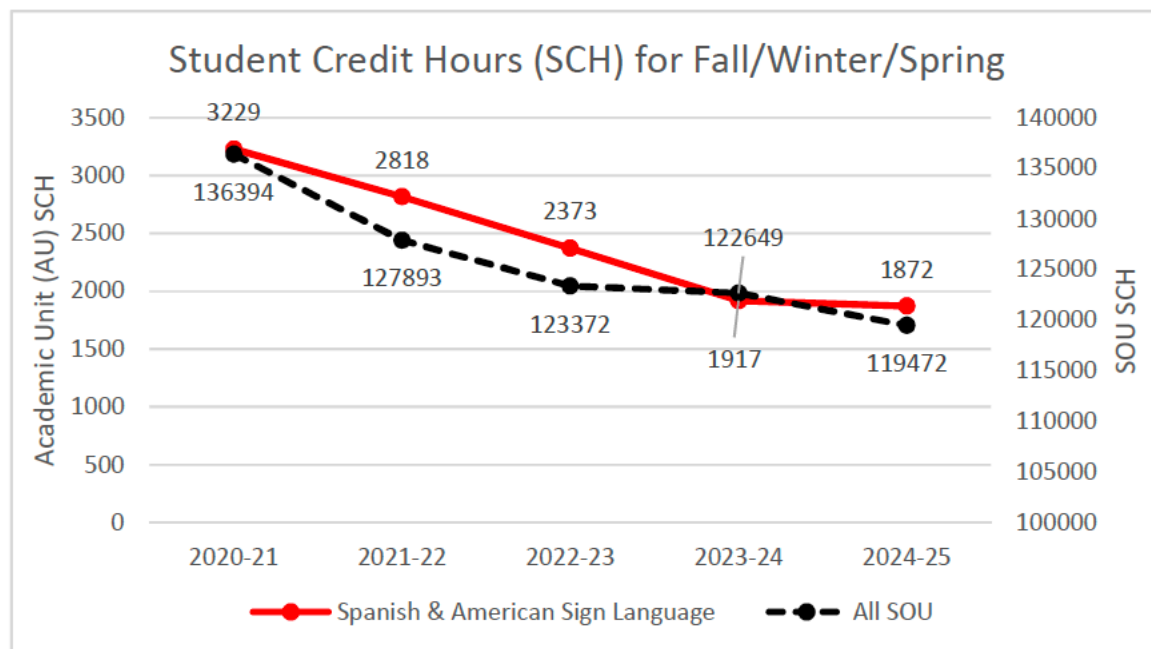
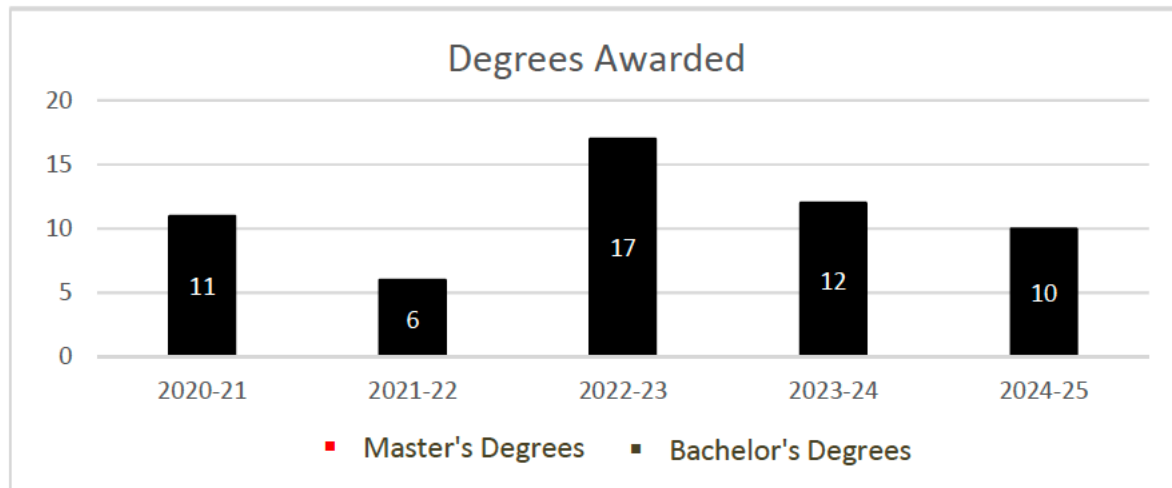
- Delivered by 1 full-time FTE and other program faculty
- All low-enrolled courses will be eliminated
- Reduce redundancy of foundational courses across majors
- Look for overlap and potential strategic alignment with EMDA
- Increase course efficiency to attain a minimum SCH-to-ELU ratio of 18

The Media Innovation program will be assessed on an annual basis to determine the continued progress toward meeting these program goals. If, after two years, the program cannot attain these targets benchmarks, the program will be subsumed as a concentration in the Communication major.

SPANISH LANGUAGE AND CULTURE

The Spanish Language and Culture program remains recommended for elimination. Metrics of the past five years show a continued decline across all data points. The Spanish Language Teaching graduate program will be retained as will the Medical Spanish courses and the foundational Spanish courses.

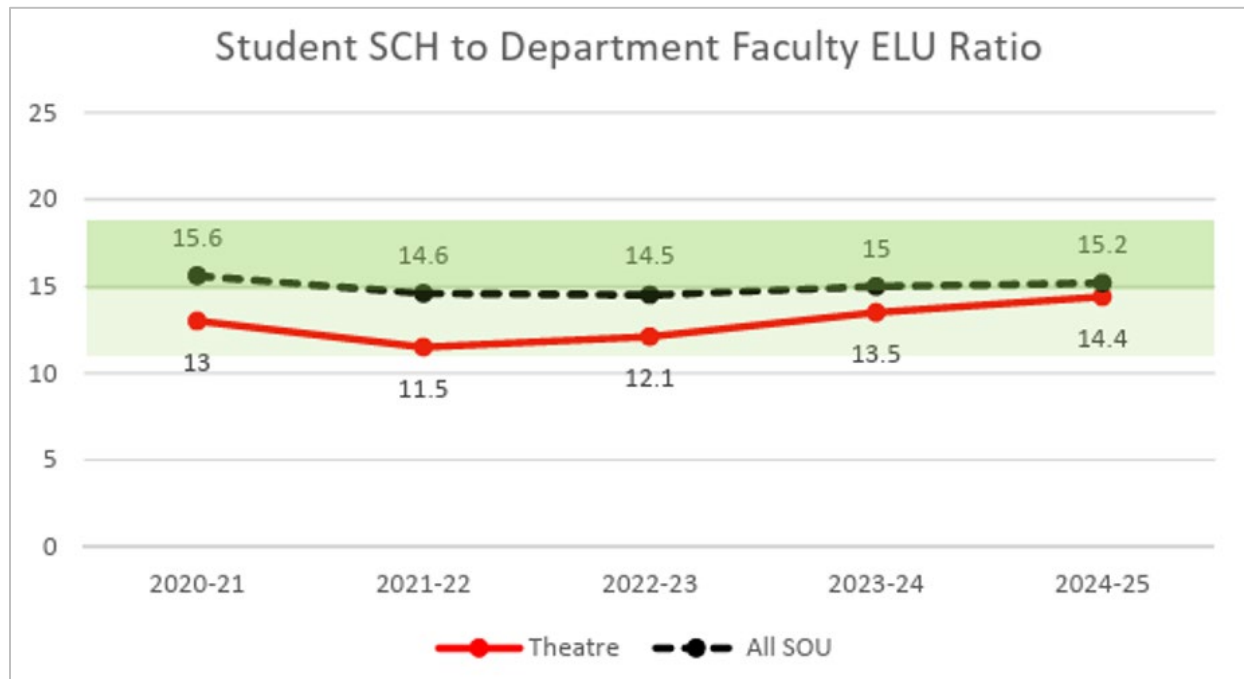


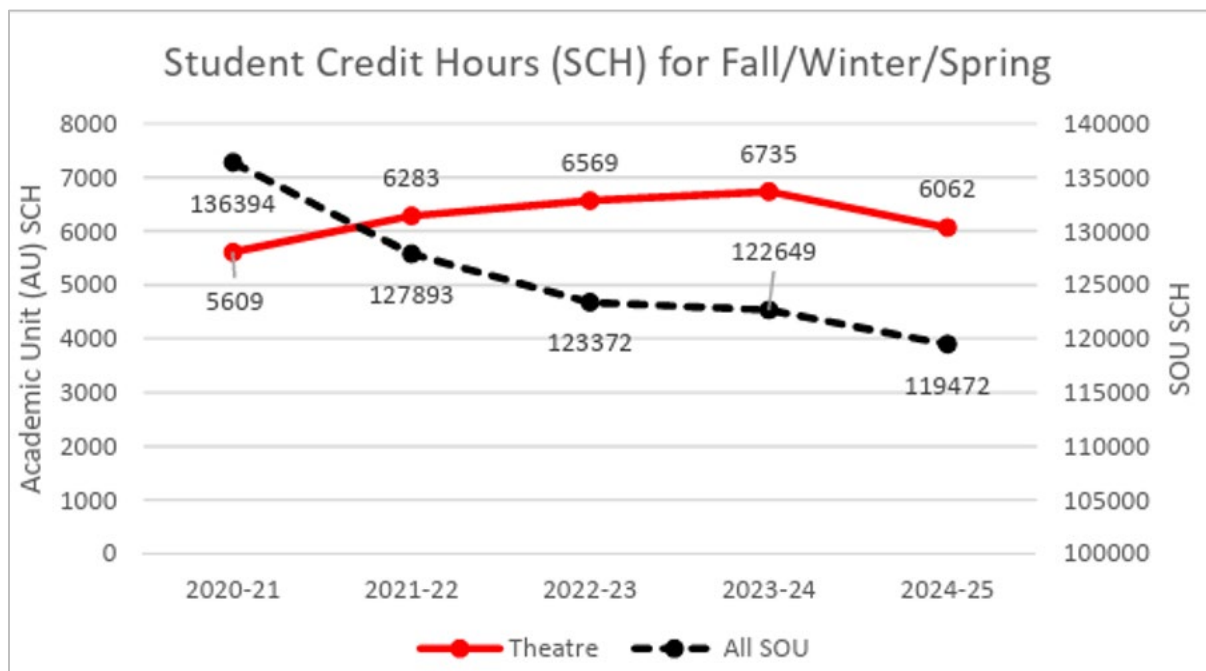
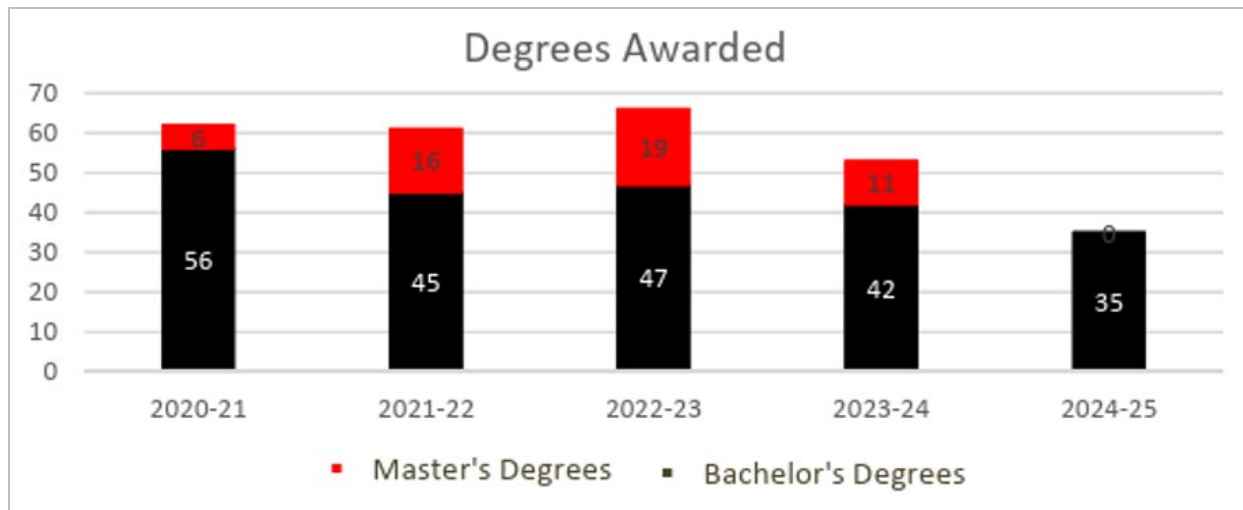


THEATRE

As outlined in the SOU FORWARD plan in 2023, Theatre faculty have collaborated with the Provost's office and President Bailey on a 3-year realignment plan to improve enrollment metrics and better prepare students for careers in the entertainment industry. This plan includes several curricular changes, along with bringing on new faculty and staff hires that have been in progress. The realignment plan will be fully implemented in Fall 2025. Theatre enrollments will be monitored over the next three years to ensure progress, and faculty will continue to use enrollment data and benchmarks to drive curricular innovation and simplify the path to graduation.

Original data-points considered in the assessment of the degree program viability include:



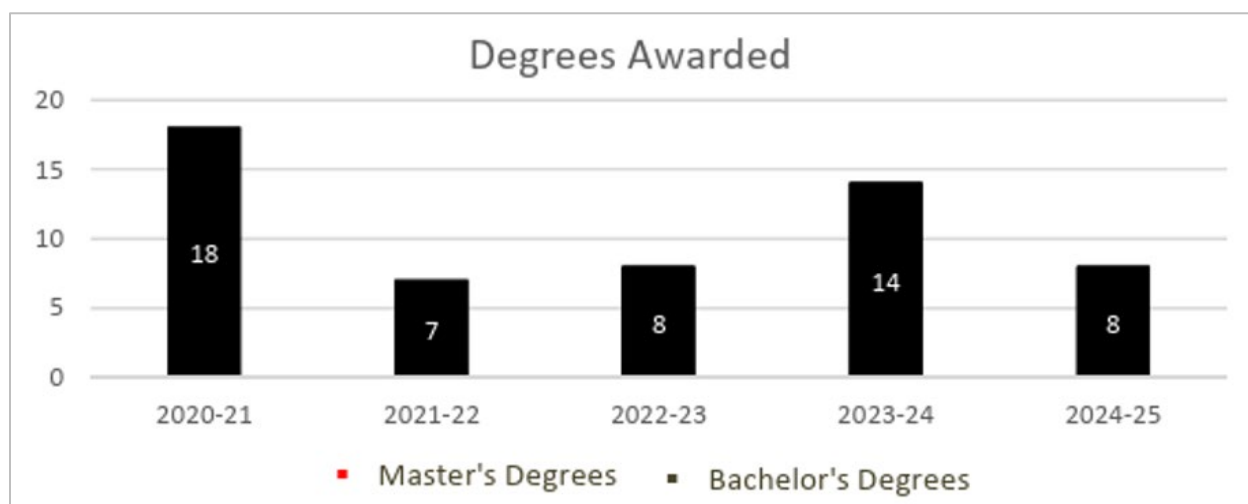
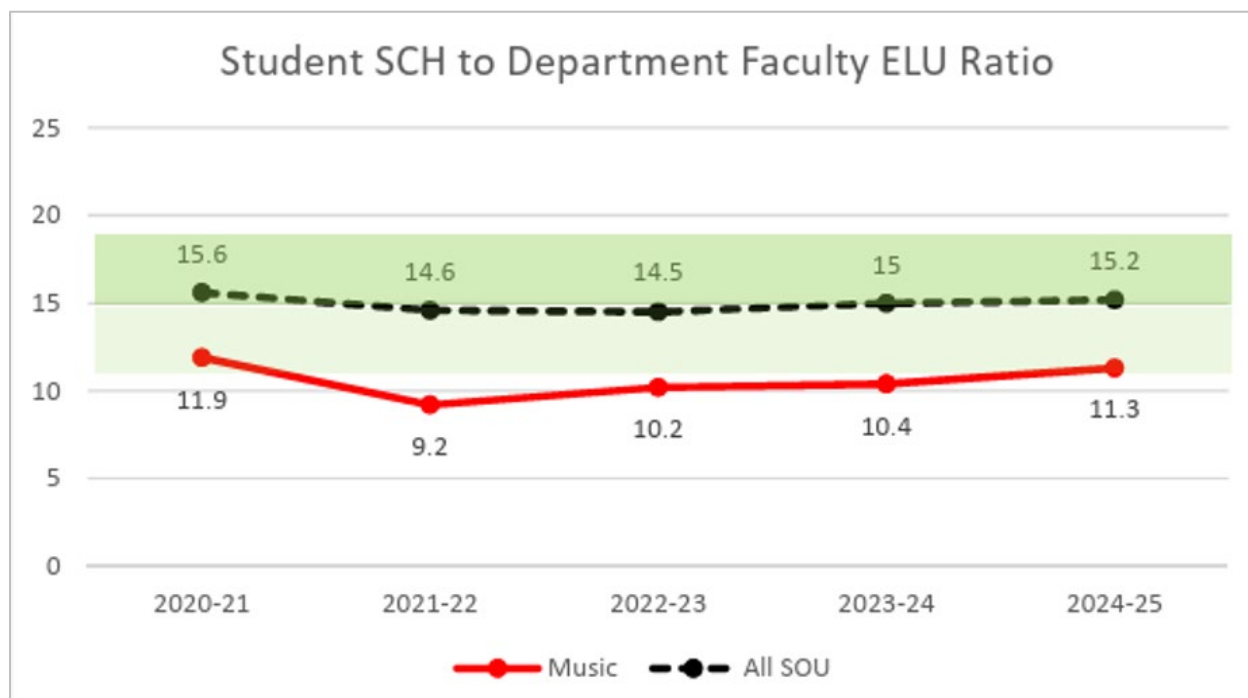


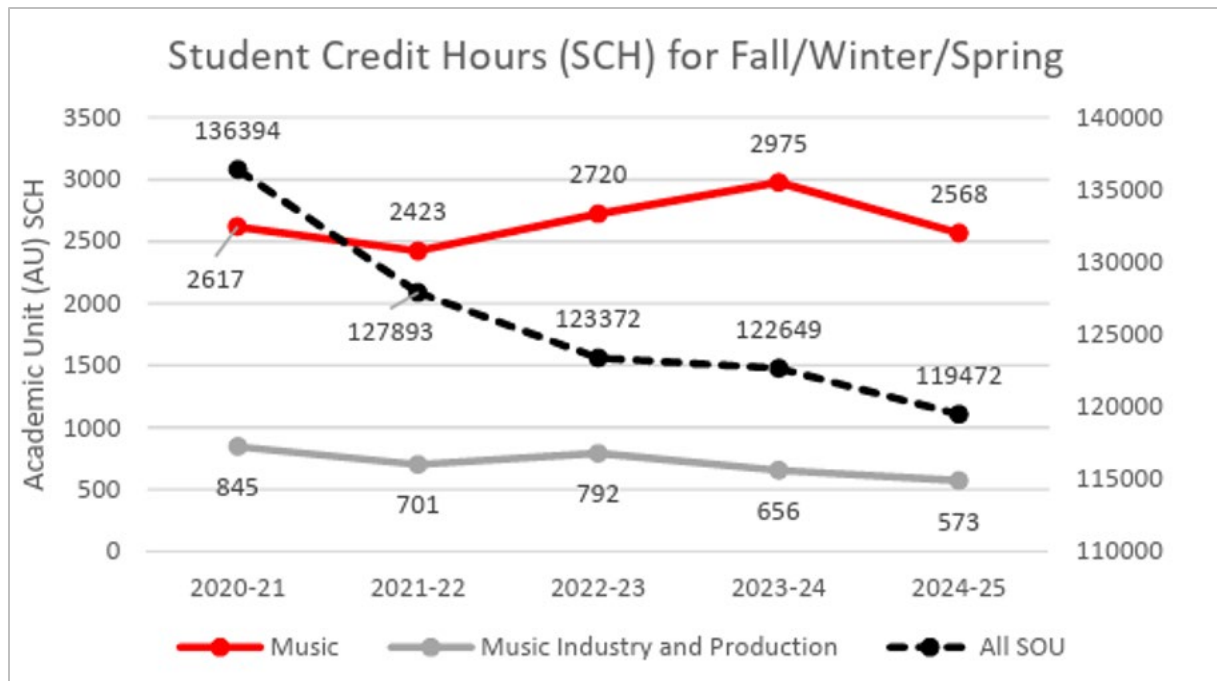
The Theatre Program will be charged with the following:

- Eliminate low-enrolled courses
- Use course-level enrollment data to streamline curriculum
- Reduce certificate options and reduce overall credit requirements
- Increase course efficiency to attain a minimum SCH-to-ELU ratio of 18

MUSIC

Music will be asked to continue their transition away from the conservatory model program with a renewed focus on the transition to a program focused on Music Industry and Production. Music faculty must focus on enrollment metrics as they transition away from the conservatory model. The NASM accreditation will be discontinued; however, the program will still be accredited through NWCCU. Faculty will propose curricular revisions in the 2025-26 academic year with a focus on the current certificate structure.





The Music Program will be charged with the following:

- Use enrollment metrics to eliminate low-enrolled courses
- Look for opportunities to streamline and simplify curriculum and reduce overall credit requirements
- Increase course efficiency to attain a minimum SCH-to-ELU ratio of 18

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Dean's Office	2.20	Classified			
EMDA	1.00	Faculty			
Museum of Art	0.00	Unclassified (2)	SOU Foundation		
Museum of Art	0.00	Classified	SOU Foundation		
Philosophy	1.00	Faculty			
Spanish	1.00	Faculty			
Music	0.00	Faculty	SOU Foundation		
Music	1.00	Faculty			
First-Year Seminar	2.50	Faculty			
English	1.00	Faculty			
Creative Writing	2.00	Faculty			
Subtotals	11.70				
TOTAL SAVINGS					\$1,717,379

NOTE: The SOU Foundation will relieve the university's E&G budget by using donor-designed gifts to fund three positions (indefinitely) in the Museum of Art and one in the School of Music for three years.

College of Natural and Social Sciences

Many graduates from the College of Natural and Social Sciences will head to graduate schools with a goal of becoming a physician, dentist, sociologist, psychologist, or researcher. To maintain that trajectory and ensure that SOU STEM and social science degrees are aligned with regional needs, the university will maintain multiple majors within the Health Sciences, Natural Resource Sciences, Social Sciences, Behavioral Sciences, and Computational & Data Sciences.

PROGRAM	ACTION	RATIONALE
Biology	Program split into two components, Health Sciences and Natural Resource Sciences Cluster 1: Biology, Environmental Science & Policy, Chemistry Cluster 2: Biology, OAL, Health & Exercise Science	The two clusters would have combined departments across campus where lab space constrains movement of faculty and classes; maintenance of these administrative units simplifies course delivery; Center for Health Sciences will be created to coordinate Health Sciences efforts
Chemistry	Eliminated in the Provisional Plan with retention as a minor in the final RESILIENCY PLAN	Although the program is unquestionably of exceptional quality, the high cost of delivering this program for the low numbers of majors does not justify the continued offering of the Chemistry major; Chemistry courses will continue to be offered in support of Biology, Biomedical, Computer, and Health Sciences degree programs
Ecology & Conservation	Eliminated in the Provisional Plan and retained in final RESILIENCY PLAN	Degree identified regionally as important to workforce; all courses in major taught in either Biology or Environmental Science & Policy; student retention positively impacted; continuation of major is cost neutral and helps with specific workforce requirements identified by the Federal Government Multi-Agency office

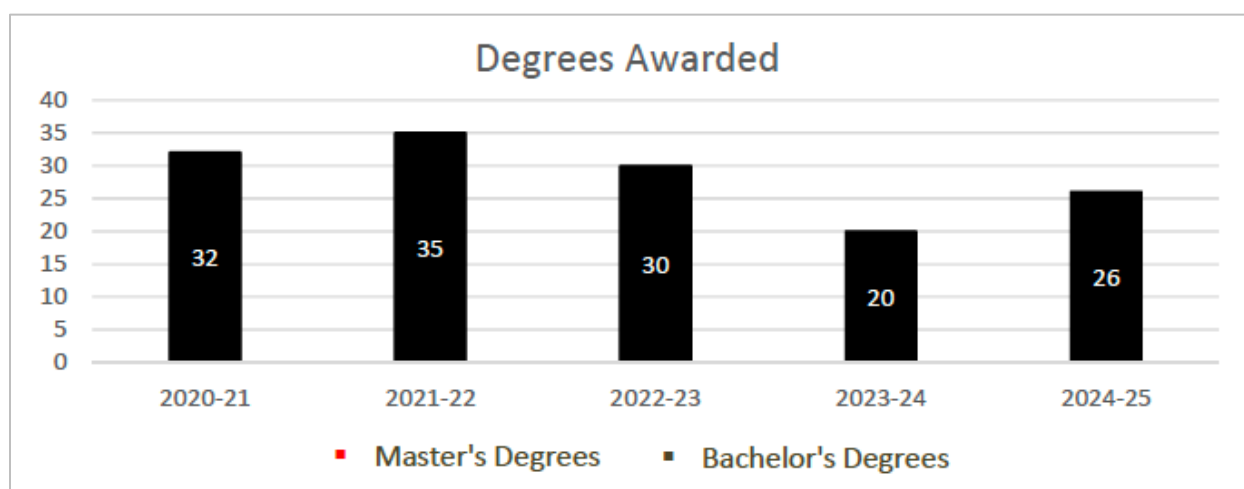
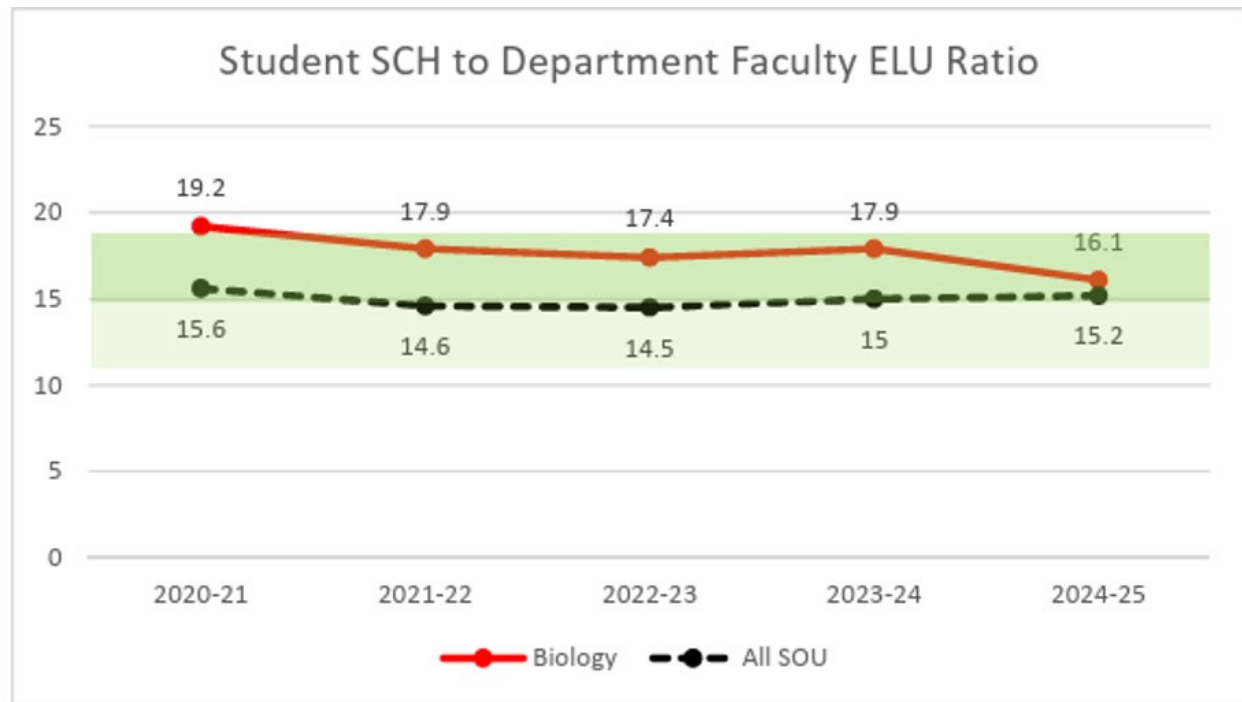
Outdoor Adventure Leadership	Eliminated in Provisional Plan and retained in final RESILIENCY PLAN with conditions	Undergraduate degree is one of just a few programs in the west; faculty will revise curriculum to deliver major with only 2 faculty members, drawing on courses from other existing academic majors; eliminate low-enrolled upper-division courses
Master of Outdoor Adventure and Expedition Leadership	Eliminated in the Provisional Plan and the final RESILIENCY PLAN	Enrollments in the program have not kept pace with costs
Human Service	Eliminated in the Provisional Plan and retained in the final RESILIENCY PLAN with conditions	Human Service major maintained; eliminating low-enrolled courses and building on existing courses in other programs; strong alignment with RCC assists transfer students seeking a four-year degree; all coursework in major will be retained in Psychology & SOAN course requirements
Native American Studies	Final RESILIENCY PLAN retains the stand-alone NAS minor as a part of a Center for Native American Programs	SOU will create a Center for Native American Programs as a joint venture within the President's and Provost's Offices to increase the visibility and effectiveness of NAS coursework, research, and outreach, as well as Native Government-to-University-Leadership relations
Economics	Eliminated in the Provisional Plan and retained in the final RESILIENCY PLAN as an Applied Economic major	Economics faculty built a new curriculum with fewer faculty FTE that leverages courses needed for an economics minor but paired with math, computer science, and environmental science courses to build a stronger interdisciplinary degree
Mathematics	Retained in the Provisional Plan, but the major is eliminated in the final RESILIENCY PLAN; however, it will be offered as a minor or certificate	The student credit hours generated by mathematics is primarily from lower-division math courses and Advanced Southern Credit courses; headcount in the major is too low to continue offering in its present form; a revision to the major modeled after

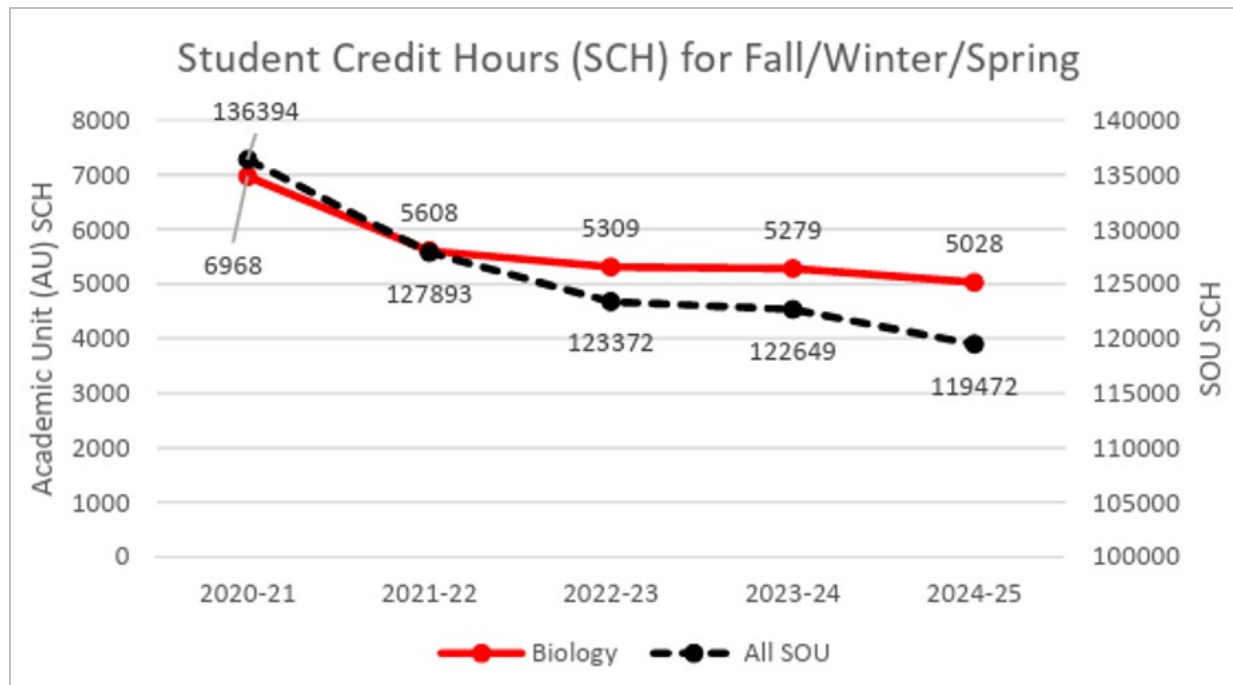
		the Applied Economics degree is being considered
Financial Mathematics	Eliminated in both the Provisional Plan and final RESILIENCY PLAN	The Applied Economics major will build on business and mathematics courses to provide a pathway for students seeking financial mathematics careers
Mathematics/Computer Science	Eliminated in both the Provisional Plan and final RESILIENCY PLAN	Focus will be on creating data science programs of study to leverage interdisciplinary collaboration between programs
Power and Politics	Eliminated in both the Provisional Plan and final RESILIENCY PLAN	Low-enrolled courses and few declared majors does not support maintaining the major
International Studies	Eliminated in both the Provisional Plan and final RESILIENCY PLAN	Low-enrolled courses and few declared majors does not support maintaining the major
Gender, Sexuality & Women's Studies	The major was eliminated in the Provisional Plan. It was reconfigured to be part of an interdisciplinary minor with Ethnic & Racial Studies and Gender, Sexuality, Women's Studies. The final RESILIENCY PLAN retains a minor in GSWS	Although retaining coursework in the field of GSWS is essential, the number of students in the major is too low to justify ongoing low enrolled courses. Focus will be placed on a minor and community trainings. Curricular changes will be needed in GSWS in order to eliminate low-enrolled courses and manage with reduced faculty
Data Science	The Provisional Plan added this as a major along with a pre-engineering minor; the final RESILIENCY PLAN eliminates both	This field is growing, and SOU faculty will continue to contemplate a major in the future

BIOLOGY

The Biology major has recently transitioned the curriculum to more fully focus on Biomedical and Natural Resource Sciences. The transitions in the programs of study will be evaluated with a focus on an increase in the SCH:ELU ratios.

Original data-points considered in the assessment of the degree program viability include:

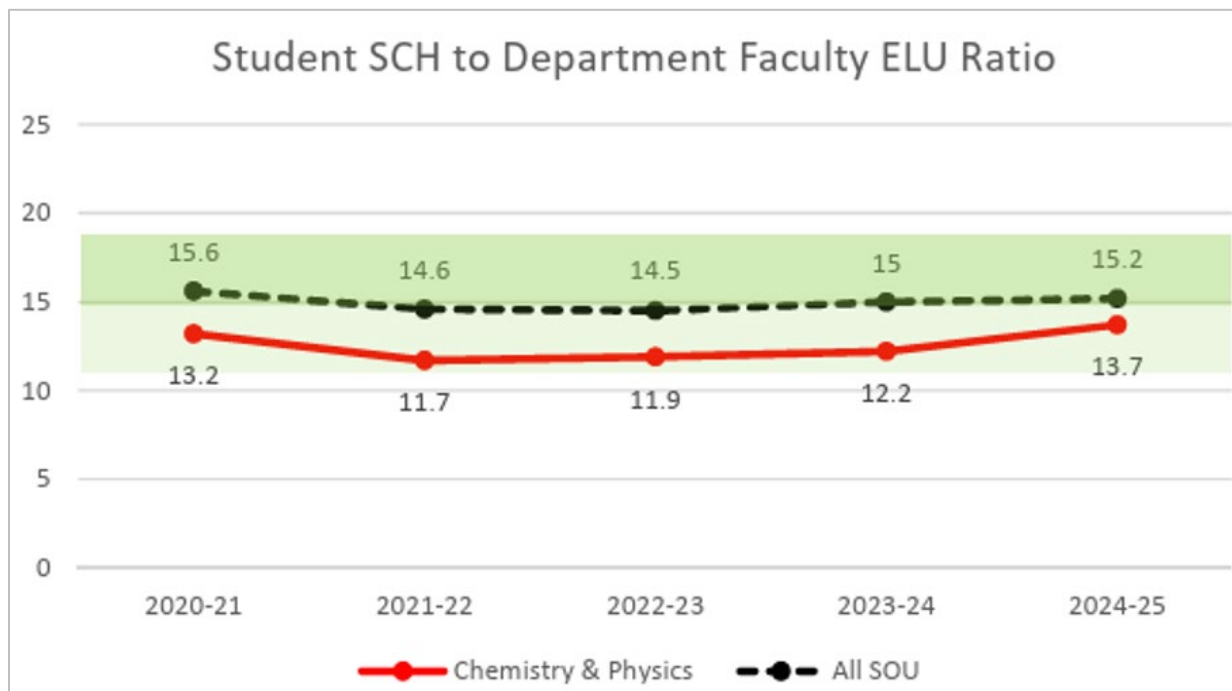


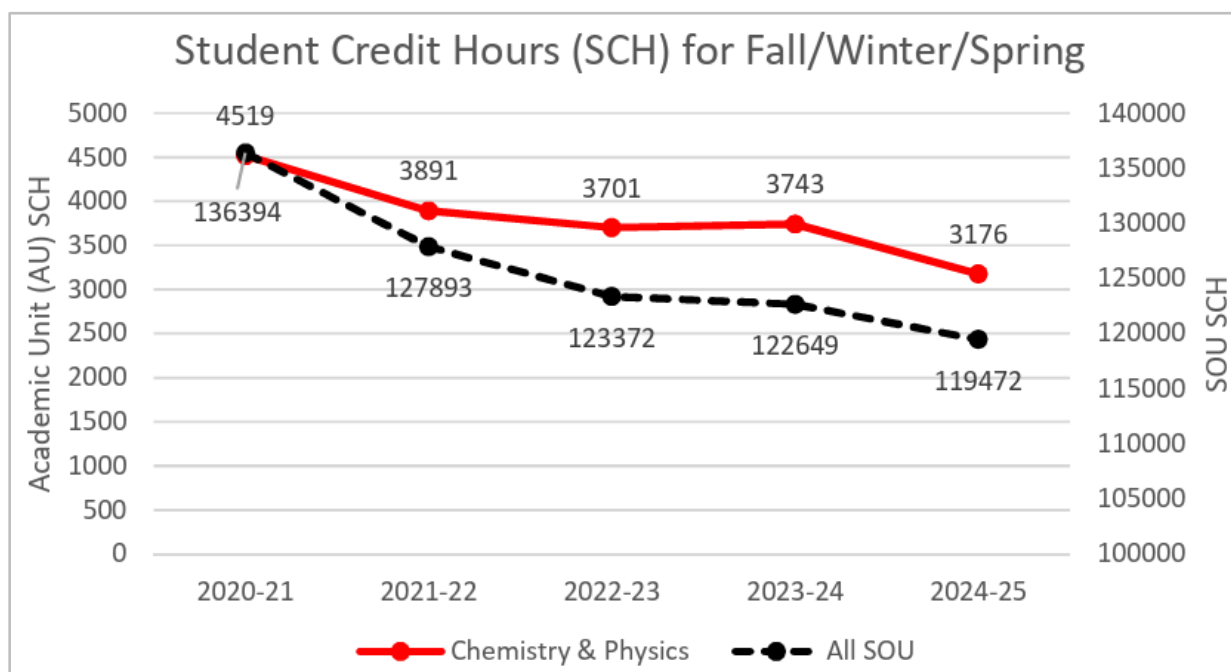
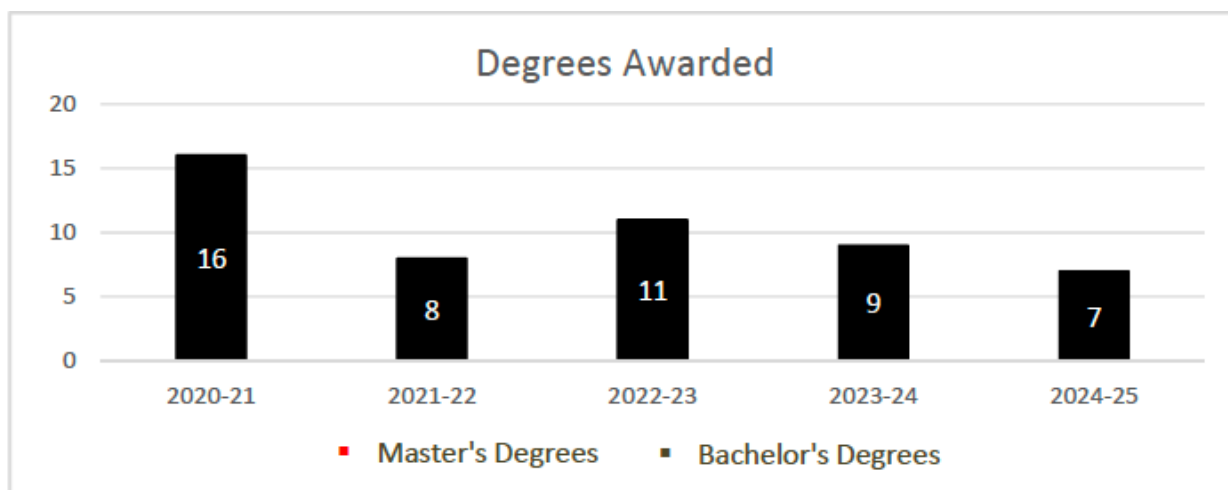


CHEMISTRY

The Chemistry program was eliminated in the Provisional Plan due to the high cost associated with teaching this program with the low numbers of total majors. Chemistry is unquestionably a critically important program with outstanding faculty. They have a strong track record of supporting students into top-rated graduate programs. However, the data shows continued low SCH and headcounts without commensurate reductions in FTE or credit requirements for the major. Ultimately, the long-standing low faculty-to-student ratio precludes the ability for the university to continue offering this program of study. The program will retain three faculty and continue to support a range of other majors on campus.

Original data-points considered in the assessment of the degree program viability include:





Furthermore, upper-division required courses have maintained a fill-rate of less than 50% for the past two years, reflecting low-enrolled courses that are required for the major. With an average of less than 9 students per year graduating with a Chemistry major over the past 4 years, a decline of 40% in the SCH generated for Chemistry majors, and a total budget of approximately \$850,000 for less than 40 total majors, the university can no longer offer Chemistry as a major. All Chemistry courses required for all remaining majors will continue to be provided by the Chemistry faculty.

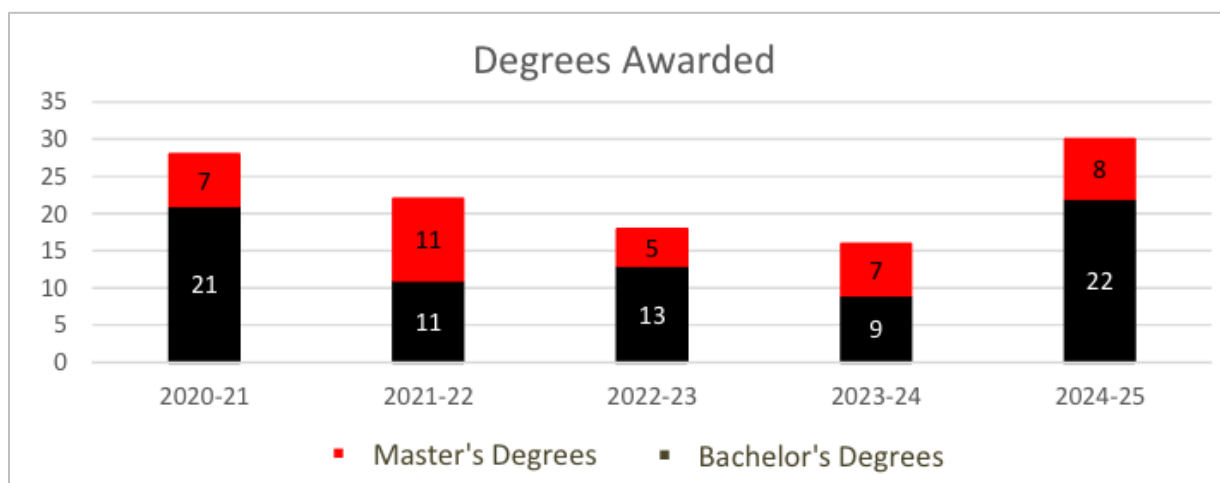
ECOLOGY AND CONSERVATION

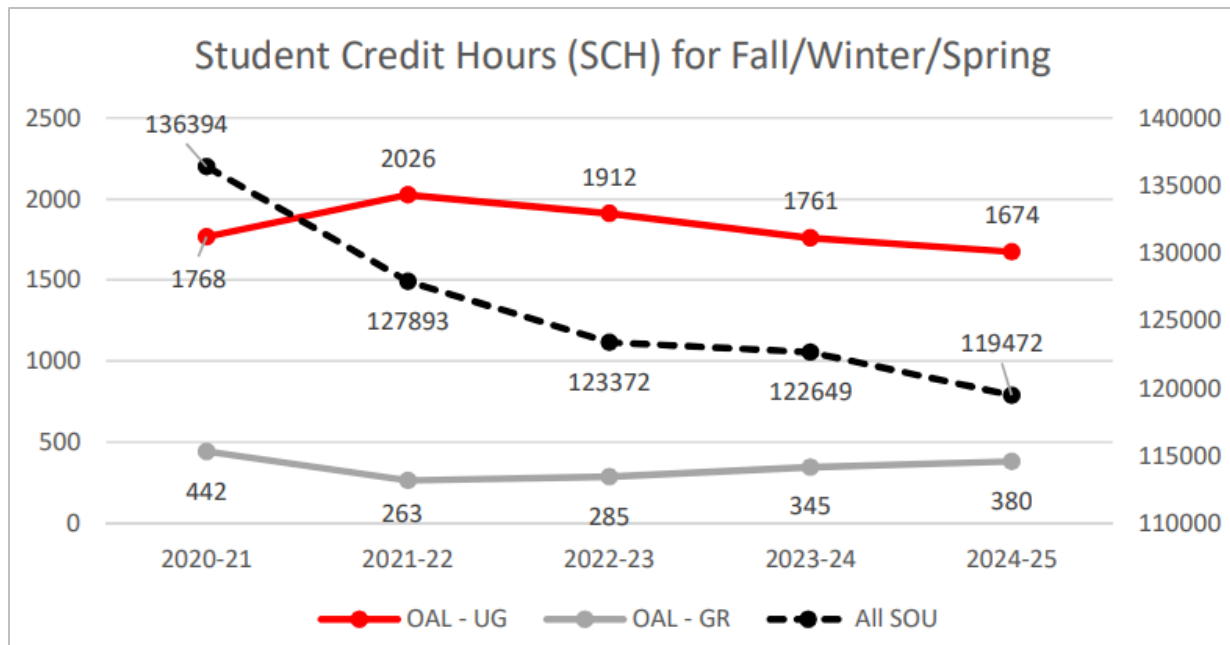
Ecology and Conservation is a relatively new program that is largely embedded in Environmental Science. Because this program does not have a unique program prefix only headcount and number of graduates (3 in 2024 and 4 in 2025) can be calculated.

The degree was recently created to respond to regional demands for this specific workforce. All courses in major are taught in either Biology or Environmental Science & Policy. The program will be evaluated annually to ensure courses are reaching adequate fill-rates and there are no low-enrolled required courses created specifically for this major.

OUTDOOR ADVENTURE LEADERSHIP

The Outdoor Adventure Leadership program was originally scheduled for sunset but faculty developed a plan to offer a revised curriculum with two fewer FTE. Streamlining the curriculum and reducing the FTE in the program will better align the program with the number of students enrolled in the major. The undergraduate program is intertwined with the graduate program so getting specific metrics for either is more challenging. Considering that the specific SCH:ELU ratio is not accurate because of the confounding of this variable, that data point was not included in the assessment.





The OAL Program will be charged with creating a program of study in which:

- It will be delivered by 2 full-time FTE and other program faculty with no TxT faculty
- All low-enrolled courses will be eliminated
- Look for collaborative opportunities with other programs on campus; notably Environmental Science, Business, and Health and Exercise Science
- Increase course efficiency to attain a minimum SCH-to-ELU ratio of 18
- Yearly evaluation of progress toward these outcomes

MASTER IN OUTDOOR ADVENTURE AND EXPEDITION LEADERSHIP

The Master in Outdoor Adventure and Expedition Leadership, with one exception, has seen fewer than ten graduates over the past five years. Despite the best efforts of faculty to market this unique program, the enrollments have not kept pace with the increasing cost to run the program. Unfortunately, this program will sunset.

HUMAN SERVICE

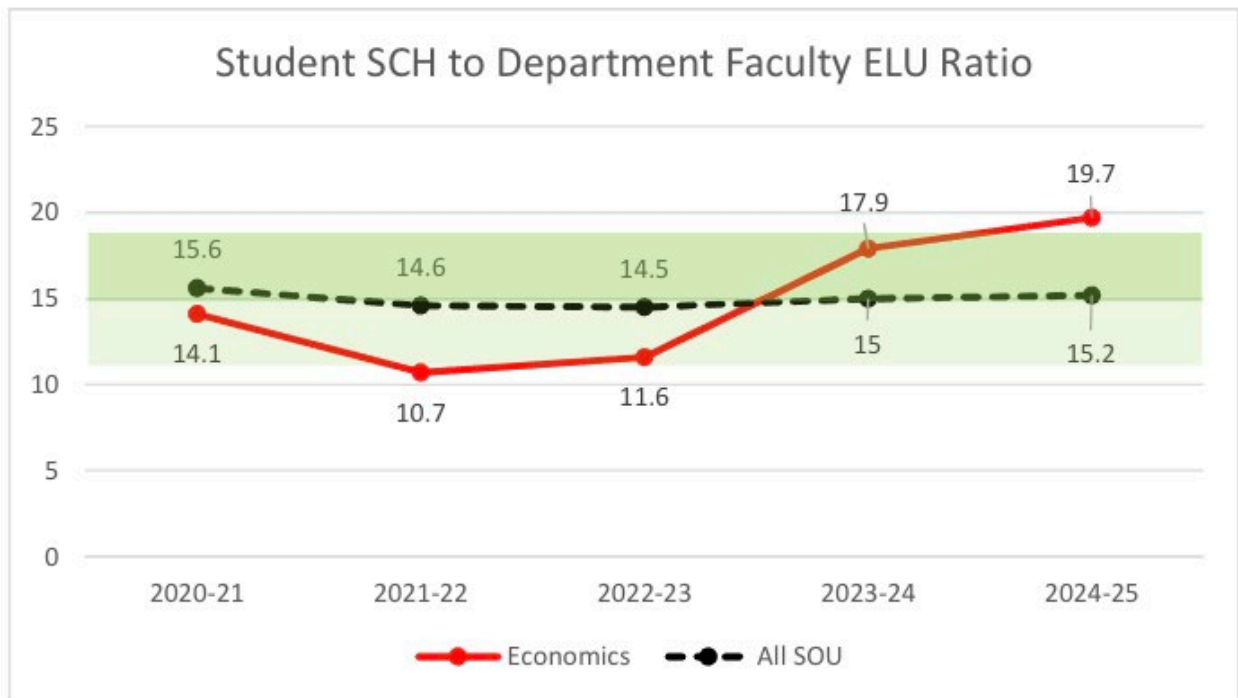
Human Service enrollment numbers have continued to decline. However, a recent transfer agreement with RCC is expected to bolster enrollments. Because this program does not have a unique program prefix and relies mainly on Psychology and Sociology/Anthropology (SOAN) courses, only headcount and number of graduates can be calculated.

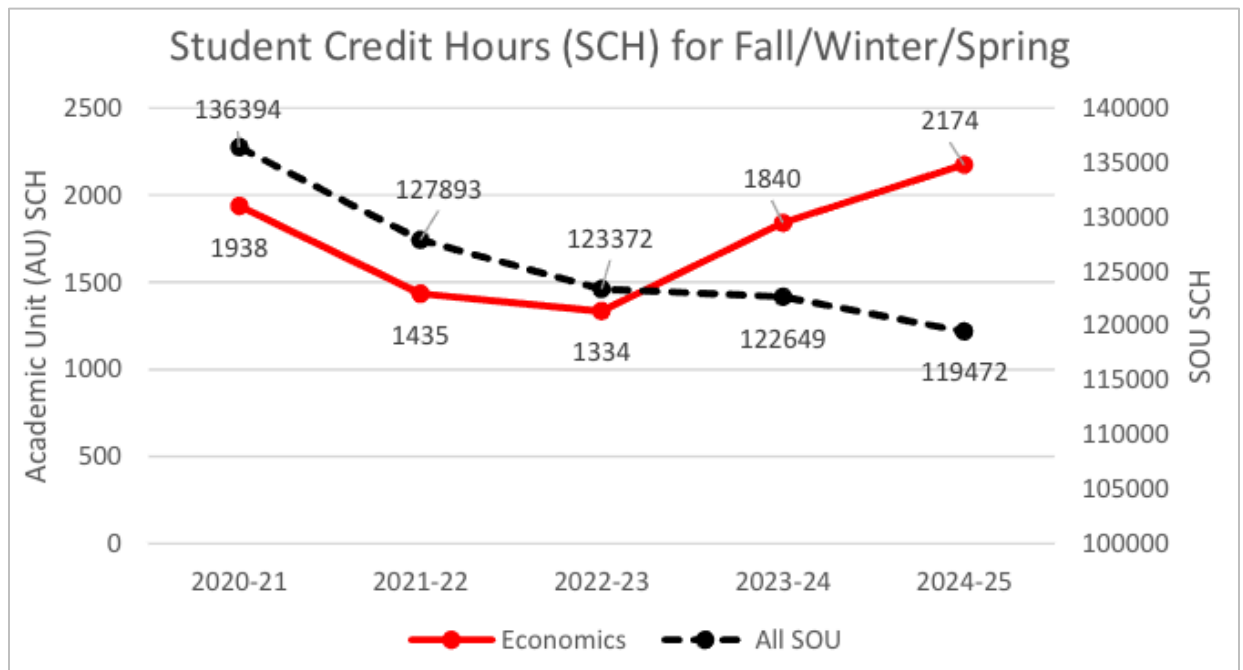
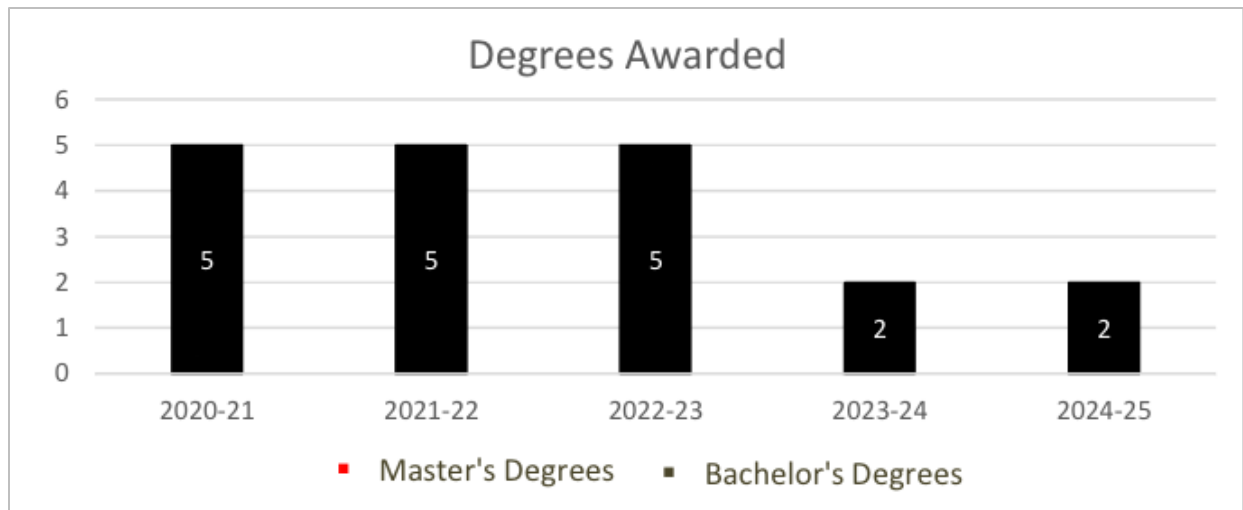
The Human Service program will be expected to create curricular revisions that ensure:

- The program is delivered by 2 full-time FTE and other program faculty with no TxT faculty;
- Program curriculum and modality to be reviewed during Fall term 2025 and changes proposed for review in winter/spring 2026
- All low-enrolled courses will be eliminated
- Look to utilize SOAN courses as a foundation for program requirements
- Headcount target is a minimum of 25 majors by the end of academic year 2026-2027

ECONOMICS

Though scheduled for sunset in the original provisional plan, the faculty developed a compelling proposal to leverage coursework from a number of existing programs including, Math, Computer Science, and Environmental Science. The numbers of both majors and SCH have shown increases in the past two years, consequently it is recommended that the Economics major be retained with conditions.





The Economics Program will be charged with creating a curriculum that:

- Is delivered by 2 full-time FTE and other program faculty with no TxT faculty
- Eliminates all low-enrolled courses
- Leverages interdisciplinary opportunities to provide a wide range of financial and economic-focused learning for students
- Increase course efficiency to attain a minimum SCH-to-ELU ratio of 18

NATIVE AMERICAN STUDIES

The geographic location of SOU on the ancestral homelands of the Shasta, Takelma, and Latgawa peoples created discussion and reflection about the role that SOU plays in educating and uplifting the lives of Native Americans. In recognition of the inherent responsibility to create a culturally responsive university, we will explore the creation of a Center for Native American Programs, which will continue to support the Native American Studies minor program as it currently exists. This new center could serve as a hub for academic, student, and Native Nations collaboration and work.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Dean's Office				\$125,000	
Outdoor Adv Ldshp	1.39	Faculty			
Biology	0.26	Classified			
CCJ	0.27	Faculty			
Environmental Sci/Pol	0.50	Faculty			
Exercise & Health Sci	0.00	Faculty	SOU Foundation		
GSWS	0.27	Faculty			
GSWS	0.00	Faculty	SOU Foundation		
Mathematics	2.00	Faculty			
Power & Politics	1.00	Faculty		\$10,742	
Soc & Anthro	1.27	Faculty			
Chemistry & Physics	2.00	Faculty		\$9,000	
Farm			Farm	\$100,000	
Subtotals	8.96			\$244,742	\$1,135,246
TOTAL SAVINGS					\$1,379,988

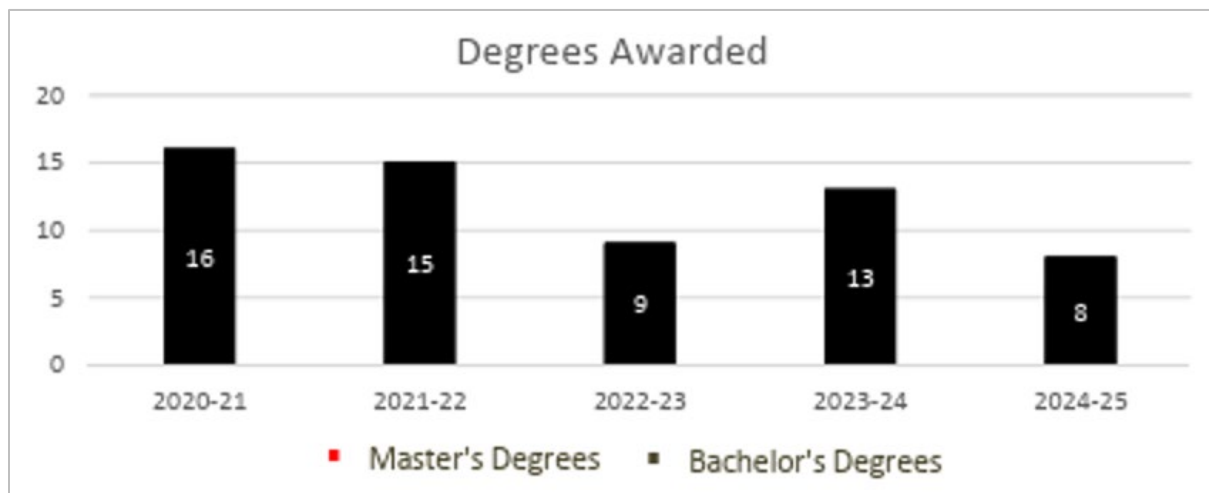
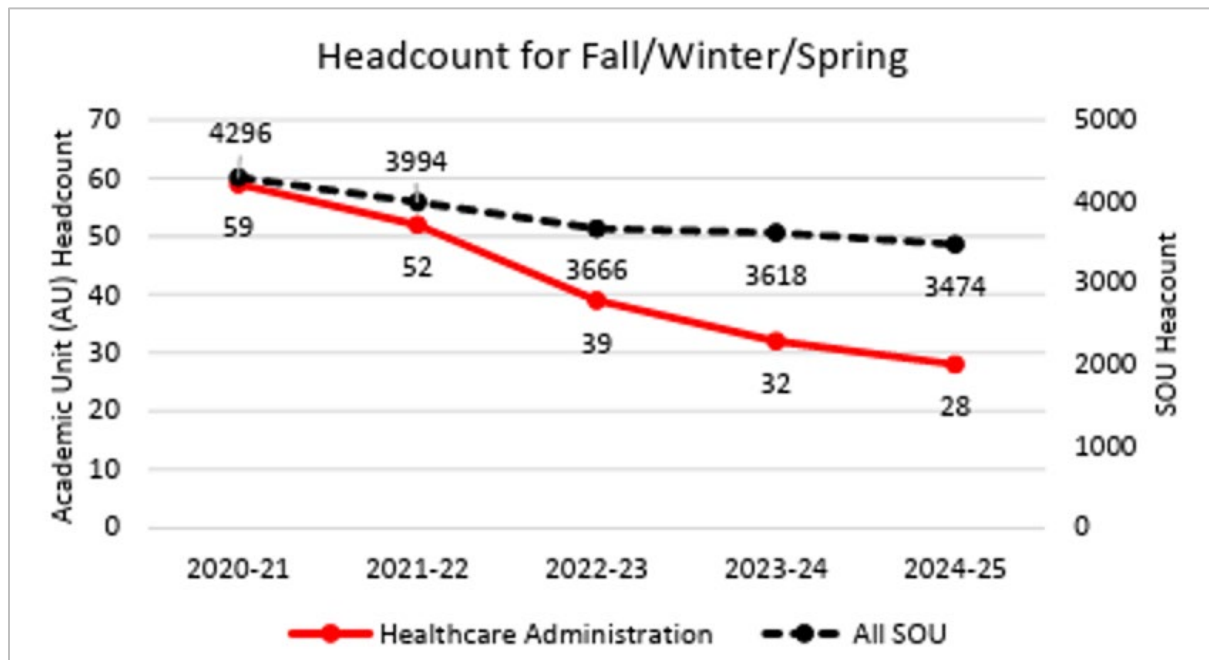
School of Business

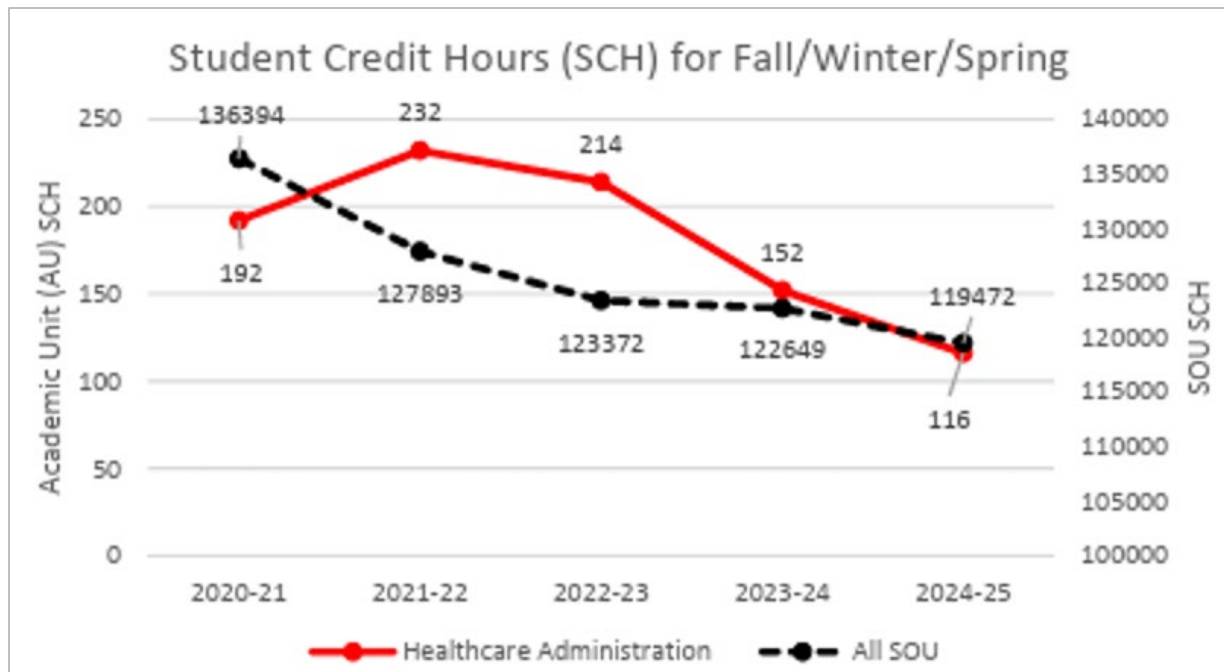
PROGRAM	ACTION	RATIONALE
Healthcare Administration	Eliminated as a major in the Provisional Plan and retained in the final RESILIENCY PLAN.	The impact to maintain a major over a minor is negligible in this case. Program viewed as primary to serving the needs of the region. HCA will be pulled into business and administered by the Chair; administrative release adjusted accordingly: 4 ELU release for community connection maintained
BAS in Management	Eliminated in the Provisional Plan and final RESILIENCY PLAN	The overlap with the Business Administration degree does not support continued delivery of this as a stand-alone major
Marketing	Minor removed in both the Provisional Plan and final RESILIENCY PLAN	Enrollment in the minor is very low; with the total FTE reduction in Business, goal is to maintain focus on majors with higher enrollment
Sustainable Tourism Management	Eliminated in the Provisional Plan and final RESILIENCY PLAN	Enrollment in the major is very low; with the total FTE reduction in Business, goal is to maintain focus on majors with higher enrollment
eSports Management	Minor eliminated in the Provisional Plan and final RESILIENCY PLAN	Enrollment in the minor is very low; with the total FTE reduction in Business, goal is to maintain focus on majors with higher enrollment
Tourism Management	Minor eliminated in the Provisional Plan and final RESILIENCY PLAN	Enrollment in the minor is very low; with the total FTE reduction in Business, goal is to maintain focus on majors with higher enrollment

HEALTHCARE ADMINISTRATION

Healthcare Administration was originally scheduled to sunset, but after consultation with academic leaders the relative cost to retain the major over the minor is minimal. Many courses are taught as part of other programs. The program is established in the region and seen as a key program that meets the healthcare workforce needs of the region.

The SCH/ELU ratio is not a valid metric for HCA because HCA relies on many courses that are taught as part of other programs.





The HCA program will be charged with the following program revisions:

- Program curriculum and modality to be reviewed during academic year 2025-26 to identify low-enrolled course and opportunities to streamline curriculum
- Create a seamless pathway to the MBA program
- Strive to attain a target headcount of 35 students by Fall 2026

BAS IN MANAGEMENT AND SUSTAINABLE TOURISM MANAGEMENT MAJORS, AND MARKETING, ESPORTS, AND TOURISM MANAGEMENT MINORS

Due to low enrollments and efforts to streamline curricular offerings, the BAS in Management along with the related Sustainable Tourism Management majors were proposed as programs to be eliminated in both the Provisional Plan and the final RESILIENCY PLAN. The BAS in Management had 8 students listed as majors during the 2024-25 academic year and Sustainable Tourism Management had only one student listed as a major. Similarly, the minors in Marketing, eSports, and Tourism Management were proposed for elimination in both the provisional and final plans. Program faculty feel that remaining personnel in Business can be better utilized to support the new streamlined list of programs.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Dean's Office	0.00	Unclassified	SOU Foundation		
Business	1.00	Faculty			
Subtotals	1.00		\$30,000		\$131,597
TOTAL SAVINGS					\$161,597

NOTE: The SOU Foundation will relieve the university's E&G budget by using donor-designed gifts to partially support the compensation of the School of Business Dean.

School of Education

PROGRAM	ACTION	RATIONALE
Education Studies	Reduce complexity of the degree and limit offerings to three concentrations. Eliminate TESOL concentration.	Concentrations in special education/elementary licensure, and holistic education have strong enrollments and meet regional needs
Special Education Minor	Eliminate Minor	Education Studies Major concentration in SPED licensure serves similar audiences
MS Education	Concentration in curriculum and instruction in STEM eliminated in both Provisional Plan and final RESILIENCY PLAN	Concentration in STEM has low enrollments; elimination of concentration will allow program to refocus on existing programs
Master of Arts in Teaching	Accelerated MAT track eliminated in Provisional Plan and final RESILIENCY PLAN	Low enrollments and streamlined master's level offerings for School of Education
English for Speakers of Other Languages (ESOL) endorsement program	Eliminated in both Provisional Plan and final RESILIENCY PLAN	Low enrollments in required courses

Autism Spectrum Disorder Programs (ASD; ABA/ASD)	State licensure specialization and ABA credential eliminated in both Provisional Plan and final RESILIENCY PLAN	Low enrollments and lack of appropriately qualified personnel to teach coursework
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Faculty in the School of Education will simplify the curriculum at both the undergraduate and graduate levels. Over the past five years, annual headcounts of students in the programs and program variations listed above range from 0 to 7 students. These programs also present significant staffing challenges as they require very specific faculty qualifications, (some of which are mandated by the state in order to award teaching licenses and endorsements). The School of Education has recommended the programs and program variations listed above for elimination. These proposed eliminations will allow School of Education faculty to streamline and strengthen existing programmatic offerings.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Dean's Office	0.00	Unclassified	SOU Foundation		
Education	2.00	Faculty			
Education	1.24	Unclassified			
Education	1.00	Classified			
Education				\$12,000	
Subtotals	4.24			\$12,000	\$449,015
TOTAL SAVINGS					\$461,015

Hannon Library

Hannon Library will undergo a comprehensive program review to establish an operational structure that reflects the evolving role of the library within the broader university community and to meet the needs of a more focused university. Because academic programs will be impacted during the next three years, the library will retain the current faculty but eliminate 2.33 FTE from staff positions until there is more clarity around the needs of the university, faculty, and students. This review will occur in over the course of Fall and Winter terms with a final report due in May 2026.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Hannon Library	0.33	Unclassified			
Hannon Library	2.00	Classified			
Hannon Library				\$82,400	
Subtotals	2.33			\$82,400	\$195,296
SAVINGS					\$277,696

STUDENT AFFAIRS AND DEAN OF STUDENTS

The Dean of Students Office will transition several positions from 12-month contracts to 10-month contracts to minimize costs. It also plans to shift funding for one UCAM coach to Incidental Fee funding as a result of decisions students made last year to provide access to a coach and mentor for all students.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Dean of Students	0.34	Unclassified			
UCAM	0.00	Unclassified	Incidental Fee		
Other offices	0.34	Classified			
Disability Resources				\$23,427	
Subtotals	0.68			\$23,427	\$77,507
TOTAL SAVINGS					\$100,934

NOTE: The Student Incidental Fee will relieve the E&G Budget by supporting 0.4 FTE of the UCAM personnel portfolio. This will be subject to ASSOU Student Fee Allocation Committee decisions each year.

UNIVERSITY ADVANCEMENT

The largest component within University Advancement is the Development Program, which is funded almost entirely by the SOU Foundation. The foundation's mission is "to secure private philanthropic support to advance SOU and to invest and manage gifts responsibly to honor donors' wishes." This is the basis for moving the General Fund portion of the salary of five members of the Development team to the SOU Foundation for the duration of the current fundraising campaign. Two planks in the SOU Forward plan are devoted to revenue generation and diversification, both of which can be influenced and impacted by garnering additional philanthropic support. Additionally, Alumni Relations works in tandem with the Development Program and is focused on fostering relationships and cultivating alumni to engage with students and also by identifying potential future philanthropic supporters. The Executive Committee of the SOU Foundation approved the university's request on August 6, 2025, with savings retroactively generated starting on July 1, 2025.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Alumni Relations	0.00	Unclassified	SOU Foundation	\$6,400	
Development	0.00	Unclassified	SOU Foundation		
Development	0.00	Unclassified	SOU Foundation		
Development	0.00	Unclassified	SOU Foundation	\$21,000	
Development	0.00	Unclassified	SOU Foundation		
Development	0.00	Unclassified	SOU Foundation		
Subtotals	0.00			\$27,400	\$508,689
TOTAL SAVINGS					\$536,089

NOTE: The SOU Foundation will relieve the university's E&G budget by funding five development positions and one Alumni Relations position through the remainder of the university's comprehensive fundraising campaign.

FINANCE AND ADMINISTRATION

Regardless of size, the university will always require employees who oversee payroll, human resources, finance, facilities, etc. These are overhead costs that are critical to maintaining an infrastructure, irrespective of size or acreage. It should be noted that this unit's area reduced its workforce significantly during SOU FORWARD, and it is currently operating at minimum scale.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
VP Office	0.80	Unclassified			
Business Services	1.00	Classified			
Sustainability	0.00	Unclassified	Grant/Gift		
Info Tech	1.00	Unclassified			
Equipment Purch				\$100,000	
Subtotals	2.80			\$100,000	\$484,802
TOTAL SAVINGS					\$584,802

NOTE: The university's E&G budget will be relieved by using grant and gift fund revenues that will offset expenses currently paid by the General Fund.

INTERCOLLEGIATE ATHLETICS

Athletics at a regional university are often used to drive enrollment and retention of students. That is true at SOU, where more than 450 men and women compete in sports ranging from football and softball to wrestling and beach volleyball. SOU's student-athletes also retain above 90% and are enrolled in some of the university's most academically challenging majors. At present, SOU uses tuition remission dollars to recruit students for its 17 sports, allowing student-athletes to share their status as a scholarship athlete. In this final RESILIENCY PLAN, athletics will reduce its allocation of tuition remission dollars over the next four years and also reduce the rosters of several sports during the upcoming seasons. This strategy will achieve greater savings for the institution than the elimination of entire sports. The goal is to maintain university enrollment while also reducing the amount of General Fund dollars supporting the program. This plan also eases the burden on Student Incidental Fee dollars.

IMPACT ON GENERAL FUND BUDGET

Department	FTE Reduction	Classification	Alternative Funding Source	S & S Budget Savings	General Fund Salary Savings
Athletic Remissions				\$380,000	
Athletic Admin				\$320,000	
Athletics IFC				\$300,000	
Athletic Admin	0.50	Unclassified			\$27,562
Subtotals	0.50			\$1,000,000	\$27,562
TOTAL SAVINGS					\$1,027,562

NOTE: The reduction of athletic funding is projected to save the university's E&G Budget \$718,000 and the Student Incidental Fee by \$300,000. It should be noted that the savings will be generated over three years, and then maintain those savings indefinitely.

IMPACT ON WORKFORCE

While consequences of this RESILIENCY PLAN work remain essential to the future of the university, they are nonetheless emotional and challenging for the entire campus community. University leaders are committed to helping all employees, regardless of whether they are departing or will remain on campus. We recognize that healing is needed in order for us to move forward in unison. To be sure, the scope of the RESILIENCY PLAN impacts every program and person on campus.

University leaders also recognize that SOU FORWARD left in its wake a workforce that expressed deep concerns about increasing workloads—feeling as though they were asked to do more with less. Therein lies the fundamental difference between SOU FORWARD and this RESILIENCY PLAN. SOU FORWARD reduced expenditures in a more opportunistic way; many savings garnered through personnel reductions took advantage of planned retirements and the elimination of unfilled positions. In essence, the plan did not eliminate work. The RESILIENCY PLAN calls for the strategic reduction of programs, thereby reducing the workload of remaining university staff and faculty.

Additionally, the ability to use philanthropic dollars to strategically fund university positions will continue to bend the cost curve and reduce pressure on General Fund dollars.

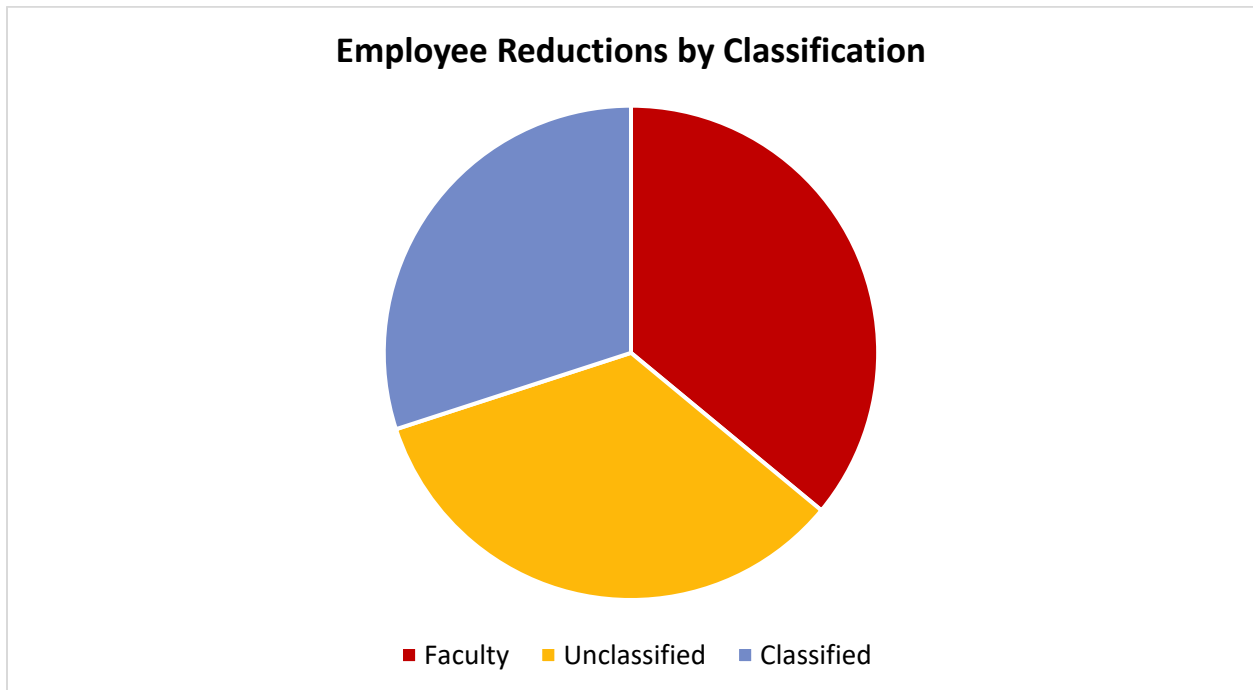
Resiliency Reductions

	FACULTY	UNCLASSIFIED	CLASSIFIED	TOTALS
Vacancies	7	2	3	12
Alternate Funding Source	3	13	1	17
Retirements/Resignations	8	5	1	14
12->10 month/11->10 month	0	2	4	6
Reduced FTE	3	0	0	3
Eliminations	7	6	5	18
TOTALS	28	28	14	70
	40%	40%	20%	100%

SOU Forward Reductions

	FACULTY	UNCLASSIFIED	CLASSIFIED	TOTALS
Vacancies	6.24	12.55	17.35	36.14
Volunteer Reductions	0.71	1	0	1.71
Retirements	14.4	2	1	17.4
Eliminations	5.68	9.2	11.7	26.58
TOTAL	27.03	24.75	30.05	81.83
% of FTE Reductions	33%	30%	37%	100%

Total Reductions: SOU Forward and Resiliency Plan



	FACULTY	UNCLASSIFIED	CLASSIFIED	TOTALS
RESILIENCY PLAN	28.00	28.00	14.00	70.00
SOU FORWARD	27.03	24.75	30.05	81.83
TOTALS	55.03	51.75	44.05	151.83
	36%	34%	30%	100%

PROJECTED SAVINGS

The table below provides an overview of the anticipated savings to the General Fund and other institutional funds as a result of the RESILIENCY PLAN.

BY AREA	AMOUNT
President's Office	\$ 601,771.00
Provost's Office	\$ 369,240.00
Honors College	\$ 481,532.00
College of Arts & Humanities	\$ 1,717,379.00
College of Natural & Social Sciences	\$ 1,379,988.00
School of Business	\$ 161,597.00
School of Education	\$ 461,015.00
Hannon Library	\$ 277,696.00
Student Affairs	\$ 100,934.00
University Advancement	\$ 536,089.00
Finance & Administration	\$ 584,802.00
Intercollegiate Athletics	\$ 1,027,562.00
Additional Remissions	\$ 2,015,000.00
Contracts	\$ 1,000,000.00
TOTAL	\$ 10,714,605.00

CONCLUSION

The university's last five years have been marked by unprecedented fiscal crises. As caretakers of this cherished institution, university leaders recognized the need for dramatic transformational change. While the RESILIENCY PLAN does not guarantee a future without challenge, it does position SOU to better navigate the uncertainties that lie ahead. This transformation will create a more focused, responsive, and resilient university—one better positioned to be of service to our students, our community, and our state for generations to come.