Southern Oregon University, Internal Control Environment Self-Assessment

BACKGROUND
Southern Oregon University has achieved a number of successes over the last five years. Our student retention rate increased from 64.7% in Fall 2005 to 69.4% in Fall of 2010, which contributed to a long list of firsts for our Fall 2011 enrollment:

- Headcount of 6,744 and FTE of 4,678, both all time records, with FTE representing a 24.4% growth over Fall of 2006;
- Largest new transfer class;
- Largest international enrollment;
- Largest underserved population enrollment;
- Listed by the NY Times as one of the “hidden gems” of higher education;
- Named one of the 100 “Cool Schools” by the Sierra Club;
- Ranked in the top 30 in the “Masters Universities” category by The Washington Monthly magazine.

This growth has been achieved through a disciplined approach to recruiting, retention and educational opportunities as outlined in our strategic plan while simultaneously coming to terms with state funding reductions, a tightening economy, a higher reliance on alternative revenue source, and reduced administrative staffing. SOU is planning for the future via new programs in emerging media and digital arts, environmental studies, outdoor adventure leadership, and applied science that will continue to set SOU apart from other choices in higher education.

The challenges associated with growth and success mandate a review of our control structure as we are required to continue best practices without additions to staffing.
Included in Moss-Adams' “best practices” letter from the 2009-2010 financial statement audit was a recommendation that the Board “obtain a self assessment of each institution’s finance and accounting departments that focuses on staffing levels, skill sets, education, and experience of its personnel.” This was in reference to the auditors’ concerns regarding the System’s control environment.

As noted by OUS in its self-assessment, profound changes in the overall organization structure within the System have occurred over the past 15 years. These changes have significantly impacted the authority and responsibility of finance staff at all levels of the organization. With the passing of Senate Bill 242 the changes will be even more prominent.

Over the last several years, in response to the changing financial environment, SOU has made a shift in budgeting practices to a Responsibility Centered Management (RCM) approach. RCM is designed to decentralize the budgeting process, placing the responsibility at the department level. Theoretically this gives the departments both incentive and financial accountability for their performance. The implementation of RCM requires that departments have sufficient staffing and staff knowledge to create the budgets, review financial reports and act upon the information gleaned. This is increasingly difficult given the current financial climate and the challenge of providing adequate staffing.

**CONTROL ENVIRONMENT DEFINED**

The control environment, as established by the university’s administration, sets the tone and expectations for the organization and influences the control consciousness of its employees. Likewise, leadership within each department, area, or activity of the university establishes a local control environment. The control environment is the foundation for all components of internal control, providing discipline and structure and includes the following elements:

- Integrity and ethical values;
- Management philosophy, expectations and operating style;
- Organizational structure;
- Assignment of authority and responsibility;
- Human resource policies and practices;
- Competence and integrity of personnel;
- Training & communication;
- Risk assessment;
- Ongoing monitoring and assessment;

Our self-assessment found the control environment to be adequate and functioning as intended.

**ACTION PLAN FOR RECOMMENDED SELF-ASSESSMENTS**

*Assessment of Certain Control Environment Attributes*

The institution President will perform a self-assessment designed to ensure that general policies and procedures are in place that foster a strong top down approach to control. The assessment process should ensure that:

- The ethics and conflict of interest policies codified by ORS 244 are communicated to all personnel at least annually.

2
• The System’s financial irregularities policy is communicated to all personnel regularly. Business Services also conducts regular training sessions, including a day long campus training session, on a wide variety of subjects, opening with a segment that discusses the system financial irregularities policy.

• The institution’s information security policy is received by each employee at the time of being hired, and is communicated to all personnel at least annually.

• All System and institution policies are made available via the institution’s web site as appropriate (http://www.sou.edu/policies/).

• The President recently sent out a campus-wide letter that emphasizes the importance of having good internal controls and compliance with procedures, policies, rules, regulations, and laws. This will be a standard annual practice. The letter also clearly assigns the responsibility for internal controls and compliance upon each officer and employee. The letter contains references to the applicable policies, procedures, regulations, and laws.

• All officers and selected staff have been trained on the basics of internal controls, where internal controls exist, and the importance of each employee’s role in the internal control system. The level of training and education may vary depending upon the degree of responsibilities of the employee. Training should include familiarizing the employees in communicating improvements of internal controls as well as reporting possible waste, fraud, or abuse in conformance with applicable policies and procedures.

• Appropriate employee background checks are done with each new employee hire.

• An ongoing risk assessment and mitigation plan is in place.

• Other processes and procedures designed to foster a strong internal control environment are considered and implemented as appropriate.

Assessment of Staffing Levels, Skill Sets, Education, and Experience

The auditor’s recommendation focused on the staffing levels, skills, education, and experience of finance and accounting personnel. In order to perform the recommended self assessment, a review of the University’s organizational structure is necessary to identify the departments to be assessed. This includes a focus on increased levels of cross training and succession planning. To be most responsive to the focus of the external auditors, this review is focused on the Business Services and Budget and Fiscal Planning units within the Finance and Administration (F&A) division of the institution.

The President of the university is primarily responsible for leading and facilitating this review. Chancellor’s staff briefed the presidents on this project in August 2011, and provided high-level training regarding the framework for internal control. The Vice President for Finance and Administration is primarily responsible for conducting this review. The Vice President for Finance and Administration and the department head for each area selected in this process should perform the following:

• Validate the department’s mission and objectives, confirming that the following specific responsibilities are included in both the Finance and Administration division and the Business Services department mission and objectives:
  ▪ Develop and maintain a sound internal control structure,
  ▪ Ensure that the financial statements of the university are prepared in conformity with GAAP (Generally Accepted Accounting Principles) and OUS policies are included in the department’s mission and objectives.
• Assess the department’s organization structure against its mission and objectives, confirming that the business services and the budget and fiscal planning units are, to the extent possible, appropriately segregated.
• Assess the skill sets, education, training, and experience of departmental personnel against both its organization structure and its mission and objectives, ensuring that the combination of these attributes possessed by key personnel is appropriate.
• Evaluate whether the department has adequate human and financial resources to ensure the effective and efficient attainment of its mission and objectives.
• Develop an action plan to appropriately address any deficiencies noted.

Each institution will report the results of their self-assessment to the Board’s Finance and Administration Committee utilizing a standard reporting format developed by the Chancellor’s Office.

RESULTS OF SELF-ASSESSMENT
Assessment of Control Environment Attributes
The President of SOU recently sent a letter to all faculty and staff discussing the importance of fostering a safe and ethical workplace environment. That letter (see Appendix A) included a link to all policies and specific links to the following policies:

• Ethics and Conflict of Interest
• Financial Irregularities -- FAD.001
• Information Security -- FAD.040

The OUS Associate Vice Chancellor for Finance and Administration and OUS Controller provided high-level internal control training to the Chancellor and campus presidents in August 2011. Additionally, an internal control training session is being developed by OUS. This will be shared with campuses for training of all relevant employees and will include at a minimum:

• The basics of internal controls,
• Where such internal controls exist,
• The importance of each employee’s role in the internal control system,
• A discussion on how to communicate recommended/implemented improvements of internal controls,
• How to report possible waste, fraud, or abuse in conformance with applicable policies and procedures.

SOU looks to utilize the OUS training program and tailor it to meet our needs.

SOU’s current control environment includes the following:

• Implementation of an employee background check process pursuant to OAR 580 - 023 - 0106.
• Creation of the SOU Policy Committee on October 22, 2008.
• Continuously monitoring risks, assessing, and implementing risk mitigation strategies, the Finance & Administration division periodically includes discussions of emerging risk areas and plans for appropriate mitigation of those risks in its regular staff meetings.
Internal control training will be conducted for each new Finance & Administration employee within the first six months of employment and for all administrative employees every two years.

Training for University personnel is conducted on a regular basis. Classes cover ethics and internal control issues including segregation of duties, budget management, safeguarding assets, proper review and approval of transactions, and reconciliation responsibilities and guidelines. Specific topics covered include travel, purchasing, procurement, contract administration, fixed asset management, procurement card administration, payroll administration, personnel management, accounting, grant award administration, and financial reporting. These trainings include information on key control elements and policies, as well as employee expectations and responsibilities related to financial integrity and internal control.

Assessment of Staffing Levels, Skill Sets, Education, and Experience

Mission Validation

The V.P. for Finance and Administration meets annually with his directors to discuss the mission and goals of the Finance and Administration division of SOU. The discussions center on the functions of these groups and includes a review of the attached position descriptions (Appendix B). The specific missions of all divisions were confirmed and the position descriptions for key positions will be modified to incorporate specific responsibilities for developing and maintaining an adequate and appropriate internal control structure.

Organization Structure

The organization structure (Appendix C) of the Finance & Administration division was reviewed by the V.P. for Finance and Administration and directors, to ensure that they adequately support the achievement of the unit’s mission. The structures are appropriately segregated where staffing is adequate, or mitigating control strengths exist, to ensure that the responsibilities for accounting and financial reporting are vested in individuals separate from those responsible for budgets and fiscal planning.

Skill Sets, Education, Training, and Experience

The skill sets, education, training, and experience of the Vice President for Finance and Administration and all employees within this organization were compiled and evaluated in conjunction with their related position responsibilities. All employees, including the senior level administrators, possessed appropriate and relevant undergraduate, graduate degrees, or related certifications, and experience where required. Of the 8 full-time V.P. and director positions within these units, 3 have bachelor’s degrees, 5 have master’s degrees, 5 have either a bachelor’s or master’s degree in either accounting or business administration, 1 has an Oregon CPA license. The V.P. for Finance and Administration and his Directors concluded that the skill sets, education, training, and experience of their staff are sufficient to support the mission of their respective departments.

1. In order to process the magnitude and volume of required financial activities, sufficient resources are required in the areas of processing-transactions in accordance with appropriate accounting rules, reporting requirements, and strong internal controls. These resources are currently stretched to the point that priorities are often evaluated to determine the order in which actions are to be taken. We utilize OUS Internal Audit, Moss Adams external audit, and internal staff to help identify risks and recommend actions to mitigate them. Business Services also conducts audits of departments including, but not
limited to, reviews of department procurement cards, reviews of departments taking credit
card payments, reviews of departments receiving and recording other revenue deposits that
are not already controlled through establish centralized processes. We believe that SOU
does not currently possess sufficient resources for an organization of its size and complexity.
There are concerns about the additional workloads that are added to existing expectations
as administrative positions are not filled and our student population increases, placing
further burden on an already burdened employee group. Employees work long hours in
order to maintain the high standards of accounting financial reporting.

Should resources become available in the future, areas that have seen significant workforce
reductions should be restored to levels that provide adequate staffing to handle the
increased workloads and further strengthen our internal control of assets.

Independent internal and external audits are routinely conducted on our campus each year.
SOU is responsive to findings and implements recommendations appropriately and in a
timely manner. Auditors typically follow up with assessments on the implementation of
recommendations.

Taxation expertise is thin for SOU as it is within OUS. We believe the risk for SOU is minimal
and any tax issues that might arise can be dealt with by seeking external expertise. SOU
supports an OUS coordinated approach to meeting needs on a system-wide basis.

2. The Directors within the Finance and Administration division have a broad and diverse
experience set. Of the 7 senior-level director positions within SOU's Finance and
Administration organization, 3 of the incumbents have 30+ years of relevant work
experience, 2 have 20+ years and all have over 9 years of relevant work experience. The risk
of turnover and loss of institutional knowledge in the near future could be an issue in
several positions.

3. An issue that increases this risk is that there are numerous distinct areas of technical
expertise represented in a relatively lean organization, increasing the risk that the loss of a
single individual will negatively impact ongoing operational responsibilities. In order to
mitigate this risk, all Directors will continuously improve desk manuals and cross-training
plans for all positions, with priority given to those positions that are responsible for daily
and monthly transaction processing and those that are of a highly technical nature.
Professional training is obtained on a regular basis, and succession planning is made a
priority. Additionally, it is important to enhance job satisfaction to help ensure retention of
staff. (See Appendix D for the education and experience of the senior level SOU Finance and
Administration division positions.)

Succession plans and options for key positions will also be developed for F&A departments,
providing resources are available. In addition, professional development is a priority, and is
reflected within SOU's overall institutional goals. Ongoing efforts will be targeted to
support these initiatives, providing resources are available.
Other Topics Identified in the OUS Self-Assessment for Campus Consideration

Adequacy of Technical Training, Including Banner System Training, Accounting and Budget Training

SOU maintains resources on-site to provide training in Banner, accounting, and budgeting. In addition, Datatel+SGHE provides training on a broad range of user topics. The OUS Fifth Site, which provides IT support for the four smaller institutions, provides backup training resources if needed as does borrowed resources from the three large institutions, on a case by case basis. Adequate training for the accounting and budget processes is provided through a combination of cross-training of individuals, policy and procedure desk manuals, and consultation with the other OUS institutions at functional meetings (of business affairs officers, budget officers, and payroll personnel). Nevertheless, more formalized processes across all of OUS for training in these areas would be an asset, given availability of adequate personnel and budgetary resources at the local level.

Adequacy of Staffing of Payroll and Human Resources Office Personnel

The smaller campuses have been asked to comment on the OUS statement that we “are challenged to maintain/retain adequate staffing of payroll and HR offices...” With payroll making up over 80% of the budgeted expenses, multiple arrays of employment capacities, and position turnover, the payroll staff faces ongoing challenges keeping the payroll system up to date. Current staff has been able to meet the challenge, and deliver accurate payroll each month. However, as a regional campus in a smaller market, we do face additional challenges when it comes to attracting qualified staff given the cost of living and budgetary constraints. SOU utilizes automated software opportunities (including Banner Workflow and People Admin software applications) in order to continue to address the issues surrounding the hiring and retention of employees. With greater focus being placed on the monitoring of resources through the RCM budget process, departments look for innovative, cost effective ways to address the need for meeting the impact of enrollment increases by hiring additional faculty through temporary appointments, utilizing adjunct faculty appointments, or through overload appointment. This results in the ongoing increase in activity passing through the HR and Payroll offices.

SOU has experienced turnover in both the payroll and human resources areas but believes that capable and knowledgeable personnel with appropriate credentials and internal control awareness have replaced departing personnel. Process documentation, cross-training, and available resources throughout OUS have proved sufficient to maintain productivity, though it does at times require significant work outside of office hours for payroll personnel. SOU is currently engaged in a search for a payroll manager. The payroll manager recently retired, but will continue on a temporary contract to provide for a smooth transition. A new highly qualified benefits specialist was hired and is quickly coming up to speed.

Adequacy of Staffing of Administrative and Finance Office Personnel

Ongoing budget reductions and increased workloads have contributed to a reduction in administrative and finance staff, which is a challenge considering the ongoing growth of accounting and compliance requirements, as follows:

- Maintaining sufficient staffing levels to ensure an adequate control environment and fiscal integrity.
- Responding to increased compliance and regulatory changes within current staffing levels.
- Providing opportunities for staff to attain continuing professional education and development, and network with other professionals in their fields.
• Evaluating salary equity to remain competitive and to attract and retain outstanding faculty and staff.
• Monitoring of daily workloads.
• Pursuing efficiencies to accommodate increased workloads while minimizing impact on staffing levels and control infrastructure, and ability to timely complete all assigned tasks.

Adequacy of Campus Capital Planning with Campus Strategic Planning

In April 2010, SOU updated its Campus Master Plan, which includes consideration of the campus strategic plan (http://sou.edu/president/pdf/SOU-Master-PlanUpdate_Approved-Final.pdf). The plan provides for the growth of enrollment through the ongoing development of a strong student life component on the campus which supports attracting and retaining students. This includes enhancing student housing opportunities by entering into a public/private partnership in an effort to build new replacement housing. This will not only replace existing outdated housing, but will also provide for the repurposing of Susanne Homes to an academic building. Five campus buildings have been identified as priority deferred maintenance projects. The University intends to pursue dedicated funding for these projects through the OUS Combined Deferred Maintenance and Seismic Remediation Program.

Internal Controls

SOU participates in the annual Oregon State Treasury PCI-DSS survey. It requires a cooperative effort, directed by Business Services, between Information Technology and campus departments that process electronic payment transactions. Identified risks are logged and scheduled for resolution. This is an operational compliance policy that will become a core training document outlining internal control and security protocols. All university staff processing electronic payment transactions are required to attend annual training provided by Business Services. Compliance review and training is ongoing.

Additional Factors Impacting Workload

• Training and implementation of the Cognos reporting tool.
• Increased utilization of Banner Workflow tool to automate more processes.
• Accounting for grants and contracts is largely centralized. This places extra pressure on accounting staff as SOU actively pursues research and other grant funding opportunities.
• Ongoing development of the RCM budget model to enhance the ability for SOU to be more entrepreneurial and adaptable.
• Passage of Senate Bill 242 has the potential to significantly impact budgeting and business processes throughout the University.
February 10, 2012

Dear Campus Community:

As we go about our workdays at SOU, we need to remember that we operate within numerous SOU and government regulations and policies designed to foster an ethical and secure workplace. As employees of a public university, we are committed to the highest standards of moral and ethical behavior.

The following items are particularly important:

- ORS Chapter 244 outlines ethics and conflict of interest policies that employees are required to follow as they conduct SOU business. (http://www.leg.state.or.us/orc/244.html)

- The financial irregularities policy sets forth responsibilities regarding the process for reporting known or suspected financial irregularities. (http://www.sou.edu/policies/Financial-Irregularities.pdf)

- SOU information security policy sets forth responsibilities relating to the security of electronic information systems and confidentiality of data. (http://www.sou.edu/policies/Information-Security.pdf)

- The OUS Students Records policy provides guidelines for maintaining the confidentiality of education records and monitoring the release of information from those records. (http://arcweb.sos.state.or.us/pages/rules/ous_500/ear_580/580_013.html)

- A comprehensive listing of SOU policies and links to OUS and Oregon Administrative Rules can be found at http://www.sou.edu/policies/

If you are aware of ethical and/or financial irregularities within your area, you must report them to your area administrator. Unit administrators are expected to forward reports of suspected irregularities to the Vice President for Finance and Administration as soon as they become aware of an incident. All parties involved with an irregularity must handle the reporting and investigation with utmost confidentiality and objectivity.

If you have questions regarding any of these policies, please ask your supervisor for clarification.

Thank you, as always, for the great work you do at SOU.

Sincerely,

Mary Cullinan
President

Office of the President
Church Hall 119
1250 Siskiyou Boulevard
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APPENDIX B

Position Descriptions
Southern Oregon University
Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name: Craig
Employee Last Name: Morris
Employee ID Number:

Position Title

Job Title: Vice President for Finance & Admin

Position Details

Effective Date of Change:
(If applicable)

Department Information

Department: Finance & Admin
Division: Finance and Administration
If this is a split appointment indicate which departments? n/a
College/School: Not Applicable
If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement? No Response
Departmental Users with Access: Sprague, Treasa
Job Location: Ashland
If other job location, please specify:
Supervisor Name: Mary Cullinan
Supervisor Phone: 552-6111

Position Information

Working Title: Vice President for Finance & Administration
Position Number: F99277
Class Code: UF101
FTE: 1.0
The Vice President is the chief fiscal officer, charged with the fiduciary integrity of the university and leadership for human, financial, and physical resources. The Vice President has direct responsibility for the budget office, human resource services, the physical plant, campus master planning and new construction, security and safety, and business services. The incumbent guides the development, implementation, and monitoring of SOU's operating and capital budgets, from multiple sources of funding (general funds, auxiliary enterprises, self support operations, private donations, and capital construction). The incumbent also oversees the development, implementation, revision and integration of finance and administration institutional policies and means of compliance with Board policy and applicable state and federal laws.

The position reports directly to the President and serves as a member of the executive team. The Vice President plays key roles in institutional planning and positioning, in forging community partnerships, and in advancing SOU's presence in the region, state, and nation. The Vice President has a significant role in representing SOU to the Oregon State Board of Higher Education, participates in statewide committees and initiatives, and works with Chancellor's Office staff and the other six universities in the system.

Effective performance of the duties outlined below requires an in-depth understanding of the mission of the institution and its various programs, a commitment to service through the various logistical and support functions, and the ability to work productively and smoothly with faculty, staff, students, and the public. The ability to successfully interact with a diverse population is a must.

The job requires a good deal of travel within the state and, to a lesser but important degree, out of state.

Masters degree or equivalent. Career must include at least seven years of successful leadership, management, and financial experience in a senior administrative capacity. Evidence of strong organizational, analytical, supervisory, and communication skills; experience integrating financial and strategic planning; knowledge of best practices in fiscal and other functions; ability to think creatively and strategically; and an understanding of the compelling mission, challenges, and governance of public higher education.

Preferred experience includes executive leadership in higher education administration and finance management as an associate vice president, comptroller, or above.

Yes

The following positions report directly to the VP for Finance & Administration:

Director, Financial & Business Services - 1.0 FTE
Director, Facilities Management & Planning - 1.0 FTE
Co-Directors (2) Campus Public Safety - 1.0 FTE total
Director, Human Resource Svcs. - 1.0 FTE
Administrative Svcs. Coordinator, Finance & Administration - 1.0 FTE
formulate, implement, evaluate, approve and/or modify department/university policy, procedures, and/or programs depending upon final approval by the president of the university.

Physical Demands:
(Physical requirements of the position)

Supervisory Responsibility

Lead work/Supervisory Responsibilities:

Plans Work
Assigns Work
Approves Work
Disciplines/Rewards
Responds to Grievances
Hire/Discipline/Dismiss
Transfer/Promote
Prepares/signs performance evaluation/salary recommendations

What percentage of time does this position perform lead work/supervisory duties?

95%

Budget Authority

Indicate the level of the position's responsibility for the development, control, and monitoring of budget.

*(Monitor means to review and approve expenses; control means to authorize budget transfer at the department level.)

Develops, monitors*, and controls*
Delegated authority to monitor budget

Check all that apply.

Indicate the size of the budget:

University Budget approx $85 M, Departmental Budget approx $7.3 M

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.

Yes

This position must possess and maintain a current, valid Driver License.

Yes

Salary Information

Pay Type: Salaried

FLSA: Exempt

Benefits Eligible: Yes

Work Hours: (note if flexible schedule)

Appointment Basis: 12 months

Salary/Rate (List annual 1.0 FTE salary for faculty/administrators): $156,000
Adjusted Appt. Salary
If unclassified hourly, not to exceed amount:

Classified Positions

Classified Position Type:
If limited duration is selected, indicate start and end date of appointment.

Classified Appointment Start Date:

SEIU Step:

Faculty Positions (including adjuncts)
Enter highest degree earned:

Terminal degree:

Faculty Rank:

Prior years in Rank:

Faculty Appointment Type:

Faculty Appointment Start Date:

Faculty Appointment End Date:

Faculty Disciplinary (CIP) Code:

Faculty Disciplinary (CIP) Title:

Faculty Disciplinary (CIP) Code Salary Adjustment:

Adjusted and Rounded Salary

Faculty Title:

Administrative Positions

Administrative Appointment Type: Renewable

Administrative Appointment Start Date: 07/01/2009

Administrative Appointment End Date:

Temporary Positions (excluding adjuncts)

Reason for Temporary Appointment:

Other Reason for Temporary Appointment:

Name of Employee on Approved Leave:
Temporary Appointment Start Date:

Temporary Appointment End Date:

Job Duties

Percent of Duty Total: 100

8 Records

% of Time

Responsibility / Duty

Budget and Fiscal Management

The VPFA guides and coordinates the development of the institution’s operating budget, including both state appropriations and tuition/fee revenues and the expenditures supported by these and other fund sources. Similarly, he or she supervises the budget work and expenditure oversight for other sources of funds, such as auxiliary enterprises and self support operations. He or she also supervises the forecasting, analysis and institutional research, which are integral to developing and evaluating the annual and biennial budget request (including tuition/fee levels) and allocation decisions, and ensures appropriate documentation of these processes.

30

The VPFA oversees all accounting, reporting, and fiscal control activities which ensure full and regular accountability and auditability of all institutional funds, thus ensuring the maintenance of prudent levels of fund and cash balances for the various fund categories. He or she has delegated authority to conduct final review and to sign all grant and contract applications for submission to federal, state, and other public and private agencies/organizations.

The VPFA serves as the financial liaison between the institution and the SOU Foundation, responsible for coordinating the inter-transactional activities and the agreement that describes the formal relationship between SOU and the SOUF, and assumes a similar role for other associated organizations, such as Jefferson Public Radio.

Campus Planning and Physical Facilities Management

The VPFA stewards the capital assets, and overall functioning and conditions of the physical plant. He or she is responsible for the overall maintenance and appearance of the Ashland and Medford campuses, including buildings and grounds, and the planning and execution of improvements thereto, working closely with the Director of Facilities Management and Planning and, in turn, with local and state government officials.

25

The VPFA oversees campus master planning for land and facilities design standards. The VPFA guides and coordinates the development of the institution’s capital budget requests over multiple biennia and involving multiple sources of funds. He or she is responsible for new capital construction and management of architectural and construction contracts, working with the Associate Vice President for Facilities Management. The VPFA coordinates the execution of the campus master plan and individual project plans (Education & General and Auxiliary Enterprises) and their prioritization within the capital funding requests submitted to the Chancellor and State Board of Higher Education for the capital construction and capital repair programs. He or she leads the review of and actions related to land acquisition and related financing and provides overall direction for planning and monitoring energy consumption and conservation.

Human Resources Administration

Working with the Director of Human Resources, the VPFA provides leadership for human resource policies and processes regarding affirmative action, benefits, workers’ compensation, and unemployment insurance. He or she participates in collective bargaining for both the teaching faculty and classified staff. He or she develops, coordinates, and administers personnel policies and programs and compensation plan for administrative, classified, and student employees, including contract administration to ensure that the terms of the SEIU Local 503, Oregon Public Employees Union contract are satisfied. These activities must be pursued in accordance with federal and state regulations as well as OUS and SOU policies and procedures. Under delegated authority, the Associate Vice President for Human Resources is responsible for appointing and terminating classified staff and handling grievances filed under the SEIU Local 503, OPEU contract or OUS/SOU personnel rules. As needed, the VPFA joins the Associate Vice President in meeting with supervisors, offering staff development and training programs, and in developing and monitoring the institutional compensation program for unclassified administrators.

15

Collective Bargaining and Contract Administration
The VPFA serves on the institution’s bargaining team, working with the chief negotiator for the OUS and the Provost in presenting factual material at the bargaining table and in analyzing proposals made by the Association of Professors of SOU Union.

An OUS agreement is negotiated with the SEIU Local 503, OPEU representing classified employees at this and other institutions in the system. The VPFA joins colleagues in working with the Chancellor’s Office to formulate positions on issues and formal offers to be presented at the bargaining table. His or her presence at that table and administration of matters related to the negotiated contract for classified staff is handled on a day-to-day basis through this office by the Associate Vice President for Human Resources.

Public and Environmental Health and Safety

The VPFA directs the planning and implementation of institution-wide safety and security measure to ensure a safe, healthful, and secure environment for study, employment, and visitation. He or she assures resources are deployed to achieve compliance with a wide range of federal, state, and local statutes. This will necessarily involve close and positive collaboration with public law and environmental enforcement agencies. The VPFA supports other executive officers, particularly those in Student Affairs, in their achieving program objectives.

Contract and Administrative Procedures Officer

Numerous contracts are prepared annually by departments throughout the institution. The VPFA has delegated authority to review and sign for these contracts, with advisory reviews by the Associate Vice President for Fiscal Affairs and a Contract Officer, who also possesses certain delegated authority. The Office of the VPFA is responsible for seeking appropriate legal review of these contracts from either the State Board’s counsel or the Department of Justice before these contracts are executed.

Under a statute adopted by the 1975 Legislative Assembly, rules to be adopted by the institution affecting the public (including students) must be adopted under the Administrative Procedures Act. The Vice President for Finance and Administration is responsible for ensuring that rules adopted by the institution are formatted, announced, and promulgated according to the requirements of the Secretary of State. Hearings are scheduled under prescribed guidelines when requested by those affected.

Institutional Policy and Accountability

The VPFA oversees the development, implementation, revision, and integration of institutional finance and administrative policies subject to the approval of the President and Board of Higher Education. S/he works with the University Policy Committee and other Vice Presidents in the development and approval of SOU finance and administrative policies, rules and regulations, and for the periodic review of existing ones to maintain accuracy and relevancy. The VPFA may assist the President and other senior officers to maintain compliance with all institutional policies and Board policies as well as applicable laws and rules. S/he ensures all policies developed in the Finance and Administration division comport with legal requirements and support SOU’s mission, and are in accord with all existing OUS and SOU rules, policies, and regulations. At the request of the President, the Incumbent may serve as principle officer for securing legal advice regarding interpretations and applications of institutional policies, rules, regulations, and application laws. S/he is responsible for clear and accurate communication and documentation of finance and administrative policies and changes to them, and continuously seeks ways to enhance accessibility, understanding, and appropriate interpretation.

SOU Representative at Statewide Meetings:
Chancellor’s Office Administrative Council - Meetings are held by the Vice Chancellor for Finance and Administration to discuss matters related to business, fiscal, human resources, and other administrative activities germane to the system and the Individual institutions.
Human Resources briefings - Held periodically to orient institution representatives about rules, regulations, and programs affecting OUS employees e.g., program changes pending before, and approved by, the Public Employee Benefits Board.
Ad Hoc committees and task forces - The VPFA participates on various task forces, work groups, and steering committees charged with developing or evaluating administrative and financial activities.

University Committee and Council Assignments:
Cabinet - Attends weekly staff meeting of the President with all Vice Presidents.
Executive Council - Attends bi-weekly meeting with President, Vice Presidents, Deans, and other key administrators.
Business Affairs Council - Chairs bi-weekly staff meeting with all directors and associates and some representatives from Academic and Student Affairs.
University Planning Committee - Serves as President’s assigned representative to this standing committee,
which addresses resource planning issues.
Financial Management Work Group - Convenes monthly the Associate Vice President for Fiscal Affairs,
Financial Services Director, accounting and budget staff, and, on an invited basis, other managers who have
fiscal responsibilities in order to understand and monitor the financial well-being of the institution and its
units.
University Budget Committee - Serves as a permanent member of this standing committee. Works closely
with the Chair in the development and distribution of the annual budget to department chairs and
administrative units.

5 Professional Service:
The VPFA serves as the principal representative to organizations such as the National Association of College
and University Business Officers and Its Western affiliate and the College and University Personnel
Association. Also may serve as an evaluator for the Northwest Commission of Schools and Colleges in the
areas of financial management and physical resources.

Community Partnerships and Service:
The Vice President joins the President and other Vice Presidents in partnerships throughout communities of
SOU's region and Oregon as a whole. Examples include service clubs, the City of Ashland, the City of
Medford, Chambers of Commerce, and others.

Pay Index Code

1 Record

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Date ______________________ Signature of Supervisor

Date ______________________ Signature of Employee
Southern Oregon University

Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name: Joseph

Employee Last Name: Coppersmith

Employee ID Number:

Position Title

Job Title: Budget Director

Position Details

Effective Date of Change:
(If applicable)

Department Information

Department: Finance & Admin

Division: Finance and Administration

If this is a split appointment indicate which departments?

College/School: Not Applicable

If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement?

This search is not a direct appointment

Departmental Users with Access: Sprague, Treasa

Job Location: Ashland

If other job location, please specify:

Supervisor Name: Craig Morris

Supervisor Phone: 552-6319

Position Information

Working Title: Budget Director

Position Number: F98747

Class Code: UF301

FTE: 1.0
The Budget Director, along with the Director of Business Services, assists the Vice President for Finance and Administration in assuring the financial integrity of the institution. The Budget Director provides oversight over the entire annual and biennial budget building processes. He/she provides guidance and support to the campus regarding budget development, allocation of resources, and general monitoring of the institution's budgets and resources. He/she works closely with the Oregon University System (OUS), the President's Cabinet and Executive Council, and the SOU Budget Committee.

- Must be a graduate of an accredited college or university with at least a bachelor's degree in Finance, Accounting, Economics, Business Administration, or equivalent.
- A minimum of 5 years of progressively responsible leadership experience in budget/finance. Experience must include demonstrated effectiveness in budget modeling, the application of technologies, data analysis and presentation, and leadership in budget development.
- Must be able to work with large data bases and complex computerized budget models.
- This position requires effective oral and written communication skills, and sound supervisory experience.
- Ability to understand and uphold university policy and demonstrate high ethical standards.
- Experience with/Ability to interact with a diverse population.

- A Master's degree in related field.
- Budget experience in higher education is preferred.
- Experience in Banner and BI-Query preferred.

Does this position coordinate the work of others?
Yes

1.5 FTE Unclassified staff

They physical requirements of this position include use of a computer, sitting, and standing.

Supervisory Responsibility

Lead work/Supervisory Responsibilities:

- Plans Work
- Assigns Work
- Approves Work
- Disciplines/Rewards
- Responds to Grievances
- Hire/Discipline/Dismiss
- Transfer/Promote
- Prepares/signs performance evaluation/salary recommendations

What percentage of time does this position perform lead work/supervisory duties?
10%
Budget Authority

Indicate the level of the position's responsibility for the development, control, and monitoring of budget.

*(Monitor means to review and approve expenses; control means to authorize budget transfer at the department level.)*

Develops, monitors*, and controls*
Delegated authority to monitor budget
Limited approval authority for purchase

Check all that apply.

Indicate the size of the budget:

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.

This position must possess and maintain a current, valid Driver License.

Yes

Salary Information

Pay Type: Salaried

FLSA: Exempt

Benefits Eligible: Yes

Work Hours:
(note if flexible schedule)

Appointment Basis: 12 months

Salary/Rate (List annual 1.0 FTE salary for faculty/administrators):

75,000 (71,550 @ 4.6% reduction)

Adjusted Appt. Salary

$42,013 (@ 4.6% reduction 11-30-09 - 6-30-10)

If unclassified hourly, not to exceed amount:

Classified Positions

Classified Position Type:

If limited duration is selected, indicate start and end date of appointment.

Classified Appointment Start Date:

SEIU Step:

Faculty Positions (including adjuncts)

Enter highest degree earned:

Terminal degree: Yes
Faculty Rank:

Prior years in Rank:

Faculty Appointment Type:

Faculty Appointment Start Date:

Faculty Appointment End Date:

Faculty Disciplinary (CIP) Code:

Faculty Disciplinary (CIP) Title:

Faculty Disciplinary (CIP) Code Salary Adjustment:

Adjusted and Rounded Salary

Faculty Title:

Administrative Positions

Administrative Appointment Type: Renewable

Administrative Appointment Start Date: 11/30/2009

Administrative Appointment End Date: 6/30/2010

Temporary Positions (excluding adjuncts)

Reason for Temporary Appointment:

Other Reason for Temporary Appointment:

Name of Employee on Approved Leave:

Temporary Appointment Start Date:

Temporary Appointment End Date:

Job Duties

Percent of Duty Total: 100

7 Records

<table>
<thead>
<tr>
<th>% of Time</th>
<th>Responsibility / Duty</th>
</tr>
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<tbody>
<tr>
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<td>Lead the process of developing the SOU annual and biennial budget for all fund groups, in conjunction with the President, VPFA, cabinet, executive council, budget committee, OUS, and campus departments. Working with the budget committee, develop and distribute the annual budget calendar and related instructions and oversee the budget development process.</td>
</tr>
<tr>
<td>20</td>
<td>Develop, implement, and maintain models to use in projecting tuition revenue, state funding, payroll, benefit costs, Services &amp; Supplies expense, capital outlay, fund transfers, and fund balances.</td>
</tr>
<tr>
<td>20</td>
<td>Perform in-depth analysis and presentation of complex budget, financial, enrollment, and HR data to Cabinet, Executive Council, Budget Committee, University Planning Council, and the campus community.</td>
</tr>
<tr>
<td>15</td>
<td>Provide training, support, and functional guidance for campus-wide department financial/budget staff.</td>
</tr>
</tbody>
</table>
Maintain position control for the institution. Verify availability of budgeted funding for personnel actions. Maintain vacant position reports for both OUS and institution.

Committee work, required professional development activities, community/public service etc., and other duties not listed earlier.

10 1) Serve on campus governance committees.
    2) Attend at least one professional development conference per year (funds available).
    3) Attend OUS Budget Director meetings.
    4) Serve on OUS committees and task forces as requested.

5 Perform other related duties incidental to the work described above.

Pay Index Code

1 Record

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Date ___________________________________________ Signature of Supervisor

Date ___________________________________________ Signature of Employee
Southern Oregon University

Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name:  Steven
Employee Last Name:  Larvick
Employee ID Number:  
Position Title
Job Title:  Director of Business Services

Position Details
Effective Date of Change:  
(if applicable)

Department Information

Department:  Business Services
Division:  Finance and Administration

If this is a split appointment indicate which departments?

College/School:  Not Applicable

If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement?

No

Departmental Users with Access:  Sprague, Treasa
Job Location:  Ashland

If other job location, please specify:

Supervisor Name:  Craig Morris
Supervisor Phone:  541-552-6319

Position Information

Working Title:  Director of Business Services
Position Number:  F99612 00
Class Code:  UF301
FTE:  1.0
The position is located in Ashland, Oregon, on the main campus of Southern Oregon University. The Director of Business Services is responsible for Business Office operations including oversight of campus accounts receivable, accounts payable, general accounting, travel, purchasing, administration of grants and contracts, payroll, student loan accounting/billing, and the campus Print and Copy Center operations. The office operations are an important component to the overall campus business and accounting activities. Business Services has nineteen employees, excluding student employees.

The Director of Business Services is responsible for the day-to-day activities of the Bursar/Cash Management, Purchasing/Contracting, Travel, Accounting, Payroll, Student Perkins Loans, and Print & Copy Center operations. The position assures compliance with Federal and State laws and regulations, as well as OUS and institutional policies and procedures, as well as insuring adequate internal control procedures.

- Bachelors Degree in business, accounting, or related field with a minimum of five years of experience in business administration and accounting.
- Two years of supervisory experience.
- Strong analytical, communication, and mathematical skills.
- Familiarity and experience with finance and human resource information systems, as well as extensive knowledge of Microsoft Office products including Excel and Word.
- Master's degree in business, accounting, or related field.
- Experience and knowledge of the SunGard Banner software product.
- Experience with federal, state, and OUS laws, regulations, and policies.
- Commitment to continuous improvement and learning.
- Ability to manage conflict and disagreements in a respectful and professional manner.

Minimum Qualifications:
(Fundamental/critical requirements of the position)

Preferred Qualifications:
(Preferred qualifications that are not essential to performance of duties)

Does this position coordinate the work of others?

Yes

If yes, coordination duties must be described above. Please indicate the type, number, and total FTE of those whose work is coordinated:

Decision Making Authority:
(Breadth/scope of decision making authority; authority to approve/implement/modify policy, procedures, programs)

Physical Demands:
(Physical requirements of the position)

Supervisory Responsibility

Lead work/Supervisory Responsibilities:

- Plans Work
- Assigns Work
- Approves Work
- Disciplines/Rewards
- Responds to Grievances

Sitting at/using a computer for extended periods of time.
Hire/Discipline/Dismiss
Transfer/Promote
Prepares/signs performance evaluation/salary recommendations

What percentage of time does this position perform lead work/supervisory duties?
25

Budget Authority
Indicate the level of the position's responsibility for the development, control, and monitoring of budget.
*(Monitor means to review and approve expenses; control means to authorize budget transfer at the department level.)

Develops, monitors*, and controls*

Check all that apply.

Indicate the size of the budget:

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.

Yes

This position must possess and maintain a current, valid Driver License.

Yes

Salary Information

Pay Type: Salaried

FLSA: Exempt

Benefits Eligible: Yes

Work Hours: (note if flexible schedule)

Appointment Basis: 12 months

Salary/Rate (List annual 1.0 FTE salary for faculty/administrators):
$76,824 @1.0FTE with increases and furlough

Adjusted Appt. Salary
$76,824 with furlough reduction, Tier 3 @ 2.54%

If unclassified hourly, not to exceed amount:

Classified Positions

Classified Position Type:

If limited duration is selected, indicate start and end date of appointment.

Classified Appointment Start Date:

SEIU Step:
Faculty Positions (including adjuncts)
Enter highest degree earned:
Terminal degree:
Faculty Rank:
Prior years in Rank:
Faculty Appointment Type:
Faculty Appointment Start Date:
Faculty Appointment End Date:
Faculty Disciplinary (CIP) Code:
Faculty Disciplinary (CIP) Title:
Faculty Disciplinary (CIP) Code Salary Adjustment:
Adjusted and Rounded Salary
Faculty Title:

Administrative Positions
Administrative Appointment Type: Renewable
Administrative Appointment Start Date: 12/01/2009
Administrative Appointment End Date:

Temporary Positions (excluding adjuncts)
Reason for Temporary Appointment:
Other Reason for Temporary Appointment:
Name of Employee on Approved Leave:
Temporary Appointment Start Date:
Temporary Appointment End Date:

Job Duties
Percent of Duty Total: 100

3 Records
% of Time
Responsibility / Duty

Business Services Administration: Plans, organizes directs and controls Business Services operations to insure convenient, cost-effective, and efficient delivery of services to customers (students, faculty, staff, vendors, federal and state agencies, and the public). Responsible for setting policies, developing departmental goals
and objectives through developing annual and long-range plans for advancing operations in light of policy changes and advancements in new technologies in order to enhance the overall effectiveness and efficiencies in the administering Business Services programs. Responsible for implementing policies established by the Board, Chancellor's Office, and Controller's Office, as they relate to: overall integrity of financial transactions being posted to the accounting records, accounts receivable, accounts payable, grants & contracts, payroll, travel, audits, establishment and adherence to internal controls, and records retention. The office operations are vital to the operations of the university. Responsible for processing and reporting all financial transactions for the institution in accordance with Generally Accepted Accounting Programs (GAAP) and within OUS Fiscal Policies. Responsible for recruitment, retention, and development of Business Service staff.

The size and scope of the programs reporting to the director is considerable. The Purchasing Department oversees purchases of equipment, supplies, and services of approximately $9m per year, off of more 23,000 invoices produced campus wide each year; maintain payroll records for over 600 faculty and staff, and over 1,000 students, amounting to approximately $50m per year; oversee the posting of over 4,000 journal voucher entries being posted annually throughout the campus; oversee the accounting for in excess of 100 federal/state/private grant awards received by the campus each year; oversee the posting and collections of annual charges being placed on student accounts in excess of $55m per year; the Student Loan operations manages the billing and collections on over $4m in outstanding student loans funded by programs outside of the Federal Direct Loan Program.

Directly supervise 6 unclassified, and 2 classified, positions. Indirectly supervise 1 unclassified, and 10 classified positions. Directly oversee the department operating budget of approximately $2m.

Special Projects and Assignments: Regularly manages, conducts, and participates in special projects for implementing technology, improving customer services, developing and implementing new institutional policies and procedures, and developing new programs and approaches. Some projects are self-initiated; some are at the request of the Vice President for Administration and Finance; some at the request of the Chancellor's Office. Most have campus-wide impact, and many are OUS system-wide projects.

Represents the university at various OUS-wide, and institutional, committees. Responsible for coordinating all audit efforts, and responses, with internal and external auditors.

Provide direct support to the Vice President for Finance and Administration through research and analysis, and providing support in his absence.

Pay Index Code

1 Record

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Date

Signature of Supervisor

Date

Signature of Employee
Southern Oregon University Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name: Stephen
Employee Last Name: Ross
Employee ID Number:

Position Title

Job Title: Director of Campus Public Safety

Position Details

Effective Date of Change:
(if applicable)

Department Information

Department: Campus Public Safety
Division: Finance and Administration
If this is a split appointment indicate which departments?
College/School: Not Applicable
If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement?
No Response
Departmental Users with Access: Sprague, Treasa
Job Location: Ashland
If other job location, please specify:

Supervisor Name: Craig Morris
Supervisor Phone: 552-6319

Position Information

Working Title: Director of Campus Public Safety
Position Number: F6HSEC 00
Class Code: UF301
FTE: 0.5
If FTE varies over 12 months, list dates and FTE:

The Finance and Administration division provides administrative services to the campus in the areas of Safety, Security, Human Resources, Business Services, Administrative Computing, Facilities Maintenance, and Budget. The Security Department serves Southern Oregon University in providing a safe and secure campus environment for University staff, faculty, students, residents, and visitors, as well as protecting campus property. The Department achieves this mission by establishing, recommending, and enforcing related campus policies and procedures and programs and providing appropriate training for University personnel and students. The Department patrols, enforces, prosecutes and investigates criminal activities and violations of local state or federal law in concert with outside law enforcement agencies. The Director reports to the Vice President for Finance and Administration, and is responsible for carrying out activities that support the Department's mission and serving as the liaison between the University and law enforcement agencies for public relations, coordination of enforcement, and prosecution. In addition, the Director is responsible for structuring, implement, and continuously updated the University's emergency preparedness program.

In addition, the Director is responsible for parking and transportation on campus as well as parking enforcement.

Bachelor's Degree and a minimum of five years experience in increasing responsibility in supervising or managing a campus public safety organization or a public law enforcement field unit. Ability to interpret and apply applicable laws, rules and regulations, ability to react quickly and calmly in emergency situations, ability to enforce laws and policies tactfully and with respect for the rights of others. Ability to communicate effectively, prepare records and reports, work well with diverse groups, and provide effective leadership.

Current and valid driver's license, a clean driving record, and clearance to drive on SOU business. Criminal background check is required. Must be able to pass the ORPAT and Campus Public Safety Course certification at the Oregon Public Safety Academy or possess current equivalent certification from another state.

Experience in higher education public safety.

Yes

Supervision: Has responsibility for pre-employment selection and supervision, evaluation, and training and development of campus patrol officers and student personnel. Establishes standard operating procedures and monitors performance and professional conduct.

This position works under the general direction of the Vice President for Finance and Administration and has the authority to develop or recommend campus security policies, programs and procedures, as well as evaluate and modify them as necessary. The position has the authority to carry out the responsibilities of this position with independence and discretion, without having to obtain prior approval.
Physical Demands: The position requires the ability to drive, sit, stand, walk, run and
detain others who may be held for investigation or possible arrest.

Supervisory Responsibility

- Plans Work
- Assigns Work
- Approves Work
- Disciplines/Rewards
- Responds to Grievances
- Hire/Discipline/Dismiss
- Transfer/Promote
- Prepares/signs performance evaluation/salary recommendations

Lead work/Supervisory Responsibilities:

What percentage of time does this position perform lead work/ supervisory duties? 20

Budget Authority

Indicate the level of the position's responsibility for the development, control, and monitoring of budget.
*(Monitor means to review and approve expenses; control means to authorize budget transfer at the department level.)

Develops, monitors*, and controls*

Check all that apply.

Indicate the size of the budget: $465,758 CPS/$323,181 Parking

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.

Yes

This position must possess and maintain a current, valid Driver License.

Yes

Salary Information

Pay Type: Annually

FLSA: Exempt

Benefits Eligible: Yes

Work Hours:
(note if flexible schedule)

Appointment Basis: 12 months

Salary/Rate (List annual 1.0 FTE salary for faculty/administrators):

$66,888

Adjusted Appt. Salary $33,456 (@.5)

If unclassified hourly, not to exceed amount:
**Classified Positions**

Classified Position Type:

If limited duration is selected, indicate start and end date of appointment.

Classified Appointment Start Date:

SEIU Step:

**Faculty Positions (including adjuncts)**

Enter highest degree earned:

Terminal degree:

Faculty Rank:

Prior years in Rank:

Faculty Appointment Type:

Faculty Appointment Start Date:

Faculty Appointment End Date:

Faculty Disciplinary (CIP) Code:

Faculty Disciplinary (CIP) Title:

Faculty Disciplinary (CIP) Code Salary Adjustment:

Adjusted and Rounded Salary

Faculty Title:

**Administrative Positions**

Administrative Appointment Type: Renewable

Administrative Appointment Start Date: 07/01/2009

Administrative Appointment End Date: 06/30/2010

**Temporary Positions (excluding adjuncts)**

Reason for Temporary Appointment:

Other Reason for Temporary Appointment:

Name of Employee on Approved Leave:

Temporary Appointment Start Date:

Temporary Appointment End Date:

Job Duties
Percent of Duty Total: **100**

**6 Records**

**% of Time**

**Responsibility / Duty**

Program and Department Administration:
Coordinates staff efforts in crime prevention, patrol operations, criminal investigations, and communications to provide protection for University personnel, students, guests, and property.

Reviews case reports and patrol logs to keep abreast of campus activity. Follows up on investigations of criminal activities on campus, and violations of campus policies and rules applicable to employees and students. Reviews and follows up on cases regarding the violation of campus residence rules and student conduct policies and reviews cases with the dean of Students and Residential Life management.

Writes and promulgates campus security policies and procedures. Enforces policies and regulations on campus and interfaces with local, state, and federal law enforcement agencies as necessary.

Provides safety and security prevention and education programs to the University community to enhance awareness of security issues and safe practices.

**40** Issues written correspondence and reports; and oversees and maintains all department records and files.

Manages and monitors the department budget.

Coordinates with other campus departments in enforcing and administering policies and programs.

Develops, reviews for modification, and implements the campus emergency preparedness program. Conducts training in emergency preparedness and responsiveness.

Responsible for carrying out applicable objectives of the University’s affirmative action program and risk management objectives.
Serves as a liaison with community leaders and neighborhoods adjacent to the campus regarding the impact of campus security measures and incidents.

Serves as a member of the Business Affairs Counsel.

Supervision: Has responsibility for pre-employment selection and supervision, evaluation, and training and development of campus patrol officers and student personnel. Establishes standard operating procedures and monitors performance and professional conduct.

Committee and Meeting Participation: Attends on and off campus committee and group meetings to address security and traffic issues. On campus meetings include the Sexual Assault Prevention Committee, Alcohol Policy and Practices Committee, Alliance of Community Agencies, student senate, faculty senate, weekly student discipline meetings, etc. Off campus meetings include the chamber of Commerce 4th of July Planning Committee, Jackson County Emergency Preparedness Committees (and subcommittees), Law Enforcement Agency Heads Association, and Region Five Training Council, etc.

Training: Provides periodic in-service officer safety or skills maintenance training for Department personnel; provides or presents conflict or compliance management lectures; coordinates emergency exercises and provides instruction on unified Incident Command System (emergency management); develops training courses related to campus security policies; provides instructions or lectures for new students during orientation and recruitment workshops; and oversees students' practicum or Capstone projects with the Security Department.

Special Events: Coordinates security needs for special events such as, but not limited to, athletic games, concerts, exhibitions, dedications, gala openings, parades, convocations, commencement, etc.) and meets with other law enforcement agencies in coordination of same.

Management of Data and Information: Maintains campus security web pages, and weekly security logs; oversees the publication of the Campus Security Brochure, and compiles statistics to meet annual reporting requirements to the federal government.

**Pay Index Code**

**2 Records**
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Date

Signature of Supervisor

Date

Signature of Employee
Southern Oregon University
Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name: Richard
Employee Last Name: Walsh
Employee ID Number:

Position Title

Job Title: Director of Campus Public Safety

Position Details

Effective Date of Change:
(if applicable)

Department Information

Department: Campus Public Safety
Division: Finance and Administration

If this is a split appointment indicate which departments?

College/School:

If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement?

No Response

Departmental Users with Access:
Sprague, Treasa
Rodriguez, Eric
Ross, Stephen

Job Location:
Ashland

If other job location, please specify:

Supervisor Name: Craig Morris
Supervisor Phone: 552-6319

Position Information

Working Title: Director of Campus Public Safety
Position Number: F6HSEC 00
Class Code: UF301
0.5

Position Summary:

The Finance and Administration division provides administrative services to the campus in the areas of Safety, Public Safety, Human Resources, Business Services, Administrative Computing, Facilities Maintenance, and Budget. The Security Department serves Southern Oregon University in providing a safe and secure campus environment for University staff, faculty, students, residents, and visitors, as well as protecting campus property. The Department achieves this mission by establishing, recommending, and enforcing related campus policies and procedures and programs and providing appropriate training for University personnel and students. The Department patrols, enforces, prosecutes and investigates criminal activities and violations of local state or federal law in concert with outside law enforcement agencies. The Director reports to the Vice President for Finance and Administration, and is responsible for carrying out activities that support the Department’s mission and serving as the liaison between the University and law enforcement agencies for public relations, coordination of enforcement, and prosecution. In addition, the Director is responsible for structuring, implement, and continuously updated the University’s emergency preparedness program.

Bachelor’s Degree and a minimum of five years experience in increasing responsibility in supervising or managing a campus public safety organization or a public law enforcement field unit. Ability to interpret and apply applicable laws, rules and regulations, ability to react quickly and calmly in emergency situations, ability to enforce laws and policies tactfully and with respect for the rights of others. Ability to communicate effectively, prepare records and reports, work well with diverse groups, and provide effective leadership.

In addition, the Director is responsible for parking and transportation on campus, as well as parking enforcement. Current and valid driver’s license, a clean driving record, and clearance to drive on SOU business. Criminal background check is required. Must hold or have held within the last five year a supervisor certificate from DPSST or possess current equivalent certification from another state.

Preferred Qualifications:
Experience in higher education public safety
Possess ICS training 100, 200, 300, 400, 700

Yes

Decision Making Authority:
Supervision: Has responsibility for pre-employment selection and supervision, evaluation, and training and development of campus patrol officers and student personnel. Establishes standard operating procedures and monitors performance and professional conduct.

This position works under the general direction of the Vice President for Finance and Administration and has the authority to develop or recommend campus security policies, programs and procedures, as well as evaluate and modify them as necessary. The position has the authority to carry out the responsibilities of this position with independence and discretion, without having to obtain prior approval.
Physical Demands: The position requires the ability to drive, sit, stand, walk, run and detain others who may be held for investigation or possible arrest.

**Supervisory Responsibility**

- Plans Work
- Assigns Work
- Approves Work
- Disciplines/Rewards
- Responds to Grievances
- Hire/Discipline/Dismiss
- Transfer/Promote
- Prepares/signs performance evaluation/salary recommendations

**Lead work/Supervisory Responsibilities:**

What percentage of time does this position perform lead work/ supervisory duties?

- 20

**Budget Authority**

Indicate the level of the position's responsibility for the development, control, and monitoring of budget.

*(Monitor means to review and approve expenses; control means to authorize budget transfer at the department level.)*

- Develops, monitors*, and controls*

Check all that apply.

Indicate the size of the budget:

- 465,758 CPS/323,181 Parking

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.

- Yes

This position must possess and maintain a current, valid Driver License.

- Yes

**Salary Information**

- Pay Type: Salaried
- FLSA: Exempt
- Benefits Eligible: Yes

**Work Hours:**

(note if flexible schedule)

- 12 months

**Appointment Basis:**

- 12 months

**Salary/Rate (List annual 1.0 FTE salary for faculty/administrators):**

- $66,888

**Adjusted Appt. Salary**

- $21,652.68 beginning 10-31 (based on $32,286.84 (@ 3.46% reduction @ .5 FTE $33,456 @.5 unreduced)

If unclassified hourly, not to exceed amount:
Classified Positions

Classified Position Type:

If limited duration is selected, indicate start and end date of appointment.

Classified Appointment Start Date:

SEIU Step:

Faculty Positions (including adjuncts)

Enter highest degree earned:

Terminal degree: No

Faculty Rank:

Prior years in Rank:

Faculty Appointment Type:

Faculty Appointment Start Date:

Faculty Appointment End Date:

Faculty Disciplinary (CIP) Code:

Faculty Disciplinary (CIP) Title:

Faculty Disciplinary (CIP) Code Salary Adjustment:

Adjusted and Rounded Salary

Faculty Title:

Administrative Positions

Administrative Appointment Type: Renewable

Administrative Appointment Start Date: 10/31/2010

Administrative Appointment End Date: 06/30/2011

Temporary Positions (excluding adjuncts)

Reason for Temporary Appointment:

Other Reason for Temporary Appointment:

Name of Employee on Approved Leave:

Temporary Appointment Start Date:

Temporary Appointment End Date:

Job Duties
Responsibility / Duty

Program and Department Administration:
Coordinates staff efforts in crime prevention, patrol operations, criminal investigations, and communications to provide protection for University personnel, students, guests, and property.

Reviews case reports and patrol logs to keep abreast of campus activity. Follows up on investigations of criminal activities on campus, and violations of campus policies and rules applicable to employees and students. Reviews and follows up on cases regarding the violation of campus residence rules and student conduct policies and reviews cases with the dean of Students and Residential Life management.

Writes and promulgates campus security policies and procedures. Enforces policies and regulations on campus and interfaces with local, state, and federal law enforcement agencies as necessary. Develops and submits changes in Oregon Administrative Rules relevant to parking enforcement.

Provides safety and security prevention and education programs to the University community to enhance awareness of security issues and safe practices.

Issues written correspondence and reports; and oversees and maintains all department records and files.

Manages and monitors the department budget.

Coordinates with other campus departments in enforcing and administering policies and programs.

Develops, reviews for modification, and implements the campus emergency preparedness program. Conducts training in emergency preparedness and responsiveness.

Responsible for carrying out applicable objectives of the University's affirmative action program and risk management objectives.

Serves as a liaison with community leaders and neighborhoods adjacent to the campus regarding the impact of campus security measures and incidents.

Serves as a member of the Business Affairs Counsel.

Supervision: Has responsibility for pre-employment selection and supervision, evaluation, and training and development of campus patrol officers and student personnel. Establishes standard operating procedures and monitors performance and professional conduct.

Committee and Meeting Participation: Attends on and off campus committee and group meetings to address security and traffic issues. On campus meetings include the Sexual Assault Prevention Committee, Alcohol Policy and Practices Committee, Alliance of Community Agencies, student senate, faculty senate, weekly student discipline meetings, etc. Off campus meetings include the chamber of Commerce 4th of July Planning Committee, Jackson County Emergency Preparedness Committees (and subcommittees), Law Enforcement Agency Heads Association, Traffic Appeals Board, and Transportation Planning and Parking Committee, etc.

Training: Provides periodic in-service officer safety or skills maintenance training for Department personnel; provides or presents conflict or compliance management lectures; coordinates emergency exercises and provides instruction on unified Incident Command System (emergency management); develops training courses related to campus security policies; provides instructions or lectures for new students during orientation and recruitment workshops; and oversees students' practicum or Capstone projects with the Security Department.

Special Events: Coordinates security needs for special events such as, but not limited to, athletic games, concerts, exhibitions, dedications, gala openings, parades, convocations, commencement, etc.) and meets with other law enforcement agencies in coordination of same.

Management of Data and Information: Maintains campus security web pages, and weekly security logs; oversees the publication of the Campus Security Brochure, and compiles statistics to meet annual reporting requirements to the federal government.
<table>
<thead>
<tr>
<th>Index Code</th>
<th>Activity Code</th>
<th>% Split</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>PKGFEF</td>
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<td>44.66</td>
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</tr>
<tr>
<td>SECURE</td>
<td></td>
<td>55.34</td>
<td></td>
</tr>
</tbody>
</table>

Date                  Signature of Supervisor

Date                  Signature of Employee
Southern Oregon University
Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name: Bradley
Employee Last Name: Christ
Employee ID Number:

Position Title

Job Title: Chief Information Officer

Position Details

Effective Date of Change:
(if applicable)

Department Information

Department: Information Technology
Division: Finance and Administration

If this is a split appointment indicate which departments?

College/School:

If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement?

No Response

Departmental Users with Access:

White, Mary

Job Location:

Ashland

If other job location, please specify:

Supervisor Name:

Craig Morris, Vice President for Administration & Finance

Supervisor Phone:

541-552-6323

Position Information

Working Title:

Chief Information Officer

Position Number:

F98687

Class Code:

UF301

FTE:

1.0
If FTE varies over 12 months, list dates and FTE:

The Chief Information Officer (CIO) provides leadership and oversight to the University's Information Technology (IT) department and works collaboratively to develop and implement IT strategies that align with the University's mission, strategic plans, and goals. The CIO actively participates in the University's strategic planning process by identifying and communicating the technology implications for the strategic plan and anticipating relevant changes and emerging trends in information technology. The CIO advises the President and his/her executive staff on critical matters related to information technology. Major areas of responsibility include strategic planning, policy development, integrated implementation and management of infrastructure, systems and human and fiscal resources, staff leadership and development, project management leadership, and user support systems and processes.

The CIO is responsible to develop, articulate, and implement SOU's strategy for information and communication technologies to position and support the administrative, academic, research, business, and community needs and visions of the University. The CIO will guide and promote change, develop campus-wide information technology standards, facilitate access and information sharing and ensure the optimum use of resources to maintain excellence of operations.

Span of responsibility includes Information Systems, Network Services, Media Services, Help Desk/Training, Desktop Services and Distance Learning technology. The CIO works closely with the Technology Council, the Library, the Center for Teaching and Learning, Academic Affairs, Business Affairs, Students Affairs, Academic Deans, Executive Director of Outreach and Engagement Programs and other technology-intensive units, and OUS technology leaders, to advise, plan, determine needs, and formulate action plans to achieve strategic goals of the institution and the Oregon University System.

The CIO reports to the Vice President for Finance and Administration with a dotted line reporting relationship to the Provost.

Master's Degree in related field, and a minimum of 10 years management experience in the information technology field in an institution of higher education. Demonstrated management ability is essential, and a record of success in strategic planning, leadership, and effective management of fiscal and human resources. Experience with/ability to interact with a diverse population.

Familiarity with Sungard Banner products, course and content management systems, scheduling systems.

Preferred Qualifications:
(Preferred qualifications that are not essential to performance of duties)

Does this position coordinate the work of others?

Yes

Minimum Qualifications:
(Fundamental/critical requirements of the position)

If yes, coordination duties must be described above. Please indicate the type, number, and total FTE of those whose work is coordinated:

9 Unclassified; 17 Classified; 17 students (2.15 student FTE)

Under the general direction of the Vice President for Finance and Administration, the Chief Information Officer has full authority to manage ongoing operations of the Information Technology
Decision Making Authority:
(Breadth/scope of decision making authority; authority to approve/implement/modify policy, procedures, programs)

This position spends the majority of time in meetings, sitting, or working at a computer. There are no special physical requirements for this position. Travel to Oregon University System and state meetings is required.

Supervisory Responsibility

Lead work/Supervisory Responsibilities:

Plans Work
Assigns Work
Approves Work
Disciplines/Rewards
Responds to Grievances
Hire/Discipline/Dismiss
Transfer/Promote
Prepares/signs performance evaluation/salary recommendations

Budget Authority

What percentage of time does this position perform lead work/supervisory duties?

20%

Develops, monitors*, and controls*

Check all that apply.

Indicate the size of the budget:

$3,840,000

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.

Yes

This position must possess and maintain a current, valid Driver License.

Yes

Salary Information

Pay Type: Salaried

FLSA: Exempt
Benefits Eligible: Yes
Work Hours: (note if flexible schedule)
Appointment Basis: 12 months
Salary/Rate (List annual 1.0 FTE salary for faculty/administrators): $108,000.00
Adjusted Appt. Salary $25,652 starting 4-4-11 (on base of $104,263.20 @3.46% reduction)
If unclassified hourly, not to exceed amount:

Classified Positions

Classified Position Type:
If limited duration is selected, indicate start and end date of appointment.
Classified Appointment Start Date:

SEIU Step:

Faculty Positions (including adjuncts)
Enter highest degree earned:
Terminal degree: No
Faculty Rank:
Prior years in Rank:
Faculty Appointment Type:
Faculty Appointment Start Date:
Faculty Appointment End Date:
Faculty Disciplinary (CIP) Code:
Faculty Disciplinary (CIP) Title:
Faculty Disciplinary (CIP) Code Salary Adjustment:
Adjusted and Rounded Salary
Faculty Title:

Administrative Positions

Administrative Appointment Type: Renewable
Administrative Appointment Start Date: 04/04/2011
Administrative Appointment End Date: 06/30/2011
**Temporary Positions (excluding adjuncts)**

**Reason for Temporary Appointment:**

**Other Reason for Temporary Appointment:**

**Name of Employee on Approved Leave:**

**Temporary Appointment Start Date:**

**Temporary Appointment End Date:**

**Job Duties**

**Percent of Duty Total:** 100

<table>
<thead>
<tr>
<th>6 Records</th>
<th>% of Time</th>
<th>Responsibility / Duty</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30</td>
<td>Operational Leadership: Provide project management leadership to strategic systems projects, monitoring development to ensure that timelines and budgets are met. Ensure that IT units meet accreditation standards; participate in Outcomes Assessment and other strategic initiatives.</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Staff Leadership: Lead, manage and develop a staff of technical professionals plus part-time student workers. Provide operational leadership to the managers and staff of the Information Technology department. Guide the team in research and decision making on long-term goals and on response techniques to maintain stability and achieve short-term objectives. Ensure that human and computer resources are managed for maximum returns and uptime in a safe, secure, efficient and cost effective environment. Ensure that operating and capital budgets are used efficiently for optimal utilization of human, fiscal and physical resources. Maintain a high level of performance by recruiting, selecting, developing, motivating and evaluating staff. Approve hiring, assessment, and dismissals of staff by managers. Establish standards for communication and performance levels. With managers, determine appropriate work assignments, outcomes assessments, and performance monitoring methods and tools.</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Collaboration With Other Units/Departments: Work closely with other departments and faculty members in grant development to ensure adequate information resources are/will be available to support their goals and objectives. Coordinate the use of information technology resources with constituents across the university community. Work with the Vice President for Finance &amp; Administration in budget preparation and resource allocation related to IT. Support the University Foundation in building partnerships and fund raising for information technology.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Strategic Planning: Determine future major technological directions to complement University strategic plans. Actively participate in University strategic planning. Establish and lead planning processes for acquisition and use of computing resources; provide input and leadership to planning groups as required to develop goals, timelines, and strategies for academic and administrative computing and communications. Work collaboratively with faculty and stakeholders. Within the context of the strategic planning, develop IT policies, practices and standards in coordination and collaboration with stakeholders, to implement orderly planning, purchasing and installation of an information technology infrastructure to support SOU’s strategic initiatives and curriculum.</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Research, Development and Outreach: Provide information and recommendations to administration and faculty on relevant developments in the fields of information technology and telecommunications and their implications for traditional instruction and distance learning. Continually assess technical advances, planning methodologies, use of technology in teaching/learning and administrative applications in industry and academia. Provide input to senior management in the development and management of business strategies, particularly those involving technology. Negotiate and approve contracts for maintenance and acquisition of hardware and network components, physical facilities, and application systems that are scalable to meet current and future university needs. Seek and administer grants. Nurture relationships with eternal contractors, vendors and consultants. Support current and potential University strategic partnerships by maintaining a network of colleagues and members of the community. Represent the University on state-wide committees and task forces, and in industry and community interest groups. Seek opportunities for revenue and funding in technology sectors.</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Other duties as assigned.</td>
</tr>
<tr>
<td>Pay Index Code</td>
<td>1 Record</td>
<td></td>
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<tr>
<td>---------------</td>
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<td></td>
</tr>
<tr>
<td>Index Code</td>
<td>Activity Code</td>
<td>% Split</td>
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<tr>
<td>ITSDOE</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
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<table>
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<tr>
<th>Date</th>
<th>Signature of Supervisor</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Signature of Employee</th>
</tr>
</thead>
</table>
Southern Oregon University
Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name: Jay
Employee Last Name: Stephens
Employee ID Number:

Position Title

Job Title: Director of Human Resources

Position Details

Effective Date of Change:
(If applicable)

Department Information

Department: Human Resource Services
Division: Finance and Administration

If this is a split appointment indicate which departments?

College/School:

If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement? No Response

Departmental Users with Access: Sprague, Treasa
Job Location: Ashland

If other job location, please specify:

Supervisor Name: Craig Morris
Supervisor Phone: 552-6319

Position Information

Working Title: Director of Human Resources
Position Number: F99731
Class Code: UF101
FTE: 1.0
This position is responsible for managing SOU human resource programs, including employment, employee and labor relations, classification and compensation, HR policy development and administration, employee recruitment and retention, training, benefits, personnel records and HR information systems. The Director provides leadership and is the chief HR advisor to University administrators and is responsible for ensuring compliance with applicable state and Federal laws and University rules and policies. The Director also serves as a coach to supervisory staff, and works collaboratively with departments and the unions to address management, staffing, and performance development needs.

Southern Oregon University is a supportive and inclusive campus community that embraces diversity of background, culture, belief, values, and thoughts. The Director is responsible for the implementation and management of SOU's civil rights, equal opportunity and affirmative action compliance programs and reporting to ensure campus-wide compliance, and is SOU's affirmative action officer for administrators and classified staff. In this capacity the Director works closely with the affirmative action officer: students (dean of students) and the affirmative action officer: faculty (associate provost) to review and investigate affirmative action, discrimination, and harassment complaints.

The position is responsible for overall administration of the department of human resources, including budget planning and management, setting goals and departmental objectives, staff assignments and organization, and direct supervision of four staff. The Director reports to the Vice President for Finance and Administration.

- A solid familiarity with human resource-related laws and compliance issues, strong organizational skills, and a record of accomplishment in HR leadership.

- A Master's degree in a related field and at least five years of human resource experience or the equivalent combination of education and experience.

- Experience in an Assistant, Associate, or Director role.

- The ability to communicate effectively with faculty, staff, administration and others, both verbally and in writing.

- Solid computer skills and experience using an integrated database.

- Dedication to SOU's powerful commitment to a diverse faculty, staff, and student body; sensitivity to a diverse learning environment; commitment to an atmosphere of respect.

- A skill set that ensures every student, faculty and staff member is a full member of the SOU community and that all community members recognize, promote, and take advantage of the educational and cultural value of diversity.

- HR certification and experience in higher education or a public
(Preferred qualifications that are not essential to performance of duties)
agency is preferred.

Does this position coordinate the work of others?
Yes

If yes, coordination duties must be described above. Please indicate the type, number, and total FTE of those whose work is coordinated:
4 Unclassified
4.0 FTE

Decision Making Authority:
(Breadth/scope of decision making authority; authority to approve/implement/modify policy, procedures, programs)
The Director has the authority to act independently in carrying out duties and responsibilities with minimal supervision. The scope of action related to major duties is not rigidly circumscribed by policy, law, rules, and regulations. However, the major responsibility is to assist with development, communication, and interpretation of University policies and rules that meet requirements established by Federal, State, OUS, and other relevant agencies' policies, laws, rules, and regulations.
Office activities, such as sitting at a desk, using a computer for extended periods of time, and answering phone calls. May be required to lift up to 50 lbs.

Physical Demands:
(Physical requirements of the position)

Supervisory Responsibility

Lead work/Supervisory Responsibilities:
Plans Work
Assigns Work
Approves Work
Disciplines/Rewards
Responds to Grievances
Hire/Discipline/Dismiss
Transfer/Promote
Prepares/signs performance evaluation/salary recommendations

What percentage of time does this position perform lead work.supervisory duties?
30

Budget Authority

Indicate the level of the position's responsibility for the development, control, and monitoring of budget.
*(Monitor means to review and approve expenses; control means to authorize budget transfer at the department level.)
Develops, monitors*, and controls*
Delegated authority to monitor budget
Limited approval authority for purchase

Check all that apply.

Indicate the size of the budget:
350,000-450,000

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.
Yes

This position must possess and maintain a current, valid Driver License.
Yes

Salary Information
Pay Type: Salaried
FLSA: Exempt
Benefits Eligible: Yes
Work Hours: (note if flexible schedule)
Appointment Basis: 12 months
Salary/Rate (List annual 1.0 FTE salary for faculty/administrators): $85,000
Adjusted Appt. Salary $13,676.50 (on base of $82,059 @3.46% reduction)
If unclassified hourly, not to exceed amount:

Classified Positions

Classified Position Type:
If limited duration is selected, indicate start and end date of appointment.
Classified Appointment Start Date:

SEIU Step:

Faculty Positions (including adjuncts)
Enter highest degree earned:

Terminal degree: No

Faculty Rank:
Prior years in Rank:

Faculty Appointment Type:
Faculty Appointment Start Date:
Faculty Appointment End Date:

Faculty Disciplinary (CIP) Code:

Faculty Disciplinary (CIP) Title:
Faculty Disciplinary (CIP) Code Salary Adjustment:

Adjusted and Rounded Salary

Faculty Title:

Administrative Positions

Administrative Appointment Type: Renewable
Administrative Appointment Start
Date: 05/02/2011

Administrative Appointment End Date: 06/30/2011

Temporary Positions (excluding adjuncts)

Reason for Temporary Appointment:

Other Reason for Temporary Appointment:

Name of Employee on Approved Leave:

Temporary Appointment Start Date:

Temporary Appointment End Date:

Job Duties

Percent of Duty Total: 110

9 Records
% of Time

Responsibility / Duty

20
Responsible for planning, organizing, directing, supervising, and evaluating the activities and functions of the Human Resources office. Provide management and oversight for all of the human resource programs, services, and functional areas for faculty, administrative, and classified employees.

Direct day-to-day operations of the office of Human Resources including selecting, training, supervision, and evaluation of human resources staff. Ensure quality employee relations, fair and equitable compensation decisions and opportunities for all employees, and policy-based recruitment and selection procedures. Oversee benefits counseling and administration.

Work with university units/departments as a facilitator of strategic human resource planning, organizational change, and transition management with the expectation of improved and efficient work processes and practices, cost savings, and collaboration between units; provide assistance with and interpretation of HR related policies, procedures, programs, laws, grievance settlements, and disciplinary action.

Apply technology to effectively and efficiently manage the University's Human Resource programs/services.

Provide representation for SOU on the statewide collective bargaining team for classified employees represented by Service Workers International Union (SEIU) and faculty collective bargaining team (APSOU).

Actively participate in University and OUS HR meetings.

Oversee the development of and monitor the delivery of a employee orientation and employee training programs.

Oversee training and development, affirmative action, compensation, recruitment and selection processes.

Other duties as assigned.

Pay Index Code

1 Record

Index Code Activity Code % Split Funding Source

HRCENEL 100
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<tr>
<th>Date</th>
<th>Signature of Supervisor</th>
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</table>

<table>
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<tr>
<th>Date</th>
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Southern Oregon University
Position

The Position form is used to record the duties, responsibilities, qualifications sought and fiscal impact of classified and nonclassified positions. This information is the basis for determining the title, salary rate, and Fair Labor Standards Act exemption status for positions. To achieve these purposes, it is essential that detailed and exact information pertaining to current duties, responsibilities, and qualifications be accurately recorded on this form.

Employee Details

Employee First Name: Drew
Employee Last Name: Gilliland
Employee ID Number: 

Position Title

Job Title: Director of Facilities Mgmt & Planning

Position Details

Effective Date of Change: 
(if applicable)

Department Information

Department: Facilities Mgt/Planning
Division: Finance and Administration

If this is a split appointment indicate which departments?

College/School: Not Applicable

If this is a direct appointment, will the recommended appointee be a SOU retiree, returning to the same position and job duties held at the time of retirement?

This search is not a direct appointment

Departmental Users with Access: Sprague, Treasa
Dentoni, Janet

Job Location: Ashland

If other job location, please specify:

Supervisor Name: Craig Morris
Supervisor Phone: 552-6319

Position Information

Working Title: Director of Facilities Management & Planning
Position Number: F98778
Class Code: UF301
Facilities Management & Planning (FMP) is responsible for the following: the operations and maintenance of University buildings and grounds; the planning, design and construction of new University facilities and remodels of existing buildings in coordination with the Campus Planning and Sustainability Officer; utilities operations; motor pool operations; property control; equipment inventory; and delivery services. The entire University is the recipient of services performed by FMP. The SOU campus consists of 175 acres of grounds, 140 acres of which are under active use and maintenance. FMP maintains 21 major buildings comprising over 1 million square feet of building space. FMP is staffed by 45 full-time personnel and is responsible for approximately 9% of the University's budget. The Director plans, organizes, directs, controls, and oversees all activities associated with the operations and maintenance of the University's buildings, grounds and utilities.

Bachelor's degree in related field or equivalent experience.

A minimum of 5 years of progressively responsible experience in facilities management with responsible charge of a facilities management organization, or a major component of one.

A thorough knowledge of facilities maintenance management

Excellent leadership skills as well as written, verbal, analytical and interpersonal communication skills.

A clear customer-service commitment and successful experience in managing change; demonstrated performance establishing and maintaining productive, collaborative relationships with a full range of internal and external constituencies.

Experience and awareness of energy conservation and environmentally sustainable practices.

Experience in higher education is highly desirable.

Experience in a unionized, skilled trades environment

Familiarity with computerized maintenance management systems

Yes

Decision Making Authority:
(Breadth/scope of decision making authority; authority to approve/implement/modify policy, procedures, programs)

This position has decision-making authority and discretion to formulate, implement, evaluate, approve and/or modify all policies, procedures, and programs within the Facilities Management & Planning Department. This position can recommend University policies relating to facilities. This position has signature authority for contracts and purchases up to $50,000. Contracts and purchases greater than $50,000 must be reviewed and approved by the Business Services Department.
Physical Demands: (Physical requirements of the position)
The physical requirements of this position include use of a computer, sitting, and standing.

**Supervisory Responsibility**

- Plans Work
- Assigns Work
- Approves Work
- Disciplines/Rewards
- Responds to Grievances
- Hire/Discipline/Dismiss
- Transfer/Promote
- Prepares/signs performance evaluation/salary recommendations

**Lead work/Supervisory Responsibilities:**

- What percentage of time does this position perform lead work/ supervisory duties?
  - 20

**Budget Authority**

Indicate the level of the position's responsibility for the development, control, and monitoring of budget.

*(Monitor means to review and approve expenses; control means to authorize budget transfer at the department level.)*

- Develops, monitors*, and controls*

Check all that apply.

- Indicate the size of the budget:
  - $4,000,000+

This position is designated as a critical, security-sensitive or safety-sensitive position; therefore, the incumbent must successfully complete a Criminal Background Check and be deemed fit for duty at placement and while serving in the position.

- Yes

This position must possess and maintain a current, valid Driver License.

- Yes

**Salary Information**

- Pay Type: Salaried
- FLSA: Exempt
- Benefits Eligible: Yes
- Work Hours: (note if flexible schedule)
- Appointment Basis: 12 months
- Salary/Rate (List annual 1.0 FTE salary for faculty/administrators): $85,000/$81,090 after 4.6% reduction
- Adjusted Appt. Salary: 70,840
- If unclassified hourly, not to exceed amount:
Classified Positions

Classified Position Type:

If limited duration is selected, indicate start and end date of appointment.

Classified Appointment Start Date:

SEIU Step:

Faculty Positions (including adjuncts)

Enter highest degree earned:

Terminal degree:

Faculty Rank:

Prior years in Rank:

Faculty Appointment Type:

Faculty Appointment Start Date:

Faculty Appointment End Date:

Faculty Disciplinary (CIP) Code:

Faculty Disciplinary (CIP) Title:

Faculty Disciplinary (CIP) Code Salary Adjustment:

Adjusted and Rounded Salary

Faculty Title:

Administrative Positions

Administrative Appointment Type: Renewable

Administrative Appointment Start Date: 09/01/2009

Administrative Appointment End Date: 06/30/2010

Temporary Positions (excluding adjuncts)

Reason for Temporary Appointment:

Other Reason for Temporary Appointment:

Name of Employee on Approved Leave:

Temporary Appointment Start Date:

Temporary Appointment End Date:

Job Duties
Percent of Duty Total: **100**

**9 Records**

<table>
<thead>
<tr>
<th>% of Time</th>
<th>Responsibility / Duty</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Directs the development and execution of all facilities operations, ensuring quality of services and adherence to budgetary demands.</td>
</tr>
<tr>
<td>20</td>
<td>Provides executive leadership to supervisors engaged in the functions of Building Maintenance, Utilities/HVAC, Custodial Services, Landscape Services, Lock Shop, Support Services, and Capital Repair.</td>
</tr>
<tr>
<td>10</td>
<td>Designs and executes an effective system of internal controls which provide reasonable assurance that operations are effective and efficient, assets are safeguarded, financial and other management information is reliable, and compliance is maintained with all laws, regulations, policies and procedures.</td>
</tr>
<tr>
<td>10</td>
<td>Identifies operational and maintenance priorities in response to University needs.</td>
</tr>
<tr>
<td>10</td>
<td>Assesses and establishes service delivery levels in accordance with industry standards and client expectations.</td>
</tr>
<tr>
<td>10</td>
<td>Develops and implements or recommends University policies and procedures on facilities-related issues.</td>
</tr>
<tr>
<td>10</td>
<td>Provides customer responsive and cost effective facilities-related services on a reimbursable basis to all auxiliaries.</td>
</tr>
<tr>
<td>5</td>
<td>Manages the institution motor pool and equipment pool including policies, planning, budget, staffing, acquisitions, operations reporting, maintenance (including preventative maintenance, and disposal for both pools.</td>
</tr>
<tr>
<td>5</td>
<td>Perform other related duties incidental to the work described above.</td>
</tr>
</tbody>
</table>

**Pay Index Code**

**1 Record**

<table>
<thead>
<tr>
<th>Index Code</th>
<th>Activity Code</th>
<th>% Split</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPADMN</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Date**

**Signature of Supervisor**

**Date**

**Signature of Employee**
Note: Positions in **BOLD** for self assessment.
### APPENDIX D

**SOU Finance and Administration**  
**Staff Education and Experience Summary – Director Level and Above**

<table>
<thead>
<tr>
<th>Department</th>
<th>Position Title</th>
<th>Education/Certifications/Specialized Training</th>
<th>Related Work Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance and</td>
<td>Vice President</td>
<td>• Masters in Management (Outstanding</td>
<td>37 years’ experience includes -</td>
</tr>
<tr>
<td>Administration</td>
<td>Finance and Administration</td>
<td>Participant award) ◦ BA</td>
<td>◦ 16 years private sector&lt;br&gt; ◦ Retail Controller&lt;br&gt; ◦ Regional Accounting Manager&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td>(1)</td>
<td></td>
<td>◦ Corporate finance &amp; accounting&lt;br&gt; ◦ 7 years Business Officer non-profit sector&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 14 years higher education&lt;br&gt; ◦ Director, Business Services&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ Director, Facilities&lt;br&gt; ◦ Associate VP, Budget &amp; Finance&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ VP Finance &amp; Administration</td>
</tr>
<tr>
<td>Budget</td>
<td>Director</td>
<td>• BS Accounting, minor Finance&lt;br&gt; Oregon CPA License</td>
<td>32 years experience includes –</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 2 years public accounting&lt;br&gt; ◦ 9 years corporate accounting&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 14 years corporate finance includes-&lt;br&gt; ◦ 3 years financial analysis&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 2 years asset management&lt;br&gt; ◦ 9 years tax credit syndication&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 3 years tax credit consultant&lt;br&gt; ◦ 1 year housing authority finance&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 2 years Higher Education</td>
</tr>
<tr>
<td>Business Services</td>
<td>Director</td>
<td>• Masters in Business Administration&lt;br&gt; BS Finance, minor Accounting</td>
<td>29 years of experience in Higher Education, includes -</td>
</tr>
<tr>
<td></td>
<td></td>
<td>◦ BS Criminology&lt;br&gt; 24 Post-Graduate hours in Business and Personnel Mgmt.</td>
<td>◦ 2 years in current appointment&lt;br&gt; ◦ 6 years director level appointments&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 20 years in management level appointments&lt;br&gt;</td>
</tr>
<tr>
<td>Campus Public Safety</td>
<td>Co-Director</td>
<td>• BS Criminology&lt;br&gt; 24 Post-Graduate hours in Business and Personnel Mgmt.</td>
<td>33 years of experience includes&lt;br&gt; ◦ 7 years Co-Director Campus Public Safety – SOU&lt;br&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>◦ 26 years Oregon State Police</td>
</tr>
</tbody>
</table>
| Campus Public Safety | Co-Director | • BA Criminology, SOU  
• DPSST Executive Certification.  
• IACP Leadership Certificate Numerous certificates in management and leadership  
• Emergency Management courses | 30 years of experience in law enforcement includes  
• Patrol officer  
• Detective  
• Defensive Tactics Instructor  
• Sergeant  
• Lieutenant  
• Deputy Chief - Commander of both Operations and Support  
• Incident Commander of various operations |
|----------------------|-------------|---------------------------------------------------------------------------------|
| Information Technology | Chief Information Officer | • Master of Urban and Regional Planning, concentration in finance and economic development  
• BA Political Science | 16 years IT experience includes  
• 15 years in higher education  
• 10 years director and assistant director level experience  
• 6 years system administration and technical experience |
| Human Resources | Director | • MPA, Emphasis in HR Management  
• BA History, Minor in Portuguese | 9 Years Human Resources Experience  
• 7 Years Higher Education |
| Facilities Management and Planning | Director | • M.S. Administration  
• M.S. Facility Management  
• BS Education | 20 years' higher education experience includes  
• 6 years facilities program management  
• 6 years Facilities and Student Rec. Center Director  
• 6 years Director of Buildings and Grounds  
• 2 years Director Facilities. |