### Mission

**Mission statement**

Southern Oregon University is a contemporary public liberal arts and sciences university. It provides access to opportunities for personal, intellectual, and professional growth through quality education and scholarship. The University is a vital partner in the healthy development of its region and state in association with civic, national, and international engagements. It is Oregon’s Center of Excellence in the Fine and Performing Arts.

*Note: this mission statement is being used for our accreditation self-study. However, it has never been discussed by the campus. A discussion of the SOU mission will take place this spring.*

### Focus on access to instructional programs

SOU offers programs on the main campus in Ashland.

SOU has been offering credit classes in Medford from seven different sites. The Higher Education Center, a collaboration between SOU and RCC, opens spring 2008 in Medford.

Programs delivered at a distance include: Business Regional Degree Completion, Criminology/Criminal Justice Regional Degree Completion and Master of Education: Reading Endorsement are delivered online only. Early Childhood Education, Master of Education and Master of Teaching are also delivered online. A new director of distance learning will be hired shortly to help us increase online access.

We are building opportunities for instruction at Crater Lake National Park and at the Deer Creek Center for Field Research and Education in the Illinois Valley near Selma, Oregon.

### Commitment to original research

Our strongest research commitment is to faculty-student basic and applied research at both the undergraduate and graduate levels. Faculty also actively seek grants for Scholarship or Innovation in Teaching, and Institutional Improvement.

### Scope & nature of public service

The university culture emphasizes service and engagement for faculty, staff, and students. Civic engagement is now a major signature of SOU. Every new student participates in public service, on or off campus. We have a new director of community-based learning, and our students and faculty work with agencies and other entities throughout the region. We have initiated a Sustainability Council to support environmental sustainability throughout the region. An SOU student has just won an Oregon Campus Compact student leadership award for her work on environmental issues.

SOU also fulfills its public service mission through programs such as the Non-Profit Management Certificate program, practica and internships, the Small Business Development Center, and Jefferson Public Radio.
### Programs

- **Programs of national distinction**

  **Theatre** majors reap the benefits of the University's close proximity to the Tony Award-winning Oregon Shakespeare Festival (OSF). The Theatre Department employs OSF actors, directors, and designers as guest artists and adjunct faculty, enabling students to work directly with professionals in their field. SOU is designated a Center of Excellence in the Fine and Performing Arts by the Oregon University System (OUS). The Theatre Teacher Training Program was presented with the Creative and Innovative Program Award for Most Outstanding Credit Program 2005 from the North American Association of Summer Sessions (NAASS). NAASS is an association of deans and directors of college and university summer programs located throughout the United States, Canada, and Mexico.

  **Undergraduate science, especially environmental science.** SOU undergraduate science programs offer students small classes, the opportunity to interact one-one and conduct research with faculty, and intern with organizations such as the U.S Fish and Wildlife Forensics Laboratory. *Outside Magazine* highlighted the Environmental Studies Program and SOU as number twenty in their “top forty universities to learn, live, work, and play.”

  **Music** degree course work combines class and individual instruction by nationally and internationally renowned artists with innovative computer-aided instruction. The American Band College is a masters degree 3-year summer program attended by over 300 music teachers from around the world.

- **High cost programs**

  The Fine and Performing Arts programs and Science programs are high cost; student-faculty ratios must be low, and space and equipment are specialized.

- **High demand programs**

  SOU Theatre Arts program is at capacity.

  Criminology has a student-faculty ratio over the system average and needs additional staffing.

  Science enrollments, especially in Chemistry and Computer Science enrollments are increasing.

  Early Childhood and Elementary Education undergraduate degree newly offered to meet the demand on the horizon for new teachers in our area.

  MBA program brought back in response to employers in the region.

- **Graduate/professional programs**

  SOU emphasis is on graduate programs that are practical and professional in nature such as Education, Business and Applied Psychology. Specialty Certificate programs also are offered in these areas.
### Students

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<tr>
<th>Admissions selectivity</th>
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<tr>
<td>The minimum high school grade point average for freshman admission to SOU is 2.75. The average high school GPA for entering freshmen is 3.21. The average SAT Math score is 503, below OUS average. The average SAT Verbal score is 514, which is also below the OUS average.</td>
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<tr>
<td>Students planning on transferring to SOU from an accredited college or university must have completed at least 36 quarter credits (24 semester credits) of transfer level credit and a minimum 2.25 grade point average. In Fall 2006, SOU had 192 community college students transfer in of which 112 were from Rogue Community College. Fifty-nine students transferred in from other OUS institutions.</td>
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<td>Sixty-eight percent of SOU students take advantage of some form of financial aid.</td>
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<th>Regional access</th>
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<td>In Fall 2006, SOU enrolled 3,907 students from Oregon; 63% of those students were from Jackson, Josephine and Klamath Counties.</td>
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<td>Videoconferencing equipment is used to deliver programs to the following sites outside of Jackson County: RCC in Grants Pass, OIT in Klamath Falls, UCC in Roseburg, SOCC in Coos Bay.</td>
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<td>The new SOU/RCC Medford Higher Education Center will be open in Fall 2008 and bring a unique academic partnership to the southern Oregon region’s hub of Medford.</td>
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<th>Diversity</th>
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<td>Ethnic Minorities constitute 12% of the SOU’s Fall 2006 student population. The largest is Hispanic/Latino, followed by Asian/Pacific American.</td>
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<td>Women represent 59% of the total Fall 2006 student population.</td>
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<td>SOU has the highest percentage of students with disabilities within the Oregon University System; 6.7% of our student population has registered with Disability Services as having a disability.</td>
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<th>Out-of-state &amp; international students</th>
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<td>Total students in Fall 2006 from outside Oregon is 1,095. Of those non-residents, more of our students came from California, Washington, and Hawaii than other geographic origins. International students represent 3% of the student population.</td>
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### Faculty

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<th>Teaching load expectations</th>
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<td>Teaching load expectations for SOU faculty are contained in our Faculty union (APSOU) contract. Most full-time faculty carry a full instructional load, which is typically 12 credits per term. In addition, faculty members are expected to advise students and engage in other faculty duties related to their academic appointment. Adjustments are made for those faculty who are engaged in substantial basic/applied research activities with externally funded grants or contracts. Faculty members who serve as chairs of their respective departments may also have a reduction in instructional load.</td>
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</table>
Research expectations

Basic and applied research provide opportunities for faculty-student collaboration at SOU. General guidelines contained in the SOU Faculty Senate By-Laws of the Constitution refer to academic scholarship for promotion and tenure. SOU allows greater breadth in considering promotions to consider the full scope of faculty activity and contribution to the institution. Promotion criteria is being reviewed over the next year.

The candidates for Assistant or Associate Professor must demonstrate continuing scholarship that maintains recognition by peers beyond the limits of the campus and local region. These goals may be attained by scholarly and creative activity including: curriculum development, the utilization of new technologies or instructional design methods, research, performance or exhibits for academic faculty in the arts, attendance at or participation in faculty seminars and meetings of professional and scholarly organizations directly related to the discipline taught, participation in the activities of regional or national scholarly and professional organizations, or by other means.

The candidate for Professorship must demonstrate a sustained record of scholarly or creative achievements and contributions in the discipline taught since promotion to Associate Professor, which may be evidenced in a wide variety of ways. National scholarly recognition appropriate for the discipline must also be demonstrated.

Faculty mix (research versus teaching, regular rank full-time versus adjunct or part-time)

Faculty with a PhD: 93%
(or highest degree in their field)

Regular Rank Full Time = 189 (79%)

Part-Time = 49 (21%)
## PART 2: Economic and Organizational Approaches

### Economic model

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<th>Current</th>
<th>2010</th>
<th>2015</th>
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<tr>
<td><strong>State funding</strong></td>
<td>$16.1M (budget)</td>
<td></td>
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<tr>
<td><strong>Tuition</strong></td>
<td>$18.7M (budget)</td>
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<tr>
<td><strong>Financial aid &amp; fee remissions</strong></td>
<td>$1.9M Fee Remissions</td>
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<tr>
<td><strong>Other revenue source</strong></td>
<td>$6.7M (resource fees, course fees, summer session, misc. fees from non-academic sources.)</td>
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### Organizational model

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<th></th>
<th>Current</th>
<th>2010</th>
<th>2015</th>
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<tr>
<td><strong>Governance</strong></td>
<td>Government Agency with State Board and Chancellor.</td>
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<td>President &amp; Four Vice Presidents: Provost, Finance &amp; Administration, Student Affairs, Institutional Advancement.</td>
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<td></td>
<td>Changing to two professional Schools, Business and Education; and a College of Arts and Sciences.</td>
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<td><strong>Branch campuses</strong></td>
<td>SOU does not have a branch campus. SOU Extended Campus programs has offered credit and non-credit courses in Medford. Joint SOU/RCC Medford Higher Education Center expected to open in Fall 2008.</td>
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### Collaborations

**Education:**
- Rogue Community College and Articulation agreements with community colleges in Oregon, California.
- OHSU for nursing program.
- Teacher training with local K-12.
- International partners: University of Guanajuato, Dankook University, others.

**Business/Non-profit:**
- Oregon Shakespeare, Pacific Retirement Service/Rogue Valley Manor,
- Asante, Providence,
- Deer Creek,
- Crater Lake Trust,
- Southern Oregon Regional Economic Development, Inc.
- U.S. Fish and Wildlife Forensic Lab,
- Local Chambers of Commerce, Ashland YMCA,
- Ashland and Medford Police Departments.
# PART 3: Key Metrics and Targets

## Measure | Current | 2010 | 2015
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### Enrollment (Current: Fall 2006)
- Total fall headcount
  - 5,002
- Percent resident
  - 78%
- Percent from rural Oregon
  - 18%
- Percent from metro/near metro
  - 60%
- Percent from other states
  - 19%
- Percent international
  - 3%
### Degrees awarded (Current: 2005-06)
- Total
  - 1,037
- Undergraduate
  - 769
- Masters
  - 268
- Doctoral & professional
  - 0
- Priority labor force areas (SOU: computer science)
  - 24
### Retention and graduation rates
- Freshman first year retention – within OUS (2005 to 2006)
  - 71.6%
- Freshman 6-year grad rate – completing within OUS (2004-05)
  - 49.6%
- Freshman 6-year grad rate – completing at institution (2004-05)
  - 39.9%
### Faculty (Current: 2005-06)
- R&D expenditures per faculty
  - $20,726
- Students per full-time faculty
  - 21.3
- Percent faculty who are part-time
  - 20.6%
- Faculty salary as % of peer average
  - 83.4%
### Other campus-specific
- Transfer student completion
  - 49.5%
- Philanthropy
  - $16.8 M

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2 Degrees awarded with a double major in distinct disciplines are counted twice.