

**BOARD OF TRUSTEES  
MIAMI UNIVERSITY  
Minutes of the Board of Trustees Meeting  
Marcum Conference Center,  
22 June, 2012**

The Secretary to the Board confirms that as specified in the Regulations of the Board of Trustees of Miami University, and in compliance with Section 121.22 of the Ohio Revised Code, due notice had been given prior to the holding of this meeting of the Board of Trustees.

The meeting was called to order at 9:00 a.m. in the Heritage Room, in the Phillip Shriver Center, on the Oxford Campus with the Board Chair, Mr. Donald Crain, presiding. The Secretary of the Board, Mr. Dennis Lieberman called the roll and reported eight voting members present; constituting a quorum for the purpose of transacting business. In addition to the Board members; President Hodge, Vice Presidents Allison, Creamer, Gempesaw, Jones and interim Vice President Bundy were present, as were Robin Parker, General Counsel, and Ted Pickerill Secretary to the Board of Trustees. Members of the faculty, staff, student body and community were also in attendance.

Present: C. Michael Armstrong (National Trustee) Sharon J. Mitchell  
Jagdish K. Bhati Mark E. Ridenour  
David H. Budig David Shade (National Trustee)  
Donald L. Crain Robert Shroder  
Sue J. Henry (National Trustee) Harry T. Wilks  
Lot Kwarteng (Student Trustee) Arianne Wilt (Student Trustee)  
Dennis A. Lieberman

and C. Michael Gooden (National Trustee – effective 1 July, 2012)

Absent: None

**Amendment to the Agenda**

Mr. Ridenour moved, Mr. Budig seconded, and by voice vote, the agenda was amended to combine the original two resolutions authorizing the issue and sale of up to \$125,000,000 in general receipts bonds into a single resolution authorizing preparations to issue the bonds.

**Executive Session**

Mr. Bhati moved, Mr. Ridenour seconded, and by roll call vote the Board convened to Executive Session for the purpose of conferring with General Counsel to discuss personnel and property matters, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22. At 10:00 a.m. the Board adjourned the Executive Session and convened into the Public Study Session.

## **Public Study Session**

### **Report on Research Initiatives and Grants**

Provost Gempesaw introduced Dr. James Oris, Associate Provost and Dean of the Graduate School who reported on research initiatives and grants. Dr. Oris's presentation is included as Attachment A.

## **Public Business Session**

### **Approval of the Minutes of the April 27, 2012 Meeting**

Mr. Budig moved, Mr. Bhati seconded, and by voice vote the minutes of the April 27, 2012 Board of Trustees meeting were unanimously approved, with eight Trustees voting in favor and none opposed.

### **Approval of the Minutes of the May 14 -15, 2012 Meeting (Retreat)**

Mr. Ridenour moved, Mr. Bhati seconded, and by voice vote the minutes of the May 14 - 15, 2012 Board of Trustees Retreat were unanimously approved, with eight Trustees voting in favor and none opposed.

## **Consent Calendar**

Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote Resolution R2012-39 on the Consent Calendar for the June 22, 2012 meeting was unanimously approved, with eight Trustees voting in favor and none opposed.

## **Designation of Emerita/Emeritus**

### **RESOLUTION R2012-39**

BE IT RESOLVED: that the Board of Trustees hereby approves the following individuals for the rank of Professor Emeritus effective the formal dates of their retirement:

Paul V. Anderson  
English  
Howe Center for Writing Excellence

BE IT FURTHER RESOLVED: that the Board of Trustees hereby approves the following individuals for the rank of Administrator Emerita effective the formal dates of her retirement:

June B. Fening  
Student Services  
Middletown Campus

Lucille A. Hautau  
Vice President for Academic Affairs/Provost

Kathleen M. Weber  
Corporate & Community Institute

BE IT FURTHER RESOLVED: that the Board of Trustees hereby approves the following individuals for the rank of Administrator Emeritus effective the formal dates of their retirement:

William B. Ciferri  
Scripps Foundation

Charles Coles  
Intercollegiate Athletics/Men's Basketball

Geoff Eacker  
Art Center

Larry Fink  
Housing, Dining, Recreation and Business Services

Alan D. Oak  
Farmer School of Business

Jack Williams  
Planning and Construction

**Comments by the Chair**

Board Chair Donald Crain commented:

Good morning and welcome to today's meeting of the Board of Trustees, the final meeting of the 2011-2012 academic year. In the time since our last meeting much has occurred. The Class of 2012 graduated, we celebrated another wonderful Alumni Weekend, and we now look forward to the arrival of our next class in the Fall. The Admission Office has announced the receipt of over 20,000 applications, the most ever for Miami University, and they expect more than 3,600 freshmen to enter next semester. One can meet many of these incoming freshmen and their families on campus and in Uptown Oxford as they travel to Miami for summer orientation.

Our thanks go out to everyone who made Commencement and of its many associated activities so moving and special; to the faculty and staff who taught and supported those new graduates; to those who planned and coordinated Alumni Weekend; to the entire Miami admissions team; and to those involved in making the orientation program a meaningful, positive experience. Well done to all.

We have also greeted new members and bid farewell to those who are departing. Trustee Dave Herche served Miami for nearly ten years, several of them as Board Treasurer. We also bid farewell to Trustee David Shade, who has served as a National Trustee for six years, spending several of those years as the Chair of our Finance and Audit Committee. Together Dave Herche and Dave Shade helped to guide Miami through the global economic crisis, ensuring that Miami stayed true to its core values and remained one of the nation's premier undergraduate universities. We are extremely grateful to both for their service and they will each be deeply missed.

Dave Herche's final meeting with the Board was in April and we bid him farewell last month. Dave Shade is here today and we will more fully recognize his service with a resolution of appreciation later today. Thank you Dave.

We also greet several new members. Bob Shroder, who is with us for the first time today. Bob is the President and Chief Executive Officer of Humility of Mary Health Partners. Bob and his family are no strangers to Miami service, with two of his children having served as Student Trustees. Welcome Bob.

We also welcome Mike Gooden, who joins the Board as a National Trustee from the Washington D.C. area. Mike is co-founder, Chairman and Chief Executive Officer of Integrated Systems Analysts. Prior to founding ISA, Mike served his nation for many years in the United States Navy. Welcome to you as well Mike.

Also new to the Board, is Ms. Arianne Wilt, our newest Student Trustee. Arianne is from Springfield, Ohio, where she graduated from Shawnee High School. She is focused on Pre-Law and is studying Political Science and Business Legal Studies. Arianne is actively involved in many areas, including the Panhellenic Association, Adopt-A-School, student government, and is even a blogger for the Office of Admissions. Welcome Arianne.

Bob, Mike and Arianne, we appreciate your willingness to serve Miami and we all very much look forward to working with each of you.

In athletics, we strive to support and nurture students as athletes and we were pleased to learn that our student athletes recorded their highest ever average GPA as a group, earning a 3.17 for the Spring semester, with Women's Volleyball leading the way with a remarkable 3.65 average. There are several other sports highlights I could announce, but later today we will hear from Athletic Director Brad Bates and I am sure that those items will be featured in his presentation. Brad, we look forward to hearing from you.

Once again welcome to today's meeting of the Board of Trustees, and thank you to all who have made the 2011-2012 academic year a special one for our students, their families and our alumni.

## President's Report

President David Hodge welcomed the new Trustees, then described the recent Commencement ceremony. He stated it was a special time with a very large crowd in attendance. But, the ceremony was a bit different than normal; this year was the year of the Arts, and the speaker reflected that theme. The Arts are not only to be studied, they are to be experienced, and the speaker, AR Rahman, not only offered encouraging remarks, but also performed. AR Rahman, an Oscar winning composer, performed two pieces, and was then joined on stage by fifty Miami students. The President then went on to explain the speaker is not only a world renowned artist, but that he also represented Miami's commitment to be a global university, and that he has a tremendous record as a humanitarian, making him an exceptional choice. However, at Commencement, the stars are the students who are graduating and are excited to see what is to come in the future chapters of their lives. As part of his remarks on Commencement, the President played a brief video which included a portion of Mr. Rahman's performance and captured the Commencement experience.

The President then stated that now a new year begins and it starts with the new students; and that we currently have many of those new students and their parents on campus for orientation. The student leaders of orientation are called SOULs (Student Orientation Undergraduate Leaders). They are a dynamic group, dedicated to seeing the new students come in and get off to a great start. The President stated that he and Valerie had a wonderful time meeting many of them. He relayed that one asked if it was true he runs with the students in the morning, and he told them it is; prompting a number of the SOULs to sign up to run with him. Through this experience he learned a detail about the SOULs that speaks to what Miami is about; they work late and begin the day early, and if any one member of their team is late in the morning, the next day begins five minutes earlier. This is an example of what Miami is about – accountability. You show up, you work hard and get the job done.

The President also had the opportunity to visit with the Prime Minister of Luxembourg; the Prime Minister is the longest serving, freely elected Head of State in the world. He had been invited to visit the new Luxembourg American Museum in Belgium Wisconsin, which was where the President met with him. As many know, Miami, through its European campus, has a distinctive relationship with the country of Luxembourg. During the reception, there was a very special moment, when the host of the event asked for everyone associated with the Miami University program to raise their hand, and about fifteen did. It was moving to see the reaction of the entire group at just how deep the relationship is between Luxembourg and Miami.

The President also talked of his time at an Alumni event in Denver, where they had the opportunity to attend a luncheon with parents of Miami students. It was amazing to see Miami through their eyes, and the President was taken by how deeply involved their students are in life at Miami. A second theme was the size of Miami and its effect on the experience; large enough to offer a wide range of opportunities, but small enough to provide a highly personalized experience. A final thought was that they cannot wait

for Miami to join the new Hockey league, so they are featured more often in the Denver press.

Another opportunity was to visit with a group of fraternity brothers from the classes of 1964 through 1966. They had contacted him earlier about his remarks to reach out and reconnect to rekindle Miami connections. This group was back on campus in response; it was an example of Alumni connecting to each other and to the University. The President went on to say that nothing, however, can compare to Alumni Weekend, and since that weekend, he had received many, many comments thanking the staff, students and faculty for making it such a special event.

One visitor to campus during Alumni Weekend was Dr. Donna Shalala, an Alumna of Western College, who was there for her fiftieth class anniversary. Dr. Shalala is President of the University of Miami, and they discussed how Miami has in its archives a letter from the early 1900's from a University of Miami President who had written Miami University, asking them to change their name. She said that Miami should find that letter and she will write another officially withdrawing the request. It was a very good weekend and visit.

The President seconded Chairman Crain's comments that this has been a very good year. He said Miami is building momentum in many ways, from the curricular changes and advancements, to the relationship with the Miami Tribe, to athletics, and in so many other dimensions. In no small way the Strategic Priorities Task Force has been a blueprint that has inspired Miami to take on tough issues and to move forward. This could not have been possible without the extraordinary faculty and staff, and their level of commitment is absolutely unbelievable. The second is that Miami has a strong compass; we know who we are and where we are going. The Miami focus is on student success, and this is the heart of what makes a university great.

But, the President cautioned, the world is changing and the university is being challenged. This coming year is the last year of the existing five-year strategic goals, and it is imperative as a campus that together we enter into a period of discussion where we imagine and look at the visions of the future so that we can make the best choices. And with those new visions will come a new set of five-year Strategic Goals that ensure we can achieve the visions. The President stated he is looking forward very much to engaging with all the campuses' communities to begin this process.

The President ended by expressing his appreciation for the two departing Trustees; First, David Herche who was not in attendance. The President praised Dave Herche, saying he is someone everyone respects for his forthrightness, and he is one who can always be relied on to tell it like it is. The other departing Trustee was David Shade. The President lauded Dave Shade stating he is in a class all his own. One could talk about all Dave has done for the University; his service on the Page Center Advisory Committee, his service on the Business Advisory Council, Class Reunion Committee, President of the Foundation Board, Chair of the For Love and Honor Campaign, Trustee and Chair of the Finance Committee, and his family's personal support for the Armstrong

Student Center (a facility truly off the charts for all that it will be). The President said he could also talk about all of the personal advice that Dave Shade has given. The President then went beyond this list to say that as important as all of those things are, on a more personal level, sometimes we are fortunate enough in life to connect to people who inspire us with their love of life, their belief in others, and their commitment to ideals, Dave is one of those people.

### **Report of the Chair of the University Senate Executive Committee**

Senate Executive Committee Chair, Dr. Steven DeLue commented:

Thank you for the opportunity to address the Board today about Senate activities during the past year. I will be brief.

The Senate and the Senate Executive Committee addressed a variety of issues, some of which were quite significant, several even historic. Among the latter are the following. First, the Senate Executive Committee and its Chair worked with extreme diligence to achieve for the members of the Faculty Assembly a vote on whether to include lecturers and clinical faculty in the Faculty Assembly, and this measure passed, paving the way, with Board support, for inclusion of this category of employees into the Faculty Assembly for the first time in Miami's history. Second, the Senate passed, with strong support from the Executive Committee and its Chair, a major revision in the calendar which includes a January intersession and this change is certain to enhance Miami's already exemplary graduation rate by affording additional high quality, educational opportunities for students. Finally, though Senate did not support the administration's proposal for providing Regional campuses divisional standing, the Executive Committee and its Chair advocated an approach--later adopted by this Board--that incorporated key concerns held by the Senate and the administration, ensuring these campuses both their autonomy and the Oxford, disciplinary-based academic standards long maintained there.

I am proud of the role the Senate and the Executive Committee played in achieving these historic changes.

Other issues that while not historic but were still significant included Senate approval of a B.S. in Criminal Justice Program on the regionals, a Bachelor of Arts in Interactive Media Studies in Oxford, an Oxford-based MAT degree in Chemistry Education and another in Life Chemistry Education, and a collaborative Master of Arts in Social Work with Wright State University.

Throughout the year, there were a host of discussions and reports from key figures. I will not read the long list contained in my summary of the work performed by the Senate and transmitted to you earlier. I will only say this about these discussions: having them is vital both for informing faculty and staff about major issues and for creating a dialog that enhances the quality of decisions. Senate has long been the setting

for such discussions, and I trust it will continue to support a tradition of open discourse on the plethora of issues that come before the university in future years.

Now, please permit me to pivot from focusing on Senate traditions that are worth preserving to new practices that are worth perpetuating.

I speak, in particular, of the concerted effort on the part of Provost Gempesaw and me to provide a more significant leadership role than has been the case in the past to the Senate Executive Committee and to the Chair of that committee. Provost Gempesaw deserves a lot of credit for advancing this vision. It is under his direction that the Senate Executive Committee Chair—not the Provost-- conducted the Senate meetings for the first time in the Senate's history, and this accorded the person in this role--yours truly-- more responsibility for achieving university goals than has ever been the case in the history of this organization. Board member Sue Henry, Chair of the Board of Trustees Academic and Student Affairs Committee, as well as the other Board members of the committee--David Budig, Dennis Lieberman, Sharon Mitchell, and Harry Wilks-- advanced this leadership initiative by enabling me, as Senate Executive Committee Chair, to have a role on the Academic and Student Affairs Committee. I am grateful for this opportunity, as well.

In this new context, the Senate Executive Committee Chair now has a sterling opportunity to take a leadership role in facilitating productive discussions of important policy initiatives. To be sure, the Chair of the Senate Executive Committee has always had an option to embrace this model of conduct, but what is different now is that the Senate Executive Chair has an obligation to do so.

What are the best practices attached to this new responsibility? To explain them, let's be clear about the nature of this position, as it has evolved this year. The Executive Committee Chair is not so much the forger of new ideas or the advance person for long needed initiatives—leadership on such matters remains the domain of the administration and the faculty and staff. Rather, the Executive Committee Chair stands at a respectful distance to each of these agents of change and during periods of controversy between them must be an honest broker.

Why honest broker? The Senate members and the central administration share a commitment to pursue the best of the best for Miami. However, on occasion, people with a mutual dedication to making fundamentally necessary improvements often fall into disagreements on how best to do so, and their differences of opinion may create hard to resolve conflicts. At this point in Senate's history, the Chair of the Executive Committee is obligated to search for resolutions that advance educational quality while avoiding damaging chasms that likely preclude reassuring, restorative bridges.

What might the Board do to support the new role as I have just described it? I hope the Board will consider providing the Chair of the Senate Executive Committee a chance to speak directly to the Board on a regularly scheduled, "in meeting," basis. It is possible that future Executive Committee Chairs will see no need to make use of this



opportunity at all Board meetings. But providing this prospect in the context of the changed role of the Executive Committee Chair is a sensible request. Just as the representative from ASG has a permanent spot on the Board agenda, so too should the Chair of the Senate Executive Committee. And, I again thank you for considering my comments on the regional campus issue at the last Board meeting.

I hope future Senate Executive Committee Chairs, if granted this opportunity, will use it not to motor-mouth you to sleep on minor matters, but to speak to you about important issues before the University and to do so with creative argument, and, of course, always with the best interests of the University in mind. If this approach is taken, I believe that future Executive Committee Chairs will recognize that their credibility in the University derives ultimately from successful efforts to construct the bridges that however rickety they first appear, nonetheless, augur a solid basis for building a University community ever more dedicated to enhancing the educational quality of this institution.

I know a person who can fill this role very well next year: my successor. Professor Jim Kiper's long and successful tenure at Miami has always been marked by his keen judgment and his overwhelming concern for the good of the whole. He will set a high standard for future Senate Executive Committee Chairs.

Thank you, and my best wishes for every success next year and for all the years to come.

### **Student Body President Report**

Associated Student Government President, John Stefanski, was not in attendance, but submitted a written report which is included as Attachment B.

### **Academic and Student Affairs Committee Report**

Committee Chair Sue Henry reported the following regarding the Academic and Student Affairs Committee meeting of 21 June 2012:

**STUDENT TRUSTEES:** There was no student trustee report.

**ASG UPDATES:** Nicholas Miller, the ASG Secretary for Student Affairs, filed a written report and introduced himself to the committee and indicated he will continue to focus on student advising and retention in the coming year.

**UNIVERSITY SENATE:** Professor Steve DeLue, chair of the University Senate Executive Council, filed a written report and highlighted the major accomplishments of the year. The chair expressed thanks to Professor DeLue for his service to the ASA committee and to the University and wished him well in his retirement.

**PROVOST REPORT:** Provost Bobby Gempesaw presented a recommendation on tenure that the committee unanimously recommended for approval by the full Board of Trustees.

The Provost shared his “Good News” report which detailed many accomplishments by Miami students, faculty and alums. Of particular note, Miami’s Distinguished Professor of History Andrew Cayton has been named a fellow at the National Humanities Center for 2012-13. Six Miami students have received Fulbright English Teaching Assistantships. Miami senior Alexa Pohl has received a Krishnan-Ang Scholarship from Trinity College of Cambridge University. The synchronized skating team was honored by the state of Ohio with Senate and House resolutions congratulating them on winning their 14th overall and 8th consecutive national title. Also, Miami’s Over-the-Rhine program is a regional winner of the 2012 Outreach Scholarship/W.K. Kellogg Foundation Engagement Award for redesigning its learning, discovery and engagement functions to become more involved with its community.

**STUDENT ENGAGEMENT:** Vice President for Student Affairs, Barbara Jones, presented a report on student engagement and leadership. She discussed the NSSE survey of Spring 2011 showing student participation at Miami well above that at the average doctoral university. Dr. Jones also reported on the various types and extent of student engagement on campus and the new online student organization management system called “The HUB.” She also identified future challenges and initiatives that include: enhancing diversity, increasing demand for programs and services, engaging more faculty advisors for organizations, utilizing the Armstrong Student Center, developing more internships and maximizing leadership opportunities.

**MIAMI TRIBE:** Daryl Baldwin, Director of the Myaamia Project, reported that the Miami Tribe and Miami University renewed their relationship in June 1972 with the visit to campus of Chief Forest Olds. Since then, 81 tribal students have enrolled at Miami, 39 have completed undergraduate degrees and 5 have received master’s degrees. There will be 18 returning tribal students this fall and three new incoming students. Each student receives the Heritage Award which is a tuition and instructional fee waiver that is renewable with a 2.5 GPA. The tribal students engage in the Heritage Classes that teach them about their own history, language and culture and the workings of the contemporary tribe.

Director Baldwin further explained that the Myaamia Project has completed its 10th year. The Project was created to serve two main functions: (1) to conduct in-depth research to assist tribal educational initiatives aimed at preserving the Myaamia language and culture, and (2) to expose Miami students to tribal efforts in language and cultural revitalization. These goals are achieved through a variety of initiatives including visits to the Miami Tribe in January and June each year. Work in the Myaamia Project over the past 10 years has involved: research and publications regarding ethnobotany, studies of the lunar calendar and environmental assessments, development of the SmartPen technology and an I-phone app as in-home language tools and historic homeland mapping project. Many classes at Miami, such as computer science, the architecture cultural

design studio, mass communications, and geology and environmental studies, have included assignments involving visits to the Tribe. And, as you know, Brad Kasberg recently received a Joanna Goldman Prize to carry out environmental testing on tribal lands.

Finally, Director Baldwin announced that Google has just launched an endangered languages website for which the Myaamia Project is a key advisor.

**ENROLLMENT MANAGEMENT UPDATE:** Associate Vice President for Enrollment Management Michael Kabbaz reported that as of June 19, 2012, there were 3,867 active first-year students enrolled. However, we do anticipate a 7% loss (summer melt) before classes start. There are 155 transfer confirmations which represent a 22.5% decrease over last year. The ACE program has a current enrollment of 57 which is a 128% increase from last year.

**STUDENT DEBT:** Mr. Kabbaz also presented a comprehensive picture of Miami student debt. He started with an overview of financial aid at Miami. Seventy-four percent of our students receive some type of financial aid whether scholarship, grant, loan or work-study. This amounts to a total of \$174.4 million in financial aid. Miami grants \$60 million in institutional scholarships and grants. \$6.5 million in grants comes from private donors. There are \$15.2 million in federal and state grants. And our students receive another \$92.7 million in federal, state, University, and private loans.

Seventeen percent received a federal Pell grant. A maximum Pell grant now covers less than one half of the cost of Miami's tuition and fees.

Our average need based funding is \$4,238. This ranks us 10th within our competitive peer group. Of this peer group, Ohio State's (#7) average need based funding is \$8,776 (twice that of Miami) and it is \$16,754 at the University of Dayton (#1) (more than three times that of Miami).

Fifty-four percent of our students have debt and the average debt is \$27,178.

The key factors driving student loan debt are: institutional net costs, family financial circumstances, loan rates, the economy, federal borrowing limits and student college attendance growth.

Among the key demographics of those students who carry debt, there seems to be little difference between residents and non-residents. As the student's high school GPA decreases, the student's debt increases. The same is true of the student's ACT scores. This trend continues once the student is at Miami. Students with higher Miami GPAs have less debt than those with lower GPAs. Students among Miami's various divisions seem to carry essentially the same debt although those in the Farmer School of Business have slightly less debt and those in the School of Education, Health and Society have slightly more. The ethnic groups carrying the most debt are students of multi-races,

American Indians and African-Americans. Those carrying the least debt are: Hispanic, Asian and Caucasians.

**FARMER SCHOOL OF BUSINESS:** Senior Associate Dean Tim Krehbiel presented a report on the Farmer School of Business. The School has a target cohort of 900 undergraduate incoming students. It has six departments and an Entrepreneurship program. There are eight majors and 14 minors. It has a two year professional MBA taught at the Voice of America Learning Center, a Master of Accountancy and a Master of Economics.

The Farmer School has received numerous awards and recognitions that include: the undergraduate program is ranked by BusinessWeek as the 23rd best overall and 8th best for public universities; the Entrepreneurship program was ranked 15th overall and 6th best for a public university by the Princeton Review and was recognized as having the best Social Entrepreneurship program by the Global Consortium of Entrepreneurship Centers, the Accountancy program was ranked in the top 25 nationally and as the 4th best program without a PhD program by The Public Accounting Report, and the Supply Chain Management program was ranked in the top 20 nationally by The Supply Chain Management Review.

There also were many individual faculty and student individual accomplishments including honors for the Farmer School's chapter of Pi Sigma Epsilon and the Lewis Family Mock Trial team.

The school hosted 250 visiting executives who participated in 15 public lectures and 100 class visits. The School raised over \$5.6 million in FY 2011 and over \$6.4 million in FY 2012 and received external funding for an Accountancy Professional Development Advisor.

An online survey of 2012 graduating seniors revealed that 77.5% of those planning to enter full-time employment had jobs at the time of graduation, 66% of them in either finance, marketing or accounting, and with a median salary of \$55,000. It also demonstrated an overall high degree of satisfaction with the program, faculty, curriculum and their preparation for professional careers. The Farmer School had 62% of the 2012 graduating class involved in at least one study abroad experience. 78% of the graduating seniors had an internship while at Miami.

The Farmer School has established bold strategic initiatives for 2012-13 that include, among others: evaluate all programs to ensure that they further the School's mission, expand the business curriculum to reach students with majors outside the Business school, partner with the regional campuses, develop a more meaningful Honors experience, develop a credit-bearing experience for a service related application of business principles, develop a divisional honor code and a code of professional conduct, better serve the needs of international students, promote the Buck Rogers Business Leadership Program, and expand direct and indirect partnerships with specific primary and secondary schools to enhance the multicultural aspects of the Farmer School.

**REGIONAL CAMPUSES:** Associate Provost and Regional Campus Dean Michael Pratt discussed the status of the regional campuses and plans for incorporating the new divisional status. For spring 2012, there were 7,279 students enrolled which is a 35% increase since 2006. The student profile for the Spring 2012 Middletown and Hamilton campuses shows that: 56% of the students are female, 73.8% of them are full time, 83.6% would like to pursue bachelor degrees, 57.7% are between the ages of 18 and 22, 80.7% are Caucasian, 10% are African-American; 70% are receiving financial aid, 13.5% re taking remedial courses, and 57% are first generation college students.

Miami's regional campuses currently offer four bachelor degrees. That is the fewest number of four year degrees offered by any other Ohio regional campus. Our regional campuses also offer seven associate degrees and one non-degree certificate.

The goals of the new division are to have the new division named, and to grow enrollments and revenues by expanding degree opportunities that align with market demands in southwest Ohio. The Greentree Health Science Academy, the Hamilton Education and Workforce Development Hub project and a variety of articulation agreements with area community colleges are underway to help achieve this goal. The division plans to double the number of bachelor offerings in 5 years which will increase tuition revenue by \$2 million. The regional division also plans to increase the number of online courses it offers and to explore opportunities to develop professional masters programs. Other plans include: growing the University Honors program on the regional campuses, implementing a Student Readiness Assessment Program, bringing international students to the regionals, having regional students participate in study abroad programs, and expanding internship and externship opportunities.

Progress is being made towards re-envisioning the regional campuses as one administrative unit. A new executive council was implemented in July 2011, a faculty coordinator structure is aligned across campuses, communications and marketing were formed as a single group, a regional academic schedule was developed, a regional physical facilities master plan is being finalized, and a single IT unit is being explored.

Dean Pratt presented a resolution approving the establishment of a new undergraduate degree in Criminal Justice on the regional campuses. The committee unanimously recommended it be approved by the full Board of trustees.

**WRITTEN REPORTS WERE SUBMITTED REGARDING:**

E-Learning Update  
Online Evaluations  
Greek Summer Task Force Update  
Strategic Priorities #12 – 15  
Strategic Priority #35  
Student Transitions

## **Academic and Student Affairs Resolutions**

### **Resolution Approving a Bachelor of Science Degree in Criminal Justice**

Provost Gempesaw spoke to the resolution stating very favorable growth is projected for jobs in this field over the next ten years, and that this degree supports the University's goal to offer more Bachelor degrees on the University's regional campuses.

Upon the recommendation of Provost Gempesaw, Mrs. Mitchell moved, Mr. Ridenour seconded, and by voice vote Resolution R2012-40 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### **RESOLUTION R2012-40**

BE IT RESOLVED: that the Board of Trustees hereby approves the establishment of a new undergraduate degree program, the Bachelor of Science in Criminal Justice, beginning in the 2012-2013 academic year.

### **Resolution Awarding Tenure to Dr. Bruce Murray**

Provost Gempesaw spoke to the resolution stating Dr. Murray was recently hired, following a national search, as Chair of the Music Department. Dr. Murray's record is quite impressive and deserving of the tenure recommended. He previously served as the Director of the School of Music at the University of Alabama, and is currently the Artistic Administrator and Dean of the Brevard Music Center at Brevard College. Dr. Murray earned his Masters and Doctorate degrees from Yale University.

Upon the recommendation of Provost Gempesaw, Mr. Bhati moved, Mr. Budig seconded, and by voice vote Resolution R2012-41 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### **RESOLUTION R2012-41**

BE IT RESOLVED: that the Board of Trustees hereby approves the recommendation for the awarding of tenure to the following individual, effective July 1, 2012:

Dr. Bruce Murray  
Chair & Professor  
Department of Music

## **Finance and Audit Committee Report**

Committee Chair David Shade reported the following regarding the Finance and Audit Committee meeting of 21 June 2012:

The Finance and Audit Committee met yesterday at 2:00 p.m. in Roudebush Hall. The meeting commenced with a short Executive Session to consult with General Counsel.

The first agenda topic was a progress report on the Strategic Priorities recommendations. Vice President Allison briefed the Committee on the Accenture technology recommendations and also provided the committee with a progress report on the Institutional Analytics project. The savings from the Accenture technology recommendations is estimated to be between \$2.1 and \$2.5 million. The Committee requested that Ms. Allison report back to them on the progress with technology standardization including how such changes can be extended to the entire University. The Committee also requested a demo of the new business intelligence tool at the September meeting.

Vice President Creamer provided the committee with a brief update on the procurement changes that are occurring. Dr. Creamer updated the Committee on the new procurement policy and discussed how the policy changes will better ensure that the savings from the Accenture activities will be preserved and extended to future sourcing activities.

Michael Kabbaz reported on the fall class, as was already mentioned during the Academic and Student Affairs report. The Committee was pleased with the improved quality of the class and the overall progress Admissions made this year. The discussion primarily focused on how to build on this year's progress.

Vice President Creamer following his update on the 2012 budget reviewed information on carry forward funds and other unrestricted balances with the committee. His report was in response to a request by the Committee and also was used to provide background for the bond resolution that the Board will be asked to approve later in the meeting. Following much discussion, the Committee is interested in a future report about how carry forward funds are being used to stimulate new revenue growth.

Vice President Creamer provided the Committee with a presentation about the proposed budget ordinance. The budget reflects the approved increase in tuition, a fall class of 3,660 students, a salary increase of 2.5% and \$9.6 million in Strategic Priorities cost reductions. The Committee recommends approval of the budget ordinance. Dr. Creamer also reported on the five-year budget outlook. The President and the University leadership are currently working on revenue and expense goals that incorporate more modest increases in tuition and other priorities such as employee compensation. The five-year targets that were discussed are preliminary and the Committee requested that a

final plan that fully addresses future budget shortfalls be presented by the December meeting.

The Committee considered an increase in the credit hour rate for the Professional MBA program. The proposed \$800 and \$825 rates for Spring 2013 and Fall 2013 are the first increases since Fall 2010. The proposed rates also are consistent with the cost of tuition for comparable programs in the region and actually lead to cost savings for the participants since the number of credit hours is less than other programs in the area. The Committee recommends approval of the ordinance.

The Committee devoted significant time to the proposed bond resolution. The current interest rate and construction environment are very favorable for accelerating progress towards the accomplishment of the housing and dining master plan but Vice President Creamer also explained the risks that would accompany the approval of the resolution. The proposed resolution was amended to allow the planning for the issuance to proceed but also require further action by the Board of Trustees at the September meeting.

Bob Keller provided an in-depth capital project report for the Committee. The additional attention to these projects is in recognition of the amount and complexity of the construction activity that is occurring. I would also like to note that the Board greatly enjoyed staying at the newly-renovated Marcum Inn. It is a much improved experience and should offer new opportunities for conference activity as well as more enjoyable stays for alumni and visitors.

Following Mr. Shade's remarks, the Board considered the following ordinances and resolutions.

### **Finance and Audit Committee Ordinances and Resolutions**

#### **Appropriation Ordinances Establishing the FY2013 Operating Budget**

Mr. Ridenour moved, Mrs. Mitchell seconded, and by roll call vote Appropriations Ordinance O2012-6 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### **APPROPRIATION ORDINANCE O2012-6**

BE IT ORDAINED: by the Board of Trustees that the Operating Budget for Fiscal Year 2012-13, as presented at this meeting, be and it hereby is enacted with the following current expenditures and transfers for the major purposes as follows: (FY11 & FY12 Budget provided for comparative purposes only.)

General Fund Expenditures:	<u>FY13</u>	<u>FY12</u>	<u>FY11</u>
Salaries.....	\$178,315,136	\$174,308,550	\$173,725,500
Staff Benefits.....	65,307,730	62,968,000	65,235,500
Scholarships, Fellowships & Student Fee Waivers.....	65,188,576	68,952,860	93,990,100



Graduate Assistant Fee Waivers.....	23,392,133	22,771,400	21,109,900
Utilities.....	15,491,460	16,094,000	16,656,000
Other Expenditures.....	42,751,295	41,498,000	41,492,600
Subtotal General Fund Expenditures.....	\$390,446,330	\$386,592,810	\$412,209,600
General Fund Transfers:			
Debt Service (mandatory transfer).....	5,706,100	5,800,100	5,840,600
General Fee and Other (non-mandatory transfers)	35,235,902	34,323,000	31,372,800
Total General Fund.....	\$431,388,332	\$426,715,910	\$449,423,000
Designated Fund.....	\$17,449,059	\$16,762,500	\$14,409,000
Restricted Fund.....	\$67,942,790	\$70,055,220	\$59,891,000
Auxiliary Enterprises:			
Expenditures.....	\$111,021,582	\$110,385,100	\$107,589,700
Debt Service (mandatory transfer).....	26,721,618	17,554,500	11,981,900
Other Transfers (net).....	14,389,099	17,959,000	19,262,200
General Fee Support.....	(24,474,986)	(24,659,200)	(23,505,200)
Total Auxiliaries.....	\$127,657,313	\$121,239,400	\$115,328,600
TOTAL.....	\$644,437,494	\$634,773,030	\$639,051,600

Provided that the above appropriations include aggregate merit and salary improvement increases for faculty and unclassified staff equal to two percent (2.00%) and an additional one half percent (0.5%) for exceptional merit and equity issues, effective with the beginning of the appointment year; and

Provided further that a pool of funds amounting to two and a half percent (2.50%) is included for classified staff salary enhancements and adjustments to scale; and

Provided further that additional institutional funds are set aside for student financial aid, selected support (non-personnel) budgets, and debt service; and

Provided further that the Vice President for Finance and Business Services and Treasurer, with the approval of the President, may make such adjustments as are necessary in the operating budget within the limits of available funds or within the limits of additional income received for a specific purpose (“restricted funds”).

### **Appropriation Ordinances Establishing Tuition and Fees for the Professional MBA Program Spring and Fall 2013 Cohorts**

Dr. Creamer spoke to the proposed ordinance, stating the per credit hour tuition is competitive with the credit hour cost of other programs in the geographic region. He also explained that the total degree cost for the Miami program is much less than some comparable programs, due to the difference in required hours, that it has been approximately two years since the last Professional MBA tuition increase, and that these students will not be receiving any further fee increases during their time in the program.

Trustee Wilks asked about the total increase felt by each student, and commented that Miami should make every effort to avoid increasing tuition costs.

Upon the recommendation of Dr. Creamer, Mr. Ridenour moved, Mr. Shroder seconded, and by roll call vote Appropriations Ordinance O2012-7 was unanimously adopted with eight Trustees voting in favor and none opposed.

## APPROPRIATION ORDINANCE O2012-7

WHEREAS, the Farmer School of Business will admit new classes to the Professional MBA program in the Spring of 2013 and the Fall of 2013; and

WHEREAS, tuition and fees for the Professional MBA program are set based on the pricing for similar programs in the Cincinnati area; and

WHEREAS, the credit hour rate has not increased since Fall of 2010; and

WHEREAS, after reviewing the price of other programs in the region, the Director of the MBA program has recommended that the instructional fee for the Professional MBA program be increased from \$780 per credit hour to \$800 per credit hour for the Spring 2013 class and to \$825 for the Fall 2013 class;

THEREFORE, BE IT ORDAINED: that the President and the Vice President for Finance and Business Services and Treasurer are hereby authorized to establish instructional and general fees consistent with this ordinance; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves an instructional fee of \$800 per credit hour for the Spring 2013 class and \$825 for the Fall 2013 Professional MBA program; and

BE IT FURTHER ORDAINED: that the Professional MBA program instructional fee shall apply throughout the program for each class.

### **Resolution to Prepare to Issue General Receipts Bonds**

Dr. Creamer stated that this resolution reflects the comments of the Finance and Audit Committee to authorize preparations, but not the final issuance of the Bonds. Authorization to issue the bonds is to be considered by the Board at the September 2012 meeting. The resolution readies the University to issue the bonds, should market conditions continue to be favorable in the Fall.

Upon the recommendation of Dr. Creamer, Mr. Ridenour moved, Mr. Budig seconded, and by voice vote Resolution R2012-42 was adopted seven to one, with seven Trustees voting in favor and Trustee Bhati voting opposed.

### RESOLUTION R2012- 42

WHEREAS, the Board of Trustees has approved preparations for the issuance of bonds for new projects and renovation projects and the cost of these projects is not yet known but is estimated to be approximately \$125 million; and

WHEREAS, the approval of the Ohio Board of Regents is required prior to the issuance of bonds;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer to request approval of the Ohio Board of Regents to issue bonds in an amount not to exceed \$125 million; and

BE IT FURTHER RESOLVED: that, upon approval of the Ohio Board of Regents to issue bonds, the Vice President for Finance and Business Services and Treasurer is hereby authorized to take all necessary actions to prepare the University to issue bonds in an amount not to exceed \$125 million.

### **Director of Intercollegiate Athletics**

Athletic Director Dr. Brad Bates made the following annual report:

Mr. Chairman, President Hodge, Distinguished Colleagues and guests. A year ago we're celebrating football championships and bowl victories... there is no way to sugar-coat this year. We fell far short of our competitive goals and for that I apologize as the leader of Miami Athletics. Three years ago we were bragging about setting a school record for championships in one season; my personal feeling is that if you can't repeat it, you don't know how you did it the first time, so while I will showcase some of our numerous highlights of achievement from this past year, in the primary way athletics can most help the University achieve our marketing and media goals, we let you down. So let me clearly say to you that as we evaluate our completion of the first Culture of Champions strategic plan, we certainly will not neglect in any way our primary purpose of maximizing student development, but let me publicly assure you that we are going to get our competitive goals fixed, in ways that best represent our extraordinary institution.

This year our athletic alums did us proud in a variety of ways. For the first time in school history we had two alums in Alec Martinez and Andy Greene playing against one-another in the Stanley Cup finals, and for only the third time in school history, an alumnus, Alec Martinez, raised Lord Stanley's cup as a world champion!

My obligation to you annually is to report on our strict adherence to ensuring we fulfill federal requirements for Title Nine and thanks to oversight by Senior Associate (and Miami alumnae) Jennie Gilbert, you see that we continue to provide equitable opportunities for our students by gender within one percent of the undergraduate cohort.

If our overarching goal is to maximize the development of our students using this athletic curriculum within athletic classrooms, then the people most entrusted with this enormous responsibility are our coaches. After a storied career which saw Miami alumnus Charlie Coles become the all-time winningest coach in Conference history, we announced the hiring of Head men's Basketball Coach John Cooper in April. John

comes to Oxford having been a head coach at Tennessee State and serving as an assistant coach at Auburn, South Carolina and Oregon. And, as a student at Wichita State, John was a Rhodes Scholarship candidate as a finance major.

Also last month, Miami saw perhaps the most successful senior class since the early 1970's graduate! In their four years they earned historical firsts in back-to-back women's cross country championships, back-to-back women's All Sport championships, achieved the highest GPA in back-to-back semesters during their senior year, won our first field hockey conference championship ever, set an NCAA record in football that will never be broken, saw only our eighth All American women's track student, saw two classes of student-athletes graduate ahead of their Miami undergraduate peers, went to our first (and second) frozen fours in school history, earned back-to-back invitations to our first-ever NCAA National Championship tennis tournament, won only our second-ever NCAA National Championship softball tournament game over the fifth ranked team in the nation, and teammates who skated with our first Hobey-Baker National-Player-of-the-Year while competing in our first-ever National Championship game!

But perhaps the most impressive seniors in school history were a trio of tennis seniors, their team has a cumulative GPA of 3.41, a typical day requires a 90 minute drive just to be able to practice, and these three seniors graduated having never lost a conference regular season match... ever... they will forever be undefeated in four years of conference-scheduled matches!!!

Our collegiate Synchronized Skating team broke Michelle Kwan's extraordinary record for consecutive US Figure Skating national championships.

We continue to see our student-athletes excel as scholars taking advantage of Miami's tremendous resources. From Brian Gallagher's zoology assessment of muscle development in fruit flies, to Meg Riley's aerospace engineering project entitled "High Flight," to Tre Clifton's psychological evaluation of pressure on judgment, they inspire us with their intellectual curiosity and scholarly engagement with our exceptional faculty in such endeavors as the annual undergraduate research fair.

Due in large part to the consistent support and persistence of his Miami University faculty advisor, Dr. Melissa Chase, one of our most famous alumni, Ben Roethlisberger, became a graduate and the accomplishment was so significant to him that he wanted to sport the red cap and gown introduced since his departure and walk with his younger graduating classmates in front of his family.

Last year I told you that we seem to have this consistently inconsistent graduation rate that bounces from the low 80% to the mid 70% every other year, and I promised you that we would be much more detailed with empirical data so we could get a handle of what is taking place and apply strategies that help us in the future. The information you have in hard copy is our Federal Graduation rates for the entering classes since 1999 through the entering class of 2004 – while this data is very useful, however, because it provides a six-year window for students to graduate, it does not give us a real time

snapshot of what is taking place today. The information you see on the slide is our real time retention rate. While impressive, when compared against other athletic programs, this is not where we want to be if our goal is to exceed the rate of Miami's overall undergraduate cohort. But what it has spotlighted for us is a historical practice – not unique to Miami – of assigning small athletic aid packages (such as books) to attract students, however, this practice tends to lure less committed students who we have found to have a higher attrition rate which negatively impacts our retention rates. So we are using empirical data to test notions such as women are better students than men, but more importantly, to guide or future practices in ways of improving our performance!

Finally, I conclude my report with an example of what we expect from the daily performances of our students, staff, coaches and especially administrators, an inspiring vision of confidence and determination, demonstrated by a special group of seniors led by an incredible coach, including an outstanding captain, and not only the greatest pitcher in Miami history but the most accomplished pitcher in the history of MAC Softball. This senior class of softball students was the winningest class in school history by far, with 139 career victories, 18 more than the next highest class. They were the only softball team to win two MAC Tournament Championships, they boast the two-time MAC Pitcher of the Year in Jessica Simpson, who also is a two-time MAC MVP and the all-time leader in wins with 102, and shutouts with 45, and she had 1,021 strikeouts, the first Miami pitcher to reach the 1,000 mark for her career. As a class, they received a total of 11 Mid-American Conference awards during their four-year career. And, in back-to-back weekends they fought their way up through the loser's bracket, with Jessica Simpson pitching 42 innings in 46 hours, to win a conference championship and earn their second invitation to the national championship tournament. Then, they shocked the softball world in the first round of the NCAA tournament by upsetting the fifth ranked team in the nation in front of a sold-out, hostile crowd in Knoxville, Tennessee.

Dr. Bates's presentation is included as Attachment C.

### **Student Trustee Reports**

Student Trustee Lot Kwarteng reported:

As most of you know Governor Kasich recently appointed our new student trustee, Arianne Wilt. Arianne is a junior majoring in Political Science with a minor in Business Legal Studies. From the interviewing process I knew Arianne would be a perfect fit for this position. She possesses knowledge of the Board's responsibilities and demonstrates a genuine passion to learn more about the inner workings of this institution. Furthermore, she holds the quality most vital to this position: an understanding of the needs and challenges the student body is facing. I am highly confident in her ability to articulate the student perspective and she will, no doubt, be an asset to the Board.

Last month we held commencement celebrating the achievements of our graduating class. Many seniors gave parting words of wisdom which reminded me that a

Miami University degree is obtained with intense dedication to academic work and countless hours of burning the midnight oil.

Some of our graduating class opted to continue their education through graduate school however, many enter the workforce. Here, the Miami University experience will demonstrate its value. Last semester twelve Miami students and I were in Washington, D.C with the Inside Washington Program. The program is unique because it substitutes classroom instruction for real world experience. The cohort I had the privilege of working with, excelled in an intensive and fast-paced environment; whether it was working on Capitol Hill, at a marketing firm or at National Geographic. I mention this experience because we would not have been successful without the quality instruction and experiences gained while attending Miami University. The most telling part of this experience was that most of the students in my cohort were second semester sophomores. With their already full range of experiences, given two more years of a Miami education, we can only imagine how much graduates can accomplish in the future.

As of this summer many undergraduates are fulfilling a critical component of their Miami education: studying abroad. Even though I am envious when I see pictures of my peers backpacking through Western Europe or hear comparative tales of world cultures, I appreciate the value these experiences bring back to Miami's development of cultural competency. I truly believe the Miami experience should introduce students to different walks of life and our various study abroad programs are the tools to reach that objective. It is my hope that as we begin talks of change to the Miami plan, we continue to galvanize students to explore and consider the world beyond Oxford, Ohio.

Finally, I would like to congratulate Dr. Ryan Barilleaux for being the Recipient of the Paul Rejai professor of Political Science Award. The endowed position is for five years and will provide funds for professional expenses. Dr. Barilleaux's areas of expertise include the American Presidency, American government, political thinking and political careers. Last year I had the privilege of being in Dr. Barilleaux's Political Thinking course. During this course I realized Dr. Barilleaux possessed the rare ability to take course material from classical thinkers, such as Plato or Aristotle, and make them relevant to modern society. His classroom presentations were creative and incorporated mediums such as YouTube to connect with students from all disciplines. Dr. Barilleaux is an exceptional faculty member with a rigorous, but always fair, classroom; which is how a professor gains the respect and admiration of his students.

Student Trustee Arianne Wilt reported:

Being the newest member to this Board, I would like to take this opportunity to thank each of you in advance; I have no doubt that we will do great things over the next two years. I am looking forward to all of the interesting and exciting experiences this position is sure to bring and am eager to work with each and every one of you. As most of you know, I am a Political Science major with a minor in Business Legal Studies. I hope to join the Peace Corps and continue on to Law School following graduation. Aside from Student Trustee, I also actively participate on the Standards Committee for

Panhellenic as the Director of Social Events, serve on the Executive Board for Adopt-A-School, write blogs for the Office of Admissions, and work as a Resident Assistant in Morris Hall. One again, I thank you all in advance for this wonderful opportunity.

As you may know, a Task Force consisting of 18 students and staff has been created to spearhead conversations and proposals regarding changes to the Miami Plan. Being a member of the task force, please feel free to come to me with any questions you may have regarding our progress. Currently, we are having discussions through online forums with each other regarding many different liberal education journal articles we have been reading. Each of us has also contacted one university that has recently undergone liberal education changes as a model for our redesign. We intend to send out a survey early in the fall as a way to get those outside the task force involved in the conversation and also to circulate some of the ideas we have been reading about.

### **Other Business**

#### **Election of Board Treasurer**

Trustee Dennis Lieberman reported on behalf of the Nominating Committee regarding a replacement for Mr. David Herche as Treasurer. Upon the recommendation of the Nominating Committee, Mr. Ridenour moved, Mrs. Mitchell seconded, and by voice vote Trustee David Budig was unanimously elected Board Treasurer with eight Trustees voting in favor and none opposed.

#### **Resolution to Elect the Vice President for Information Technology**

Mr. Bhati moved and Mrs. Mitchell seconded the motion to approve. Mr. Wilks stated he would be voting against the resolution, not due to concern over Mrs. Allison, but as a matter of conscious regarding the practice of rehiring retired individuals. By voice vote Resolution R2012-43 was adopted seven to one, with seven Trustees voting in favor and Trustee Wilks voting opposed.

#### **RESOLUTION R2012-43**

BE IT RESOLVED: that the Board of Trustees upon the nomination of the President, and having fully complied with all legal requirements to rehire Ms. Debra Allison, including Ohio Revised Code 145.381, hereby elects Ms. Debra Allison to serve as Vice President for Information Technology and Chief Information Officer effective July 1, 2012.

#### **Resolution of Appreciation for Mr. David Herche**

Upon the recommendation of the Chair, Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2012-44 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2012-44  
Resolution of Appreciation to  
David F. Herche

WHEREAS, David F. Herche was appointed to the Miami University Board of Trustees in 2004 to fill an unexpired term, and reappointed in 2005 to a full term; and

WHEREAS, during this time Dave Herche has demonstrated distinguished service and leadership by serving as Treasurer from 2007-2012; and

WHEREAS, during Dave's tenure Centers of Excellence were established; an Academic Division was created on the Regional Campuses; contracts were awarded for the Residence Hall Master Plan, the Upham Hall North Wing Renovation Project, the Laws Hall Renovation Project, the Farmer School of Business Building, and the Armstrong Student Center; a lease agreement was negotiated for the Greentree Health Science Academy; and the Strategic Priorities Task Force was appointed and issued its recommendations facilitating the ability of the President and Board of Trustees to anticipate and lead Miami into the future; and

WHEREAS, Dave graduated from Miami University in 1972 with a Bachelor of Science degree in Business, with a major in Accountancy; and

WHEREAS, Dave has enjoyed a successful and exemplary professional career serving as Chief Financial Officer, then Chief Executive Officer and Chairman of Enerfab, Inc.; and

WHEREAS, Dave has also helped to transform and grow the Malibu Group as a member of the Advisory Board and West Chester Holdings as Chief Executive Officer; and

WHEREAS, Dave has been inducted into Miami University's Academy of Entrepreneurs; and

WHEREAS, Dave has generously contributed his time and talents to serve the community through organizations including Cincinnati Works, the Small Business Advisory Council of the Federal Reserve Bank of Cleveland, Talbot House, UCATS for the University of Cincinnati, Oak Hills High School, Summit Country Day School, Cincinnati Chamber's Partnership for Greater Cincinnati, Young Presidents Organization, and Crossroads Community Church; and

WHEREAS, Miami Trustees, faculty, staff, and students will miss Dave's wisdom, advice, experience, counsel, common sense, and extraordinary sense of humor when he leaves the Board; and

WHEREAS, Miami now looks forward to his future assistance in further enhancing Miami's distinctive and revolutionary Institute for Entrepreneurship;



NOW, THEREFORE BE IT RESOLVED: that the members of the Miami University Board of Trustees do hereby express to David F. Herche their sincere gratitude and warm regard for his service and leadership both to this Board and to Miami University; and

BE IT FURTHER RESOLVED: that the members of the Board offer their best wishes for his continued good health and success in all his future endeavors; and

BE IT FURTHER RESOLVED: that this Board extends the open invitation to Dave to visit us often in the years ahead.

Done, by the Miami University Board of Trustees, this Twenty Second Day of June, Two Thousand Twelve at Miami University in the City of Oxford, County of Butler, State of Ohio, in the Two Hundred and Third year of the University's Charter.

### **Resolution of Appreciation for Mr. David Shade**

Upon the recommendation of the Chair, Mr. Bhati moved, Mr. Wilks seconded, and by voice vote Resolution R2012-45 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### **RESOLUTION R2012-45 Resolution of Appreciation to David M. Shade**

WHEREAS, David M. Shade was appointed to the Miami University Board of Trustees as a National Trustee in 2006 and reappointed in 2009; and

WHEREAS, during this time Dave Shade has demonstrated distinguished service and leadership by serving as Chair of the Finance and Audit Committee from 2010 to 2012; and

WHEREAS, during Dave's tenure: ground was broken for the Armstrong Student Center; the Farmer School of Business building was constructed; the Residence Hall Master Plan began; the north wing of Upham Hall was renovated; Laws Hall was transformed into the Business, Engineering, Science and Technology (BEST) Library; Centers of Excellence were established; an Academic Division was created on the Regional Campuses; a lease agreement was negotiated for the Greentree Health Science Academy; and the Strategic Priorities Task Force was appointed and issued its recommendations facilitating the ability of the President and Board of Trustees to anticipate and lead Miami into the future; and

WHEREAS, Dave also served Miami University through the Page Center Advisory Committee, the Business Advisory Council, his class reunion committee, as

President of the Foundation Board, and as Chair of the For Love and Honor Campaign;  
and

WHEREAS, Dave attended Miami University, was a member of the Lambda Chi Alpha fraternity, and graduated, in 1966, with a Bachelor of Science degree in Accountancy; and

WHEREAS, Dave served his nation with honor and distinction as a combat officer with the 101<sup>st</sup> Airborne Division in the Republic of Viet Nam, earning, with valor, both the Army Commendation Medal and the Bronze Star Medal; and

WHEREAS, Dave has enjoyed a successful and exemplary professional career first with Ernst & Young, then Valuation Counselors Group as CEO, then as founder, President and CEO of Wellspring Partners, and with Huron Consulting Group; and

WHEREAS, the impact of Dave's brilliance as a consultant has extended well beyond the business world to positively enhance the quality of life of millions as he worked to improve the operations and performance of fully 50% of our nation's largest healthcare systems; and

WHEREAS, Dave has generously contributed his time and talents to serve the community through the Union League Boys and Girls Club, the Union League Civic and Arts Foundation, as President of the Union League of Chicago, and as Treasurer and Governing Council member of the First Congregational Church of Crystal Lake; and

WHEREAS, Miami Trustees, faculty, staff, and students will miss Dave's wisdom, experience, counsel, common sense, and extraordinary warmth;

NOW, THEREFORE BE IT RESOLVED: that the members of the Miami University Board of Trustees do hereby express to David M. Shade their sincere gratitude and deepest regard for his service and leadership both to this Board and to Miami University; and

BE IT FURTHER RESOLVED: that the members of the Board offer their best wishes for his continued good health and success in all his future endeavors; and

BE IT FURTHER RESOLVED: that this Board extends an open invitation to Dave and Charlotte to visit us often in the years ahead.

Done, by the Miami University Board of Trustees, this Twenty Second Day of June, Two Thousand Twelve at Miami University in the City of Oxford, County of Butler, State of Ohio, in the Two Hundred and Third year of the University's Charter.

### **Vice President Reports**

Written reports were submitted by Mrs. Debra Allison, Vice President for Information Technology, and Mr. Brad Bundy, interim Vice President for Advancement. The reports are included as Attachments D (IT), and E (Advancement).

### **Executive Session**

Mr. Bhati moved, Mr. Ridenour seconded, and by roll call vote the Board convened to Executive Session for the purpose of conferring with General Counsel to discuss personnel matters, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

### **Adjournment**

With no other business to come before the Board, a motion was duly made by Mr. Herche, seconded by Mr. Herche, and unanimously approved by voice vote to adjourn. The meeting adjourned at 1:30 p.m.



Theodore O. Pickerill II  
Secretary to the Board of Trustees

# Graduate School and Research Strategic Goals and Priorities

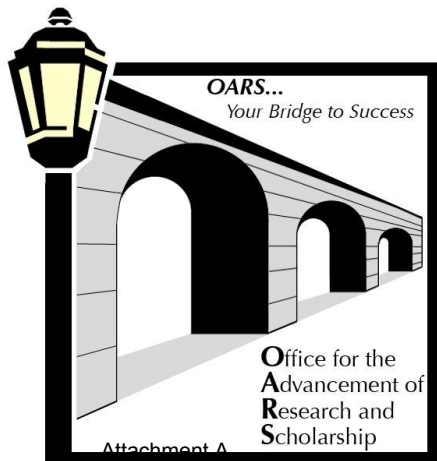
James T. Oris

Associate Provost for Research

Dean of the Graduate School

MU Board of Trustees Meeting

June 22, 2012



*The Graduate School*

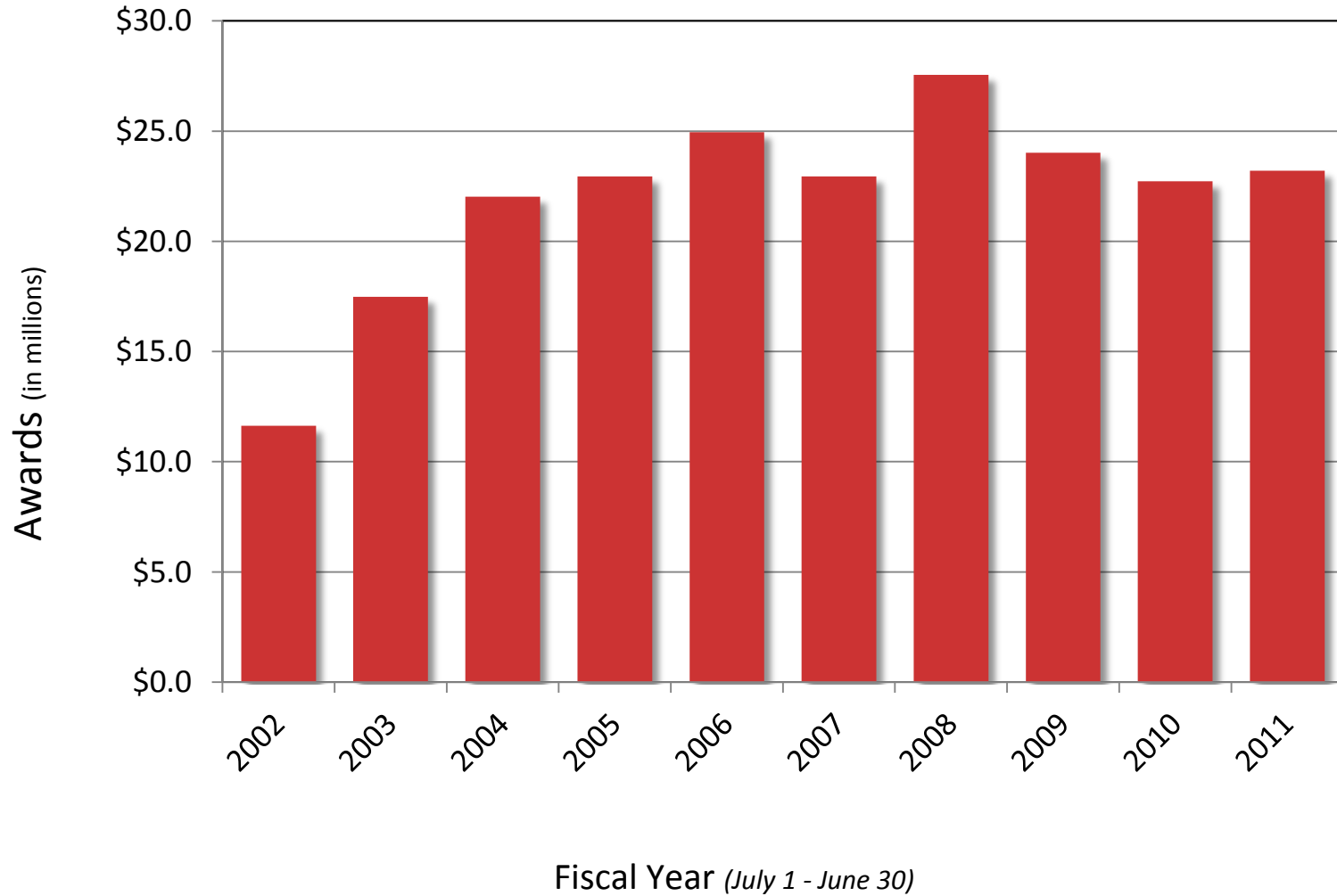


*A Community of Scholars*

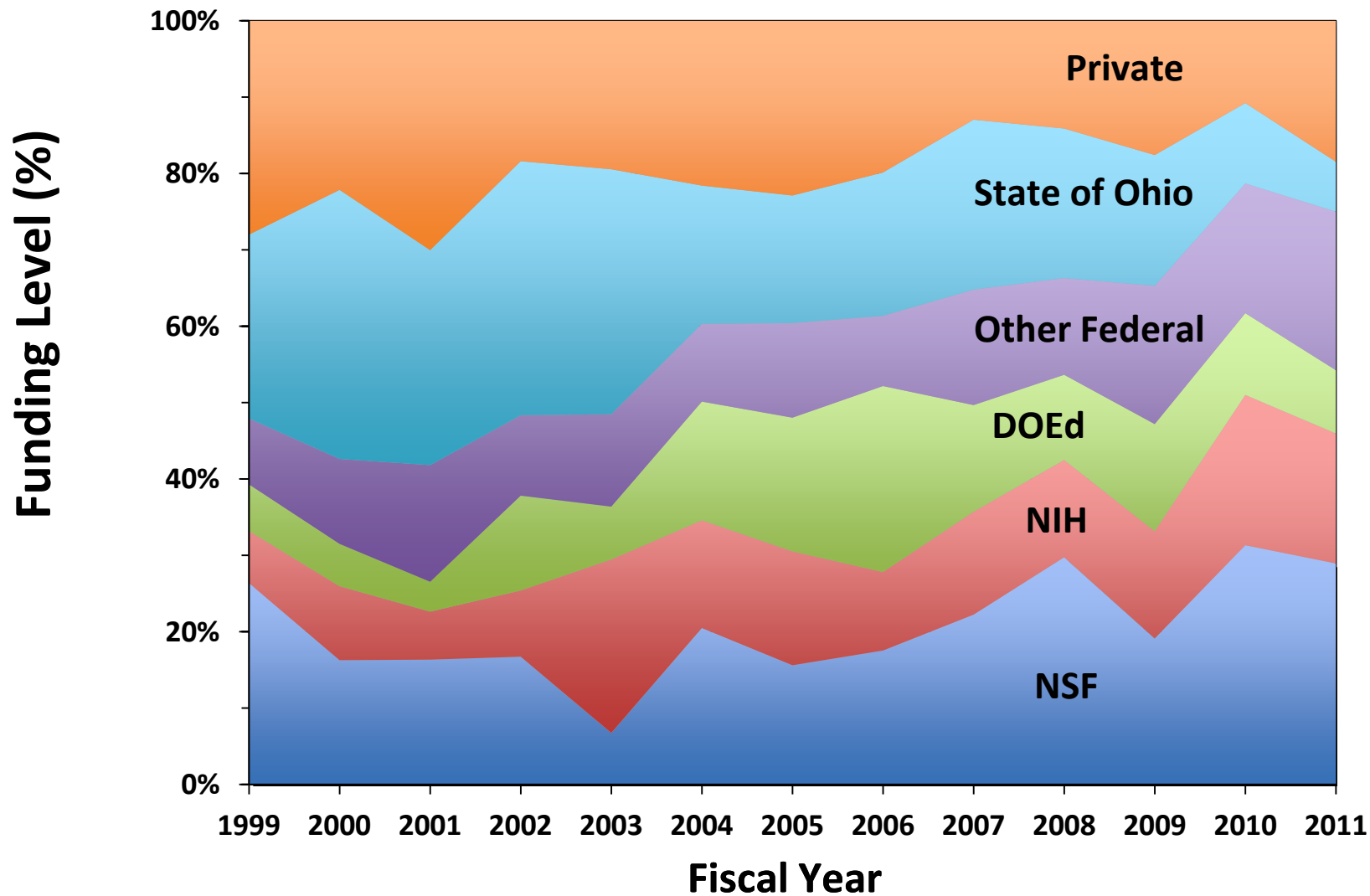
# The Benefits of Research Funding –



# External Funding – 10 Year Trend



# Annual Funding By Source - Miami University

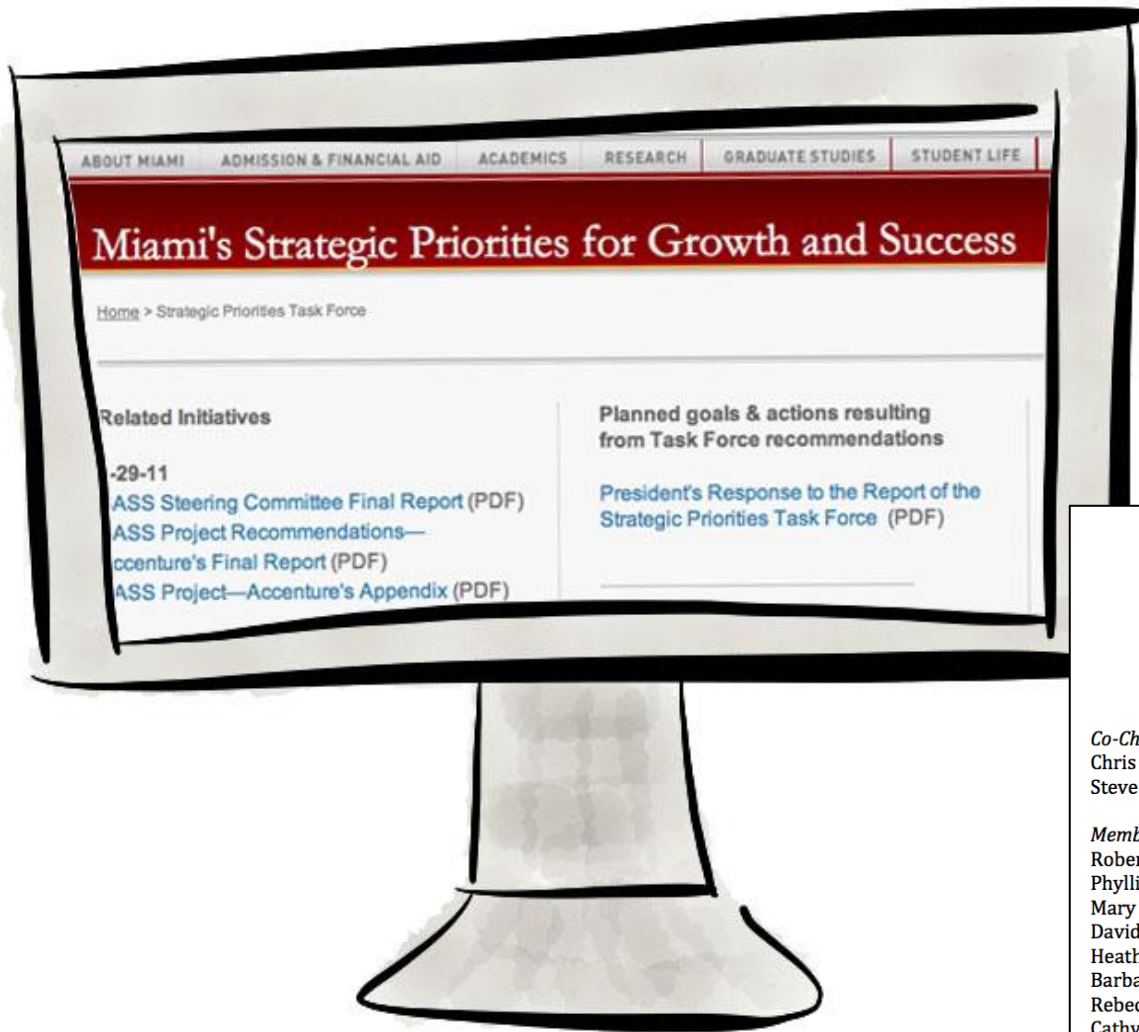


# The Benefits of Research Funding

<b><u>FY 2010 Grant Expenditures</u></b>	<b><u>Amount</u></b>	<b><u>% of Total Direct Costs</u></b>
<b>Personnel</b>	<b>8,647,303</b>	<b>47.2%</b>
Faculty	2,127,251	11.6%
Unclassified Staff	3,601,024	19.7%
Classified Staff	207,898	1.1%
Graduate Assistants	1,871,242	10.2%
Undergraduate Assistants	839,888	4.6%
<b>Benefits</b>	<b>1,616,800</b>	<b>8.8%</b>



# Strategic Priority Task Force Report and Response



## Final Report from the Strategic Priorities Task Force

October 15, 2010

### *Co-Chairs*

Chris Makaroff  
Steve B. Wyatt

Chair, Department of Chemistry and Biochemistry  
Chair, Department of Finance

### *Members:*

Robert Applebaum	Professor, Department of Sociology and Gerontology
Phyllis Callahan	Senior Associate Dean, College of Arts and Science
Mary Jean Corbett	Professor, Department of English
David Creamer	Vice President for Finance and Business Services
Heath Ingram	President, Associated Student Government*
Barbara Jones	Vice President for Student Affairs
Rebecca Luzadis	Associate Professor, Department of Management
Cathy McVey	Senior Director for Strategic Communication & Planning, IT Services
Lisa Santucci	Associate Librarian
Dave Sauter	University Registrar
Ronald Scott	Associate Vice President for Institutional Diversity
John Skillings	Interim Provost
Jeffrey Wanko	Associate Professor, Department of Teacher Education
John Weigand	Chair, Department of Architecture and Interior Design
Amy Wentzell	Administrative Assistant, Housing, Dining, and Guest Services
Qihou Zhou	Professor, Department of Electrical and Computer Engineering

# SPTF-Recommendation #8

## **Recommendation 8: Increase operational efficiency by performing a University-wide evaluation of administrative and support operations.**

- 1) Identify, and eliminate or centralize, redundant functions *across units*, and develop an organizational structure that retains needed services but delivers them more efficiently. This may entail the use of shared services, contracting of services, or an improved use of technology to deliver services.
  
- 3) Identify opportunities to share functions or operations with other universities.
  
- 4) Identify opportunities to shift support operations online, eliminating unnecessary paper transactions or face-to-face contact.

# SPTF-Recommendation #8

## Activities:

- Cross-Unit efforts engaged with:

  - Grants & Contracts (grants & proposal database, contract review)

  - Academic Personnel (graduate student appointments)

  - Business & Finance (budget – grad school))

  - Student Financial Aid (grad summer scholarships)

  - Bursar (grad summer scholarships)

  - Registrar (transcripts, commencement, others)

  - International Studies (admissions, grant writing)

- Shared-services agreement with WSU – Tech Transfer

- Combined MS program in Social Work with WSU

- Conversion of database(s) to Banner

- Implementation of CRM

# SPTF Recommendation #14

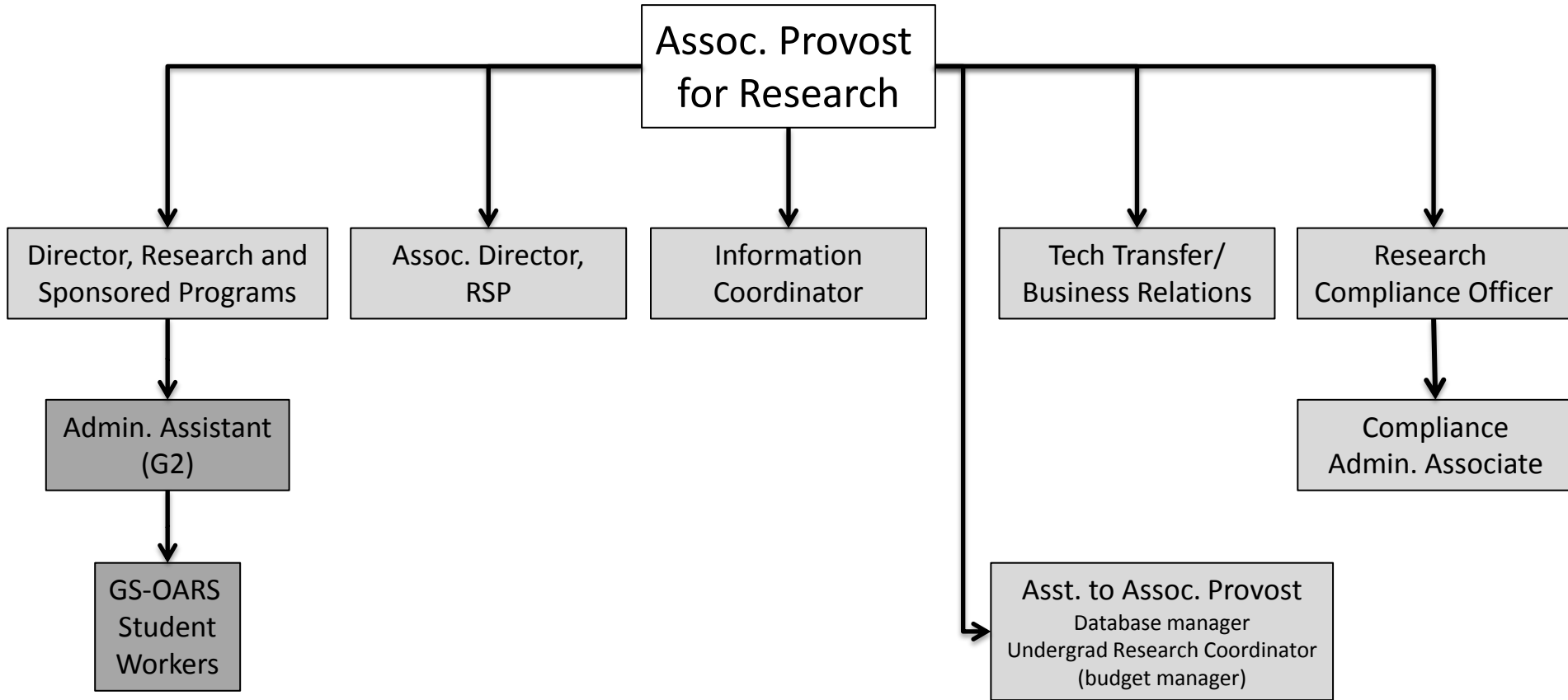
**14. Conduct a comprehensive review of all centers, programs, and offices reporting to the Provost to identify further potential savings.**

## **Activities:**

- GS/OARS paperless operations
- Eliminate shadow database systems
- HR review of staffing and assignments
- Reorganization of OARS staff and operations

# OARS Organizational Chart

## 2012 Revision



~\$75K reduction in operating costs

# SPTF Recommendations

- 22. Eliminate support for graduate programs that do not meet performance criteria.**
- 23. Maintain and enhance a smaller number of high-quality graduate programs that provide assistantships.**
- 25. Evaluate the use of assistantships in non-academic areas and eliminate such assistantships if they are not cost-effective.**
- 26. Conduct a comprehensive review of the pricing structure for tuition, based on the market value for competitive graduate programs.**

## **Activities:**

- Revision of Academic Program Review process
  - Alignment with HLC Accreditation/Forward-looking analysis of programs
- IT Services project to collect data on graduate programs
- Comprehensive Graduate Program Review (2012/13)

# SPTF – Recommendation #24

**24. Increase the number of revenue-generating graduate programs and tuition-paying graduate students.**

## **Activities:**

- Revised combined Bachelor/Master's requirements
  - 22 Combined Bachelor's/Master's programs offered beginning 2012/13
- ID and promote professional Master's programs (eg, IES)
- Promote and expand 1+1 Master's programs (eg., EDP LNU)
- Post-baccalaureate certificate programs
- Online graduate courses (eg, Dragonfly, iDiscovery)
- Flexibility in stipends and tuition/fee waivers

# Bachelor's + Master's Combined Programs

## **CAS**

Chemistry

English

Environmental Science

French

Geography

Geology

History

Mathematics (MA & MS)

Philosophy

Political Science

Spanish

Speech Pathology (MA & MS)

Statistics

## **FSB**

Accounting

Economics

## **SEAS**

Chemical Engineering

Computational Science & Engineering

Computer science

## **SEHS**

Educational Psychology

## **SFA**

Theatre



# SPTF – Recommendation #27

**27. Identify and support doctoral programs that generate external research funds.**

**Activities:**

- Targeted capital equipment matching
- Leverage of recovered F&A
- Research Incentive Program
- Enhanced training and facilitation of grant submissions
- Two PhD programs within Ohio Centers of Excellence
- Graduate program review process

# SPTF – Recommendation #28

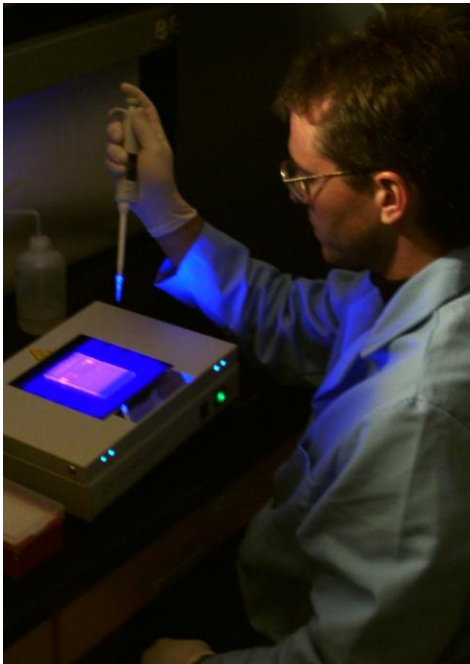
## **28. Review cost-recovery practices from sponsored funds.**

### **Activities:**

- Propose to provide F&A incentives to faculty
  - (5% return directly to faculty)
- RCM budgeting returns majority of F&A to deans
- Additional divisional incentives possible

# Graduate Research and Training Play a Critical Role in the Miami Experience

- Recruitment & retention of top-notch faculty
- Enhanced ability to win funding and increase scholarship
- Close interaction with undergraduate students & programs
- Highly sought as teachers and scholars
- Well-placed professionals serving society



J. Scott McClain, Ph.D., Syngenta Inc.



Paul Drevnick, Ph.D., University of Quebec



Kevin Geiss, Ph.D., USAF

# Questions?

## Jim Oris

Associate Provost for Research and Scholarship

Dean of the Graduate School

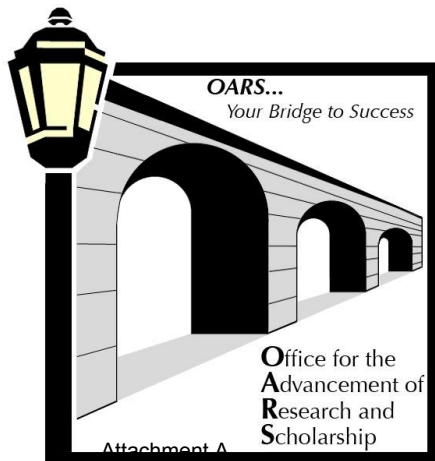
102 Roudebush Hall

Miami University

Oxford, OH 45056

513-529-3600

[orisjt@muohio.edu](mailto:orisjt@muohio.edu)



*The Graduate School*



*A Community of Scholars*

**To:** The Miami University Board of Trustees  
**From:** John Stefanski, Student Body President  
**Date:** June 22, 2012  
**Subject:** Report of the Student Body President

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Ladies and Gentlemen of the Board of Trustees,

I regret that I could not be in attendance for this meeting. This summer I am working in Cincinnati for Mayor Mark Mallory as a Seasongood Good Government Foundation Intern. I am helping organize an international mayor's summit as well as helping coordinate the Mayor with the World Choir Games taking place in the upcoming weeks.

The Murray and Agnes Seasongood Good Government Foundation each year awards internships to students in the field of public administration and public policy. These internships are much different than the conventional internship because the position is full time, paid, and the recipients get assigned to larger projects within the city, rather than other interns who fulfill stereotypical internship responsibilities. This internship is highly competitive for those undergraduate and graduate students studying public administration and policy. This tremendous opportunity was brought to my attention by one of my professors. I mention this because it is just one of many examples of professors going beyond the scope of their classrooms to help students get real world, relevant experience. I am pleased to mention that Miami University was the only university to have two of its students awarded internship positions for the summer of 2012. Sean Carr, a recent graduate of Miami University, is working in the City of Cincinnati's Office of Environmental Quality. I congratulate him as well as all of my fellow students who are representing Miami University in similar capacities all across the country.

In the few short weeks from my election to the end of the school year, I was able to meet with many students as well as administrators to begin discussing issues I want to address as Student Body President. I was very excited to sit down with some members of the Undergraduate Academic Advising Council (UAAC) to discuss the "Academic Advising Act" which was passed by Student Senate last April. After discussing various opinions on the act we came to a mutual agreement that there is a great need for better communication between the UAAC and ASG. Nick Miller, Secretary for Academic Affairs, as well as myself will be taking an active role in working with the members of the UAAC to help better the academic advising system at Miami.

As the second year of the Miami Plan Redesign moves forward, Nick Miller will be playing a crucial role in presenting the student perspective on liberal education. This is a huge undertaking, but a necessary one. It is important that the next Miami plan encourage students to take classes out of their comfort zone, that provide a relevant educational experience that will benefit the students as they move in to the world outside college.

I plan on overseeing the successful implementation and execution of two very important pieces of legislation passed last spring. The Peer Judicial Guide program will help to educate students on the Student Code of Conduct as well as provide them with a trained guide who can help walk them through the judicial process. Vice President Lizzie Litzow was a

tremendous help in the creation of this program. We look forward to seeing it help those students who need it.

As Student Body President, I will continue to advocate for the implementation of a Medical Emergency Assistance protocol or "Medical Amnesty" rule. As my predecessor mentioned in his final report, this will ensure that students won't face punitive measures if they or their friend needs medical attention due to alcohol. It just makes sense. I have had an overwhelming number of students, parents, and faculty members voice their support for this. Some students have felt compelled to write to local media and express their support. Professors have stopped me uptown and articulated their support, asking how they can help. It's time this is formalized.

A few weeks ago I had the great pleasure to travel to Miami (pronounced Miam-uh) Oklahoma with Dr. Barb Jones and VP for Campus Activities EJ Corporan. We met up with Bobbe Burke and Daryl Baldwin and the rest of the staff of the Myaamia Project, who were tremendous guides and sources of information for us. This trip exposed a certain part of America I had no real understanding of. George Ironstrack, Assistant Director and Education Coordinator of the Myammia Project, gave a very interesting presentation on the history of the Miami Tribe, the story behind the Tribes land, and the attempts to stay on the land their families had lived on for many years prior. It is important to highlight this great program and find more ways to get students involved. This trip was definitely one of my favorite memories from my Miami experience. It's experiences like this that truly set Miami apart from other institutions.

A recent development that I would like to shed some light on regards the University's rebranding efforts. The University's Twitter account switched using the Hashtag #MiamiU to #MiamiOH. Now while this may seem trivial or even confusing, within minutes I was contacted, via twitter and email, by former Student Body Presidents and alumni expressing their displeasure with the change. It is important to keep alumni's interests in these branding decisions. Having said that, I fully support Deedie Dowdle's efforts to better market Miami. A switch from MiamiU to MiamiOH is not all that drastic of a change.

I am very excited to have a group of highly motivated and qualified leaders serving on the ASG Executive Cabinet with me. Their names and positions are listed at the end of this report. Please do not hesitate to contact myself or any of them if you have any questions or want to hear more student perspective on various issues.

I look forward to working with you over the next year. Thank you for your continued service to and support of this great institution.

Love and Honor,



## 2012-2013 Associated Student Government Executive Cabinet

John Stefanski	<i>Student Body President</i>	<a href="mailto:Stefanjw@muohio.edu">Stefanjw@muohio.edu</a>
Lizzie Litzow	<i>Student Body Vice President</i>	<a href="mailto:Litzowea@muohio.edu">Litzowea@muohio.edu</a>
Michael Trivelli	<i>VP for Student Organizations</i>	<a href="mailto:Trivelma@muohio.edu">Trivelma@muohio.edu</a>
EJ Corporan	<i>VP for Campus Activities</i>	<a href="mailto:Corporej@muohio.edu">Corporej@muohio.edu</a>
Forrest McGuire	<i>Chief of Staff</i>	<a href="mailto:Mcguirfg@muohio.edu">Mcguirfg@muohio.edu</a>
Peter Dougherty	<i>President of Student Senate</i>	<a href="mailto:Doughepm@muohio.edu">Doughepm@muohio.edu</a>
Nick Miller	<i>Secretary for Academic Affairs</i>	<a href="mailto:Mille534@muohio.edu">Mille534@muohio.edu</a>
Conor Nelson	<i>Secretary for Alumni Affairs</i>	<a href="mailto:Nelson13@muohio.edu">Nelson13@muohio.edu</a>
Jonathan Wheeler	<i>Secretary for Diversity Affairs</i>	<a href="mailto:Wheeleja@muohio.edu">Wheeleja@muohio.edu</a>
Ari Frum	<i>Secretary for Off Campus Affairs</i>	<a href="mailto:Frumad@muohio.edu">Frumad@muohio.edu</a>
Cole Tyman	<i>Secretary for On Campus Affairs</i>	<a href="mailto:Tymancr@muohio.edu">Tymancr@muohio.edu</a>
Jane Heistand	<i>Secretary for Public Relations</i>	<a href="mailto:Heistajc@muohio.edu">Heistajc@muohio.edu</a>
Alex Busam	<i>Treasurer</i>	<a href="mailto:Busamag@muohio.edu">Busamag@muohio.edu</a>
Andrew Bair	<i>Technology Director</i>	<a href="mailto:Bairac@muohio.edu">Bairac@muohio.edu</a>



A **“Culture of Champions”** is a belief that part-time excellence is unacceptable – that excellence is a lifestyle. Thus, we excel intellectually, athletically, through service, with leadership, by example, with attitude and through our words and actions!

Culture of Champions





# World Champion



Culture of Champions



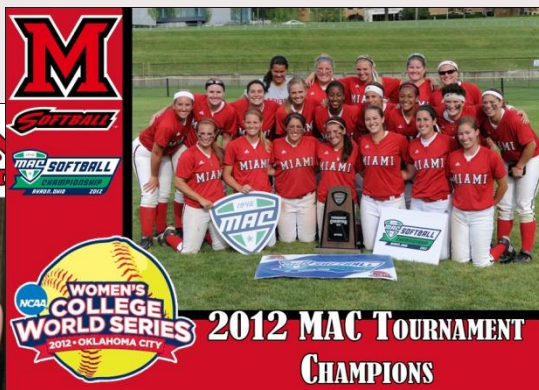
# TITLE IX, GENDER EQUITY AND ROSTER MANAGEMENT



**NATIONAL CHAMPION**  
**LEGIATE SYNCHRONIZED SKATING T**



**14th Collegiate National Championship**  
**Eighth-Straight National Title**



**2011-12**

**Students**

**Percent**

Female Student's

7,725

52.3%

Female Student-  
 Athlete's

340

53.9%

Male Student's

7098

47.7%

Male Student-Athlete's

291

46.1%

**Culture of Champions**



# LEADERSHIP



Culture of Champions



# HISTORY



Culture of Champions



# NATIONAL MILESTONE



Culture of Champions



# UNDERGRADUATE RESEARCH



# Culture of Champions



# SIGNIFICANCE OF MIAMI DEGREE



Culture of Champions



# INTELLECTUAL DEVELOPMENT



<b>Entering Class:</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
<b>Student-Athletes</b>	<b>83%</b>	<b>76%</b>	<b>79%</b>	<b>89%</b>	<b>94%</b>
<b>Male S-A's</b>	<b>81%</b>	<b>74%</b>	<b>78%</b>	<b>87%</b>	<b>92%</b>
<b>Female S-A's</b>	<b>86%</b>	<b>77%</b>	<b>82%</b>	<b>90%</b>	<b>96%</b>
<b>Baseball</b>	<b>70%</b>	<b>80%</b>	<b>71%</b>	<b>100%</b>	<b>100%</b>
<b>MBB</b>	<b>33%</b>	<b>50%</b>	<b>75%</b>	<b>75%</b>	<b>75%</b>
<b>WBB</b>	<b>100%</b>	<b>80%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Football</b>	<b>88%</b>	<b>70%</b>	<b>84%</b>	<b>82%</b>	<b>100%</b>
<b>Men's Track/CC</b>	<b>91%</b>	<b>100%</b>	<b>64%</b>	<b>90%</b>	<b>85%</b>
<b>Women's Trk/CC</b>	<b>87%</b>	<b>75%</b>	<b>88%</b>	<b>100%</b>	<b>93%</b>

**Culture of Champions**





# NATIONAL STAGE



Culture of Champions

**M**  
CULTURE OF CHAMPIONS  
MIAMI UNIVERSITY

<u>Entering Class</u>	<u>1999-2000</u>	<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>Retention 2007-2008</u>	<u>Retention 2008-2009</u>	<u>Retention 2009-2010</u>	<u>Retention 2010-2011</u>	<u>Retention 2011-2012</u>
Class Students	80%	81%	80%	81%	83%	80%					
Class S-Ath	79%	85%	75%	82%	74%	72%	83%	76%	79%	89%	94%
4-Yr Students	80%	80%	80%	81%	81%	81%					
4-Yr S-Ath	72%	75%	77%	80%	77%	75%					
Class Male Stu	79%	80%	76%	78%	81%	78%					
Class Male SA	74%	78%	68%	77%	70%	69%	81%	74%	78	87%	92%
4-Yr Male Stu	79%	79%	79%	78%	79%	78%					
4-Yr Male S-Ath	66%	68%	69%	74%	73%	71%					
Class Female Students	81%	82%	83%	83%	84%	81%					
Class Female S-Athletes	83%	92%	89%	87%	81%	77%	86%	77%	82%	90%	96%
4-Yr Female Students	81%	81%	82%	82%	83%	83%					
4-Yr Female S-Athletes	82%	85%	88%	87%	85%	82%					

<u>Team</u>	<u>1999-2000</u>	<u>2000-2001</u>	<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>
Class Baseball	71%	50%	57%	75%	50%	40%	70%	80%	71%	100%	100%
4-Year Baseball	67%	62%	61%	65%	59%	54%					
Class Men's Basketball	100%	67%	50%	67%	75%	67%	33%	50%	75%	80%	50%
4-Year Men's Basketball	53%	59%	64%	73%	67%	67%					
Class Women's Basketball	100%	100%	100%	100%	67%	75%	100%	80%	100%	100%	100%
4-Year Women's Basketball	81%	87%	93%	100%	75%	79%					
Class Football	60%	71%	71%	75%	64%	77%	88%	70%	84%	82%	100%
4-Year Football	57%	61%	68%	71%	72%	73%					
Class Men's Track/CC	67%	78%	80%	100%	75%	50%	82%	100%	61%	90%	89%
4-Year Men's Track/CC	68%	73%	74%	79%	82%	76%					
Class Women's Track/CC	91%	100%	80%	77%	80%	64%	89%	78%	83%	100%	89%

# Miami University (Ohio)

FRESHMAN-COHORT GRADUATION RATES	All Students	Student-Athletes #
1999-00 Graduation Rate	80%	79%
Four-Class Average	80%	72%
Student-Athlete Graduation Success Rate		84%

## 1. Graduation-Rates Data

### a. All Students

	Men				Women				Total			
	Freshman Rate				Freshman Rate				Freshman Rate			
	99-00		4-Class		99-00		4-Class		99-00		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am.Indian/AN	7	57	21	67	7	86	32	78	14	71	53	74
Asian/PI	25	72	103	76	35	74	99	75	60	73	202	75
Black	67	48	244	50	59	76	288	65	126	61	532	58
Hispanic	30	77	115	70	36	78	129	80	66	77	244	75
White	1364	81	5190	81	1818	82	6998	82	3182	81	12188	82
N-R Alien	10	70	23	70	6	83	16	69	16	75	39	69
Other	51	73	158	76	68	75	185	75	119	74	343	76
Total	1554	79	5854	79	2029	81	7747	81	3583	80	13601	80

### b. Student-Athletes

	Men						Women						Total					
	Freshman Rate						Freshman Rate						Freshman Rate					
	99-00		4-Class		GSR		99-00		4-Class		GSR		99-00		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am.Indian/AN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/PI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Black	10	50	38	39	33	55	3	100	9	78	9	78	13	62	47	47	42	60
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White	27	81	143	73	167	83	41	85	101	85	119	94	68	84	244	78	286	87
N-R Alien	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Other	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Total	42	74	192	66	215	78	47	83	114	82	131	92	89	79	306	72	346	84

#Only student-athletes receiving athletics aid are included in this report.

c. Student-Athletes by Sport Category

	<b>Baseball</b>			<b>Men's Basketball</b>			<b>Men's CC/Track</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	99-00	4-Class	GSR	99-00	4-Class	GSR	99-00	4-Class	GSR
Am.Indian/AN	-	-	-	-	-	-	-	-	-
Asian/PI	-	-	-	-	-	-	-	-	-
Black	0-a	0-a	-	100-a	33-a	33-a	100-a	75-a	75-a
Hispanic	-	-	-	-	-	-	-	-	-
White	100-a	71-e	86-e	100-a	64-c	69-c	63-b	67-e	81-e
N-R Alien	0-a	0-a	-	-	-	-	-	-	-
Other	-	-	-	-	0-a	50-a	-	-	100-a
Total	71-b	67-e	86-e	100-a	53-c	61-d	67-b	68-e	81-e
	<b>Football</b>			<b>Men's Other</b>					
	Freshman Rate			Freshman Rate					
	99-00	4-Class	GSR	99-00	4-Class	GSR			
Am.Indian/AN	-	-	-	-	-	-			
Asian/PI	-	-	-	-	-	-			
Black	43-b	42-e	52-e	-	100-a	100-a			
Hispanic	-	-	-	-	-	-			
White	75-b	73-e	85-e	100-a	80-e	83-e			
N-R Alien	-	-	-	-	67-a	67-a			
Other	-	50-a	80-a	100-a	100-a	100-a			
Total	60-c	57-e	75-e	100-b	81-e	84-e			
	<b>Women's Basketball</b>			<b>Women's CC/Track</b>			<b>Women's Other</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	99-00	4-Class	GSR	99-00	4-Class	GSR	99-00	4-Class	GSR
Am.Indian/AN	-	-	-	-	-	-	-	-	-
Asian/PI	-	-	-	-	-	-	-	-	-
Black	-	0-a	0-a	100-a	88-b	88-b	-	-	-
Hispanic	-	-	-	-	-	-	-	-	-
White	100-a	93-c	93-c	86-b	72-d	88-d	83-e	87-e	95-e
N-R Alien	-	0-a	0-a	100-a	100-a	100-a	-	-	-
Other	-	-	-	-	-	-	0-a	0-a	100-a
Total	100-a	81-d	82-d	91-c	78-e	88-e	78-e	85-e	95-e

Values for N ( a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20 )

d. Graduation Rates of Those Exhausting Eligibility (Student-Athletes # entering during 1990-01 through 1999-00)

Number Exhausting Eligibility = 643 Graduation Rate = 84

# Only student-athletes receiving athletics aid are included in this report.

# Miami University (Ohio)

FRESHMAN-COHORT GRADUATION RATES	All Students	Student-Athletes #
2000-01 Graduation Rate	81%	85%
Four-Class Average	80%	75%
Student-Athlete Graduation Success Rate		86%

## 1. Graduation-Rates Data

### a. All Students

	Men				Women				Total			
	Freshman Rate				Freshman Rate				Freshman Rate			
	00-01		4-Class		00-01		4-Class		00-01		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am.Indian/AN	10	100	25	84	15	87	40	78	25	92	65	80
Asian/PI	24	88	100	76	29	76	100	74	53	81	200	75
Black	69	62	245	51	79	72	283	69	148	68	528	61
Hispanic	35	71	118	73	36	83	135	79	71	77	253	76
White	1239	81	5196	81	1734	83	6981	82	2973	82	12177	82
N-R Alien	9	67	27	74	16	94	26	88	25	84	53	81
Other	26	81	148	76	38	87	194	76	64	84	342	76
Total	1412	80	5859	79	1947	82	7759	81	3359	81	13618	80

### b. Student-Athletes

	Men						Women						Total					
	Freshman Rate						Freshman Rate						Freshman Rate					
	00-01		4-Class		GSR		00-01		4-Class		GSR		00-01		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am.Indian/AN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/PI	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Black	10	50	40	45	35	60	3	100	10	90	10	90	13	62	50	54	45	67
Hispanic	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
White	25	88	133	75	157	85	31	94	115	87	133	95	56	91	248	81	290	89
N-R Alien	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Other	0	0	***	***	***	***	0	0	***	***	***	***	0	0	***	***	***	***
Total	37	78	184	68	207	81	36	92	131	85	148	93	73	85	315	75	355	86

#Only student-athletes receiving athletics aid are included in this report.

## c. Student-Athletes by Sport Category

	<b>Baseball</b>			<b>Men's Basketball</b>			<b>Men's CC/Track</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	00-01	4-Class	GSR	00-01	4-Class	GSR	00-01	4-Class	GSR
Am.Indian/AN	-	-	-	-	-	-	-	-	-
Asian/PI	-	-	-	-	-	-	-	-	-
Black	-	0-a	-	67-a	50-b	50-b	0-a	50-a	50-a
Hispanic	-	-	-	-	-	-	100-a	100-a	100-a
White	50-a	67-e	81-e	-	70-b	75-c	100-a	75-d	88-e
N-R Alien	-	0-a	-	-	-	-	100-a	100-a	100-a
Other	-	-	-	-	0-a	50-a	-	-	100-a
Total	50-a	62-e	81-e	67-a	59-d	65-d	78-b	73-e	84-e
	<b>Football</b>			<b>Men's Other</b>					
	Freshman Rate			Freshman Rate					
	00-01	4-Class	GSR	00-01	4-Class	GSR			
Am.Indian/AN	-	-	-	-	-	-			
Asian/PI	-	-	-	-	-	-			
Black	60-a	45-e	64-e	-	-	-			
Hispanic	-	-	-	-	-	-			
White	78-b	74-e	86-e	100-b	83-e	86-e			
N-R Alien	-	-	-	-	100-a	100-a			
Other	-	50-a	80-a	-	100-a	100-a			
Total	71-c	61-e	79-e	100-b	85-e	88-e			
	<b>Women's Basketball</b>			<b>Women's CC/Track</b>			<b>Women's Other</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	00-01	4-Class	GSR	00-01	4-Class	GSR	00-01	4-Class	GSR
Am.Indian/AN	-	-	-	-	-	-	-	-	-
Asian/PI	-	-	-	-	-	-	0-a	0-a	0-a
Black	100-a	100-a	100-a	100-a	89-b	89-b	-	-	-
Hispanic	-	-	-	-	-	-	100-a	100-a	100-a
White	100-a	92-c	93-c	100-b	83-e	96-e	90-d	87-e	95-e
N-R Alien	-	0-a	0-a	-	100-a	100-a	-	-	-
Other	-	-	-	-	-	-	-	0-a	100-a
Total	100-a	87-c	88-d	100-c	85-e	94-e	86-e	84-e	94-e

Values for N ( a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20 )

d. Graduation Rates of Those Exhausting Eligibility (Student-Athletes # entering during 1991-02 through 2000-01)

Number Exhausting Eligibility = 663 Graduation Rate = 84

# Only student-athletes receiving athletics aid are included in this report.

# Miami University (Ohio)

FRESHMAN-COHORT GRADUATION RATES	All Students	Student-Athletes #
2001-02 Graduation Rate	80%	75%
Four-Class Average	80%	77%
Student-Athlete Graduation Success Rate		87%

## 1. Graduation-Rates Data

### a. All Students

	Men				Women				Total			
	Freshman Rate				Freshman Rate				Freshman Rate			
	01-02		4-Class		01-02		4-Class		01-02		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am.Indian/AN	6	67	26	77	15	67	49	78	21	67	75	77
Asian/PI	61	75	135	77	66	76	130	75	127	76	265	76
Black	54	59	240	53	76	72	293	73	130	67	533	64
Hispanic	24	75	117	73	35	80	138	79	59	78	255	76
White	1333	77	5219	80	1686	83	6938	82	3019	81	12157	81
N-R Alien	6	67	30	73	6	67	30	87	12	67	60	80
Other	43	81	154	77	43	91	194	82	86	86	348	80
Total	1527	76	5921	79	1927	83	7772	82	3454	80	13693	80

### b. Student-Athletes

	Men						Women						Total					
	Freshman Rate						Freshman Rate						Freshman Rate					
	01-02		4-Class		GSR		01-02		4-Class		GSR		01-02		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am.Indian/AN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/PI	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Black	8	75	39	49	35	63	3	67	11	91	11	91	11	73	50	58	46	70
Hispanic	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
White	46	65	144	74	169	82	24	92	121	89	142	96	70	74	265	81	311	89
N-R Alien	0	0	***	***	***	***	0	0	***	***	***	***	0	0	***	***	***	***
Other	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Total	56	68	193	69	216	80	28	89	138	88	158	96	84	75	331	77	374	87

#Only student-athletes receiving athletics aid are included in this report.



## c. Student-Athletes by Sport Category

	<b>Baseball</b>			<b>Men's Basketball</b>			<b>Men's CC/Track</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	01-02	4-Class	GSR	01-02	4-Class	GSR	01-02	4-Class	GSR
Am.Indian/AN	-	-	-	-	-	-	-	-	-
Asian/PI	-	-	-	-	-	-	-	-	-
Black	-	0-a	-	100-a	57-b	57-b	-	33-a	33-a
Hispanic	100-a	100-a	100-a	-	-	-	-	100-a	100-a
White	54-c	63-e	72-e	0-a	71-b	75-b	80-a	77-e	89-e
N-R Alien	-	0-a	-	-	-	-	-	100-a	100-a
Other	-	-	-	-	-	-	-	-	-
Total	57-c	61-e	73-e	50-a	64-c	67-c	80-a	74-e	84-e
	<b>Football</b>			<b>Men's Other</b>					
	Freshman Rate			Freshman Rate					
	01-02	4-Class	GSR	01-02	4-Class	GSR			
Am.Indian/AN	-	-	-	-	-	-			
Asian/PI	-	-	-	-	-	-			
Black	71-b	50-e	68-e	-	-	-			
Hispanic	-	-	-	-	-	-			
White	79-c	79-e	88-e	62-c	74-e	80-e			
N-R Alien	-	-	-	-	-	-			
Other	100-a	100-a	100-a	-	100-a	100-a			
Total	77-e	68-e	83-e	62-c	77-e	82-e			
	<b>Women's Basketball</b>			<b>Women's CC/Track</b>			<b>Women's Other</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	01-02	4-Class	GSR	01-02	4-Class	GSR	01-02	4-Class	GSR
Am.Indian/AN	-	-	-	-	-	-	-	-	-
Asian/PI	-	-	-	-	-	-	100-a	50-a	50-a
Black	100-a	100-a	100-a	100-a	100-b	100-b	0-a	0-a	0-a
Hispanic	-	-	-	-	-	-	-	100-a	100-a
White	100-a	92-c	92-c	75-a	91-e	100-e	94-d	88-e	96-e
N-R Alien	-	-	-	-	100-a	100-a	-	-	-
Other	-	-	-	-	-	-	-	0-a	100-a
Total	100-a	93-c	93-c	80-a	94-e	100-e	90-d	85-e	95-e

Values for N ( a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20 )

d. Graduation Rates of Those Exhausting Eligibility (Student-Athletes # entering during 1992-93 through 2001-02)

Number Exhausting Eligibility = 696 Graduation Rate = 82

# Only student-athletes receiving athletics aid are included in this report.

# Miami University (Ohio)

FRESHMAN-COHORT GRADUATION RATES	All Students	Student-Athletes #
2002-03 Graduation Rate	81%	82%
Four-Class Average	81%	80%
Student-Athlete Graduation Success Rate		88%

## 1. Graduation-Rates Data

### a. All Students

	Men				Women				Total			
	Freshman Rate				Freshman Rate				Freshman Rate			
	02-03		4-Class		02-03		4-Class		02-03		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Indian/AN	0	0	23	78	0	0	37	78	0	0	60	78
Asian	51	69	161	75	67	75	197	75	118	72	358	75
African American	66	65	256	59	90	69	304	72	156	67	560	66
Hispanic	31	77	120	75	34	76	141	79	65	77	261	77
Non-Resident Alien	9	78	34	71	6	67	34	82	15	73	68	76
Native Hawaiian/PI	0	0	0	0	0	0	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0	0	0	0	0	0	0
White/Non-Hispanic	1408	79	5344	80	1760	84	6998	83	3168	82	12342	81
Other	51	76	171	77	41	85	190	83	92	80	361	80
Total	1616	78	6109	78	1998	83	7901	82	3614	81	14010	81

### b. Student-Athletes

	Men						Women						Total					
	Freshman Rate						Freshman Rate						Freshman Rate					
	02-03		4-Class		GSR		02-03		4-Class		GSR		02-03		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am. Indian/AN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	***	***	0	0	0	0	***	***	4	75	4	75	***	***	4	75	4	75
African American	***	***	36	64	34	76	***	***	10	90	10	90	***	***	46	70	44	80
Hispanic	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Non-Resident Alien	0	0	***	***	***	***	0	0	***	***	***	***	0	0	***	***	***	***
Native Hawaiian/PI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White/Non-Hispanic	40	75	138	75	166	83	48	88	144	89	165	95	88	82	282	82	331	89
Other	0	0	***	***	***	***	0	0	***	***	***	***	0	0	***	***	***	***
Total	48	77	183	74	212	82	52	87	163	87	183	94	100	82	346	80	395	88

#Only student-athletes receiving athletics aid are included in this report.

## c. Student-Athletes by Sport Category

	<b>Baseball</b>			<b>Men's Basketball</b>			<b>Men's CC/Track</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	02-03	4-Class	GSR	02-03	4-Class	GSR	02-03	4-Class	GSR
Am. Indian/AN	-	-	-	-	-	-	-	-	-
Asian	-	-	-	-	-	-	-	-	-
African American	-	0-a	-	100-a	83-b	83-b	100-a	50-a	50-a
Hispanic	-	100-a	100-a	-	-	-	-	100-a	100-a
Non-Resident Alien	-	0-a	-	-	-	-	-	100-a	50-a
Native Hawaiian/PI	-	-	-	-	-	-	-	-	-
Two or More Races	-	-	-	-	-	-	-	-	-
White/Non-Hispanic	75-b	68-e	74-e	50-a	60-a	60-a	100-a	83-e	93-e
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>75-b</b>	<b>65-e</b>	<b>74-e</b>	<b>67-a</b>	<b>73-c</b>	<b>73-c</b>	<b>100-b</b>	<b>79-e</b>	<b>86-e</b>
	<b>Football</b>			<b>Men's Other</b>					
	Freshman Rate			Freshman Rate					
	02-03	4-Class	GSR	02-03	4-Class	GSR			
Am. Indian/AN	-	-	-	-	-	-			
Asian	-	-	-	-	-	-			
African American	83-b	64-e	79-e	-	-	-			
Hispanic	-	-	-	-	-	-			
Non-Resident Alien	-	-	-	-	-	-			
Native Hawaiian/PI	-	-	-	-	-	-			
Two or More Races	-	-	-	-	-	-			
White/Non-Hispanic	67-b	76-e	86-e	74-d	78-e	81-e			
Other	-	100-a	100-a	-	100-a	100-a			
<b>Total</b>	<b>75-c</b>	<b>71-e</b>	<b>85-e</b>	<b>74-d</b>	<b>80-e</b>	<b>83-e</b>			
	<b>Women's Basketball</b>			<b>Women's CC/Track</b>			<b>Women's Other</b>		
	Freshman Rate			Freshman Rate			Freshman Rate		
	02-03	4-Class	GSR	02-03	4-Class	GSR	02-03	4-Class	GSR
Am. Indian/AN	-	-	-	-	-	-	-	-	-
Asian	-	-	-	100-a	100-a	100-a	100-a	67-a	67-a
African American	-	100-a	100-a	100-a	100-b	100-b	-	0-a	0-a
Hispanic	-	-	-	-	-	-	0-a	50-a	50-a
Non-Resident Alien	-	-	-	-	100-a	100-a	-	-	-
Native Hawaiian/PI	-	-	-	-	-	-	-	-	-
Two or More Races	-	-	-	-	-	-	-	-	-
White/Non-Hispanic	100-a	100-c	100-c	73-c	84-e	90-e	91-e	89-e	96-e
Other	-	-	-	-	-	-	-	0-a	100-a
<b>Total</b>	<b>100-a</b>	<b>100-c</b>	<b>100-c</b>	<b>77-c</b>	<b>88-e</b>	<b>93-e</b>	<b>89-e</b>	<b>85-e</b>	<b>94-e</b>

# Miami University (Ohio)

FRESHMAN-COHORT GRADUATION RATES	All Students	Student-Athletes #
2003 Graduation Rate	83%	74%
Four-Class Average	81%	77%
Student-Athlete Graduation Success Rate		86%

## 1. Graduation-Rates Data

### a. All Students

	Freshman Rate				Freshman Rate				Freshman Rate			
	Men				Women				Total			
	03-04		4-Class		03-04		4-Class		03-04		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	9	67	25	80	6	100	36	81	15	80	61	80
Asian	0	0	136	75	35	86	197	77	35	86	333	76
Black	39	59	228	62	55	76	300	72	94	69	528	68
Hispanic	14	71	104	74	27	81	132	80	41	78	236	78
Nat. Haw./PI	41	78	41	78	0	0	0	0	41	78	41	78
N-R Alien	7	57	31	68	15	80	43	81	22	73	74	76
Two or More	0	0	0	0	0	0	0	0	0	0	0	0
Unknown	91	71	211	76	96	92	218	89	187	82	429	83
White	1317	83	5297	80	1610	84	6790	83	2927	83	12087	82
Total	1518	81	6073	79	1844	84	7716	83	3362	83	13789	81

### b. Student-Athletes

	Freshman Rate						Freshman Rate						Freshman Rate					
	Men						Women						Total					
	03-04		4-Class		GSR		03-04		4-Class		GSR		03-04		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	0	0	0	0	***	***	0	0	0	0	***	***	0	0	0	0	***	***
Asian	0	0	***	***	***	***	0	0	***	***	***	***	0	0	***	***	***	***
Black	11	45	37	62	34	68	4	75	12	83	11	91	15	53	49	67	45	73
Hispanic	***	***	***	***	3	100	***	***	***	***	0	0	***	***	***	***	3	100
Nat. Haw./PI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N-R Alien	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Two or More	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unknown	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
White	34	79	143	75	135	81	25	84	105	87	99	97	59	81	248	80	234	88
Total	47	70	186	73	176	79	31	81	123	85	115	97	78	74	309	77	291	86

c. Student-Athletes by Sport Category

<b>Baseball</b>				<b>Men's Basketball</b>				<b>Men's CC/Track</b>			
Freshman Rate				Freshman Rate				Freshman Rate			
2003	4-Class	GSR		2003	4-Class	GSR		2003	4-Class	GSR	
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-
Asian	-	-	-	Asian	-	-	-	Asian	-	-	-
Black	-	-	-	Black	100-a	83-b	83-b	Black	0-a	25-a	25-a
Hispanic	-	100-a	100-a	Hispanic	-	-	-	Hispanic	-	100-a	100-a
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
N-R Alien	-	-	-	N-R Alien	-	-	-	N-R Alien	-	100-a	50-a
Two or More	-	-	-	Two or More	-	-	-	Two or More	-	-	-
Unknown	-	-	-	Unknown	-	-	-	Unknown	-	-	-
White	50-a	58-e	63-e	White	67-a	50-b	75-a	White	86-b	91-e	92-e
Total	50-a	59-e	64-e	Total	75-a	67-c	80-b	Total	75-b	82-e	81-e
<b>Football</b>				<b>Men's Other</b>							
Freshman Rate				Freshman Rate							
2003	4-Class	GSR		2003	4-Class	GSR					
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-				
Asian	-	-	-	Asian	-	-	-				
Black	44-b	63-e	71-e	Black	-	-	-				
Hispanic	-	-	-	Hispanic	100-a	100-a	100-a				
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-				
N-R Alien	-	-	-	N-R Alien	-	-	100-a				
Two or More	-	-	-	Two or More	-	-	-				
Unknown	0-a	50-a	100-a	Unknown	-	-	-				
White	89-b	79-e	83-e	White	82-c	76-e	85-e				
Total	63-d	72-e	79-e	Total	83-c	77-e	86-e				
<b>Women's Basketball</b>				<b>Women's CC/Track</b>				<b>Women's Other</b>			
Freshman Rate				Freshman Rate				Freshman Rate			
2003	4-Class	GSR		2003	4-Class	GSR		2003	4-Class	GSR	
Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	-	Am. Ind./AN	-	-	100-a
Asian	-	-	-	Asian	-	-	-	Asian	-	100-a	100-a
Black	100-a	100-a	100-a	Black	67-a	86-b	100-b	Black	-	50-a	50-a
Hispanic	-	-	-	Hispanic	-	-	-	Hispanic	-	0-a	-
Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-	Nat. Haw./PI	-	-	-
N-R Alien	-	-	-	N-R Alien	-	-	-	N-R Alien	100-a	100-a	100-a
Two or More	-	-	-	Two or More	-	-	-	Two or More	-	-	-
Unknown	0-a	0-a	-	Unknown	-	100-a	100-a	Unknown	-	-	-
White	100-a	89-b	100-b	White	100-a	83-e	90-e	White	82-e	88-e	99-e
Total	67-a	85-c	100-c	Total	80-a	84-e	93-e	Total	83-e	85-e	97-e

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)

# Miami University (Ohio)

FRESHMAN-COHORT GRADUATION RATES	All Students	Student-Athletes #
2004-05 Graduation Rate	80%	72%
Four-Class Average	81%	75%
Student-Athlete Graduation Success Rate		89%

## 1. Graduation-Rates Data

### a. All Students

	Freshman Rate				Freshman Rate				Freshman Rate			
	Men				Women				Total			
	2004-05		4-Class		2004-05		4-Class		2004-05		4-Class	
	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	8	75	23	70	12	67	33	73	20	70	56	71
Asian	54	74	166	73	70	73	238	76	124	73	404	75
Black	47	53	206	60	65	85	286	75	112	71	492	68
Hispanic	33	0	102	51	46	80	142	80	79	47	244	68
Nat. Haw./PI	0	-	41	78	0	-	0	-	0	-	41	78
N-R Alien	9	56	31	65	8	88	35	77	17	71	66	71
Two or More	0	-	0	-	0	-	0	-	0	-	0	-
Unknown	110	85	295	79	113	83	293	87	223	84	588	83
White	1264	81	5322	80	1636	81	6692	83	2900	81	12014	82
Total	1525	78	6186	78	1950	81	7719	83	3475	80	13905	81

### b. Student-Athletes

	Freshman Rate						Freshman Rate						Freshman Rate					
	Men						Women						Total					
	2004-05		4-Class		GSR		2004-05		4-Class		GSR		2004-05		4-Class		GSR	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Am. Ind./AN	0	-	0	-	***	***	0	-	0	-	***	***	0	-	0	-	***	***
Asian	***	***	0	-	***	***	***	***	3	67	***	***	***	***	3	67	***	***
Black	4	75	31	68	31	77	0	-	9	78	8	88	4	75	40	70	39	79
Hispanic	***	***	5	60	***	***	***	***	3	33	***	***	***	***	8	50	***	***
Nat. Haw./PI	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
N-R Alien	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Two or More	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-	0	-
Unknown	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
White	45	69	168	71	146	84	35	83	127	85	119	97	80	75	295	77	265	90
Total	55	69	209	71	186	83	39	77	147	82	135	97	94	72	356	75	321	89

**Board of Trustees Report**  
**Debra Allison, VP for IT and CIO**  
**June 22, 2012**

With the close of FY 2012, I reflect on the many initiatives comprising my annual report to President David Hodge. The implementation of the Niihka/Sakai learning management system and its faculty governance council, the launch of the eLearning strategic planning process, our on-going partnership with University Communications and Marketing to improve Miami's web presence, reaching compliance with FTC Red Flags regulations, supporting the launch of the Greentree Health Academy, and exceeding our goal to virtualize 53% of our servers are among the most positive highlights.

Several of our goals were not met. We have implemented the new myMiami portal and are in process of implementing the new Constituent Relationship Management system for the Office of Admission – but each project proved to be more complex than initially estimated, falling short of expected deadlines. Our partnership with the mLearning Center and the video strategy study also fell short of expectations – both due to lack of resources. Dealing with these setbacks, especially those resulting from constrained resources, will become more common in the short term. However the new portfolio governance process coming out of SSIP will require more accurate estimating and University-wide prioritization of needs to ensure that IT Services' commitments are made to the most important work for the University.

**Support Services Implementation Project (SSIP)**

In May we presented the recommendations from the Portfolio and Architecture Governance and IT Support Organization and Process Redesign initiatives to the PEC for approval and endorsement. Prior to the May meeting, I met with each member to provide a broad understanding of each recommendation and allow time for questions to be asked and answered. The success of these initiatives requires active support from the highest levels of the administration. It was imperative that the PEC members understand the full implications of their decisions. Approval was unanimous, giving a green light to launch the final two portions of the SSIP activities.

Overall, as the Accenture engagement comes to a close, we are on track to generate between \$1.6M and \$3.7M in ongoing savings once the four initiatives are fully implemented. We have committed to \$2.065M as of FY17, and will continue to aim higher.

These savings do not represent an end-goal, however. We are permanently changing the way IT decisions are made and IT services are provisioned, implementing "best practice" governance processes which are more transparent, collaborative and agile. In addition, existing and potential new expenditures will be evaluated with a focus on anticipating and leading, not just reacting and following, thereby advancing Miami's strategic goals. An ongoing focus will include elimination of redundancies, a challenging goal light of long-term processes across the University.

**Institutional Analytics (IA)/ Business Intelligence**

The initial revenue model, linking enrollment data and financial data is complete with fresh data loading on a daily basis. The budget office is using this tool to provide data for the Responsibility Center Management budget committee.

A series of executive dashboards were built and tested. Designed to allow the viewer to easily drill down to more detailed information, as desired, the dashboards were demonstrated to the vice presidents on May 2.

Initial training in the use of the dashboards and the rest of the Oracle software suite is scheduled for June and July. This will place the power of the IA system into the hands of individuals across the University, realizing the potential that the team has been building toward over the past year.

With the completion of the initial revenue model, the IA team has turned to building Human Resources data in the Oracle suite and connecting that HR data to the revenue data.

### **Domain Name Change**

Partnering with University Communications and Marketing, IT Services is currently implementing a change in Miami's Internet domain name from muohio.edu to miamioh.edu. Our request to the .edu administrative body, EDUCAUSE, has been approved and a launch date of August 1, 2012 has been set. On that date the new domain name will be active, with both domain names functioning for receiving email and most web sites.

EDUCAUSE has granted Miami a two-year window to fully complete the transition to miamioh.edu. A timetable of the work to be done is currently being developed. Measures of success will include the ability to meet the identified timetable, minimal unplanned or unexpected issues that cause disruption of web-provided services, and the response of various University constituencies, including Miami's Board of Trustees, to the improvements.

### **Email, Calendaring and Collaboration**

The first major project generated by the SSIP Application Rationalization initiative is the replacement of the email and calendaring system for faculty and staff. The Accenture consultants assisted IT staff in requirements gathering and provided instruction and coaching on a "fit-gap" analysis process that measures the appropriateness of an alternative solution compared to the identified need.

The fit-gap analysis identified both Google Apps for Education and Office 365 as potential replacements for Exchange. A committee representing academic, administrative and IT areas recommended that the Google solution be implemented for email and calendaring, and that the collaboration tools from both cloud solutions be implemented. The IT Strategic Advisory Council endorsed this recommendation and a project team is forming with a goal of implementation no later than summer 2013.

Contract negotiations with Google are underway, and a firm savings estimate will be delivered once that contract is complete.

### **Conclusions**

While we've made significant progress toward the University's strategic goals over the past year, we have much yet to be accomplished. Foremost in our minds is the implementation of the SSIP-IT recommendations and gaining expertise in converting process and productivity improvements to budget savings while maintaining service quality. We look forward to the challenges and the opportunities to advance Miami University.



# Campaign Update

**Brad Bundy**

**Interim Vice President for  
University Advancement**

# Campaign Gift Pyramid - as of June 11, 2012

The Miami University Campaign **For Love and Honor**

	Level	Required Number	Total	Actual Number	Total
	\$25,000,000+	2	\$50,000,000	1	\$25,000,000
	\$10,000,000	10	\$100,000,000	7	\$82,252,532
	\$5,000,000	15	\$75,000,000	8	\$45,222,375
	\$2,000,000	20	\$40,000,000	14	\$40,021,595
<b>Leadership Gifts</b>	\$1,000,000	55	\$55,000,000	45	\$56,261,830
	\$500,000	65	\$32,500,000	41	\$25,597,811
<b>Major Gifts</b>	\$100,000	400	\$40,000,000	343	\$61,663,478
	\$50,000	450	\$22,500,000	309	\$19,228,295
	\$25,000	800	\$20,000,000	559	\$16,793,638
<b>Special Gifts</b>	\$10,000	1,500	\$15,000,000	1,243	\$16,545,529
<b>Gifts Below</b>	\$10,000	many	\$50,000,000	320,617	\$60,086,743
<b>Total</b>			\$500,000,000		\$448,673,826

# Giving by Constituent Group - as of June 11, 2012

The Miami University Campaign **For Love and Honor**

	<b>Column I</b>	<b>Column II</b>	<b>Column III</b>	<b>Column IV</b>	<b>Column V</b>
	<b>Outright Gifts &amp; Pledges</b>	<b>Planned Gifts Face Value</b>	<b>Planned Gifts Present Value</b>	<b>Total Col I + II</b>	<b>Total Col I + III</b>
<b>Alumni</b>	\$188,290,928	\$107,733,986	\$65,467,883	<b>\$296,024,914</b>	\$253,758,811
<b>Parents</b>	\$14,782,797	\$4,465,000	\$358,766	<b>\$19,247,797</b>	\$15,141,563
<b>Other Individuals</b>	\$29,078,677	\$10,852,580	\$6,080,085	<b>\$39,931,257</b>	\$35,158,762
<b>Foundations</b>	\$44,023,078	\$0	\$0	<b>\$44,023,078</b>	\$44,023,078
<b>Corporations</b>	\$33,668,567	\$0	\$0	<b>\$33,668,567</b>	\$33,668,567
<b>Other</b>	\$15,778,213	\$0	\$0	<b>\$15,778,213</b>	\$15,778,213
<b>Total</b>	\$325,622,260	\$123,051,566	\$71,906,734	<b>\$448,673,826</b>	\$397,528,994

# Giving by Type - as of June 11, 2012

The Miami University Campaign **For Love and Honor**

	<b>Column I</b>	<b>Column II</b>	<b>Column III</b>	<b>Column IV</b>	<b>Column V</b>
	<b>Outright Gifts &amp; Pledges</b>	<b>Planned Gifts Face Value</b>	<b>Planned Gifts Present Value</b>	<b>Total Col I + II</b>	<b>Total Col I + III</b>
<b>Cash</b>	\$289,832,082	\$0	\$0	<b>\$289,832,082</b>	\$282,960,933
<b>Bequests</b>	\$0	\$95,750,677	\$58,090,508	<b>\$95,750,677</b>	\$58,090,508
<b>Planned Gifts</b>	\$1,165,588	\$27,300,889	\$12,651,207	<b>\$28,466,477</b>	\$13,816,795
<b>Gifts in Kind</b>	\$17,192,233	\$0	\$0	<b>\$17,192,233</b>	\$17,192,233
<b>Real Estate</b>	\$479,540	\$0	\$0	<b>\$479,540</b>	\$479,540
<b>Grants</b>	\$15,809,781	\$0	\$0	<b>\$15,809,781</b>	\$15,809,781
<b>Other</b>	\$1,143,036	\$0	\$0	<b>\$1,143,036</b>	\$1,143,036
<b>Total</b>	\$325,622,260	\$123,051,566	\$70,741,715	<b>\$448,673,826</b>	\$396,363,975

# Giving by Initiative - as of June 11, 2012

The Miami University Campaign **For Love and Honor**

	<b>Outright gifts &amp; pledges, Face Value Planned Gifts</b>	<b>Outright gifts &amp; pledges, Present Value Planned Gifts</b>	<b>Goal</b>	<b>% Goal Reached</b>	<b>Balance Goal</b>
<b>Capital Funds</b>	<b>\$95,483,169</b>	<b>\$81,512,297</b>	<b>\$119,450,000</b>	<b>79.94%</b>	<b>\$23,966,831</b>
<b>Technology &amp; Equipment</b>	<b>\$10,014,104</b>	<b>\$9,477,227</b>	<b>\$10,650,000</b>	<b>94.03%</b>	<b>\$635,896</b>
<b>Faculty Development</b>	<b>\$30,544,278</b>	<b>\$29,557,249</b>	<b>\$114,900,000</b>	<b>26.58%</b>	<b>\$84,355,722</b>
<b>Research</b>	<b>\$9,540,312</b>	<b>\$9,535,024</b>	<b>\$1,000,000</b>	<b>954.03%</b>	<b>\$0</b>
<b>Programs</b>	<b>\$85,926,482</b>	<b>\$82,386,264</b>	<b>\$90,675,000</b>	<b>94.76%</b>	<b>\$4,748,518</b>
<b>Scholarships</b>	<b>\$102,042,957</b>	<b>\$94,004,165</b>	<b>\$109,525,000</b>	<b>93.17%</b>	<b>\$7,482,043</b>
<b>University - Unrestricted</b>	<b>\$31,819,194</b>	<b>\$28,515,017</b>	<b>\$0</b>	<b>N/A</b>	<b>\$0</b>
<b>Units - Unrestricted</b>	<b>\$28,617,167</b>	<b>\$23,320,182</b>	<b>\$45,000,000</b>	<b>63.59%</b>	<b>\$16,382,833</b>
<b>Undesignated</b>	<b>\$52,385,157</b>	<b>\$36,922,531</b>	<b>\$8,800,000</b>	<b>595.29%</b>	<b>\$0</b>
<b>Other</b>	<b>\$2,301,006</b>	<b>\$2,299,040</b>	<b>\$0</b>	<b>N/A</b>	<b>\$0</b>
<b>Total</b>	<b>\$448,673,826</b>	<b>\$397,528,994</b>	<b>\$500,000,000</b>	<b>89.73%</b>	<b>\$51,326,174</b>

# Giving by College/Area/Unit - as of June 11, 2012

The Miami University Campaign **For Love and Honor**

	Outright gifts & pledges, Face Value Planned Gifts	Outright gifts & pledges, Present Value Planned Gifts	Goal	% Goal Reached	Balance Goal
<b>College of Arts and Science</b>	<b>\$39,292,680</b>	\$34,450,134	\$50,000,000	78.59%	\$10,707,320
<b>Farmer School of Business</b>	<b>\$61,361,122</b>	\$55,068,235	\$80,000,000	76.70%	\$18,638,878
<b>School of Education, Health &amp; Society</b>	<b>\$20,850,987</b>	\$18,416,561	\$15,000,000	139.00%	\$0
<b>School of Engineering &amp; Appl'd Science</b>	<b>\$8,124,729</b>	\$8,369,797	\$15,000,000	54.16%	\$6,875,271
<b>School of Fine Arts</b>	<b>\$16,944,229</b>	\$15,993,755	\$15,000,000	112.96%	\$0
<b>Graduate School</b>	<b>\$5,106,526</b>	\$5,115,989	\$4,000,000	127.66%	\$0
<b>Intercollegiate Athletics</b>	<b>\$50,954,313</b>	\$38,417,755	\$50,000,000	101.91%	\$0
<b>University Libraries</b>	<b>\$4,766,130</b>	\$4,289,614	\$3,200,000	148.94%	\$0
<b>Student Affairs</b>	<b>\$12,266,334</b>	\$12,237,717	\$11,000,000	111.51%	\$0
<b>Hamilton Campus</b>	<b>\$6,875,127</b>	\$3,184,943	\$6,500,000	105.77%	\$0
<b>Middletown Campus</b>	<b>\$3,641,714</b>	\$3,604,533	\$2,250,000	161.85%	\$0
<b>Academic Initiatives</b>	<b>\$17,229,828</b>	\$14,961,829	\$20,250,000	85.09%	\$3,020,172
<b>University-wide Initiatives</b>	<b>\$148,298,339</b>	\$139,548,585	\$222,500,000	66.65%	\$74,201,661
<b>University – Unrestricted</b>	<b>\$35,948,497</b>	\$32,579,817	\$0	N/A	\$0
<b>Undesignated Funds</b>	<b>\$15,832,979</b>	\$10,136,940	\$5,300,000	N/A	\$0
<b>Other Areas</b>	<b>\$1,180,292</b>	\$1,152,790	\$0	N/A	\$0
<b>Total</b>	<b>\$448,673,826</b>	<b>\$397,528,994</b>	<b>\$500,000,000</b>	<b>89.73%</b>	<b>\$51,326,174</b>

# Gifts Received - Fiscal Year

The Miami University Campaign For Love and Honor

