

**MIAMI UNIVERSITY  
BOARD OF TRUSTEES  
Oxford Campus  
Minutes of the Board of Trustees Meeting  
Heritage Room, Phillip R. Shriver Center  
Friday, September 21, 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 was absent, in his place, Board Treasurer David Budig called the roll and reported seven 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)	Lot Kwarteng (Student Trustee)
Jagdish K. Bhati	Sharon J. Mitchell
David H. Budig	Mark E. Ridenour
Donald L. Crain	Robert W. Shroder
C. Michael Gooden (National Trustee)	Harry T. Wilks
Sue J. Henry (National Trustee)	Arianne Wilt (Student Trustee)

Absent: Denise A. Lieberman

**Executive Session**

Mr. Bhati moved, Mrs. Mitchell seconded, and by unanimous roll call vote the Board convened to Executive Session for the purpose of conferring with General Counsel and to discuss personnel 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 Miami University 2020 Plan**

Provost Gempesaw introduced the co-Chairs of the Coordinating Team for the Miami University 2020 Project: Dr. Phyllis Callahan, Dean of the College of Arts and Science; and Professor James Kiper, Chair of the Senate Executive Committee. Dean Callahan and Dr. Kiper then began a presentation and discussion to inform the Board of Trustees of the Miami 2020 Project. Assisting them in their presentation were the Chairs of the Project's five Target Goal Teams:

Dr. John Bailer – Chair, Statistics, CAS

Dr. Denise Baszile –Director of Diversity Initiatives, EHS (Dr. Baszile could not attend and this team was represented by team member, Mr. Jerome Conley, Coordinating Head of Special Libraries and Assistant Dean)

Dr. Kevin Bush – Associate Dean, Partnerships and Research Grants, EHS

Dr. Bob Dahlstrom – Chair, Marketing, FSB

Dr. Peg Faimon – Chair, Art, SCA

The timeline includes additional, future updates to the Board of Trustees, with presentation of the final version for approval at the April Board of Trustees meeting. The presentation by the Coordinating Team co-Chairs and the Target Goal Teams is provided as Attachment A.

## **Public Business Session**

### **Approval of the Minutes of the June 22, 2012 Meeting**

Mr. Bhati moved, Mr. Shroder seconded, and by voice vote the minutes of the June 22, 2012 Board of Trustees meeting were unanimously approved, with seven Trustees voting in favor and none opposed.

### **Consent Calendar**

Mr. Ridenour moved, Mr. Budig seconded, and by voice vote Resolutions R2013-01, R2013-02, R2013-03 and R2013-04 on the Consent Calendar for the September 21, 2012 meeting were unanimously approved, with seven Trustees voting in favor and none opposed.

### **Designation of Emerita/Emeritus**

#### RESOLUTION R2013-01

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

Sara Butler  
Art

Jean Vanderbeek  
Nursing

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:

Ronald Earley  
Engineering Technology

William Hart  
Economics

Clayton Hock  
Accountancy

Roger Jenkins  
Farmer School of Business/Marketing

James Kehr  
Finance

Thomas Klak  
Geography

Richard Momeyer  
Philosophy

William Newell  
Western Program

Ronald Spielbauer  
Anthropology

Vasant Waikar  
Statistics

Peter Williams  
Comparative Religion

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 their retirement:

Lucinda Coveney  
Housing, Dining, Recreation & Business Services

Pamela Dean  
Information Technology Services

June Fening  
Student Affairs

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

Christopher Allison  
Information Technology Services

**Approval of the Conferring of Degrees, Honors and Distinctions for the 2012-2013 Academic Year**

RESOLUTION R2013-02

BE IT RESOLVED: that the Board of Trustees hereby approves the conferring of all appropriate degrees, honors, and distinctions, as recommended by the Faculty Assembly, for all Commencement exercises scheduled during the 2012-2013 academic year.

**Naming of Campus Facilities**

RESOLUTION R2013-03

BE IT RESOLVED: that the Board of Trustees hereby approves the following recommendations of the Committee on Naming of Campus Facilities:

Dr. Robert F. Etheridge Residence Hall  
Currently being constructed on the MET (Morris, Emerson, Tappan) quad  
Named in honor of Dr. Robert Etheridge, honorary alumnus and  
Vice President of Student Affairs (retired)

Lois A. Theis Aviary  
Currently being constructed at the Ecology Research Center  
Gift of Lois A. Theis, Class of 1952

Robert C. “Bob” Younts Hangar  
 Hangar at the Miami University Airport  
 Named in honor of Robert C. “Bob” Younts (Class of 1954)  
 Miami flight instructor and University pilot (1964 through 1997)

**Allocation of Unrestricted Funds**

RESOLUTION R2013-04

BE IT RESOLVED: by the Board of Trustees that the below stated funds be allocated from unrestricted contributions to the Miami University Fund for the period July 1, 2012 to June 30, 2013:

	<u>2012-2013</u>
Office of the President	\$43,250
Academic Affairs	\$30,000
Finance & Business Services	\$185,000
University Advancement	\$62,000
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Total	\$320,250

**Comments by the Chair**

Board Chair Donald Crain commented:

Good morning and welcome to today’s meeting of the Board of Trustees, the first meeting of the 2012-2013 academic year. In the time since our last meeting much has occurred. The Class of 2016 has arrived, and what a class it is! With a record number of applicants, students from 40 states and 18 countries, it is apparent that what we have all known for years is now being effectively communicated outside the state of Ohio; that Miami is a top quality, student-focused University which provides an overall undergraduate experience second to none.

We’re pleased that this view of Miami is reflected in the most recent US News rankings which rated Miami third, behind only Dartmouth and Princeton in best undergraduate teaching. Their overall rankings also placed Miami 37<sup>th</sup> in the nation among public universities. Such success is a team effort, so let me say well done to the faculty, staff and to Miami’s students for their hard work and commitment.

Beyond the publication of US News’ rankings, many activities have been taking place over the summer. One needs to only look around to see the significant construction work which is being done.

The Marcum Center has been expanded, and the Miami Inn is now a residence hall. As you enter campus from the East, you see the ongoing work to improve our

Equestrian Center. You also quickly notice the improvements to Cook Field, and the construction of a new dining facility on Western Campus.

As you walk about campus, one also sees how the Armstrong Student Center has truly taken form, and the significant progress on the Maple Street residence hall and dining center.

With such wonderful facilities, exceptional undergraduate teaching, dedicated faculty and staff, and our highly engaged students, the entire university community can celebrate the success of Miami's alumni.

And indeed, regardless of one's politics, I believe we can all take pride in the selection of Congressman Paul Ryan, Miami class of 1992, as the Republican Vice Presidential candidate. It was altogether fitting that one of Congressman Ryan's first public appearances after this selection was here at Miami where Mr. Ryan disclosed that he liked his Skyline chili 5 ways and his bagels from Bagel & Deli.

Such significant success and recognition of an Alumnus, reminds us all of what Miami does so well, engaging students to succeed, serve and lead. And walking the campus, seeing the ongoing construction, reassures us all of Miami's commitment to continue to do so well into the future.

Another example of that commitment was just seen in the discussion we had with the Chairs of the Miami 2020 effort. What an exciting plan and vision; we can all look forward to being a part of the process as the entire university community helps to chart our future and create Miami University's 2020 plan. It is an ambitious undertaking which, like RedHawk sports, is fueled by an "All In" attitude.

The summer has provided much to celebrate and much to look forward to. This promises to be another exciting year as faculty, staff, students and members of the Miami community work together to define Miami's future.

### **President's Report**

The President began by acknowledging and celebrating the class of 2016 which recently began their studies in Oxford and on the regional campuses. The Oxford campus saw a record number of students, with outstanding academic achievements and a level of diversity exceeding all prior years. However, when there are so many students, more than anticipated, there are challenges; and Student Affairs, and Housing, Dining and Guest Services went to extraordinary efforts to accommodate this very large class. It started with Orientation, where students and their parents received an introduction to Miami. The value of this introduction was illustrated on move-in day, while President and Mrs. Hodge assisted families at the residence halls. One family told them of how unbelievably good they found Orientation to be; they came with a long list of questions, but never asked one, because Orientation covered them all so very well. The President then complemented and thanked all who were involved with Orientation.

The President continued, thanking all who helped the Class of 2016 to settle in; he addressed the very full residence halls, telling of how management of such conditions requires a committed, dedicated staff, a staff that is sensitive to the needs of students and their parents, and who understand how overwhelming a new environment can be to them. He also credited the students for their adaptability, and told how such a situation is actually an example of the Miami experience and preparation to take on future challenges.

The President then moved to the Miami 2020 Plan, explaining that an element that makes it such an exciting process is the ownership; everyone who is participating is coming to understand that this is “ours,” and each one of us must embrace the plan to make it work. He further explained there are some wonderful things occurring in this process, the first of which is that the five goals don’t fall into the normal, classic categories, and imbedded in the goals themselves is a breakdown of traditional silos. There is a vision, and there will be measurable objectives to facilitate execution and delivery. This process includes shared participation and shared responsibilities and will deliver a system which reaches the individual level, so all can understand how their actions and their achievement of objectives affects others. The final plan will not just “sit of the shelf.”

The President also informed everyone that another member will be welcomed at Miami next month, Tom Herbert, who will be the Vice President for Advancement.

The President next mentioned some highlights which have occurred since the last meeting. From July 7 to July 11, Miami hosted the International Double Reed Society Conference. This is society of the finest double reed musicians from around the world. The decision to hold the conference at Miami was a result of the efforts of Andrea Ridilla, Professor of Oboe and Christin Schillinger, Professor of Bassoon. The conference included nearly 1,200 individuals from 40 states and 27 countries, providing Miami with the most extraordinary concerts, and broadening for many their understanding of what Miami has to offer.

Another quite different event was the grand opening of the PNC branch bank in Shriver Hall. The opening was the outcome of a process which had taken an expense and transitioned it into a revenue stream. The President credited Dr. Creamer, his staff, and Robin Parker, in accomplishing this achievement. What was also remarkable was the alignment of goals, it is a business relationship, but it also increases the financial literacy of Miami students; to celebrate this, the grand opening was not a ribbon cutting, but a ribbon tying ceremony.

The President next told of how, just two days before, the official dedication of Garland Hall was held. It was a very fitting tribute to President Garland and his legacy, but it was also a moment for Miami to celebrate how far it has come in providing a top quality engineering education. It took vision to anticipate that Engineering would become even more important in the future, and that the facilities in Kreger Hall were not

adequate, and that a new complex would be required to provide the necessary space and equipment. During the ceremony, one could also look out towards the Psychology building, a building that allows students, faculty and staff to do things never imagined before. The President also reminded all that the construction and dedication of a new building is not an individual event, rather it creates a wave. Engineering moving out of Kreger Hall provided a building that could be repurposed, and it will soon be renovated to become a home for the Physics Department.

The President then relayed that just that morning, in the newspaper was an article highlighting the new Criminal Justice degree on the regional campuses. The creation of this highly desired degree would not have been possible without establishing a new division which can be responsive to regional needs.

The President then turned to rankings, pointing out that many may have flaws, but the ranking Miami particularly enjoys in the one of being third in undergraduate teaching. It says something about the national reputation of Miami and the deep commitment to a first class undergraduate education.

The President then shared some stories in this area. The first was an email from Kathy McGrew of the Sociology and Gerontology Department. Professor McGrew wrote that she had recently experienced Miami University at its best, where everything we try to do as a university was evident in “Echoes of the Baltic, a Lecture on Latvia’s Choral Culture” presented by a Miami undergraduate summer scholar student and a choir of thirty six fellow students and alumni. It was an example of outstanding scholarship and exactly what the summer scholars program was designed to achieve. It was also a wonderful example of student collaboration, a testimony to faculty mentorship, Miami’s global awareness, and to community engagement, with dozens of Latvian Americans from throughout the area attending this standing room only event.

The President then discussed the messages conveyed in Dr. McGrew’s email. He noted that it began with the opportunities provided to Miami students, the undergraduate summer scholars – one hundred of which are awarded each year. It discussed the initiative that students take to discover; in this case to travel to Latvia, interview people, listen to music, select impressive musical pieces, and organize an impromptu group of thirty six artists, all the while being mentored and working with faculty. Indeed the support and active involvement by faculty and staff helps inspire and foster such initiative.

The President concluded his remarks by turning to the Effective Educator Award which was recently presented; he discussed the award, how it is made by the Alumni Association - by graduates from four to five years prior who are asked to nominate the faculty member they found to be most effective, one who made a significant impact upon them. This year’s winner was Dr. Howard Blanning of the Theater Department. The President shared a portion of the nominating letter, which stated:



Dr. Blanning is not only an inspiring teacher, who listens to and gets to know his students, but he goes above and beyond to provide students with opportunities. When Dr. Blanning handed me a study abroad flyer, I immediately told him I could not go because of family finances; as one of nine children, I was paying my own way through school. Dr. Blanning told me he would help enable me to attend because he believed I would benefit greatly from the experience. He helped me get financial assistance, during the trip he helped make sure I could afford the expenses, and he watched over us all during our travels.

Dr. Blanning was right, I did benefit greatly; I had thought I wanted to enter stage management, but instead he showed me my true calling - teaching theater. The program included teaching ninth graders English and theater, and after that trip I knew what I wanted to do with my life. Following graduation, I received a job as a high school drama director, in charge of the entire 100 student department and have since built the program to include an elementary school summer camp. Dr. Blanning is an amazing and inspiring teacher, and he has inspired me to be a better teacher to my own students; it all started with the flyer he handed me and the promise that he would help me make that trip.

That's Miami, Thank you.

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

Dr. James Kiper, Chair of the University Senate Executive Committee conveyed the following:

It is a pleasure to have the opportunity to address you today. I want to thank our President, Provost, Ted Pickerill, and Robin Parker for helping to make it possible for me to address you on behalf of the Miami University Senate. As you know, I come in my role as chair of the Executive Committee of the University Senate. In that role, I wear the mantle of a representative of faculty, staff, and, to some degree, students. Our senate is a representative body that includes faculty from all of the divisions, staff, and students. There are three tasks of this body. One is to serve as a source of information to the university about actions of the administration and Board, impact of external forces, upcoming events, etc. Another important task is oversight of curricular issues and approval of changes to curriculum. The third is to serve as a forum for debate of other significant university issues and subsequent recommendations to the university administrators and the Board of Trustees about those issues.

Thus far in this academic year, the Senate has met twice, hearing several reports and approving a new major in biology. In our next meeting (Sept. 24), we will consider the creation of a new Biology department with the merger of the departments of Botany and Zoology. In this year, we will address several important issues including:

- The impact of Responsibility Centered Management
- The creation of a new division on the regional campuses
- The MU 2020 plan
- The redesign of the Miami Plan for liberal education
- Revisions to Academic Program Review
- Implications of the new university calendar
- Plans for the Winter Term in 2014.

Of course, we will respond to other issues as they arise. The Senate has tended to be reactive. Our goal this year is to be somewhat more proactive.

I believe that part of my role in addressing you is to present the views of the Senate on various issues. You should know that the change to the calendar and the creation of a new academic division on the regional campuses has produced a degree of angst among some faculty and students. The senate has been generally supportive of the new calendar although with some ongoing concerns. We will be following the Senate Resolution 08-09 with regard to movement of four regional campus departments to the new division, and will have a recommendation about that this year.

Miami Intercollegiate Athletics and in particular, our football coach, have asked us to be "All in" with respect to our sports teams. Although I am a sports enthusiast, it will probably not surprise you to learn that some faculty are not particularly interested in athletics. However, I want to assure you that all of our faculty are "All in" when it comes to the learning of our students. I can speak most accurately about the faculty in my own department who are excellent teacher-scholars with a passion for their research and, likewise, for the learning of their students. These are characteristics that are true of our faculty across the university.

### **Report of the President, Associated Student Government**

Mr. John Stefanski, President, Associated Student Government, conveyed the following:

Good morning. I will start my report today by reviewing the ASG Executive Cabinet's retreat that took place August 16 & 17. The retreat consisted of discussions with leaders in the Miami University administration as well as the Oxford Community and consisted of several debriefing sessions amongst ourselves. It was a great opportunity to get all of us up to speed with what has been happening with the University as well as setting goals for the year.

Over the past few weeks we have been evaluating our Four Year Strategic Vision. Over the past four years we have had some great success; success in advocating for the Armstrong Student Center, tackling chronic student concerns, outreach to the Oxford Community, and managing student organization funding. However along with this success come many, to put it bluntly, failures. Conflicting goals, vague descriptions and ambiguous direction rendered the vision difficult to adhere too. Going forward we will

make the next 4-year vision much more structured with a strong direction. I will be able to report on this later on in the year.

I am pleased to report that ASG is on track to pay off the remainder of the student organization debt by the end of this school year. We have set aside \$80,000 to make this final payment. This closes a chapter in student organization history that I hope never happens again. We are starting a capital grant program for Student organizations to help fund any capital item needs for the new Armstrong Student Center. We have also implemented a new funding website that further consolidates student organization resources on The Hub website and also allows us to realize some cost savings. We received over 190 funding requests this semester from student organizations for a variety of on and off campus programming that will surely enrich the Miami experience.

Our on-campus senators were elected two weeks ago. 1,600 students voted. 59 students ran for 24 seats, meaning that all positions but one were contested by at least one opponent. This is a great improvement from last year's number of 53. This past Tuesday, all of the newly elected senators met for the first Student Senate meeting of the year, and legislation is already being crafted.

With collaboration among some of the most influential student organizations on campus, Student Body Vice President Lizzie Litzow is organizing a campus-wide voter registration drive with the tentative dates of September 26th and 27th. We will have tables at various locations on campus with volunteers from different student organizations staffing them. Bobbe Burke will be supplying us with the materials and Dr. Katie Wilson will be helping us coordinate the tables and booths. We hope this will help increase awareness and student involvement on campus for this upcoming election. It is our duty as American citizens to exercise our right to vote.

I am also happy to report that for the first time that ASG now has an official voice on the undergraduate academic advising committee. Our academic advising system for first and second year students is not working. Academic advising cannot continue as a one-size fits all solution. It has to change. The good news is that every administrator I've spoken with agrees with us. We look forward to helping shape the face of academic advising on this campus from this point on.

Finally, I would like to thank the entire board, administration, and faculty of Miami University for their continued service to Miami.

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

#### **Report of the Committee Chair**

Ms. Sue Henry, Chair, Academic and Student Affairs Committee conveyed the following:

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on September 20, 2012. The meeting was called to order by committee chair, Sue Henry.

The meeting went into executive session. Subsequently, the public business session was convened.

#### ASG UPDATES

Nicholas Miller, the ASG Secretary for Student Affairs, presented his report in which he indicated he would be focusing on academic advising through the coming year.

#### UNIVERSITY SENATE

Professor James Kiper, the new chair of the Executive Committee of University Senate, gave his report. He indicated that a new major in Biology, the result of restructuring Biology, Botany and Zoology, will be adopted on October 10, 2012.

#### STUDENT AFFAIRS

Vice President of Student Affairs, Barbara Jones, reviewed several programs underway and introduced the new Greek Community Advancement Program which will establish minimum standards for fraternities and sororities in their programming and membership development. She also announced that Miami will be petitioning to re-establish the Omicron Delta Kappa Honorary Society on campus.

#### CAMPUS SAFETY

Dean of Students, Susan Mosley Howard, shared Miami's most recent Clery Report regarding campus security and crimes statistics. She also noted that in 2011-2012, 1,262 cases were adjudicated in the Office of Ethics and student Conflict Resolution. Eight hundred forty seven were alcohol related. Both of these numbers reflect increases from the prior year. Further, Dean Mosley Howard discussed Miami's response system to sexual misconduct allegations.

#### PROVOST REPORT

The Provost shared his report which announced the faculty awards and identified the 69 new faculty hires for the 2012-2013 academic year. Dr. Gempesaw also announced that Cynthia Klestinec has been appointed interim director of the University's Honors Program.

## WINTER TERM

Associate Vice-President for Enrollment Management Michael Kabbaz discussed the proposed Winter Term. He explained that introduction of the Winter Term also would necessitate restructuring of the fall and spring academic term calendar and revision of the time block grid to accommodate the shorter terms. The first Winter Term is tentatively scheduled for January 2014.

The Committee recommended approval of a Resolution authorizing the Provost and Vice President for Academic Affairs to create a winter term.

## ENROLLMENT MANAGEMENT UPDATE

Vice-President Kabbaz also reported that he anticipated we would have 3,725 first-year students enrolled on Census Day which is October 15, 2012. He further relayed other characteristics of the incoming class. He talked about key recruitment initiatives which include expanding outreach for special populations such as high ability students and urban and diverse students. He detailed more specific efforts to reach urban and diverse applicants including the expansion of institutional need-based financial aid to those underrepresented populations.

## SCHOLARSHIP PLANNING

Mr. Kabbaz also presented a comprehensive picture of changes to the University's Merit Scholarship Program. Effective fall 2013, the new strategy will: (1) dramatically increase the amounts of the merit scholarships – the previously largest possible amount was \$40,000; now it will be \$114,500 which would represent a “full ride” for a non-resident, (2) will introduce a requirement for rigorous high school course work, (3) will correct under-awarding the most competitive students and over-awarding the least competitive ones, and (4) will move Miami to a Net Tuition Revenue management model.

This 2013 transition program will determine scholarship levels for 2014 and after. The success of this program will determine whether merit scholarships continue to be “guaranteed.”

Mr. Kabbaz introduced the new University Academic Scholars Program which will be a new recruitment and yield scholarship program to attract high ability students. It will be a financial “sweetener” of one to two thousand dollars on top of baseline scholarship and will have at least four program benefits not available to all students. It will be department or program based and will complement the University Honors Program. A pilot program will begin in fall 2013.

The Miami Access Initiative was discussed. The Access Program was begun in 2007-08 and guarantees payment of all tuition and fees for Ohio students with family incomes of \$35,000 or less. The program has grown from an initial enrollment of 167 to 255 in 2010 and now to 150 in 2012. Fifty percent of Access students are first generation college students and about one third are students of color.

#### ACCREDITATION UPDATES

Interim Associate Provost Carolyn Haynes updated us on the progress of the new Open Pathway accreditation process. Progress has been made on both of the two key components of this procedure. Steps have been taken for online electronic collection and storage of institutional data and an initial testing of the Degree Qualification Profile has been undertaken with preliminary results reported. A timetable for the next three academic years has been established for this process.

#### STRATEGIC PRIORITY RECOMMENDATION #6

Associate Vice President for Academic Affairs Ray Gorman filed a written report discussing six initiatives leading to enhanced revenues. These include: online courses, new certificate programs for international students, combined bachelor's and master's programs, the ACE program, new degree programs on the regional campuses and increased utilization of the VOALC.

There has been a dramatic increase in online courses taught during the summer. Revenue for summer online courses has increased by 40% from \$1.5 million in 2010 to \$2.9 million 2012. Many new courses are in preparation to be offered online in the summer including the Farmer School Summer Business Institute.

Plans are underway for a short-term, intensive learning program at the VOA for students, living within 50 miles of the VOA, who have solid academic credentials but were not admitted directly to the Oxford campus. After successfully completing three terms at the VOA, these students, expected to number between 30 and 50, would be fully admitted to Miami at Oxford.

#### HOWE CENTER FOR WRITING EXCELLENCE

Dr. Kate Ronald, Director of the Howe Center for Writing Excellence, introduced us to the work of the Center and explained that, across all categories, Howe Writing Center users have higher GPAs than other Oxford undergraduates. Center usage, in the first three weeks of school, increased by 29.5% from 2011 to 2012. The Center also works with faculty to assist them in preparing meaningful and insightful class assignments. Dr. Ronald also discussed the background of the undergraduate and graduate consultants and their own research projects related to their consulting work.

The Committee then toured the Howe Center for Writing Excellence in King Library.

#### OTHER WRITTEN REPORTS

Additional written reports were submitted regarding:

Orientation and New School Year Activities

Student Housing

Student Affairs “Good News”

Academic Affairs “Good News”

Strategic Priority #6

Update on Construction Projects

#### **Resolution to Create a Winter Term**

Provost Gempesaw spoke in favor of the resolution and introduced Michael Kabbaz, Associate Vice President for Enrollment Management and Chair of the new Academic Calendar Implementation Committee, who provided additional information and answered questions regarding the proposal. Mr. Kabbaz stated elements of the implementation will likely require the need to:

- Add a short winter term to the University academic calendar;
- Restructure the fall and spring academic term calendar start and end dates;
- Revise the time block grid to accommodate changes in the length of fall and spring academic calendar terms; and
- Accelerate the start of the summer term to begin immediately following the conclusion of the spring term.

He highlighted possible benefits to students as including:

- Taking a course that applies to a second major or a minor, or taking a course to keep on track for on-time graduation
- Graduating early or beginning a 4+1 master’s program
- Studying abroad for a student not able to travel during summer, fall, or spring term
- Interning with a company seeking a short, intensive experience
- Conducting undergraduate research with faculty not possible during regular terms due to school and study commitments;
- Expanding existing research possibilities either in progress from the fall term or as a prelude to spring term
- Immersion into foreign language after fall term study abroad or before spring term study abroad

- Expanding winter break employment opportunities for students

He also highlighted potential faculty benefits:

- Offering on-line, campus-based, or hybrid courses which during other terms are not available or are over-subscribed
- Creating 1-2 credit hour special topic courses on an experimental basis that could lead to permanent courses
- Offering additional study abroad opportunities of shorter duration, either as stand-alone experiences or tied to the prior fall or upcoming spring term
- Grant writing to seek external revenue sources
- Course preparation, University committee work, and other large-scale projects conducive to the additional break between terms

Mr. Kabbaz's presentation is included as Attachment B.

Following Mr. Kabbaz's comments there was discussion of the proposal. Several Trustees, including Trustees Crain and Gooden highlighted the opportunities to complete an undergraduate degree in less time, or to work during the longer break between semesters. It was also mentioned that the winter term could set Miami apart from peer universities, by being among the first to offer this opportunity to students. Trustee Wilks questioned the need for the term, pointing out that the length of the fall and spring semesters will be shortened. It was then discussed that the instructional contact hours would be unchanged and that the shortening of each semester actually brings Miami to the same semester length as many of the other public universities in Ohio.

Following a motion by Mr. Shroder, and a second by Mr. Bhati, Resolution R2013-05 was approved by voice vote, with six votes in favor, and Mr. Wilks opposed.

#### RESOLUTION R2013-05

WHEREAS, In December 2011, the University Senate passed a Sense of the Senate Resolution supporting the recommendation of the Calendar Subcommittee to add a winter session, to be held between the end of the fall semester and the start of the spring semester; and

WHEREAS, The proposed winter session will provide numerous expanded opportunities to enrich students' academic experience, which include, but are not limited to; studying abroad, conducting research, completing an internship, or taking an additional on-campus or on-line course;

NOW, THEREFORE BE IT RESOLVED: the Board of Trustees hereby authorizes the Provost and Executive Vice President for Academic Affairs to create and implement a winter session, separate and distinct from the fall and spring semesters, as a permanent term offering beginning with the 2013-2014 academic year.



## **Finance and Audit Committee**

### **Report of the Committee Chair**

Committee Chair C. Michael Armstrong reported the following regarding the Finance and Audit Committee meeting of 20 September 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 Committee considered one ordinance and three resolutions. The Committee recommends the adoption of the Room and Board Ordinance and resolutions authorizing the issuance and sale of general receipts bonds, the award of contracts for the Kreger Hall project and appointment of the associate treasurer. Room and board will rise by 2.87% for fall 2013 as a result of the ordinance that is being recommended for the Board's adoption. The increase is intended to cover rising food and other costs to operate the residence and dining halls. The Kreger Hall project will be fully funded through funds already appropriated by the State of Ohio with the building to be occupied by the Physics department in the fall of 2014. The authorization to issue general receipts bonds in the amount of \$125 million is for the purpose of completing the next phase of residence and dining hall master plan. Funding for the increased debt service is to come from productivity improvements in these operations and is not related to the increase in room and board rates. Finally, the appointment of Bruce Guiot as associate treasurer is for purpose of replacing Beverly Thomas who recently was appointed to another position within the University.

In addition to the ordinance and resolutions that were acted on, the Committee received several reports. These included a fall enrollment report, progress update on the long-term budget plan, a review of the 2012 financial results including an update on carry forward balances, an overview of a new accounting standard and a report on the utility master plan.

The Committee began and concluded its meeting with a discussion of its charter and future agendas. The Committee will expand its meeting time in the future to devote additional time to construction and real estate. Other priorities for the Committee include the long-term budget plan, rising tuition and student debt and compliance and regulatory matters.

Finally, the Committee commends Robert Keller for his many years of service in guiding the University's facilities master plan. Bob will be retiring at the end of the month but will continue to be very involved with the University.

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

**Finance and Audit Committee Ordinances and Resolutions**

**Appropriation Ordinance to Adopt AY 2014 Room and Board Rates**

Mr. Ridenour moved, Mr. Budig seconded, and by roll call vote Appropriations Ordinance O2013-01 was unanimously adopted with seven Trustees voting in favor and none opposed.

**Appropriation Ordinance O2013-01**

BE IT ORDAINED: that the Board of Trustees hereby establishes the following charges to be levied and collected beginning with the first semester of the academic year 2013-2014 unless otherwise indicated.

**I. Residence Halls (per semester per student)**

	<u>2012-13</u>	<u>2013-14</u>	<u>% change</u>
A. Fall/Spring Semesters-			
Residence Halls, Multi-Occupancy	\$2625	\$2664	1.49%
Renovated Multi-Occupancy	2887	2930	1.49%
New Multi-Occupancy	N/A	3370	N/A
Single Room, Super Quad or Miami Inn Double	3710	3765	1.48%
Renovated Single	4081	4142	1.49%
Double Room as Single	4335	4400	1.50%
New Single	N/A	4763	N/A
Premier Single Room or Miami Inn Single	4786	4857	1.48%
B. Summer Weekly			
Double Occupancy	\$ 109	\$ 110	0.92%
Single Occupancy (double as single)	163	165	1.23%
C. Heritage Commons Apartments	\$4812	\$4884	1.50%
D. Sorority Suites (Effective January 1, 2012)			
Less than 800 sq. ft.	\$2883	\$2940	1.98%
800-1,200 sq. ft.	5040	5140	1.98%
1,200-1,300 sq. ft.	5458	5566	1.98%
1,300-1,400 sq. ft.	6011	6130	1.98%
1,400-1,500 sq. ft.	6774	6908	1.98%
more than 1,500 sq. ft.	7213	7356	1.98%

**II. Residence Halls Room Refund Policy**

The refund policy for room rent for first and second semester will be as follows:

- |     |  |                    |
|-----|--|--------------------|
| (1) | Withdrawal during the first five days of the term                        | 100 % of room rent |
| (2) | Withdrawal during the sixth through eighth days of the term              | 90 % of room rent  |
| (3) | Withdrawal during the ninth through twentieth days of the term           | 50 % of room rent  |
| (4) | Withdrawal during the twenty-first through thirtieth days of the term    | 35 % of room rent  |
| (5) | Withdrawal during the thirty-first through the fortieth days of the term | 25 % of room rent  |
| (6) | Withdrawal after fortieth day of the term                                | No Refund          |

The refund policy for room rent for the summer terms will be as follows:

- |     |  |                   |
|-----|--|-------------------|
| (1) | Withdrawal during the first three days of the term             | 100% of room rent |
| (2) | Withdrawal during the fourth through eighth days of the term   | 50% of room rent  |
| (3) | Withdrawal during the ninth through fifteenth days of the term | 25% of room rent  |
| (4) | Withdrawal after the fifteenth day of the term                 | No Refund         |

Provided further that no room rental charges will be returned upon withdrawal until thirty days have elapsed from the date of withdrawal. In the event of an emergency, the Vice President for Finance and Business Services or his designee is authorized to make exceptions to the above stated refund policy.

An advance Oxford Campus enrollment deposit of \$330.00 and an admission fee of \$95.00 are charged to all incoming first year resident students. The \$330.00 fee would be applied retroactively toward the student's final term fees.

**III. Meal Plans** (per semester per student)

A. Diplomat Meal Plan	<u>2012-13</u>	<u>2013-14</u>	<u>% change</u>
Required Meal Program Assessment from every residence hall student occupant	\$1673	\$1786	
Most Popular Level Account Purchase	<u>1000</u> 2673	<u>1000</u> 2786	4.23%
B. Summer			
Envoy Account Meal Plan	\$100 min. initial deposit	\$100 min. int. dep.	N/A

**IV. Meal Plan Change and Refund Policy**

Provided further that upon withdrawal during the first or second semester, the Meal Program Assessment for that semester will be adjusted on a prorated basis and refunded for all days during which the student is not in residence. Diplomat Account balances remaining at the end of the first semester for graduating seniors and at the end of the second semester for all other plan holders are transferred to the student's Mulaa account.

Diplomat Meal Plan holders are permitted to change their selected level until the 1<sup>st</sup> day of class during each semester. No changes are permitted after the 1<sup>st</sup> day of class.

Summer Envoy point account refunds will be charged a \$20 service fee.

**Residence Hall and Meal Plan Fees Comparison**

	Current Fees Fall 2012	Proposed Fees Fall 2013	Percentage Increase
<i>Residence Halls</i>			
Multi Occupancy Per Semester	\$2625 x 2 =	\$2664 x 2 =	
Annual Total	\$5250	\$5328	1.49%
<i>Meal Plan</i>			
Diplomat Per Semester	\$2673x 2 =	\$2786x 2 =	
Annual Total	\$5346	\$5572	4.23%
Total Residence & Meal Plan Annual Fee	\$10,596	\$10,900	2.87%

### Comparison of Rates

The Board Resolution contains multiple meal plan and room rates covering the wide variety of choices we offer our students.

- The comparison of room rates is based upon the multiple occupancy room. Comparisons are made to the most similar room arrangements available to students at other institutions. All Miami room rates include internet service, cable television, and social program fees.
- The comparison of meal plans is based upon the most popular Diplomat Account Purchase Level.

### **Resolution for the Authorization, Issuance and Sale of General Receipts Bonds**

Dr. Creamer spoke in support of the resolution stating that it would allow renovation of buildings in the East Quad, and that current interest rates are at historic lows, creating an opportunity to make improvements that could cost tens of millions of dollars more in the future.

Mr. Ridenour moved, Mr. Shroder seconded, and by voice vote Resolution R2013-06 was unanimously adopted with seven Trustees voting in favor and none opposed.

### **RESOLUTION R2013-06**

PROVIDING FOR THE AUTHORIZATION, ISSUANCE AND SALE OF NOT TO EXCEED \$125,000,000 OF GENERAL RECEIPTS REVENUE BONDS, SERIES 2012, OF MIAMI UNIVERSITY, APPROVING A FIFTH SUPPLEMENTAL TRUST AGREEMENT AND AUTHORIZING THE FISCAL OFFICER TO TAKE CERTAIN ACTIONS

WHEREAS, the resolution adopted by this Board on September 26, 2003, 2004-8 (the "General Bond Resolution"), and the Amended and Restated Trust Agreement dated as of October 1, 2003, as amended (the "Trust Agreement") provide for the issuance from time to time of General Receipts Revenue Bonds of the University, with each issuance to be authorized by a Series Resolution adopted by the Board; and

WHEREAS, the General Bond Resolution was adopted and the Trust Agreement was authorized by the Board pursuant to the Act which authorizes the University to issue its Bonds to pay costs of certain capital facilities, defined as "auxiliary facilities," "education facilities" and "housing and dining facilities" in Section 3345.12 of the Revised Code and called "University Facilities" in the General Bond Resolution and in this Resolution; and

WHEREAS, the University has determined, and hereby confirms, that it is necessary and appropriate to issue its General Receipts Bonds to fund (i) renovation and construction of housing and dining facilities including, but not limited to, Anderson Hall, Collins Hall, Dennison Hall, Dorsey Hall, Erickson Dining Hall, McBride Hall, McFarland Hall and Symmes Hall; (ii) demolition of Robertson Hall; (iii) infrastructure

upgrades and improvements on the Oxford campus; (iv) other eligible capital projects approved by the University; and (v) payment of a portion of the costs associated with such issuance (the above-listed projects are collectively referred to as the "Series 2012 University Facilities Project" or "Project"); and

WHEREAS, for the above purposes, the University has determined to issue not to exceed \$125,000,000 in composite Aggregate Principal Amount of General Receipts Revenue Bonds (the "Series 2012 Bonds") to pay a portion of the costs of the Project, including the reimbursement to the University of moneys advanced in anticipation of being reimbursed from the proceeds of such Bonds; and

WHEREAS, the Board determines that it is in the best interest of the University to provide for maximum flexibility in structuring the Series 2012 Bonds to achieve maximum cost savings, and therefore, has provided that certain terms of the Series 2012 Bonds shall be determined in the Certificate of Award authorized pursuant to Section 5 hereof (the "Certificate of Award");

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF MIAMI UNIVERSITY, as follows:

**Section 1. Definitions and Interpretations.** Where used in this Resolution, in the Fifth Supplemental Trust Agreement and in the Certificate of Award, and in addition to words and terms defined elsewhere in this Resolution (including its preambles), the Fifth Supplemental Trust Agreement, the General Bond Resolution or the Trust Agreement, the following terms shall have the following meanings:

*"2012 University Facilities Costs of Issuance Fund"* or *"2012 Costs of Issuance Fund"* means the fund established by the University used to pay certain costs related to the issuance of obligations for the Project that constitute "costs of facilities" as defined in the Act. In the event that the Series 2012 Bonds are issued in calendar year 2013, the fund may be described as the "2013 University Facilities Costs of Issuance Fund" or the "2013 Costs of Issuance Fund."

*"2012 University Facilities Project Fund"* or *"2012 Project Fund"* means the fund established by the University used to pay costs of the Project that constitute "costs of facilities" as defined in the Act. In the event that the Series 2012 Bonds are issued in calendar year 2013, the fund may be described as the "2013 University Facilities Project Fund" or the "2013 Project Fund."

*"Act"* means Sections 3345.11 and 3345.12 of the Ohio Revised Code.

*"Annual Bond Service Charge"* for any Fiscal Year means, in connection with the Series 2012 Bonds, an amount equal to the scheduled principal and interest due on the Series 2012 Bonds in that Fiscal Year.

*"Bond Purchase Agreement"* means the Bond Purchase Agreement between the Original Purchaser and the University to be dated as of its date of execution.

*"Certificate of Award"* means the Certificate of Award authorized by Section 5 hereof.

*"Code"* means the Internal Revenue Code of 1986, as amended, the regulations (whether proposed, temporary or final) under that Code or the statutory predecessor of that Code, and any amendments of, or successor provisions to, the foregoing and any official rulings, announcements, notices, procedures and judicial determinations regarding any of the foregoing, all as and to the extent applicable. Unless otherwise indicated, reference to a section of the Code includes that section and such applicable regulations, rulings, announcements, notices, procedures and determinations pertinent to that section.

*"Computation Date"* means:

- (i) (A) the last day of each Bond Year while the Series 2012 Bonds are outstanding, and (B) the date on which the last Series 2012 Bonds are retired, or
- (ii) such other date or dates elected by the University as may be permitted under the Code for computation of the Rebate Amount.

*"Current Interest Bonds"* means those Series 2012 Bonds, as provided for in the Certificate of Award and as to which interest is payable on each Interest Payment Date.

*"Debt Service"* means principal of and interest and any redemption premium on the Series 2012 Bonds.

*"Delivery Date"* means the date on which the Series 2012 Bonds are delivered to the Original Purchaser in exchange for payment.

*"Excess Earnings"* means, as of each Computation Date, an amount determined in accordance with Section 148(f) of the Code equal to the sum of (i) plus (ii) where:

(i) is the excess of:

(a) the aggregate amount earned from the Issuance Date on all Nonpurpose Investments in which Gross Proceeds are invested (other than investments attributable to an excess described in this clause (i)), taking into account any gain or loss on the disposition of Nonpurpose Investments, over

(b) the amount which would have been earned if the amount of the Gross Proceeds invested in those Nonpurpose Investments (other than investments attributable to an excess described in this clause (i)) had been invested at a rate equal to the Yield on the Series 2012 Bonds; and

(ii) is any income attributable to the excess described in clause (i), taking into account any gain or loss on the disposition of investments.

*"Fiscal Officer"* means the Vice President for Finance and Business Services and Treasurer of Miami University.

*"Fifth Supplemental Trust Agreement"* means the Fifth Supplemental Trust Agreement between the University and the Trustee, authorized pursuant to Section 7.01 of the Trust Agreement and this Resolution.

*"General Counsel"* means the chief legal officer of the University.

*"Gross Proceeds"* means (i) Proceeds, (ii) Replacement Proceeds, and (iii) any other money, investments, securities, obligations or other assets that constitute "gross proceeds" for purposes of Section 148(f) of the Code as applied to the Series 2012 Bonds, all until spent.

*"Interest Payment Dates"* means the first day of March and September in each year, commencing March 1, 2013 or such other date as may be provided in the Certificate of Award.

*"Investment Proceeds"* means any amounts actually or constructively received from investing Original Proceeds.

*"Investment Property"* means (i) "investment property" as defined in Section 148(b)(2) of the Code, including any security (within the meaning of Section 165(g)(2)(A) or (B)) of the Code, any obligation, any annuity contract, and any investment-type property. Investment Property does not include a Tax-Exempt Bond, except a Tax-Exempt Bond which is a "specified private activity bond" as defined in Section 57(a)(5)(C) of the Code, the interest on which is an item of tax preference for purposes of the alternative minimum tax imposed on individuals and corporations, or (ii) qualified exempt investment, that is, a United States Treasury obligation - Demand Deposit State and Local Government Series.

*"Issuance Date"* means the date of physical delivery of the Series 2012 Bonds by the University in exchange for the purchase price of the Series 2012 Bonds.

*"Issue Price"* means the aggregate of the initial offering prices (including accrued interest and original issue discount and/or premium, if any) at which each maturity of the Series 2012 Bonds was offered to the public (excluding bond houses, brokers and other intermediaries) and at which price or prices a substantial amount of each maturity of the Series 2012 Bonds was sold to the public (other than to bond houses, brokers and other intermediaries).

*"Letter of Instructions"* means a letter addressed to the Trustee dated the Issuance Date and signed by the Fiscal Officer.

*"Nonpurpose Investments"* shall have the meaning ascribed to such term in Section 148 of the Code and shall mean any investment other than a Purpose Investment (which is an investment acquired in order to carry out the governmental purpose of the Series 2012 Bonds).

*"Original Proceeds"* means Sales Proceeds and Investment Proceeds.

*"Original Purchaser"* means the investment banking firm selected by the Fiscal Officer.

*"Proceeds"* means any Original Proceeds from the sale of the Series 2012 Bonds and any Transferred Proceeds, as defined in Regulations 1.148-8(d)(2).

*"Purpose Investment"* means an investment acquired in order to carry out the governmental purpose of the Series 2012 Bonds, which is (i) renovation and construction of housing and dining facilities and related infrastructure upgrades; and (ii) payment of a portion of the costs associated with such issuance.

*"Rebate Amount"* means the amount of Excess Earnings (excluding any amount earned on a Bona Fide Debt Service Fund) computed as of the most recent prior Computation Date in accordance with the requirements of Section 148(f) of the Code.

*"Sales Proceeds"* means the portion of the Issue Price received by the University upon the sale of the Series 2012 Bonds (net of any underwriter's discount withheld from the Issue Price).

*"Securities Depository"* means initially The Depository Trust Company (a limited purpose trust company), New York, New York.

*"Series 2012 Bonds"* means the series of General Receipts Revenue Bonds authorized by this Resolution and issued pursuant to this Resolution and the Certificate of Award. In the event that the Series 2012 Bonds are issued in calendar year 2013, they may bear the designation "Series 2013 Bonds" or such other designation as may be provided in the Certificate of Award.

*"Series 2012 University Facilities Project"* or *"Project"* means the (i) renovation and construction of housing and dining facilities including, but not limited to, Anderson Hall, Collins Hall, Dennison Hall, Dorsey Hall, Erickson Dining Hall, McBride Hall, McFarland Hall and Symmes Hall; and (ii) demolition of Robertson Hall; (iii) infrastructure upgrades and improvements on the Oxford campus; (iv) other eligible capital projects approved by the University; and (v) payment of a portion of the costs associated with such issuance. In the event that the Series 2012 Bonds are issued in calendar year 2013, the Project may be described as the "Series 2013 University Facilities Project" or such other designation as may be provided in the Certificate of Award.

*"Series 2012 Resolution"* or *"Resolution"* means this Resolution authorizing the issuance and sale of the Series 2012 Bonds. In the event that the Series 2012 Bonds are issued in calendar year 2013, the Resolution may be described as the "Series 2013 Resolution."

*"Sinking Fund Proceeds"* means amounts (including any investment income) treated as Proceeds of the Series 2012 Bonds under the Code because they are



accumulated in a sinking fund to pay Debt Service within the meaning of Treasury Regulations §1.103-13(g), but excluding amounts withdrawn therefrom.

*"Special Record Date"* means the date established by the Trustee in connection with the payment of any overdue interest on any Bond pursuant to Section 4(e)(ii) of this Resolution.

*"Tax-Exempt Bond"* means any obligation, or issue of obligations, the interest on which is, or is intended to be, excluded from gross income for federal income tax purposes within the meaning of Section 150 of the Code, and includes any investment treated as a "tax-exempt bond" for the applicable purpose of Section 148 of the Code.

*"Transferred Proceeds"* means any proceeds of a prior issue that become Proceeds of the Series 2012 Bonds.

*"Trustee"* means The Bank of New York Mellon Trust Company, N.A., as successor to J.P. Morgan Trust Company, National Association as trustee under the Trust Agreement.

*"Yield"* has the meaning assigned to it for purposes of Section 148 of the Code, and means that discount rate that, when used in computing the present value of all payments of principal and interest to be paid on an obligation, computed on the basis of a 360-day year and semiannual compounding, produces an amount equal to (i) the Issue Price in the case of the Series 2012 Bonds, or (ii) the purchase price for Yield purposes in the case of Investment Property. The Yield on Investment Property in which Proceeds of the Series 2012 Bonds are invested is computed on a basis consistent with the computation of Yield on the Series 2012 Bonds.

The terms "state or local bonds, governmental unit", "loan", "private business use", "net proceeds" and other terms relating to Code provisions used but not defined in this Section 12 shall have the meanings given to them for purposes of Sections 103, 141, 148 and 150 of the Code unless the context indicates another meaning. References in this section to Sections are, unless otherwise indicated, references to Code sections.

Unless the context shall otherwise indicate, words importing the singular number shall include the plural number, and vice versa, and the terms "hereof," "herein," "hereby," "hereto," "hereunder," and similar terms, mean this Resolution and the Fifth Supplemental Trust Agreement. References to sections, unless otherwise stated, are to sections of this Resolution.

**Section 2. Authority.** This Resolution is adopted pursuant to the General Bond Resolution, the Trust Agreement and the Act.

**Section 3. Authorization, Designation and Purpose of Series 2012 Bonds.** It is hereby declared to be necessary to, and the University shall, issue, sell and deliver, as provided and authorized by this Resolution, General Receipts Bonds of the University, which shall be designated "Miami University General Receipts Revenue Bonds, Series 2012" in the maximum original Aggregate Principal Amount of not to exceed

\$125,000,000 (the actual original Aggregate Principal Amount to be as provided by the Certificate of Award), for the purpose of paying a portion of the costs of the University Facilities that comprise the Series 2012 University Facilities Project more fully described in the preambles and paying a portion of the costs associated with the issuance. For that purpose, the proceeds from the sale of the Series 2012 Bonds shall be allocated and deposited as provided in Section 6 of this Resolution.

#### **Section 4. Terms and Provisions Applicable to the Series 2012 Bonds.**

(a) Form and Numbering. The Series 2012 Bonds shall be issued, unless otherwise subsequently provided in the Fifth Supplemental Trust Agreement entered into pursuant to the Trust Agreement, only in the form of fully registered Bonds, substantially in the form set forth in Exhibit A to the Fifth Supplemental Trust Agreement with such changes as may be necessary to reflect the terms of the Series 2012 Bonds set forth in the Certificate of Award. The Series 2012 Bonds shall be fully registered and numbered as determined by the Fiscal Officer in such manner as to distinguish each Series 2012 Bond from each other Series 2012 Bond.

The Series 2012 Bonds shall be initially issued only to a Securities Depository to be held in a book entry system and: (i) the Series 2012 Bonds shall be registered in the name of the Securities Depository or its nominee, as registered owner, and immobilized in the custody of the Securities Depository; and (ii) the Series 2012 Bonds as such shall be transferable or exchangeable in accordance with Section 2.06 of the Trust Agreement, provided, however that so long as a book entry system is used for the Series 2012 Bonds, they may only be transferred to another Securities Depository or to another nominee of a Securities Depository without further action by the University pursuant to subparagraph (g)(iii) of this Section. Notwithstanding Section 2.06 of the Trust Agreement, the University may, and may require the Trustee to, transfer the Series 2012 Bonds from one Securities Depository to another Securities Depository at any time.

(b) Terms.

(i) Denomination and Dates. The Series 2012 Bonds shall be issued in the denomination of \$5,000 and any integral multiple of \$5,000, and shall be dated as of the Delivery Date or such other date as may be provided in the Certificate of Award. Each Series 2012 Bond shall have only one principal maturity date, except for interim certificates or receipts which may be issued pending preparation of definitive Bonds.

(ii) Interest. The Series 2012 Bonds shall bear interest from the later of (i) their date or (ii) the most recent date to which interest has been paid or provided for, payable on the Interest Payment Dates at the respective rates per annum set forth in the Certificate of Award.

(iii) Maturities. The Series 2012 Bonds shall mature on March 1 and/or September 1 in the years and in the principal amounts as provided in the Certificate of Award, with the initial maturity and final maturity as set forth in section (c) below.

(iv) Prior Redemption.

(A) The Series 2012 Bonds may be subject to redemption at the option of the University prior to their stated maturities on the redemption dates and at the redemption prices specified in the Certificate of Award. The Fiscal Officer may determine in the Certificate of Award that some or all of the Series 2012 Bonds are not to be callable prior to stated maturity. The Fiscal Officer further may determine in the Certificate of Award that a premium shall be payable to the bondholder upon early redemption of a Series 2012 Bond and that such premium may be calculated in a manner to make the bondholder whole for the loss of the investment or may be calculated as a percentage of the principal amount to be redeemed.

(B) The Series 2012 Bonds of one or more maturities may be subject to mandatory redemption pursuant to Mandatory Sinking Fund Requirements by the University at a redemption price equal to 100% of the principal amount redeemed, plus accrued interest to the date of redemption, on September 1 in the years and in the principal amounts provided in the Certificate of Award.

(c) Maturities: Bond Service Charges. The first maturity or mandatory sinking fund payment and the final maturity of the Series 2012 Bonds shall not be later than September 1, 2014 and September 1, 2042, respectively. Principal shall be payable in each year from the first maturity or mandatory sinking fund payment year to the final maturity year either at stated maturity or pursuant to Mandatory Sinking Fund Requirements. The weighted average interest rate on all the Series 2012 Bonds shall not exceed 5% per annum. [Annual Bond Service Charges on all the Series 2012 Bonds shall be in accordance with the Certificate of Award.]

(d) Redemption Prior to Maturity.

(i) If fewer than all of the outstanding Series 2012 Bonds are called for optional redemption at one time, the Series 2012 Bonds to be called shall be designated by the Fiscal Officer in his sole discretion and in any manner the Fiscal Officer determines, without regard to the order of their maturities or their interest rates. If fewer than all of the outstanding Series 2012 Bonds of one maturity and interest rate are to be called for redemption, the selection of the Series 2012 Bonds, or portions of those

Series 2012 Bonds (in integral multiples of \$5,000), of that maturity to be called for redemption shall be made in the manner provided in the Fifth Supplemental Trust Agreement. If optional redemption of any Series 2012 Bonds at a redemption price above 100% of the principal amount to be redeemed is to take place on any applicable mandatory sinking fund redemption date, the selection of the Series 2012 Bonds to be optionally redeemed shall be selected prior to the selection of the Series 2012 Bonds to be redeemed by mandatory sinking fund redemption.

(ii) Notice of call for redemption of Series 2012 Bonds, setting forth the information provided for in Section 3.03 of the Trust Agreement, shall be given by the Trustee on behalf of the University. Failure to receive notice by mailing, or any defect in that notice, as to any Series 2012 Bond shall not affect the validity of the proceedings for the redemption of any other Series 2012 Bond.

(e) Places and Manner of Payment and Paying Agents.

(i) The principal of and any redemption premium on Series 2012 Bonds shall be payable when due only to the registered owners, upon presentation and surrender of the Series 2012 Bonds at the principal corporate trust office of the Trustee.

(ii) Interest on any Series 2012 Bond due on each Interest Payment Date shall be payable by check or draft which the Trustee shall cause to be mailed on the Interest Payment Date to the person who is the registered owner of the Bond (or one or more predecessor Bonds) at the close of business on the Regular Record Date applicable to that Interest Payment Date, at the address then appearing on the Register. If and to any extent, however, that the University shall make neither payment nor provision for payment of interest on any Series 2012 Bond on any Interest Payment Date, that interest shall cease to be payable to the person who was the registered owner of that Bond (or of one or more predecessor Bonds) as of the applicable Regular Record Date; when moneys become available for payment of that interest the Trustee shall, subject to Section 2.05 of the Trust Agreement, establish a Special Record Date for the payment of that interest which shall be not more than 15 or fewer than 10 days prior to the date of the proposed payment, and the Trustee shall cause notice of the proposed payment and of the Special Record Date to be mailed to the person who is the registered owner of that Bond on a date not fewer than 10 days prior to the Special Record Date, at the address as then appears on the Register, and thereafter that interest shall be payable to the person who is the registered owner of that Bond (or a predecessor Bond) at the close of business on the Special Record Date.

(iii) Notwithstanding any other provision of this Resolution or any provision of the General Bond Resolution, the Trust Agreement, the Fifth

Supplemental Trust Agreement or any Series 2012 Bond to the contrary, with the written approval of the University, the Trustee may enter into an agreement with a Securities Depository, or the nominee of a Securities Depository that is the registered owner of a Series 2012 Bond in the custody of that Securities Depository providing for making all payments to that registered owner of principal of and interest and any premium on that Series 2012 Bond or any portion of that Series 2012 Bond (other than any payment of its entire unpaid principal amount) at a place and in a manner (including wire transfer of federal funds) other than as provided above in this Resolution, without prior presentation or surrender of the Series 2012 Bond, upon any conditions which shall be satisfactory to the Trustee and the University. That payment in any event shall be made to the person who is the registered owner of that Series 2012 Bond on the date that principal and premium is due, or, with respect to the payment of interest, as of the applicable Regular Record Date or Special Record Date or other date agreed upon, as the case may be. The Trustee will furnish a copy of each of those agreements, certified to be correct by an officer of the Trustee, to other authenticating agents and paying agents for Series 2012 Bonds, if any, and to the University. Any payment of principal, premium, or interest pursuant to such an agreement shall constitute payment thereof pursuant to, and for all purposes of, this Resolution and the Agreement.

(iv) Alternate Paying Agents may be designated in the Certificate of Award by the Fiscal Officer.

(f) Execution and Authentication. The Series 2012 Bonds shall be executed and authenticated in the manner provided in the Trust Agreement. Alternate Authenticating Agents may be designated by the Fiscal Officer in the Certificate of Award.

#### **Section 5. Sale of Series 2012 Bonds.**

(a) General. The Fiscal Officer is authorized to determine:

(i) that the Series 2012 Bonds shall be issued;

(ii) the Principal Amount of Series 2012 Bonds to be issued provided that the aggregate amount of Series 2012 Bonds shall not to exceed \$125,000,000;

(iii) the interest rates on the Series 2012 Bonds;

(iv) the amount of any original issue discount and/or premium on the Series 2012 Bonds;

(v) the maturities of the Series 2012 Bonds, as limited by Section 4(c) herein;

(vi) the optional and mandatory redemption dates, if any, and redemption prices for the Series 2012 Bonds; and

(vii) the purchase price for the Series 2012 Bonds.

The Series 2012 Bonds shall be sold by the Fiscal Officer to the Original Purchaser on such terms not inconsistent with this Resolution as are provided in the Certificate of Award and the Bond Purchase Agreement.

The Fiscal Officer is authorized and directed to execute the Certificate of Award and the Bond Purchase Agreement, in order to provide for the definitive terms and terms of sale of the Series 2012 Bonds as provided in this Resolution, and to award and provide for sale of the Series 2012 Bonds to the Original Purchaser. The Bond Purchase Agreement shall not be materially adverse to the University as shall be approved by the Fiscal Officer, his execution of the Bond Purchase Agreement to constitute conclusive approval of any such changes on behalf of the University. The Certificate of Award shall be incorporated in and form a part of the Fifth Supplemental Trust Agreement.

(b) Official Statement. The Fiscal Officer is authorized and directed, on behalf of the University, and in his official capacity, to prepare or cause to be prepared, a preliminary official statement relating to the original issuance of the Series 2012 Bonds; to determine, and to certify or otherwise represent, when such preliminary official statement is "deemed final" for purposes of Securities and Exchange Commission Rule 15c2-12(b)(1); and to use and distribute, or authorize the use and distribution of such preliminary official statement in connection with the original issuance of the Series 2012 Bonds until an official statement is prepared. All actions previously taken by the Fiscal Officer in this regard relating to a preliminary official statement are hereby approved, ratified and confirmed.

The Fiscal Officer is further authorized and directed, on behalf of the University, and in his official capacity, to prepare or cause to be prepared an official statement, and any necessary supplements thereto, relating to the original issuance of the Series 2012 Bonds; to determine, and to certify or otherwise represent, when such official statement is a final official statement for purposes of Securities and Exchange Commission Rule 15c2-12(b)(3) and (4); to use and distribute, or authorize the use and distribution of such official statement, and any supplements thereto, in connection with the sale of the Series 2012 Bonds; and to sign and deliver the official statement.

The Fiscal Officer is further authorized and directed, on behalf of the University, and in his official capacity, to sign and deliver such certificates in connection with the accuracy of the preliminary official and the final official statements and any supplements thereto as may, in his judgment, be necessary or appropriate.

Further Authorization. The Fiscal Officer is further authorized and directed, on behalf of the University, and in his official capacity, to sign and deliver on the Issuance Date, such other certificates and documents as may be reasonably necessary in the opinion of Bond Counsel to complete the sale of the Series 2012 Bonds. The General Counsel in her official capacity is hereby authorized and directed to sign and deliver on the Issuance Date a legal opinion in form and substance acceptable to Bond Counsel.

#### **Section 6. Allocation of Proceeds of Series 2012 Bonds.**

(a) Allocation. All of the proceeds from the sale of the Series 2012 Bonds shall be received and receipted for by the Fiscal Officer or by his authorized representative for that purpose, and shall be allocated, deposited and credited as follows:

(i) To the Bond Service Account in the Bond Service Fund, any portion of the proceeds representing accrued interest, if any;

(ii) To the 2012 Costs of Issuance Fund an amount, to be determined by the Fiscal Officer, to pay the costs of issuance of the Series 2012 Bonds; and

(iii) To the 2012 Project Fund, hereby established, [the balance of the proceeds], to be applied to pay costs of the 2012 University Facilities Project as determined by the Fiscal Officer and as described in the preambles.

(b) 2012 Project Fund.

(i) The 2012 Project Fund shall be held by the University in a separate deposit account or accounts (except when invested as provided below) set up in a bank or banks that are members of the Federal Deposit Insurance Corporation, and used to pay costs of the Series 2012 University Facilities Project that constitute "costs of facilities" as defined in the Act (the "Project Costs").

(ii) The Fiscal Officer shall apply the 2012 Project Fund pursuant to the provisions of this Section 6 to the payment of the Project Costs, including, without limitation, the reimbursement of the University for moneys heretofore advanced to pay Project Costs in anticipation of the issuance of the Series 2012 Bonds.

(iii) Moneys to the credit of the 2012 Project Fund, pending their application as above set forth, shall be subject to a lien and charge in favor of the holders of the Series 2012 Bonds, and the University covenants that it will not cause or permit to be paid from the 2012 Project Fund any moneys except in compliance with the provisions of this Resolution, the Trust Agreement and the Fifth Supplemental Trust Agreement.

(iv) Moneys on deposit in the 2012 Project Fund may be invested by or at the direction of the Fiscal Officer in Eligible Investments (as defined in the Fifth Supplemental Trust Agreement) maturing or redeemable at the option of the holder prior to the time needed for the purposes thereof. The investments and the proceeds of their sale shall constitute part of the 2012 Project Fund, and earnings from any of those investments shall be credited to the 2012 Project Fund. The investments may be sold, exchanged or collected from time to time by or at the direction of the Fiscal Officer.

(v) Any balance remaining in the 2012 Project Fund after the Fiscal Officer has certified to the Trustee that payment of Project Costs has been accomplished or provided for to the satisfaction of the University shall be deposited in the Bond Service Account and used for payment of principal on the Series 2012 Bonds, or expended for costs of University Facilities with the approval of the Board if that payment or expenditure shall not, in the opinion of Bond Counsel to the University, adversely affect the exclusion of interest on the Series 2012 Bonds from gross income for federal income tax purposes.

(c) 2012 Costs of Issuance Fund

(i) The 2012 Costs of Issuance Fund shall be held by the University in a separate deposit account or accounts set up in a bank or banks that are members of the Federal Deposit Insurance Corporation, and used to pay costs of issuance of the Series 2012 Bonds that constitute "costs of facilities" as defined in the Act (the "Costs of Issuance").

(ii) The Fiscal Officer shall apply the 2012 Costs of Issuance Fund pursuant to the provisions of this Section 6 to the payment of the Costs of Issuance, including, without limitation, the reimbursement of the University for moneys heretofore advanced to pay Costs of Issuance in anticipation of the issuance of the Series 2012 Bonds.

(iii) Moneys to the credit of the 2012 Costs of Issuance Fund, pending their application as above set forth, shall be subject to a lien and charge in favor of the holders of the Series 2012 Bonds, and the University covenants that it will not cause or permit to be paid from the 2012 Costs of Issuance Fund any moneys except in compliance with the provisions of this Resolution, the Trust Agreement and the Fifth Supplemental Trust Agreement.

(iv) Moneys on deposit in the 2012 Costs of Issuance Fund may be invested by or at the direction of the Fiscal Officer in Eligible Investments (as defined in the Fifth Supplemental Trust Agreement) maturing or redeemable at the option of the holder prior to the time needed for the purposes thereof. The investments and the proceeds of their sale



shall constitute part of the 2012 Costs of Issuance Fund, and earnings from any of those investments shall be credited to the 2012 Costs of Issuance Fund. The investments may be sold, exchanged or collected from time to time by or at the direction of the Fiscal Officer.

(v) Any balance remaining in the 2012 Costs of Issuance Fund after the Fiscal Officer has certified to the Trustee that payment of Costs of Issuance has been accomplished or provided for to the satisfaction of the University shall be deposited in the 2012 Project Fund and used to pay Project Costs.

### **Section 7. Tax Covenants; Rebate Fund.**

(a) Covenants. The University hereby covenants that:

(i) It will restrict the use of the proceeds of the Series 2012 Bonds in such manner and to such extent, if any, as may be necessary so that the Series 2012 Bonds will not constitute arbitrage bonds under Section 148 of the Code. The Fiscal Officer, or any other officer of the University having responsibility for the issuance of the Series 2012 Bonds, alone or in conjunction with any other officer or employee of or any consultant to the University, shall give an appropriate certificate of the University, for inclusion in the transcript of proceedings for the Series 2012 Bonds, setting forth the reasonable expectations of the University regarding the amount and use of all the proceeds of the Series 2012 Bonds, the facts, circumstances and estimates on which they are based, and other facts and circumstances relevant to the tax treatment of the interest on the Series 2012 Bonds.

(ii) It (a) will take or cause to be taken such actions that may be required of it for the Series 2012 Bonds to be and remain Tax-Exempt Bonds at the time of their delivery to the Original Purchaser, and (b) will not take or authorize to be taken any actions that would adversely affect that status under the Code, and that it, or persons acting for it, will, among other acts of compliance, (1) apply the proceeds of the Series 2012 Bonds to the governmental purpose of the borrowing, (2) restrict the yield on investment property acquired with those proceeds, (3) make timely rebate payments to the federal government, (4) maintain books and records and make calculations and reports, and (5) refrain from certain uses of those proceeds, all in such manner and to the extent necessary to assure such exclusion of that interest under the Code. The Fiscal Officer and other appropriate officers are authorized and directed to take any and all actions, make calculations and rebate payments to the federal government, and make or give reports and certifications, as may be appropriate to assure such exclusion of that interest.

(b) Rebate Fund. There is hereby created the Series 2012 Bonds Rebate Fund (the Rebate Fund), to be in the custody of the Trustee, which shall be continuously invested in Eligible Investments by the Trustee at the oral direction (confirmed in writing) of the Fiscal Officer. The Rebate Fund shall be held, administered and disposed of in accordance with the provisions of the Fifth Supplemental Trust Agreement. Amounts credited to the Rebate Fund are not General Receipts and shall be free and clear of any lien under the Fifth Supplemental Trust Agreement or under the Trust Agreement.

**Section 8. Credit Enhancement; Other Agreements.** If he determines it to be in the best interest of the University in order to achieve maximum cost savings on the Series 2012 Bonds, the Fiscal Officer may obtain credit enhancement for all or any portion of the Series 2012 Bonds.

The Fiscal Officer is authorized to enter into such agreements and to make such changes to the Fifth Supplemental Trust Agreement and the Series 2012 Bond form as may be required in connection with such credit enhancement. The Fiscal Officer is further authorized to enter into such agreements and execute such certificates as may be required in connection with the issuance, sale and delivery of the Series 2012 Bonds.

**Section 9. Fifth Supplemental Trust Agreement.** The Chairman of the Board or the President of the University, and the Fiscal Officer, or any one or more of them, are authorized and directed to execute and deliver to the Trustee, in the name of and on behalf of the University, and the Secretary to the Board is authorized and directed to attest, a Fifth Supplemental Trust Agreement pursuant to the Trust Agreement and in connection with the issuance of the Series 2012 Bonds.

**Section 10. Open Meeting.** It is found and determined that all formal actions of this Board concerning and relating to the adoption of this Resolution were taken in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in those formal actions were taken in meetings open to the public, in full compliance with applicable legal requirements including Section 121.22 of the Revised Code.

### **Resolution to Authorize the Award of Contracts for the Kreger Hall Renovation Project**

Mr. Ridenour moved and Mr. Bhati seconded the resolution. Before voting, it was clarified that approval from the Board of Trustees must be obtained before the cost of the project could exceed the budget. By voice vote Resolution R2013-07 was then unanimously adopted with seven Trustees voting in favor and none opposed.

### **RESOLUTION R2013-07**

WHEREAS, the Kreger Hall Renovation project involves the installation of complete new mechanical, electrical, data, and fire suppression systems, new accessible restrooms, a new elevator, and improvements to the exterior building envelope; and

WHEREAS, Miami University has identified state and local funds in the amount of \$18,800,000 for the Kreger Hall Renovation project; and

WHEREAS, the \$18,800,000 budget includes a cost of construction estimate of approximately \$15,000,000; and

WHEREAS, the State of Ohio allows contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$1,500,000 in addition to the \$15,000,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for November 2012; and

WHEREAS, the Board of Trustees desires to complete the design work and award contracts to the lowest responsive and responsible bidder;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, with the concurrence of the Board Chair and the Chair of the Finance and Audit Committee, in accordance with all State guidelines, to proceed with the award of contracts for the Kreger Hall Renovation project with a total construction budget not to exceed \$16,500,000.

#### **Resolution to Appointment an Associate Treasurer**

Dr. Creamer spoke in support of the resolution and thanked Ms. Beverly Thomas for her service.

Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2013-08 was unanimously adopted with seven Trustees voting in favor and none opposed.

#### **RESOLUTION R2013-08**

WHEREAS, the Board of Trustees has established the position of Associate Treasurer to have full authority in the absence of the Treasurer;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby elects Bruce A. Guiot to complete the term of Associate Treasurer Beverly Thomas, who was elected to a three-year term commencing July 1, 2011 and ending June 30, 2014.

## **Student Trustee Reports**

### **Comments of Student Trustee Lot**

#### **PAUL RYAN VISIT TO MIAMI**

The start of the academic year has already brought us a whole host of exciting events including a visit to Miami from our own alumnus and Republican Vice-presidential candidate Paul Ryan. The event was marked by a high attendance rate among students who waited hours in line just to get a glimpse of this historical moment. No matter where one might fall on the political spectrum I believe there is a general consensus among students that the selection of a Miamian onto a national presidential ticket is something we should all be proud of. When students witness a Miami alum achieving such great personal success I believe it serves as a testament to the possibilities that are available to us once we leave Oxford, Ohio.

#### **CAREER FAIR**

This week over 200 employers came to Miami for the annual career fair held at Millet Auditorium. Over 2,500 students who are seeking internship and job opportunities met these employers to showcase the incredible amount of talent that Miami students possess. The most important aspect of career fair is the diversity of employers who are attracted to Miami. If you're interested in financial services then JP Morgan might be the destination, if you are interested in service then Teach for America or the Peace Corp might be preferable options. The point is there is something for everyone! I have always believed that an integral part of my own Miami experience has been the development of my professional skills. Being thrust into an environment like career fair forces students to master skills such as creating a resume, networking, and interviewing. Those skills coupled with an intense academic component will help us succeed in a changing job market. But I hope we don't stop there. I hope that we are constantly assessing our curriculum standards to make sure that students are leaving the classroom with skills that are applicable to their future careers. I hope that we are cultivating a culture that galvanizes students toward pursuits in scholarly and professional realms. For now I would like to congratulate all the students who found great opportunities at Career Fair and I would also like to thank all the employers who came to campus.

#### **GREEK WEEK**

Starting on September 27th fraternities and sororities from all across campus will come together for the annual Greek week competition. During the weeklong festivities fraternities and sororities will participate in a wide variety of events such as football, basketball and even a dance competition. I know for certain that my brothers in Beta Theta Pi are looking forward to defending the title as Greek week champions. Although competition is encouraged, it is only one aspect of Greek week. Another critical component of Greek week is service. For instance there is an annual blood drive held at

the Shriver center that attracts hundreds of Greek members. There is also a food drive that provides thousands of dollars worth of goods to the less fortunate.

Service to the community is not something we demonstrate in one week but throughout the academic year. In the spring 2012 the Greek community raised over 40,000 dollars for various causes and participated in over 1,000 hours of community service. In light of recent events in the Greek community it's best to emphasize the collective good that comes from having a strong and active Greek life on this campus.

### **Comments of Student Trustee Wilt**

#### **FIRST-YEAR WELCOME WEEK**

After a hectic two days of early arrival and first year student move in, the Residence Life and First Year Programs staff immersed first-years in a variety of events to show them how great Miami really is. The event I have heard the most positive feedback about is the "Love and Honor" event at Yager Stadium at which first-years enjoyed a plethora of free food and Miami gear, concluding with a class photo being taken in the shape of an M. This event helped our first-years better embrace school spirit; I can attest to the fact that Miami "Love and Honor" has reached a high due to the high attendance at the first home football game at which we defeated Southern Illinois 30-14.

#### **JOSH MANDEL VISIT**

On Thursday September 6, Miami College Republicans had an amazing kickoff meeting at which U.S. Senate candidate Josh Mandel spoke to over 200 students. He offered students an in depth look at his campaign process and detailed explanations of his plans if he is elected into office. No matter one's political views, I believe our ability to have such important political figures as Mandel and Paul Ryan visiting campus speaks volumes about our student leaders and Miami's national reputation.

#### **MIAMI PLAN REDESIGN UPDATE**

The Miami Plan Redesign Task Force has been meeting once a week and we have begun talking to many outside stakeholders including graduate schools, recent alum, members of the Ohio Senate and, of course, current students and faculty. Currently we are working towards establishing a firm set of final goals and outcomes we would like to see in the new Miami Plan. It is proving to be a long process, but I have no doubt we will establish new goals that will ready students even more for what is to come after graduation.

#### **WESTERN CAMPUS LIGHTING**

With the new construction on Western Campus, students currently residing in existing residence halls have been given a new route to campus. This route weaves them through a path lined with trees behind Havighurst and Mary Lyon Halls. Multiple

students have expressed that there is not enough lighting along this new path and they do not feel safe walking at night, even in small groups. These students understand the need for, and appreciate, the new construction but we do not feel compromising feelings of safety, even temporarily, is not a positive step for students.

Following Ms. Wilt's remarks, Trustee Wilks inquired as to fraternities recently undergoing the judicial process and the policy regarding alcohol in fraternity houses. It was explained that fraternities seeking a waiver of the sophomore residency requirement must place those sophomores in an alcohol free house.

### **Other Business**

Board Chair Donald Crain appointed a nominating committee for the purpose of nominating a slate of Board officers for calendar year 2013. The Chair charged the committee with developing a slate of Board officers and nominations for two representatives to the Miami University Foundation Board and presenting their recommendations to the Board at the December 7, 2012 Board meeting. Sue Henry was appointed chair of the nominating committee, and Dennis Lieberman and David Budig were appointed as members.

#### **Resolution to Elect Tom Herbert as Vice President for Advancement**

Mr. Budig moved, Mrs. Mitchell seconded, and by voice vote Resolution R2012-09 was unanimously adopted with seven Trustees voting in favor and none opposed.

#### **RESOLUTION R2013-09**

BE IT RESOLVED: that the Board of Trustees, upon the recommendation of the President, hereby elects Thomas Herbert as Vice President for Advancement, to become effective October 3, 2012.

#### **Resolution to Increase the Number of National Trustees**

Mrs. Mitchell moved, Mr. Ridenour seconded, and by voice vote Resolution R2012-10 was unanimously adopted with seven Trustees voting in favor and none opposed.

#### **RESOLUTION R2013-10**

BE IT RESOLVED: that the Board of Trustees hereby approves an increase in the number of National Trustees from three to a maximum of six.

BE IT FURTHER RESOLVED: that the Board of Trustees hereby directs the Secretary to the Board of Trustees to make such conforming amendments to the Regulations of the Board of Trustees to effectuate this revision.

### **Additional Discussions**

Trustee Wilks voiced concern with the cost of education. He stated that Miami is the most expensive public university in Ohio, and an independent review could likely find additional ways to control costs. Trustee Armstrong agreed that the cost and revenue structures of Miami must adapt going forward, and the Finance and Audit Committee is working to achieve this. Trustee Crain stated that progress has been made in this area and that independent consultants have been used to help identify ways to control costs. The President also added his concern over controlling costs, and addressed the perception of Miami's high cost. The President stated that while Miami's annual tuition is the highest among Ohio public universities, when additional factors, such as the time to completion and graduation rates are considered, the cost of a Miami degree is actually less than the average for Ohio public universities. And, when the opportunity cost of time to job market entry is also considered, Miami becomes the least expensive public university in the State.

### **Vice President Reports**

A written report was submitted by Mrs. Debra Allison, Vice President for Information Technology. This report is included as Attachments C.

### **Executive Session**

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

### **Adjournment**

Following Executive Session, with no other business to come before the Board, the meeting was adjourned.



Theodore O. Pickerill II  
Secretary to the Board of Trustees



MIAMI UNIVERSITY

# *Miami University 2020 Plan*

September 21, 2012



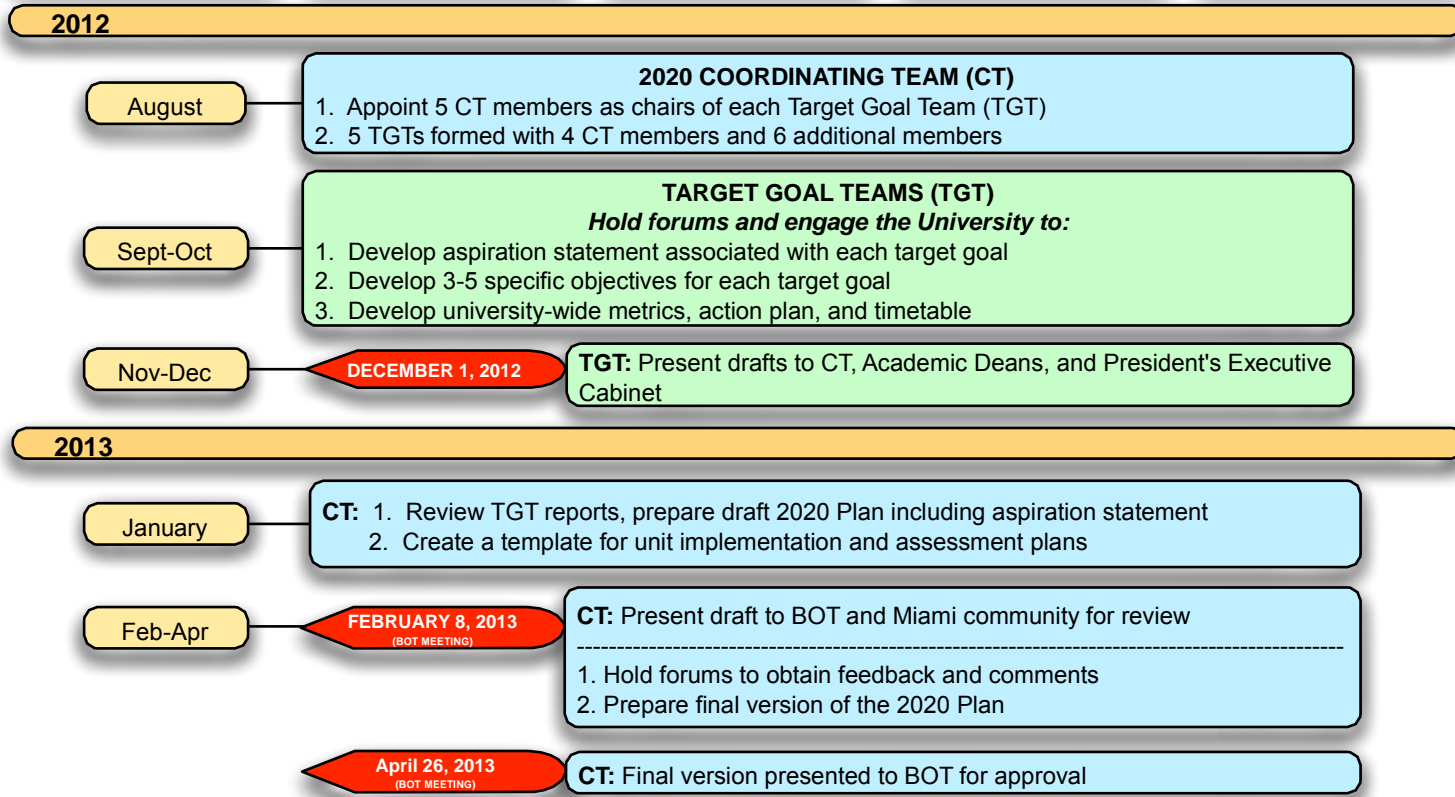


# *The Charge*

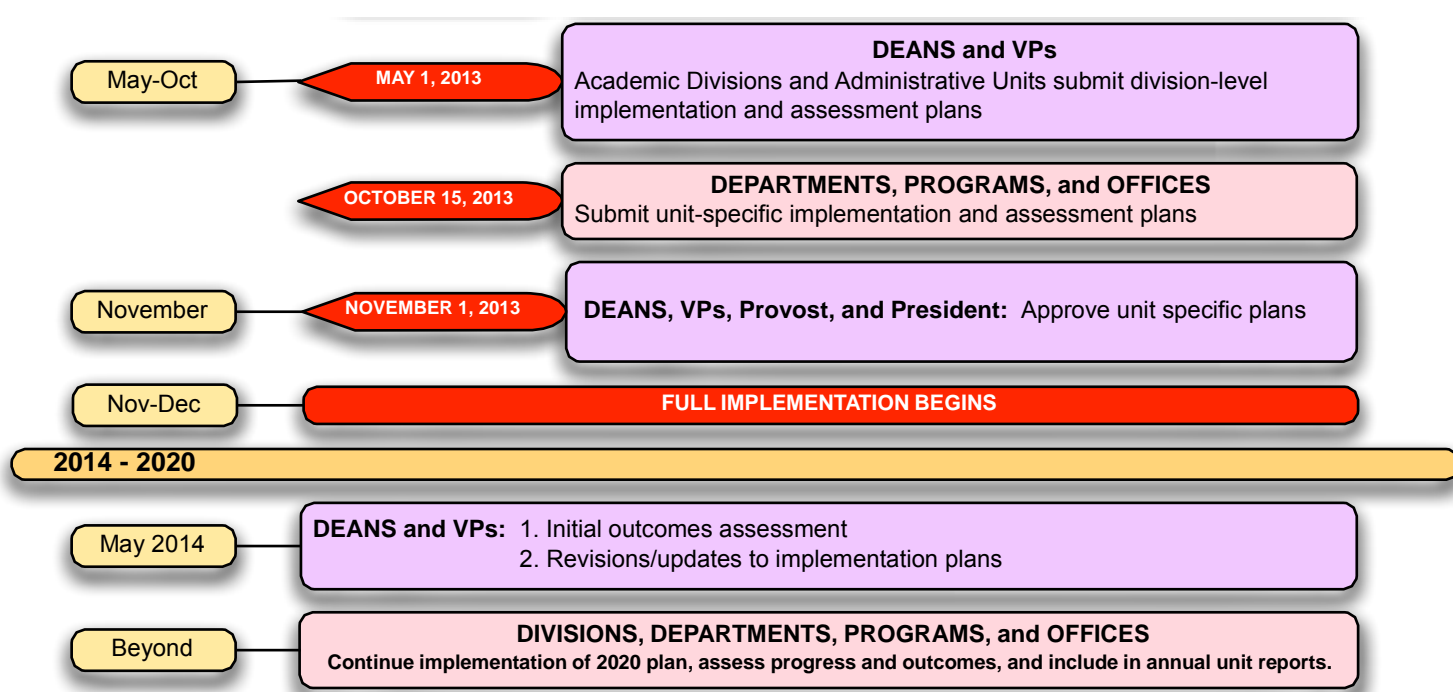
The charge of the **Coordinating Team (CT)** is to oversee the planning process for the Miami University 2020 Plan by:

- Reviewing and refining the five target goals
- Guiding and assessing the progress of the five target goal teams
- Reviewing reports developed by the target goal teams and synthesizing them into a unified 2020 Plan
- Creating a template for how units will develop and implement plans that advance the 2020 Plan goals and measure progress
- Holding public forums to obtain feedback from University constituencies
- Coordinating the presentation of the 2020 Plan to present to the Board of Trustees and University community

# Process/Timeline



# Process/Timeline



# Members

## Chairs

**Phyllis Callahan:** Dean, CAS

**Jim Kiper:** Chair, Senate Executive Committee; Chair, CSE, SEAS

## Members

**John Bailer – TGT Chair:** Chair, Statistics, CAS

**Denise Baszile – TGT Chair:** Director of Diversity Initiatives, EHS

**Joseph Bazeley:** Assistant VP and Information Security Officer, IT

**Eric Buller:** Director, Wilks Leadership Institute, Student Affairs

**Kevin Bush – TGT Chair:** Associate Dean, Partnerships and Research Grants, EHS

**Lori Anne Chapin:** Senior Library Technician, CPAC

**David Creamer:** VP, Finance and Business Services

**Bob Dahlstrom – TGT Chair:** Chair, Marketing, FSB

**Peg Faimon – TGT Chair:** Chair, Art; Interdisciplinary, SCA

**Carolyn Haynes:** Interim Associate Provost; CAS

**Xiaowen Huang:** Associate Professor, MGT, FSB

**Michael Kabbaz:** Associate VP, Enrollment Management

**Ellen Paxton:** Senior Regional Director, University Advancement

**Valerie Robinson:** Director, Diversity Enhancement; Graduate School; UPAC

**Greta Smith:** President, GSA; CAS graduate student

**John Stefanski:** President, ASG; CAS undergraduate student

**Whitney Womack Smith:** Faculty Director, Regional Campuses

**Qihou (Herb) Zhou:** Professor, ECE, SEAS

## Ex-Officio

**Deedie Dowdle:** AVP, University Communications and Marketing

**Ted Pickerill:** Executive Assistant to the President, Secretary to the BOT



# Target Goals and Team Chairs



## Moments that Transform: Miami University 2020 Plan

*University Vision: Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs*

**Target Goal 1:**  
*Innovative Learning & Discovery*

**John Bailer**  
Chair,  
Statistics, CAS

**Target Goal 2:**  
*Transformational Work Environment*

**Bob Dahlstrom**  
Chair,  
Marketing, FSB

**Target Goal 3:**  
*Global Engagement & Inclusive Culture*

**Denise Baszile**  
Director,  
Diversity  
Initiatives, EHS

**Target Goal 4:**  
*Dynamic Organizational Design*

**Peg Faimon**  
Chair, Art, SCA

**Target Goal 5:**  
*Effective Partnerships & Outreach*

**Kevin Bush**  
Assoc Dean,  
EHS



MIAMI UNIVERSITY

# Target Goal Teams - Charge

The charge of the **Target Goal Teams (TGT)** is to:

- Develop an aspiration statement for the goal assigned to your team that presents a bold illustration for where Miami should be with respect to this goal in seven years
- Develop 3–5 specific and ambitious objectives for the target goal
- Develop university-wide metrics for assessing our progress with respect to the target goal as well as a general action plan and timetable



# Target Goal 1



## Moments that Transform: Miami University 2020 Plan

*University Vision: Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs*

### Target Goal 1:

#### Innovative Learning & Discovery

Promote an innovative, engaged learning and discovery environment that produces extraordinary student and scholarly success.



MIAMI UNIVERSITY

# Members

## Target Goal 1

### *Innovative Learning & Discovery*

**Chair - John Bailer, Chair, Statistics (CAS)**

**Xiaowen Huang**, Associate Professor, Management (FSB)

**Janet Hurn**, Coordinator Regional eLearning Initiatives (Regional)

**Jade Morton**, Professor, Electrical and Computer Engineering (SEAS)

**Liz Mullenix**, Chair, Theater (SCA)

**Glenn Platt**, Professor, Marketing, Director, IMA (Interdisciplinary)

**Jim Porter**, Professor, English, Director ACE Program(CAS)

**Paula Saine**, Interim Co-Chair, Teacher Education (SEHS)

**Greta Smith**, Graduate Student (CAS)

**John Stefanski** , ASG President, Undergraduate Student (CAS)



# Next Steps

## Target Goal 1

### *Innovative Learning & Discovery*

- Research the 2020 college student (backgrounds, skills and expectations), and use findings to serve as the starting point for building a modern curricula.
- Explore new ways of blending the residential student experience with online, hybrid, and multiple campus learning experiences.
- Identify ways to provide more customized, cross-disciplinary and cross-divisional degrees and programs.
- Investigate better ways to promote transferable skills in our students to prepare them for work and citizenship in a diverse community and global economy.
- Create new strategies for nurturing a community of active, creative student, faculty and staff scholars who contribute to the discovery, application, integration, and transfer of knowledge, including the scholarship of teaching and learning.

# Target Goal 2



## Moments that Transform: Miami University 2020 Plan

*University Vision: Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs*

### Target Goal 2:

#### Transformational Work Environment

Build a campus culture that stimulates and recognizes creativity, entrepreneurial thinking, and exemplary performance.



MIAMI UNIVERSITY

# Members

## Target Goal 2

### *Transformational Work Environment*

**Chair - Bob Dahlstrom, Chair, Marketing (FSB)**

**Ayo Abatan, Chair, Engineering Technology (Regional)**

**Joe Bazeley, Assistant VP and Information Security Officer (IT)**

**Eric Buller, Director, Harry T. Wilks Leadership Institute (SAF)**

**Lori Anne Chapin, Senior Library Technician (Library)**

**Janet Cox, Assistant Provost for Personnel (Provost)**

**Cody Powell, Assistant VP for Operations (PFD)**

**Josh Schwarz, Professor, Management (FSB)**

**Keanah Smith, Associate Athletic Director for Internal Operations (ICA)**

**Gretchen Ziolkowski, Chair, German, Russian and East Asian Languages (CAS)**

# Next Steps

## Target Goal 2

### *Transformational Work Environment*

Use the *Chronicle of Higher Education* “Great Colleges to Work For 2012” benchmarks to develop an aspiration statement and guide our progress in the following areas:

- Collaborative Governance
- Compensation & Benefits
- Confidence in Senior Leadership
- Diversity
- Facilities, Workplace, & Security
- Job Satisfaction
- Professional/Career Development
- Respect and Appreciation
- Supervisor or Chair Relationship
- Teaching Environment
- Tenure Clarity and Process
- Work/Life Balance

# Target Goal 3



## Moments that Transform: Miami University 2020 Plan

*University Vision: Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs*

### Target Goal 3: Global Engagement & Inclusive Culture

Extend our global connections and strengthen a culture of inclusion, integrity, and collaboration that embraces a changing and diverse society.



MIAMI UNIVERSITY

# Members

## Target Goal 3

### *Global Engagement & Inclusive Culture*

**Chair - Denise Baszile, Director of Diversity Initiatives, EHS**

**Terry Barr, Professor, Marketing (FSB)**

**Ron Becker, Associate Professor, Communication (CAS)**

**Gerardo Brown-Manrique, Professor, Architecture and Interior Design (SCA)**

**Jerome Conley, Assistant Dean of Special Libraries (Library)**

**Christina Harrison, Undergraduate Student (SEHS)**

**Valerie Robinson, Director of Diversity Enhancement (Grad School)**

**Whitney Womack-Smith, Assoc Prof and Faculty Director, English (Regional)**

**Cheryl Young, Director, Lifelong Learning (Lifelong Learning)**

**Qihou (Herb) Zhou, Professor, Electrical and Computer Engineering (SEAS)**

# Next Steps

## Target Goal 3

### *Global Engagement & Inclusive Culture*

Confer with stakeholder individuals and groups who have been or are focused on inclusion and global engagement (e.g., Climate Survey, Shared Futures, Council of Diversity and Inclusion, International Education) and craft objectives focused on the following areas:

- Recruitment and retention of diverse faculty, staff, students and university leadership
- Identifying and addressing campus climate issues for multicultural (includes lower income students and LGBT students as well) and international students, staff and faculty
- Increasing student participation in cross-cultural initiatives across local and global communities
- Increasing professional development opportunities for faculty and staff with respect to creating an inclusive culture for all members of the Miami community

# Target Goal 4



## Moments that Transform: Miami University 2020 Plan

*University Vision: Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs*

### Target Goal 4:

#### Dynamic Organizational Design

Pursue forward-looking programs, activities and structures that ensure academic success and financial sustainability in the evolving landscape of higher education.



MIAMI UNIVERSITY



# Members

## Target Goal 4

### *Dynamic Organizational Design*

**Chair - Peg Faimon, Chair, Art (SCA)**

**Moira Casey**, Associate Professor and Faculty Director, English (Regional)

**David Creamer**, VP for Finance and Business Services (Finance & Business)

**Pat Haney**, Interim Chair, Political Science (CAS)

**Michael Kabbaz**, Associate VP for Enrollment Management (Enrollment)

**Cathy McVey**, Senior Director for IT Strategic Communications (IT)

**Nick Miller**, ASG Secretary for Academic Affairs, UG Student (SEHS)

**Louise Morman**, Exec Director, Lockheed Martin Leadership Institute (SEAS)

**Joseph Rode**, Associate Professor, Management (FSB)

**Katie Wilson**, Senior Director of Student Engagement (SAF)

# Next Steps

## Target Goal 4

### *Dynamic Organizational Design*

- Discuss definitions of dynamic organizational design, and created a consensus definition that our group will use as a foundation.
- Research trends in curricular and organizational design and benchmark other institutions for context.
- Develop a list of characteristics, challenges and barriers that encourage or impede "dynamic organization design."
- Write an aspiration statement the sets a bold vision for evolution of the institution.
- Identify ways to create a more flexible, adaptive and fluid organizational structure.
- Create new strategies for engaging a diverse set of stakeholders.



# Target Goal 5



## Moments that Transform: Miami University 2020 Plan

*University Vision: Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs*

### Target Goal 5:

#### Effective Partnerships & Outreach

Forge effective partnerships and contributions that impact the region, state, nation, and world communities.



MIAMI UNIVERSITY

# Members

## Target Goal 5

### *Effective Partnerships & Outreach*

**Chair - Kevin Bush**, Assoc Dean, Partnerships and Research Grants, (SEHS)

**Bob Applebaum**, Professor, Sociology and Gerontology (CAS)

**Carolyn Haynes**, Interim Associate Provost (Provost)

**Tracy Hughes**, Director of University Marketing (UCM)

**Mark Lacker**, Clinical Faculty, Marketing/Entrepreneurship (FSB)

**Bruce Murray**, Chair, Music (SCA)

**Ellen Paxton**, Senior Director of Development (Regional)

**Ryan Pelagalli**, Undergraduate Student (SEAS)

**Reid Smith**, Technology Transfer Associate (OARS)

**Randi Thomas**, Director of Institutional Relations (President's Office)

# Next Steps

## Target Goal 5 *Effective Partnerships & Outreach*

Using current theory and research on university external partnerships and university outreach as guides:

- Consult select partners on ideas for partnership and outreach objectives, and revise as needed.
- Continue to develop glossary of partnership and outreach-related terms and visuals to convey our vision.
- Continue developing relevant objectives.
- Develop possible strategies for university wide coordination of partnership and outreach activities.
  - e.g., Designated course number for courses with significant outreach or engagement with university partner.
- Develop metrics and associated implementation plan for assessing goal.



MIAMI UNIVERSITY

# *Proposed Winter Term*

Board of Trustees  
September 21, 2012



# *Academic Calendar Recommendations*

With the full endorsement from the Council of Academic Deans and the Provost and Executive Vice President for Academic Affairs, the University Senate on December 5, 2011 passed a Sense of the Senate Resolution for the following four recommendations from the Subcommittee:

- 1) Add a short winter term to the University academic calendar;
- 2) Restructure the fall and spring academic term calendar start and end dates;
- 3) Revise the time block grid to accommodate changes in the length of fall and spring academic calendar terms; and
- 4) Accelerate the start of the summer term to begin immediately following the conclusion of the spring term.

# *Academic Calendar Overview*

## Current Calendar Model

- “15+1” = 15 weeks of instruction, 75 days, with one week of final exams; fall and spring terms
- 12 week summer term

## Fall 2013 and Beyond

- “14+1” = 14 weeks of instruction, 70 days, with one week of final exams; fall and spring terms
- 12 week summer term
- 3 week winter term, up to 23 instructional days including weekends; January 2-25, 2014



# *Proposed Winter Term Benefits - Students*

- Some potential student benefits include, but are not limited to:
  - Taking a course that applies to a second major or a minor, or taking a course to keep on track for on-time graduation
  - Graduating early or beginning a 4+1 master's program
  - Studying abroad for a student not able to travel during summer, fall, or spring term
  - Interning with a company seeking a short, intensive experience
  - Conducting undergraduate research with faculty not possible during regular terms due to school and study commitments;
  - Expanding existing research possibilities either in progress from the fall term or as a prelude to spring term
  - Immersion into foreign language after fall term study abroad or before spring term study abroad
- Expanding winter break employment opportunities for students

# *Proposed Winter Term Benefits - Faculty*

- Some potential faculty benefits include, but are not limited to:
  - Offering on-line, campus-based, or hybrid courses which during other terms are not available or are over-subscribed
  - Creating 1-2 credit hour special topic courses on an experimental basis that could lead to permanent courses
  - Offering additional study abroad opportunities of shorter duration, either as stand-alone experiences or tied to prior fall or upcoming spring term
  - Grant writing to seek external revenue sources
  - Course preparation, University committee work, and other large-scale projects conducive to the additional break between terms

# ***Proposed Winter Term Next Steps – Fall 2012***

- Continued engagement of all constituencies (on-going)
  - Students, faculty, and staff across all campuses
  - Community leaders
- Support Academic Deans' efforts to determine their divisional course proposals for winter term offerings (October 15, 2012)
- Survey current students to determine interest in divisional course proposals, and assess student needs (November 15, 2012)
- Conduct gap analysis between proposed offerings and student interest and needs (December 1, 2012)
- Based on demand and proposed course offerings determine resources and campus services needed to best support students (e.g., Office of Housing Options, Meals & Events, Residence Life, transportation)

**Board of Trustees Report**  
**Debra Allison, VP for IT and CIO**  
**September 21, 2012**

This summer marked the end of IT Services' engagement with Accenture, and the beginning of the long-term work of turning the plans, ideas and knowledge we have gained into value for the University. As we adjust to the new organizational structure, we find ourselves in what one colleague referred to as "discovery mode" on an ongoing basis. As always, the challenge is to keep the day-to-day work going smoothly as we negotiate the numerous changes. Celebrating our successes, both small and large, will be important to keep the IT staff motivated and engaged.

**Support Services Implementation Program-IT Continuation**

In the conversations wrapping up our SSIP-IT engagement, Chris Shudes, senior Accenture consultant, advised me that we should continue the work as if Accenture were still here. For me this means we cannot let the work of the past year become a report that gathers dust on a shelf – it must become living and breathing action on a continuing basis. To ensure that we reach our savings goals, the IT Leadership Team has launched a series of 13 continuation activities, each designed to ensure that a specific piece of the Accenture work continues.

These efforts include a range of tasks from small to large, from concrete to conceptual. For example, our two new IT Liaisons – one academic and one administrative – are charged with defining what it means to be a liaison and move the governance process forward to define Miami's IT project priorities. Another effort has a small group of managers working to physically relocate the staff to maximize the value of our organizational changes.

One of the first application efforts is the moving of faculty and staff email and calendaring from locally hosted Exchange to Google Apps for Education. That project is well underway, with a target of moving all accounts this December and January. The decision to change the University's domain name has presented some unique challenges due to the need for coordination with the email migration, but IT staff members are working hard to ensure the two efforts remain coordinated.

These efforts will provide the core of my updates to you this year.

**Institutional Analytics**

The Revenue project has been completed. Deliverables include a data model designed to support RCM budgeting, executive level dashboards and a framework for ad hoc analysis.

The Human Resource project is underway. A cross-functional steering team is defining the multiple types of consumers for HR information across the University. Smaller teams are defining requirements for specific views of the data. Security of HR data is a key focus for this project and clear guidelines are being defined.

The Enrollment Management project steering team has started discussing the large and complex needs that this project will address. The current goal is to define the scope and specific deliverables of the initial project and then prioritize them for delivery.

### **Launch of the Academic Year**

Given that we had a first year class of record size and launched a new portal system shortly before move-in day, the first week of the semester was remarkably smooth with respect to technology. We experienced a few minor network and service outages, which were quickly remediated. Network bandwidth consumption in the residence halls continues to be high, as expected, with a new means of allowing the sharing of state/academic building bandwidth during evening hours.

The Miami Notebook program continues to be popular with students and parents. Over 2000 laptops were sold by the MU Bookstore: 75% Apple and 25% Dell. These figures represent nearly 53% of the incoming class.

A total of 87 classrooms received upgraded technology this summer. Highlights include a new "Learn Lab" in Benton Hall and a new distance learning classroom in McGuffey Hall to support the new Family Studies and Social Work masters program in partnership with Wright State.

We are coordinating an electronic textbook pilot test for ten faculty and approximately 800 students, in collaboration with 26 other colleges and universities nationwide. The goals are to learn more about the advantages and challenges of using electronic textbooks from the perspective of students, including those requiring accessibility accommodations, as well as faculty and support staff. Miami will participate in a collaborative research study seeking to identify impact on learning and teaching.

### **Luxembourg Campus Support**

A team of three IT Services staff members travelled to the Luxembourg campus this summer. The work focused on our continuing efforts to bring the European campus into the standard technology employed at Miami's stateside campuses. This year's efforts focused on server upgrades, print management systems and installation of a computer management system that enables remote patch management, software distribution, network access protection and hardware/software inventory.

The Luxembourg campus has recently joined the "eduroam" (education roaming) consortium that allows individuals from member institutions to get secure network access at any other member institution by using their home credentials. This means Miami faculty, staff and students travelling in Europe, Australia and Pan Asia have an easier way to connect to the Internet when visiting participating institutions in the education and research community.

**Conclusion**

IT Services has much work to do, and must ensure that the work we began this past year with Accenture is not allowed to be overshadowed by day-to-day needs. I sincerely appreciate the support that the Board, Dr. Hodge and the PEC have shown for our efforts to date.