



BOARD OF TRUSTEES
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**MIAMI UNIVERSITY
 BOARD OF TRUSTEES
 Oxford Campus
 Minutes of the Board of Trustees Meeting
 Heritage Room, Phillip R. Shriver Center
 Friday, December 7, 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 Multi-Purpose Room, Phillip Shriver Center, on the Oxford Campus with the Board Chair, Mr. Donald Crain, presiding. The Secretary of the Board, Mr. Dennis Lieberman called the roll and reported eight voting members present; constituting a quorum for the purpose of transacting business. In addition to the Board members; President Hodge, Vice Presidents Allison, Creamer, Gempesaw, Herbert and Jones were present, as were Robin Parker, General Counsel, Deedie Dowdle, Associate Vice President for Communications and Marketing, 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)	Denise A. Lieberman
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)
Lot Kwarteng (Student Trustee)	

Absent: None, all present

Executive Session

Mr. Ridenour moved, Mr. Budig 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. Following adjournment of the Executive Session, the Board convened into the Public Study Session.

Public Study Session

Miami University 2020 Plan

Provost Gempesaw introduced Dean Phyllis Callahan and Dr. Jim Kiper, co-Chairs of the Miami 2020 Coordinating Team.

Dean Callahan and Dr. Kiper led a discussion and update on the status of the Miami University 2020 plan. Their presentation is included as Attachment A.

Dean Callahan and Dr. Kiper updated the Board on the process, informing them that outside experts have been consulted for assistance, including: John Foster, an organizational development executive and Miami alumnus; and Jeff Silengo, former editor of the Chronicle of Higher Education. One session with John Foster included online interaction with the entire Coordinating Team and all members of the Target Goal Teams. A comment was made that the breath of participation and engagement by the Miami Community has made a sound foundation for this project.

Comments were also made regarding “Leading and Lagging” indicators and metrics, the need for more financial health metrics, employee engagement measures, metrics to enhance diversity interactions, and that metrics should address progress over time. It was discussed that the Teams are currently gathering ideas for many possible metrics which will later be refined and consolidated.

Regarding the aspirational statements, it was suggested that they be positive achievement statements; rather than stating Miami “will aspire to” or “be recognized as,” they should instead state Miami “will be...”

Execution was also discussed and it was explained that the Deans and heads of all divisions are responsible for creating divisional plans to achieve the 2020 goals. These plans will be specific for each division, thus the metrics at the unit level may vary, but the plans will reach down to the individual level, promoting engagement and allowing individuals to realize how their efforts advance the University.

Public Business Session

Approval of the Minutes of the September 21, 2012 Meeting

Mr. Shroder moved, Mr. Ridenour seconded, and by voice vote the minutes of the September 21, 2012 Board of Trustees meeting were unanimously approved, with eight Trustees voting in favor and none opposed.

Consent Calendar

Mr. Ridenour moved, Mr. Budig seconded, and by voice vote Resolution R2013-11 on the Consent Calendar for the December 7, 2012 meeting was unanimously approved, with eight Trustees voting in favor and none opposed.

Designation of Emerita/Emeritus

RESOLUTION R2013-11

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

Judith A. Sessions
Dean & Professor, University Libraries

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:

Lawrence B. Nadler
Department of Communication

William Eric Aikens
Department of Kinesiology & Health

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:

Khadijeh Mehdizadeh
Scripps Gerontology Center

Laura B. Henderson
Art Museum

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

Robert Keller
Planning, Architecture & Engineering

Comments by the Chair

Board Chair Donald Crain commented:

Good morning and welcome to today's meeting of the Board of Trustees. In the time since our last meeting much has occurred. Once again Michael Kabbaz has reported a record number of requests for Early Decision admission to Miami, and I'm sure he will keep us posted as the regular applications keep coming in – well done Michael to you and your team.

This Fall we also saw “Miami take Manhattan”, as over 1,500 Miami alumni, parents and friends filled Carnegie Hall to experience seven Miami musical ensembles performing in a truly wonderful, moving, musical celebration. Having personally attended, I can tell you this was a very special occasion; I am certain the memories of this weekend will be long treasured by those who performed and those of us who had the pleasure of experiencing their performance.

Together, the seven ensembles included 417 Miami students, and what is truly amazing is that they represented not just music majors, but students from various areas of study throughout the university – displaying for all, what we know so well at Miami, that Miami is not merely classrooms and academics, but a transformational experience, where a Business major can also pursue their musical passion and perform upon the same stage once used by Duke Ellington, Pavarotti and the Beatles.

Miami Soccer and Field Hockey celebrated great success this year as well. The Soccer team not only completed an undefeated regular season and won the MAC tournament championship; they also defeated number 20, Tennessee 3-2 in the first round of the NCAA Tournament for their twentieth win of the season.

Field Hockey can also celebrate a phenomenal year, finishing 4-1 in the MAC to earn a share of the regular season title; and then going on to win Miami's first ever MAC Field Hockey tournament. Well done to our championship teams.

We were also pleased to learn when the NCAA released this year's Graduation Success Rate results, that Miami's 91% was the highest success rate in the MAC, with six teams scoring a perfect 100% in the six year graduation rate the Graduation Success Rate measures.

Also in athletics, we wish former Athletic Director Brad Bates the best as he moves to Boston College after a successful 10 year tenure at Miami which saw many milestones, including NCAA finals and multiple frozen four appearances for hockey and some of the best years in the history of women's athletics and, as noted, consistently high academic performance by all of our student athletes. Thank you Dr. Bates, we miss you already.

We welcome back Steve Snyder who has agreed to serve as interim Athletic Director during this transitional period. Thank you Steve. We deeply appreciate your

willingness to once again serve your Alma Mater and no, this does not qualify you for another retirement party.

We also welcome today Tom Herbert, Miami's new Vice President for Advancement. Welcome Tom.

Today marks the final meeting of the calendar year and therefore, the meeting at which the Board of Trustees will appoint the Officers for the upcoming year. It has become the practice of the Board, and one that I obviously endorse, that the Chair serves for two years in their role; for me, this is the end of my two year term. It has been a pleasure and an honor to lead this Board and its many fine members over the past two years. It is rare and an immense pleasure to be associated with a Board where every member is truly dedicated and focused on the good of the organization as their number one goal, and this Board of Trustees is just such a Board. So please allow me to publicly thank my fellow Trustees and their predecessors, especially Richard Smucker, Fred Wall, John Christie, David Herche and Kay Geiger, for entrusting me with this very special responsibility and great honor. It has been my greatest privilege to serve you as Chair.

Thank you.

President's Report

The President began by praising Don Crain's tenure as Chair, remarking on his ability to focus the Board on challenging issues, and to build a Board dynamic which ensured the Board was fully engaged, and simultaneously both challenging and supportive. The words of thanks were followed by a round of applause from the Trustees and the entire audience for Board Chair Crain's service.

The President next praised the efforts of the fifty members of the University community involved as Team members for Miami 2020. He then talked of meeting with the Governor and the Presidents of other Ohio public universities, and their support for the new higher education funding model. Like the recent capital funding budget, the operating budget was developed by the public universities working together to create a distribution based more heavily on achievement.

Outlining highlights from the Fall, he remarked on the Carnegie Hall performances, stating that a striking quality of the musical performance on Miami's campuses is that two thirds of the performers are not music majors, and this is representative of the quality of students Miami seeks – those who are accomplished in so many ways.

The President reminded the audience of the visit by First Lady Michelle Obama, which followed the visit by Paul Ryan in August. He informed the audience that it was a first year student who introduced the First Lady, showing just how quickly Miami students take on responsibility.

At the Armstrong Student Center the final beam was raised during a "topping off" ceremony on a wonderful Fall day. Touring the building, one is impressed not just by the beauty, but by a sense of energy, thinking of how the students will use the facility.

During the Fall, it was announced that Miami University has the highest rate of undergraduate students who participate in study abroad programs among public doctoral universities nationwide, according to the just-released Open Doors 2012 report by the Institute of International Education. More than 40 percent of Miami students study abroad by the time they graduate. This is not by accident but by a concerted effort; from curriculum, to faculty seizing opportunities, to scholarship support.

Miami's Department of Architecture earned a Presidential Citation in Recognition of Exceptional Service to the Profession and Society at the American Institute of Architects (AIA) Ohio awards conference in Cleveland last month. The department received the award for creating and facilitating the Ghana Design-Build Studio. This is a wonderful example of combining study abroad, experiential learning and meaningful contributions to society.

Miami University's Over-the-Rhine Residency Program received accolades in the national competition for the C. Peter Magrath University Community Engagement Award. Miami's program received regional honors and was one of four finalists for the national award announced at the Association of Public and Land Grant Universities annual conference in November.

Miami's student group, Women Against Violence and Sexual Assault (WAVES) won the national RAINN (Rape, Abuse, Incest National Network) Day Multimedia Contest 2012 with a video showing their efforts at raising awareness about sexual assault among college students. This is a serious issue across the nation, one which all universities must face and address. Miami has created a task force to raise awareness, to enhance the climate, and improve behaviors. The WAVES are commended for their accomplishments and continuing contributions.

Alumnus Dan Hayes '05 honored WWII veterans by producing a feature-length documentary "Honor Flight." The documentary tells the story of Stars and Stripes Honor Flight, a nonprofit group that sends World War II veterans to Washington, D.C., to see the memorial built in their honor. "Honor Flight" broke the Guinness World Record for the largest film screening in history. More than 28,000 people watched the film's premiere August 11th in Milwaukee's Miller Park in the company of WWII Veterans. The story is very moving and touching, all are encouraged to view the film or to at least watch the trailer which has garnered more than 4.5 million views online.

The President then told of the very special recognition bestowed upon a member of Miami's faculty. He began by sharing part of an email he received earlier in the week, which sets the stage for the announcement of the faculty recognition. The email was from the mother of a student, who wrote:

“These are some of the reasons Miami is so unique:

- Top notch professors who bend over backwards to work with the students if they are willing to reach out to them
- Interesting and relevant classes that keep their attention and make them want to learn
- Group projects
- Great advisors who directed them

You know Miami’s faculty is absolutely wonderful, my kids were very comfortable meeting with their professors engaging in classes etc. the professors are all very hands on. The class room discussions, the ability to ask for help; all those things are what make Miami so unusual.

Miami brought out the very best in my kids. I think Miami took sort of average kids (my boys) and brought out the best in them.”

The President then remarked that “bringing out the best in them” is what Miami does, and Miami has a university full of professors doing just that, and one of them, Gillian Oakenfull, is the 2012 Ohio Professor of the Year. Gillian Oakenfull, Associate Professor of Marketing in Miami University's Farmer School of Business, was selected as the 2012 Ohio Professor of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education (CASE). It is the only national program to recognize excellence in undergraduate teaching and mentoring.

Rather than talking directly of her many accomplishments, the President invited Gillian to the Board meeting so she could speak directly about what she does.

Professor Oakenfull spoke of her own path to become a professor; an “Accidental Academic” she has titled herself. She considers herself more of a coach than a teacher, with experiential learning being her specialty. Professor Oakenfull’s presentation is included as Attachment B.

Following Professor Oakenfull’s remarks, the President concluded by quoting once again from the email; stating that now we know how Miami brings out the best in its students. The Trustees and the entire audience gave Professor Oakenfull a round of applause for her remarkable efforts and the exceptional recognition of being named Ohio’s Professor of the Year.

Report of the Chair of University Senate Executive Committee

Dr. James Kiper, Chair of the University Senate Executive Committee began by reminding all that Miami has a unique Senate, one that is not only faculty, but with staff and student (undergraduate and graduate) representation as well. He further stated the two primary tasks of the Senate are to control and contribute to curricular issues, and to

communicate and debate issues important to the university community. He then provided the following highlights:

Two new majors were approved; Biology and a Pre-Medical co-major, with another action being a Senate recommendation to consolidate the Departments of Botany and Zoology into one department, the Department of Biology.

There has been a revision to the Academic Review process, led by Dean Jim Oris, to make the process more forward looking, rather than reactive. It is anticipated that it will be more helpful in enabling departments and programs to better plan their future.

Changes were also made to allow Lecturers and Clinical Faculty to serve, when appropriate, on graduate committees. There were also many changes to the curriculum which are normally made through the consent calendar.

The Senate also received special reports on the Miami 2020 Plan, Responsibility Center Management, the Fiscal Priorities and Budget Planning Committee, the Regional Division Implementation Committee, fraternity and sorority life, and academic integrity.

Dr. Ray Gorman, will be serving as interim Dean of the Business School for the Spring semester, therefore Associate Provost Caroline Haynes will act as Secretary of University Senate during this period.

Report of the President, Associated Student Government

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

Good morning. Well here we are in December; the conclusion of the first semester is just a few days away. Students are looking forward to heading home and spending time with their families who they have not seen for quite some time. With finals here, one of the concerns I hear most is how there is a need for more study spaces on campus. If you walk around King Library, don't be surprised if you see students sitting on the floor. With this I can say that the Armstrong Student Center can't come soon enough.

Speaking of the Armstrong Student Center, I had the awesome pleasure of speaking at the "topping off" Ceremony this past October which marked the final piece of steel being placed. Students got the opportunity to sign the final beam as well as witness it being placed on the top floor of the building. I can assure you that the excitement for this new building is palpable on campus. Many of us Seniors wish that we could stay for an extra year to experience it when it's done.

Earlier in October the CSPAN Election 2012 bus made a stop on campus allowing for students to see the numerous interactive election exhibits the bus had to offer. Earlier that morning myself and 11 other students got to be on the CSPAN Washington Journal show, where we asked questions of the Editor and Publisher of The Nation Magazine,

Katrina Vanden Huevel. I would like to thank Dr. Howard Kleiman and Dr. Pat Haney for helping to organize this event. I can personally say that this was a remarkable experience.

In November I attended the first Ohio Public Leaders: Inside State and Local Government Board Reception. This is a new and exciting program that is designed to provide students with a practical, co-curricular experience that enhances their understanding of State and Local government. This program will provide selected students with paid fellowships in governmental entities that fit their interests. This program has been made possible thanks to the tireless work Dr. Philip Russo put in to ensure its success. At the reception President Hodge, Provost Gempesaw, Dean Callahan, and Brad Bundy were in attendance along with the 14 Advisory Board Members. This program is a perfect example of what sets us apart from other universities. Embracing the “student-as-scholar” model is a step in the right direction. This will make our students more competitive for jobs as well as potentially produce a new crop of public leaders.

ASG has played an integral part in the merger of Campus Activities Council and Miami Entertainment. With the Armstrong Student Center opening in a year, we have combined both organizations to help provide great programming for this state of the art center. Vice President Lizzie Litzow and Vice President for Student Organizations Michael Trivelli helped to mediate the merger. Earlier in the semester, ASG sat down with Campus Activities Council to improve their budgetary process as well as remove over 50,000 dollars in waste spending on personal gifts and event handouts. With the new structure in place, we are hopeful that money that was once spent on handouts will be spent on high quality programming.

As I mentioned earlier, the issue of study space in the libraries is a problem every finals week. Hoping to alleviate this issue, ASG Student Senate passed legislation supporting the libraries opening more space on the third floor of King library for extra study space. Myself and Secretary for Academic Affairs Nick Miller have been working with Interim Dean of Libraries and close friend to ASG, Jerome Conley, to help address this issue. Having receptive administrators is one of the best parts of being Student Body President. The students really appreciate it.

Finally, I would like to wish all of you a safe and happy holiday season.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair Sue Henry reported the following regarding the Academic and Student Affairs Committee meeting of December 6, 2012:

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on December 6, 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, and the following topics were addressed:

ASG UPDATES

Nicholas Miller, the ASG Secretary for Student Affairs, reported that ASG has been working on course offerings for the first winter term and is busy reviewing applications for the next student trustee.

UNIVERSITY SENATE

Professor Jim Kiper presented the University Senate report and noted that Senate endorsed a new pre-medical co-major.

STUDENT AFFAIRS

Vice President of Student Affairs, Barbara Jones, reported that 125 students attended Miami's first Multicultural Student Leadership Conference created to bring together students who do not identify with the predominate culture at Miami. Over 20 students attended the "Inside Scoop" internship program. Dr. Katie Wilson was selected as the Director of the Armstrong Student Center and Dr. Mike Curme will serve as interim Associate Vice President/Dean of Students for the spring semester after Dr. Susan Mosley-Howard prepares to transition to her new position as Chair and Professor in the Department of Educational Psychology.

RETENTION COMMITTEE

Vice-President Jones and Dean Phyllis Callahan, co-chairs of the Retention Committee, reported that the committee has developed a strategic plan to enable the University to attain a six-year graduation rate of 85%. It is a five prong plan that will highlight: support for first and second year students, promotion of university-wide involvement in retention efforts, creation of an organizational structure focused on retention, utilization of data-based analysis and decision-making, and development of a comprehensive approach to academic advising.

CAREER SERVICES

Interim Director of Career Services Mike Goldman reported that an external assessment of the Career Services Office was conducted in Spring 2012 and resulted in ten key recommendations. Seven task forces were created to implement these recommendations and reports from the task forces should be submitted in early December.

Over 2,700 students and 240 employers participated in the Fall 2012 career fair. There were 2,110 on-campus interviews and 1,400 job postings. Career services plans

many outreach efforts focusing on non-business and non-engineering majors as the career fair overwhelming services FSB students.

A survey of students graduating in the 2011-2012 academic year showed that 74% of the graduates planned to work and 24% planned to attend school thereafter. Of those planning to work, 54% had received offers of employment. Of those who had accepted employment offers, 93% report a salary of \$30,000 or higher and 77% percent report a salary of \$40,000 or higher.

SEXUAL ASSAULT PREVENTION

Vice President Jones reviewed Miami's programming and procedures for education, prevention and response and students' rights and responsibilities regarding safety and specifically sexual assaults.

PROVOST REPORT

Provost Gempesaw presented and the Committee passed a Resolution merging the departments of Botany and Zoology into the new Department of Biology.

The Provost reported on his recent trip to China where he visited several universities and high schools.

The Provost also reported on numerous awards and honors garnered around the University. Miami ranked 11th in the nation for providing the best return on investment according to SmartMoney.com. And Pay Scale.com ranked Miami first among Ohio public universities for best salary potential after graduation.

ENROLLMENT MANAGEMENT UPDATE

Associate Vice President for Enrollment Management Michael Kabbaz updated us on the final fall 2012 enrollments as of "census" day which is October 15. The College of Arts and Sciences exceeded its first year capacity goals. The other divisions did not. Applications for fall 2013 are up by 8.3% over last year and those for early decision are up nearly 10% over last year. Non-resident applications have increased 10%, domestic non-residents have increased 9.2% and international applications are up 34%. Ohio resident applications are up 6.8% and applications from the Bridges program have increased 16%. He also discussed developments in the Academic Scholars programs.

OVER-THE-RHINE RESIDENCY PROGRAM

Professor and Director of the Miami University Center for Community Engagement in Over-the-Rhine, Tom Dutton, and four of his colleagues introduced us to the Over-the-Rhine program and announced that the program was a regional outreach scholarship winner and finalist for the 2012 C. Peter Magrath Engagement Award. Earlier this year, the program was one of only 5 recipients of the Presidential Award in the 2012

President's Higher Education Community Service Honor Roll. The program is a full-time student living/working immersion experience in the "school of social life."

GRADUATE SCHOOL

Jim Oris, Dean of the Graduate School, reported on progress made regarding Strategic Priorities 22 through 27. A revised program review process has been established that will allow review of graduate and undergraduate programs with clearly defined benchmarks, criteria and metrics to evaluate their contribution to our mission.

With regard to revenue generating initiatives, there has been a fivefold increase in the number of students enrolled in the 4 plus 1 graduate programs. Select master's degree programs can seek status as "professional" degrees which will generate revenue and we are developing international partnerships to attract international graduate students. The countries we are working with include Iraq, Java and Indonesia. Further, the graduate school has developed a new structure for allocating stipends, tuition and fee waivers for graduate students enabling a more efficient use of the funds.

CONTRACTS AND GRANTS UPDATE

Associate Provost Oris also reported on external funding. In fiscal 2011, the University received 281 awards totaling over \$21 million. Additionally, we received about \$10,000 in royalties and another almost \$24 million in student aid. We receive 29% of our external funding from NSF, 17% from private business and industry and 16% from the Department of Health and Human Services.

STRATEGIC PRIOTITY #13

A written "Report of the Interdisciplinary Advisory Council," presented by interim Associate Provost Carolyn Haynes expressed concerns and made recommendations regarding the impact of the Responsibility Centered Management budgeting approach.

The Committee was led in a tour of the BEST Library in Laws Hall by Jerome Conley, Assistant Dean of Special Libraries.

OTHER WRITTEN REPORTS

- Service Learning by Monica Ways, Director, Community Engagement and Service
- First Year Intervention Results 2011-2012, Associate Vice-President and Dean of Students Susan Mosley-Howard
- Student Affairs "Good News," Vice-President Barbara Jones
- Update on the Accreditation Process, Interim Associate Provost Carolyn Haynes
- Academic Affairs "Good News," Provost Gempesaw

- Update on Construction Projects, Associate Vice-President for Facilities Planning and Operations Cody Powell
- Update on Information Technology, Vice-President for Information Technology Debi Allison

Resolution to Consolidate the Departments of Botany and Zoology into the Department of Biology

Provost Gempesaw introduced and spoke in support of the resolution, following which, Mr. Shroder moved, Mr. Ridenour seconded, and by voice vote Resolution R2012-12 was unanimously adopted, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-12

WHEREAS, the Department of Botany and the Department of Zoology have voted to merge the two departments into the Department of Biology; and

WHEREAS, the merger has the support of the chairs of the Departments of Botany and Zoology, the dean of the College of Arts and Science, and the Council of Academic Deans; and

WHEREAS, the merger has the endorsement of University Senate, the Provost and the President.

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby approves the consolidation of the Department of Botany and the Department of Zoology into one department, the Department of Biology, with the consolidation to be fully implemented by the fall semester of the 2013-2014 academic year.

Finance and Audit Committee

Report of the Committee Chair

Committee Chair C. Michael Armstrong began by extolling Donald Crain's leadership as Chair and the recent Miami musical performances at Carnegie Hall. He then reported the following regarding the Finance and Audit Committee meeting of December 6, 2012:

The Finance and Audit Committee met yesterday at 1:00 p.m. in Roudebush Hall. The meeting commenced with a short Executive Session to consult with General Counsel.

The Committee considered one ordinance and two resolutions at the meeting. The Committee recommends the adoption of the Engineering Fee Ordinance and the

resolutions authorizing the renovation of Anderson and McFarland Halls and the endowment spending formula.

The proposed \$300 engineering fee will apply to students entering the university beginning in the fall of 2013. Such fees have become common for engineering schools both in Ohio and across the country because of the high cost associated with engineering programs. Miami University is the only public university in Ohio with an engineering program that currently does not have an engineering fee. Similar fees at other public universities in Ohio are as much as \$580 per semester. The purpose of the fee is to ensure that the specialized needs of the engineering curriculum can continue to be met.

The renovation of Anderson and McFarland Halls is estimated to cost \$20 million and is to be funded from bonds recently issued by the University. This project continues the systematic updating of the university's residential facilities that have an average age of 61 years today. The project will ensure that these buildings can continue to meet the needs of students for decades to come and is an expected expense in the life cycle of a building.

The final resolution addresses the methodology that will be used to make distributions from university endowments at the end of the fiscal year. The resolution continues the current practice that has been used for several years.

In addition to the ordinance and resolutions that need to be acted on by the Trustees, the Committee received a small number of staff reports. Considerable time was devoted to discussing the long-term budget plan that is intended to guide financial planning at the university over the next decade. The plan will be used to measure institutional progress towards the development of a sustainable economic model that aligns with today's financial realities. The plan incorporates the expectation that state support is likely to be modest for many years to come and increases in tuition will be significantly less going forward. Seven new revenue initiatives along with continued productivity improvements are hallmarks of the plan that also includes targets for making increased investments in academic programs. While this is an important first step, the true measure of our success will be whether we can successfully execute these strategies and develop a culture where the University is constantly seeking to improve the affordability of a Miami education while increasing the value that the Miami experience provides to its students. At the Committee's April meeting, the Provost will present more detailed information about how each academic divisions will contribute to the goals associated with each of the new revenue initiatives.

In addition to discussing the long-term budget plan, the Committee received a report on fall 2013 admissions activity, met with the independent auditors to discuss the 2012 audit and financial results, conducted its semi-annual meeting with the university's internal auditor, was provided an update on the resident hall master plan and other construction activity and discussed the progress that has been made towards controlling health benefit costs.

The Committee concluded its meeting with a discussion of the routine reports that are provided at each meeting, a review of its forward agenda and with recognition of Pete Miller who will be retiring at the end of the month. At each meeting, the Trustees witness first-hand the quality of the university's hospitality services that have been provided under Pete's leadership. On behalf of all of the Trustees I want to thank Pete for his many years of service to the University and wish Pete and his wife much happiness as they begin this next phase of their life.

Finance and Audit Committee Ordinances and Resolutions

Appropriation Ordinance to create a School of Engineering and Applied Science (SEAS) Fee

Mr. Bhati moved, Mr. Ridenour seconded the appropriation ordinance; discussion followed.

There was discussion on the topic, with Trustee Wilks stating he was conflicted; because he supports increasing faculty where needed and in this case the increased enrollment appears to have created such a need, however, he would like to be assured the University is on the cutting edge in being thrifty while still meeting Miami's high standards.

Trustee Wilks also spoke of concerns regarding the level of student debt and a desire for an independent survey of university operations. Board Chair Crain requested Dr. Creamer address Trustee Wilks' concerns. Dr. Creamer stated the fee will apply to incoming students for Fall 2013; students currently enrolled at Miami will not be charged the new fee. Dr. Creamer agreed it is important to focus on reducing costs, and said the University has implemented suggestions from an outside firm, Accenture, to increase productivity and cut expenses. Dr. Creamer stated he appreciates the comments of the Trustees and shares their concerns regarding the cost of college, but in the case of the School of Engineering and Applied Science, because of the growth in the program and the reduction in State support, an additional fee is needed to help ensure the continued quality of the academic program.

Other Trustees joined the discussion stating the Finance and Audit Committee has been focused on limiting expenses and controlling tuition, and they are committed to keeping the cost of a Miami education as affordable and as low as possible. Discussion continued, until it was suggested that the topic might best be addressed as an agenda item at the Finance and Audit Committee. Mr. Shroder then moved and Mr. Ridenour seconded a calling of the question, which was unanimously approved by the Trustees.

Appropriations Ordinance O2013-02 was then put to a roll call vote and unanimously adopted with eight Trustees voting in favor and none opposed.

APPROPRIATION ORDINANCE O2013-02

WHEREAS, the School of Engineering and Applied Science requests that a \$300 per semester fee be established for students who major in the School commencing with the fall 2013 freshman cohort; and

WHEREAS, a proposal describing the need for the fee, how the fee is intended to be used for the benefit of students admitted to the School, and how the fee will be assessed accompanies this ordinance and will guide the implementation and use of the fee;

THEREFORE, BE IT ORDAINED: that the Board of Trustees adopts the proposed School of Engineering and Applied Science fee effective for the fall 2013 freshman cohort.

Resolution to Approve the FY Endowment Spending Distribution Formula

Mr. Bhati moved, Mrs. Mitchell seconded, and by voice vote Resolution R2013-13 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-13

WHEREAS, Miami University receives and manages contributions of cash, securities, life insurance, personal property, and real estate in its endowment; and

WHEREAS, the Board of Trustees desires to continue the policy of supporting University operations and scholarships through the distribution of income and realized gains from the endowment; and

WHEREAS, Miami University Resolution 2004-46 established a Spending Policy effective for the fiscal year ended June 30, 2004, and authorized such Policy to remain in effect until formally modified by the Board of Trustees; and

WHEREAS, Miami University Resolution 2010-4 established an amended Spending Policy effective with the fiscal year ending June 30, 2010, and authorized such Policy to remain in effect until formally modified by the Board of Trustees; and

WHEREAS, Miami University Resolution 2010-4 also directed the Vice President for Finance and Business Services annually to evaluate the variables underlying the spending formula and to present recommendations as to the spending formula to be used for the fiscal year; and

WHEREAS, the Vice President for Finance and Business Services has recommended to the Finance Committee of the Board of Trustees that the formula remain

unchanged for the fiscal year ended June 30, 2013, and the Finance Committee has accepted that recommendation; and

WHEREAS, the Board of Trustees, has considered the proposed Spending Policy, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, considering the following factors:

1. The duration and preservation of the endowment fund;
2. The purposes of the institution and the endowment fund;
3. General economic conditions;
4. The possible effect of inflation or deflation;
5. The expected total return from income and the appreciation of investments;
6. Other resources of the institution;
7. The investment policy of the institution;

NOW, THEREFORE, BE IT RESOLVED THAT: The Board of Trustees hereby authorizes that the spending distribution for the fiscal year ended June 30, 2013, be computed according to the following formula:

The weighted average spending formula is to be comprised of two elements: a market element, given a 30% weight in the formula, and an inflation element, given a 70% weight in the formula. The market element is to be computed by multiplying the market value of the investment portfolio on March 31, 2013 by a long-term sustainable spending percentage of 4.5%. The inflation element is to be computed by increasing the prior year's actual spending distribution by the annualized increase in the Consumer Price Index as of March 31, 2013.

Award of Contract for the Anderson and McFarland Halls Renovation Project

Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote Resolution R2013-14 was unanimously adopted with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-14

WHEREAS, the Anderson and McFarland Halls Renovation project involves the renovation of two existing residence halls; and

WHEREAS, the administration has determined that costs can be reduced by combining the projects and design build as the project delivery method; and

WHEREAS, bond proceeds in the amount of \$20,000,000 have been set aside for the project; and

WHEREAS, the receipt of proposals is planned for February 2013; and

WHEREAS, the Board of Trustees desires to award a contract to the most responsive and responsible design build firm;

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 contract for the Anderson and McFarland Halls Renovation project with a total project budget not to exceed \$20,000,000.

Student Trustee Reports

Comments of Student Trustee Lot

Mr. Lot began by thanking Donald Crain for his service as Chair; he then addressed the following topics:

MICHELLE OBAMA VISIT TO MIAMI

Just days before the presidential election, Miami was honored with the presence of First Lady Michelle Obama. The event held in Withrow Court drew an enormous crowd from the Oxford community and the surrounding towns in Hamilton and Middletown. As always, our own student population was well represented among the attendees at Withrow. Students, without regard for political affiliation, waited in long lines just to get a glimpse of the First Lady. The students were enthusiastic and were responsive to the First Lady's message on civic participation. In a closely contested election the First Lady explained the importance of the student voice in our democratic process and the power each vote carries in a state like Ohio. In addition to this, the First Lady also hit on financial aid, an issue that hits home with many students and their families. The First Lady shared a story that resonates with me and many other students. She spoke of how her family struggled to pay for the cost of tuition each semester and how the President continues to fight for the preservation of those grants and loans that make it possible for 1/5 of students to afford the Miami experience.

ELECTION

Heading into Election Day the campus was full of energy and optimism. Many students in the College Democrats and College Republicans could be seen around campus passing out fliers, posters and yard signs. Whether in the classroom or in the uptown coffee shop students could be overheard debating the issues that mattered most to them. Many have said that young people today are not politically active. Well I believe that this a myth and its dispelled by just seeing the amount of students that took time out of their class schedules to vote at the Oxford precincts. The myth is dispelled by the number of students who attended rallies for both Paul Ryan and Michelle Obama. This myth is dispelled by all the students who either cheered for their candidate's victory or went to bed disappointed with a loss. There are so many people in our nation who are

disenchanted with the current political system, but an academic environment such as Miami pushes students to continually engage and push for the community within which they wish to live.

MIAMI STUDENTS STUDY ABROAD

Just last week the Institute of International Education ranked Miami number one for the number of students who study abroad. Counting only Oxford residents, the undergraduate study abroad percentage is at 41.8%. Students on campus study abroad for a wide variety of reasons: From the desire to perfect a language or just a curiosity for cultures around the world. It seems like on any given semester most of my friends are leaving Oxford for an adventure or friends are coming back to Oxford with stories to share.

The high level of students who are studying abroad is not a mere accident. Since I have been a freshman here at Miami there has been a culture that pushed students to explore life outside Oxford, Ohio. On any given day there are informational sessions held all across campus selling an abroad experience at some destination in Europe or China. There are advisors who tell students during appointments to consider an abroad experience. There are professors who bring up the subject before or after lectures. Most importantly the study abroad experience is a built-in component of our liberal education.

The numbers in study abroad and more importantly the strategy used to push study abroad programs serves as a testament to how the University defines the Miami experience for many students. Constantly reinforcing a message, in my opinion, is the most effective way to move students toward action. It is my hope that this similar strategy is adopted for the promotion of the winter term and subsequent initiatives that the University seeks to adopt.

Comments of Student Trustee Wilt

Ms. Wilt also began by thanking Donald Crain, and then reported the following:

To begin, on behalf of the Miami University Student Body we would like to wish all of you a Happy Holiday season. We all have so much to be grateful for as we spend quality time with family and friends over the Holidays. Miami University and all of the wonderful advances we are making as an institution is yet another thing to add to the top of the list.

Miami Greeks are at it again, hosting a Bone Marrow Drive two weeks ago. Almost 1,000 students gave a few minutes of their day to have their cheek swabbed and put in a bone marrow donor registry. This huge level of participation speaks to the wonderful things Miami students are doing for the greater good beyond Oxford.

It's been a historic year for Miami Women's soccer as they have proven Miami Athletics are a force to be reckoned with. The team finished out the season with an

overall record of 20-3-1. They clinched the MAC Championship title and advanced to the second round of the NCAA Championships, but were defeated by Duke 4-1. The superior performance by these girls has given Miami Athletics national recognition and given us all something to be very proud of.

On November 16th and 17th, students from nearly every culture on campus came together for the annual Diwali show. Diwali attracts many students from every group on campus each year. It is such a wonderful show that brings the entire campus together to celebrate our differences but honor our heritage. The show seems to get better and better every year and I look forward to what this amazing event holds for next year.

On a more somber note, Miami University has received some negative national press lately regarding the placement of a “Top 10 Ways To Get Away With Rape” flier in the boys’ restroom of a first-year residence hall. It is extremely unfortunate to have students who would post such repulsive things regarding women. Men Against Rape and Sexual Assault, and Women Against Violence and Sexual Assault, and the PanHellenic Association have taken strong stances against this flier, as well as the rest of the Miami student body. We are deeply saddened that one of our peers could have such low regard for the feelings and safety of others. Many students have banded together in this time to support those affected by this and to take a stand against violence and sexual assault.

Other Business

Election of Officers for Calendar Year 2013

Chair Donald Crain called upon Sue Henry, Chair of the nominating committee, for the committee’s recommendations for Board officers for 2013. Trustees Dennis Lieberman and David Budig also served on the nominating committee.

Ms. Henry praised Board Chair Crain’s leadership and also commented on the exceptional qualifications of the Board members and the willingness of each Trustee to serve in whatever manner the Board might request. She then stated the committee’s recommendations for 2013:

Chair	Sharon Mitchell
Vice Chair	David Budig
Secretary	Dennis Lieberman
Treasurer	Mark Ridenour

Upon a motion made by Mr. Shroder and seconded by Mr. Wilks, the recommendations of the nominating committee were approved by voice vote. The Chair thanked the members of the nominating committee for their work.

Resolution of Appreciation for Dean Judith Sessions

Mrs. Mitchell moved, Mr. Budig seconded, and by voice vote Resolution R2013-15 was unanimously approved, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-15

WHEREAS, Judith A. Sessions has served as University Librarian and Dean of Miami University Libraries since 1988; and

WHEREAS, during her term Dean Sessions has demonstrated distinguished service as an exceptionally active leader, modernizing facilities, information storage, and integrated library automation to positively enhance the student experience, provide educational opportunities, and to dramatically improve the access to information; and

WHEREAS, Dean Sessions' efforts have extended beyond Miami's campuses to enhance the knowledge of students throughout the State of Ohio, through her efforts to establish OhioLink, a statewide initiative to expand access to documents and information; and

WHEREAS, Dean Sessions has selflessly served Miami through her efforts beyond the Library system, chairing and serving on Committees to address vital areas such as; academic integrity, distance learning, diversity, computer policy, and information technology; and

WHEREAS, Dean Sessions has worked with NASA and the United States Geological Survey to direct OhioView, a national geospatial prototype; and

WHEREAS, Dean Sessions' tireless efforts have created innovative facilities such as the high-tech, state-of-the-art Thunder Room and the BEST (business, engineering, science and technology) Library; and

WHEREAS, Dean Sessions is also a renowned scholar whose work has been published in *Performance Management and Metrics*, *Library Hi Tech*, and the *Wilson Library Bulletin*; and

WHEREAS Dean Sessions has been recognized by the American Library Association and Miami University with Distinguished Service Awards;

NOW, THEREFORE BE IT RESOLVED: that the members of the Miami University Board of Trustees do hereby express to Dean Judith Sessions their sincere gratitude and warm regard for her service and leadership to Miami University; and

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

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

Resolution of Appreciation for Dean Roger Jenkins

Mr. Ridenour moved, Mrs. Mitchell seconded, and by voice vote Resolution R2013-16 was unanimously approved, with eight Trustees voting in favor and none opposed.

RESOLUTION R2013-16

WHEREAS, Roger L. Jenkins has served as Dean of the Farmer School of Business since 2002; and

WHEREAS, during his term Dean Jenkins has demonstrated distinguished service and exceptional leadership in continuously moving the Business School from "Good to Great;" and

WHEREAS, this continuous transformation has resulted in national recognition of the Farmer School as a top tier business program, earning the rank of 23rd overall and 8th amongst public university business programs, in the 2012 BusinessWeek survey of our nation's finest undergraduate business schools; and

WHEREAS, Dean Jenkins' tireless and stirring efforts to make his vision of a new home for the Farmer School a reality resulted in over \$50 million in private gifts from caring and generous donors, towards the construction of a state-of-the-art 220,000 square foot facility; and

WHEREAS, Dean Jenkins' efforts were instrumental in constructing a building which was the first on campus to be LEED certified, and which features innovative classroom design, the latest technology, and exceptional service facilities; to dramatically transform the way students learn, enhance the interactions between students and faculty, and provide the absolute highest level of student support; and

WHEREAS, Dean Jenkins' active engagement with the business community fostered client relationships for student teams to learn through action as consultants, allowed students to visit directly with top business leaders on campus, to experience the business world firsthand as interns, and upon graduation, to succeed as professionals through expanded career opportunities; and

WHEREAS, Dean Jenkins' inspiring and determined efforts also produced countless new opportunities for students by working with Miami's generous donors to create new scholarships, fund innovative programs, support international study, facilitate experiential learning, and enhance access to cutting-edge technology and the latest data;

allowing Miami's students to flourish and to prepare them to become the leaders of tomorrow; and

WHEREAS, Dean Jenkins is also both a renowned businessman who led Goody's Family Clothing, and a renowned scholar whose work has been published in the *Harvard Business Review*, the *Journal of Marketing* and the *Journal of Marketing Research*; and

WHEREAS Dean Jenkins has been the recipient of numerous awards and honors, including the Harold Maynard Award through the *Journal of Marketing*, and in being named Miami University's first ever Mitchell P. Rales Chair in Business Leadership;

NOW, THEREFORE BE IT RESOLVED: that the members of the Miami University Board of Trustees do hereby express to Dean Jenkins their sincere gratitude and warm regard for his service and leadership to Miami University; and

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

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

Additional Discussion

Mr. Wilks proposed the Trustees consider having a member of the faculty join the Board of Trustees in a non-voting role. Board Chair Crain said this is substantially covered because the Chair of the Senate Executive Committee already attends and participates in the process. The Chair also stated that before a motion to create a faculty membership position is brought forward for a vote, the matter should first be considered and discussed by a Committee of the Board to fully assess factors such as the Board's authority to create such a position.

Following the discussion, Chair elect Sharon Mitchell concluded the public meeting by praising Donald Crain's leadership, which was met by a round of audience.

Vice President Reports

Written reports were submitted by Mrs. Debra Allison, Vice President for Information Technology and Mr. Tom Herbert, Vice President for Advancement. Their reports are included as Attachments C (IT) and D (Advancement).

Executive Session

Upon the recommendation of the Chair, Mr. Ridenour moved was 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



December 7, 2012

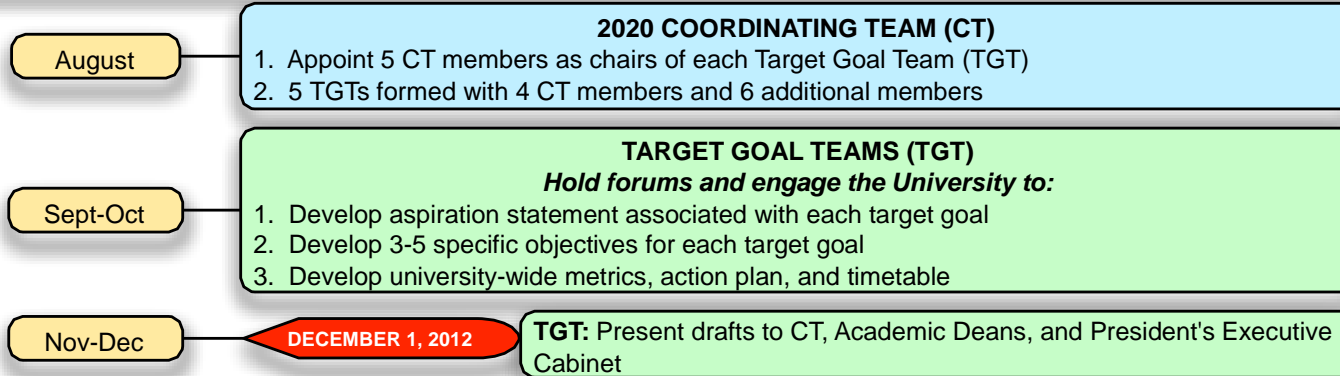
Charge to Coordinating Team

Oversee the planning process for the Miami University 2020 Plan by:

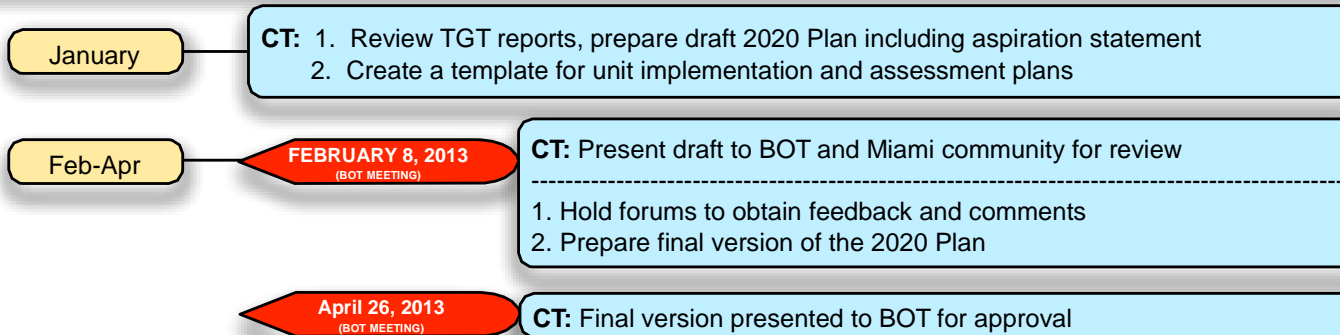
- Reviewing and refining the five target goals.
- Guiding and assessing the progress of the five target goal teams.
- Reviewing reports developed by the target goal teams and synthesizing them into a unified 2020 Plan.
- Creating a template for how units will develop and implement plans that advance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

Process/Timeline

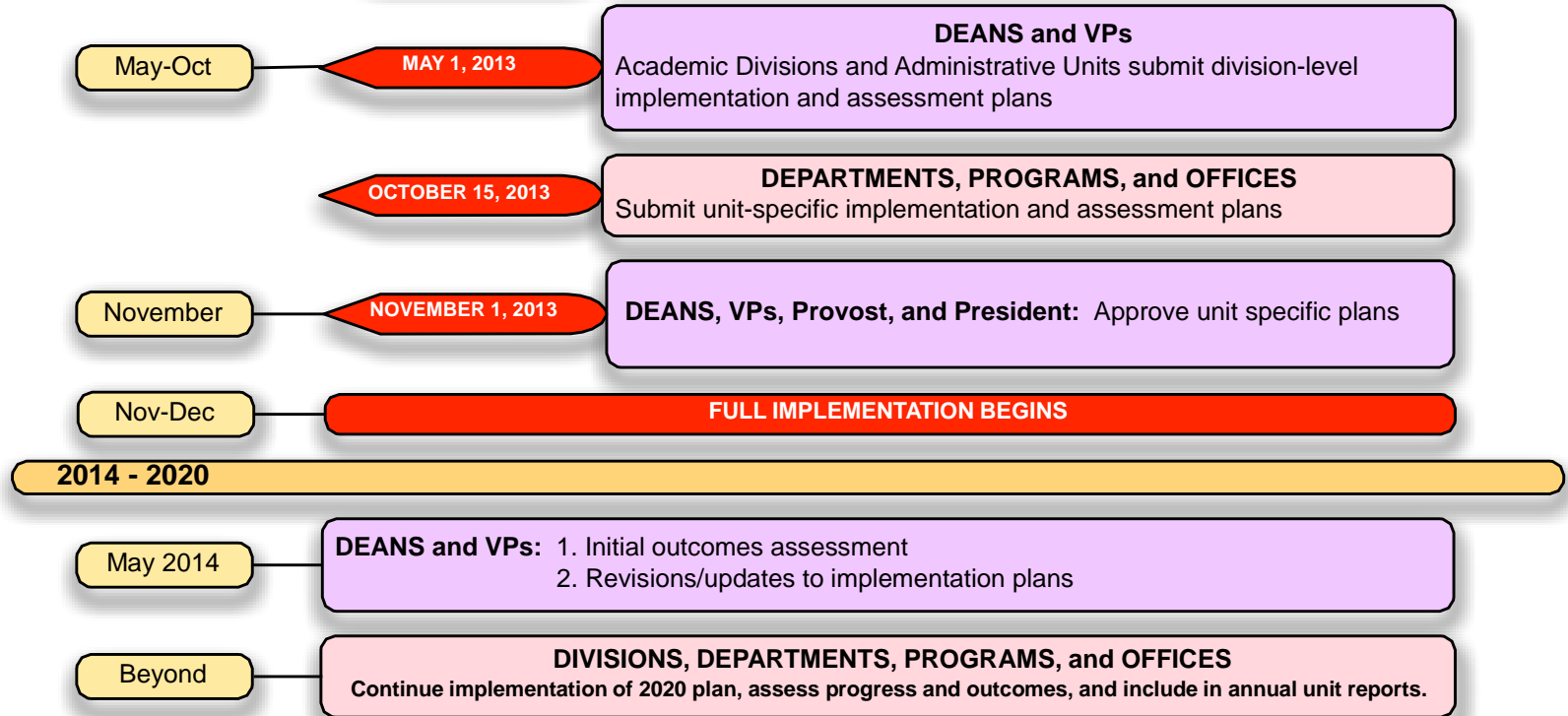
2012



2013



Process/Timeline



MIAMI UNIVERSITY

Members

Co-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 to Target Goal Teams (TGT):

- Develop an **aspiration statement** for the goal assigned to the team that presents a bold illustration for where Miami should be with respect to this goal in 7 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**.



Process to Date

- ❖ Coordinating Team and Target Goal Teams meet in alternate weeks .
- ❖ Conference calls with John Foster.
- ❖ Session with Jeff Selingo (10/20/12).
- ❖ Session with ALL Target Goal Team Members, President and Provost (11/5/12).
 - Included videoconference with John Foster.
- ❖ Meeting with Co-Chairs, Target Team Chairs, Provost Gempesaw, President Hodge and members of Board of Trustees:
 - Don Crain, Chair
 - Sharon Mitchell, Vice-Chair
 - Dennis Lieberman, Secretary
 - David Budig, Treasurer



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)

John Stefanski , ASG President, Undergraduate Student (CAS)

Whitney Womack-Smith, Associate Professor and Faculty Director, English (Regional)

Aspirational Statement

Target Goal 1 *Innovative Learning & Discovery*

Miami University will be recognized for its innovative, engaged and experiential learning and scholarship where students are transformed and prepared for the needs of the present and the challenges of the future by a distinguished faculty and staff.



Objectives

Target Goal 1 *Innovative Learning & Discovery*

1. Students are prepared for success when they graduate through innovative thematic, inquiry-based and experiential learning that is grounded in a broad liberal education.
 - a. Education will be organized around broad, “big question” themes.
 - a. Students will assume the role of active learners/discoverers/creators.
 - b. Student experiential learning will be enhanced through partnerships and collaborations with other universities, businesses, government agencies, non-profit organizations and other third parties.
 - c. Students and faculty will create unique, in-depth learning experiences through technology & other institutional resources in collaboration with faculty across disciplines and with external partners.



Objectives

Target Goal 1

Innovative Learning & Discovery

2. Students will have multiple pathways to enter Miami and to graduate from Miami.
 - a. Increase partnerships between Miami and high schools and other educational institutions.
 - b. Create engaging, multiple curricular and co-curricular learning opportunities.
2. Faculty and students will engage in significant research and creative scholarship that will form a vital part of the learning experience and yield measurable outcomes that advance human knowledge.
 - a. Faculty will make significant intellectual and creative contributions to their fields in a variety of ways, including with partners of various types: undergraduate students, graduate students and external collaborators.
 - b. Students will deepen their learning by partnering and collaborating with faculty in exploring significant research and creative scholarship.



Metrics

Target Goal 1 *Innovative Learning & Discovery*

1. Increased graduation rate.
2. Increased first to second year retention rate.
3. Increased number of students involved in one of the following:
 - a. Undergraduate research working with a faculty member and possibly graduate and/or other undergraduate students.
 - b. Completing a targeted internship relevant to the student's area.
 - c. Significant leadership role.



Metrics

Target Goal 1 *Innovative Learning & Discovery*

4. Acceptance rates to graduate and professional schools, including medical and law schools, that are significantly above the national average.
5. Upon graduation, students will obtain jobs for which their Miami education has prepared them.
6. Increase the number of partnerships with other universities (particularly international ones) that allow for 3 + 2 programs (BS or BA from partner school; MS from Miami).



Metrics

Target Goal 1 *Innovative Learning & Discovery*

7. Increase the number of online credit hours MU students take that are provided by Miami.
 - a. Develop and implement a common online platform for all MU online courses.
 - b. Develop a 3 year undergraduate curriculum using online courses, summer and winter terms to increase the number of students completing an undergraduate degree in 3 years and the number of students completing a 3+1 Bachelor's/Master's program.



Metrics

Target Goal 1 *Innovative Learning & Discovery*

8. Increase the number of regional campus students who complete 2 and 4 year degrees.
 - a. Increase the number of 4 year programs that specifically serve the regional campus population.
 - b. Increase regional campus 6-year graduation rate.
9. Increase the number of high quality publications, scholarship, and creative performances.
10. Measure post – graduation indicators of success.



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)



MIAMI UNIVERSITY

Aspirational Statement

Target Goal 2 *Transformational Work Environment*

Miami University will be among the best places to work and one of the most productive, innovative and effective work places in higher education.



Objectives

Target Goal 2 *Transformational Work Environment*

1. Miami will assess the quality of the workplace on an ongoing basis and transform employment policies and practices to support an effective, adaptive University.
2. Attract and retain the very best people in all position categories by maintaining a system of advancement incentives and competitive compensation that reflect the professional responsibility, individual talents, contributions and achievements of all employees.
3. Employees will be meaningfully involved in significant, unit-level decisions through a culture of engagement.



MIAMI UNIVERSITY

Objectives

Target Goal 2

Transformational Work Environment

4. Employees will be empowered in their professional development and career progress.
 - a. All staff will have a career plan that incorporates professional development activities to help prepare them for the next level of employment.
 - b. Employees will have flexible pathways to advancement and promotion while valuing the work of those who remain in the same position and contribute meaningfully to the institution.

4. Faculty members who choose to focus on service and/or teaching more than on research and scholarship after tenure will have career paths that are respected and explicitly valued.



Objectives

Target Goal 2 *Transformational Work Environment*

6. Increase effectiveness by continually assessing and improving our productivity.
7. All employees will understand and value their role in contributing to Miami's mission.



Metrics

Target Goal 2 *Transformational Work Environment*

1. The number of times searches result in hiring the first choice candidate increases.
2. The number of “regretted losses” of current faculty, administrators, and staff declines.
3. All employees have a professional development plan.
 - Provide opportunities for staff to interact and empower them to participate in unit policy development and decision making in areas related to their work.



Metrics

Target Goal 2 *Transformational Work Environment*

4. Offer competitive compensation to top performers (some % in each unit) that is benchmarked against appropriate national indicators .

ALTERNATIVE 4: Specify a % of merit raises that is targeted for top performers only and indicate the percentage of people in each unit who qualify.



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)

Greta Smith, Graduate Student (CAS)

Cheryl Young, Director, Lifelong Learning (Lifelong Learning)

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

Aspirational Statement

Target Goal 3

Global Engagement & Inclusive Culture

Miami University aspires to be a diverse, inclusive community in which all people are recognized, appreciated and supported and our differences are embraced, and that immerses students in experiences fostering the knowledge, skills, and attitudes that help them understand and appreciate cultural differences and apply this knowledge and appreciation to their lives as citizens of the world.



MIAMI UNIVERSITY

Objectives

Target Goal 3 *Global Engagement & Inclusive Culture*

1. Attract and retain a diverse community of students, faculty, staff and administrators by leveraging ambitious and cutting-edge strategies that accomplish this goal.
2. Our students can work productively and cooperatively with others who are different, moving beyond their own cultural boundaries. Students and others will challenge themselves by seeking out people and ideas that are different from themselves.



Objectives

Target Goal 3

Global Engagement & Inclusive Culture

3. Miami University community members will achieve cultural competency by being immersed in globally relevant, intercultural learning experiences.
4. The Miami community will include and welcome people with a broad diversity of thought and perspectives.



Metrics

Target Goal 3 *Global Engagement & Inclusive Culture*

1. MU will continue to improve the diversity among student, faculty and staff.
 - a. Students from lower economic groups.
 - b. International students.
 - c. Increase the number of countries from which international students come to Miami.

2. Increase the number (or percent) of students involved in an immersive experience that requires them to work with diverse groups, and assess the impact of that experience using objective standards.



Metrics

Target Goal 3 *Global Engagement & Inclusive Culture*

3. All Miami students will have an experiential cultural learning experience (study abroad and/or immersive domestic experiences.)



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)

Aspirational Statement

Target Goal 4 *Dynamic Organizational Design*

Miami University will anticipate opportunities and challenges, will make decisions and act in a timely manner, and will sustain a financially viable foundation.



Objectives

Target Goal 4 *Dynamic Organizational Design*

1. Create and adopt flexible and accountable governance structures that ensure that we make timely decision and that we are proactive in achieving our goals.
2. Create an infrastructure that incentivizes new revenue sources and increases productivity.
3. Create and adopt adaptive, incentive structures that take advantage of internal and external opportunities to create collaborations and interdisciplinarity.



Metrics

Target Goal 4 *Dynamic Organizational Design*

1. The time it takes to propose a significant change at the university, receive input from appropriate groups, and implement the change will decrease.
2. Develop standardized, formalized time lines for procedures and processes.
3. In 2020, 25% of revenue will come from programs/sources that do not exist today. (Create a pipeline for different revenue generating ideas so that there is a continual flow of potential revenue-producing programs).



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, Associate 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)

Aspirational Statement

Target Goal 5 *Effective Partnerships & Outreach*

Expand Miami's influence in impacting the region, state, nation, and world communities by creating synergistic, mutually beneficial and continually evolving internal and external partnerships.



MIAMI UNIVERSITY

Objectives

Target Goal 5 *Effective Partnerships & Outreach*

1. Miami University will be an important voice in shaping policy, producing cutting edge research in select centers of excellence.
2. Inspire and celebrate our public mission by actively engaging in communities locally, nationally and globally to enhance access to and support of the pursuit of quality higher education for all motivated learners.
3. Enhance alumni, parent and friends engagement and giving.



MIAMI UNIVERSITY

Objectives

Target Goal 5 *Effective Partnerships & Outreach*

4. Increase corporate sponsored research, grants, intellectual property, research and capstone projects through innovative and engaging partnerships that are mutually beneficial for partners.



Metrics

Target Goal 5 *Effective Partnerships & Outreach*

1. Increase the number of external entities, e.g. government agencies, other stakeholders, who seek and utilize our expertise in ways that significantly impact policy in select areas of excellence.
2. Increase the number of engaged alumni, including those providing internships, participating in campus/student events, etc.



Metrics

Target Goal 5 *Effective Partnerships & Outreach*

3. Increase the total dollar amount we receive annually from alumni , parents and friends (and increase the percent who donate to the University).
3. Increase the number of externally funded grants and income from intellectual property.



Engaging Students in Real-World Marketing

Experiential Learning in Marketing at Miami University



I hear and I forget.

I see and I remember.

I do and I understand.

Anonymous

A Long History of Experiential Learning

Miami's Marketing Department has a long history of innovation in experiential learning.



In 1971, Professor John Maggard co-founded Laws, Hall & Associates, an interdisciplinary project-based program that developed branding and promotional campaigns for outside companies.



Miami's Marketing Curriculum

- In 2002, Miami's Department of Marketing revised the marketing curriculum to focus on improving graduate performance in:
 - critical thinking
 - decision-making
 - creativity
 - risk-taking

Curricular Solutions

- Move case analysis earlier in the curriculum
- Develop new junior-level course
 - MKT 301- Decision-making, Creativity and Innovation
- Develop experiential learning opportunities for all marketing majors at senior-level

Experiential Learning

- Learning by tackling a challenging real-world problem in a context that models today's dynamic workplace environment

- Develop experience & skills valued by corporations of every size:
 - Discovering how to address and solve unexpected challenges
 - Identifying innovative and creative solutions and take calculated risks
 - Using constructive feedback to enhance the quality of their ideas
 - Working in a team of peers having diverse perspectives and strengths
 - Challenging themselves to move beyond their comfort zones
 - Presenting recommendations and ideas to decision makers

Current Experiential Learning Opportunities in Marketing at Miami



AIMS





- Brand Practicum team-taught with Graphic Design
- 1 section per semester - 24 students
- Application-based enrollment
- Offered Spring, Fall and Summer (London)

Challenges in Creating Experiential Learning Capstone for All Marketing Major

- **Scale**
 - 120 to 150 students
 - Five course sections
 - Four faculty each semester
- **Standardization**
 - Maintain levels of organizational and pedagogical standards across its numerous sections.
- **Engagement**
 - Required course so students approach the course with varying levels of motivation and aspiration
- **Flexibility**
 - Needed in its approach and content to challenge students from varying backgrounds

FALL 2009: NCAA Men's Basketball



- Develop a strategic plan that engages the “22 years and younger” market across the full calendar of the NCAA men’s basketball season in order to fully realize the potential for March Madness and Final Four interest and viewership.
- NCAA March Madness is televised by CBS Sports who, through the NCAA Bundled Rights Agreement, acts as the sales arm for the NCAA corporate partnership program.
 - Identify a company for CBS to target as a new NCAA corporate partner that will appeal to the “22 years and younger” target market.
 - Develop and present specific tactical ideas that demonstrate how the new partnership will benefit both the NCAA and the corporate partner.



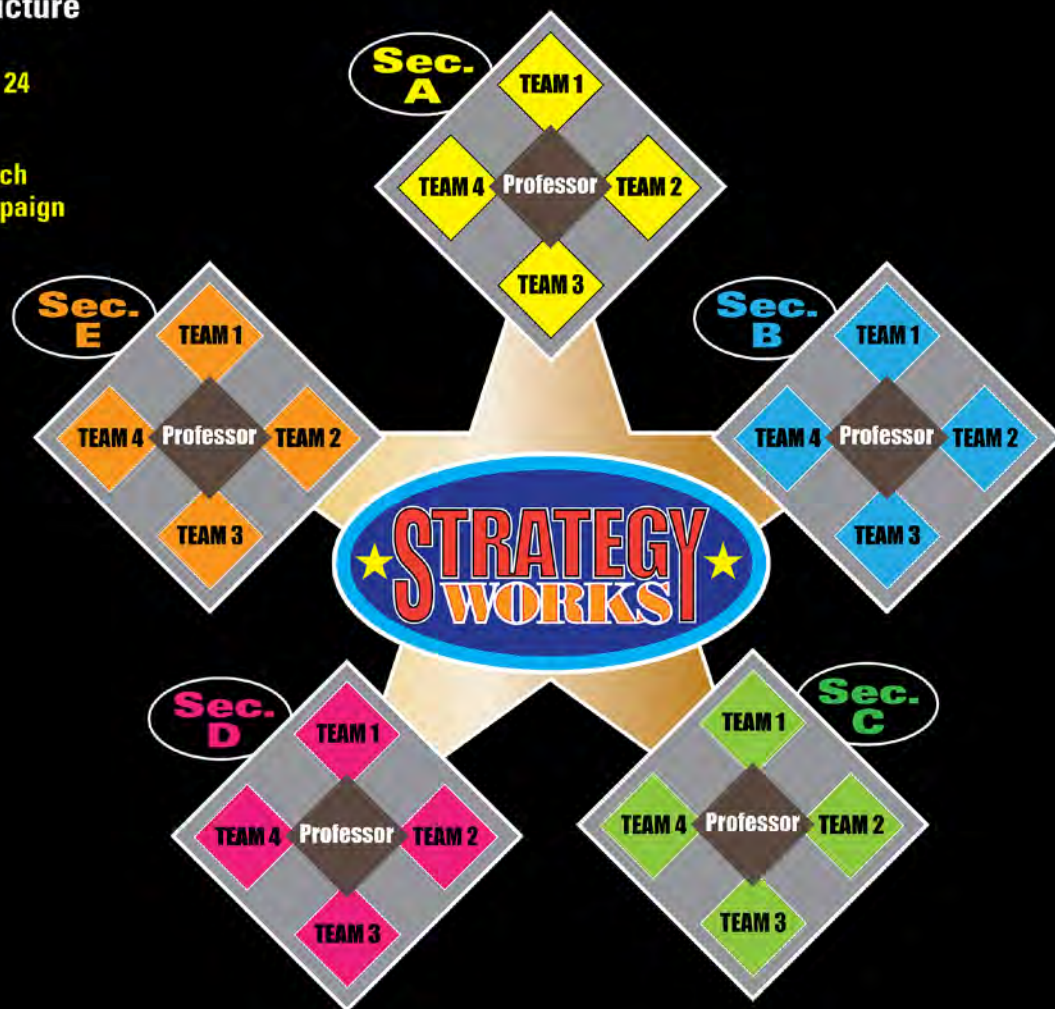
- Marketing Strategy Practicum
- 20 campaigns delivered each semester
- 5 sections per semester - 120-140 students
- Open enrollment
- Offered Spring and Fall

Building An Engaging Competitive Environment

Strategy Works' Organizational Structure

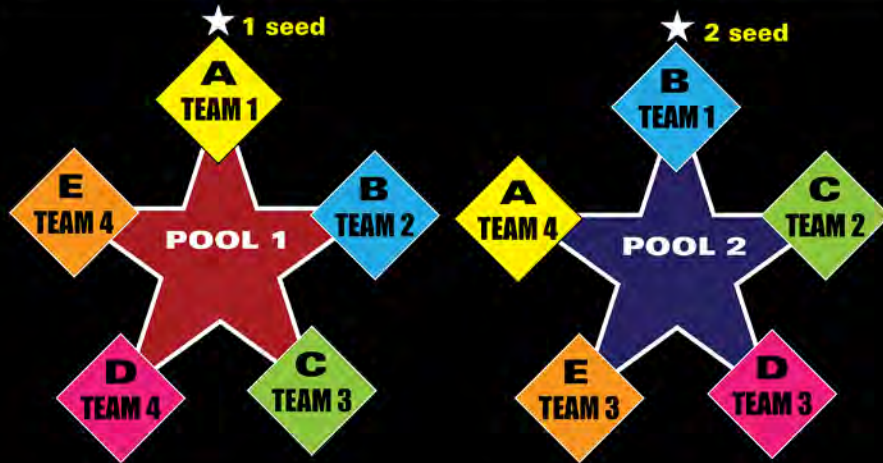
Generally five sections of approx. 24 students per section

Teaching faculty rank teams in each section prior to final week of campaign

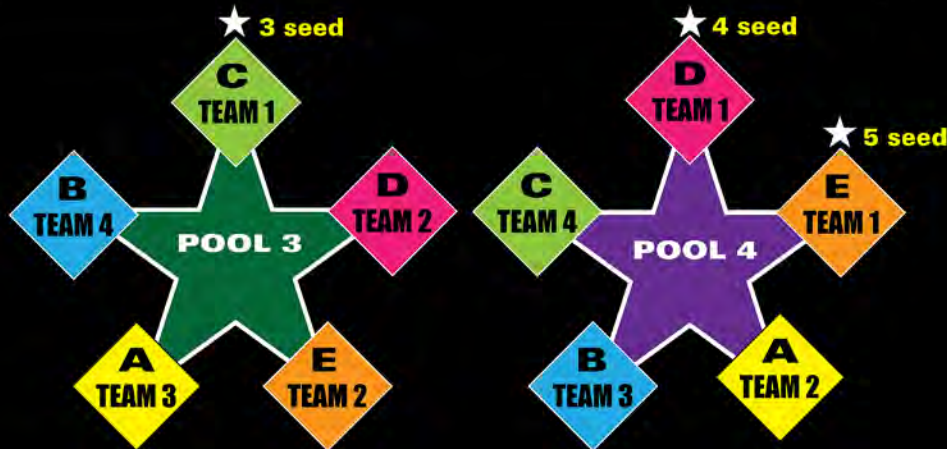


Competitive Structure: Pool play

DAY 1



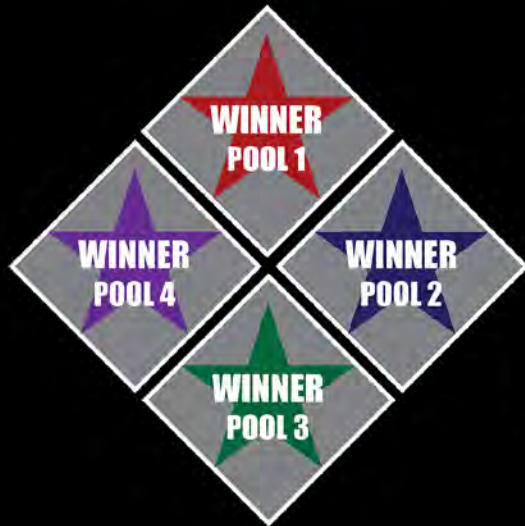
DAY 2



- Teams are seeded in pool play using within-section rankings
- Teams deliver 20-minute campaign presentations and written reports
- Teams judged by panels of Marketing faculty and business practitioners during final week of campaign - Top campaign from each pool competes in Final Four
- All teams participate in Strategy Works Expo

Day 5: Final Four Campaign Shootout

Campaign Presentations



Head-to-head Q&A with client panel



- Final Four campaigns will present 20-minute presentations to the client
- Client two finalists who will compete head-to-head in a Q&A session with the client
- Client selects winning campaign and debriefs all teams

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CAMPAIGN SPOTLIGHT

N.C.A.A. Wants the Young Madder About March

By STUART ELLIOTT

Published: January 11, 2010

With this issue, In Advertising returns from its year-end hiatus. And because next Monday is a holiday, look for next week's issue on Tuesday, Jan. 19.



Although "March Madness" is one of the best-known times of the year on the sports calendar, the [National Collegiate Athletic Association](#) is hoping to generate even more mania for its annual basketball tournament. To help accomplish that, the organization sought a campaign not from a Madison Avenue agency, a hip digital boutique or a gaggle of high-priced free-lancers but rather from 120 students of a marketing class.

The students were seniors in the fall semester at the Farmer School of Business at Miami University in Oxford, Ohio, taking a class called the Strategy Works Marketing Practicum. The class is intended to be experiential -- that is, giving the students a chance to present campaign

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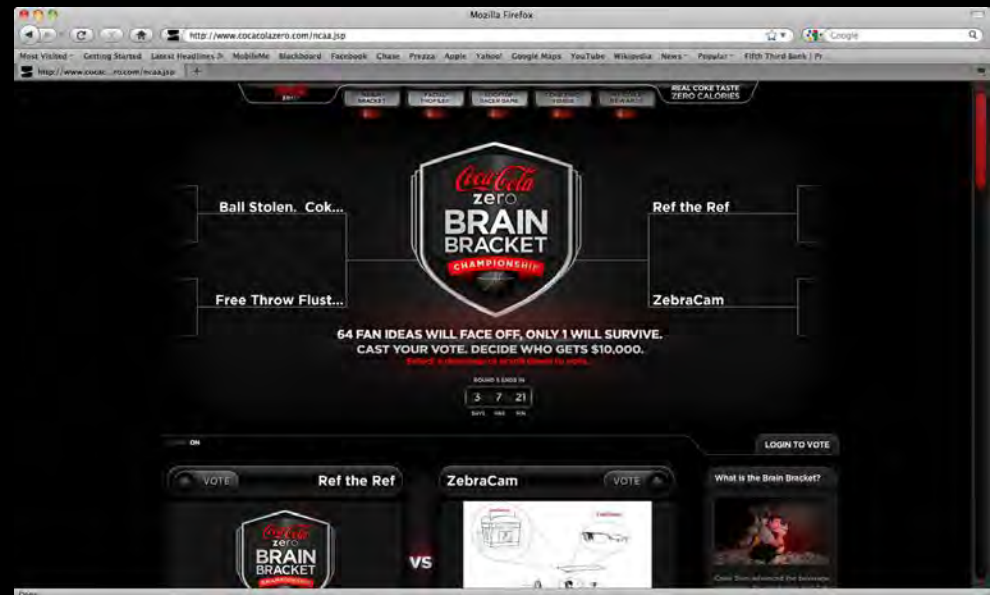
Strategy Works Clients



Client Implementation of Strategy Works Ideas

NCAA Men's Basketball

- One month after completing Strategy Works, the NCAA launched the Department of Fannovation “Brain Bracket” in partnership with Coke Zero, one of its corporate sponsors.
- Fans were invited to submit innovative ideas that could potentially revolutionize the NCAA basketball experience.
- During March Madness, fans viewed “Brain Bracket” matchups on www.cokezero.com/ncaa and cast their votes for the concepts they felt were groundbreaking enough to push the limits of what’s possible in NCAA basketball.



Use of Social Media from NCAA Campaign

- MillerCoors launched an iPhone app, Tip 'n Spin, in which folks earn points by balancing a basketball on a Miller Lite bottle.



Personal Scores	Global Top Scores
SBL	104216
BRY	86751
GRI	80344
GRI	43062
ZRG	39330
BRY	27477
JSP	26939
BRY	26491
GRI	25586
SBL	22707
MFP	22402

Campaign Results

USA TODAY

Home News Travel Money Sports Life Tech Weather

Sports » Men's College Basketball Team Pages Conference Reports Scores Schedule

INDIANAPOLIS MEN'S NCAA TOURNAMENT Gallery Campus Rivalry

NCAA title game TV audience up 31% over last year

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By Michael Hiestand, USA TODAY



Enlarge | By Andy Lyons, Getty Images

NCAA Final Four logo.

households in 2005.

And for anybody who thinks Monday's game started too late (9:21 p.m. ET), they should note the ratings built as the night wore on. Between 11:30 and 11:45 p.m., the game's rating peaked at 20.3%.

CBS says 48.1 million viewers watched at least some of the game, the most since 50 million tuned in for Arizona-Kentucky in 1997 when the USA's population was smaller.

The entire tournament averaged a 6.0 rating, up 5% from last season.

CBS' coverage of the NCAA men's basketball final proved that the tournament doesn't need big-name teams to draw big on TV — at least when there's a Cinderella angle and the championship game isn't decided until the final seconds.

Ratings for Duke's 61-59 victory over Butler were up 31% over last year's North Carolina-Michigan State final.

The network reported an overnight rating of 14.2, which translates to 14.2% of households in 56 urban markets.

Monday's viewership is the highest since the North Carolina-Illinois final drew 15% of TV

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- Launched After-market TPMS for the motorcycle segment six months after completing Strategy Works
 - Used winning Strategy Works team's go-to-market strategy and tactics from across multiple teams in market rollout
- Followed with launch of after-market TPMS for the trailer segment this fall with similar adherence to winning Strategy Works team's rollout plan
- Hired two Strategy Works alumni to oversee execution

TPMS - Orange Electronic USA - Tire Pressure Monitoring System -

http://www.orangetpmsusa.com/ orange electronic

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Done

Client Feedback

Doug Ladd, Director of Marketing, Ethicon-Endo Surgery (Spring 2011)

- “It’s an opportunity to get 120 fresh minds that are unencumbered by the restraints and lenses that those in the industry typically have when looking at ideas.”
- “The demographic of students is much more connected on the social media perspective,”
“This allows EES the chance to see where the marketing minds of the future are going.” -

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

As we approach the mid-point of the 2012-13 academic year, I am pleased to update you on significant IT projects and initiatives. We are continuing to pursue the recommendations of the Accenture consultancy, which means great change in how IT Services functions within the University. The new governance structure formally assigns prioritization of significant IT projects to the newly formed IT Portfolio Board and enhances our role as a partner with faculty and administrators. The move to Google Apps for Education moves a basic service into a more utility-like model where IT Services' role will be that of monitoring and brokering, rather than running an end-to-end service.

SSIP-IT Continuation

Of the \$1.7 million savings commitment from changes in University information technology, \$1.3 million has been clearly identified. The new University IT Governance process has kicked off, and is on track with the projections. In the organizational redesign, all internal IT Services staff changes are complete, the Associate VP for Academic & Administrative Solutions national search is complete and searches for other new positions are nearing completion, as well. Plans for transitioning IT staff from non-IT units into central IT are progressing.

Application rationalization, the reduction of software applications used across the University, continues. Ensuring the right partners are brought together and measuring actual savings potential continues to be a time-consuming task.

Go Google

One instance of application rationalization is the move from locally-hosted Exchange email to Google Apps for Education for faculty, staff, retirees and emeriti. We are taking this opportunity to also move the students and alumni into the new MiamiOH.edu domain for their Google accounts. This means that the change, scheduled for winter break, will touch every member of the Miami community. From the technical staff, to the communications, to the support staff – a significant portion of the IT Services staff have had a hand in making this change happen.

Data Center Virtualization

In 2010 we established a five-year goal of having 60% of the servers in the data center virtualized by July 2014 and set intermediate goals of 53% virtualized by 2012 and 57% by 2013. As of November 2012 we have already passed 57% virtualization and are on track to meet the five-year goal by July 2013, a year ahead of schedule.

IT Governance

The new IT governance process, designed as part of the Accenture consulting engagement, has been launched. Each of the four new bodies has met and is learning

its role in determining which IT initiatives are funded and resourced. The IT Portfolio Board, comprised of the Vice Presidents and the AVP for University Marketing and Communication, bears the responsibility for prioritization of all efforts involving an investment of \$10k or more or the creation of a new service.

Three IT Planning Committees (academic, administrative and Core IT) generate ideas and opportunities for potential strategic projects, as well as ensuring that the basic keep-the-lights-on and service requests are identified and prioritized. This collaborative identification and prioritization process is designed to ensure that the most important University initiatives receive the highest priority, that the basic IT infrastructure is maintained appropriately, and the IT environment is managed with efficiency and effectiveness.

Conclusions

Nearly every aspect of IT Services is changing, from organizational structure and composition, to change management and project/portfolio management processes, and most importantly, to expectations about the effectiveness and speed to which solutions and support are delivered. We recognize the importance of excellence in execution, and are striving hard for improvements.

Board of Trustees Presentation

Tom Herbert

Vice President, University Advancement



Campaign Gift Pyramid - as of Nov 15, 2012

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

	Level	Required Number	Total	Actual Number	Total
	\$25,000,000+	2	\$50,000,000	1	\$25,000,000
	\$10,000,000	10	\$100,000,000	7	\$82,252,532
	\$5,000,000	15	\$75,000,000	8	\$45,222,375
	\$2,000,000	20	\$40,000,000	14	\$40,021,595
Leadership Gifts	\$1,000,000	55	\$55,000,000	48	\$60,011,830
	\$500,000	65	\$32,500,000	44	\$27,837,119
Major Gifts	\$100,000	400	\$40,000,000	359	\$64,804,764
	\$50,000	450	\$22,500,000	319	\$19,833,272
	\$25,000	800	\$20,000,000	590	\$17,804,288
Special Gifts	\$10,000	1,500	\$15,000,000	1,299	\$17,380,494
Gifts Below	\$10,000	many	\$50,000,000	331,376	\$62,195,811
Total			\$500,000,000		\$462,364,081

Cash to Annual Fund

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

<u>CY08</u>	<u>CY09</u>	<u>CY10</u>	<u>CY11</u>	<u>CY12*</u>
\$3.48m (12.5%)	\$3.44m (12.8%)	\$4.02m (12.6%)	\$4.17m (14.4%)	\$2.75m (15.0%)
23,840 (71%)	23,365 (88%)	23,666 (84%)	24,900 (84%)	16,878 (63%)

Cash via Realized Bequests


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



<u>CY08</u>	<u>CY09</u>	<u>CY10</u>	<u>CY11</u>	<u>CY12*</u>
\$5.7m	\$4.0m	\$0.8m	\$0.8m	\$2.3m
(20.3%)	(14.8%)	(2.5%)	(2.8%)	(12.7%)

Cash via Planned Giving


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



<u>CY08</u>	<u>CY09</u>	<u>CY10</u>	<u>CY11</u>	<u>CY12*</u>
\$5.8m	\$4.3m	\$2.2m	\$1.0m	\$2.4m
(20.9%)	(16.1%)	(6.9%)	(3.6%)	(13.5%)

New Planned Giving commitments


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



<u>CY08</u>	<u>CY09</u>	<u>CY10</u>	<u>CY11</u>	<u>CY12*</u>
\$10.0m	\$2.4m	\$12.5m	\$1.4m	\$12.1m
(28%)	(11%)	(27%)	(6%)	(38%)

FY % of Cash by Constituency


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



	<u>National</u>	<u>Miami</u>
Alumni	25%	54%
Friends/Parents	18%	11%
Corporations	17%	13%
Foundations	30%	11%

FY Alumni Participation Rate

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



Miami University	18.0%
Public Schools	9.9%
Private Schools	20.2%
All Schools	12.4%

University Advancement Goals for CY 2012

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

- Raise \$65 million to complete the Campaign *For Love and Honor*
- Raise \$35 million in cash, sustained goal of \$50 million
- Complete phase one fundraising goal of \$30-\$34 million for the Armstrong Student Center
- Achieve year three scholarship goal of \$9.6 million, per SPTF
- Complete staffing plan, with performance metrics
- Achieve 19% alumni participation rate

Progress on Goals for CY 2012

- To date, have raised \$33 million for Campaign *For Love and Honor*
- To date, have raised \$18 million in cash
- To date, have raised over \$31 million for the Armstrong Student Center, phase one
- To date, have raised \$3 million toward year three scholarship goal
- Staffing plan completed, metrics in place
- Alumni participation rate at 13%, many gifts coming at year-end

University Advancement Goals for CY 2012

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

- **Launch student and young alumni program**
- **Overhaul chapter and group program**
- **Redesign and launch new MUAA web site**
- **Create formal professional development plan**
- **Implement national stewardship plan**
- **Create culture of superior customer service**

Progress on Goals for CY 2012

- Young Alumni Council has met several times, working with Student Affairs to increase campus awareness
- Initial chapter/group overhaul adopted, making additional revisions
- Redesigned MUAA web site launched, as well as new development web site
- In-house staff training workshops underway
- Planning both large and small scale stewardship events, on national level
- Launched “Superior Service” incentive program

Upcoming Challenges/Focus

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

- **Concluding campaign by June 30, 2013**
- **Cash “slide”**
- **Planned Giving performance**
- **Staff retention – post-campaign**
- **Stewardship – post-campaign**
- **Election outcome**

Board of Trustees Presentation

Tom Herbert

Vice President, University Advancement

