

**BOARD OF TRUSTEES  
MIAMI UNIVERSITY  
Minutes of the Finance and Audit Committee Meeting  
104 Roudebush Hall  
February 7, 2013**

The Finance and Audit Committee of the Miami University Board of Trustees met on February 7, 2013 in Room 104 Roudebush Hall on the Oxford Campus. The meeting was called to order at 1:30 p.m. by Committee Chair Mike Armstrong. Committee members Jagdish Bhati, David Budig, Michael Gooden, Sharon Mitchell and Mark Ridenour were in attendance. Trustees Donald Crain, Sue Henry, and Robert Shroder were also present.

In addition to the Trustees, David Creamer, Vice President for Finance and Business Services, and Treasurer; Bobby Gempesaw, Provost and Executive Vice President for Academic Affairs; Debra Allison, Vice President for Information Technology and CIO; Barbara Jones, Vice President for Student Affairs; and Tom Herbert, Vice President for Advancement were in attendance. Also present, were; Robin Parker, General Counsel; Deedie Dowdle, Associate Vice President for Communications and Marketing; Michael Kabbaz, Associate Vice President for Enrollment Management; David Ellis, Associate Vice President for Budgeting and Analysis; Dale Hinrichs, Associate Vice President for Finance and Controller; Kim Kinsel, Associate Vice President for Auxiliaries; Bruce Guiot, Chief Investment Officer; Cody Powell, Associate Vice President for Facilities, Planning and Operations; Dr. Rebecca Luzadis, Chair, Fiscal Priorities and Budget Planning Committee; John Seibert, University Architect; Al Ryan, Director of Lean Initiatives; and Ted Pickerill, Secretary to the Board of Trustees; along with several other individuals attending to observe, report or to provide information.

**Executive Session**

The Finance and Audit Committee entered Executive Session to consult with General Counsel. At 2:00 p.m. the Committee adjourned the Executive Session and convened into the Public Business Session.

**Business Session**

**Approval of the Minutes**

The minutes from the December 6, 2012 meeting were approved.

## **Facilities, Construction and Real Estate**

Cody Powell, Associate Vice President for Facilities, Planning and Operations, updated the Committee with a facilities condition report. The report addressed the life cycle of facilities and the lifetime cost of ownership. The lifetime cost includes not only initial acquisition and operational costs, such as maintenance, cleaning, and utilities, but the costs of periodic modernization and final disposal as well.

In discussing periodic modernization, Mr. Powell defined a measure; Average Annual Cost (AAC), which equals the current replacement value of a facility, divided by its expected life. He stated that, in general, annual expenditures above AAU imply improving conditions for the facility, while expenditures below AAU imply deteriorating conditions. At Miami, the current AAU for all buildings is \$41.2 million, and \$7.6 million for infrastructure, making the total AAU nearly \$50 million – the annual value necessary to maintain facilities at their current state.

To provide a measure of where individual facilities stand, Mr. Powell presented a second index, the Facilities Condition Index (FCI). FCI takes the sum of all AAC's (adjusted for inflation) for the life of a building, subtracts out the total of all annual reinvestment, then divides that amount by the building's current replacement value. The lower the ratio, the better the condition of the building. The goal for the overall campus FCI is 30%; the actual value in 2012 was 32.28%.

It was then explained that historically, Miami had been investing less in the maintenance of residence and dining halls, and if that group of buildings was broken out and examined, one would find an FCI of over 50% for that category, while the other buildings on campus would have an FCI below the desired 30%. The current renovation plan recognizes this difference and has placed the focus on residence and dining facilities, such that a significant reduction in the FCI for this area will occur by FY 2015. Mr. Powell also highlighted the FCI of 40% for walks and drives, another area to soon be renovated.

State capital appropriations were also discussed. Following 2011-2012, when no appropriations were received, \$16M was provided for 2013-2014.

The status of current capital projects was updated. The Armstrong Student Center, Bishop Hall, Etheridge Hall, Kreger Hall, Maplestreet Station, and the Western Campus Residence Halls, were highlighted, along with plans for upcoming projects.

The facilities and construction presentation, a status of Capital Projects report, and resolutions for:

- FY 2013 Campus Walks & Drives Project
- FY 2013 Roof Replacement and Repairs Project

- FY 2013 Summer Residence Hall Renovations Project
- Met Quad Site Improvements Project
- East Quad Renovations Planning and Design Project
- Maplestreet Station and Etheridge Hall Change Order Authority
- MacCracken Quad Tunnel Top Replacements Project

are included as Attachment A.

The Committee considered the above resolutions as a group, with Mark Ridenour moving to recommend approval, Michael Gooden seconding the motion, and the Committee voting unanimously in favor of recommending approval to the full Board of Trustees.

### **Enrollment Management**

Associate Vice President for Enrollment Management Michael Kabbaz briefed the Committee on first-year student applications for Fall 2013 entry. He report that over 22,000 applications have been received – the most ever at Miami University and over 10% more than last year’s record number.

He reported that applications from non-residents continue to comprise over 50% of all applications, and that requests for binding early decision admission also rose approximately 11%, with 689 applicants being offered admission through early decision. While this is approximately the same number of offers as last year, the 689 accepted applicants had a profile which included a higher ACT average, higher average high school class rank, a stronger high school curriculum, and a lower (67.8% versus 74.8% acceptance rate).

Mr. Kabbaz also highlighted a special admission feature utilized to provide a rolling admission type notification to high ability applicants. While the published timeline for non-binding applicants sets an expectation of 1 February or 15 March for notification of admission, the Admission Office was able to make offers of admission and merit scholarship awards to approximately 5,600 high ability applicants before the end of December.

The merit scholarship award process itself was also discussed, with a movement toward greater awards for the very top students, and use of a net tuition revenue model.

Tom Herbert joined the conversation regarding scholarships, stating that Advancement would be setting challenging goals to increase donor support for this area.

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

## Year-to-Date Operating Results

Vice President for Finance and Business Services and Treasurer, Dr. David Creamer, and Associate Vice President David Ellis updated the Committee on operating results to date (December 2012) and projections. The current projection is for an Oxford General Fund surplus of \$6.2 million, Hamilton a \$1.3 million surplus, Middletown a \$16,000 deficit and for VOA to be on budget.

Contributors to the surplus are higher than budgeted tuition revenues, and lower than budgeted employee salaries and benefits.

State appropriations are forecast to be \$705,000 less than budgeted, due to declining Ohio resident enrollment.

The operating results report is included as Attachment C.

## FY2014 Budget Planning Assumptions

Dr. Creamer presented the planning assumptions for the FY2014 budget. The assumptions are as follows:

### Revenue

Tuition Increase:	2%
Fall Class:	3,600
Non-Resident Proportion:	40%
Overall Enrollment Change:	300
State Appropriations:	2%

### Expense

Salaries:	3%
Benefit Rate:	No Change
New Investments:	\$3 Million
Scholarships for Incoming Class:	In Process
Other Expense Growth:	2%
Strategic Priorities Cost Reductions:	\$4.7 million (net of health care)

## Strategic Priorities Lean Progress Report

Dr. Creamer and Mr. Al Ryan updated the Committee on the results of Lean efforts across campus. It was emphasized that the initiative has been led from the top, with the support and resources necessary being provided. It was also emphasized that Lean is a process and it is never complete – there are always opportunities to improve.

The teams involved in the process are cross functional, with area experts assigned. As of 1 February, 500 University employees have been trained, with participation now moving to include more academic areas.

Mr. Ryan introduced to the Committee four senior Lean leaders: Melanie Brunner, Jeremy Davis, Brian Woodruff, and Cindy Lewis. He also shared examples of Lean success, and informed the Committee that Miami's facilities cost per square foot is the lowest in its peer group, while also being the university with the highest service scores.

The report and presentation are included as Attachment D.

### **Forward Agenda**

At the April meeting health care costs will be a focus, as will academic division new revenue initiatives, which Provost Gempesaw will address. The FY 2014 budget planning assumptions will also be reviewed once again, with attention to state appropriations.

The twelve month forward agenda is included as Attachment E.

### **Additional Reports**

Vice President for Advancement Tom Herbert provided an Advancement update report which is included as Attachment F.

### **Adjournment**

With no other business coming before the Committee, the Chair adjourned the meeting at 5:15 p.m.



Theodore O. Pickerill II  
Secretary to the Board of Trustees

# MIAMI UNIVERSITY

## Facility Condition Report



# Agenda

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- Facilities Condition Index (FCI)
- Status of Capital Projects Report
- Construction Bid Climate Update
- Resolutions

# FCI

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*Our buildings and infrastructure are:*

- An investment
- Critical in meeting our academic mission
- Subject to a time horizon
- Depreciate with time





**7 Million GSF**

**\$2 Billion**

# Cost of Ownership

- Life-cycle cost
  - Initial acquisition
  - On-going expense
    - Maintenance
    - Cleaning
    - Utilities
  - Periodic modernization
  - Disposal



47  
Years

# Periodic Modernization

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- Deferred maintenance
- Plant adaptation
- Capital renewal

# Periodic Modernization

- Current replacement value (crv)
- Expected life of facility ( $l$ )

$$\text{Average annual cost (AAC)} = \frac{\text{crv}}{l}$$

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In general:

Expenditures > AAC = improving conditions

# Periodic Modernization

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- Expected life of facility ( $l$ )

$$\text{Average annual cost (AAC)} = \frac{\text{crv}}{l}$$

In general:

Expenditures > AAC = improving conditions

Expenditures < AAC = deteriorating conditions

# Miami University FY12

- **Current replacement cost (crv) = \$1.94B**
- **Expected life of facility (ℓ) = 47 yrs.**

Average annual cost (AAC) = \$41.2 million

Building AAC = \$41.2 million  
Infrastructure AAC = \$7.6 million

# FY12 AAC By Building Group

<b>Academic &amp; Admin. Total</b>	<b>\$19.7</b>
<b>Auxiliary Total</b>	<b>\$7.60</b>
<b>Res. &amp; Dining Hall Total</b>	<b>\$9.70</b>
<b>Hamilton Campus Total</b>	<b>\$2.02</b>
<b>Middletown Campus Total</b>	<b>\$1.88</b>
<b>Rental Properties Total</b>	<b>\$0.15</b>
<b>Southwest Book Depository</b>	<b>\$0.15</b>
	<b>\$41.2</b>



# FCI

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- **Sum the AAC for each year of building life**
- **Add inflation annually**
- **Subtract annual reinvestment in building**

Result = Total Work Accumulated

$$\mathbf{FCI} = \frac{\textit{Total Work Accumulated}}{\textit{CRV}}$$

# Facility Condition Index Report 2012

## Facilities Condition Report for Fiscal Year 2012 (July 1, 2011 – June 30, 2012)

### Summary Report

This report updates, as of June 30, 2012, the estimate of capital renewal, plant adaptation, and deferred maintenance (reported as Estimated Total Work Accumulated) for Miami University's major facilities and utility distribution systems. It also includes a report of the expenditures during Fiscal Year 2012 on those facility projects addressing renovation and maintenance needs of the campuses as well as an estimated current replacement value (CRV) for each facility. The column labeled "Facility Condition Index (FCI)" compares the estimated total work accumulated to the estimated current replacement value. Current replacement value and estimated total work accumulated reflect construction costs only. Total program cost including design fees, furniture and movable equipment, and other costs are often an additional 30% - 35% of construction cost.

As shown in Exhibit 1, Miami's total estimated current replacement value is more than \$2.3 billion. Of that, \$355 million is in utility infrastructure, and \$91 million is in building improvements. The total work accumulated is over \$770 million for utility infrastructure, and over \$37 million for building improvements. Exhibit 3 shows the buildings in the campus by facility grouping.

Campus FCI goal of 30%

2012 FCI is 32.28%

Miami has a goal of maintaining its Facilities Condition Index at less than 30 percent. The total FCI for Miami at the end of FY 2012 was 32.28 percent, an increase of 0.77 percent from FY 2011 (adjustments were made to the value of campus walks and drives). This percentage increase was minimized by significant investments in Hughes Hall, additions and renovations at Marcum Conference Center, and Elliott, Harris Dining Hall, and Havighurst Hall. Other significant increases in the current replacement value of the campus and its facilities include a modest inflationary increase in the current replacement value of the campus and its facilities. A smaller investment means the FCI will increase; a larger investment causes the FCI to decrease.

During FY 2011, Miami completed over \$29 million in renovation and maintenance projects. Miami also completed or purchased over \$5 million in new construction (Exhibit 4.)

Exhibit 5 provides a list of buildings that were removed from the facilities list since the last report.

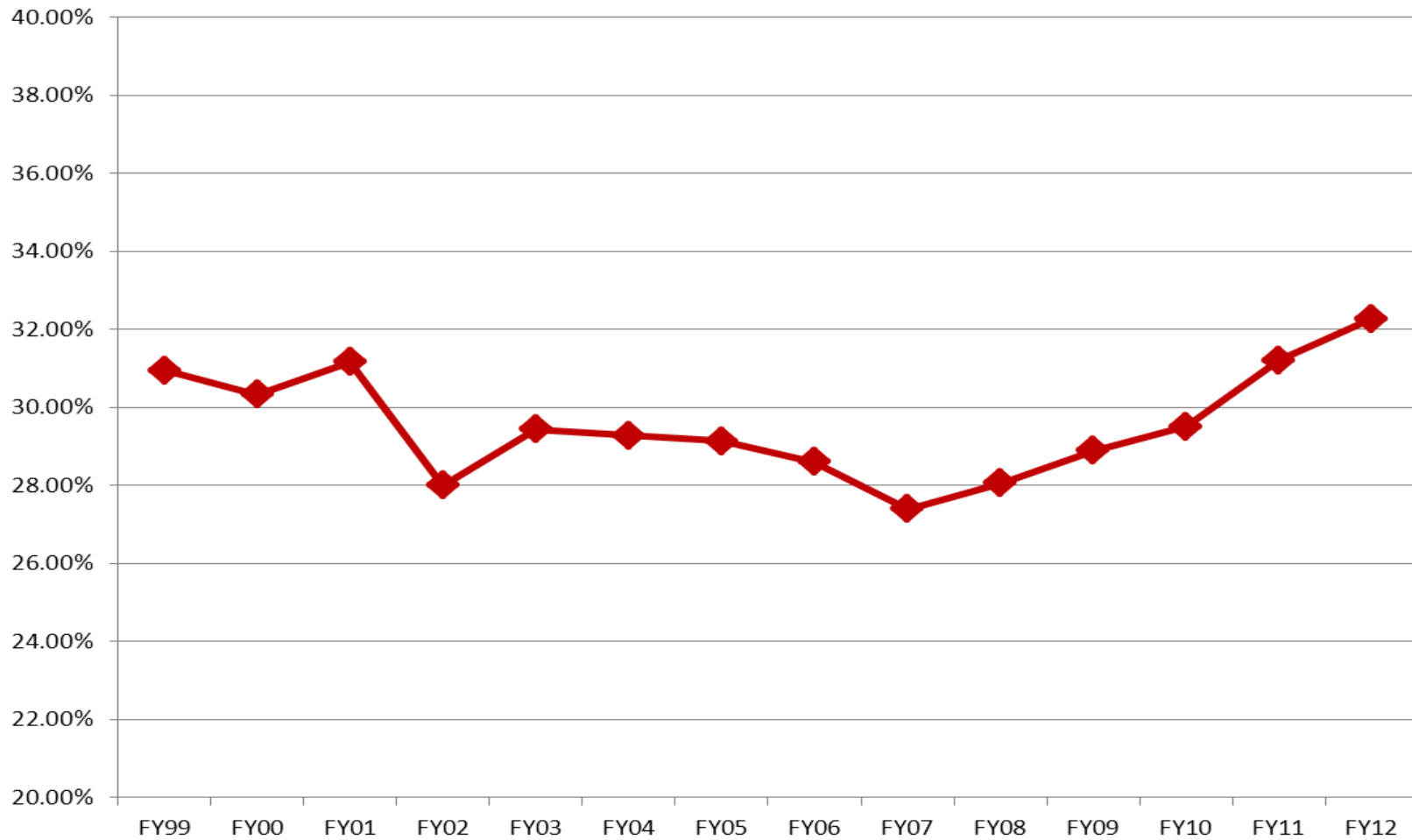
In addition to major renovation and construction expenditures reflected in the exhibits, annual routine expenditures contribute to the condition of the campuses. Although they are not necessarily reflected in the facility condition index, some of those expenditures in FY 2011 for Academic and Administrative buildings were:

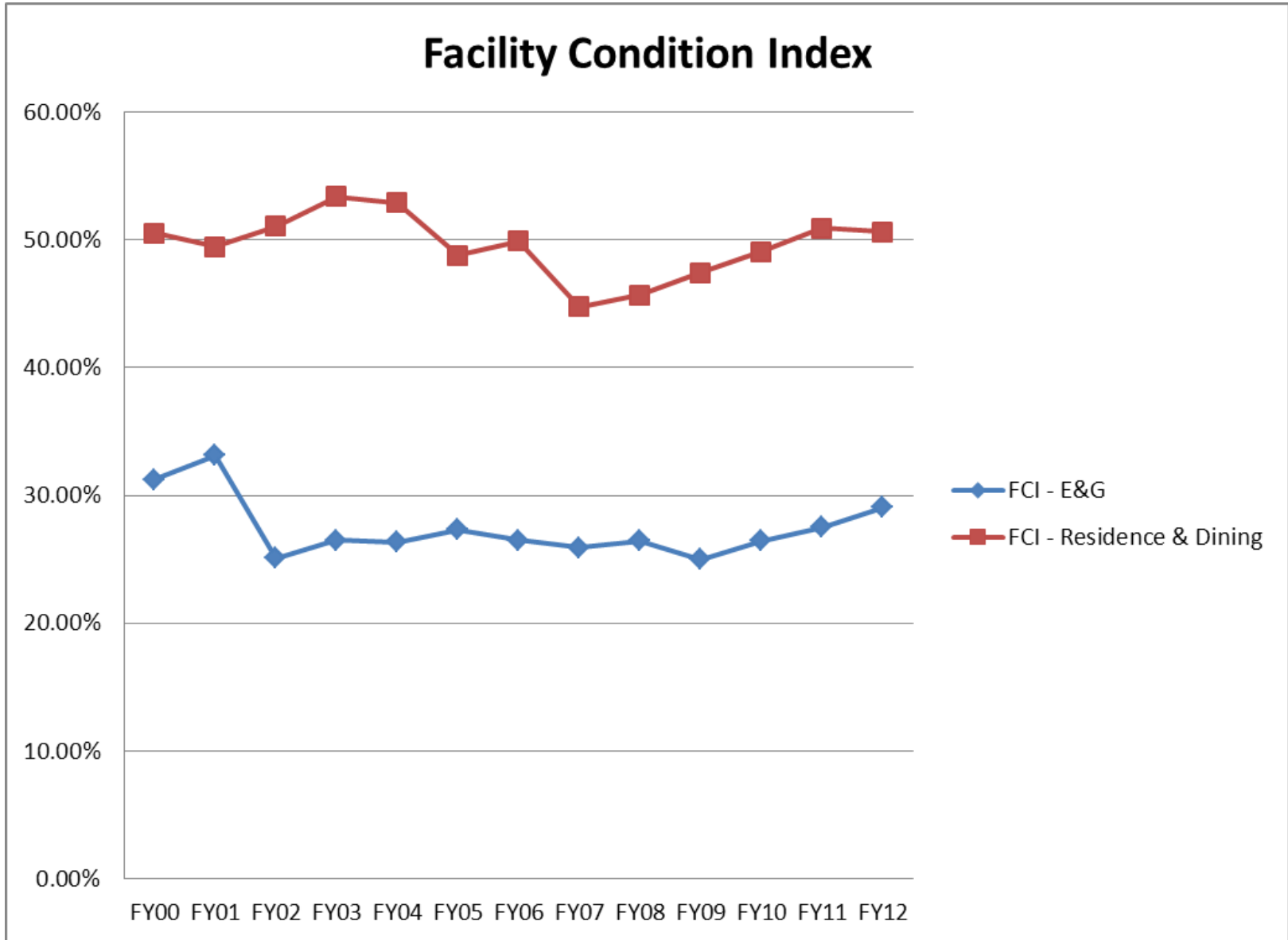
- Facility operating and maintenance expenditures as a percent of CRV were 2.09 percent down from 2.10 percent. The industry goal is 4.5 to 5 percent.
- Facility operating and maintenance expenditures as a percent of gross institutional expenditures were 8.15 percent up from 8.13 percent. The industry goal is 12 percent.
- The annual facility operating expenditure per gross square foot was \$6.62 up from \$6.40.



	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Facility O&M expenditures as % of CRV	3.07%	2.97%	3.09%	2.64%	2.79%	2.88%	2.89%	3.18%	2.83%	2.66%	2.60%	2.28%	2.10%	2.09%
Facility O&M expenditures as % of gross inst. expenditures	9.30%	6.30%	8.72%	8.58%	8.59%	8.65%	8.57%	9.21%	8.35%	9.04%	9.04%	8.48%	8.13%	8.15%
Facility O&M expenditures per gross square foot	\$ 6.38	\$ 6.42	\$ 6.74	\$ 5.88	\$ 6.29	\$ 6.67	\$ 7.05	\$ 7.39	\$ 6.89	\$ 7.45	\$ 7.42	\$ 6.71	\$ 6.40	\$ 6.62
Facility Condition Index	30.95%	30.34%	31.17%	28.01%	29.44%	29.29%	29.14%	28.61%	27.40%	28.06%	28.89%	29.52%	31.21%	32.28%

## Facility Condition Index



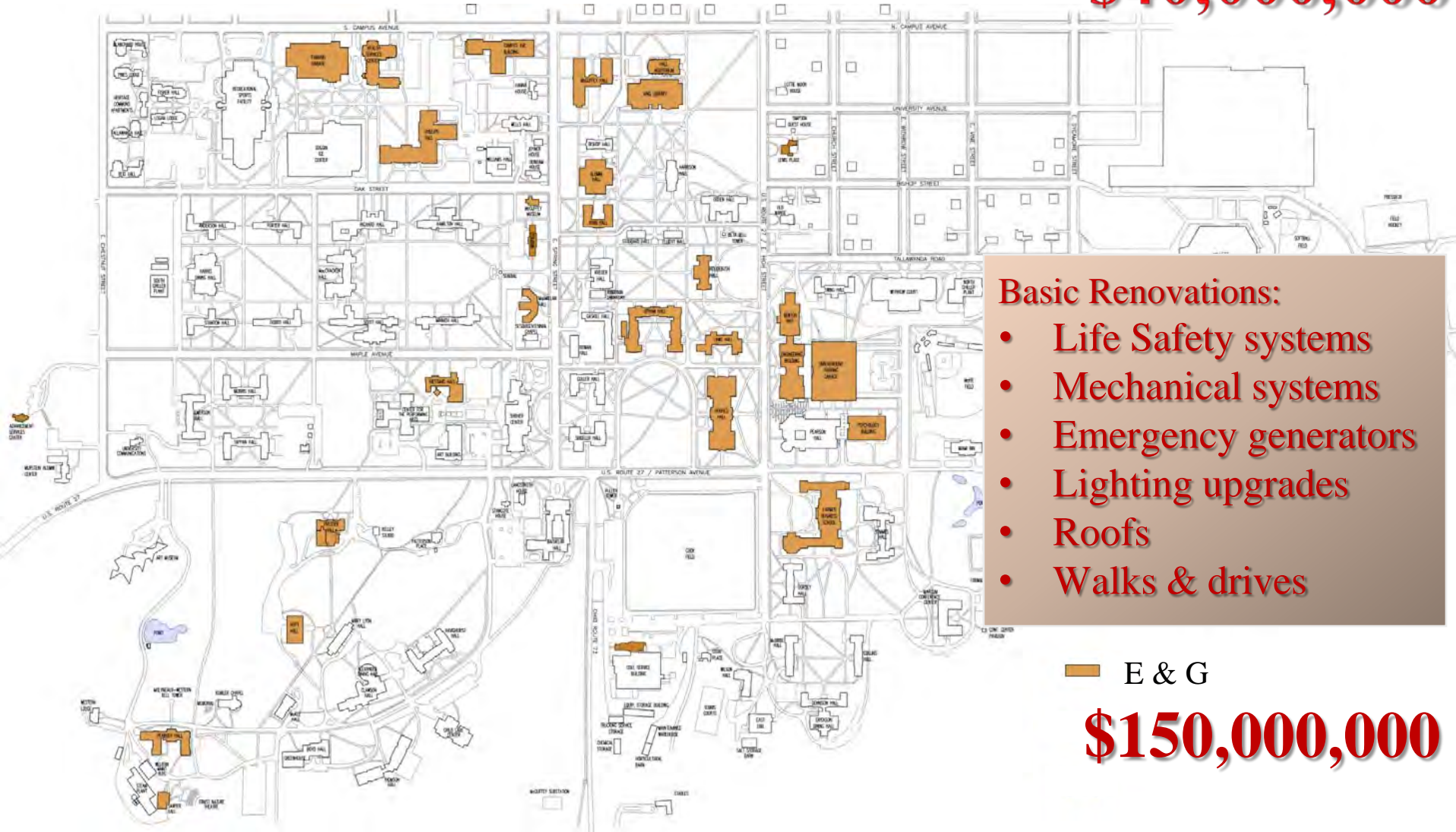


# Facility Condition Index

FY 2012

Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Estimated Total Work Accumulated	Facility Condition Index (FCI)*	% Change From FY 11
<b>Buildings</b>					
Academic & Admin. Total	\$927,242,882	\$5,182,672	\$269,579,129	29.07%	1.57%
Auxiliary Total	357,664,364	4,238,102	73,925,657	20.67%	0.68%
Res. & Dining Hall Total	455,754,671	10,774,124	230,856,847	50.65%	-0.29%
Hamilton Campus Total	95,092,776	1,049,554	25,880,257	27.22%	0.25%
Middletown Campus Total	88,561,484	2,360,233	27,540,051	31.10%	-0.54%
Rental Properties Total	7,008,175	33,033	2,046,609	29.20%	1.66%
Southwest Book Depository	6,830,801	0	0	0.00%	0.00%
	<b>\$1,938,155,152</b>	<b>\$23,637,717</b>	<b>\$629,828,550</b>	<b>32.50%</b>	<b>0.83%</b>
<b>Infrastructure</b>					
Utility Distribution Total	\$355,587,431	\$4,791,750	\$102,969,328	28.96%	0.78%
Walks & Drives Total	91,982,686	1,142,321	37,341,896	40.60%	1.84%
Entities Total	116,044	0	2,414	2.08%	2.08%
<b>Totals</b>	<b>\$2,385,841,313</b>	<b>\$29,571,789</b>	<b>\$770,142,188</b>	<b>32.28%</b>	<b>0.77%</b>

**\$40,000,000**



**Basic Renovations:**

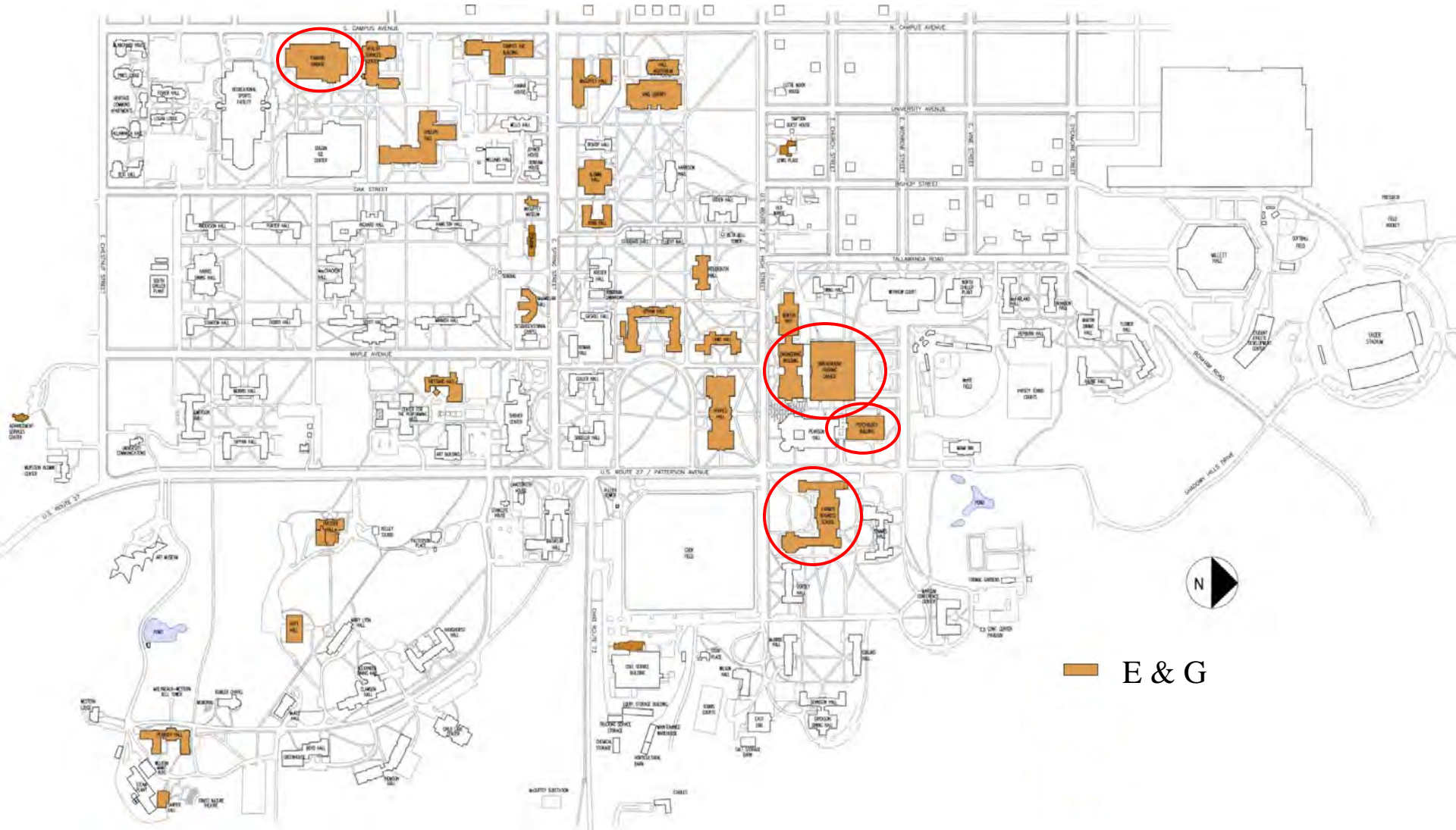
- Life Safety systems
- Mechanical systems
- Emergency generators
- Lighting upgrades
- Roofs
- Walks & drives

— E & G

**\$150,000,000**

**Academic & Administrative**

**1989-2012**



**Academic & Administrative**

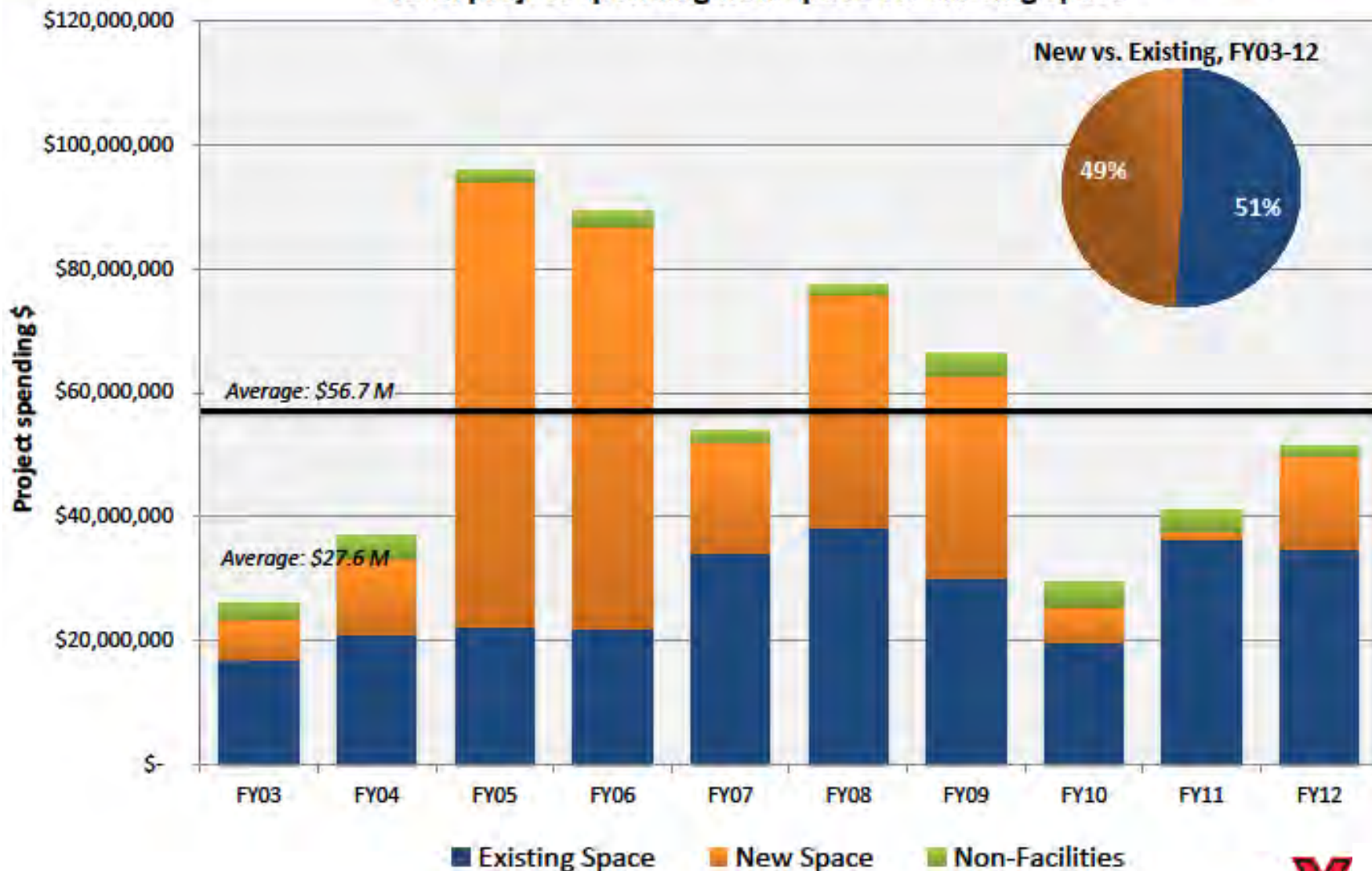
**1989-2012**

# New Space Investment vs. Existing Space

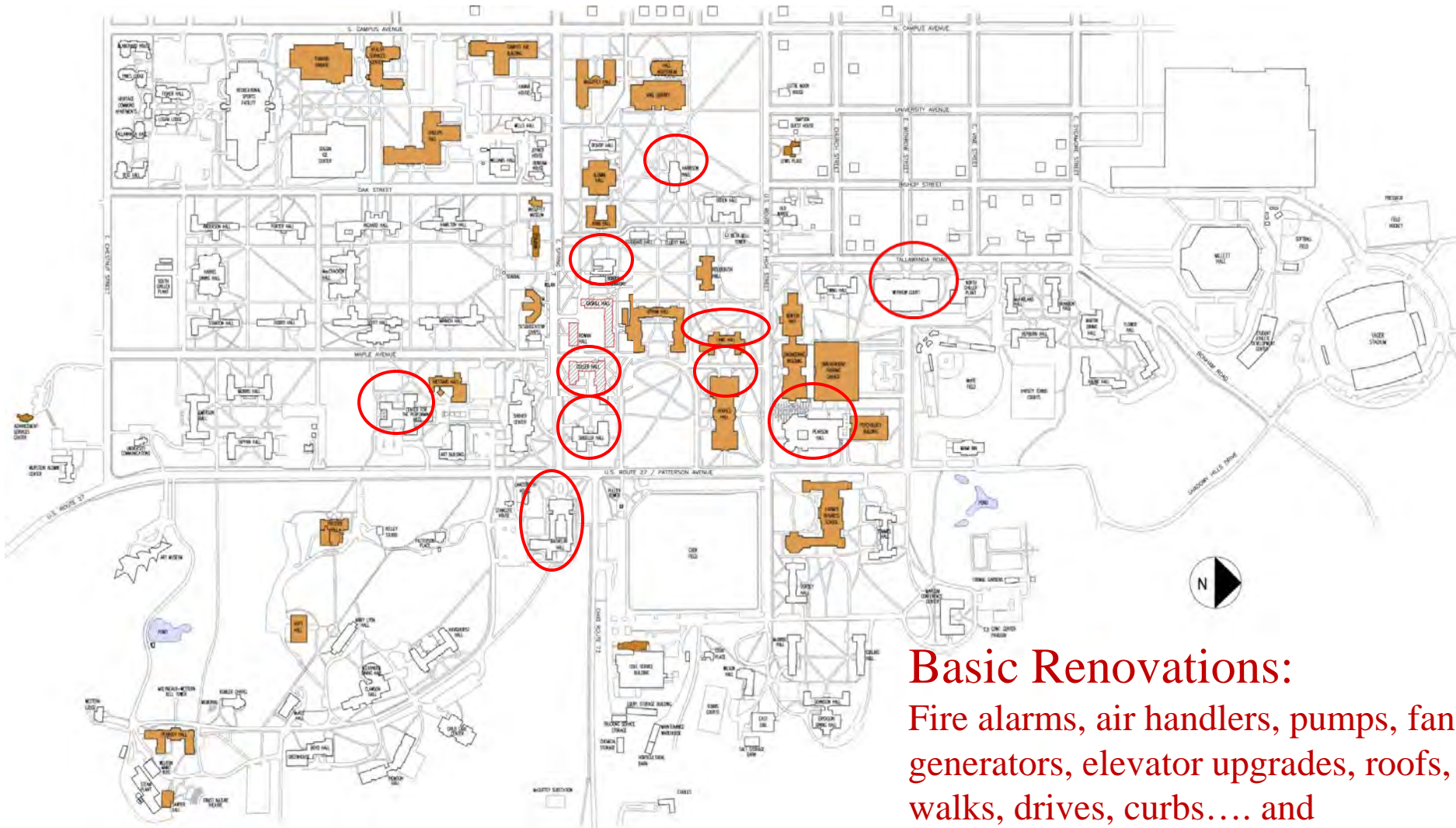


Sightlines

## Total project spending new space vs. existing space





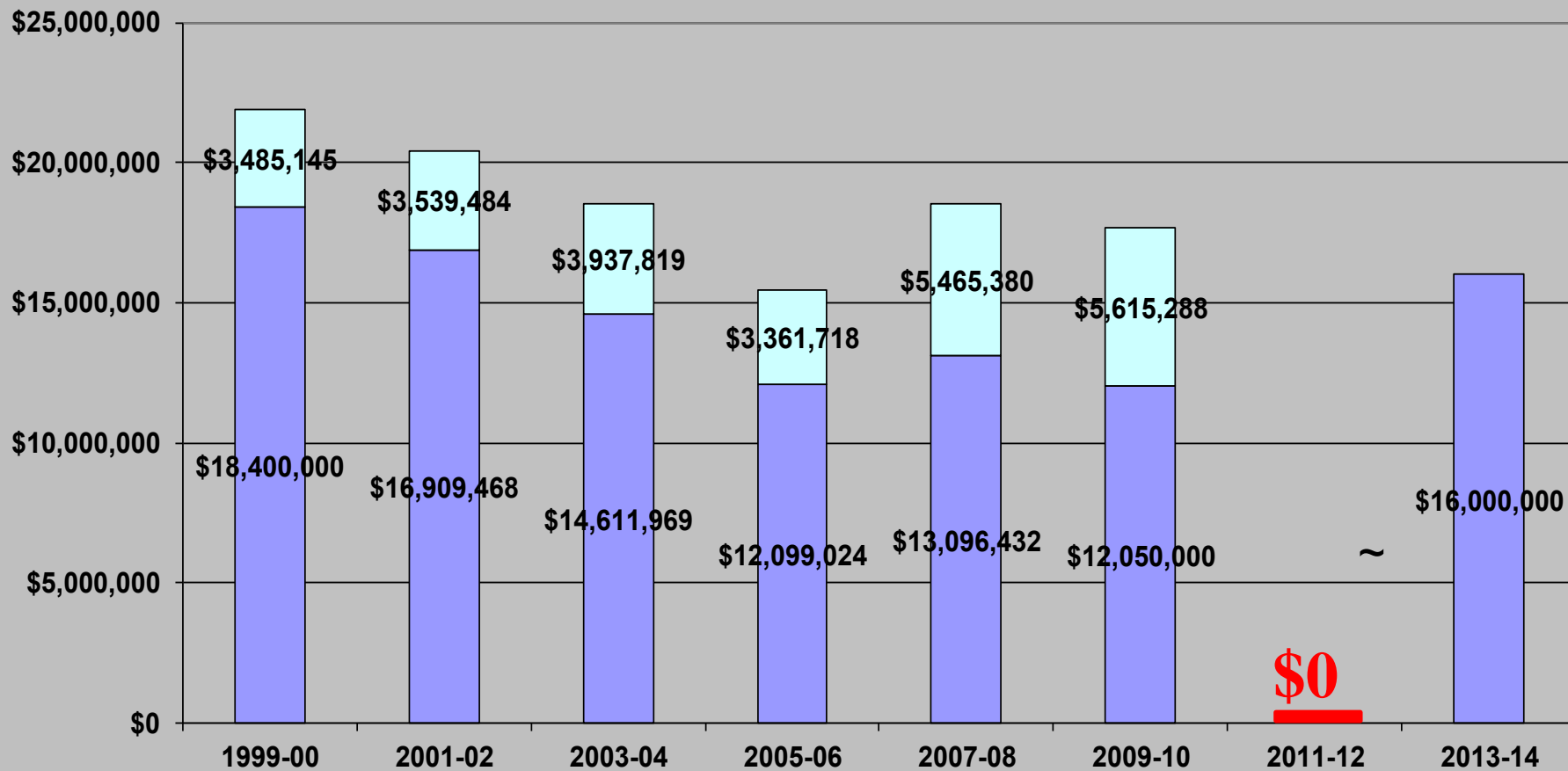


**Basic Renovations:**  
 Fire alarms, air handlers, pumps, fans  
 generators, elevator upgrades, roofs,  
 walks, drives, curbs.... and  
tunnel tops.

**Planning -  
 Design**

**Academic & Administrative**

# Miami University (Oxford) State Capital Appropriations

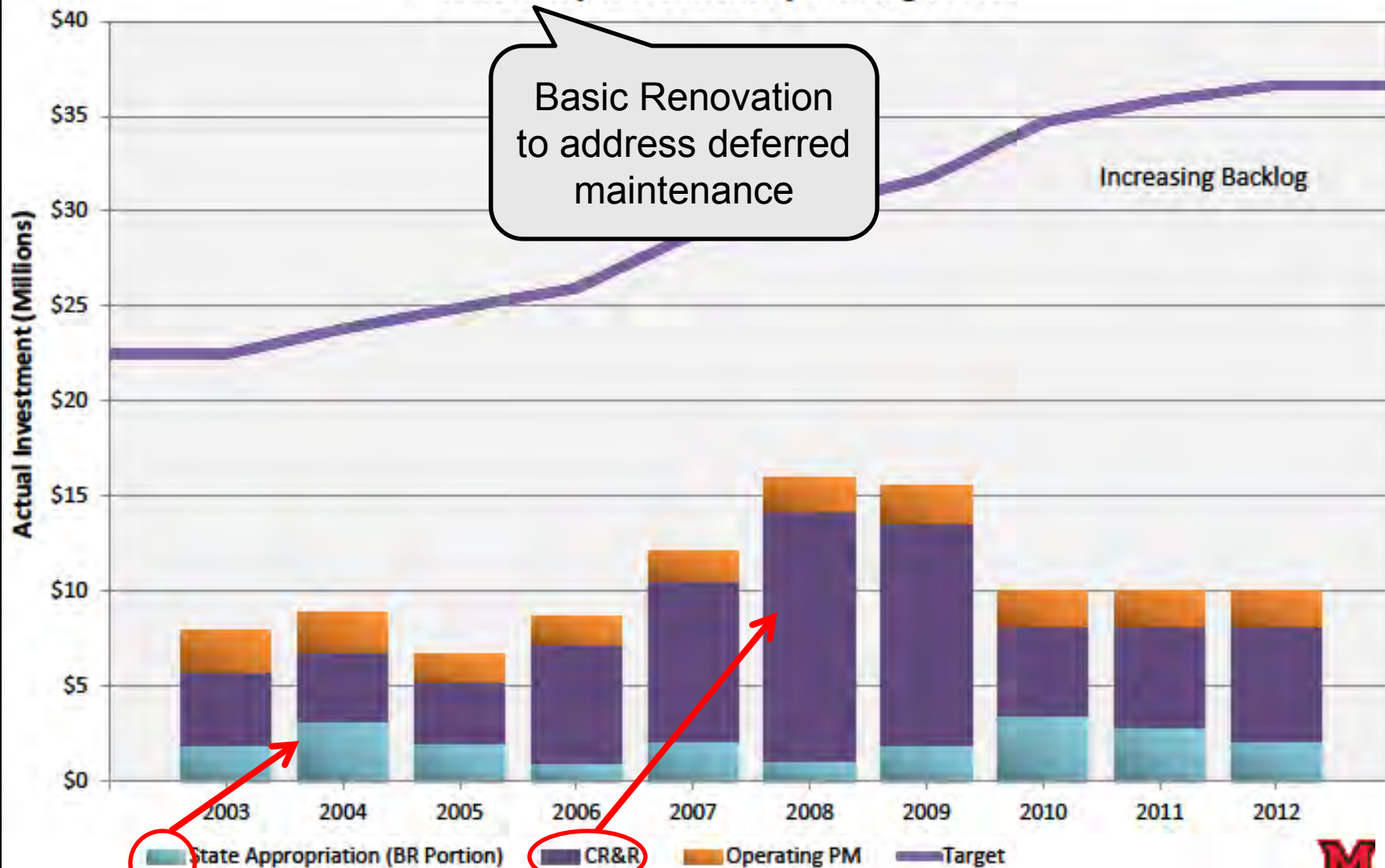


# Future BR Appropriation is Uncertain



Sightlines

### Stewardship Investment by Funding Source



# Facility Condition Index

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# Residence & Dining 1990-2011

# Facility Condition Index

Industry standard  
for tipping point.

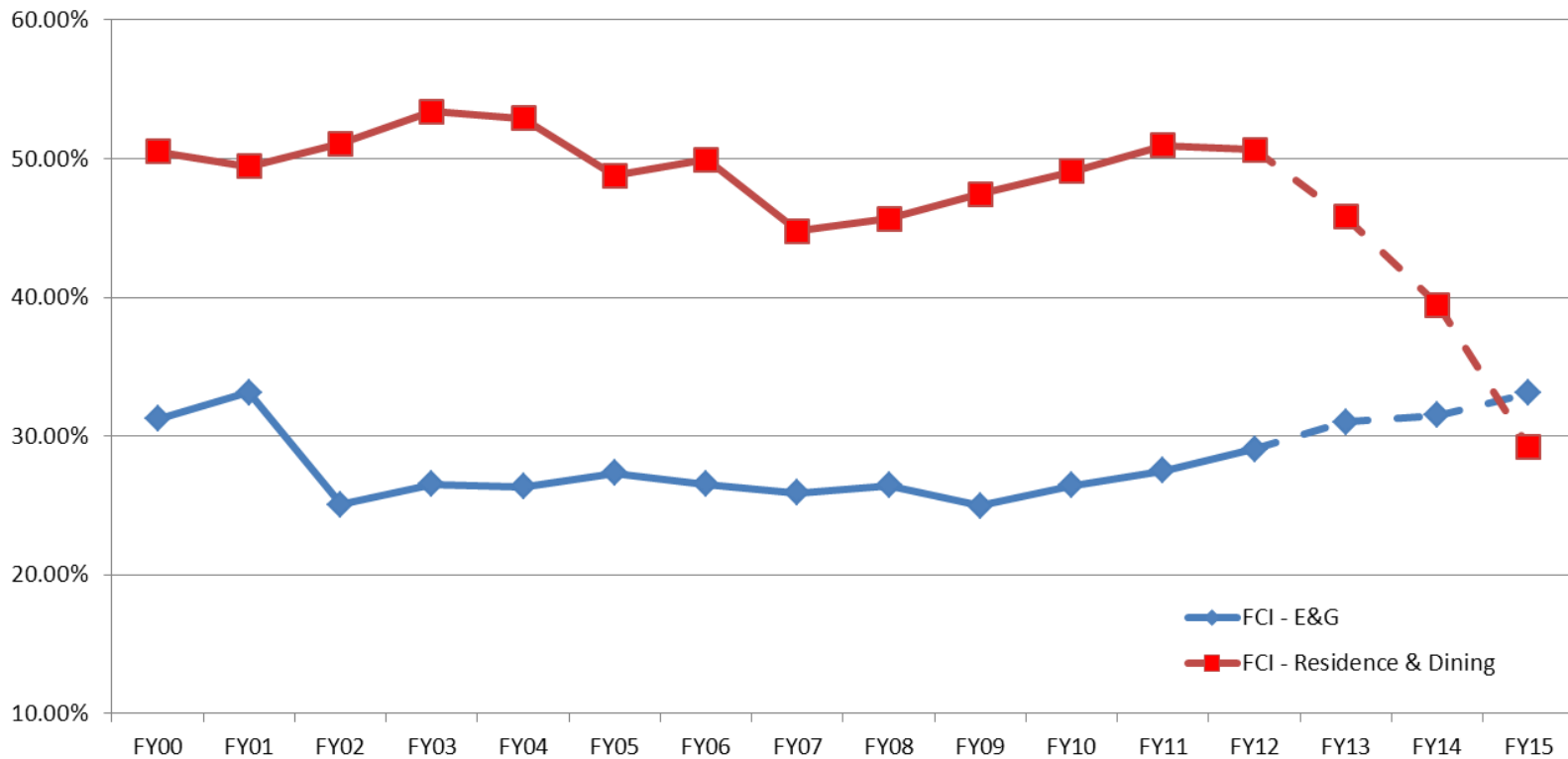
FY 2012

Building Group	Estimated				Facility	Change	Work per		Year of Construction
	Current	Total Projects	Total Work	Condition	from FY	Gross	Square		
	Replacement	Completed	Accumulated	Index (FCI)	2011	Square Feet	Foot		
	Value (CRV)				%				
<b>RESIDENCE &amp; DINING HALLS</b>									
Anderson Hall	\$10,138,038	\$45,279	\$6,657,763	65.67%	1.68%	49,749	\$133.83	1961	
Bishop Hall (Residence only)	\$5,460,589	\$12,538	\$4,535,898	83.07%	1.90%	26,796	\$169.28	1912	
Brandon Hall	\$7,667,771	\$20,368	\$4,827,507	62.96%	1.86%	37,627	\$128.30	1959	
Clawson-Alexander	\$18,120,389	\$43,815	\$9,416,225	51.96%	1.89%	66,980	\$140.58	1946	
Collins Hall	\$7,887,654	\$19,052	\$5,783,419	73.32%	1.89%	38,706	\$149.42	1952	
Cook Place	\$1,151,786	\$6,955	\$897,338	77.91%	1.52%	5,652	\$158.76	1932	
Culinary Support Center	\$13,074,334	\$160,749	\$2,432,718	18.61%	0.90%	61,477	\$39.57	2001	
Dennison Hall	\$10,055,098	\$36,742	\$5,932,272	59.00%	1.76%	49,344	\$120.22	1957	
Dodds Hall	\$8,644,914	\$324,467	\$4,771,467	55.19%	-1.63%	42,422	\$112.48	1961	
Dorsey Hall	\$10,567,614	\$38,208	\$7,688,663	72.76%	1.77%	51,856	\$148.27	1962	
Elliott Hall	\$2,836,802	\$1,422,821	\$62,225	2.19%	-53.46%	12,611	\$4.93	1825	
Elm Street Building	\$7,979,560	\$4,273	\$7,876,698	98.71%	2.07%	39,157	\$201.16	1932	
Emerson Hall	\$13,796,568	\$125,718	\$5,689,125	41.24%	1.22%	67,703	\$84.03	1969	
Erickson Dining Hall	\$5,313,753	\$259,151	\$1,560,927	29.38%	-2.75%	20,015	\$77.99	1961	
Flower Hall	\$12,590,983	\$38,365	\$5,237,314	41.60%	1.82%	61,771	\$84.79	1966	
Hahne Hall	\$12,079,078	\$46,606	\$5,669,431	46.94%	1.74%	59,270	\$95.65	1966	
Hamilton Hall	\$13,843,234	\$308,236	\$10,013,736	72.34%	-0.10%	67,946	\$147.38	1940	
Harris Dining Hall	\$11,522,733	\$2,021,085	\$1,965,421	17.06%	-15.41%	43,403	\$45.28	1961	
Havighurst Hall	\$14,525,095	\$1,277,601	\$5,135,283	35.35%	-6.67%	71,276	\$72.05	1983	
Hepburn Hall	\$12,829,206	\$97,418	\$9,447,322	73.64%	1.37%	62,955	\$150.06	1964	
Heritage Commons Center	\$1,633,733	\$0	\$178,950	10.95%	2.13%	4,566	\$39.19	2005	
Heritage Commons Fisher Hall	\$7,115,560	\$7,590	\$1,017,337	14.30%	2.02%	30,231	\$33.65	2005	
Heritage Commons Logan Lodge	\$7,115,560	\$46,987	\$1,005,247	14.13%	1.47%	33,626	\$29.89	2005	
Heritage Commons Blanchard Hall	\$7,115,560	\$7,831	\$1,015,045	14.27%	2.02%	29,785	\$34.08	2005	
Heritage Commons Pines Hall	\$7,115,560	\$11,444	\$1,026,431	14.43%	1.97%	28,810	\$35.63	2005	
Heritage Commons Tallawanda Hall	\$7,115,560	\$8,334	\$1,081,723	15.20%	2.01%	28,973	\$37.34	2005	
Heritage Commons Reid Hall	\$7,115,560	\$8,474	\$1,019,833	14.33%	2.01%	30,162	\$33.81	2005	
MacCracken Hall	\$16,426,805	\$197,083	\$8,537,336	51.97%	0.93%	80,602	\$105.92	1957	
Martin Dining Hall	\$7,592,441	\$10,279	\$3,099,252	40.82%	1.99%	28,598	\$108.37	1965	
Mary Lyon Hall	\$5,267,402	\$228,723	\$3,438,071	65.27%	-2.21%	25,848	\$133.01	1925	
McBride Hall	\$7,315,022	\$36,962	\$5,457,024	74.60%	1.62%	35,895	\$152.03	1952	
McFarland Hall	\$7,656,767	\$25,897	\$4,821,627	62.97%	1.79%	37,592	\$128.26	1959	
McKee Hall	\$6,343,135	\$41,893	\$3,244,439	51.15%	1.47%	26,466	\$122.59	1904	
Minnich Hall	\$12,855,087	\$31,604	\$9,353,368	72.76%	1.88%	63,082	\$148.27	1962	
Morris Hall	\$14,334,964	\$577,237	\$5,862,714	40.90%	-1.90%	70,344	\$83.34	1969	
Ogden Hall	\$17,188,789	\$224,889	\$7,397,168	43.03%	0.82%	61,401	\$120.47	1924	
Peabody Hall (res. rooms)	\$8,652,658	\$46,642	\$2,389,743	27.62%	1.59%	42,460	\$56.28	1871	
Porter Hall	\$8,269,137	\$226,249	\$3,740,632	45.24%	-0.61%	40,579	\$92.18	1956	
Richard Hall	\$10,138,038	\$163,351	\$6,342,367	62.56%	0.52%	79,740	\$79.54	1948	
Scott Hall	\$14,988,906	\$63,206	\$9,722,878	64.87%	1.71%	73,553	\$132.19	1957	
Stanton Hall	\$10,343,656	\$340,836	\$6,526,291	63.09%	-1.17%	50,758	\$128.58	1961	
Stoddard Hall	\$2,777,180	\$1,252,424	\$108,149	3.89%	-46.50%	12,710	\$8.51	1836	
Swing Hall	\$10,462,054	\$106,614	\$8,073,925	77.17%	1.11%	50,221	\$160.77	1924	
Symmes Hall	\$12,976,134	\$57,685	\$8,155,581	62.85%	1.68%	65,520	\$124.47	1939	
Tappan Hall	\$14,634,934	\$580,689	\$5,826,485	39.81%	-1.84%	71,816	\$81.13	1970	
Thomson Hall	\$10,684,994	\$88,764	\$7,845,818	73.43%	1.30%	52,434	\$149.63	1963	
Wells Hall	\$8,426,458	\$41,790	\$5,717,495	67.85%	1.63%	41,351	\$138.27	1923	
Wilson Hall	\$4,007,815	\$31,204	\$3,251,169	81.12%	1.35%	19,481	\$166.89	1925	
<b>Res. &amp; Dining Hall Total</b>	<b>\$455,754,671</b>	<b>\$10,774,124</b>	<b>\$238,896,807</b>	<b>50.65%</b>	<b>-0.29%</b>	<b>2,153,320</b>	<b>\$107.21</b>		

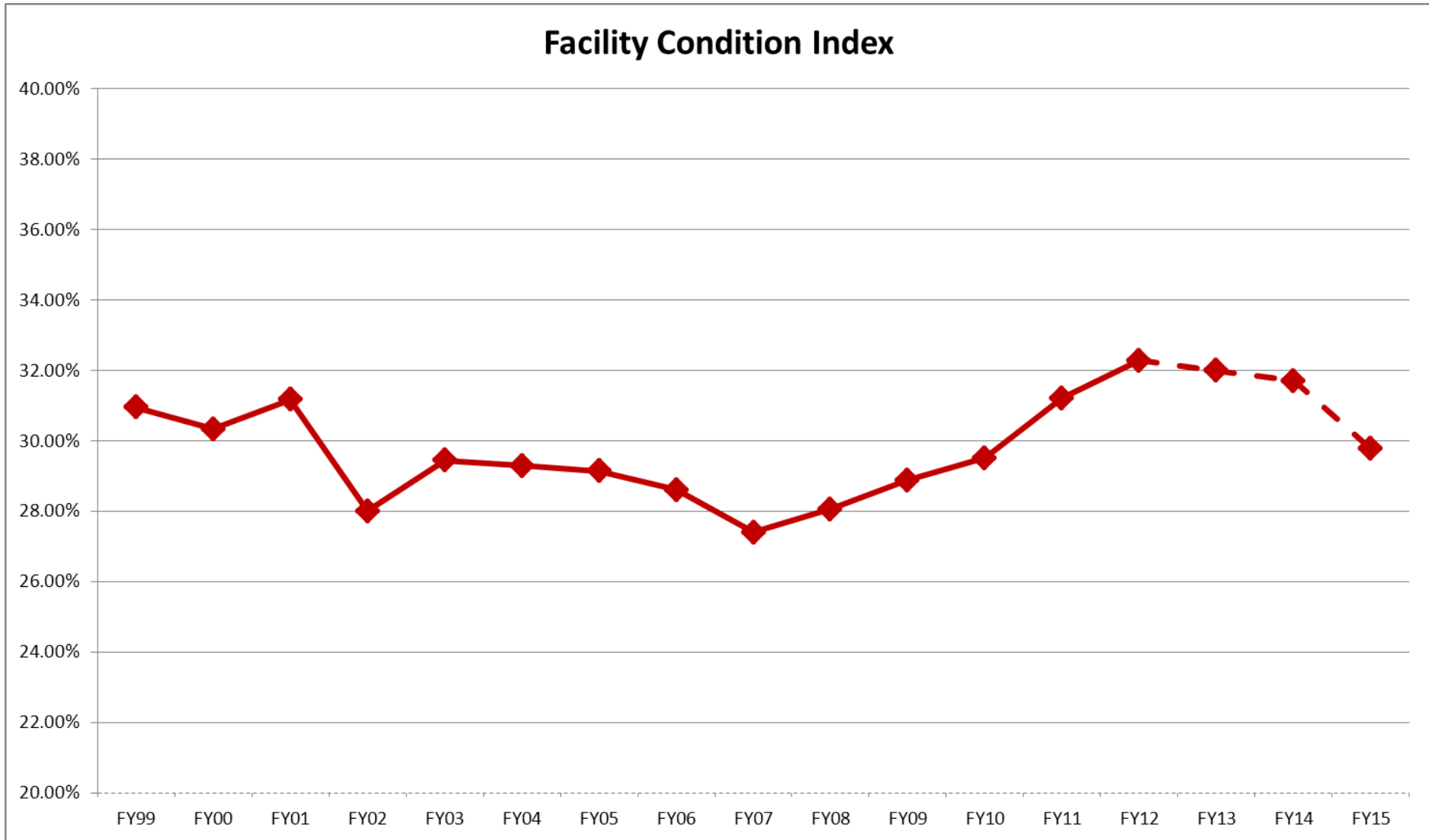


# Residence & Dining 2011-2015

### Facility Condition Index



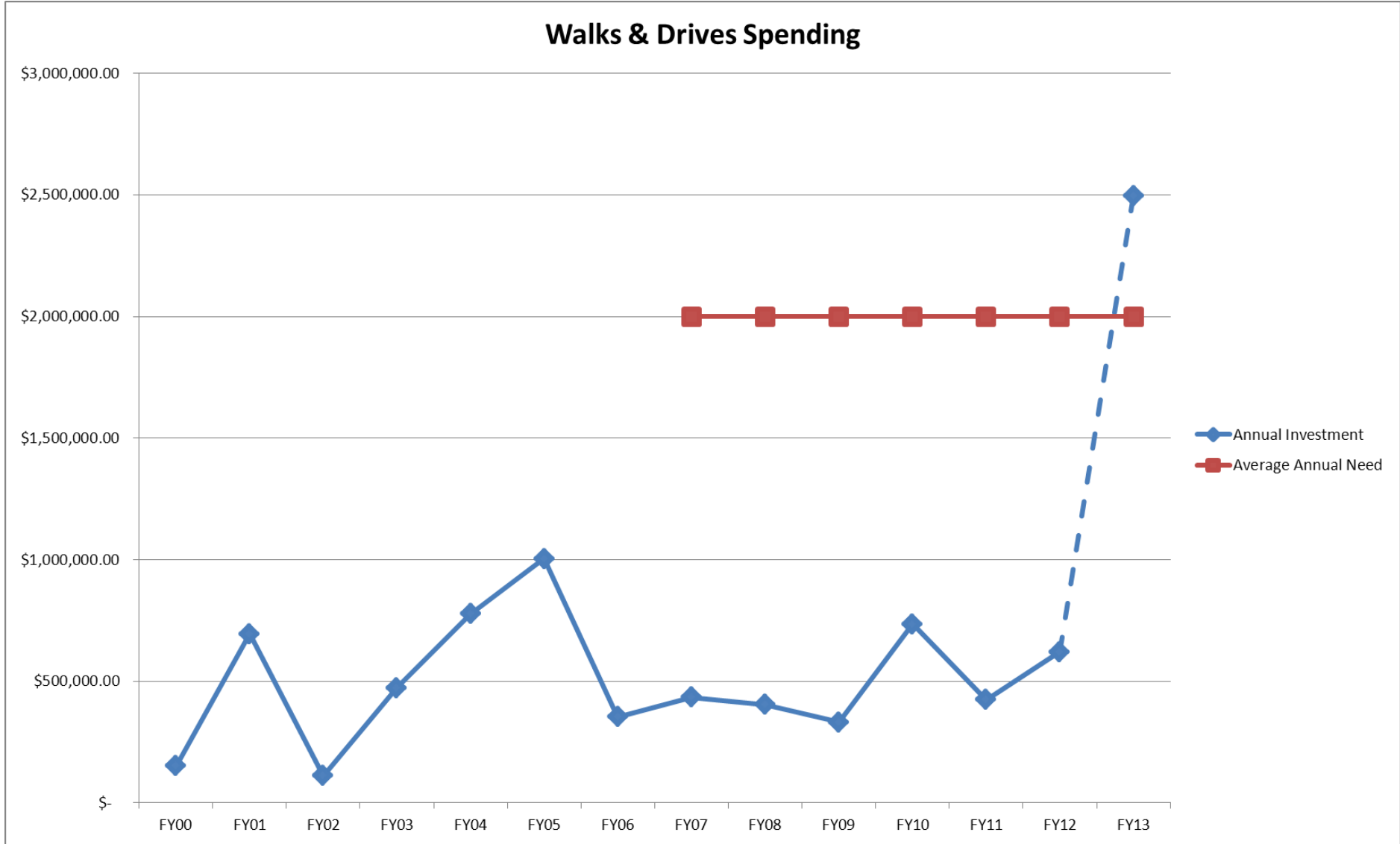




# Facility Condition Index

FY 2012

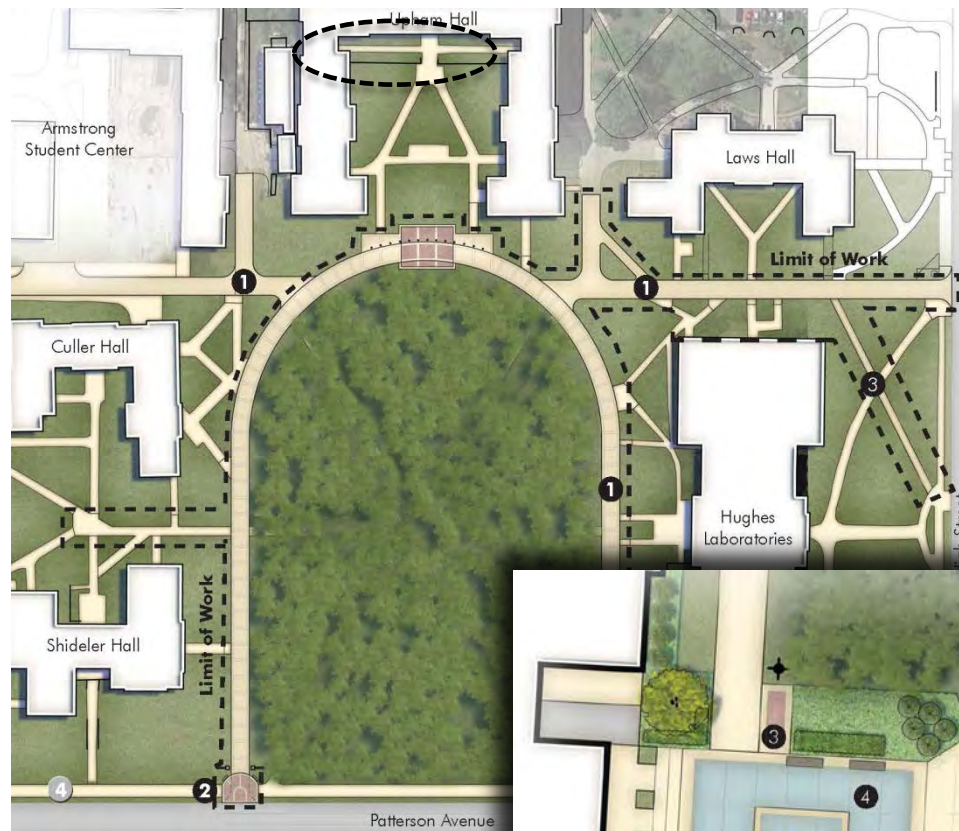
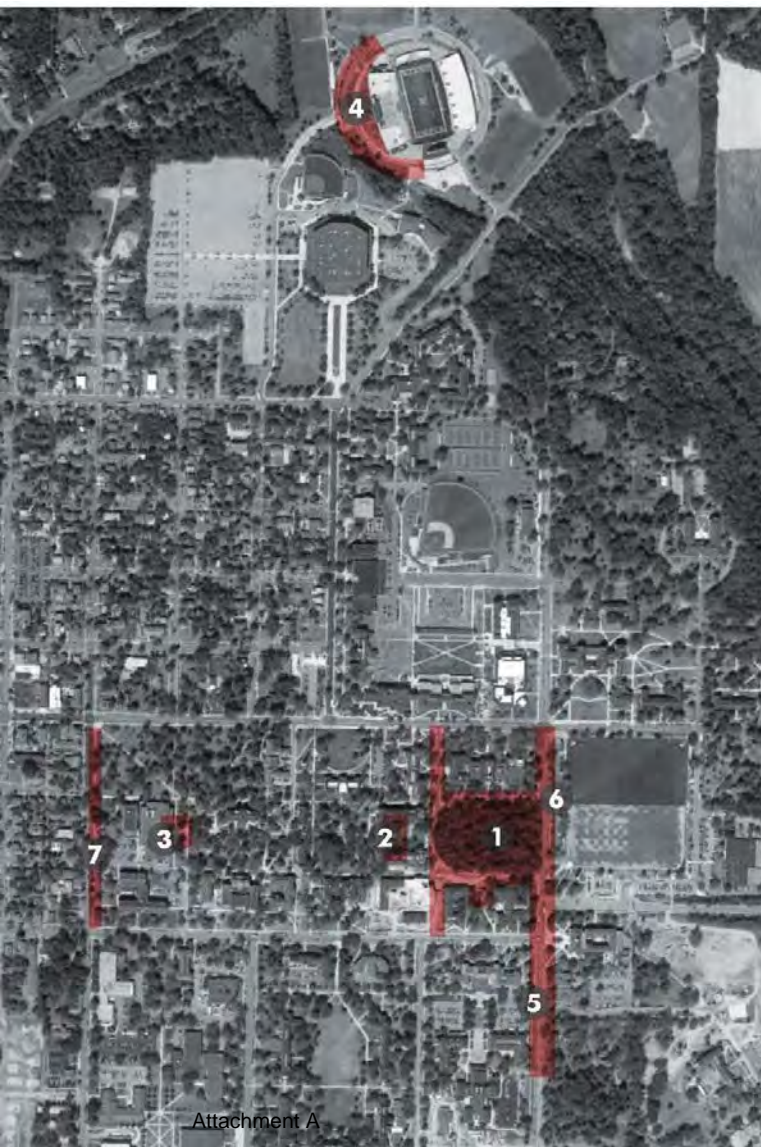
Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Estimated Total Work Accumulated	Facility Condition Index (FCI)*	% Change From FY 11
<b>Buildings</b>					
Academic & Admin. Total	\$927,242,882	\$5,182,672	\$269,579,129	29.07%	1.57%
Auxiliary Total	357,664,364	4,238,102	73,925,657	20.67%	0.68%
Res. & Dining Hall Total	455,754,671	10,774,124	230,856,847	50.65%	-0.29%
Hamilton Campus Total	95,092,776	1,049,554	25,880,257	27.22%	0.25%
Middletown Campus Total	88,561,484	2,360,233	27,540,051	31.10%	-0.54%
Rental Properties Total	7,008,175	33,033	2,046,609	29.20%	1.66%
Southwest Book Depository	6,830,801	0	0	0.00%	0.00%
	<b>\$1,938,155,152</b>	<b>\$23,637,717</b>	<b>\$629,828,550</b>	<b>32.50%</b>	<b>0.83%</b>
<b>Infrastructure</b>					
Utility Distribution Total	\$355,587,431	\$4,791,750	\$102,969,328	28.96%	0.78%
Walks & Drives Total	91,982,686	1,142,321	37,341,896	40.60%	1.84%
Entities Total	116,044	0	2,414	2.08%	2.08%
<b>Totals</b>	<b>\$2,385,841,313</b>	<b>\$29,571,789</b>	<b>\$770,142,188</b>	<b>32.28%</b>	<b>0.77%</b>



# Campus Hardscape 2013

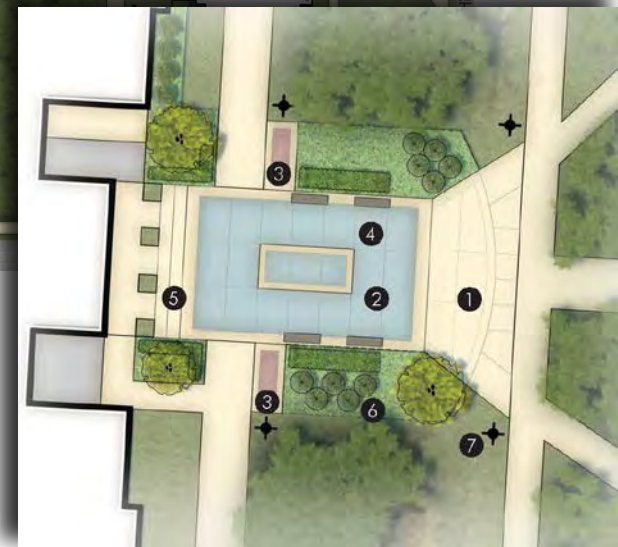
Project Cost: \$ 2,496,650  
 Completion Date/% Comp: August 2013 / 0%  
 Contingency / Balance: \$200,000 / 100%

Construction Budget: 2,095,650  
 Next Milestone Date: A/E Selection January 2013  
 Project Delivery Method: Single Prime



1. Bishop Circle/ 2. Upham Hall

- 4. Yager Stadium Pavement Replacement
- 7. Campus Avenue Sidewalk Replacement



3. King Library Plaza

# Tunnel Top Replacement Plan

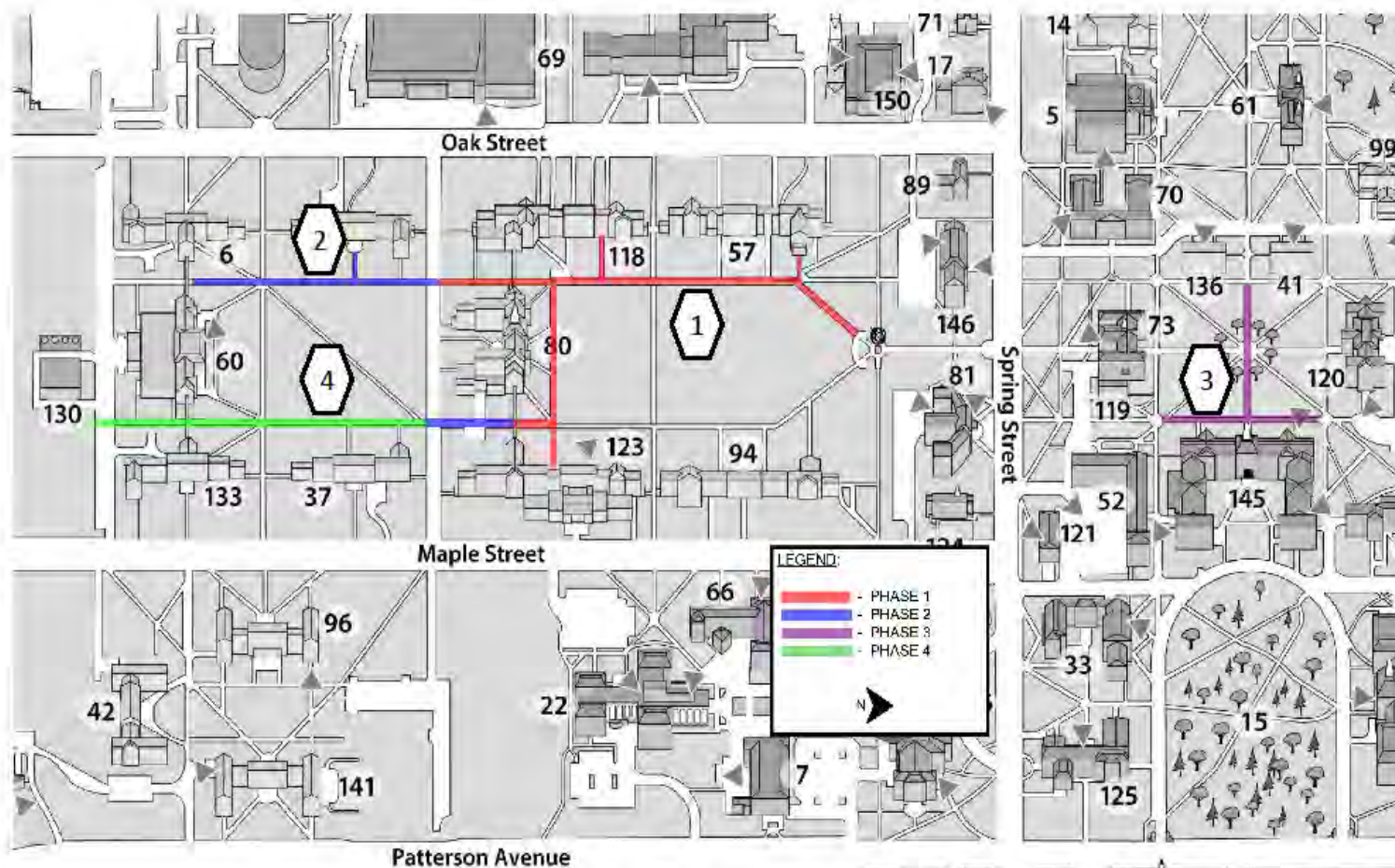


Figure 5 - Phasing Plan

# Status of Capital Projects Update

February 7, 2013

# Armstrong Student Center, Phase One

Project Cost: \$46,400,000

Completion Date/% Comp: January 2014/64%

Contingency/Balance: \$2,145,000/38%

Construction Cost: \$37,945,369

Next Milestone Date: Start up HVAC systems March 30, 2013.

Project Delivery Method: Multiple Prime Contracts



# Armstrong Student Center, Phase One

The Pavilion looking south toward Spring Street.





# Armstrong Student Center, Phase One

The Rotunda looking west on Slant Walk toward the HUB.



# Armstrong Student Center, Phase One

The Rotunda looking east on Slant Walk toward the Community Center and Cultural Lounge.



# Armstrong Student Center, Phase One

The East Elevation with the new masonry on the Wilks Theater and new Windows installed on what was once Gaskill Hall.



# Bishop Hall Renovation

Project Cost: \$7,900,000

Completion Date/% Comp: July 2013/65%

Contingency/Balance : \$605,000/40%

Construction Cost: \$6,670,000

Next Milestone Date: Major MEP Systems Complete - Feb 18, 2013

Project Delivery Method: Single Prime Contractor



Casework and Fan Coil Unit in Mock-up Room

# Etheridge Hall

Project Cost: \$23,000,000

Completion Date/% Comp: August 2013/65%

Contingency Balance: \$1,206,000/40%

Construction Cost: \$19,418,581

Next Milestone Date: Exterior Envelope May 15, 2013

Project Delivery Method: CMR



# Etheridge Hall

First Floor NE end on January 11, 2013: Interior framing and mechanical rough in ongoing as drywall preparations continue. February 1, 2013, same corridor dried in with mechanical rough complete and drywall underway.



# Kreger Hall Rehabilitation

Project Cost: \$18,800,000

Completion Date/% Comp: August 2014/0%

Contingency/Balance: \$1,079,596/100%

Construction Budget: \$14,797,625

Next Milestone Date: GMP Amendment – February 26, 2013

Project Delivery Method: CMR



# Maplestreet Station

Project Cost: \$24,000,000

Completion Date/% Comp: June 2013/75%

Contingency/Balance: \$763,604/40%

Construction Cost: \$20,714,877

Next Milestone Date: Exterior Envelope April 30, 2013

Project Delivery Method: Multiple Prime Contracts





# Maplestreet Station

Sheathing complete and ice and water shield on roof. The exterior air barrier is sprayed on. Rigid insulation is placed in the wall cavity and the masons are following behind.



# Maplestreet Station

Interior wall framing, mechanical rough-in and blocking in-place as the interior is now ready for drywall and finishes.



# Western Campus Residence Halls

Project Cost: \$64,250,000

DB Services Cost: \$53,153,863

Completion Date: July 2014/2%

Next Milestone Date: Excavation complete March 30, 2013

Contingency/Balance: \$2,657,673/100%

Project Delivery Method: Design Build



MIAMI UNIVERSITY  
PHYSICAL FACILITIES DEPARTMENT

# Western Dining Facility

Project Cost: \$19,500,000

Completion Date/% Comp: January 2014/25%

Contingency/Balance: \$1,425,000/90%

Construction Cost: \$15,920,434

Next Milestone Date: Foundations/Steel Complete – March 30, 2013

Project Delivery Method: CMR



# Western Campus Site Infrastructure

Project Cost: \$16,084,741

Completion Date/% Comp: January 2014/50%

Contingency/Balance : \$1,088,306/90%

Construction Cost: \$13,750,841

Next Milestone Date: GEP plant operational – October 1, 2013

Project Delivery Method: Single Prime Contractor



# Campus Hardscape 2013

Project Cost: \$2,496,650

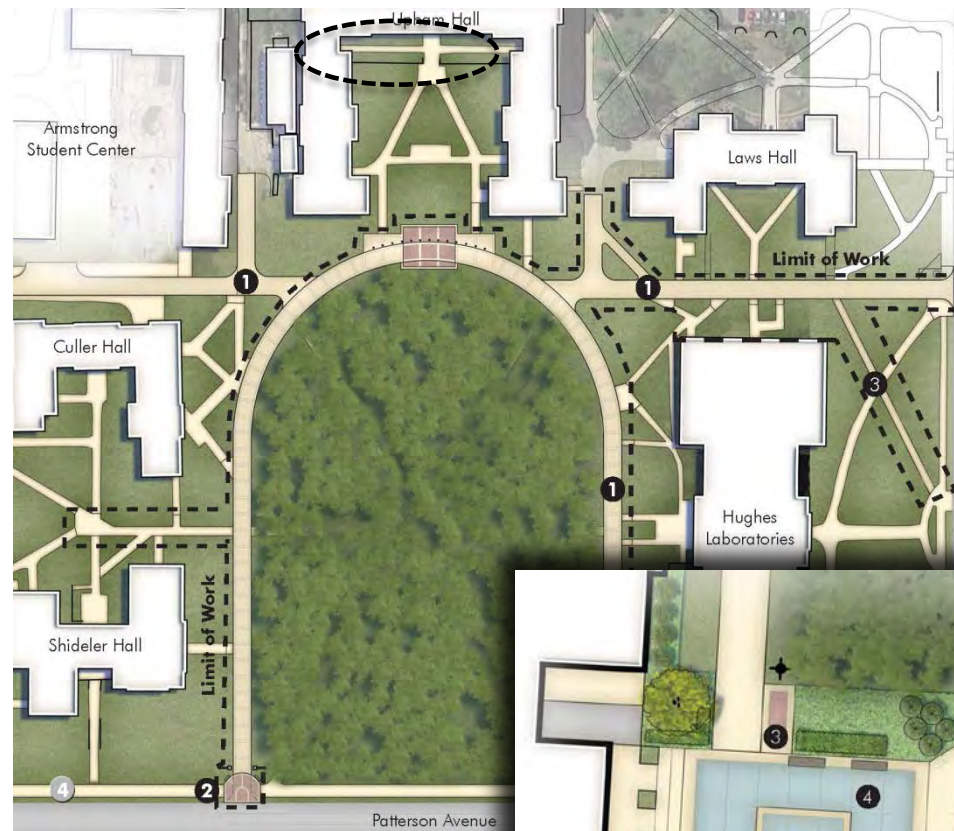
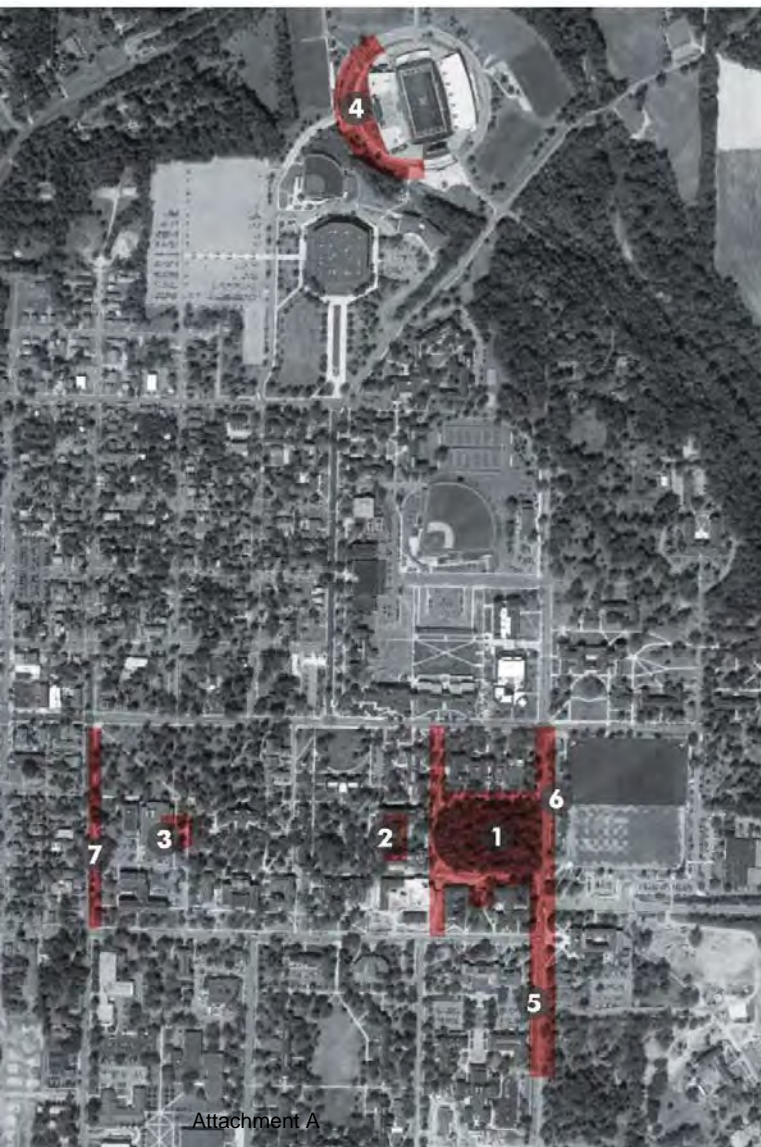
Completion Date/% Comp: August 2013 / 0%

Contingency / Balance: \$200,000 / 100%

Construction Budget: 2,095,650

Next Milestone Date: A/E Selection January 2013

Project Delivery Method: Single Prime



1. Bishop Circle/ 2. Upham Hall

4. Yager Stadium Pavement Replacement

7. Campus Avenue Sidewalk Replacement



3. King Library Plaza

# East Quad Renovations

Project Cost: \$84,404,000

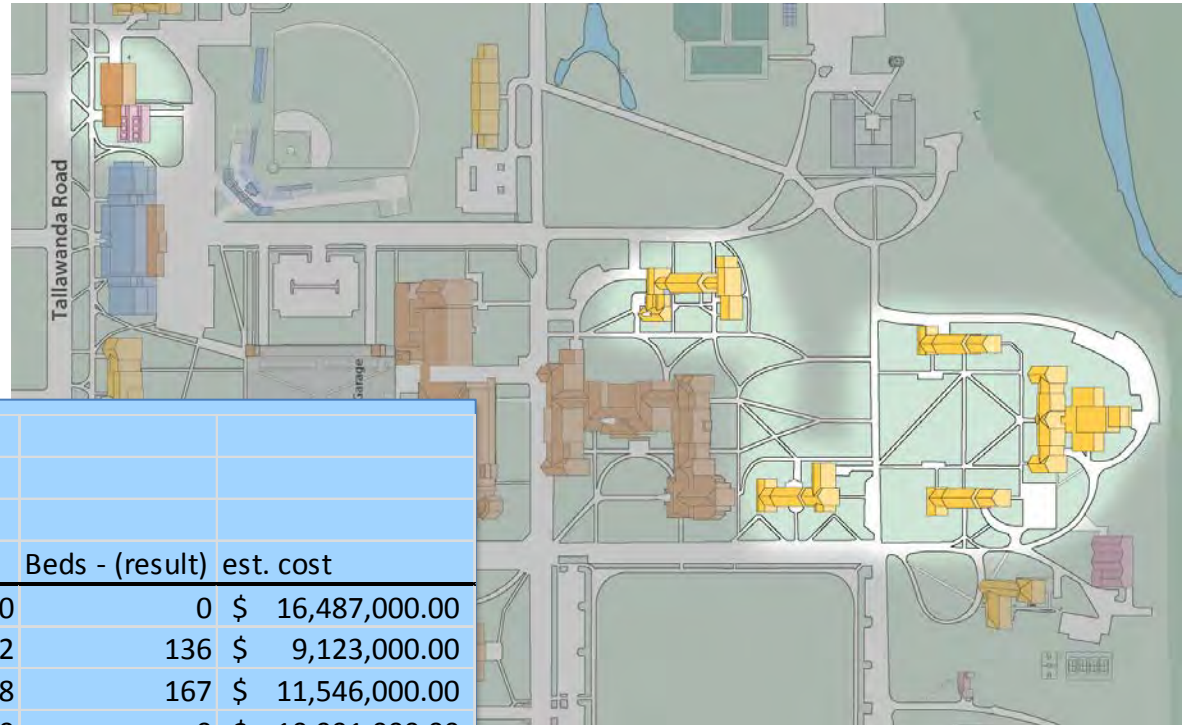
Completion Date: July 2015/0%

Contingency/Balance: TBD

Construction Cost: TBD

Next Milestone Date: RF

Project Delivery Method: Design-Build



Miami University East Quad Project Budgets			
Project Component Description	beds (exist)	Beds - (result)	est. cost
East Quad Infrastructure	0	0	\$ 16,487,000.00
Collins Hall	142	136	\$ 9,123,000.00
Dennison Hall	178	167	\$ 11,546,000.00
Erickson Dining Hall	0	0	\$ 10,991,000.00
McBride Hall	142	133	\$ 8,964,000.00
Dorsey Hall	245	232	\$ 12,223,000.00
Symmes	187	174	\$ 15,070,000.00
<b>Total</b>	<b>894</b>	<b>842</b>	<b>\$ 84,404,000.00</b>
* does not include site improvements or temp utilities at Willson.			

# MET Quad Site Improvements and Landscape

Project Cost: \$2,145,750

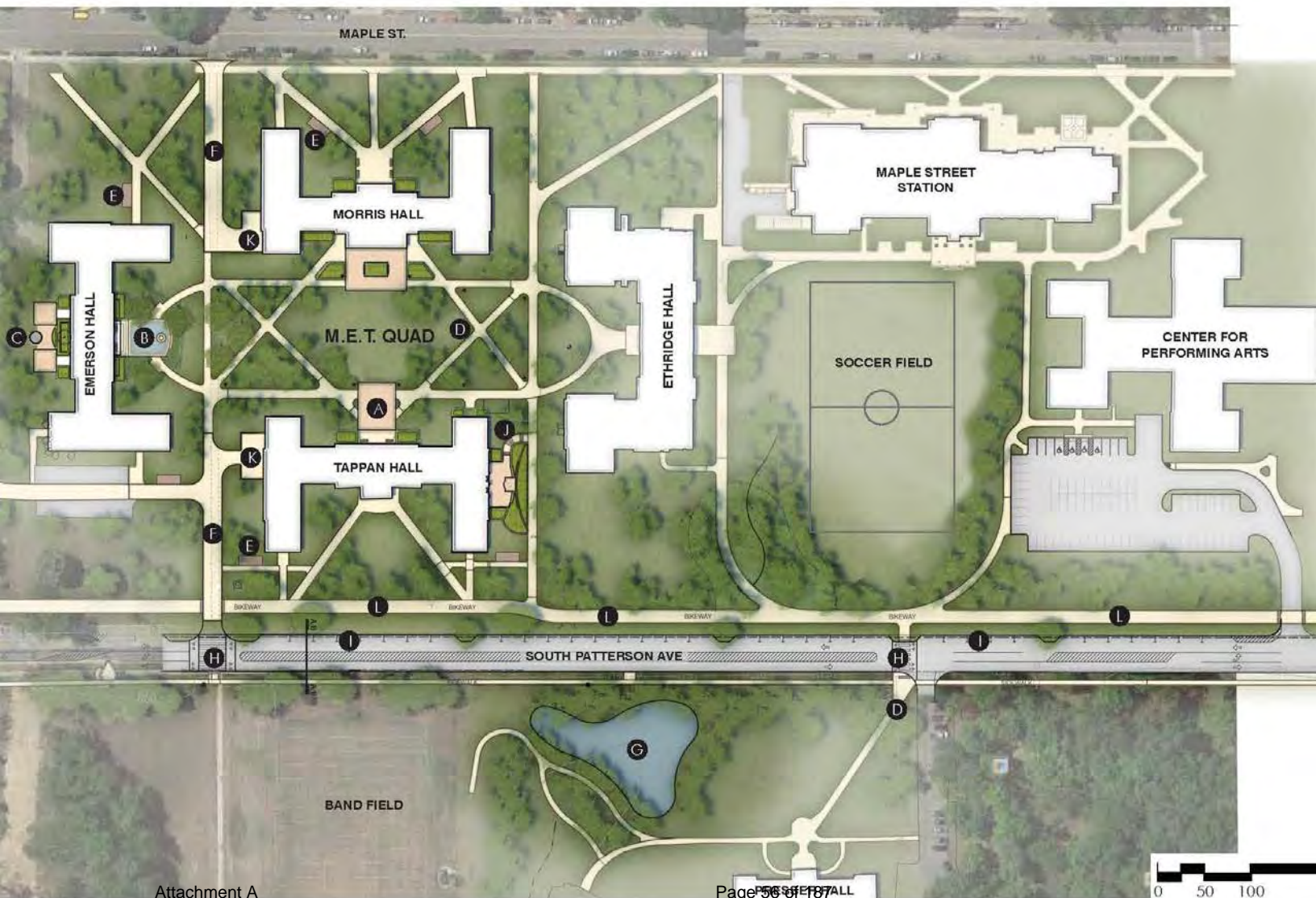
Completion Date/% Comp: November 2013/ 0%

Contingency / Balance: \$140,000 / 100%

Construction Budget: \$1,422,960

Next Milestone Date: A/E Selection January 2013

Project Delivery Method: Single Prime



## LEGEND

- A** Textured Concrete Pavement
- B** Blue Stone
- C** Dry Set Stone Patio
- D** Standard Concrete Walk (8' Wide)
- E** Bike Rack pad
- F** Concrete "Naked Street"
- G** Rainwater Harvesting Pond
- H** Potential Speed Table at Crosswalk
- I** Potential On-Street Parallel Parking
- J** Sunken Patio & Garden
- K** Expanded Service Area With Screen Wall
- L** Bikeway (14' Wide)





# RH – Renovations Summer 2013

Project Cost: \$5,549,200

Construction Cost: \$4,250,000

Completion Date: August 2013/0%

Next Milestone Date: AE selection, CMR RFQ Due Jan. 3

Contingency/Balance: \$425,000/100%

Project Delivery Method: CMR

**Dodds:** [new fire suppression](#), [electrical system upgrade](#), new exit lights, kitchen reno, advisor suite reno, misc. lighting, mailbox replacement

**Emerson:** [student room lighting](#), bathroom lighting, bathroom partitions, new exit lights, [window HVAC cut off switch](#), misc. ceiling tile replacement

**Havighurst:** [student room lighting](#), bathroom lighting, bathroom partitions, kitchen reno., [convert upper kitchens to study rooms](#), [convert upper study rooms to bedrooms](#).

**McKee:** [student room lighting](#), bathroom lighting, paint student rooms, public area ceilings, clean ductwork, advisor kitchen reno, [student room flooring \(+ abatement\)](#), [replace water softener](#), bathroom sinks.

**Morris:** [student room lighting](#), bathroom lighting, bathroom partitions, advisor suite reno, lower level ceiling, [student room window HVAC switch and thermostat](#).

**Peabody:** [HVAC upgrades](#), [student room lighting](#), student room painting, kitchen reno. Occupancy sensors in bathroom/laundry/vending, loading dock upgrade.

**Porter:** [new fire suppression](#).

**Tappan:** [student room lighting](#), bathroom lighting, bathroom partitions,

**Thomson:** [electrical system upgrade](#), [student room lighting](#), advisor suite reno., great room ceiling, [remove built-in furniture](#), [student room flooring](#).

## Facilities Condition Report for Fiscal Year 2012 (July 1, 2011 – June 30, 2012)

### Summary Report

This report updates, as of June 30, 2012, the estimate of capital renewal, plant adaptation, and deferred maintenance (reported as Estimated Total Work Accumulated) for Miami University's major facilities and utility distribution systems. It also includes a report of the expenditures during Fiscal Year 2012 on those facility projects addressing renovation and maintenance needs of the campuses as well as an estimated current replacement value (CRV) for each facility. The column labeled "Facility Condition Index (FCI)" compares the estimated total work accumulated to the estimated current replacement value. Current replacement value and estimated total work accumulated reflect construction costs only. Total program cost including design fees, furniture and movable equipment, and other costs are often an additional 30% - 35% of construction cost.

As shown in Exhibit 1, Miami's total estimated current replacement value is more than \$2.3 billion. Of that, more than \$1.9 billion is in buildings, \$355 million is in utility infrastructure, and \$91 million is in walks, drives, and other exterior improvements. The total work accumulated is over \$770 million with \$630 million for buildings, \$102 million for utility infrastructure, and over \$37 million for walks and drives. Exhibit 2 provides details by facility. Exhibit 3 shows the buildings in age groupings and the work accumulated for each grouping.

Miami has a goal of maintaining its Facilities Condition Index at less than 30 percent. The total FCI for Miami at the end of FY 2012 was 32.28 percent, an increase of 0.77 percent from FY 2011 (adjustments were made to the value of campus walks and drives). This percentage increase was minimized by significant laboratory renovations in Hughes Hall, additions and renovations at Marcum Conference Center, renovations of Stoddard and Elliott, Harris Dining Hall, and Havighurst Hall. At the Hamilton Campus, the Job Development Center was removed from inventory as ownership has transferred to Hamilton City Schools. The Knightsbridge building was purchased and added to inventory. Other smaller building and system upgrades and a modest inflationary increase in the current replacement value also worked to offset further increases in the FCI. An annual investment of between 2.3 percent and 2.5 percent of the estimated current replacement value of the campus and its facilities is required toward the total work accumulated in order to offset the effects of inflation and aging. A smaller investment means the FCI will increase; a larger investment causes the FCI to decrease.

During FY 2012, Miami completed over \$29 million in renovation and maintenance projects. Miami also completed or purchased over \$5 million in new construction (Exhibit 4.)

Exhibit 5 provides a list of buildings that were removed from the facilities list since the last report.

In addition to major renovation and construction expenditures reflected in the exhibits, annual routine expenditures contribute to the condition of the campuses. Although they are not necessarily reflected in the facility condition index, some of those expenditures in FY 2012 for Academic and Administrative buildings were:

- Facility operating and maintenance expenditures as a percent of CRV were 2.09 percent down from 2.10 percent.  
The industry goal is 4.5 to 5 percent.
- Facility operating and maintenance expenditures as a percent of gross institutional expenditures were 8.15 percent up from 8.13 percent.  
The industry goal is 12 percent.
- The annual facility operating expenditure per gross square foot was \$6.62 up from \$6.40.

## **Basis of the Report**

The Estimated Total Work Accumulated for Miami is based on an initial survey of twenty-two buildings representative of the age, use, style, and condition of various buildings on campus. Using industry standards for life expectancies, projected estimates were made of the total work accumulated for the remaining buildings. To confirm and adjust the estimates, six buildings were surveyed in 1996, seven buildings in 1998, five in 2002, five in 2003, five in 2004, five in 2005, three in 2006, and five in 2007. In addition to adjustments in the estimates as the result of the sample of buildings surveyed, the estimates are adjusted each year to reflect the increase in the age of the buildings and major repairs made to the buildings. Finally, both the estimated replacement value and the estimated total work accumulated are annually adjusted for inflation.

The primary goal of this effort is to have a document (operations/management tool) which identifies and quantifies areas requiring attention, and assists us in implementing the necessary actions to renovate, retrofit, restore, and modernize "existing buildings" to a "like new," safe and acceptable operating condition.

## **Plant Account Funding and FCI**

Under Governmental Accounting Standards Board guidelines, buildings are depreciated and a campus plant value is reported. Although the value reported meets current accounting standards, that information is not particularly useful in managing the campuses.

In order to have a better estimate of a building's real value, replacement values (CRV) are estimated against which capital renewal, plant adaptation, and deferred maintenance needs are compared. For example, Bachelor Hall was constructed in 1978 for \$5,350,000. Replacing Bachelor Hall in 2012 is estimated cost \$30,473,575. However, it is estimated that \$12,896,606 would be needed in 2012 to simply return Bachelor Hall to a "like new" condition. Hence, Bachelor Hall's facility condition index is therefore estimated to be 40.32 percent.

## **Definitions**

**Estimated Total Work Accumulated** -- the sum of capital renewal, plant adaptation, and deferred maintenance for a facility.

**Capital Renewal** -- portion of expected useful life expired: a 30-year roof 10 years after installation would have an index of 33 percent and 20 years after installation the index would be 67 percent.

**Plant Adaptation** -- change in use and code compliance such as classroom alterations for technology and teaching methodology as well as modifications for American's with Disabilities Act (ADA) compliance.

**Deferred Maintenance** -- systems still in use after expected useful life: the value of a 30-year roof at year 31 would move from capital renewal to deferred maintenance. Deferred maintenance projects represent catch up expenses.

**Routine Maintenance** -- the day-to-day efforts to control deterioration of facilities through scheduled repetitive activities (e.g., cleaning) or periodic scheduled work (e.g., inspections and equipment adjustments) and minor repairs made on an as-needed basis. The cost of and expenditures for routine Maintenance are not included in this report.

**MIAMI UNIVERSITY  
FACILITIES CONDITION INDEX  
SUMMARY  
FY 2012**

(July 1, 2011 - June 30, 2012)

Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Estimated Total Work Accumulated	Facility Condition Index (FCI)*	% Change From FY 11
<b>Buildings</b>					
Academic & Admin. Total	\$927,242,882	\$5,182,672	\$269,579,129	29.07%	1.57%
Auxiliary Total	357,664,364	4,238,102	73,925,657	20.67%	0.68%
Res. & Dining Hall Total	455,754,671	10,774,124	230,856,847	50.65%	-0.29%
Hamilton Campus Total	95,092,776	1,049,554	25,880,257	27.22%	0.25%
Middletown Campus Total	88,561,484	2,360,233	27,540,051	31.10%	-0.54%
Rental Properties Total	7,008,175	33,033	2,046,609	29.20%	1.66%
Southwest Book Depository	6,830,801	0	0	0.00%	0.00%
	<b>\$1,938,155,152</b>	<b>\$23,637,717</b>	<b>\$629,828,550</b>	<b>32.50%</b>	<b>0.83%</b>
<b>Infrastructure</b>					
Utility Distribution Total	\$355,587,431	\$4,791,750	\$102,969,328	28.96%	0.78%
Walks & Drives Total	91,982,686	1,142,321	37,341,896	40.60%	1.84%
Entities Total	116,044	0	2,414	2.08%	2.08%
<b>Totals</b>	<b>\$2,385,841,313</b>	<b>\$29,571,789</b>	<b>\$770,142,188</b>	<b>32.28%</b>	<b>0.77%</b>

	Projects	New Construction
FY 12	\$29,571,789	\$5,865,273
FY 11	\$22,719,588	\$1,215,644
FY 10	\$25,780,141	\$11,177,135
FY 09	\$14,706,295	\$74,745,495
FY 08	\$22,277,237	\$40,292,294
FY 07	\$13,508,408	\$35,690,815
FY 06	\$16,987,441	\$85,295,828
FY 05	\$17,364,117	\$63,958,617
FY 04	\$27,957,615	\$11,175,433
FY 03	\$15,345,797	\$5,482,317

\* FCI = % Work Accumulated / Estimated Replacement Value

**MIAMI UNIVERSITY**  
**FACILITIES CONDITION INDEX**  
**SUMMARY**  
**FY 2012**  
(July 1, 2011 - June 30, 2012)

## MIAMI UNIVERSITY FACILITIES CONDITION INDEX PROJECT DETAILS FY 2012

(July 1, 2011 - June 30, 2012)

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
<b>ACADEMIC &amp; ADMINISTRATIVE</b>								
616 E. Chestnut	\$275,310	\$0	\$78,509	28.52%	2.13%	2,001	\$39.23	1955
Advancement Services Building	\$1,952,459	\$0	\$378,459	19.38%	2.13%	6,718	\$56.34	2000
Airport Metal Hangar	\$1,342,358	\$0	\$63,630	4.74%	2.13%	6,080	\$10.47	1944
Airport Radio Building	\$4,650	\$0	\$204	4.38%	2.13%	16	\$12.73	1966
Alumni Hall	\$27,832,280	\$11,788	\$6,634,009	23.84%	2.09%	89,657	\$73.99	1910
Art Building	\$13,980,461	\$5,743	\$7,030,415	50.29%	2.09%	47,696	\$147.40	1985
Art Museum	\$6,875,458	\$8,786	\$4,259,840	61.96%	2.00%	23,656	\$180.07	1978
Bachelor Hall	\$30,473,535	\$39,221	\$12,896,606	42.32%	2.00%	111,296	\$115.88	1979
Benton Hall	\$14,559,193	\$37,828	\$1,250,856	8.59%	1.87%	75,463	\$16.58	1968
Beta Campanile	\$176,994	\$0	\$19,011	10.74%	2.13%	609	\$31.22	1940
Bishop Hall (E&G)	\$1,200,306	\$0	\$371,599	30.96%	2.13%	4,972	\$74.74	1912
Bonham House	\$2,275,641	\$3,461	\$1,250,267	54.94%	1.98%	7,830	\$159.68	1868
Boyd Science Building	\$11,944,063	\$17,608	\$3,776,470	31.62%	1.98%	47,263	\$79.90	1947
Brown Road 5285 (DARS)	\$809,824	\$1,663	\$235,866	29.13%	1.92%	5,206	\$45.31	1968
Campus Avenue Building	\$19,891,919	\$32,458	\$4,172,048	20.97%	1.96%	65,793	\$63.41	1969
Center for Performing Arts	\$29,364,777	\$192,000	\$9,406,706	32.03%	1.47%	82,812	\$113.59	1969
Chemical Storage Building (Cole Stora	\$313,211	\$0	\$116,445	37.18%	2.13%	1,935	\$60.18	1981
Cole Pole Barn	\$697,077	\$1,421	\$211,269	30.31%	1.92%	5,742	\$36.79	1975
Cole Service Building	\$16,303,977	\$21,186	\$3,086,209	18.93%	2.00%	55,401	\$55.71	1958
Cole Service Shop	\$453,226	\$0	\$167,116	36.87%	2.13%	2,800	\$59.68	1988
Conrad Greenhouse	\$242,314	\$4,015	\$68,993	28.47%	0.47%	1,996	\$34.57	1925
Culler Hall	\$15,625,777	\$11,731	\$7,392,820	47.31%	2.05%	67,178	\$110.05	1961
DeWitt Cabin	\$341,201	\$0	\$129,636	37.99%	2.13%	1,174	\$110.42	1805
East End	\$2,153,955	\$3,254	\$2,004,180	93.05%	1.98%	13,307	\$150.61	1954
Ecology Research Center	\$369,703	\$0	\$309,951	83.84%	2.13%	2,284	\$135.71	1969
Ecology Research Center Storage	\$372,940	\$0	\$142,816	38.29%	2.13%	2,304	\$61.99	1990
Ecology Research Metal	\$182,909	\$0	\$61,512	33.63%	2.13%	1,153	\$53.35	1972
Engineering Building	\$27,712,747	\$37,107	\$2,800,509	10.11%	1.99%	106,829	\$26.21	2006
Farmer School of Business	\$70,163,458	\$43,030	\$4,554,517	6.49%	2.07%	233,193	\$19.53	2009
Fryman Farm Equipment Barn	\$151,641	\$0	\$13,691	9.03%	2.13%	2,790	\$4.91	1900
Fryman Farm House	\$227,462	\$0	\$30,781	13.53%	2.13%	3,000	\$10.26	1850
Gaskill Hall	\$17,110,611	\$2,700	\$9,417,977	55.04%	2.11%	70,064	\$134.42	1925
Glos Center	\$2,395,672	\$19,764	\$1,011,847	42.24%	1.30%	8,242	\$122.77	1930
Grounds Storage Building (Formal Gard	\$142,908	\$0	\$62,410	43.67%	2.13%	598	\$104.36	1991
Hall Auditorium	\$13,604,438	\$13,801	\$4,277,176	31.44%	2.03%	37,190	\$115.01	1908
Hanna House	\$2,200,077	\$3,807	\$1,014,670	46.12%	1.95%	7,570	\$134.04	1964
Harrison Hall	\$11,457,837	\$105,798	\$6,719,721	58.65%	1.20%	47,476	\$141.54	1960
Hazardous Waste Storage Bldg	\$111,688	\$2,729	\$32,757	29.33%	-0.32%	920	\$35.61	1997
Health Services Center	\$9,033,975	\$9,138	\$2,524,369	27.94%	2.03%	31,084	\$81.21	1996

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Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
Hiestand Hall	\$13,652,683	\$29,287	\$3,715,927	27.22%	1.91%	57,547	\$64.57	1958
Hoyt Hall	\$16,480,889	\$29,594	\$3,824,713	23.21%	1.95%	63,337	\$60.39	1971
Hughes Laboratories	\$66,709,340	\$1,933,863	\$15,932,262	23.88%	-0.77%	220,565	\$72.23	1970
Irvin Hall	\$12,779,337	\$37,327	\$3,489,784	27.31%	1.84%	55,289	\$63.12	1925
Joyner House	\$1,108,176	\$0	\$581,158	52.44%	2.13%	3,813	\$152.41	1910
King Library	\$50,906,639	\$67,260	\$13,064,896	25.66%	2.00%	175,198	\$74.57	1966
Kreger Hall	\$14,768,706	\$0	\$10,053,584	68.07%	2.13%	63,952	\$157.21	1931
Kumler Chapel	\$2,824,643	\$3,949	\$1,207,543	42.75%	1.99%	9,719	\$124.25	1918
Langstroth House	\$883,228	\$1,346	\$310,582	35.16%	1.98%	3,039	\$102.20	1856
Laws Hall	\$20,853,506	\$68,102	\$5,750,513	27.58%	1.80%	84,149	\$68.34	1959
Lewis Place	\$4,068,515	\$7,476	\$433,272	10.65%	1.94%	12,526	\$34.59	1839
MacMillan Hall	\$10,746,869	\$15,227	\$1,863,353	17.34%	1.99%	33,919	\$54.94	1923
Maintenance Warehouse (Hort Barn)	\$355,782	\$0	\$118,437	33.29%	2.13%	2,198	\$53.88	1938
McGuffey Hall	\$39,627,426	\$61,085	\$5,633,314	14.22%	1.97%	126,781	\$44.43	1909
McGuffey Museum	\$1,118,929	\$0	\$174,960	15.64%	2.13%	5,413	\$32.32	1833
Morris House Garage	\$48,560	\$0	\$18,468	38.03%	2.13%	367	\$50.32	1921
Murstein-Climer	\$5,813,492	\$35,928	\$2,395,265	41.20%	1.51%	20,004	\$119.74	1968
Nike Maintenance (Shooting Range)	\$189,384	\$0	\$15,539	8.20%	2.13%	1,576	\$9.86	1960
Nike Pumphouse	\$24,037	\$0	\$9,205	38.29%	2.13%	198	\$46.49	1960
Nike Storage Bldg	\$98,698	\$0	\$36,482	36.96%	2.13%	802	\$45.49	1960
Nike Switchgear	\$132,730	\$0	\$50,829	38.29%	2.13%	845	\$60.15	1960
Nike Transmitter Building	\$51,732	\$0	\$2,266	4.38%	2.13%	176	\$12.88	1960
Old Manse	\$1,953,622	\$105,249	\$937,621	47.99%	-3.26%	6,722	\$139.49	1852
Patterson Place	\$1,903,343	\$3,411	\$979,611	51.47%	1.95%	6,549	\$149.58	1856
Peabody Hall Offices	\$12,129,776	\$36,052	\$3,159,620	26.05%	1.83%	41,745	\$75.69	1871
Pearson Hall	\$48,702,494	\$117,267	\$17,438,049	35.81%	1.89%	177,071	\$98.48	1985
Peffer Pavilion	\$28,677	\$0	\$12,524	43.67%	2.13%	60	\$208.73	1968
Phillips Hall	\$39,050,928	\$775,677	\$11,335,993	29.03%	0.14%	114,793	\$98.75	1962
Police Services Center	\$2,440,429	\$3,809	\$475,834	19.50%	1.97%	8,397	\$56.67	1999
Presser Hall	\$10,119,604	\$18,183	\$873,553	8.63%	1.95%	35,427	\$24.66	1931
Psychology Building	\$29,275,550	\$54,693	\$1,749,542	5.98%	1.94%	100,016	\$17.49	2006
Pulley Carillon Tower	\$1,809,666	\$1,739	\$358,887	19.83%	2.03%	402	\$892.75	2001
Recycling Center	\$334,807	\$0	\$45,669	13.64%	2.13%	1,152	\$39.64	1991
Robertson Hall	\$2,949,905	\$0	\$1,309,322	44.39%	2.13%	10,150	\$129.00	1915
Roudebush Hall	\$11,944,935	\$45,947	\$2,233,046	18.69%	1.74%	49,919	\$44.73	1956
Rowan Hall	\$3,324,238	\$0	\$1,219,940	36.70%	2.13%	7,536	\$161.88	1949
Salt/Grounds Storage Barn	\$1,246,371	\$0	\$268,531	21.55%	2.13%	4,512	\$59.51	1995
Satellite Antenna Farm	\$264,409	\$1,198	\$78,378	29.64%	1.67%	2,178	\$35.99	1996
Sawyer Gymnasium	\$3,301,278	\$1,466	\$1,032,710	31.28%	2.08%	11,359	\$90.92	1913
Sesquicentennial Chapel	\$1,799,297	\$4,792	\$576,103	32.02%	1.86%	6,191	\$93.05	1959
Shideler Hall	\$15,861,961	\$214,264	\$8,776,770	55.33%	0.78%	67,018	\$130.96	1967
Simpson House Garage	\$49,531	\$0	\$17,841	36.02%	2.13%	408	\$43.73	1937
Simpson-Shade Guest House	\$1,173,587	\$2,096	\$136,517	11.63%	1.95%	3,349	\$40.76	1836
Tennis Storage North	\$12,504	\$0	\$4,454	35.62%	2.13%	103	\$43.24	1985
University Archives	\$2,856,612	\$0	\$1,093,927	38.29%	2.13%	9,829	\$111.30	1997

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
University Stables	\$884,672	\$0	\$37,831	4.28%	2.13%	2,886	\$13.11	1960
University Stables Barn (New)	\$385,662	\$0	\$73,346	19.02%	2.13%	3,840	\$19.10	2003
University Stables Temporary Barns	\$29,619	\$0	\$4,497	15.18%	2.13%	1,440	\$3.12	2005
University Stables Tractor Garage	\$31,863	\$0	\$6,060	19.02%	2.13%	400	\$15.15	2003
Upham Hall	\$46,935,743	\$473,103	\$12,074,654	25.73%	1.12%	186,083	\$64.89	1949
Voice of America Learning Center (VOA)	\$8,893,351	\$3,326	\$583,063	6.56%	2.09%	23,034	\$25.31	2008
Warfield Hall	\$5,610,423	\$14,564	\$467,005	8.32%	1.87%	23,696	\$19.71	1962
Welding Shop	\$702,175	\$1,410	\$136,146	19.39%	1.93%	4,023	\$33.84	1996
Wells Hall (Post Office)	\$1,185,798	\$2,536	\$487,940	41.15%	1.91%	4,962	\$98.34	1923
Western Lodge	\$1,027,145	\$0	\$296,009	28.82%	2.13%	3,352	\$88.31	1926
Western Maintenance	\$1,941,182	\$2,208	\$422,191	21.75%	2.01%	9,594	\$44.01	1924
Williams Hall	\$11,276,193	\$333,417	\$3,355,777	29.76%	-0.83%	32,379	\$103.64	1959
Williams Hangar	\$2,663,622	\$0	\$1,823,927	68.48%	2.13%	16,257	\$112.19	1944
Williams Transmitter	\$184,551	\$0	\$70,473	38.19%	2.13%	635	\$110.98	1986
Withrow Court	\$34,500,476	\$38,776	\$28,762,612	83.37%	2.02%	100,905	\$285.05	1931
WRA Cabin	\$885,553	\$7,009	\$204,941	23.14%	1.34%	3,047	\$67.26	1936
<b>Academic &amp; Admin. Total</b>	<b>\$927,242,882</b>	<b>\$5,182,672</b>	<b>\$269,579,129</b>	<b>29.07%</b>	<b>1.57%</b>	<b>3,304,130</b>	<b>\$81.59</b>	



Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
<b>AUXILIARY</b>								
Campus Avenue Garage	\$14,587,158	\$18,946	\$1,868,752	12.81%	2.00%	225,717	\$8.28	2006
Child Development Center	\$5,126,415	\$25,215	\$949,949	18.53%	1.64%	14,663	\$64.79	2002
Goggin Ice Center	\$43,821,027	\$265,500	\$5,220,556	11.91%	1.52%	176,074	\$29.65	2006
Hayden Park/McKie Field	\$5,870,158	\$1,382	\$1,211,245	20.63%	2.10%	9,170	\$132.09	2001
Marcum Conference Center	\$18,074,299	\$1,738,118	\$1,018,693	5.64%	-13.41%	50,345	\$20.23	1982
Miami Inn	\$8,317,031	\$40,377	\$1,833,975	22.05%	1.64%	32,511	\$56.41	1986
Millett Hall	\$89,146,568	\$872,515	\$29,375,260	32.95%	1.15%	273,157	\$107.54	1968
North Campus Garage	\$23,233,237	\$49,071	\$2,346,040	10.10%	1.92%	262,313	\$8.94	2005
Rec Sports Center	\$58,270,874	\$130,590	\$15,435,999	26.49%	1.90%	161,088	\$95.82	1994
Rider Track Storage Building	\$30,226	\$0	\$2,026	6.70%	2.13%	800	\$2.53	2009
Shriver Center	\$39,284,751	\$812,203	\$5,110,589	13.01%	0.06%	151,894	\$33.65	1957
Student Athlete Dev. Center	\$7,523,215	\$74,924	\$1,503,401	19.98%	1.13%	26,926	\$55.83	2001
Varsity Softball	\$6,001,988	\$0	\$714,643	11.91%	2.13%	5,256	\$135.97	2006
Women's Field Hockey	\$2,283,529	\$0	\$308,965	13.53%	2.13%	256	\$1,206.89	2006
Yager Pumphouse	\$151,136	\$0	\$78,936	52.23%	2.13%	420	\$187.94	1983
Yager Ticketbooth A NW	\$15,145	\$0	\$7,299	48.19%	2.13%	54	\$135.16	1983
Yager Ticketbooth B NE	\$15,145	\$0	\$9,516	62.83%	2.13%	54	\$176.22	1983
Yager Ticketbooth SE	\$40,044	\$0	\$6,284	15.69%	2.13%	153	\$41.07	2005
Yager Ticketbooth SW	\$40,044	\$0	\$3,172	7.92%	2.13%	153	\$20.73	2005
Yager Ticketbooth South	\$68,074	\$0	\$10,683	15.69%	2.13%	418	\$25.56	2005
Yager Miami Field Gate House A	\$51,186	\$0	\$24,599	48.06%	2.13%	146	\$168.49	1928
Yager Miami Field Gate House B	\$51,186	\$0	\$24,599	48.06%	2.13%	146	\$168.49	1928
Yager Miami Field Gate House C	\$51,186	\$0	\$24,599	48.06%	2.13%	146	\$168.49	1928
Yager Miami Field Gate House D	\$51,186	\$0	\$19,161	37.43%	2.13%	146	\$131.24	1928
Yager Stadium East	\$11,217,087	\$32,463	\$1,734,314	15.46%	1.84%	25,385	\$68.32	2005
Yager Stadium West	\$24,342,466	\$176,798	\$5,082,404	20.88%	2.09%	70,183	\$72.42	1983
<b>Auxiliary Total</b>	<b>\$357,664,364</b>	<b>\$4,238,102</b>	<b>\$73,925,657</b>	<b>20.67%</b>	<b>0.68%</b>	<b>1,487,574</b>	<b>\$49.70</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
<b>RESIDENCE &amp; DINING HALLS</b>								
Anderson Hall	\$10,138,038	\$45,279	\$6,657,763	65.67%	1.68%	49,749	\$133.83	1961
Bishop Hall (Residence only)	\$5,460,589	\$12,538	\$4,535,898	83.07%	1.90%	26,796	\$169.28	1912
Brandon Hall	\$7,667,771	\$20,368	\$4,827,507	62.96%	1.86%	37,627	\$128.30	1959
Clawson-Alexander	\$18,120,389	\$43,815	\$9,416,225	51.96%	1.89%	66,980	\$140.58	1946
Collins Hall	\$7,887,654	\$19,052	\$5,783,419	73.32%	1.89%	38,706	\$149.42	1952
Cook Place	\$1,151,786	\$6,955	\$897,338	77.91%	1.52%	5,652	\$158.76	1932
Culinary Support Center	\$13,074,334	\$160,749	\$2,432,718	18.61%	0.90%	61,477	\$39.57	2001
Dennison Hall	\$10,055,098	\$36,742	\$5,932,272	59.00%	1.76%	49,344	\$120.22	1957
Dodds Hall	\$8,644,914	\$324,467	\$4,771,467	55.19%	-1.63%	42,422	\$112.48	1961
Dorsey Hall	\$10,567,614	\$38,208	\$7,688,663	72.76%	1.77%	51,856	\$148.27	1962
Elliott Hall	\$2,836,802	\$1,422,821	\$62,225	2.19%	-53.46%	12,611	\$4.93	1825
Elm Street Building	\$7,979,560	\$4,273	\$7,876,698	98.71%	2.07%	39,157	\$201.16	1932
Emerson Hall	\$13,796,568	\$125,718	\$5,689,125	41.24%	1.22%	67,703	\$84.03	1969
Erickson Dining Hall	\$5,313,753	\$259,151	\$1,560,927	29.38%	-2.75%	20,015	\$77.99	1961
Flower Hall	\$12,590,983	\$38,365	\$5,237,314	41.60%	1.82%	61,771	\$84.79	1966
Hahne Hall	\$12,079,078	\$46,606	\$5,669,431	46.94%	1.74%	59,270	\$95.65	1966
Hamilton Hall	\$13,843,234	\$308,236	\$10,013,736	72.34%	-0.10%	67,946	\$147.38	1940
Harris Dining Hall	\$11,522,733	\$2,021,085	\$1,965,421	17.06%	-15.41%	43,403	\$45.28	1961
Havighurst Hall	\$14,525,095	\$1,277,601	\$5,135,283	35.35%	-6.67%	71,276	\$72.05	1983
Hepburn Hall	\$12,829,206	\$97,418	\$9,447,322	73.64%	1.37%	62,955	\$150.06	1964
Heritage Commons Center	\$1,633,733	\$0	\$178,950	10.95%	2.13%	4,566	\$39.19	2005
Heritage Commons Fisher Hall	\$7,115,560	\$7,590	\$1,017,337	14.30%	2.02%	30,231	\$33.65	2005
Heritage Commons Logan Lodge	\$7,115,560	\$46,987	\$1,005,247	14.13%	1.47%	33,626	\$29.89	2005
Heritage Commons Blanchard Hall	\$7,115,560	\$7,831	\$1,015,045	14.27%	2.02%	29,785	\$34.08	2005
Heritage Commons Pines Hall	\$7,115,560	\$11,444	\$1,026,431	14.43%	1.97%	28,810	\$35.63	2005
Heritage Commons Tallawanda Hall	\$7,115,560	\$8,334	\$1,081,723	15.20%	2.01%	28,973	\$37.34	2005
Heritage Commons Reid Hall	\$7,115,560	\$8,474	\$1,019,833	14.33%	2.01%	30,162	\$33.81	2005
MacCracken Hall	\$16,426,805	\$197,083	\$8,537,336	51.97%	0.93%	80,602	\$105.92	1957
Martin Dining Hall	\$7,592,441	\$10,279	\$3,099,252	40.82%	1.99%	28,598	\$108.37	1965
Mary Lyon Hall	\$5,267,402	\$228,723	\$3,438,071	65.27%	-2.21%	25,848	\$133.01	1925
McBride Hall	\$7,315,022	\$36,962	\$5,457,024	74.60%	1.62%	35,895	\$152.03	1952
McFarland Hall	\$7,656,767	\$25,897	\$4,821,627	62.97%	1.79%	37,592	\$128.26	1959
McKee Hall	\$6,343,135	\$41,893	\$3,244,439	51.15%	1.47%	26,466	\$122.59	1904
Minnich Hall	\$12,855,087	\$31,604	\$9,353,368	72.76%	1.88%	63,082	\$148.27	1962

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
Morris Hall	\$14,334,964	\$577,237	\$5,862,714	40.90%	-1.90%	70,344	\$83.34	1969
Ogden Hall	\$17,188,789	\$224,889	\$7,397,168	43.03%	0.82%	61,401	\$120.47	1924
Peabody Hall (res. rooms)	\$8,652,658	\$46,642	\$2,389,743	27.62%	1.59%	42,460	\$56.28	1871
Porter Hall	\$8,269,137	\$226,249	\$3,740,632	45.24%	-0.61%	40,579	\$92.18	1956
Richard Hall	\$10,138,038	\$163,351	\$6,342,367	62.56%	0.52%	79,740	\$79.54	1948
Scott Hall	\$14,988,906	\$63,206	\$9,722,878	64.87%	1.71%	73,553	\$132.19	1957
Stanton Hall	\$10,343,656	\$340,836	\$6,526,291	63.09%	-1.17%	50,758	\$128.58	1961
Stoddard Hall	\$2,777,180	\$1,252,424	\$108,149	3.89%	-46.50%	12,710	\$8.51	1836
Swing Hall	\$10,462,054	\$106,614	\$8,073,925	77.17%	1.11%	50,221	\$160.77	1924
Symmes Hall	\$12,976,134	\$57,685	\$8,155,581	62.85%	1.68%	65,520	\$124.47	1939
Tappan Hall	\$14,634,934	\$580,689	\$5,826,485	39.81%	-1.84%	71,816	\$81.13	1970
Thomson Hall	\$10,684,994	\$88,764	\$7,845,818	73.43%	1.30%	52,434	\$149.63	1963
Wells Hall	\$8,426,458	\$41,790	\$5,717,495	67.85%	1.63%	41,351	\$138.27	1923
Wilson Hall	\$4,007,815	\$31,204	\$3,251,169	81.12%	1.35%	19,481	\$166.89	1925
<b>Res. &amp; Dining Hall Total</b>	<b>\$455,754,671</b>	<b>\$10,774,124</b>	<b>\$230,856,847</b>	<b>50.65%</b>	<b>-0.29%</b>	<b>2,153,320</b>	<b>\$107.21</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
<b>HAMILTON CAMPUS</b>								
Conservatory	\$4,868,298	\$0	\$703,372	14.45%	2.13%	7,293	\$96.44	2005
Hamilton Gymnasium	\$6,455,787	\$0	\$2,262,818	35.05%	2.13%	22,213	\$101.87	1980
Hamilton Maintenance	\$372,298	\$0	\$97,673	26.24%	2.13%	1,281	\$76.25	1970
Hamilton Maintenance Barn	\$151,641	\$5,665	\$17,358	11.45%	-1.61%	3,190	\$5.44	1980
Hamilton Maintenance Block Building	\$432,177	\$0	\$65,617	15.18%	2.13%	4,240	\$15.48	1980
Knightsbridge Building	\$3,659,189	\$0	\$2,431,111	66.44%	66.44%	22,675	\$107.22	1984
Mosler Hall	\$25,335,759	\$911,833	\$6,436,840	25.41%	-1.47%	87,174	\$73.84	1969
Phelps Hall	\$15,000,920	\$92,227	\$5,359,706	35.73%	1.51%	51,616	\$103.84	1972
Rentschler Library	\$13,204,820	\$1,126	\$2,357,609	17.85%	2.12%	45,436	\$51.89	1968
Schwarm Hall	\$11,459,000	\$2,645	\$2,720,803	23.74%	2.10%	39,428	\$69.01	1996
University Hall	\$4,212,883	\$25,246	\$689,037	16.36%	1.53%	26,576	\$25.93	1984
Wilkes Conference Center	\$7,897,898	\$3,349	\$2,277,559	28.84%	2.09%	27,175	\$83.81	1997
Hamilton Chill Water System	\$2,042,105	\$7,462	\$460,754	22.56%	1.76%	0	0	0
<b>Hamilton Campus Total</b>	<b>\$95,092,776</b>	<b>\$1,049,554</b>	<b>\$25,880,257</b>	<b>27.22%</b>	<b>0.25%</b>	<b>338,297</b>	<b>\$76.50</b>	<b>0</b>
<b>MIDDLETOWN CAMPUS</b>								
Finkelman Auditorium	\$8,822,686	\$2,153,569	\$1,805,158	20.46%	-22.28%	30,077	\$60.02	1969
Gardner-Harvey Library	\$7,590,410	\$2,296	\$2,219,127	29.24%	2.10%	26,117	\$84.97	1966
Johnston Hall	\$28,317,768	\$6,976	\$6,848,119	24.18%	2.10%	97,429	\$70.29	1966
Levey Science Building	\$17,033,559	\$7,818	\$4,022,609	23.62%	2.08%	38,151	\$105.44	1999
Bennett Rec. Center	\$6,747,871	\$1,067	\$5,366,005	79.52%	2.11%	23,218	\$231.11	1972
Middletown Maintenance	\$558,883	\$0	\$156,696	28.04%	2.13%	1,923	\$81.49	1975
Thesken Hall	\$14,871,235	\$0	\$6,057,322	40.73%	2.13%	42,317	\$143.14	1968
Verity Lodge	\$2,119,863	\$188,507	\$589,709	27.82%	-6.76%	7,294	\$80.85	1943
Middletown Chill Water System	\$2,499,208	\$0	\$475,305	19.02%	2.13%	0	0	0
<b>Middletown Campus Total</b>	<b>\$88,561,484</b>	<b>\$2,360,233</b>	<b>\$27,540,051</b>	<b>31.10%</b>	<b>-0.54%</b>	<b>266,526</b>	<b>\$103.33</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
<b>RENTAL PROPERTIES</b>								
11 North Bishop	\$410,502	\$0	\$152,922	37.25%	2.13%	3,637	\$42.05	1961
15 North University	\$653,475	\$0	\$238,892	36.56%	2.13%	2,618	\$91.25	1951
101 Oberlin Court	\$219,960	\$0	\$90,313	41.06%	2.13%	1,520	\$59.42	1942
163 Shadowy Hills	\$393,346	\$11,810	\$142,529	36.23%	-0.87%	3,485	\$40.90	1938
21 North University	\$392,085	\$0	\$153,714	39.20%	2.13%	2,631	\$58.42	1909
212 North Bishop	\$345,151	\$0	\$86,995	25.20%	2.13%	3,058	\$28.45	1910
220 East High	\$429,689	\$0	\$60,670	14.12%	2.13%	3,807	\$15.94	1838
305 South Patterson (Stancote)	\$343,007	\$3,647	\$114,122	33.27%	1.06%	3,039	\$37.55	1932
306 North University	\$114,900	\$0	\$27,655	24.07%	2.13%	1,018	\$27.17	1938
315 East Church	\$352,262	\$1,142	\$113,381	32.19%	1.80%	3,121	\$36.33	1914
349 South Patterson (Kelley)	\$434,768	\$0	\$67,460	15.52%	2.13%	3,852	\$17.51	1917
406 East Chestnut	\$161,176	\$0	\$51,533	31.97%	2.13%	1,428	\$36.09	1936
410 East Chestnut	\$345,038	\$0	\$101,064	29.29%	2.13%	3,057	\$33.06	1939
410-A East Chestnut	\$93,116	\$0	\$25,799	27.71%	2.13%	825	\$31.27	1939
414 East Chestnut	\$328,108	\$0	\$52,716	16.07%	2.13%	2,907	\$18.13	1940
4724 Bonham Road	\$375,851	\$1,414	\$105,585	28.09%	1.75%	3,330	\$31.71	1915
4780 Bonham Road	\$130,024	\$1,432	\$25,117	19.32%	1.03%	1,152	\$21.80	1918
5141 Oxford-Milford Road	\$534,318	\$0	\$162,050	30.33%	2.13%	4,734	\$34.23	1900
608 Brookview Court	\$135,134	\$0	\$44,675	33.27%	1.06%	1,749	\$25.54	1969
612 Garrod Lane	\$231,041	\$2,384	\$41,214	17.84%	1.10%	2,047	\$20.13	1960
7 North Bishop	\$393,007	\$7,496	\$131,859	33.55%	0.22%	3,482	\$37.87	1961
707 South Oak	\$192,215	\$3,709	\$56,345	29.31%	0.20%	1,703	\$33.09	1943
<b>Rental Properties Total</b>	<b>\$7,008,175</b>	<b>\$33,033</b>	<b>\$2,046,609</b>	<b>29.20%</b>	<b>1.66%</b>	<b>58,200</b>	<b>\$35.17</b>	
<b>Southwest Book Depository</b>	<b>\$6,830,801</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>0.00%</b>	<b>15,122</b>	<b>\$0.00</b>	<b>1994</b>
<b>Building Totals</b>	<b>\$1,511,782,583</b>	<b>\$18,534,322</b>	<b>\$535,565,793</b>	<b>35.43%</b>	<b>6.25%</b>	<b>5,867,481</b>	<b>\$91</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2011	Gross Square Feet	Work per Square Foot	Year of Construction
<b>UTILITY DISTRIBUTION SYSTEMS--OXFORD CAMPUS</b>								
Campus Lights	\$7,450,893	\$15,419	\$2,140,617	28.73%	1.92%			
Communication Systems	\$29,379,216	\$26,944	\$10,824,176	36.84%	2.04%			
Domestic Water	\$5,595,425	\$43,552	\$1,681,964	30.06%	1.35%			
Electrical Systems	\$50,020,476	\$1,084,727	\$10,967,734	21.93%	-0.04%			
Fuel Storage	\$669,292	\$0	\$107,118	16.00%	2.13%			
Main Switchgear	\$238,418	\$0	\$66,692	27.97%	2.13%			
McGuffey Substation Switch House #7	\$559,791	\$1,663	\$47,787	8.54%	1.83%			
Switch House #4	\$752,390	\$1,663	\$66,269	8.81%	1.91%			
Switch House #5	\$752,390	\$1,663	\$66,269	8.81%	1.91%			
Natural Gas System	\$1,690,564	\$0	\$788,623	46.65%	2.13%			
North Chiller Plant/Switch House #6	\$22,801,638	\$0	\$6,355,161	27.87%	2.13%			
Power Plant, Steam System	\$198,036,779	\$1,659,892	\$63,380,558	32.00%	1.29%			
Electric Generation Plant	\$11,855,683	\$58,400	\$1,839,064	15.51%	1.64%			
Refrig Plant & Chilled Water System	\$18,364,941	\$1,848,569	\$2,809,183	15.30%	-7.94%			
Sewer System	\$7,419,535	\$49,258	\$1,828,115	24.64%	1.46%			
<b>Utility Distribution Total</b>	<b>\$355,587,431</b>	<b>\$4,791,750</b>	<b>\$102,969,328</b>	<b>28.96%</b>	<b>0.78%</b>			
<b>CAMPUS WALKS &amp; DRIVES</b>								
Airport/Ten/Bask	\$4,144,271	\$0	\$2,446,080	59.02%	2.13%			
Fryman Farm Gravel Parking Lot	\$360,023	\$0	\$0	0.00%	0.00%			
Oxford Cam Asph	\$36,316,500	\$0	\$16,751,951	46.13%	2.13%			
Oxford Cam Conc	\$29,922,750	\$0	\$11,408,844	38.13%	2.13%			
Ham Cam Asph	\$770,944	\$0	\$116,575	15.12%	2.13%			
Ham Cam Conc	\$630,259	\$1,047,171	\$0	0.00%	-2.02%			
Midd Cam Asph	\$1,127,940	\$0	\$269,531	23.90%	2.13%			
Midd Cam Conc	\$1,558,716	\$0	\$234,465	15.04%	-6.73%			
Tunnel Tops	\$9,513,900	\$95,150	\$5,339,918	56.13%	1.13%			
Yager Fields	\$6,788,804	\$0	\$651,262	9.59%	2.13%			
<b>Walks &amp; Drives Total</b>	<b>\$91,982,686</b>	<b>\$1,142,321</b>	<b>\$37,341,896</b>	<b>40.60%</b>	<b>1.84%</b>			
<b>Infrastructure Totals</b>	<b>\$447,570,117</b>	<b>\$5,934,071</b>	<b>\$140,311,224</b>	<b>31.35%</b>	<b>8.88%</b>			
<b>ENTITIES</b>								
Observation Decks at ERC	49,116	0	1,022	2.08%	2.08%	Observation Decks at ERC		
Yager Soccer Scoreboard	33,333	0	693	2.08%	2.08%	Yager Soccer Scoreboard		
Sundial	33,594	0	699	2.08%	2.08%	Sundial		
<b>Entities Total</b>	<b>116,044</b>	<b>0</b>	<b>2,414</b>	<b>0</b>	<b>0</b>			
<b>Miami University Totals</b>	<b>\$2,385,841,313</b>	<b>\$29,571,789</b>	<b>\$770,142,188</b>	<b>32.28%</b>	<b>0.77%</b>	<b>7,701,947</b>	<b>\$99.99</b>	

**MIAMI UNIVERSITY**  
**AVERAGE COST PER SQUARE FOOT FOR BUILDINGS\***  
**FY 2012**

(July 1, 2011 - June 30, 2012)

<u>Year</u>	<u>Number of Buildings</u>	<u>Average Age</u>	<u>Gross Square Feet</u>	<u>Percentage of Gross Sq. Ft.</u>	<u>Total Work Remaining</u>	<u>Average Work Remaining Per Sq. Ft.</u>
<b>Educational and General Buildings</b>						
2010-	0	0	0	0.0%	\$0.00	\$0.00
2000-2009	9	7	475,872	14.4%	10,508,880	\$22.08
1990-1999	10	17	64,997	2.0%	4,860,837	\$74.79
1980-1989	6	27	230,240	7.0%	24,826,950	\$107.83
1970-1979	6	38	425,749	12.9%	37,186,201	\$87.34
1960-1969	21	48	761,050	23.0%	66,707,444	\$87.65
1900-1959	38	79	1,254,875	38.0%	117,945,949	\$93.99
Pre-1900	10	165	91,347	2.8%	7,542,868	\$82.57
E & G Total	100	63	3,304,130		\$269,579,129	\$81.59
<b>Residence and Dining Halls</b>						
2010-	0	0	0	0.0%	\$0.00	\$0.00
2000-2009	8	8	247,630	11.5%	8,777,284	\$35.45
1990-1999	0	0	0	0.0%	0	\$0.00
1980-1989	1	29	71,276	3.3%	5,135,283	\$72.05
1970-1979	1	42	71,816	3.3%	5,826,485	\$81.13
1960-1969	14	48	724,360	33.6%	81,374,875	\$112.34
1900-1959	21	73	970,457	45.1%	127,182,805	\$131.05
Pre-1900	3	168	67,781	3.1%	2,560,116	\$37.77
H & D Total	48	59	2,153,320		\$230,856,847	\$107.21
<b>Auxiliary</b>	26	28	1,487,574		\$73,925,657	\$49.70
<b>Rental Property</b>	22	82	58,200		\$2,046,609	\$35.17
<b>Hamilton Campus</b>	12	30	338,297		\$25,880,257	\$76.50
<b>Middletown Campus</b>	8	42	266,526		\$27,540,051	\$103.33
<b>Miami University Total</b>	<b>216</b>	<b>57</b>	<b>7,608,047</b>		<b>\$629,828,550</b>	<b>\$82.78</b>

\* Infrastructure not included

**MIAMI UNIVERSITY**  
**AVERAGE COST PER SQUARE FOOT FOR BUILDINGS\***  
**FY 2012**  
(July 1, 2011 - June 30, 2012)



**MIAMI UNIVERSITY  
NEW  
CONSTRUCTION PROJECTS  
COMPLETED IN FY 2012**

(July 1, 2011 - June 30, 2012)

<u>Building Name</u>	<u>Improvement</u>	<u>FY 2012 Improvement Value</u>
Fryman Farm Gravel Parking Lot	Gravel lot	360,023
Additions to Marcum Conference Center	Additional Guest Rooms	5,051,480
Elliott Hall	HVAC and enlarging basement	266,885
Stoddard	HVAC	186,885
		<hr/> <hr/> 5,865,273

**MIAMI UNIVERSITY  
NEW  
CONSTRUCTION PROJECTS  
COMPLETED IN FY 2012**  
(July 1, 2011 - June 30, 2012)

## Miami University Building Removals FY 2012

(July 1, 2011 - June 30, 2012)

Building Name	Estimated Replacement Cost at Removal	Total Work Remaining at Removal	% Remaining to Replacement Cost	FY of Construction (occupancy)	Sq Ft	Age at Removal	Removal Date	Removal Action
Patterson Place Garage	\$35,364	\$12,174	34.43%	1914	298	98	2012	Deconstruction
Tappan Garage	\$68,095	\$28,289	41.54%	1985	583	27	2012	Deconstruction
Job Development Center	\$21,092,767	\$7,747,446	36.73%	1985	74,245	27	2012	Transfer of Ownership

**MIAMI  
UNIVERSITY**

PHYSICAL FACILITIES DEPARTMENT

COLE SERVICE BUILDING  
OXFORD OH 45056-3609  
513-529-7000  
513-529-1732  
www.pfd.muohio.edu**Status of Capital Projects Executive Summary  
February 7, 2013****1. Projects completed:**

The Cook Field Renovation Project was completed following the last report. The project significantly improved this popular venue for intramural sports, student and University events, informal recreational activities, and surrounding vehicular circulation and parking. The project was completed within budget allowing the remaining funds to be returned. This is detailed in a new section of the attached report. Four projects under \$500,000 were also completed since the last report.

**2. Projects added:**

Six major projects and six projects under \$500,000 were added this reporting period. The following major projects have been added. (1) The Furniture, Fixture and Equipment (FF&E) bid package for the Armstrong Student Center. (2) The Audio, Visual, and Technology (A/V) bid package for the Armstrong Student Center. (3) The design phase for the East Quad Renovation, which is the next comprehensive rehabilitation project in the Long Range Housing Master Plan. Construction is slated to begin during the summer of 2014 and be completed by the following summer. The project includes the rehabilitation of five residence halls, a dining hall, and related infrastructure. (4) The Residence Hall Renovations Summer 2013 project accomplishes various upgrades and finishes for nine residence halls. This work will enable these halls to be functional and safe until their comprehensive rehabilitation occurs later in the Long Range Housing Master Plan. (5) The Campus Walks and Drives Upgrades 2013 infrastructure replacement project. (6) The McCracken Quad Tunnel Top Replacement.

**3. Projects in progress:**

Maplestreet Station (90 beds), Etheridge Hall (232 beds) and the Armstrong Student Center are all completing weather-tight exterior assemblies, which includes exterior sheathing and roof nail base. Heating is online in all three facilities allowing concurrent start of exterior masonry and sloped roof assemblies. Inside the buildings, drywall and finishes are beginning. At the South Chiller Plant as part of the MET quad infrastructure project, final equipment placement and completion of piping is underway to provide cooling for all three aforementioned projects. Bishop Hall (96 beds) continues to progress with installation of interior finishes and is on schedule for summer 2013 completion. Western Campus is seeing tremendous activity with the new Western Dining Hall emerging out of the ground, earthwork beginning on the three new Western Residence Halls, and the new Geothermal Energy Plant taking shape. Kreger Hall will start renovation this month with an abatement and interior deconstruction package in preparation to become the new home of Physics.

Respectfully submitted,

Cody J. Powell, PE  
Associate Vice President –  
Facilities Planning & Operations



February 7, 2013  
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**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

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February 7, 2013  
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Status of Capital Projects Report**

<u>Summary of Active Projects</u>		
	<u>Number of Projects</u>	<u>Value</u>
<b>Under Construction</b>	12	\$226,937,966
<b>In Design</b>	8	\$96,162,300
<b>In Planning</b>	5	\$27,068,100
<b>Projects Under \$500,000</b>	47	\$9,248,189
<b>Total</b>	<b>72</b>	<b>\$359,416,555</b>

<u>New Projects Over \$500,000</u>	
<b>Armstrong Student Center Audio/Visual Package</b>	<b>Page 17, Item 1</b>
<b>Armstrong Student Center Furniture, Fixture &amp; Equipment Package</b>	<b>Page 17, Item 2</b>
<b>Campus Walks and Drives Upgrades 2013</b>	<b>Page 21, Item 2</b>
<b>East Quad Renovation</b>	<b>Page 17, Item 3</b>
<b>MacCracken Quad Tunnel Top Replacement</b>	<b>Page 18, Item 4</b>

<u>Projects Completed Since Last Report</u>	
<b>Cook Field Renovation</b>	<b>\$3,024,700</b>
<b>Total</b>	<b>\$3,024,700</b>



**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

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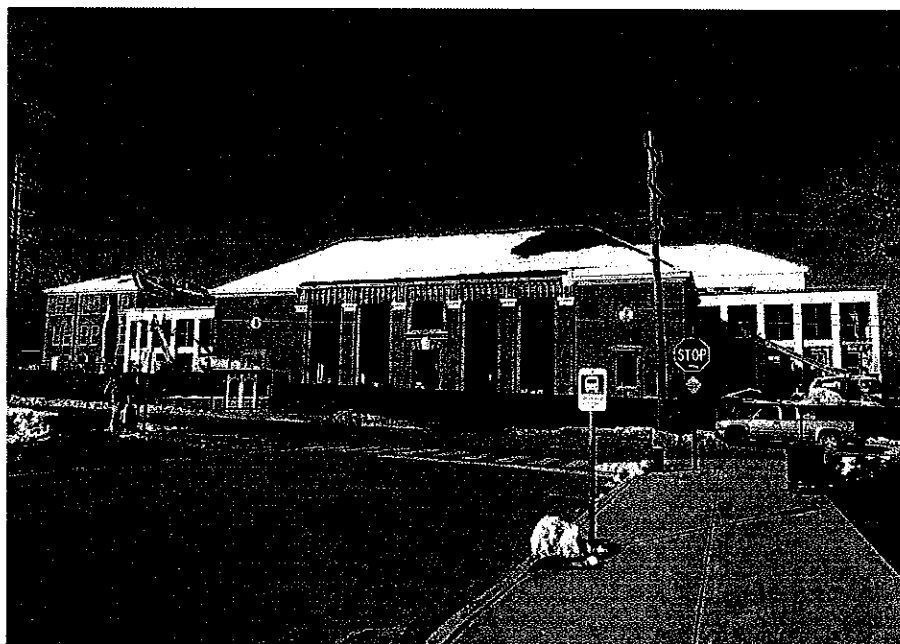
**Miami University  
Physical Facilities Department  
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**UNDER CONSTRUCTION  
(Under Contract)**

**1. Armstrong Student Center, Phase One: (BOT Sep '11)**

This project provides spaces for student organizations, student engagement activities, food service venues, a theater, lounges and various ancillary spaces. The design concept includes the renovation of Gaskill, Rowan and Culler Halls, along with the new structure that will be situated between and connect the existing buildings into one new facility. The design has been developed to allow the project to be bid and constructed in two phases. Phase I will include a majority of the new construction and the renovation of Gaskill and Rowan Halls. Phase II will renovate Culler Hall and provide new construction required to join it with Phase I.

The exterior envelope is watertight and heat has come online inside the facility to allow exterior and interior finishes to commence. On the exterior, the new windows and curtain wall system are in-place and the brick veneer is being installed on the new infill between what were once Gaskill and Rowan Halls. On the interior, drywall installation has begun in the former Gaskill Hall portion of the facility, while mechanical, electrical and plumbing work is being completed in the infill. Work for the new main entry façade and vestibule will start with the installation of footers and slab pours.



Delivery Method: Multiple Prime Contractors

Project Cost	
Design and Administration	\$6,309,329
Construction	\$37,945,369
Contingency	\$2,145,302
<b>Total</b>	<b>\$46,400,000</b>

Funding Source	
Bond Series 2010	\$46,191,474
MUF Gifts	\$158,526
Student Facilities CR&R	\$50,000
<b>Total</b>	<b>\$46,400,000</b>

Contingency Balance: 38%  
Construction Complete: 64%  
Project Completion: January 2014

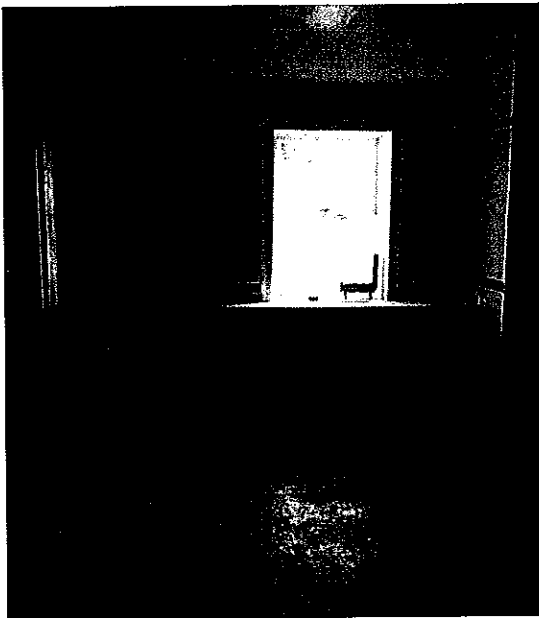
Under Construction

**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

**2. Bishop Hall Renovation: (BOT Feb '12)**

The Bishop Hall Renovation is part of the Phase 1 of the Long Range Housing Master Plan. The project reconfigures space vacated by the Honors Program to serve as community space for the students, and includes upgrades to the HVAC, electrical, plumbing, and IT systems, as well as interior finishes and furniture, fixtures and equipment.

Selective interior demolition and interior structural repairs are complete. New mechanical, electrical and plumbing systems are 95% complete and on schedule for the milestone completion date of February 18. Portions of the permanent heating system are active to allow work on interior finishes to begin. Window replacement is approximately 70% complete.



Delivery Method: Single Prime Contractor

<b>Project Cost</b>	
Design and Administration	\$625,000
Construction	\$6,670,000
Contingency	\$605,000
<b>Total</b>	<b>\$7,900,000</b>

<b>Funding Source</b>	
Bond Series 2010	\$7,900,000
<b>Total</b>	<b>\$7,900,000</b>

Contingency Balance: 40%  
Construction Complete: 65%  
Estimated Completion: July 2013

Under Construction

**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

**3. Equestrian Center – Phase 1: (BOT Feb '12)**

This project will raise the existing outdoor riding arena and paddocks out of the current flood plain by adding fill to the site. New access roads, parking, outdoor riding arena, barns, and storm drainage will be provided. A potential later phase has been planned that can provide a new indoor arena on the newly raised grading, along with new horse stalls and classroom space.

The site has been brought up to its new grade. Storm water and utility infrastructure have been installed. Finishes are being completed within the barn, along with the installation of the dry pipe fire protection system and related ancillary utilities. The riding arena and access to the new barn is near completion. Gravel drives and remaining site restoration are to be completed as weather permits.



Delivery Method: Design / Build

<b>Project Cost</b>	
Design and Preconstruction Services	\$37,660
Guaranteed Maximum Price	\$1,828,599
Owner's Contingency	\$61,900
Total	\$1,928,159

<b>Funding Source</b>	
Student Facilities CR&R	\$1,928,159
Total	\$1,928,159

Contingency Balance: 17%

Construction Complete: 85%

Project Completion: February 2013 (Revised since last report - December 2012)

Under Construction

**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

**4. Etheridge Residence Hall: (BOT Feb '12)**

This project will create a new residence hall on the north end of the existing quad with Morris, Emerson, and Tappan Halls as part of the Long Range Housing Master Plan. This new residence hall will house approximately 230 students.

The exterior envelope is water tight with sheathing and roof nail base. The window openings are protected to allow temporary heat to come online. Interior wall framing is complete. Installation of mechanical, electric, plumbing, and fire protection systems continues. Exterior brick is underway with window installation to follow. Permanent exterior enclosure is anticipated in early May.



Delivery Method: CMR – Construction Manager at Risk

Project Cost	
Design and Administration	\$2,375,189
Guaranteed Maximum Price	\$19,418,581
Owner's Contingency	\$1,206,230
Total	\$23,000,000

(Line items adjusted to reflect negotiation of GMP)

Funding Source	
Bond Series 2011	\$23,000,000
Total	\$23,000,000

Contingency Balance: 40%  
Construction Complete: 65%  
Estimated Completion: August 2013

Under Construction

**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

**5. Kreger Hall Rehabilitation: (BOT Sep '12) (Previous Report – In Design)**

This project will relocate the Department of Physics from Culler Hall to Kreger Hall. Vacating Culler Hall is part of the master plan in preparing for the second phase of the Armstrong Student Center. Kreger Hall will be completely renovated with new instructional and research labs, physics department offices, and classrooms. Significant upgrades to all mechanical, electrical and plumbing systems will be completed as well as a new fire protection system. A small addition onto the south face of the building will house the faculty offices, an elevator and two code-compliant egress stairways, and a new handicap accessible entry off of Spring Street.

The Construction Manager is receiving bids for demolition and abatement this month. Final negotiations are underway for the Guaranteed Maximum Price (GMP) prior to bidding the construction contracts. Mobilization of new work is expected to begin in March 2013.



Delivery Method: CMR – Construction Manager at Risk

<b>Project Cost</b>	
Design and Administration	\$2,922,779
Guaranteed Maximum Price (estimated)	\$14,797,625
Owner's Contingency	\$1,079,596
<b>Total</b>	<b>\$18,800,000</b>

<b>Funding Source</b>	
University Buildings CR&R	\$600,000
State Funded	\$18,200,000
<b>Total</b>	<b>\$18,800,000</b>

Contingency Balance: 100%  
Construction Complete: 0%  
Estimated Completion: August 2014

Under Construction

**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

**6. Maplestreet Station – New Dining & Residence Hall: (BOT Jun '11)**

The 500-seat dining facility will replace Hamilton and Scott Dining Halls, with additional capacity to handle the planned expansion of residential units at the Morris, Emerson, Tappan (MET) quad. The new facility will reduce operational costs and allow Hamilton and Scott to be taken off line for swing space during subsequent housing renovation projects as part of the Long Range Housing Master Plan. Maplestreet Station will feature seven restaurants with unique menus, design themes, and interior and exterior café seating.

Exterior brick installation is 30% complete with permanent enclosure expected by the end of April. Kitchen equipment is delivered and will be installed next month. Interior finishes are well underway with drywall and floor finishes being installed. Mechanical, electric and plumbing installation continues.



Delivery Method: Multiple Prime Contractors

<b>Project Cost</b>	
Design and Administration	\$2,521,519
Construction	\$20,714,877
Contingency	\$763,605
<b>Total</b>	<b>\$24,000,000</b>

<b>Funding Source</b>	
Bond Series 2010	\$24,000,000
<b>Total</b>	<b>\$24,000,000</b>

Contingency Balance: 40%  
Construction Complete: 75%  
Project Completion: June 2013

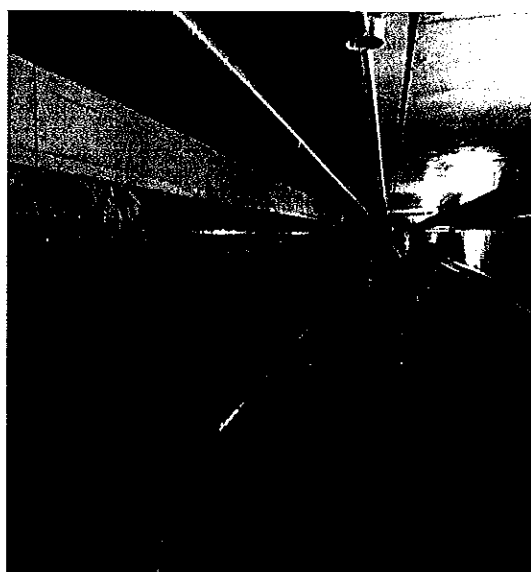
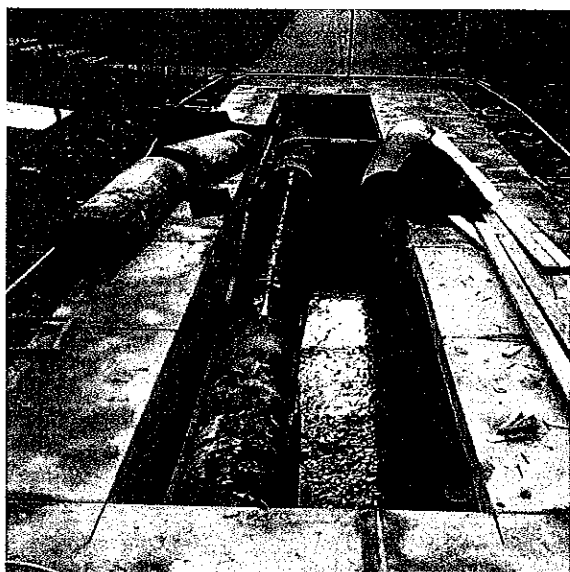
Under Construction

**Miami University  
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**7. Maplestreet Station Site Infrastructure: (BOT Feb '12)**

This project will provide site infrastructure improvements to support the construction of two new buildings in the MET (Morris, Emerson, Tappan) Quad: Maplestreet Station and Etheridge Hall (MET Quad residence hall). Utility upgrades will include steam/condensate, chilled water, storm, sanitary, water, gas and information technology. Tunnel spurs to the new buildings will be constructed to house the heating/cooling piping and conveyance for IT. The South Chiller Plant will have its CFC R-11 chiller replaced as part of this project in the winter of 2012-13.

The contractor has completed 100% of the new tunnel. The new chiller has been set in the South Chiller Plant and work is underway for piping and electrical hookups. In the existing tunnel, demolition of the existing piping is nearing completion and work will begin to install the larger chilled water piping.



Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	\$336,644
Construction	\$3,330,321
Contingency	\$333,035
Total	\$4,000,000

Funding Source	
Bond Series 2010	\$4,000,000
Total	\$4,000,000

Contingency Balance: 55%  
Construction Complete: 70%  
Project Completion: May 2013

Under Construction



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**8. McGuffey Hall to King Library Steam Loop:**

This project will extend the direct buried steam and condensate lines from McGuffey Hall to King Library to create a steam loop in the academic quad. This will create the ability to isolate a building for maintenance or emergency purposes without the need to shut down multiple buildings served by the shared steam source.

Phase 1 work to install piping from McGuffey Hall to King Library is complete. Phase 2 work to complete the loop in front of King Library will start in March 2013. Subsequent site restoration and walks will be coordinated with the planned summer walks and drives project.

Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	\$49,100
Construction	\$448,700
Contingency	\$43,000
Total	\$540,800

Funding Source	
UEA CR&R	\$540,800
Total	\$540,800

Contingency Balance: 45%  
Construction Complete: 65%  
Project Completion: May 2013

**9. Oxford Campus - Retro-commissioning: (Previous Report – In Design)**

This project will retro-commission all of the HVAC systems in six buildings on the Oxford Campus. The six buildings include: Benton/Garland/Engineering, Goggin Ice Center, Hiestand Hall, Hughes Hall, Pearson Hall, and the Psychology Building. This is an initiative to reduce campus energy consumption in preparation to meet Ohio's HB251 mandate.

The contractor is currently performing initial testing of equipment in Hughes Hall and Pearson Hall.

Delivery Method: Performance Contract

Project Cost	
Design and Administration	\$5,121
Construction	\$512,070
Contingency	\$17,075
Total	\$534,266

Funding Source	
University Buildings CR&R	\$534,266
Total	\$534,266

Contingency Balance: 100%  
Construction Complete: 20%  
Project Completion: July 2013

Under Construction

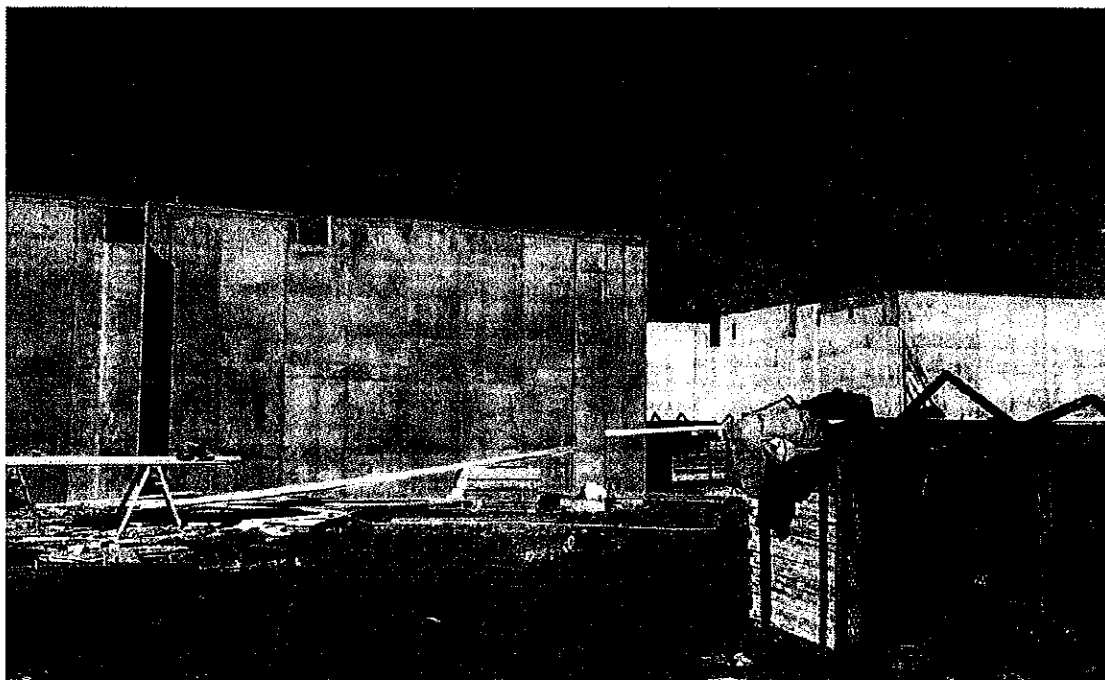
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**10. Western Campus Dining Hall: (BOT Jun '11)**

This project will create a new 625 seat dining facility northwest of Mary Lyon Hall to serve the three new residence halls as well as the existing population on the Western Campus. Alexander Dining Hall will close when the facility opens.

Concrete footers, foundation walls, slabs on-grade, and associated concrete work are complete. Structural steel installation is underway with floor decking and wall framing to follow this spring.



Delivery Method: CMR – Construction Manager at Risk

Project Cost	
Design and Administration	\$2,154,566
Guaranteed Maximum Price	\$15,920,434
Owners Contingency	\$1,425,000
Total	\$19,500,000

Funding Source	
Bond Series 2011	\$19,500,000
Total	\$19,500,000

Contingency Balance: 90%  
Construction Complete: 25%  
Project Completion: January 2014

Under Construction

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**11. Western Campus Residence Halls: (BOT Apr '12) (Previous Report – In Design)**

This project will create three new residence halls with approximately 700 beds on the north end of the Western Campus. The facilities were planned as part of the Long Range Housing Master Plan and will provide swing space for existing residence halls as they are renovated. These residence halls are being designed with a focus on the second year student experience.

A Design/Build team led by Whiting-Turner Contracting Company with CR Architecture + Design as Architect of Record and Mackey Mitchell Architects of St. Louis as design architect has been selected. Site work and structural steel packages have been received. Site work mobilization recently occurred. Initial mass grading and basement excavation has begun. The bulk of the work is anticipated to bid in March 2013.



Delivery Method: Design / Build

Project Cost	
Design and Administration	\$8,438,464
Guaranteed Maximum Price (estimated – not yet negotiated)	\$53,153,863
Owner's Contingency	\$2,657,673
Total	\$64,250,000

Funding Source	
Bond Series 2010	\$64,250,000
Total	\$64,250,000

Contingency Balance: 100%  
Construction Complete: 2%  
Project Completion: July 2014

Under Construction

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**12. Western Campus Site Infrastructure: (BOT Feb '12)**

This project will provide site infrastructure improvements to support the construction of four new buildings on the Western Campus. Utility upgrades will include heating, hot water, chilled water, storm, sanitary, water, gas, and information technology. Tunnel spurs to the new buildings will be constructed to house the heating/cooling piping and conveyance for IT. The heating and cooling needs for these three buildings will be fed from a new geothermal well field. A central heat pump facility will be part of this improvement.

The contractor has completed the sanitary, water and gas lines and is currently excavating the 1.5 acre ponds. The driller has completed all of the wells for the geothermal well field and activity has begun on the installation of horizontal well field lines. Steel erection has begun for the new Geothermal Energy Plant.



Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	\$1,245,594
Construction	\$13,750,841
Contingency	\$1,088,306
Total	\$16,084,741

Funding Source	
Bond Series 2010	\$14,873,100
Local	\$936,641
UEA CR&R	\$275,000
Total	\$16,084,741

Contingency Balance: 90%  
Construction Complete: 50%  
Project Completion: January 2014

Under Construction

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In Design

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**IN DESIGN  
(Pre-Contract)**

**1. Armstrong Student Center Audio/Visual Package: (New Project This Report)**

This project will provide a public information system and signage, information kiosks, room scheduling and display system, music distribution and paging, digital signage, a pavilion projection system and meeting room technology.

The construction documents are 50% complete.

Delivery Method: Single Prime Contractor  
Estimated Budget: \$1,043,000  
Estimated Start: July 2013  
Estimated Completion: November 2013

Funding Source	
Student Facilities CR&R	\$1,043,000
Total	\$1,043,000

**2. Armstrong Student Center Furniture, Fixture & Equipment Package: (New Project This Report)**

This project will provide furniture, fixtures and equipment which includes desks, chairs, bookcases, stools, lounge seating, booths, work stations, stage platform, and file cabinets.

The construction documents are 50% complete.

Delivery Method: Single Prime Contractor  
Estimated Budget: \$1,354,000  
Estimated Start: June 2013  
Estimated Completion: December 2013

Funding Source	
Student Facilities CR&R	\$1,354,000
Total	\$1,354,000

**3. East Quad Renovation: (New Project This Report)**

This project will renovate Collins, Dennison, Dorsey, McBride and Symmes Residence Halls as well as Erickson Dining Hall and a portion of the North Chiller Plant at Billings Hall. In addition, the work will include related site utilities and infrastructure, landscaping and site improvements for the identified buildings. These renovations will be comprehensive upgrades of all buildings systems, addition of fire suppression, accessibility improvements, energy efficiency improvements, and new finishes throughout. This project will use the Design/Build project delivery method.

The selection process for a design/build firm is underway and a selection is anticipated by March.

Delivery Method: Design / Build  
Estimated Budget: \$84,404,000  
Estimated Start: May 2014  
Estimated Completion: July 2015

Funding Source	
Bond Series 2012	\$84,404,000
Total	\$84,404,000

In Design

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**4. MacCracken Quad Tunnel Top Replacement: (New Project This Report)**

This project will remove and replace approximately 2,000 linear feet of tunnel top slab within the MacCracken Quad and replace with a precast structural slab, buried waterproofing system, and topping slab to serve as the pedestrian walkway and traffic bearing surface. The new structural slab will be designed for emergency vehicle loads. Lid slab replacement will require minor relocations of electrical conduit for lighting and temporary bracing of the walls. In addition, anticipated increase in lid slab elevation will require area grading and storm water management improvements.

Construction documents are underway.

Delivery Method: Single Prime Contractor  
Estimated Budget: \$1,430,000  
Estimated Start: May 2013  
Estimated Completion: August 2013

Funding Source	
University CR&R	\$1,430,000
Total	\$1,430,000

**5. Recreational Sports Center – Pro Shop and Fitness Area Renovations:**

This project creates a larger pro shop by reconfiguring the existing pro shop, customer service counter, and administrative spaces. The existing food service venue will be removed and a second floor constructed within the west racquetball court to create new group exercise and fitness spaces. The project is expected to increase revenue from the larger pro shop and to expand cardio fitness opportunities and group fitness classes for students and members.

The selected AE firm is Moody-Nolan, Inc. Construction documents are complete. Bids will be due at the end of February.

Delivery Method: Single Prime Contractor  
Estimated Budget: \$900,000  
Estimated Start: March 2013  
Estimated Completion: September 2013

Funding Source	
Bond Series 2010	\$900,000
Total	\$900,000

**6. Residence Halls Renovations Summer 2013: (Previous Report – In Planning)**

This project provides various upgrades to systems and finishes to increase life safety, functionality, energy efficiency, and appearance in nine residence halls. The facilities involved are Dodds, Emerson, Havighurst, McKee, Morris, Peabody, Porter, Tappan, and Thomson Halls. The residence halls are all more than a decade from receiving Long Range Housing Master Plan renovations and need operational, maintenance and cosmetic improvements at this time. All work is to be accomplished during the 2013 summer break.

The A/E firm has been hired and is well underway with the construction documents. Selection of a Construction Manager at Risk nears completion. In February, long-lead equipment will be pre-purchased in anticipation of construction starting in May.

Delivery Method:  
Construction Manager at Risk  
Estimated Budget: \$5,550,000  
(Revised since last report - \$4,999,200)  
Estimated Start: March 2013  
(Revised since last report – April 2013)  
Estimated Completion: August 2013

Funding Source	
Bond Series 2012	\$5,000,000
University Buildings CR&R	\$550,000
Total	\$5,550,000

In Design

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**7. Robertson Hall Communications Replacement:**

The Robertson Hall building presently functions as one of two telecommunications hubs that facilitate communication of fire alarm and other miscellaneous circuits among multiple campus buildings. Due to advances in communications technology, most of the communications systems that used copper wire technology have been abandoned. Several of the optical feeds in Robertson Hall must be bypassed and eliminated. This project is to downsize and consolidate the remaining fire alarm and miscellaneous circuits and transfer them into the Main Communications Room of the Armstrong Student Center. This will become the new, permanent campus copper hub so the Robertson building may be demolished.

The construction documents are complete and the project is ready to bid.

Delivery Method: Single Prime Contractor  
Estimated Budget: \$637,100  
(Revised since last report - \$632,550)  
Estimated Start: February 2013  
Estimated Completion: October 2013

Funding Source	
Bond Series 2010	\$42,100
Network Infrastructure CR&R	\$520,000
Student Facilities CR&R	\$75,000
Total	\$637,100

**8. Yager Stadium Hot Water and Natural Gas Conversion: (Previous Report – In Planning)**

This project removes Yager Stadium from the campus steam system and replaces the heat source with natural gas and electric. The steam and condensate system supplying Yager Stadium is inefficient, given the stadium's distance from the steam plant, the age and condition of the buried piping and steam operated heating and housekeeping equipment. The buried condensate piping currently leaks at a cost estimate of \$30,000 per year. A study commissioned to determine a long term approach to correcting the leakage and meeting the needs at the stadium while reducing energy requirements and costs concluded removing the stadium from the campus steam system and replacing the aged equipment would result in the lowest life-cycle cost. The proposed project includes replacing or converting steam supplied heat loads to hot water supplied from high efficiency, natural gas fired heating and domestic hot water boilers, replacing steam heated dryers with high efficiency gas dryers, and replacing steam heated concession kettles with electric kettles. The mechanical room equipment would be replaced and the laundry reconfigured. The project results in a significant net energy savings due in large part from abandoning the 1200 foot steam and condensate lines from Millett Hall and efficiencies gained with the new natural gas fired equipment.

The laundry room conversion from steam to natural gas is complete. The gas supply is terminated in the mechanical room to support the second phase of the conversion. This phase, which will remove domestic and heating hot water during the conversion process, will occur following the spring commencement.

Delivery Method: Single Prime Contractor  
Estimated Budget: \$850,000  
Estimated Start: May 2013  
Estimated Completion: August 2013  
(Revised since last report – January 2013)

Funding Source	
UEA CR&R	\$850,000
Total	\$850,000

In Design



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In Design

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**IN PLANNING  
(Pre-A&E)**

**1. Anderson and McFarland Halls Renovation: (BOT Dec'12)**

This project will renovate student rooms in Anderson and McFarland Halls as well as provide additional study spaces as part of the Long Range Housing Master Plan. All mechanical, electrical, life safety, plumbing and lighting systems will be upgraded along with the site infrastructure.

The Criteria Architect/Engineer (C-A/E) has completed their portion of the design development stage. The selected Design/Build Firm is Messer Construction. The transition of design from Criteria Architect to Architect of Record is in progress. The Design/Build firm has begun pre-construction services including estimating and constructability review.

Proposed Delivery Method: Design/Build  
Proposed Budget: \$20,000,000  
Desired Start: May 2013  
Desired Completion: August 2014

Funding Source	
Bond Series 2011	\$20,000,000
Total	\$20,000,000

**2. Campus Walks and Drives Upgrades 2013: (New Project This Report)**

This project will reconstruct various hardscapes in highly visible locations throughout the Oxford Campus. (1) The project will transform the Bishop Woods Drive and parking area to a "Naked Street" per the University's Circulation Master Plan, closing the drive to all vehicles except emergency, service and those with Handicap placards. Scored concrete pavement along with new lighting, specialty paving, and pedestrian amenities and landscaping are planned to further enhance this area for the anticipated increase in pedestrian traffic to the new student center. (2) The project will repair and reconstruct deteriorated pavements and walls at the Upham Hall terrace. Pavement work will include the full replacement of slate pavement in the Upham Hall archway and selective removal and replacement of bluestone pavement in the garden area. Flanking stairs and brick walls will be repaired and/or replaced and the existing balustrade will be reset and grouted. Improvements to drainage at the stairs and landscape enhancements in the garden area are also planned. (3) The project will reconstruct the plaza flanking the quad entrance to King Library with specialty pavement, new lighting, and seating. (4) The project will enhance the west entry gates of Yager Stadium through thoughtful repair and/or replacement of concrete and asphalt pavements. (5) The project will remove and replace concrete sidewalks along the east side of Campus Avenue, and remove and replace the asphalt service drives at McKee, Minnich and Stanton Halls.

Construction documents are underway.

Proposed Delivery Method:  
Single Prime Contractor  
Proposed Budget: \$2,500,000  
Desired Start: May 2013  
Desired Completion: August 2013

Funding Source	
University Building CR&R	\$1,625,650
Student Facilities CR&R	\$675,000
Bond Series 2012	\$199,350
Total	\$2,500,000

In Planning

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**3. Hamilton Campus – Knightsbridge Building Renovation:**

This project will provide for the renovation of the recently acquired 23,500 square feet Richard Allen Academy building located on the Hamilton Campus at the intersection of Knightsbridge Drive and University Boulevard in Hamilton. A facility assessment to be used in developing program and renovation cost has been completed. The assessment has identified the need for mechanical/electrical upgrades as part of the renovation, reporting approximately \$4,000,000 in probable cost. A recent professionally-prepared campus space plan is contributing to the programmed scope of this project.

Planning is being performed to align the campus space requirements, academic priorities, and existing facilities condition/needs.

Proposed Budget: TBD  
Desired Start: TBD  
Desired Completion: TBD

Funding Source	
TBD	TBD
Total	TBD

**4. Middletown Campus – Thesken Hall HVAC Upgrades:**

This project will upgrade the perimeter heat in Thesken Hall from electric to hot water. Variable air volume (VAV) boxes will be added to the existing HVAC system allowing improved temperature control in the spaces. Occupancy sensors will also be included to increase energy efficiency of the HVAC systems.

Design/Build team will be selected in February 2013.

Proposed Delivery Method: Design/Build  
Proposed Budget: \$589,000  
Desired Start: June 2013  
Desired Completion: August 2013

Funding Source	
State Funding	\$589,000
Total	\$589,000

**5. Morris-Emerson-Tappan (MET) Quad Site Improvements:**

This project will construct new and reconstruct existing hardscape and landscapes in the MET Quad area. The project is coordinated with the completion of Etheridge Hall and Maplestreet Station construction projects. Elements of the new construction include installation of hardscapes and landscapes surrounding Maplestreet Station and development of a new lawn area (Maplestreet Field) between Etheridge Hall and the Center for Performing Arts, which is sized and graded to allow for informal recreational activities. Reconstruction activities include quad entry patios to Morris, Tappan, and Emerson Halls, the back patio of Emerson Hall, the Maple Street entrance patio to Morris Hall, and the sunken patio on the north side of Tappan Hall. Other improvements include the replacement and reconfiguration of concrete walks and service drives, the construction of a new bikeway along Patterson Avenue, new site lighting, new lawn irrigation systems, storm water management, new building foundation plantings around existing residence halls, and emergency vehicle access to existing residence halls. As part of the water quality requirements for the construction of Maplestreet Station and Etheridge Hall, a storm water pond will be constructed on the east side of Patterson Avenue, south of Presser Hall and north of the band field. The storm water pond will be designed for irrigating capacity of the band field and the new Maplestreet Field.

In Planning

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**Morris-Emerson-Tappan (MET) Quad Site Improvements (continued):**

Construction documents are underway.

Proposed Delivery Method:  
Single Prime Contractor  
Proposed Budget: \$2,150,000  
(Revised since last report - \$2,102,500)  
Desired Start: May 2013  
Desired Completion: November 2013

Funding Source	
Bond Series 2011	\$1,702,500
Student Facilities CR&R	\$200,000
Bond Series 2012	\$247,500
Total	\$2,150,000

**6. Roof Replacement and Repairs 2013:**

This project will accomplish roof replacement and/or repair of five buildings on the Oxford Campus that have reached or are beyond their serviceable life: Cole Service Building, Demske Culinary Support Center, Peabody Hall, Ogden Hall and Cook Place. Roofing types include single ply roofing membrane, clay tile, asphalt/fiberglass shingles as well as copper box gutters, sheet metal flashing and trim.

Construction documents are underway.

Proposed Delivery Method:  
Single Prime Contractor  
Proposed Budget: \$1,840,000  
(Revised since last report - \$1,826,000)  
Desired Start: May 2013  
(Revised since last report - April 2013)  
Desired Completion: August 2013

Funding Source	
University Buildings CR&R	\$953,000
Bond Series 2012	\$887,000
Total	\$1,840,000

**7. Western Campus Site Improvements and Landscape:**

This project will restore the grounds surrounding the new Western Campus Residence Halls and Dining Hall construction sites as part of the Long Range Housing Master Plan. Work will include stormwater management, site grading, fire lane construction, pedestrian lighting, hardscape beyond pedestrian pathways required for ingress/egress of buildings, softscape beyond typical building foundation planting, and site furnishings.

Schematic design is underway.

Proposed Delivery Method:  
Single Prime Contractor  
Proposed Budget: TBD  
(Revised since last report - \$1,700,000)  
Desired Start: April 2014  
Desired Completion: November 2014

Funding Source	
TBD	TBD
Total	TBD

In Planning

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**Completed Projects**

**1. Cook Field Renovation:**

The completed project significantly improves use and playability of the University's most central recreational sports playfield. New natural grass turf was planted on the south half of the field and a synthetic sports turf surface (Field Turf) was installed on the north half of the field. The project complimented the Storm Water Management Master Plan by improving the play surface drainage (under both the natural and synthetic turf fields) and reusing detained storm water for irrigation. Other improvements include: repaving the running track around the field, replacing softball backstops, and re-lamping the light masts. Modifications were made to parking around Cook Field to enhance pedestrian and bicycle access while also improving vehicular safety. Worth noting, the south natural turf area will be held off-line until April to ensure the turf is established prior to use. The new shelter house facility with restroom and storage for recreational sports equipment was completed this past month.

Delivery Method: Single Prime Contractor

<b>Project Revenue</b>	
Design and Administration	\$165,300
Construction	\$2,609,400
Contingency	\$250,000
Total	\$3,024,700

<b>Project Expense</b>	
Design and Administration	\$165,300
Construction	\$2,609,400
Contingency	\$222,000
Total	\$2,996,700

Contingency Balance Returned:           \$28,000  
Contingency Returned Percent of Total:   11%

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Completed Projects

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**Projects Between \$50,000 and \$500,000**

Project	Budget
Airport Pavement Crack Repair and Sealing 2012 (New project this report)	\$257,650
Alumni Hall Room B3 and B4 Renovation	\$87,300
Bachelor Hall – Elevator Renovations	\$340,000
Bachelor Hall – Fire Alarm Upgrade	\$300,000
Campus Irrigation - Benton-Psychology	\$310,000
Campus Irrigation – Farmer-Marcum	\$200,000
Campus Irrigation – Roudebush	\$140,000
Center for Performing Arts - Emergency Generator Replacement	\$95,000
Cole Service Building - Boiler Replacement	\$245,000
Cook Place Window Replacement (New project this report)	\$80,000
Culinary Support Center (CSC) - Emergency Generator	\$402,485
Door Access, Phase 2	\$450,000
E & G Building VAV Box Occupancy Sensor Installation	\$180,000
Formal Gardens Pond Reconstruction	\$86,700
Goggin Ice Center – Water Heater and Steam Control Enhancements	\$51,360
Hamilton Campus – Mosler Emergency Generator	\$96,835
Hamilton Campus – Phelps Hall ADA Ramp	\$74,616
Hamilton Campus – Phelps Hall HVAC VAV Conversion	\$437,000
Hamilton Campus – Rentschler Hall Water Distribution Piping Replacement	\$250,000
Hamilton Campus – Retro-commissioning	\$126,243
Hamilton Campus – Select Window and Door Replacement	\$238,075
Havighurst Elevator Upgrades (E)	\$75,000
Havighurst Site Drainage, Trench Drain Replacement	\$56,000
Heritage Commons - Landscape and Turf Replacement	\$50,000
Heritage Commons – Tallawanda – Interior Apartment Paint (New project this report)	\$72,950
HDRBS – Interior/Exterior Painting Projects	\$134,000
Hoyt Hall Fire Alarm Replacement	\$300,000
Hughes C-Wing HVAC Improvements	\$390,000
Hughes Hall – Liquid Helium Recovery System	\$495,000
King Library – Center for Digital Scholarship	\$265,000
Marcum Conference Center – East Wing Restroom Renovation (New project this report)	\$65,500
Marcum Conference Center – Fan Coil Unit Replacements	\$91,000
Marcum Conference Center – Room 109 Audio Visual (A/V)	\$95,000
Middletown Campus – Johnston Hall Boiler #2 Replacement	\$400,405
Middletown Campus – Levey Hall Room 105 Lab Renovation	\$50,000
Middletown Campus – Retro-commissioning	\$122,070
Millett Hall – Sound System Replacement	\$260,000
Minnich Hall – Refinish Built-ins (New project this report)	\$50,000
Pearson Hall – Heat Recovery Chiller	\$155,000
Recreational Sports Center – Multi-Functional Flooring	\$60,000
Recreational Sports Center – Replace Pool Floor Cylinders	\$75,000
Robertson Hall Building Demolition	\$158,000



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Shriver Center – Bookstore Enhancements	\$100,000
Shriver Center - Select HVAC Replacement	\$360,000
South Chiller Plant Cooling Tower Rebuilt (New project this report)	\$325,000
Stanton Hall Student Room Renovation	\$495,000
Western Campus Electrical Modifications Phase II	\$100,000

**Projects Closed Between \$50,000 and \$500,000**

Project	Original Budget	Returned Funds
IT Relocations	\$500,000	\$23,511
Old Manse – Honors Relocation	\$128,500	\$27,016
Recreational Sports Center – Miscellaneous Flooring Replacement & Refinishing	\$72,650	\$46,178
Shriver Center – Spring Street Market Expansion	\$95,000	\$29,718

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## **Glossary of Terms**

**Design Build (D/B)** – is a project delivery method in which the design and construction services are contracted by a single entity and delivered within a Guaranteed Maximum Price (GMP). Design Build relies on a single point of responsibility contract and is used to minimize risks for the project owner and to reduce the delivery schedule by overlapping the design phase and construction phase of a project. This method will typically be used on projects with less complexity and have demanding completion schedules.

**Construction Manager at Risk (CMR)** – is a delivery method which entails a commitment by the construction manager to deliver the project within a Guaranteed Maximum Price (GMP). The owner contracts the architectural and engineering services to perform the design from concept through construction bid documents using the construction manager as a consultant. The construction manager acts as the equivalent of a general contractor during the construction phase. CMR arrangement eliminates a "Low Bid" construction project. This method will typically be used on projects with high complexity and demanding completion schedules.

**Single Prime Contracting** – is a project delivery method in which the owner contracts the architectural and engineering services to perform the design from concept through construction bid documents. The construction services are contracted separately, but through a single entity. Single Prime Contracting is beneficial on projects with specialized construction requiring more owner oversight or control. This method will typically be used on projects with high complexity and low schedule importance.

**Multiple Prime Contracting** – is a project delivery method historically allowed by the State of Ohio. The owner contracts the architectural and engineering services to perform the design from concept through construction bid documents. The construction services are divided into various trade specialties – each bid as a separate contract (general, plumbing, mechanical, electrical, sprinkler, etc.). The owner is responsible for managing the terms of each contract and coordinating the work between the multiple contractors.

**Guaranteed Maximum Price (GMP)** – is the negotiated contract for construction services when using D/B or CMR. The owner negotiates a reasonable maximum price for the project (or component of the project) to be delivered within the prescribed schedule. The D/B firm or CMR is responsible for delivering the project within the agreed upon GMP. This process eliminates bidding risks experienced by the owner, allows creative value engineering (VE) to manage the budget, and permits portions of the work to begin far earlier than traditional bidding of the entire project.

**Preconstruction Services** – are the development and design services provided by a D/B firm or CMR to the owner. These services are typically performed for an identified cost prior to the negotiation of a GMP. These services are also referred to as "Design and Administration."

**Miami University  
Physical Facilities Department  
Status of Capital Projects Report**

**Intentionally Blank**

February 8, 2013  
Finance and Business Services

RESOLUTION R2013-xx

WHEREAS, the Campus Walks and Drives project involves the replacement of walks and drives located near the Armstrong Student Center, Upham Hall, Bishop Circle, Yager Stadium, King Library, Campus Avenue, and various residence halls; and

WHEREAS, Miami University has determined that efficiencies can be gained through a Single Prime project delivery method; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$2,500,000 for the project; and

WHEREAS, the \$2,500,000 budget includes a cost of construction estimate of approximately \$2,100,000; and

WHEREAS, the State of Ohio permits contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$210,000 in addition to the \$2,100,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for April 2013; and

WHEREAS, the Board of Trustees desires to award contracts to the lowest responsive and responsible bidders;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the Campus Walks and Drives project with a total project budget not to exceed \$2,500,000.

February 8, 2013  
Finance and Business Services

Executive Summary  
for the  
Campus Walks and Drives Upgrades 2013  
February 8, 2013

This project will result in the construction of various hardscapes in highly visible locations throughout the Oxford Campus. Particular attention is being devoted to those areas near the Armstrong Student Center given the recent construction activity in this area and the high visibility that will accompany the surrounding site given the opening of the building. (1) The project will transform the Bishop Woods Drive into a pedestrian walk with limited service access in accordance with the University's Circulation Master Plan. When complete, the drive will be closed to all vehicles except emergency, service, and those with handicap placards. Scored concrete with new lighting, specialty paving, pedestrian amenities, and landscaping are planned to further enhance this area for the anticipated increase in pedestrian traffic associated with the new Armstrong Student Center. (2) The project will repair and reconstruct deteriorated pavements and walls at the Upham Hall terrace. Pavement work will include the full replacement of slate pavers in the Upham Hall archway and selective removal and replacement of bluestone pavers in the garden area. Flanking stairs and brick walls will be repaired and/or replaced and the existing balustrade will be reset and grouted. Improvements to drainage at the stairs and landscape enhancements in the garden area are also planned. (3) The project will result in reconstruction of the main entrance to King Library with specialty pavement, new lighting, and seating. (4) The project will enhance the west entry gates of Yager Stadium through selective repair and/ or replacement of the concrete and asphalt surfaces. (5) The project will remove and replace concrete sidewalks along the east side of Campus Avenue and remove and replace the asphalt service drives at McKee, Minnich, and Stanton Halls.

Funding for this project will be from local funds:

Bond Funds:	\$199,350
Student Facilities CR&R:	\$675,000
University Bldg. CR&R:	\$1,625,650

<u>Estimated Project Components:</u>	<u>Budget:</u>
Est. Professional Services:	\$150,000
Est. Construction:	\$2,100,000
Owner's Contingency:	<u>\$250,000</u>
Total:	\$2,500,000

February 8, 2013  
Finance and Business Services

RESOLUTION R2013-xx

WHEREAS, the Roof Replacement and Repairs project involves the replacements of roofs and/or flashing and trim at Cook Place, Peabody Hall, Ogden Hall, Cole Service Building, and the Demske Culinary Support Center; and

WHEREAS, Miami University has determined that the total project cost can be reduced by combining the projects under a Single Prime project delivery method; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$1,840,000 for the project; and

WHEREAS, the \$1,840,000 budget includes a cost of construction estimate of approximately \$1,500,000; and

WHEREAS, the State of Ohio permits contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$150,000 in addition to the \$1,500,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for April 2013; and

WHEREAS, the Board of Trustees desires to award a contract to the lowest responsive and responsible bidders;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the Roof Replacement and Repairs project with a total project budget not to exceed \$1,840,000.

February 8, 2013  
Finance and Business Services

Executive Summary  
For the  
Roof Replacement and Repairs 2013  
February 8, 2013

The purpose of this project is to replace or repair the roofs on five (5) buildings on the Oxford Campus that have reached or exceeded their serviceable life. The projects are described below:

1. **Cole Service Building:** Complete the removal and replacement of approximately 45,000 square feet of existing Ethylene-Propylene-Diene-Monomer (EPDM) single ply adhered roofing membrane system.
2. **Demske Culinary Support Center:** Phase 1- Complete 50% of roof (approximately 30,000 square feet) removal and replacement of existing Ethylene-Diene-Monomer (EPDM) single ply adhered roofing membrane system.
3. **Peabody Hall:** Complete the removal and replacement of existing 5,200 square feet of Ethylene-Propylene-Diene-Monomer (EPDM) roofing system; remove and replace 22,580 square feet of existing asphalt shingles with new fiberglass shingle roof system and repair all gutters.
4. **Ogden Hall:** Replace existing copper box gutter system that has deteriorated beyond repair.
5. **Cook Place:** Remove existing clay tiles, replace underlying deteriorated felt & flashing, and reinstall and replace roof tiles as needed. Replace deteriorated gutters.

The project will be delivered using a Single Prime General Contracting method.

Funding for this project will be from local funds as follows:

Bond Funds:	\$887,000
University Bldg. CR&R:	\$953,000

<u>Estimated Project Components:</u>	<u>Budget</u>
Est. Professional Services:	\$134,000
Est. Construction:	\$1,541,000
Owner's Contingency:	\$165,000
<b>Total:</b>	<b>\$1,840,000</b>

February 8, 2013  
Finance and Business Services

RESOLUTION R2013-xx

WHEREAS, the Residence Halls Summer 2013 Renovations project will result in upgrades for Dodds, Emerson, Havighurst, McKee, Morris, Peabody, Porter, Tappan, and Thomson Halls in accordance with the University's Long Range Housing Master Plan; and

WHEREAS, Miami University has determined that the cost of the project can be reduced by combining the projects into a single contract employing a Construction Manager at Risk; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$5,550,000 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 Construction Manager at Risk;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contract for the Residence Halls Summer Renovations 2013 project with a total project budget not to exceed \$5,550,000.



February 8, 2013  
Finance and Business Services

Executive Summary  
For the  
Residence Halls Renovations Summer 2013  
February 8, 2013

This project will update specific areas within nine residence halls. The affected facilities are Dodds, Emerson, Havighurst, McKee, Morris, Peabody, Porter, Tappan, and Thomson Halls. The upgrades are necessary to maintain these halls until they are scheduled for full renovation during the latter part of the Long Range Housing Master Plan. The project will use a Construction Manager at Risk delivery method to lower construction costs, manage the schedule, and allow for close oversight of the various construction activities in multiple buildings, thus minimizing the risk to the University. Dodds and Porter Halls will receive new fire suppression systems. Dodds and Thomson Halls will receive electrical system upgrades. Kitchens and study rooms will be renovated in Havighurst Hall which will result in the addition of two new student rooms. Peabody will receive HVAC system replacements and upgrades. Several halls will receive new lighting in student rooms and bathrooms, ceiling pad replacements, updates of selected finishes and limited HVAC upgrades to increase the energy efficiency of the building.

Funding for this project will be from local funds:

Bond Funds:	\$5,000,000
University Bldg. CR&R:	\$550,000

<u>Estimated Project Components:</u>	<u>Budget:</u>
Est. Consulting Services:	\$594,000
Est. Construction Costs:	\$4,250,000
Est. Furniture, Fixtures, and Equipment:	\$180,000
Owner's Contingency:	<u>\$526,000</u>
Total:	\$5,550,000

February 8, 2013  
Finance and Business Services

RESOLUTION R2013-xx

WHEREAS, the MET Quad Site Improvements project involves the replacement of walks, site lighting, loading dock screen walls, storm water detention and irrigation, and hardscape and landscape restoration after the completion of the Etheridge Hall and Maplestreet projects in accordance with the University's Long Range Housing Master Plan; and

WHEREAS, Miami University has determined that the total project cost can be reduced by combining the projects through a Single Prime project delivery method; and

WHEREAS, Miami University has identified bond and local funds in the amount of \$2,150,000 for the MET Quad Site Improvements project; and

WHEREAS, the \$2,150,000 budget includes a cost of construction estimate of approximately \$1,700,000; and

WHEREAS, the State of Ohio permits award of contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$170,000 in addition to the \$1,700,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for April 2013; and

WHEREAS, the Board of Trustees desires to award contracts to the lowest responsive and responsible bidders;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the MET Quad Site Improvements project with a total project budget not to exceed \$2,150,000.

February 8, 2013  
Finance and Business Services

Executive Summary  
for the  
MET Quad Site Improvements  
February 8, 2013

This project will result in the construction or reconstruction of hardscapes and landscapes in the MET Quad area. The project is to be coordinated with the completion of the Etheridge Hall and Maplestreet Station construction projects. Elements of the new construction include installation of hardscapes and landscapes surrounding Maplestreet Station and development of a new lawn area (Maplestreet Field) between Etheridge Hall and the Center for Performing Arts, which will be sized and graded to allow for informal recreational activities. Reconstruction activities include quad entry patios to Morris, Tappan, and Emerson Halls, the back patio of Emerson Hall, the Maple Street entrance patio to Morris Hall, and the sunken patio on the north side of Tappan Hall. Other improvements include the replacement and reconfiguration of concrete walks and service drives, the construction of a new bikeway along Patterson Avenue, new site lighting, new lawn irrigation system, storm water management improvements, new plantings around the existing residence halls, and emergency vehicle access to existing residence halls. As part of the water quality requirements for the Maplestreet Station and Etheridge Hall projects, a storm water pond will be constructed on the east side of Patterson Avenue, south of Presser Hall and north of the band field. The storm water pond will be designed to supply water for irrigating the band field and the new Maplestreet Field.

Funding for this project will be from local funds:

Bond Funds:	\$1,950,000
Student Facilities CR&R:	\$200,000

<u>Estimated Project Components:</u>	<u>Budget:</u>
Est. Professional Services:	\$175,000
Est. Construction:	\$1,700,000
Est. Furniture, Fixtures, and Equipment:	\$75,000
Owner's Contingency:	<u>\$200,000</u>
Total:	\$2,150,000

February 8, 2013  
Finance and Business Services

RESOLUTION R2013-xx

WHEREAS, the East Quad Renovation project will include the renovation of five existing residence halls, one dining hall and related infrastructure; and

WHEREAS, Miami University has determined that the cost of the project can be reduced through a single Design Build project delivery method; and

WHEREAS, Miami University has identified bond funds in the amount of \$84,404,000 for the East Quad Renovation project; and

WHEREAS, the East Quad Renovation project represents the largest renovation project to date for the Long Range Housing Master Plan; and

WHEREAS, the design build plans are being completed and proposals are to be received in 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 authorizes the Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the preconstruction phase of the East Quad Renovation project which includes planning, design, and estimating along with all related preconstruction services necessary to prepare the Guaranteed Maximum Price (GMP) for a budget not to exceed \$5,050,000 for this phase of the project.

February 8, 2013  
Finance and Business Services

Executive Summary  
For the  
East Quad Renovation  
February 8, 2013

This project will result in the renovation of five residence halls, one dining hall, portions of the north chiller plant and associated infrastructure as part of the Long Range Housing Master Plan. The facilities involved are Billings (North Chiller Plant), Collins, Dennison, Dorsey, Erickson (dining), McBride, and Symmes Halls. Wilson Hall will also receive some temporary utility work as required to operate this facility for two additional years to maintain the overall campus bed count. The project will be delivered using the Design Build delivery method. The residence hall renovations will include new windows, ADA accessibility improvements, elevators, insulating exterior walls and attics, new corridor ceilings, interior lighting, plumbing systems, sprinkler system, electrical distribution improvements, HVAC systems, life safety and fire alarm systems, utility tie-ins, site utilities, selective addition and/or demolition of bedroom walls, and new bedroom finishes. The dining hall renovation will include new configurations for the kitchen and seating areas including new concepts for dine-in and take-out eateries. This group of halls was selected to maintain the overall campus bed count and perform multiple renovations efficiently while minimizing the impact to the campus during construction. The requested approval at this point is only for funding of preconstruction services to allow for an accurate vetting of the Guaranteed Maximum Price ahead of construction commitments.

Funding for this project will be from local funds:

Bond Funds: \$84,404,000

<u>Estimated Project Components:</u>	<u>Budget:</u>
Est. Consulting Services:	\$1,500,000
Est. Design Build Preconstruction Services:	\$3,550,000
<u>Future Resolution:</u>	
Est. Construction Costs	\$67,450,000
Est. Furniture, Fixtures, and Equipment:	\$4,254,000
Est. Landscaping:	\$900,000
Owner's Contingency:	<u>\$6,750,000</u>
Total:	\$84,404,000

February 8, 2013  
Finance and Business Services

RESOLUTION R2013-xx

WHEREAS, the Board of Trustees in June 2011 and February 2012 authorized the award of contracts for the Maplestreet Station and the MET Quadrangle Residence Hall projects (subsequently named Etheridge Hall); and

WHEREAS, both projects were originally designed to have Miami's standard clay tile installed on the roofs of both buildings but during the value engineering process, polymer roof tiles were substituted for the purpose of lowering the total cost of these projects; and

WHEREAS, subsequently it was determined that the project schedules for both projects could be jeopardized as a result of delays in the production of the polymer tiles; and

WHEREAS, Miami has negotiated with the contractor to install the clay tile roofs that were originally designed for the building at a change order cost of \$576,000 for Etheridge Hall and \$506,000 for Maplestreet Station; and

WHEREAS, these clay tile roofs will better enable the projects to be completed on schedule meeting the needs of students scheduled to enroll at Miami this fall; and

WHEREAS, Miami University has identified project funds within the authorized project amounts for the purpose of funding these change orders;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby approves the award of change orders for the installation of a clay tile roofs on Etheridge Hall and Maplestreet Station for a value not to exceed \$1,082,000.

February 8, 2013  
Finance and Business Services

RESOLUTION R2013-xx

WHEREAS, the MacCracken Quad Tunnel Top Replacement project involves the replacement of deteriorated portions of tunnel tops that also serve as walks for the campus; and

WHEREAS, Miami University has determined that the cost of the project can be reduced by combining the projects into a Single Prime project delivery method; and

WHEREAS, Miami University has identified local funds in the amount of \$1,430,000 for the MacCracken Quad Tunnel Top Replacement project; and

WHEREAS, the \$1,430,000 budget includes a cost of construction estimate of approximately \$1,100,000; and

WHEREAS, the State of Ohio permits contracts to be awarded up to 110% of the construction estimate necessitating a bid variation contingency of \$110,000 in addition to the \$1,100,000 construction budget; and

WHEREAS, the design is being completed and receipt of bids is planned for April 2013; and

WHEREAS, the Board of Trustees desires to award a contract to the lowest responsive and responsible bidder;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer, in accordance with all State guidelines, to proceed with the award of contracts for the MacCracken Quad Tunnel Top Replacement project with a total project budget not to exceed \$1,430,000.

February 8, 2013  
Finance and Business Services

Executive Summary  
for the  
MacCracken Quad Tunnel Top Replacement  
February 8, 2013

The project will result in the removal and replacement of approximately 2,000 linear feet of badly deteriorated tunnel top slab within the MacCracken Quad. The top of the existing tunnel also acts as a sidewalk in the MacCracken Quad area, and has become a trip hazard as a result of the deteriorated condition. The existing tunnel top also cannot support the local fire department's emergency response vehicles in the event of a residence hall fire.

The new system will utilize a precast structural slab, waterproofing system, and topping slab to serve as the new pedestrian walkway and traffic-bearing surface. The new structural system will also be capable of supporting emergency vehicle loads thereby enhancing life safety and accessibility to the quad. The tunnel top replacement will require minor relocations of electrical conduit for lighting and temporary bracing of the walls. In addition, the anticipated increase in elevation will require area grading and storm water management improvements. The project will be delivered using the Single Prime General Contracting methodology.

Funding for this project will be from local funds:

University Bldg. CR&R:           \$1,430,000

<u>Estimated Project components:</u>	<u>Budget:</u>
Est. Professional Services:	\$135,000
Est. Construction:	\$1,150,000
Owner's Contingency:	<u>\$145,000</u>
Total:	\$1,430,000





MIAMI UNIVERSITY

# ***Enrollment Management Update***

Board of Trustees  
February 7, 2013

Michael S. Kabbaz, Office of Enrollment Management

# ***Fall 2013 Enrollment Goals***

- Manage divisional capacity
  - Cap FSB enrollment @ 800 first-year students
- Increase quality— ACT average (SAT converted)
- Increase non-resident enrollment
  - Non-resident domestic
  - International
- Increase ethnic/racial diversity
- Improve yield
- Increase transfer enrollment
- Increase ACE Program enrollment
- Manage financial aid budget

# ***Fall 2013 – Application Counts by Academic Division***

	<b>2011</b>	<b>2012</b>	<b>Difference</b>	<b>% Change</b>
<b>College of Arts and Science</b>	8775	9330	555	6.3%
<b>Farmer School of Business</b>	5809	6769	960	16.5%
<b>School of Education, Health &amp; Society</b>	2116	2366	250	11.8%
<b>School of Engineering &amp; Applied Science</b>	2445	2927	482	19.7%
<b>School of Creative Arts</b>	909	908	-1	-0.1%
<b>Total</b>	<b>20054</b>	<b>22300</b>	<b>2246</b>	<b>11.2%</b>

Note: data are as of 2/6/2013

# ***Fall 2013 – Application Counts by Residency***

	<b>2011</b>	<b>2012</b>	<b>Difference</b>	<b>% Change</b>
<b>Non-Resident</b>	10857	11948	1091	10.0%
<b>Domestic Non-Resident</b>	8726	9759	1033	11.8%
<b>International Non-Resident</b>	2131	2189	58	2.7%
<b>Resident</b>	9063	10226	1163	12.8%
<b>Residency TBD</b>	134	126	-8	-6.0%
<b>Total</b>	<b>20054</b>	<b>22300</b>	<b>2246</b>	<b>11.2%</b>

Note: data are as of 2/6/2012 and 2/6/2013

# ***Fall 2013 Early Decision***

	Applications	Accepts	Accept Rate	Avg GPA	Avg ACTBest	Avg Rank	HS Curriculum	% OH	% OOS	Diversity	States
2013	1016	689	67.8%	3.6	25.8	22.2%	11.4	70.9%	29.1%	72	26 and Thailand
2012	916	685	74.8%	3.6	25.5	23.7%	11.0	73.4%	26.6%	64	25 and DC
Difference	100									8	
% Difference	10.9%									12.5%	

Note: Students were notified of their acceptance on 12/13/12.

# ***Fall 2013 High Ability Early Notification***

	<b>Accepts</b>	<b>Avg GPA</b>	<b>Avg ACTBest</b>	<b>Avg Rank</b>	<b>HS Curriculum</b>	<b>% OH</b>	<b>% OOS</b>	<b>Diversity</b>	<b>States</b>
2013	5620	4.0	29.6	10.8%	15.6	48.2%	51.8%	571	43 and DC
2012	3940	4.1	29.5	9.3%	15.5	52.6%	47.4%	401	34, DC, China and Hong Kong
Difference	1680							170	
% Difference	42.6%							42.4%	

Note: Students applied for either Early Action (2/1) or Regular Decision (3/15) but were notified of their acceptance on 12/19/12.

# ***Fall 2013 Early Action Notification***

	Applications	Accepts	Accept Rate	Avg GPA	Avg ACTBest	Avg RankPercent	HS Curriculum	% OH	% OOS	SOC	States
2013	13525	10486	77.5%	3.8	28.1	15.3	14.2	47.4%	52.6%	1374	45 plus DC, PR, VI, and 14 Different Countries
2012	12469	10501	84.2%	3.8	27.5	16.1	13.3	48.7%	51.3%	1270	47 plus DC, PR, VI, and 11 Different Countries
Difference	1056									104	
% Difference	8.5%									8.2%	

# ***University Academic Scholars Program***

## Offers by Designation

Total Students Selected	487
Creative Arts Scholars	43
EHS Leadership Scholars	68
Engineering and Applied Science Scholars	102
Farmer School of Business Scholars	140
Law and Public Policy Scholars	33
Premedical Scholars	63
University Sustainability Scholars	38

## UASP Student Profile

Average ACT Score (SAT Converted)	31.31
Average GPA	4.09
Average Academic Read Score	17
Non-Resident	51%
Female	53%
Domestic Students of Color	38%
Bridges Participants	10%
First-Generation	11%





# ***Early Scholarship Notifications***

	Fall 2013				Fall 2012			
	Receiving Award		Average Award	Median Award	Receiving Award		Average Award	Median Award
Early Decision	242	35%	\$4,684	\$4,000	232	34%	\$5,084	\$4,500
Early Admits	5,317	95%	\$8,512	\$6,000	3,827	97%	\$6,932	\$6,500

Total "Float": \$46.3 million

Total "Float": \$27.7 million



*Questions?*



Business Session  
Item #4

**Miami University  
Finance and Audit Committee  
FY 2013 Forecasted Operating Results  
Projections Based upon Activity through December 31, 2012**

**OXFORD**

The projection for the Oxford General Fund based on performance through December is a surplus of approximately \$6.2 million. Details of the specific items are highlighted below.

**Revenues**

The Oxford campus student fee revenues (instructional, general and out-of-state) are forecast to be approximately \$3 million over the \$318.7 million budget. The projections are primarily based on the first semester but also include initial billings for second semester. As a result, the forecast may change as the fiscal year progresses.

The forecast for the Oxford campus state appropriations is approximately \$705,000 less than budget resulting from declining Ohio resident enrollment larger than projected statewide enrollment for fiscal year 2012. For the same reason, the Hamilton campus forecast is \$35,000 greater than budget and the Middletown campus forecasts are equal to budget.

Interest and dividend income booked through December 31, 2012, was approximately \$2,403.653. This amount does not include an estimate of the year-end mark-to-market, which is virtually impossible to predict at this time. If we had marked the portfolio to market as of December 31<sup>st</sup>, an unrealized gain of \$6.9 million would have been recorded. Given the volatility of the current market, this number could improve or decrease further as the year progresses. Therefore, we are forecasting investment income to be equal to budget.

All other revenue projections are relatively equal to budget.

**Expenditures and Transfers**

Employee salaries and staff benefits are projected to be under budget, due to unfilled and vacant positions. The healthcare expense is projected to end under budget due to claims remaining below FY12 levels through December. High cost claims also remain below the prior years' experience.

Miscellaneous operational transfers are forecast to be over budget due to budget incorrectly being shown under "departmental support."

Savings in departmental support expenditures combined with the budget variance in salaries are projected to result in a \$5.4 million transfer for departmental budgetary carry forward.

Business Session  
Item #4

**HAMILTON & MIDDLETOWN**

The Hamilton campus student fee revenue (instructional, general and out-of-state) is estimated to be equal to budget. The Middletown campus student fee revenue variance is forecast to be \$656,351, or approximately 5%, below budget. Expenditures on both campuses are either at or below budget. Overall, the General Fund for Hamilton is projected to end the fiscal year with a \$1.3 million surplus while the Middletown campus is projected to have an operating deficit of approximately \$16,000. The Hamilton campus budget includes \$2.4 million in capital project transfers that is scheduled to be used for campus improvements.

**VOICE OF AMERICA LEARNING CENTER**

The Voice of America Learning Center (VOALC) is projected to end the fiscal year on budget. As in the prior fiscal year, the funding support for the VOALC has been separately displayed for all three campuses and the VOALC. This transfer represents the budgeted financial support from each campus for funding the VOALC administrative operations.

1/15/2013

MIAMI UNIVERSITY  
 FY2013 Forecast  
**Oxford General Fund Only**  
*As of December 31, 2013*

	<u>Original Budget</u>	<u>End-of-Year Forecast</u>	<u>Budget to Forecast</u>
<b>REVENUES:</b>			
Instructional & Out-of-State Surcharge	\$ 279,230,969	\$ 281,200,000	\$ 1,969,031
General	\$ 29,150,971	\$ 29,376,000	\$ 225,029
Other Student Revenue	\$ 10,325,001	\$ 11,100,000	\$ 774,999
<i>Tuition, Fees and Other Student Charges</i>	<u>\$ 318,706,941</u>	<u>\$ 321,676,000</u>	<u>\$ 2,969,059</u>
State Appropriations	\$ 56,198,123	\$ 55,493,000	\$ (705,123)
Investment Income	\$ 4,325,000	\$ 4,325,000	\$ -
Other Revenue	\$ 2,810,587	\$ 3,000,000	\$ 189,413
<b>Total Revenues</b>	<u><b>\$ 382,040,651</b></u>	<u><b>\$ 384,494,000</b></u>	<u><b>\$ 2,453,349</b></u>
<b>EXPENDITURES:</b>			
Salaries	\$ 153,406,345	\$ 149,900,000	\$ 3,506,345
Benefits	\$ 31,961,408	\$ 30,850,000	\$ 1,111,408
Healthcare Expense	\$ 25,000,000	\$ 24,072,000	\$ 928,000
Graduate Assistant Fee Waivers	\$ 23,049,516	\$ 20,000,000	\$ 3,049,516
Utilities	\$ 13,761,680	\$ 13,760,760	\$ 920
Scholarships, Fellowships & Std Fee Waivers	\$ 59,661,193	\$ 58,100,000	\$ 1,561,193
Miami Grant	\$ 4,300,000	\$ 4,200,000	\$ 100,000
Departmental Support	\$ 30,226,049	\$ 28,600,000	\$ 1,626,049
Multi-year Expenditures	\$ 4,205,000	\$ 4,205,000	\$ -
<b>Total Expenditures</b>	<u><b>\$ 345,571,191</b></u>	<u><b>\$ 333,687,760</b></u>	<u><b>\$ 11,883,431</b></u>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	\$ (26,744,540)	\$ (26,374,540)	\$ 370,000
Capital, Renewal & Replacement	\$ (3,480,000)	\$ (3,480,000)	\$ -
Debt Service	\$ (5,236,098)	\$ (5,911,000)	\$ (674,902)
Support for VOALC (50%)	\$ (575,000)	\$ (575,000)	\$ -
Other Miscellaneous Operational Transfers	\$ (433,822)	\$ (2,900,000)	\$ (2,466,178)
<b>Total Debt Service and Transfers</b>	<u><b>\$ (36,469,460)</b></u>	<u><b>\$ (39,240,540)</b></u>	<u><b>\$ (2,771,080)</b></u>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ -	\$ 11,565,700	\$ 11,565,700
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward	\$ -	\$ (5,405,000)	\$ (5,405,000)
<b>Net Increase/(Decrease) in Fund Balance</b>	<u><b>\$ -</b></u>	<u><b>\$ 6,160,700</b></u>	<u><b>\$ 6,160,700</b></u>

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MIAMI UNIVERSITY  
 FY2013 Forecast  
**Hamilton General Fund Only**  
*As of December 31, 2012*

	Original <u>Budget</u>	End-of-Year <u>Forecast</u>	Budget to <u>Forecast</u>
<b>REVENUES:</b>			
Instructional & Out-of-State Surcharge	\$ 19,279,539	\$ 19,355,000	\$ 75,461
General	\$ 1,296,230	\$ 1,280,000	\$ (16,230)
Other Student Revenue	\$ 233,200	\$ 250,000	\$ 16,800
State Appropriations	\$ 7,511,604	\$ 7,547,000	\$ 35,396
Investment Income	\$ 40,000	\$ 40,000	\$ -
Other Revenue	\$ 223,700	\$ 200,000	\$ (23,700)
<b>Total Revenues</b>	<b>\$ 28,584,273</b>	<b>\$ 28,672,000</b>	<b>\$ 87,727</b>
<b>EXPENDITURES:</b>			
Salaries	\$ 13,500,358	\$ 12,500,000	\$ 1,000,358
Benefits	\$ 2,623,607	\$ 2,024,000	\$ 599,607
Healthcare Expense	\$ 2,052,168	\$ 1,976,000	\$ 76,176
Graduate Assistant Fee Waivers	\$ -	\$ 50	\$ (50)
Utilities	\$ 849,617	\$ 760,000	\$ 89,617
Scholarships, Fellowships & Std Fee Waivers	\$ 715,000	\$ 550,000	\$ 165,000
Departmental Support	\$ 5,070,891	\$ 5,071,000	\$ (109)
<b>Total Expenditures</b>	<b>\$ 24,811,641</b>	<b>\$ 22,881,050</b>	<b>\$ 1,930,591</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	\$ (555,332)	\$ (555,000)	\$ 332
Capital, Renewal & Replacement	\$ (2,366,851)	\$ (2,367,000)	\$ (149)
Support for VOALC (25%)	\$ (275,205)	\$ (275,000)	\$ 205
Other Miscellaneous Operational Transfers	\$ (575,244)	\$ (575,000)	\$ 244
<b>Total Debt Service and Transfers</b>	<b>\$ (3,772,632)</b>	<b>\$ (3,772,000)</b>	<b>\$ 632</b>
Net Revenues/(Expenditures) Before Adjustments	\$ -	\$ 2,018,950	\$ 2,018,950
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward	\$ -	\$ (700,000)	\$ (700,000)
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ -</b>	<b>\$ 1,318,950</b>	<b>\$ 1,318,950</b>

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MIAMI UNIVERSITY  
FY2013 Forecast  
**Middletown General Fund Only**  
As of December 31, 2012

	<u>Original Budget</u>	<u>End-of-Year Forecast</u>	<u>Budget to Forecast</u>
<b>REVENUES:</b>			
Instructional & Out-of-State Surcharge	\$ 12,056,351	\$ 11,400,000	\$ (656,351)
General	\$ 796,291	\$ 770,000	\$ (26,291)
Other Student Revenue	\$ 183,600	\$ 185,000	\$ 1,400
State Appropriations	\$ 5,848,943	\$ 5,849,000	\$ 57
Investment Income	\$ 26,000	\$ 26,000	\$ -
Other Revenue	\$ 119,911	\$ 100,000	\$ (19,911)
<b>Total Revenues</b>	<b>\$ 19,031,096</b>	<b>\$ 18,330,000</b>	<b>\$ (701,096)</b>
<b>EXPENDITURES:</b>			
Salaries	\$ 10,254,924	\$ 9,500,000	\$ 754,924
Benefits	\$ 1,978,807	\$ 1,810,000	\$ 168,807
Healthcare Expense	\$ 1,547,809	\$ 1,490,000	\$ 57,455
Graduate Assistant Fee Waivers	\$ -	\$ -	\$ -
Utilities	\$ 735,443	\$ 640,000	\$ 95,443
Scholarships, Fellowships & Std Fee Waivers	\$ 630,000	\$ 630,000	\$ -
Departmental Support	\$ 3,948,262	\$ 3,800,000	\$ 148,262
Multi-year Expenditures	\$ -	\$ 40,000	\$ (40,000)
<b>Total Expenditures</b>	<b>\$ 19,095,245</b>	<b>\$ 17,910,000</b>	<b>\$ 1,185,245</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	\$ (211,056)	\$ (211,000)	\$ 56
Capital, Renewal & Replacement	\$ -	\$ -	\$ -
Support for VOALC (25%)	\$ (275,205)	\$ (275,000)	\$ 205
Other Miscellaneous Operational Transfers	\$ 550,410	\$ 550,000	\$ (410)
<b>Total Debt Service and Transfers</b>	<b>\$ 64,149</b>	<b>\$ 64,000</b>	<b>\$ (149)</b>
Net Revenues/(Expenditures) Before Adjustments	\$ -	\$ 484,000	\$ 484,000
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward	\$ -	\$ (500,000)	\$ (500,000)
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ -</b>	<b>\$ (16,000)</b>	<b>\$ (16,000)</b>

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MIAMI UNIVERSITY  
 FY2013 Forecast  
**Voice of America Learning Center General Fund Only**  
*As of December 31, 2012*

	<u>Original Budget</u>	<u>End-of-Year Forecast</u>	<u>Budget to Forecast</u>
<b>REVENUES:</b>			
Other Revenue	\$ 20,000	\$ 20,000	\$ -
<b>Total Revenues</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>
<b>EXPENDITURES:</b>			
Salaries	\$ 212,487	\$ 212,000	\$ 487
Benefits	\$ 86,057	\$ 86,000	\$ 57
Utilities	\$ 81,200	\$ 65,000	\$ 16,200
Departmental Support	\$ 305,750	\$ 316,000	\$ (10,250)
<b>Total Expenditures</b>	<b>\$ 685,494</b>	<b>\$ 679,000</b>	<b>\$ 6,494</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
Capital, Renewal & Replacement	\$ -	\$ -	\$ -
Debt Service	\$ (484,192)	\$ (484,000)	\$ 192
Funding for VOA	\$ 1,149,686	\$ 1,150,000	\$ 314
<b>Total Debt Service and Transfers</b>	<b>\$ 665,494</b>	<b>\$ 666,000</b>	<b>\$ 506</b>
Net Revenues/(Expenditures) Before Adjustments	\$ -	\$ 7,000	\$ 7,000
<b>YEAR-END ADJUSTMENTS:</b>			
Departmental Budgetary Carryforward	\$ -	\$ -	\$ -
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>



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**MIAMI UNIVERSITY**  
**Financial Analysis - by Operational Unit**  
**FY2013/FY2012/FY2011**

	FY2013			FY2012			FY2011			Thru December YTD		2013	
	Original Budget	Year-end Actual	Year-end Actual	FY2013	FY2012	FY2011	FY2013	FY2012	FY2011	% of Budget	% Change from '12		
<b>College of Arts &amp; Sciences</b>													
Salary	\$ 49,106,497	\$ 46,819,538	\$ 46,901,868	\$ 22,072,242	\$ 21,984,127	\$ 22,144,771	\$ 22,072,242	\$ 21,984,127	\$ 22,144,771	45%	0%		
Benefits	\$ 27,861,904	\$ 25,882,566	\$ 25,825,941	\$ 9,347,178	\$ 9,460,315	\$ 8,651,087	\$ 9,347,178	\$ 9,460,315	\$ 8,651,087	34%	-1%		
Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 423	\$ -	\$ -	\$ 423	\$ -	\$ -	-	-		
Departmental Support Expenses	\$ 2,403,012	\$ 4,548,050	\$ 3,738,403	\$ 2,008,691	\$ 2,236,578	\$ 1,744,113	\$ 2,008,691	\$ 2,236,578	\$ 1,744,113	84%	-10%		
<b>Total Expenses</b>	<b>\$ 79,371,413</b>	<b>\$ 77,250,154</b>	<b>\$ 76,466,213</b>	<b>\$ 33,428,534</b>	<b>\$ 33,681,020</b>	<b>\$ 32,539,971</b>	<b>\$ 33,428,534</b>	<b>\$ 33,681,020</b>	<b>\$ 32,539,971</b>	<b>42%</b>	<b>-1%</b>		
<b>School of Education, Health, &amp; Society</b>													
Salary	\$ 11,833,713	\$ 11,067,755	\$ 11,320,226	\$ 7,501,541	\$ 5,156,243	\$ 5,239,828	\$ 7,501,541	\$ 5,156,243	\$ 5,239,828	63%	45%		
Benefits	\$ 6,363,382	\$ 5,399,251	\$ 5,811,669	\$ 5,423,986	\$ 2,119,451	\$ 1,998,293	\$ 5,423,986	\$ 2,119,451	\$ 1,998,293	85%	156%		
Scholarships & Fellowships	\$ 414,000	\$ -	\$ 501,723	\$ -	\$ -	\$ 470,413	\$ -	\$ -	\$ 470,413	-	-		
Departmental Support Expenses	\$ 352,669	\$ 1,292,195	\$ 1,138,682	\$ 618,939	\$ 404,187	\$ 577,757	\$ 618,939	\$ 404,187	\$ 577,757	176%	53%		
<b>Total Expenses</b>	<b>\$ 18,963,764</b>	<b>\$ 17,759,201</b>	<b>\$ 18,772,500</b>	<b>\$ 13,544,466</b>	<b>\$ 7,679,881</b>	<b>\$ 8,286,291</b>	<b>\$ 13,544,466</b>	<b>\$ 7,679,881</b>	<b>\$ 8,286,291</b>	<b>71%</b>	<b>76%</b>		
<b>School of Engineering &amp; Applied Sciences</b>													
Salary	\$ 6,321,787	\$ 5,922,334	\$ 5,997,299	\$ 3,020,279	\$ 2,846,813	\$ 2,865,873	\$ 3,020,279	\$ 2,846,813	\$ 2,865,873	48%	6%		
Benefits	\$ 3,032,258	\$ 2,710,084	\$ 2,743,498	\$ 1,167,810	\$ 1,108,578	\$ 1,090,814	\$ 1,167,810	\$ 1,108,578	\$ 1,090,814	39%	5%		
Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ 500	\$ -	\$ -	-	-		
Departmental Support Expenses	\$ 57,890	\$ 691,638	\$ 619,964	\$ 366,940	\$ 356,508	\$ 337,647	\$ 366,940	\$ 356,508	\$ 337,647	634%	3%		
<b>Total Expenses</b>	<b>\$ 9,411,935</b>	<b>\$ 9,324,056</b>	<b>\$ 9,360,761</b>	<b>\$ 4,555,529</b>	<b>\$ 4,311,898</b>	<b>\$ 4,294,334</b>	<b>\$ 4,555,529</b>	<b>\$ 4,311,898</b>	<b>\$ 4,294,334</b>	<b>48%</b>	<b>6%</b>		
<b>Farmer School of Business</b>													
Salary	\$ 18,339,696	\$ 17,804,072	\$ 16,413,110	\$ 9,140,932	\$ 8,369,454	\$ 7,674,022	\$ 9,140,932	\$ 8,369,454	\$ 7,674,022	50%	9%		
Benefits	\$ 8,469,758	\$ 7,752,564	\$ 7,369,379	\$ 3,592,432	\$ 3,471,604	\$ 3,057,500	\$ 3,592,432	\$ 3,471,604	\$ 3,057,500	42%	3%		
Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ 46,500	\$ -	\$ -	\$ 46,500	\$ -	\$ -	-	-		
Departmental Support Expenses	\$ 1,855,871	\$ 1,291,434	\$ 1,357,253	\$ 1,042,682	\$ 684,578	\$ 601,345	\$ 1,042,682	\$ 684,578	\$ 601,345	56%	52%		
<b>Total Expenses</b>	<b>\$ 28,665,325</b>	<b>\$ 26,848,070</b>	<b>\$ 25,139,741</b>	<b>\$ 13,822,546</b>	<b>\$ 12,525,636</b>	<b>\$ 11,332,868</b>	<b>\$ 13,822,546</b>	<b>\$ 12,525,636</b>	<b>\$ 11,332,868</b>	<b>48%</b>	<b>10%</b>		
<b>School of Fine Arts</b>													
Salary	\$ 8,976,388	\$ 8,458,992	\$ 8,521,873	\$ 4,101,072	\$ 3,967,398	\$ 4,039,968	\$ 4,101,072	\$ 3,967,398	\$ 4,039,968	46%	3%		
Benefits	\$ 4,890,768	\$ 4,382,302	\$ 4,617,762	\$ 1,675,183	\$ 1,623,515	\$ 1,528,437	\$ 1,675,183	\$ 1,623,515	\$ 1,528,437	34%	3%		
Departmental Support Expenses	\$ 638,343	\$ 1,056,980	\$ 1,038,197	\$ 721,758	\$ 503,431	\$ 479,008	\$ 721,758	\$ 503,431	\$ 479,008	113%	43%		
<b>Total Expenses</b>	<b>\$ 14,505,499</b>	<b>\$ 13,898,274</b>	<b>\$ 14,177,833</b>	<b>\$ 6,498,013</b>	<b>\$ 6,094,345</b>	<b>\$ 6,047,413</b>	<b>\$ 6,498,013</b>	<b>\$ 6,094,345</b>	<b>\$ 6,047,413</b>	<b>45%</b>	<b>7%</b>		
<b>Graduate School</b>													
Salary	\$ 1,993,419	\$ 1,356,165	\$ 1,424,231	\$ 699,720	\$ 730,840	\$ 741,152	\$ 699,720	\$ 730,840	\$ 741,152	35%	-4%		
Benefits	\$ 4,662,000	\$ 3,143,999	\$ 3,546,671	\$ 11,401,884	\$ 12,111,042	\$ 12,749,472	\$ 11,401,884	\$ 12,111,042	\$ 12,749,472	245%	-6%		
Scholarships & Fellowships	\$ 11,235,081	\$ 12,212,028	\$ 9,411,738	\$ 4,164,678	\$ 5,918,335	\$ 5,677,405	\$ 4,164,678	\$ 5,918,335	\$ 5,677,405	37%	-30%		
Departmental Support Expenses	\$ 504,674	\$ 416,896	\$ 298,808	\$ 83,881	\$ 207,280	\$ 148,659	\$ 83,881	\$ 207,280	\$ 148,659	17%	-60%		
<b>Total Expenses</b>	<b>\$ 18,395,174</b>	<b>\$ 17,129,088</b>	<b>\$ 14,681,448</b>	<b>\$ 16,350,163</b>	<b>\$ 18,967,497</b>	<b>\$ 19,316,688</b>	<b>\$ 16,350,163</b>	<b>\$ 18,967,497</b>	<b>\$ 19,316,688</b>	<b>89%</b>	<b>-14%</b>		

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MIAMI UNIVERSITY  
Financial Analysis - by Operational Unit  
FY2013/FY2012/FY2011

	FY2013			FY2012			FY2011			Thru December YTD		2013	
	Original Budget	Year-end Actual	Year-end Actual	FY2013	FY2012	FY2011	FY2013	FY2012	FY2011	% of Budget	% Change from '12		
<b>Other Provost Departments</b>													
Salary	\$ 14,442,837	\$ 11,940,157	\$ 12,415,628	\$ 6,504,775	\$ 5,743,499	\$ 6,030,057				45%	13%		
Benefits	\$ 6,186,565	\$ 5,040,020	\$ 5,169,777	\$ 2,576,490	\$ 2,299,833	\$ 2,381,015				42%	12%		
Scholarships & Fellowships <sup>1</sup>	\$ 52,312,112	\$ 50,537,933	\$ 77,974,527	\$ 25,176,323	\$ 28,026,269	\$ 57,485,413				48%	-10%		
Utilities	\$ 28,080	\$ 30,721	\$ -	\$ 20,205	\$ 7,360	\$ 12,389				72%	175%		
Departmental Support Expenses	\$ 13,960,246	\$ 7,329,449	\$ 7,595,169	\$ 5,770,713	\$ 4,739,822	\$ 4,041,832				41%	22%		
<b>Total Expenses</b>	<b>\$ 86,929,840</b>	<b>\$ 74,878,280</b>	<b>\$ 103,155,101</b>	<b>\$ 40,048,506</b>	<b>\$ 40,816,783</b>	<b>\$ 69,950,707</b>				<b>46%</b>	<b>-2%</b>		
<b>Total Provost Office</b>													
Salary	\$ 111,014,337	\$ 103,369,013	\$ 102,994,234	\$ 53,040,561	\$ 48,798,375	\$ 48,735,671				48%	9%		
Benefits	\$ 61,466,635	\$ 54,310,786	\$ 55,084,698	\$ 35,184,963	\$ 32,194,337	\$ 31,456,618				57%	9%		
Scholarships & Fellowships <sup>1</sup>	\$ 63,961,193	\$ 62,749,961	\$ 87,887,988	\$ 29,388,424	\$ 33,944,604	\$ 63,633,231				46%	-13%		
Utilities	\$ 28,080	\$ 30,721	\$ -	\$ 20,205	\$ 7,360	\$ 12,389				72%	175%		
Departmental Support Expenses	\$ 19,772,705	\$ 16,626,642	\$ 15,786,477	\$ 10,613,604	\$ 9,132,383	\$ 7,930,363				54%	16%		
<b>Total Expenses</b>	<b>\$ 256,242,950</b>	<b>\$ 237,087,123</b>	<b>\$ 261,753,396</b>	<b>\$ 128,247,757</b>	<b>\$ 124,077,061</b>	<b>\$ 151,768,272</b>				<b>50%</b>	<b>-3%</b>		
<b>Physical Facilities</b>													
Salary	\$ 11,587,396	\$ 11,401,229	\$ 11,385,080	\$ 5,550,431	\$ 5,425,543	\$ 5,551,514				48%	2%		
Benefits	\$ 4,669,032	\$ 4,691,604	\$ 4,360,498	\$ 2,221,140	\$ 2,160,838	\$ 2,216,272				48%	3%		
Utilities	\$ 13,733,600	\$ 13,852,200	\$ 13,365,664	\$ 6,891,139	\$ 7,023,167	\$ 6,730,401				50%	-2%		
Departmental Support Expenses	\$ 741,421	\$ 359,954	\$ 817,285	\$ 132,488	\$ 118,778	\$ 128,581				18%	12%		
<b>Total Expenses</b>	<b>\$ 30,731,451</b>	<b>\$ 30,304,987</b>	<b>\$ 29,928,527</b>	<b>\$ 14,795,198</b>	<b>\$ 14,728,325</b>	<b>\$ 14,626,768</b>				<b>48%</b>	<b>0%</b>		
<b>Other Finance &amp; Business Services Departments</b>													
Salary	\$ 7,606,716	\$ 8,128,473	\$ 7,906,723	\$ 3,605,369	\$ 3,954,744	\$ 3,882,461				47%	-9%		
Benefits	\$ 3,062,821	\$ 3,474,344	\$ 3,171,141	\$ 1,457,290	\$ 1,563,979	\$ 1,552,472				48%	-7%		
Departmental Support Expenses	\$ 2,460,131	\$ 2,118,422	\$ 2,031,620	\$ 1,028,112	\$ 1,822,160	\$ 766,352				42%	-44%		
<b>Total Expenses</b>	<b>\$ 13,129,668</b>	<b>\$ 13,721,239</b>	<b>\$ 13,109,484</b>	<b>\$ 6,090,771</b>	<b>\$ 7,340,884</b>	<b>\$ 6,201,285</b>				<b>46%</b>	<b>-17%</b>		
<b>President</b>													
Salary	\$ 3,686,493	\$ 3,101,897	\$ 3,176,865	\$ 1,601,066	\$ 1,437,883	\$ 1,529,014				43%	11%		
Benefits	\$ 1,396,826	\$ 1,238,174	\$ 1,214,577	\$ 632,574	\$ 561,485	\$ 597,621				45%	13%		
Departmental Support Expenses	\$ 3,272,209	\$ 4,138,687	\$ 2,866,146	\$ 1,225,059	\$ 1,621,868	\$ 1,411,290				37%	-24%		
<b>Total Expenses</b>	<b>\$ 8,355,528</b>	<b>\$ 8,478,758</b>	<b>\$ 7,257,589</b>	<b>\$ 3,458,699</b>	<b>\$ 3,621,236</b>	<b>\$ 3,537,924</b>				<b>41%</b>	<b>-4%</b>		
<b>Student Affairs</b>													
Salary	\$ 5,369,197	\$ 5,002,912	\$ 6,178,755	\$ 2,584,042	\$ 2,509,437	\$ 3,061,444				48%	3%		
Benefits	\$ 3,053,113	\$ 2,835,979	\$ 3,355,343	\$ 1,071,401	\$ 991,741	\$ 1,175,048				35%	8%		
Departmental Support Expenses	\$ 320,971	\$ (1,467,497)	\$ (5,078)	\$ (781,910)	\$ (788,460)	\$ 496,267				-244%	-1%		
<b>Total Expenses</b>	<b>\$ 8,743,281</b>	<b>\$ 6,371,394</b>	<b>\$ 9,529,020</b>	<b>\$ 2,873,533</b>	<b>\$ 2,712,718</b>	<b>\$ 4,732,759</b>				<b>33%</b>	<b>6%</b>		

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**MIAMI UNIVERSITY**  
**Financial Analysis - by Operational Unit**  
**FY2013/FY2012/FY2011**

	FY2013			FY2012			FY2011			Thru December YTD		2013	
	Original Budget	Year-end Actual	Year-end Actual	FY2013	FY2012	FY2011	FY2013	FY2012	FY2011	% of Budget	% Change from '12		
<b>University Advancement</b>													
Salary	\$ 4,110,199	\$ 3,467,546	\$ 3,762,862	\$ 1,759,067	\$ 1,718,985	\$ 1,954,573				43%	2%		
Benefits	\$ 1,687,894	\$ 1,425,729	\$ 1,446,278	\$ 704,566	\$ 674,434	\$ 786,603				42%	4%		
Departmental Support Expenses	\$ 689,307	\$ 736,688	\$ 1,539,273	\$ 433,377	\$ 536,004	\$ 537,393				63%	-19%		
<b>Total Expenses</b>	<b>\$ 6,487,400</b>	<b>\$ 5,629,963</b>	<b>\$ 6,748,413</b>	<b>\$ 2,897,012</b>	<b>\$ 2,929,423</b>	<b>\$ 3,278,569</b>				<b>45%</b>	<b>-1%</b>		
<b>Information Technology</b>													
Salary	\$ 9,427,955	\$ 7,961,078	\$ 8,033,277	\$ 4,052,766	\$ 3,982,399	\$ 3,934,738				43%	2%		
Benefits	\$ 3,815,910	\$ 3,141,746	\$ 3,344,921	\$ 1,644,606	\$ 1,599,053	\$ 1,588,020				43%	3%		
Departmental Support Expenses	\$ 6,304,478	\$ 5,118,704	\$ 4,653,685	\$ 2,621,595	\$ 3,319,471	\$ 2,258,648				42%	-21%		
<b>Total Expenses</b>	<b>\$ 19,548,343</b>	<b>\$ 16,221,528</b>	<b>\$ 16,031,883</b>	<b>\$ 8,318,967</b>	<b>\$ 8,900,923</b>	<b>\$ 7,781,406</b>				<b>43%</b>	<b>-7%</b>		
<b>Centrally Budgeted Funds</b>													
Salary	\$ 604,050	\$ 369	\$ -	\$ -	\$ -	\$ -				-	-		
Benefits	\$ 858,693	\$ 61,396	\$ 24,745	\$ 3,450	\$ 2,615	\$ 8,405				0%	32%		
Departmental Support Expenses	\$ 8,251,405	\$ 5,286,276	\$ 1,856,773	\$ (488,616)	\$ 1,429,704	\$ 828,450				-6%	-134%		
<b>Total Expenses</b>	<b>\$ 9,714,148</b>	<b>\$ 5,348,041</b>	<b>\$ 1,881,518</b>	<b>\$ (485,166)</b>	<b>\$ 1,432,319</b>	<b>\$ 836,855</b>				<b>-5%</b>	<b>-134%</b>		
<b>Grand Total</b>													
Salary	\$ 153,406,345	\$ 142,432,517	\$ 143,437,797	\$ 72,193,302	\$ 67,827,367	\$ 68,649,415				47%	6%		
Benefits	\$ 80,010,924	\$ 71,179,758	\$ 72,002,200	\$ 42,919,992	\$ 39,748,482	\$ 39,381,058				54%	8%		
Scholarships & Fellowships <sup>1</sup>	\$ 63,961,193	\$ 62,749,961	\$ 87,887,988	\$ 29,388,424	\$ 33,944,604	\$ 63,633,231				46%	-13%		
Utilities	\$ 13,761,680	\$ 13,882,921	\$ 13,365,664	\$ 6,911,344	\$ 7,030,527	\$ 6,742,790				50%	-2%		
Departmental Support Expenses	\$ 37,607,627	\$ 32,917,876	\$ 29,546,180	\$ 14,783,709	\$ 17,191,908	\$ 14,357,343				39%	-14%		
Admin Service Charge	\$ (7,381,578)	\$ (7,254,687)	\$ (6,539,521)	\$ (3,690,789)	\$ (3,573,427)	\$ (3,425,046)				50%	3%		
Multi Year Accounts	\$ 4,205,000	\$ 4,635,538	\$ 4,348,983	\$ 1,788,756	\$ 1,506,659	\$ 1,697,240				43%	19%		
<b>Total Expenses</b>	<b>\$ 345,571,191</b>	<b>\$ 320,543,884</b>	<b>\$ 342,049,292</b>	<b>\$ 184,294,738</b>	<b>\$ 163,676,121</b>	<b>\$ 191,036,031</b>				<b>48%</b>	<b>0%</b>		

<sup>1</sup> Includes Ohio Leader and Resident Scholarships, with fiscal year 2011 representing the last full year of this program



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**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2013/FY2012/FY2011**

	FY2013			FY2012			FY2011			Thru Dec '12 YTD				2013	
	Original Budget	Year-end Actual	Year-end Actual	FY2013	FY2012	FY2011	FY2013	FY2012	FY2011	FY2010	% of Budget	% Change from '12			
<b>Intercollegiate Athletics</b>															
Revenue	\$ 4,997,598	\$ 5,073,460	\$ 5,165,251	\$ 2,031,412	\$ 2,563,400	\$ 2,427,308	\$ 3,838,622				41%	-21%			
General Fee Support	\$ 14,976,321	\$ 14,549,844	\$ 14,172,373	\$ 7,818,161	\$ 7,062,422	\$ 6,848,586	\$ 6,755,775				52%	11%			
Designated Revenue	\$ 678,859			\$ 424,690							63%	0%			
Restricted Revenue	\$ 2,678,252			\$ 1,017,170							38%	0%			
<b>Total Sources</b>	<b>\$ 19,973,919</b>	<b>\$ 19,623,304</b>	<b>\$ 19,337,624</b>	<b>\$ 11,291,433</b>	<b>\$ 9,625,822</b>	<b>\$ 9,275,894</b>	<b>\$ 10,594,396</b>				<b>57%</b>	<b>17%</b>			
Salary	\$ 6,193,184	\$ 7,074,606	\$ 6,027,190	\$ 3,185,517	\$ 3,296,714	\$ 3,181,116	\$ 3,158,567				51%	-3%			
Benefits	\$ 2,480,664	\$ 2,672,226	\$ 2,395,541	\$ 1,227,712	\$ 1,247,835	\$ 1,232,811	\$ 1,144,539				49%	-2%			
Utilities	\$ -	\$ 4,641	\$ 2,342	\$ 5,126	\$ 4,314	\$ 1,473	\$ 2,160				-	19%			
Operating Expenses	\$ 11,693,746	\$ 11,894,577	\$ 11,533,879	\$ 6,969,698	\$ 6,749,255	\$ 6,612,555	\$ 6,310,193				60%	3%			
Debt Service	\$ 6,325	\$ 6,325	\$ 6,325	\$ 6,325	\$ 6,325	\$ -	\$ -				100%	0%			
Designated Expense	\$ 678,859			\$ 253,524							37%	0%			
Restricted Expense	\$ 2,678,252			\$ 1,255,892							47%	0%			
<b>Total Uses</b>	<b>\$ 20,373,919</b>	<b>\$ 21,652,375</b>	<b>\$ 19,965,277</b>	<b>\$ 12,903,794</b>	<b>\$ 11,304,442</b>	<b>\$ 11,027,955</b>	<b>\$ 10,615,460</b>				<b>63%</b>	<b>14%</b>			
Net Transfers	\$ 400,000	\$ 1,956,848	\$ 627,653	\$ 450,000	\$ 493,210	\$ 569,127	\$ 254,219				113%	-9%			
<b>Net Total</b>	<b>\$ (1,162,361)</b>	<b>\$ (72,223)</b>	<b>\$ (0)</b>	<b>\$ (1,162,361)</b>	<b>\$ (1,185,410)</b>	<b>\$ (1,182,834)</b>	<b>\$ 233,156</b>					<b>7%</b>			
<b>Recreation Center</b>															
Revenue	\$ 2,136,790	\$ 2,227,133	\$ 1,996,773	\$ 1,178,848	\$ 1,212,657	\$ 1,089,599	\$ 980,726				55%	-3%			
General Fee Support	\$ 4,587,383	\$ 4,828,359	\$ 4,929,887	\$ 2,293,691	\$ 2,414,180	\$ 2,464,943	\$ 2,389,943				50%	-5%			
<b>Total Sources</b>	<b>\$ 6,724,173</b>	<b>\$ 7,055,492</b>	<b>\$ 6,926,660</b>	<b>\$ 3,472,539</b>	<b>\$ 3,626,836</b>	<b>\$ 3,554,543</b>	<b>\$ 3,370,669</b>				<b>52%</b>	<b>-4%</b>			
Salary	\$ 2,505,406	\$ 2,404,480	\$ 2,671,345	\$ 1,199,563	\$ 1,177,816	\$ 1,305,194	\$ 1,359,715				48%	2%			
Benefits	\$ 698,218	\$ 649,337	\$ 772,072	\$ 329,177	\$ 323,587	\$ 388,645	\$ 369,405				47%	2%			
Utilities	\$ 781,899	\$ 784,147	\$ 769,925	\$ 393,547	\$ 392,961	\$ 400,215	\$ 426,668				50%	0%			
Operating Expenses	\$ 1,014,446	\$ 894,179	\$ 865,073	\$ 439,297	\$ 388,339	\$ 419,180	\$ 513,137				43%	13%			
Inventory Purchases	\$ 37,040	\$ 37,975	\$ 32,968	\$ 35,092	\$ 21,417	\$ 22,572	\$ 22,478				95%	64%			
Debt Service	\$ 1,434,479	\$ 1,378,165	\$ 1,440,650	\$ 679,556	\$ 728,301	\$ 729,123	\$ 54,468				47%	-7%			
<b>Total Uses</b>	<b>\$ 6,471,488</b>	<b>\$ 6,148,282</b>	<b>\$ 6,552,034</b>	<b>\$ 3,076,232</b>	<b>\$ 3,032,422</b>	<b>\$ 3,264,928</b>	<b>\$ 2,745,872</b>				<b>48%</b>	<b>1%</b>			
Net Transfers	\$ (252,685)	\$ (899,339)	\$ (372,456)	\$ (126,342)	\$ (174,679)	\$ 51,136	\$ (163,403)				50%	-28%			
<b>Net Total</b>	<b>\$ (252,685)</b>	<b>\$ (787,111)</b>	<b>\$ (2,170)</b>	<b>\$ 269,965</b>	<b>\$ 419,735</b>	<b>\$ 340,851</b>	<b>\$ 461,395</b>					<b>-36%</b>			
<b>Goggin Ice Arena</b>															
Revenue	\$ 3,712,000	\$ 3,835,673	\$ 3,450,821	\$ 2,588,711	\$ 3,164,278	\$ 2,522,176	\$ 2,435,371				70%	-18%			
General Fee Support	\$ 2,291,935	\$ 2,364,029	\$ 2,511,000	\$ 1,145,968	\$ 1,182,014	\$ 1,255,500	\$ 1,255,500				50%	-3%			
<b>Total Sources</b>	<b>\$ 6,003,935</b>	<b>\$ 6,199,702</b>	<b>\$ 5,961,821</b>	<b>\$ 3,734,679</b>	<b>\$ 4,346,293</b>	<b>\$ 3,777,676</b>	<b>\$ 3,690,871</b>				<b>62%</b>	<b>-14%</b>			
Salary	\$ 1,218,041	\$ 1,264,766	\$ 1,274,018	\$ 584,083	\$ 676,592	\$ 623,728	\$ 662,923				48%	-14%			
Benefits	\$ 404,213	\$ 404,072	\$ 430,582	\$ 195,653	\$ 213,287	\$ 206,422	\$ 205,256				48%	-8%			
Utilities	\$ 918,518	\$ 896,695	\$ 861,084	\$ 511,468	\$ 487,113	\$ 465,475	\$ 470,506				56%	5%			
Operating Expenses	\$ 956,873	\$ 896,584	\$ 502,598	\$ 193,109	\$ 658,095	\$ 184,318	\$ 158,806				20%	-71%			
Inventory Purchases	\$ 130,000	\$ 159,504	\$ 168,655	\$ 37,556	\$ 39,725	\$ 72,548	\$ 44,885				29%	-5%			
Debt Service	\$ 2,110,288	\$ 2,046,926	\$ 2,054,528	\$ 1,028,700	\$ 1,031,426	\$ 1,030,412	\$ 517,014				49%	0%			
<b>Total Uses</b>	<b>\$ 5,737,933</b>	<b>\$ 5,668,547</b>	<b>\$ 5,291,465</b>	<b>\$ 2,550,569</b>	<b>\$ 3,106,337</b>	<b>\$ 2,582,903</b>	<b>\$ 2,059,389</b>				<b>44%</b>	<b>-18%</b>			
Net Transfers	\$ (266,002)	\$ (518,059)	\$ (668,642)	\$ (133,001)	\$ (212,573)	\$ (50,797)	\$ 6,915				50%	-37%			
<b>Net Total</b>	<b>\$ (266,002)</b>	<b>\$ (13,874)</b>	<b>\$ (1,714)</b>	<b>\$ 1,051,109</b>	<b>\$ 1,027,383</b>	<b>\$ 1,143,976</b>	<b>\$ 1,638,396</b>					<b>-2%</b>			

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**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2013/FY2012/FY2011**

	FY2013			FY2012			FY2011			Thru Dec '12 YTD				2013	
	Original Budget	Year-end Actual	Year-end Actual	FY2013	FY2012	FY2011	FY2013	FY2012	FY2011	FY2010	% of Budget	% Change from '12			
<b>Parking and Transportation</b>															
Revenue	\$ 4,015,551	\$ 3,644,162	\$ 3,559,249	\$ 2,909,672	\$ 2,964,555	\$ 2,842,071	\$ 2,663,415				72%	-2%			
General Fee Support	\$ 200,000	\$ 200,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000				50%	0%			
<i>Total Sources</i>	\$ 4,215,551	\$ 3,844,162	\$ 3,759,249	\$ 3,009,672	\$ 3,064,555	\$ 2,942,071	\$ 2,763,415				71%	-2%			
Salary	\$ 467,672	\$ 492,962	\$ 568,747	\$ 200,142	\$ 258,379	\$ 301,153	\$ 322,464				43%	-23%			
Benefits	\$ 165,775	\$ 167,997	\$ 190,445	\$ 75,121	\$ 97,233	\$ 103,684	\$ 108,174				45%	-23%			
Operating Expenses	\$ 1,718,416	\$ 1,787,023	\$ 1,601,704	\$ 495,102	\$ 823,977	\$ 592,255	\$ 654,243				29%	-40%			
Debt Service	\$ 1,753,916	\$ 1,504,384	\$ 1,515,001	\$ 754,462	\$ 756,678	\$ 759,442	\$ 380,234				43%	0%			
<i>Total Uses</i>	\$ 4,105,779	\$ 3,952,365	\$ 3,875,897	\$ 1,524,827	\$ 1,936,267	\$ 1,756,533	\$ 1,465,115				37%	-21%			
Net Transfers	\$ (109,772)	\$ 111,074	\$ 124,401	\$ (54,886)	\$ (151,963)	\$ 50,377	\$ 295,000				50%	-64%			
Net Total	\$ -	\$ 2,870	\$ 7,753	\$ 1,429,959	\$ 976,375	\$ 1,235,915	\$ 1,593,299					46%			
<b>Telecommunications</b>															
Revenue	\$ 887,029	\$ 910,280	\$ 955,789	\$ 348,139	\$ 409,569	\$ 420,443	\$ 1,150,141				39%	-15%			
<i>Total Sources</i>	\$ 887,029	\$ 910,280	\$ 955,789	\$ 348,139	\$ 409,569	\$ 420,443	\$ 1,150,141				39%	-15%			
Salary	\$ 79,017	\$ 56,509	\$ 54,370	\$ 21,411	\$ 27,651	\$ 39,503	\$ 195,912				27%	-23%			
Benefits	\$ 32,002	\$ 24,917	\$ (23,237)	\$ 8,671	\$ 11,060	\$ 16,054	\$ 71,384				27%	-22%			
Utilities	\$ 700,000	\$ 757,442	\$ 857,886	\$ 338,844	\$ 323,094	\$ 410,671	\$ 297,770				48%	5%			
Operating Expenses	\$ 47,811	\$ 40,483	\$ 54,582	\$ 24,137	\$ 23,119	\$ 17,930	\$ 466,100				50%	4%			
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				0%	0%			
<i>Total Uses</i>	\$ 858,830	\$ 879,351	\$ 943,600	\$ 393,063	\$ 384,924	\$ 484,157	\$ 1,031,166				46%	2%			
Net Transfers	\$ (28,199)	\$ (16,538)	\$ (2,399)	\$ (14,099)	\$ (8,269)	\$ (1,199)	\$ (2,000)				-57%	589%			
Net Total	\$ -	\$ 14,390	\$ 9,790	\$ (59,023)	\$ 16,376	\$ (64,913)	\$ 116,975					460%			
<b>Network Services</b>															
Revenue	\$ -	\$ 646,799	\$ 1,081,109	\$ -	\$ 624,452	\$ 813,556	\$ 1,115,744				-	-			
<i>Total Sources</i>	\$ -	\$ 646,799	\$ 1,081,109	\$ -	\$ 624,452	\$ 813,556	\$ 1,115,744				-	-			
Salary	\$ -	\$ -	\$ 70,909	\$ -	\$ -	\$ 34,996	\$ 39,038				-	-			
Benefits	\$ -	\$ (2,755)	\$ 22,492	\$ -	\$ -	\$ 11,914	\$ 11,230				-	-			
Utilities	\$ -	\$ 2,413	\$ 11,637	\$ -	\$ 2,413	\$ 2,050	\$ 258,564				-	-			
Operating Expenses	\$ -	\$ 483	\$ 426,490	\$ -	\$ 242	\$ 17,167	\$ 252,053				-	-			
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				-	-			
<i>Total Uses</i>	\$ -	\$ 142	\$ 531,529	\$ -	\$ 2,655	\$ 66,126	\$ 560,885				-	-			
Net Transfers	\$ -	\$ (556,108)	\$ (325,000)	\$ -	\$ (131,407)	\$ -	\$ 2,000				-	-			
Net Total	\$ -	\$ 90,549	\$ 224,580	\$ -	\$ 490,391	\$ 747,430	\$ 556,860				-	-			
<b>Utility Enterprise</b>															
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				-	-			
<i>Total Sources</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				-	-			
Salary	\$ 1,206,027	\$ 1,113,120	\$ 1,133,876	\$ 487,763	\$ 541,352	\$ 540,895	\$ 533,948				40%	-10%			
Benefits	\$ 486,501	\$ 437,940	\$ 460,136	\$ 200,214	\$ 216,541	\$ 219,811	\$ 202,060				41%	-8%			
Utilities	\$ 12,279,292	\$ 11,996,477	\$ 11,890,238	\$ 5,237,217	\$ 5,073,407	\$ 4,760,481	\$ 6,672,344				43%	3%			
Charge Outs	\$ (23,403,644)	\$ (23,337,911)	\$ (22,781,062)	\$ (12,585,580)	\$ (11,830,233)	\$ (11,516,102)	\$ (12,262,273)				54%	6%			
Operating Expenses	\$ 1,904,640	\$ 998,367	\$ 1,251,987	\$ 491,880	\$ 578,118	\$ 458,128	\$ 463,967				26%	-15%			
Debt Service	\$ 2,909,577	\$ 2,426,978	\$ 2,467,735	\$ 1,239,344	\$ 1,241,234	\$ 1,240,243	\$ 623,371				43%	0%			
<i>Total Uses</i>	\$ (4,617,607)	\$ (6,365,029)	\$ (5,577,090)	\$ (4,929,162)	\$ (4,179,582)	\$ (4,296,545)	\$ (3,766,582)				107%	-18%			
Net Transfers	\$ (4,617,607)	\$ (6,335,751)	\$ (5,576,248)	\$ (2,278,457)	\$ (2,308,803)	\$ (2,309,244)	\$ (2,048,034)				49%	-1%			
Net Total	\$ -	\$ 29,278	\$ 842	\$ 2,650,705	\$ 1,870,778	\$ 1,987,300	\$ 1,718,548					42%			

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**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2013/FY2012/FY2011**

	FY2013			FY2012			FY2011			Thru Dec '12 YTD				2013	
	Original Budget	Year-end Actual	Year-end Actual	FY2013	FY2012	FY2011	FY2013	FY2012	FY2011	FY2010	% of Budget	% Change from '12			
<b>Student Health Services</b>															
Revenue	\$ 1,660,875	\$ 1,843,575	\$ -	\$ 570,337	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	34%	-			
General Fee Support	\$ 752,469	\$ 1,066,511	\$ -	\$ 376,235	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	50%	-			
<b>Total Sources</b>	<b>\$ 2,413,344</b>	<b>\$ 2,910,086</b>	<b>\$ -</b>	<b>\$ 946,572</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>39%</b>	<b>-</b>			
Salary	\$ 1,341,117	\$ 1,332,127	\$ -	\$ 648,922	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	48%	-			
Benefits	\$ 543,152	\$ 532,241	\$ -	\$ 260,596	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	48%	-			
Operating Expenses	\$ 245,910	\$ 277,625	\$ -	\$ 159,178	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	65%	-			
Inventory Purchases	\$ 208,010	\$ 131,512	\$ -	\$ 59,009	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	28%	-			
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	-			
<b>Total Uses</b>	<b>\$ 2,338,189</b>	<b>\$ 2,273,505</b>	<b>\$ -</b>	<b>\$ 1,127,699</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>48%</b>	<b>-</b>			
Net Transfers	\$ (75,155)	\$ (584,585)	\$ -	\$ (37,577)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	50%	-			
<b>Net Total</b>	<b>\$ -</b>	<b>\$ 51,996</b>	<b>\$ -</b>	<b>\$ (218,704)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>					
<b>Other Auxiliary</b>															
Revenue	\$ 237,930	\$ 272,238	\$ 229,172	\$ 97,290	\$ 170,121	\$ 108,527	\$ 75,033				41%	-43%			
General Fee Support	\$ 361,878	\$ 2,316,154	\$ 3,244,793	\$ 2,450,494	\$ 839,195	\$ 305,939	\$ 180,939				677%	192%			
<b>Total Sources</b>	<b>\$ 599,808</b>	<b>\$ 2,588,392</b>	<b>\$ 3,473,964</b>	<b>\$ 2,547,784</b>	<b>\$ 1,009,315</b>	<b>\$ 414,466</b>	<b>\$ 255,972</b>				<b>425%</b>	<b>152%</b>			
Salary	\$ 66,280	\$ 64,728	\$ 64,454	\$ 32,513	\$ 685,361	\$ 32,686	\$ 7,559				49%	-95%			
Benefits	\$ 21,230	\$ 33,784	\$ 20,557	\$ 10,602	\$ 271,675	\$ 10,189	\$ 129				50%	-96%			
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				0%	0%			
Operating Expenses	\$ 192,616	\$ 209,227	\$ 212,340	\$ 88,975	\$ 315,417	\$ 117,933	\$ 101,820				46%	-72%			
Debt Service	\$ 353,661	\$ 346,538	\$ 346,201	\$ 173,181	\$ 174,601	\$ 173,623	\$ 86,354				49%	-1%			
<b>Total Uses</b>	<b>\$ 633,787</b>	<b>\$ 654,277</b>	<b>\$ 643,552</b>	<b>\$ 305,271</b>	<b>\$ 1,447,054</b>	<b>\$ 334,431</b>	<b>\$ 195,862</b>				<b>48%</b>	<b>79%</b>			
Net Transfers	\$ 33,979	\$ (1,946,281)	\$ (2,830,365)	\$ (1,729,869)	\$ (453,793)	\$ (125,000)	\$ -				-	281%			
<b>Net Total</b>	<b>\$ -</b>	<b>\$ (12,166)</b>	<b>\$ -47</b>	<b>\$ 512,644</b>	<b>\$ (891,531)</b>	<b>\$ (44,965)</b>	<b>\$ 60,110</b>					<b>-158%</b>			
<b>Total Auxiliary</b>															
Revenue	\$ 129,156,172	\$ 126,132,255	\$ 120,238,935	\$ 108,747,393	\$ 106,501,084	\$ 102,071,106	\$ 100,159,856				84%	2%			
General Fee Support	\$ 24,024,986	\$ 26,179,897	\$ 25,913,053	\$ 14,612,049	\$ 12,025,310	\$ 11,402,569	\$ 11,109,657				61%	22%			
Designated Revenue	\$ 678,859	\$ -	\$ -	\$ 424,690	\$ -	\$ -	\$ -				63%	0%			
Restricted Revenue	\$ 2,678,262	\$ -	\$ -	\$ 1,017,170	\$ -	\$ -	\$ -				38%	0%			
<b>Total Sources</b>	<b>\$ 153,181,158</b>	<b>\$ 152,312,152</b>	<b>\$ 146,151,988</b>	<b>\$ 124,801,302</b>	<b>\$ 118,526,395</b>	<b>\$ 113,473,675</b>	<b>\$ 111,269,513</b>				<b>81%</b>	<b>5%</b>			
Salary	\$ 36,536,033	\$ 36,137,477	\$ 34,616,848	\$ 17,211,366	\$ 17,248,584	\$ 17,217,086	\$ 19,629,954				47%	0%			
Benefits	\$ 12,154,883	\$ 11,897,255	\$ 11,196,979	\$ 5,714,391	\$ 5,763,035	\$ 5,793,421	\$ 6,038,227				47%	-1%			
Utilities	\$ 20,961,338	\$ 20,581,565	\$ 20,450,857	\$ 9,485,850	\$ 9,216,938	\$ 8,995,562	\$ 10,897,554				45%	3%			
Charge Outs	\$ (24,579,172)	\$ (24,011,379)	\$ (23,391,581)	\$ (12,777,687)	\$ (12,352,385)	\$ (11,960,527)	\$ (12,645,484)				52%	3%			
Operating Expenses	\$ 50,569,165	\$ 47,801,187	\$ 46,867,349	\$ 25,102,072	\$ 25,009,476	\$ 23,794,654	\$ 21,372,846				50%	0%			
Inventory Purchases	\$ 16,878,194	\$ 17,069,570	\$ 15,993,851	\$ 9,143,152	\$ 7,817,665	\$ 6,680,195	\$ 6,197,634				54%	17%			
Debt Service	\$ 26,727,943	\$ 19,675,628	\$ 13,709,162	\$ 12,546,298	\$ 9,276,215	\$ 6,013,503	\$ 2,589,299				47%	35%			
Designated Expense	\$ 678,859	\$ -	\$ -	\$ 253,524	\$ -	\$ -	\$ -				37%	0%			
Restricted Expense	\$ 2,678,262	\$ -	\$ -	\$ 1,255,892	\$ -	\$ -	\$ -				47%	0%			
<b>Total Uses</b>	<b>\$ 139,248,384</b>	<b>\$ 129,151,304</b>	<b>\$ 119,443,467</b>	<b>\$ 67,934,858</b>	<b>\$ 61,979,527</b>	<b>\$ 56,534,894</b>	<b>\$ 54,080,029</b>				<b>49%</b>	<b>10%</b>			
Net Transfers	\$ (13,932,774)	\$ (22,986,306)	\$ (26,317,247)	\$ (8,127,886)	\$ (9,765,970)	\$ (9,535,019)	\$ (5,569,700)				58%	-17%			
<b>Net Total</b>	<b>\$ -</b>	<b>\$ 174,543</b>	<b>\$ 391,274</b>	<b>\$ 48,738,558</b>	<b>\$ 46,780,898</b>	<b>\$ 47,403,762</b>	<b>\$ 51,619,784</b>					<b>4%</b>			

# Miami University

# Lean



# Lead from the TOP

“Our commonly held attitudes, beliefs, goals and practices about our surroundings and work environment are inherent, yet invisible. We must view our university through the lens of entrepreneurial thinking. The implementation of Lean methodologies begins to open doors to this type of thinking.”

- Dr. David Hodge, President of Miami University  
2011 Annual Address

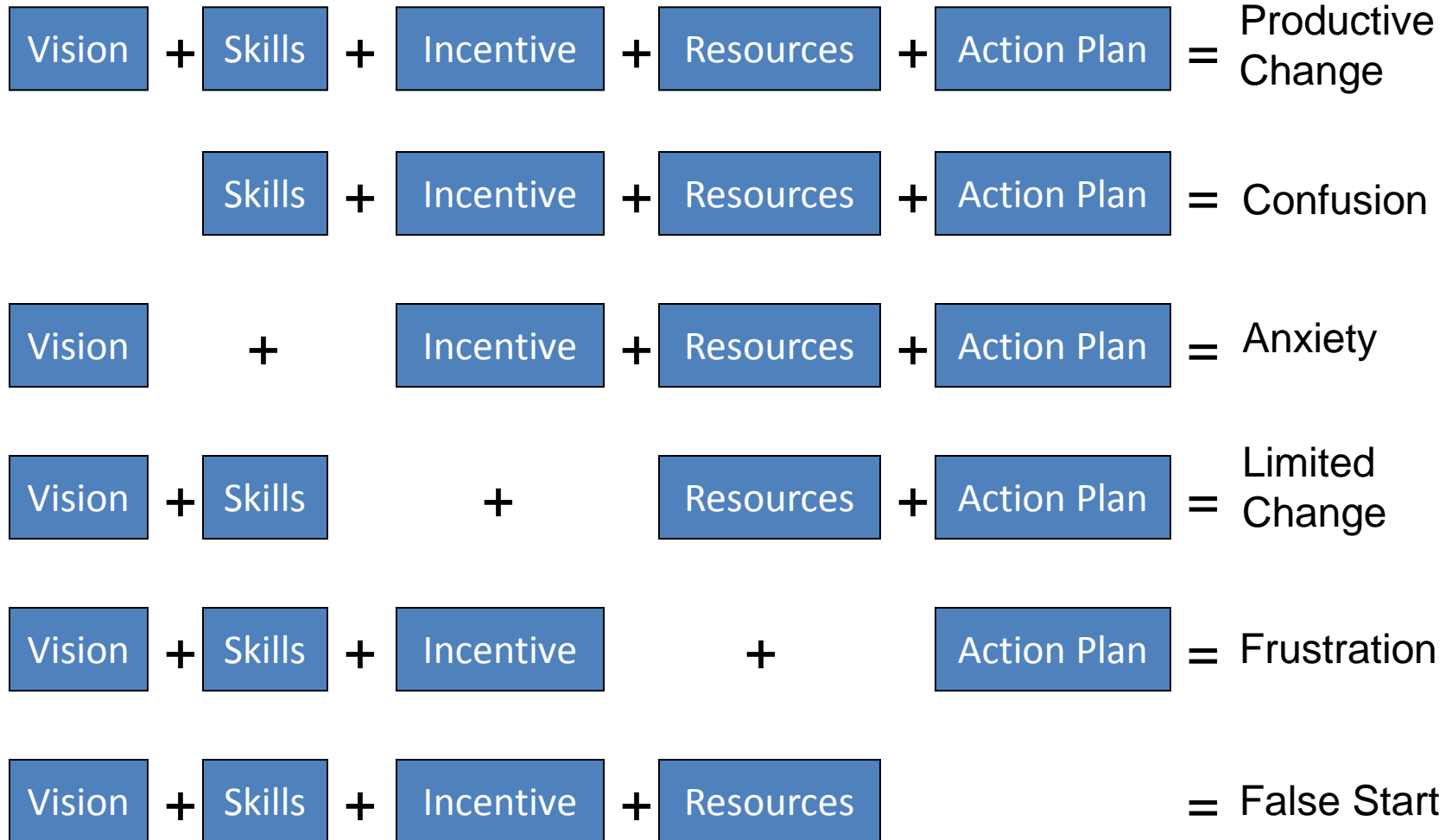
# Lean Culture at Miami

- Lean is a systematic approach to ensuring that we are providing students, guests, and clients with the services and products they want, when they want them.
- It's a mind-set and *has* to become a part of our culture.
- It's a journey not a destination.

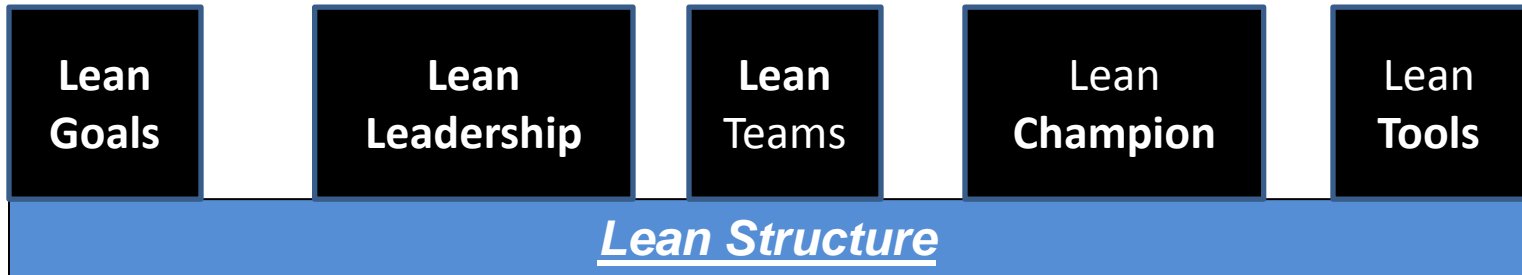
# Goals of Lean at Miami

- Achieve the Vision – Best Student Experience
  - Create the Lean Structure in University Departments
  - Sustain Lean Culture by Developing Lean Leaders and training staff in Lean strategies and approaches to University projects and daily work
  - Achieve ‘Breakthrough Objectives’
    - Identify New Revenue Opportunities
    - Reduce and Avoid Costs
    - Improve Productivity and Increase Efficiency
    - Go ‘Green’ - Sustainability
  - Improve Quality
  - Have a Customer Focus
    - Define and Deliver ‘Value Added’ Services
    - Define Demand for Services
    - Reduce Supply Lead Time
    - Extend Demand Lead Time
  - Eliminate Waste
  - Change the Culture

# Managing Complex Change



# Miami University Lean Structure



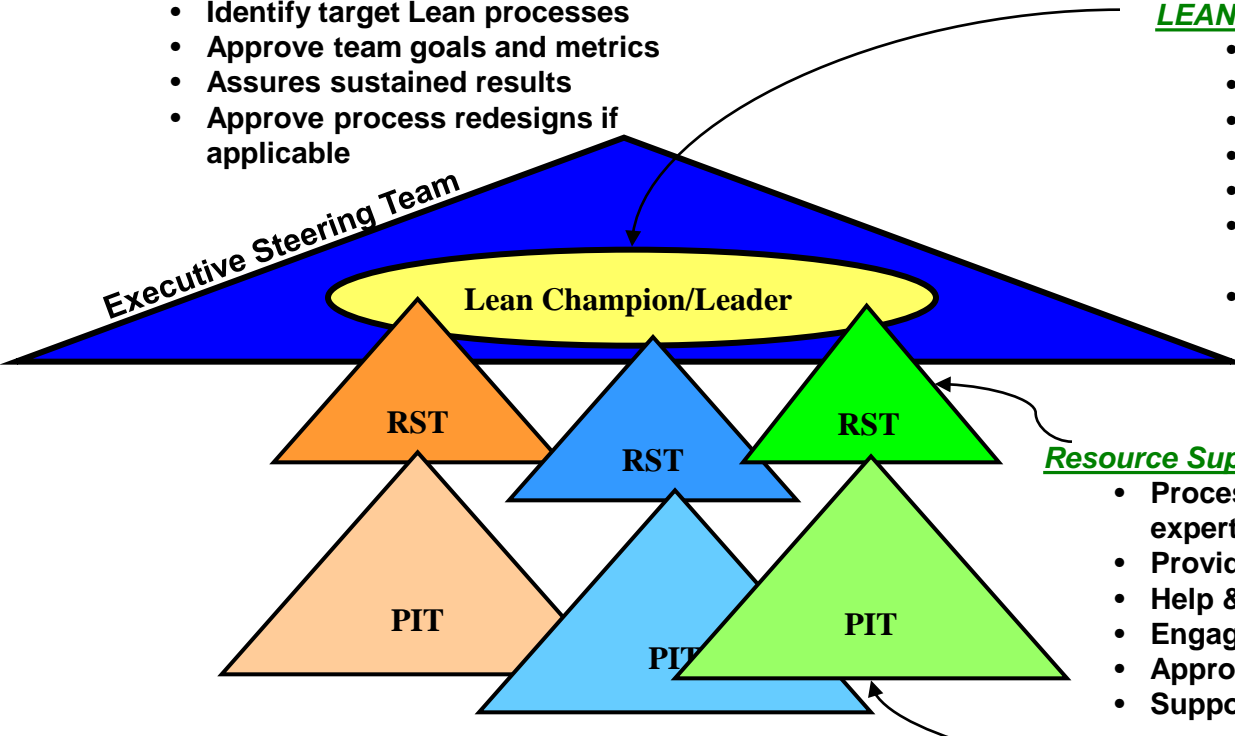
# MU-Lean Structure

## Executive Steering Team

- CFO & Senior Staff + LEAN Champion
- Provides overall direction
- Identify target Lean processes
- Approve team goals and metrics
- Assures sustained results
- Approve process redesigns if applicable

## LEAN Champion Leader / Resident Expert

- Learns LEAN methodology
- Coordinates MU-Lean Project initiatives
- Trainer, Facilitator, Coach
- Maintains program metrics
- Maintains Standards
- Oversees Lean Leader Certification Program
- Executive Steering Team Member



## Resource Support Team Member (RST)

- Process owner + key customer + stakeholder + expert
- Provide direction / resource / support to PIT
- Help & Support MU-Lean PIT members
- Engage with MU-Lean PIT during event as required
- Approve process redesigns if applicable
- Support PIT in implementing new process

## Department Steering Team

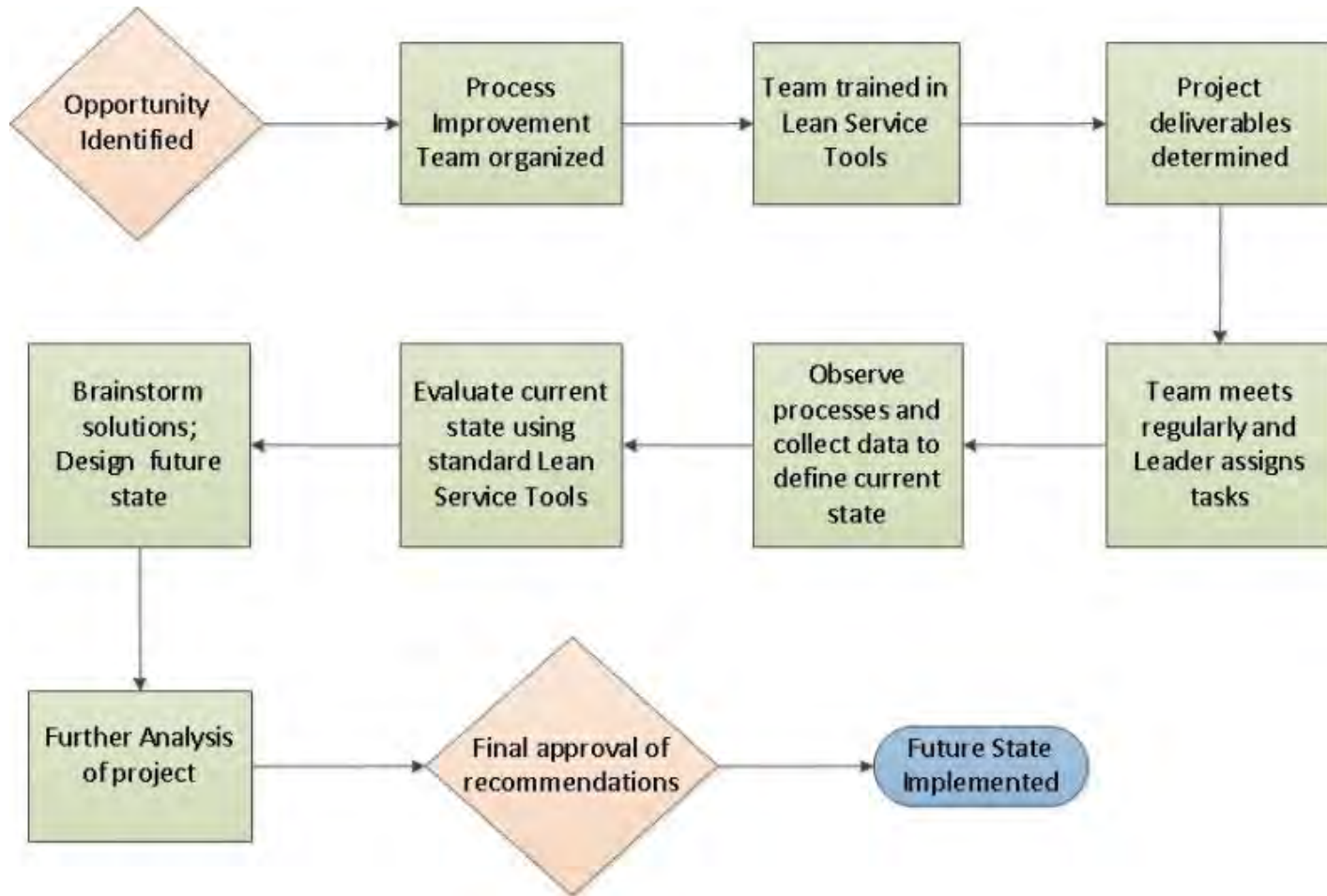
In addition to the Division Executive Steering Team, the larger Departments also have Department Steering Teams with Senior Lean Leaders

## Process Improvement Team (PIT)

- PIT Team Leader
- Cross functional, multi-layered
- Walk process and collect real-time data
- Redesign process
- Develop action plans
- Create Standard Work
- Write procedures and develop metrics
- Implement process changes
- Steering Team Member &
- Resource Team Member as Required

The MU-Lean Teams must have a dedicated area to meet and work on MU-Lean Projects. Miami has two Lean Rooms dedicated to MU-Lean Team Activities

# Standard Project Cycle



# Miami University Lean Progress

- First Implemented in 2010 by Housing, Dining, Recreation & Business Services
- Expanded to Finance & Business Services in 2011
- Now involves the following division and departments:
  - Finance & Business Services
  - Enrollment Management
  - University Advancement
  - Intercollegiate Athletics
  - Information Technology
  - Cross Functional Projects Involving Provost Departments (Farmer School of Business Scholarship Project, Budget Project, Travel Provider Project)
- As of February 1, 2013, over 500 employees and student managers have participated in Lean training programs.



# Training and Certification Programs

- As of January 1, the following Finance & Business Services staff have completed the Lean Certification Program and have been recognized and selected to serve their departments as Senior Lean Leaders:
  - Finance: Melanie Brunner
  - Physical Facilities: Jeremy Davis
  - Human Resources, Budget, Police Department, Environmental Health & Safety, Internal Audit & Consulting Services, Treasury Services: Cindy Lewis
  - Housing, Dining, Recreation & Business Services: Brian Woodruff
- Information Technology, Enrollment Management, and University Advancement/Development are now represented in the certification program.

# Lean Process Results

- Miami University
  - MU-Lean Results – FY2010-FY2012
    - Identified 172 Projects
      - » Completed 71
      - » Active as of 2/1/13 – 69
      - » Future Projects Identified - 32
    - Reduced Costs
      - » Cost Reduction - \$2.2 million
      - » Cost Avoidance - \$2.1 million
    - Improved quality
    - Improved responsiveness to customers
    - Increased revenue - \$1.8 million
    - Reduced labor through elimination of wasted time
    - Increased productivity
    - Self sufficiency
  - *Continuous Improvement Journey – Expanded beyond Finance & Business Services to other Divisions at Miami University*

# QUESTIONS?

# Peer institutions for Miami University



Sightlines

Institution	Location
Indiana University	Bloomington, IN
Kent State University	Kent, OH
Ohio University	Athens, OH
Purdue University	West Lafayette, IN
The Ohio State University	Columbus, OH
The University of Alabama	Tuscaloosa, AL
University of Cincinnati	Cincinnati, OH
University of Massachusetts Amherst	Amherst, MA
University of New Hampshire	Durham, NH
University of Toledo	Toledo, OH
West Virginia University	Morgantown, WV

## Comparative Considerations

Size, technical complexity, program, region, and public funding are all factors included in the selection of peer institutions

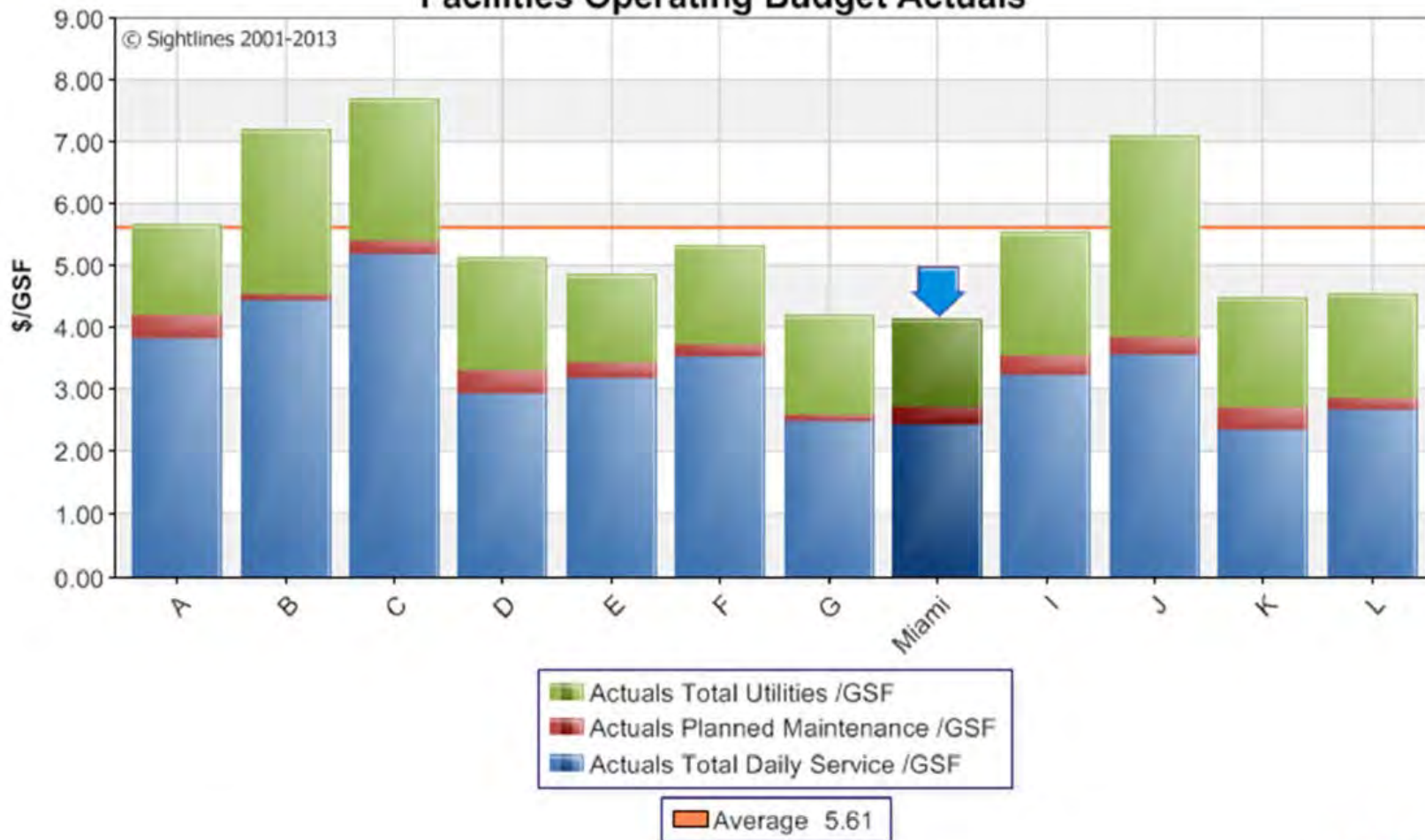
	Miami Univ.	Peer Average
Density Factor	295.4	333.1
Tech Rating	3.38	3.23



# Institution with the lowest operating costs among peers



## Facilities Operating Budget Actuals

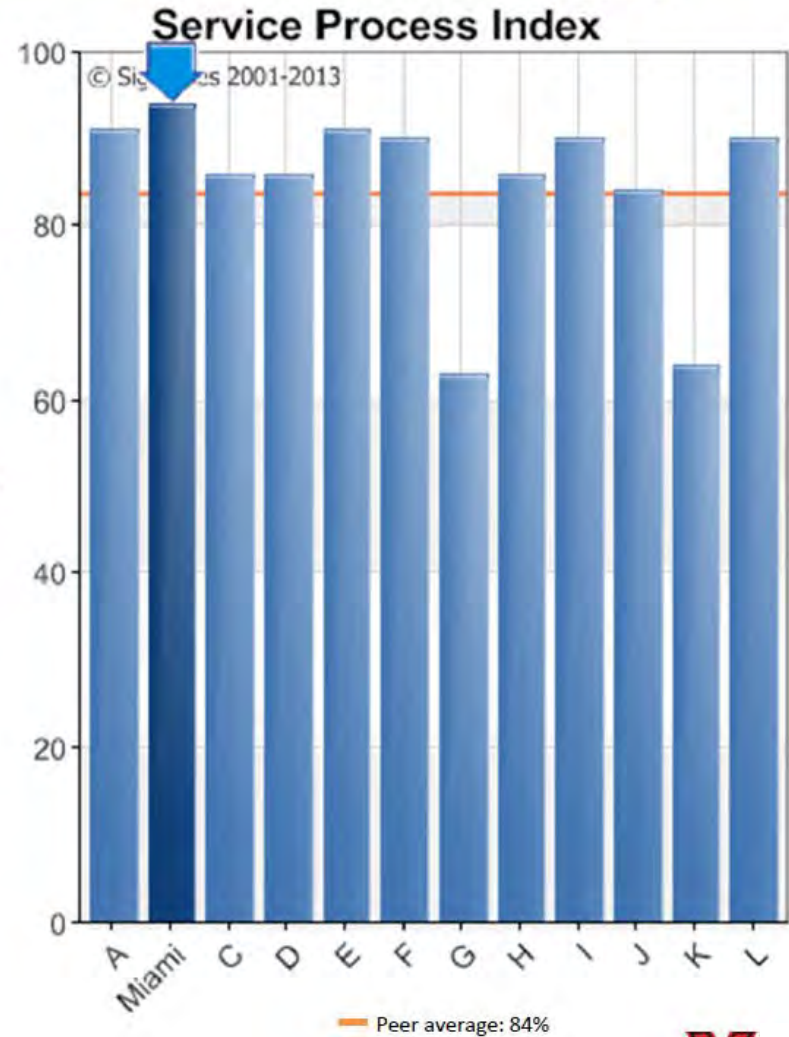
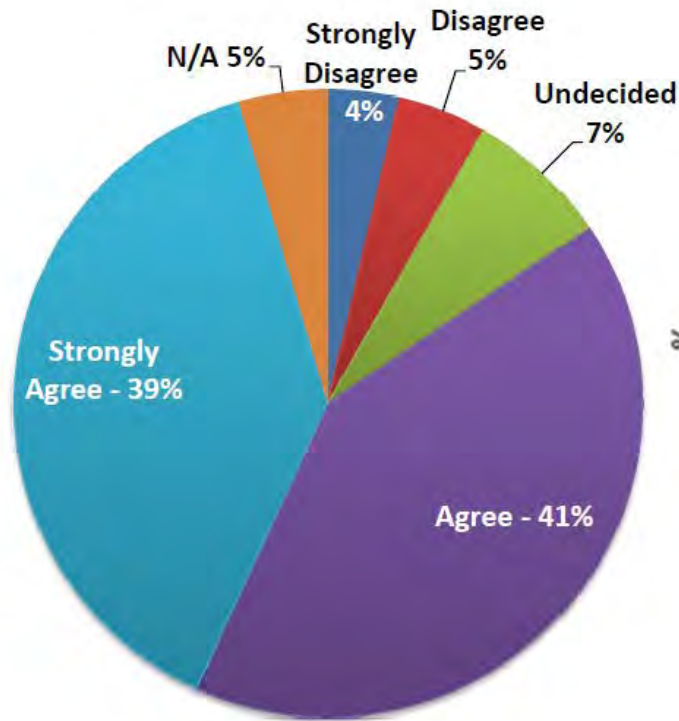


# Work order process



Sightlines

**The Work Request Process Meets My Needs:**



MU-Lean Project Status						Completed Projects			
Date 1/17/2013									
Division	Department	Active	Completed	Future	Total	Cost Avoidance \$	Cost Reduction \$	Revenue \$	Total
FBS	Budget	1	3	0	4	\$721,856	\$0	\$0	\$721,856
FBS	EHSO	2	0	0	2	\$0	\$0	\$0	\$0
FBS	Finance	14	10	17	41	\$46,038	\$55,448	\$60,130	\$161,616
FBS	HDRBS	11	24	1	36	\$652,578	\$2,132,837	\$1,715,427	\$4,500,842
FBS	HR	15	7	4	26	\$159,381	\$10,800	\$0	\$170,181
FBS	IACS	3	1	1	5	\$8,018	\$6,944	\$11,304	\$26,266
FBS	MUPD	3	6	0	9	\$44,084	\$11,195	\$0	\$55,279
FBS	PFD	14	21	1	36	\$473,590	\$59,522	\$0	\$533,112
Total		63	72	24	159				\$0
Adjustments		-3	-1	0	-4				\$0
Total FBS		60	71	24	155				\$0
ICA		1	0	1	2				\$0
Advancement		4	0	0	4				\$0
Enrollment		2	0	0	2				\$0
IT		2	0	7	9				\$0
Lean Project Total - MU		69	71	32	172	\$2,105,545	\$2,276,746	\$1,786,861	\$6,169,152

Project Description	Description of Goals	Financial Target (CA, CR, R, P, G) CA (Cost Avoidance) = Reduced a non-budgeted cost CR (Cost Reduction) = Cost savings from a budget R (Revenue) = New revenue generation P (Productivity) = Improvement in productivity in % G (Green) = Sustainability Improvements	Team Leader	Team Members	Project Completion Date	Percentage Completed	Hours	Status Update	Color: Green: Everything is good and on target pace Yellow: Project is getting off schedule Red: Project is of concern and needs discussion White: Project is complete
BUDGET OFFICE	BUDGET OFFICE								
Position Control & Position Budgeting	Improve the transactional efficiency of the system while maintaining an adequate control environment and improve reporting to support decision making	CA=\$707,775	David Ellis	David Ellis, Donna Rohlfert, Melissa Oldfield, Kate Stoss, Janet Cox, Beverly Thomas, Carol Hauser, Bill Miley, Donna Skillings	6/30/2012	100.0%	487	Participating HR IA projects to develop alternative report structures that will replace unit maintained shadow systems. Reviewing Banner position encumbrance capacity with the goal of setting it up in the Banner test environment for further testing and review. Participating in People Admin upgrade process to identify opportunities for process refinements and greater use of workflows.	White
Automate Budget Transfers	Use web based workflow to decrease manual processing of budget transfers	CR=\$3,785; G=less paper and printer usage	David Ellis	David Ellis, Liz Bath, Melissa Oldfield, Donna Rohlfert	4/15/2012	100.0%	66	Complete	White
Use salary planner to streamline the salary increment process	Streamline salary increment process using Salary Planner tool in Banner	CA=\$10,296	David Ellis	David Ellis, Melissa Oldfield, Donna Rohlfert, Kate Stoss, Janet Cox, Celia Ellison	5/15/2012	100.0%	307	Convened a group of users for a lessons learned conversation. Reviewing Banner upgrade for new functionality. Further enhancements will be made depending on new Banner functionality.	White
ENVIRONMENTAL HEALTH & SAFETY	ENVIRONMENTAL HEALTH & SAFETY								
RAM Meters Calibration	Inhouse calibration of radiological survey meters	CR \$4000	Jeff Johnson	Jeff Johnson, Dianna Bear, Dan Fetrow, Dennis Fleetwood, Mary Stone	3/1/2013	10.0%	4.00	License renewal received. Ordering equipment.	Green
Fire Systems Construction Inspection	Reduction of number of pre-inspections and elimination of failed inspections	P	Jeff Johnson	Jeff Johnson, Dennis Fleetwood, Richard Russell, Richard Dusha	2/15/2013	30.0%	14.00	Compiling technical information	Yellow
FINANCE	FINANCE								
MUaa reconciliation - Cbord	Improve workflow and reduce reconciling items between CBord, Cashnet, and Banner for MUaa transactions.	Cost Reduction & Productivity	Sarah Persinger	Steve Thole, Micki White-res, Jeanne Via, Mandy Long, Sherril Bowling, Judy Vest, Jennifer Morrison, Dale Hinrichs (steering)	2/15/2013	15%	15	Team is formed. Kick-off meeting was held. Homework assignments have been made. Reconciliation reports have been created and are available on-line.	Green
Buyer Review and Action	Evaluate all types of documents that pass Buyer review step in Buyway to consider reductions to workflow steps and/or efficiency in time to complete	Productivity & Cost Reduction	Bill Shawver	Dick Pratt, Dave Wiant, Bob Baier, Terry Ponder, Betsy Davidson	TBD	0%	0		Green
Scorecard Metrics	Create more efficient process to analyze spend and calculate departmental metrics	Productivity & Cost Reduction	Wren Hanson	Steve White	2/10/2013	90%	48	New queries and reports have been developed which increase data accuracy, and eliminate data cleaning steps. New process has been tested for FY13 Q1 and will be validated with Q2 scorecard. Working on metrics.	Green
Contract Retention	Create control file and repository for all termination tracked contracts	Productivity	Bill Shawver	Wren Hanson, Steve White	3/1/2013	75%	76	Load of Purchasing & IT legacy contracts nearing completion.	Green
PPD Maintenance Supplies	Enhance strategic contract relationship with preferred vendor by implementing self service vending unit for high-use, small-dollar consumables & tools	Cost Reduction & Productivity	Bill Shawver	Dave Wiant, Tim Reeves, Grainger	4/1/2013	75%	24	Products for 2 machines have been completed and ordered. Vending machine for tools pending PFD approval. Once ordered, there is a 7-10 week delivery.	Green
Contract Routing	Design a process and workflow for initiating contracts that include legal, financial, and procurement considerations	Productivity	Mitch McCrate, Bill Shawver	Wren Hanson	3/15/2013	40%	15	Draft form has been created. General Counsel reviewing requirements for contract routing and updating.	Green
Student Organization shadow systems	Replace manually maintained spreadsheet databases on Student Orgs with an all-inclusive & electronic system thereby eliminating shadow systems.	Cost Reduction & Productivity	Melanie Brunner	Melanie Brunner, Sarah Persinger, Susan Bolser, Katie Wilson, Ravenna Brown, Dale Hinrichs (steering)	1/31/2013	60.0%	20.0%	Purchased and currently implementing HUB Financial software as solution. Loading & verifying student org financial data.	Green
Grant Invoice/report approval workflow (Electronic Signature Approval Process on Nllhka)	Develop an electronic workflow for approval of grant invoices and reports to replace the current manual process	Cost Reduction, Productivity, & Green	Linda Manley	Linda Manley, Cindy Green, Sarah Persinger, Megan Langhals, Kristen Zomchek	1/18/2013	90.0%	160	Workflow specs for IT design complete and given to developer. Test data loaded into Banner. Emails complete. Currently testing process.	Green

Shading indicates multi-departmental projects



Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Student package delivery	Provide additional customer service to students by providing package delivery for a fee.	Cost Reduction, Revenue, Productivity, & Green	Anita Byrd	Anita Byrd, Paul Foley, Jefene Grace, Jacob Harrison, Carol Hensley, Kirk Hopkins, Jeff Raatz, Bill Shawver, Jeanne Via, Premila Magimai (resource), Jeff Raatz	6/1/2013	70.0%	36	Workflow design delivered to SC Logic for development. Pilot North & South quad after holiday break. Full implementation will need to be delayed to coincide with academic calendar and miscellaneous fee ordinance.	Green
Federal Grants & Contracts - Time & Effort reporting (T & E Grants Lean on Nihka)	To make the Time & Effort Reporting fully electronic using the Banner Effort Certification module. If that is not functional, identify process improvement opportunities in existing process.	Cost Reduction, Productivity, & Green	Linda Manley	Linda Manley, Sarah Persinger, Cindy Green, Paula Murray, Sara Hayes, Ruth Groom, Janet Cox	TBD	10.0%	40	Elucian problems have been resolved. Payroll data being loaded into Test system. First test was unsuccessful. Loaded data for 2nd test.	Green
Lean Travel Provider	Utilize a university-wide preferred travel vendor	Cost Reduction & Productivity	Steve Cady	Dale Hinrichs (steering), Steve Cady, Kathy Dudley, Kathy Pruckno, Bill Shawver, Judy Vest, Betsy Krager, Kim Suellau, Jude Kiley (resource), Karel Jelinek, Anne Wheeler (resource), Michael Kumler, Kim Sens, Fablenne Bohon, Pat McNab, student org rep, Melanie Brunner (resource)	TBD	30.0%	150	Homework to gather departmental travel information is in process. Detail report of travel cost by department was delivered.	Green
Labor Redistribution	Create a workflow to automate the labor redistribution process	Productivity, & Green	Jeff Raatz	Jason Resar	TBD	0.0%		Sarah to contact Jeff to obtain updates. This is an HR Lean Project (but is not on HR list).	Green
Travel expense reports	Eliminate a manual and paper based process with an electronic solution and re-write and simplify the university travel policy.	Cost Avoidance, Cost Reduction, Productivity, & Green	Melanie Brunner	Melanie Brunner, Sarah Persinger, Susan Bolser, Cindy Green, Rosanne Gulley, Dale Hinrichs (steering), Emma Lester, Joyce Looby, Linda Manley, Rosemarie Volk, Tiffany Addison (resource), Brenda Amett (res), Tonya Barger (res), Susan Bates (res), Judy Eaton (res), Beth Farthing-Moore (res), Toni Gebhart (res), Theresa Kolb (res), Elizabeth Hurrell (res), Karel Jelinek (res), Barbara Jena (res), Pam Messer (res), Jennifer Morrison (res), Tonya Moryl (res), Cindy Osborne (res), Chris Otto (res), Al Ryan (res), Cassandra Thompson (res), Kim Traylor (res)	3/31/2013	50.0%	750	A fully functioning travel system is in Test. Imaging is working. Still working on Single Sign On. Continuing to develop list of outstanding issues and decisions. First draft of new travel policy complete.	Yellow
Print/Mail Services	Re-engineer the process for designing mass mailing pieces to maximize efficiency and minimize costs.		TBD	none at this time	TBD	TBD		Project placed on hold.	Yellow
Workshop Procedures (some resources listed under JPM 1 time use cards on Nihka)	Redesign processes & procedures for issuing, tracking, and reconciling debit cards, cash advances and other workshop transactions	Revenue & Productivity	Susan Bolser	Susan Bolser, Donna Gouvan, Sarah Persinger (resource), Jason Resar, Rosemarie Volk, Steve White (resource), Jessica Williamson, Dale Hinrichs (steering), Tonya Barger, Melanie Brunner, Mark Freidline (resource) Soon Lee (resource), Mary Jane Leveline (resource), Joyce Looby (resource)	3/31/2013	20.0%	100	Finalizing flowchart and working on metrics. Identifying pilot group. Working with JP Morgan on card limit issue. Declining Balance Card training set for January. Elucian travel module will help provide solutions for this project. This project is currently on hold.	Yellow
MU/aa reconciliation	Improve workflow and reduce reconciling items between Harco, Cashnet, and Banner for MU/aa transactions.	metrics not currently available	Sarah Persinger	Steve Thole, Micki White, Angeline Mann, Amanda Long, Lucinda Coveney	10/31/2012	100.0%	150	Blackboard process & reconciliation is complete.	White
Student Refunds	Reduce the number and cost associated with processing student refund checks by requiring direct deposit.	CA= \$1562.50; CR= \$20,450	Kriss Cassano	Kriss Cassano, Angeline Mann, Melanie Brunner, Cyndi Ripberger, Micki White, Karthik Gopalasamy, Sarah Persinger, Bruce Guot (steering)	7/15/2012	100.0%	250	Complete. Goal is 100% ACH participation. MU and PNC will market in spring. ACH mandatory in fall 2013.	White
Capital Project tracking (Construction LEAN on Nihka)	Develop an automated process for capturing capital related financial and progress timeline metrics for project managers & senior administration.	Unfortunately, we were not able to find a way to improve the Banner Buyway interface (nor does OAKS interface with either), but created (with IT assistance) an online log of construction project financials to improve transparency, tracking and access for all team members and it is being piloted on the Kreger Hall Renovation Project. A future LEAN project involving Purchasing and IT was envisioned by the team to address elimination of redundant data input in Banner and Buyway (and OAKS as applicable) should upgrades to either system allow integration in the future. Another LEAN project was discussed relative to construction Change Order tracking.	Betsy Davidsdson	Bill Shawver, Betsy Davidson, Wren Hanson, John Seibert, Sheila Barger, Al Ryan, Donna Williams	10/31/2012	100.0%	95	Specs are complete for an automated report to replace the manual Project Fact Sheet and Black Book. IT Services delivered on-line template to capture project data. Bill to create executive summary & metrics.	White

## Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Grant journal vouchers	Eliminate duplicate data entry for grant JV's.	\$1830 CR, P and G	Linda Manley	Linda Manley, Cindy Green, Carolyn Miller, Micki White, Sarah Persinger	7/31/2012	100.0%	20	New process has been designed. Implementation complete. Metrics and executive summary complete.	White
HDRBS Buyway & Chord Project (Chord Purch LEAN on Niihka)	Achieve standardization for processing procurement transactions between Culinary Services and Buyway	none - determined that project cannot be fully incorporated	Bill Shawver	Bill Shawver, Jon Brubacher, Wren Hanson, George Salem, Beverly Thomas	11/1/2012	100.0%	120	This project is complete and has been replaced by a HDRBS project. US Foods being manually entered into Buyway.	White
Prompt pay discounts	Improve A/P ability to implement Procurement contract negotiation Initiatives.	FY13 Rebate = \$60,000 (R) Discount Total = \$33,000 (CR)	Melanie Brunner/Sarah Persinger	Melanie Brunner, Sarah Persinger, Susan Bolser, Rosemarie Volk, Kriss Cassano, Wren Hanson (resource), Dale Hinrichs (steering)	7/1/2012	100.0%	250	Complete	White
Student Organization Buyway	Replace manual processing and approval for student organizations with an electronic process using Buyway.	\$3,250 (CA)	Melanie Brunner	Melanie Brunner, Sarah Persinger, Susan Bolser, Katie Wilson, Emma Lester (resource), Elizabeth Hurrell (resource), Rosemarie Volk (resource), Wren Hanson (resource), Dale Hinrichs (steering)	4/30/2012	100.0%	500	Complete. Most significant benefit of the project is improved customer service. Students can scan documents and electronically route a check request without staff intervention	White
Paperless Invoice Payments	Streamline the internal A/P processes for different types of invoices (paper, electronic, etc.)	\$13,000 (CA) and G	Melanie Brunner	Melanie Brunner, Dale Hinrichs (steering), Sarah Persinger, Elizabeth Hurrell, Joyce Looby	4/30/2012	100.0%	50	Complete	White
Remote Capture	Implement remote capture for depositing checks; look for other opportunities to simplify the receipting process	\$15,200 (CA) + \$130 (R) = \$15,330 Total	Kerri Jackson	Kerri Jackson, Kriss Cassano, Dawn Webber, Angela Starks, Cyndi Ripberger, Melody Gant, Lettie Brandenburg	5/31/2012	100.0%	30	Complete. Reduced the number of times each check is handled. Checks are deposited one day sooner.	White
E-Lockbox	Automate the bank interface for students paying by e-check.	\$6,400 (CA)	Kerri Jackson	Kerri Jackson, Kriss Cassano, Angela Starks, Meena Kandasamy	7/31/2012	100.0%	30	Complete	White
Review Physical Facilities business processes/PFD Finance	Map PFD business processes and assess potential efficiencies	none	Beverly Thomas, Bob Keller	Bob Keller, Shella Barger, Al Ryan, Brian Woodruff, Beverly Thomas	6/15/2012	100.0%		This part of the project is complete. Reviewed results with Dr. Creamer on 6/15/2012. PFD has initiated three new Lean projects as an outcome of this review.	White
Online payment processing In myMiami for Students and Families	To simplify the payment process for parents and students	only increased customer service	Kriss Cassano	Kriss Cassano, Angeline Mann, Kerri Jackson, Steven Thole, Kent Covert, William Miley, Brian Holbrook	7/1/2012	100.0%	50	Complete	White
Outside Scholarships	Reduce the time taken to process & communicate an outside scholarship to a student's account	Productivity & Green- currently compiling numbers as they finalize the project- this information is not currently available	Kriss Cassano	Mike Dale, Kerri Jackson, Brent Shock, Beth Johnson, Rachel Omalley, Matt Moore	1/14/2013	100%	20	Current/Future state completed, students have been informed of the change. Working on metrics & executive summary.	White
Prompt pay paid by CC	Develop a system in Buyway for A/P to pay purchase orders using P-card.	metrics not currently available- new process conferring with Strategic Procurement	Melanie Brunner	Melanie Brunner, Sarah Persinger, Susan Bolser, Wren Hanson (resource), Dale Hinrichs (steering)	10/31/2012	100.0%	100	New form and workflow is in production. Awaiting vendor information from Strategic Procurement in order to complete metrics.	White
Check processing & distribution (check proofing on Niihka)	Eliminate unnecessary printing, scanning, and indexing of check copies & other backup information.	\$4875 CA, \$168 CR, G	Melanie Brunner	Melanie Brunner, Elizabeth Hurrell (resource), Emma Lester (resource), Joyce Looby, Sarah Persinger	1/1/2013	100.0%	75	Two small improvement projects identified. Banner invoices on check complete. Working on executive summary & metrics for check proofing improvements.	White
Internal Checks	Eliminate internal checks initiated by departments and written from Accounts Payable to Bursar.	Metrics are included in Receipts Processing Phase 1 Financial Targets	Melanie Brunner	Melanie Brunner, Kriss Cassano, Brent Shock, Jeff Pidcock	12/31/2012	100.0%	50	New SciQuest form and workflow complete and ready to move to production. Departmental training is next step.	White
HOUSING, DINING, RECREATION & BUSINESS SERVICES									
Bookstore Inventory	To reduce time spent on reconciling reports and to reduce inventory on hand.	10% Inventory Reduction, Increased Revenue	Sarah Thacker	Lindsay Fenton, Cathy Pierce, Todd McGrail, Joe Martin, Mandy Long, Theresa Ferneding, and Jim Simpson	7/30/2014	less than 5%	150-180	The team is gathering data for the first phase of the project. Phase one has a higher priority and will be the current focus of the whole group. Mandy Long is tracking specific payment information to see how it posts to Banner and if it will post on time accurately. The team will review her data and will make any needed changes to how we process our payments and credits.	Green
Marcum Energy Reduction	Establish energy conscious daily operating procedures, reduce electrical usage by 3%.	5% CR/G	Paula Green	Alex Bufier, Erin Riesenbarg, Dwight Pringle, Lindsay Fenton	2/28/2013	2.0%	4		Green
Maplestreet Station Operational Design	To design efficient flow within the new Maplestreet Station dining operation	CA/P	Nancy Heidtman	TBD	2/28/2013	0.0%	3	Initial planning meeting held; developed team	Green
Improved Fee Structure for Box Office	To evaluate and update ticket fee structure	P/R	Mandy Long/Brian Woodruff	Mandy Long, Brian Woodruff, Sherri Bowling, Craig Harkrider	2/30/13	10.0%	4	First meeting held. Building Niika site and workbook.	Green
Improved Efficiency of Carillon Catering Deliveries	To streamline the flow of catering deliveries	5% CA/P	Merijo Nootz	TBD	TBD	0.0%	0	Preparing to have first meeting	Green

Shading indicates multi-departmental projects

Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Work order Scheduling at Recreational Sports Center	To increase productivity and effectiveness of work orders in the recreational sports center.	10%P	Doug Curry	Kevin Ackley, Jeff Hucke, Ron Silko, Doug Curry, H. Dean Smith	TBD	0.0%	3	Project starting is contingent upon structural and systematic changes in PFD as a result of Al Ryan's work there.	Green
Development of Standard Procedures in Haines Food Court service lines	To standardize our set up and service routines for the Haines Food Court in order to save labor in time of set up and save food cost	10% CR/P/CA	Marijo Nootz/Chris Pirigyl, Karen Recker	Charlie Tung, Nicole Campbell, Rob Brandenburg, Angela Gentry, Angel Boggs, Mary Menke, Chris Pirigyl, Karen Recker, Marijo Nootz	3/10/2013	60.0%	80	Current state is complete, formulating the future state.	Green
Streamlining of Procurement Practices Related to Staff Uniforms (Phase 2)	To consolidate uniform purchases and create a comprehensive RFQ with Physical Facilities and Parking Services to leverage our buying power. Gain buy-in with those who currently purchase uniforms.	CR/P	Cathy Pierce	Jennifer Williams Baker, Lindsay Fenton, Theresa Ferneding, Jaime Kimbrough (resource), Cathy Pierce, Amy Poppel, Tina Rotundo, George Salem	1/31/2013	75.0%	60	Looking at current state of each area within HDRBS (and PFD) to determine where consolidation can help boost buying power. Collecting data for comprehensive RFP, which will be Phase 3 and will involve the Purchasing Office.	Green
Targeted Performance/Cost Reporting/Dining Units (HDRBS Cost Reporting- Dining Cost Reporting on Nihka)	To provide real time financial data for unit managers to better react to operating cost	5% P/CA/R	Nancy Heidtman steering/George Salem	Nancy Heidtman, Teresa Baker, Stacy George, Veronica Collopy, Mandy Long, Virginia Phelps, George Salem, John "Eric" Yung, Brian Woodruff, Steve Thole (resource)	TBD	50.0%	100	Defining the current state, and identified the need to enlarge the team and split into subgroups (Steering, Labor, Revenue, Food & Paper Products, Chemicals, Utilities/PFD Maintenance)	Green
Reduced Building Services Costs at Shriver	To re-evaluate and streamline building service operations at Shriver Center to best align with operational and building needs.	\$15,000 CR	Marijo Nootz/Jim Baker	Jim Baker, Pat Cavanaugh, Jay Barden, Dennis Brown, Gary Smith, Todd McGrail, Mike Dobias	12/1/2012	10.0%	20	Revised assignments and check lists of expectations for all staff; benchmarking times required by new assignments; temporarily working one FT position less to see if all assignments can be completed	Yellow
Aquatic Center Filtration and Disinfection	To evaluate and determine the return on investment and "green" effectiveness of installing alternative disinfection systems in the Corwin M. Nixon Aquatic Center.	CR	Doug Curry	John Mihevic, Ron Silko, Dean Smith, Doug Curry	TBD	2.0%	3	On Hold until new governmental regulations are released. Was determined that Ultra-violet is not an option during initial phase of project.	Yellow
Reduced Linen Cost at Marcum	To standardize our linen use processes at Marcum, and to reduce any overpayments for rentals.	CA= \$4198 reduction in linen costs + \$367 in credit for linens not accepted at time of delivery	Amy Poppel	Amy Poppel, Alex Bufler, Erin Riesenber, Patty Stewart, Jessie Loxley	12/10/2012	100.0%	50	Implemented changes for future state, on track for full savings.	White
CBORD - Buyway Integration (CBORD Purch LEAN on Nihka)	To determine a way to incorporate the university's Buyway Procurement system with CBORD inventory management at Damske Culinary Support Center.	none- determined that project cannot be fully incorporated	Jon Brubacher/Bill Shawver	Bill Shawver, Jon Brubacher, Wren Hanson, George Salem, Beverly Thomas	11/1/2012	100.0%	120	Currently defining current state, and needs of all parties involved. Determined that CBORD and Buyway cannot be fully incorporated, but we made improvements that help us pay bills more efficiently.	White
Reduced Utilities at Goggin	To reduce the overall consumption of utilities at Goggin Ice Center. The team will review utility usage, and determine where the most savings can be realized.	Reduce electrical consumption by 5%, reduce steam consumption of Munters units by 10% and financial savings of \$11,300 CR, \$5500 CA	Lindsay Fenton	Kevin Ackley, Jim Baker, Lindsay Fenton, Tony Ferraro, Jeff Jucke, Jon Oberschlake, H. Smith	5/18/12-12/1/2012	100.0%	256	On track for full savings	White
Reduction of Custom Printed Disposables in Student Dining Services (LEAN Disposables on Nihka)	To reduce branded/logo'd specialty disposables used in dining for a la carte operations. As outlined, initially, savings will be projected as inventories are reduced. The goal is reduction in handling, variety, and increased emphasis on cost-reduction through non-printed materials. Focus will also be placed on increased number of sustainable products.	\$30,000 CA/G	Nancy Heidtman/Sally Shepherd	Jon Brubacher, Christopher Chafin, Susan Clark, Stacy George, Nancy Heidtman, Yvette Kline, Virginia Phelps, Perry Poppel, Sally Shepherd	11/12/2012	100.0%	85	On track for savings. Defined future state; identified products scheduled for deletion from inventories; replaced with green products for purchase- campus wide	White
Streamlining of Procurement Practices Related to Staff Uniforms (Phase 1)	To define the current state of procurement practices as related to staff uniforms, and identify immediate savings from streamlining processes.	\$30,000 CR	Cathy Pierce	Rebecca Ferrenberg (student), Erin Haley, Anna Karr, Mike Mitro, Bill Moloney (resource), Marijo Nootz, Chris Pirigyl, Jason Puckett, Tina Rotundo	5/1/2012	100.0%	NA	Current state has been defined, immediate changes for savings identified.	White
Consolidation of Student Services Offices	To ensure a smooth transition as the Box Office and the Office of Student Housing & Meal Plan Services consolidate into 111 Shriver Center. Avoid payment of Overtime.	\$13,956 CA	Lucinda Coveney/Sherri Bowling	Sherri Bowling, Brian Woodruff, Lucinda Coveney, Larry Fink, Craig Harkrider, Mike Jacquemin, Cathy Pierce (resource), Jeannie Via, Angie Coffey, Diana Weneck, Jenay Stewart	4/1/2012	100.0%	54	Offices physically consolidated. Used Lean tools to determine office flow and duties, phone procedures, and evaluating projected savings.	White
Improved Efficiency in Preparation of Dinner Entrees	Centralized production of entrees for dining locations to reduce labor costs.	CR= \$27, 985 annually	Nancy Heidtman/Karen Recker	Nancy Heidtman, Mary Johnson, Bev Rambo (resource), Dan Rambo, Karen Recker, George Salem (resource), Sally Shepherd, Dan Thomaswick, John Eric Yung	3/1/2012	100.0%	NA	Project complete, finalizing executive summary. Savings to be realized in next phase	White
Improved Efficiency and Expansion of Online Bookstore Orders	To evaluate the online ordering process and identify ways to reduce supply lead time, reduce wait time, reduce inventory, and also extend demand lead time. This team will also seek to implement a modified version of the online ordering process at the regional campuses.	\$70,000 R \$25,000 CA \$5,000 CR/G- less paper	Jim Simpson/Sarah Thacker	Mark Andrea, Jim Baker, Jim Simpson, Vince Smith, Sarah Thacker, Mandy Long	2/1/2012	100.0%	NA	Project complete, finalizing executive summary	White

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Sundial Pizza Delivery Improvements (Phase 1 of 2)	To reduce delivery times by studying driving patterns to determine the ideal number of drivers and cars, as well as optimal routes to use.	\$23,054 R \$7,684 CA R increase after start of project \$18,900	Marjo Nootz/Chris Pirigyl	Rebecca Ferrenberg (student), Erin Haley, Anna Karr, Mike Mitroi, Bill Moloney (resource), Marjo Nootz, Chris Pirigyl, Jason Puckett, Tina Rotundo	2/1/2012	100.0%	NA	Project complete/Phase 2 on hold until supervisor is hired; income for first three weeks of fall 2012 semester is increased by 19% (\$8,500) over last year same time; per spaghetti chart of drivers revised check in location closer to dock door to save steps/time	White
Summer Storage Improvements	To develop a more efficient method of picking-up, tracking, and delivering summer storage items in order to reduce labor when possible, and to improve student satisfaction.	\$15,000 R \$8,000 CA	Bill Moloney/Brian Woodruff/Joe Suman	Jay Barden, Sherri Bowling, Kirk Hopkins (resource), Mike Jacquemin, Jeff Leytham, Roy Lucas, Bill Moloney, Patty Stewart, Joe Suman, Brian Woodruff	2/1/2012	100.0%	120	Project is complete.	White
Improvements to Window A/C Installation Process	To reduce the amount of motion, transport, and touches related to ordering and installation of window-mounted air conditioning Units in student rooms.	\$45,000 R \$35,000 CA	Larry Fink/Brian Woodruff	Sherri Bowling, Angie Coffey, Larry Fink, Paula Green, Jeff Leytham, Roy Lucas, Lenay Stewart, Lucinda Coveney, Brian Woodruff	12/1/2011	100.0%	80	Complete. Close-out meeting with Al Ryan in mid-January	White
Spring Street Market Expansion	To determine the most beneficial product mix, layout, and stocking procedures for expansion into a portion of the former Bookstore swing space.	\$185,952 R	Marjo Nootz/Tina Rotundo	Elaine Brandner (resource), Dennis Brown, Matt Frericks (resource), Leah Hughes, Kristi Koedel, Mike Mitroi (resource), Marjo Nootz, Tina Rotundo, Mary Smith	11/30/2011	100.0%	NA	Construction in store completed. Sales since beginning of FY13 have increased by \$52,829 or 32% in first two months of year. Second shift supervisor moved to Haines and not replaced will save approx. \$20,000 in FT labor. Some of this time will be replaced by student management staff so total cost of that position (\$29,000) will not be saved.	White
Enhanced Customer Service & Retail Space	To determine the best opportunities for space utilization with the potential closing of Hydrations food service. Goals include additional group fitness studio space, increased retail space for the Pro Shop, enhanced revenues, and increased ability for cross-training.	\$70,000 R	Doug Curry	Teresa Baker, Tara Britton, Elaine Brandner (resource), Amy Carito, Seth Copenbaker, Doug Curry, Andrea Cutlip, Matt Frericks, Kirk Hopkins (resource), Nic Marshall, Mike Mitroi, Ron Siiko, Harold Dean Smith, Mindy Stephens	10/31/2011	100.0%	NA	Lean work completed; waiting for physical space to be renovated	White
Equestrian Center Improvements	To determine how a renovated facility and new design could improve the operation.	R-project is not "complete" at this time so figures are not yet available. Doug Curry will let us know when \$\$ figures are available.	Doug Curry/Lori Cramer	Beth Akers (resource), Debra Bennett (resource), Elaine Brandner (resource), Lori Cramer, Mark Friedline (resource), Matt Frericks, Richard Gunther, John Mihevic, Heather Pinnick (resource), Randy Stephens (resource), Joe Suman, Steve Thole (resource), Judy Worley, Lori Cramer	7/1/2011	100.0%	NA	Fundraising Effort. Used Lean principles to identify best practices for potential facility	White
Improved Event Planning Services at Marcum Conference Center	To determine standard practices for event planning at the Marcum Conference Center, and to review software improvements that could reduce the amount of non-value added time spent on working between two systems.	\$83,399 R	Amy Poppel	Sherri Bowling (resource), Dennis Brown, Susan Coleman, Kathy Crowley, Lynn Elsele, Jane Gaitskill, Paula Green, Gail King (resource), Bill Moloney, Amy Poppel, Ginny Thiel	7/1/2011	100.0%	NA	Currently being tracked.	White
Enhancements to Meal Plans for Increased Sales	To increase the sale of meal plans to off-campus students by developing an enhanced option.	\$170,000 R	Lucinda Coveney	Mary Barrerra, Emily Blake, Diana Byrd, Lucinda Coveney, Seth Copenbaker, Larry Fink, Kirk Hopkins (resource), Bill Kraft, Paul Mains, Steve Thole (resource)	6/1/2011	100.0%	NA		White
Improved Event Planning Services at the Shriver Center	To reduce the amount of over-servicing and other non-value added steps by developing a handbook for all event planners to use. Increase the amount of time each planner has to organize events and improve marketing efforts.	\$166,000 R \$20,000 CA	Marjo Nootz/Molly Lindsay	Sherri Bowling (resource), Dennis Brown, Alex Bufier, Susan Coleman, Kathy Crowley, Mary Donnell, Neila Hanges, Molly Lindsay, Marjo Nootz, Thyra Sens, Gail King	5/1/2011	100.0%	NA	Due to additional recipe development needed, new menu not available to customers until May 2012. Standards manual in hands of event planners April 2012.  Sales in April - August increased by \$91,287 over last year same months. For FY13 that is a 30% increase.	White
Centralized Food Service Forecasting	To create a system of centralized forecasting for Student Dining Services at the Demske Culinary Support Center, rather than by various individual location managers. The extra time that this opens up will provide managers with the opportunity to develop revenue generating programs such as special dinners.	\$865,746 R \$459,512 CA	Nancy Heidtman	Jon Brubacher, Chris Fields, Stacy George, Nancy Heidtman, Mike Mitroi, Bev Rambo (resource), Dan Rambo, Karen Recker, George Salem, Sally Shepherd, Jeanne Via (resource), John Eric Yung	5/1/2011	100.0%	NA	Incorporated into monthly budget goals, on track for full savings/revenue	White
Custodial Services Consolidation	To create a consolidated and streamlined custodial operation within HDRBS.	\$2,000,000 CR	Bill Moloney	Bill Moloney, Jim Baker, Jay Barden, Mike Dobias, Tom Fister, Stacy George (resource), Jeff Hucke, Roy Lucas, Virginia Phelps, Perry Poppel, Patty Stewart	5/1/2011	100.0%	NA	New model implemented.	White

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Business Office Consolidation	At the end of 2010, a committee was formed to review the consolidation of business functions and practices within the Department of Housing, Dining, Recreation and Business Services. The recent additions of the Goggin Ice Center and Recreational Sports Center to HDRBS meant there would be a wider scope of opportunities to consider. By early 2011 this committee was discharged and a Lean team was formed. The Lean Business Office team then reviewed the departmental business transactions, processes and functions for duplication of services and possibilities to streamline shared tasks. Within this overview the consolidation of multiple locations into one central office was pursued.	\$50,000 CR	Mandy Long/Jim Baker	Jim Baker, Liz Hooven (resource), Barb Jena (resource), Nate Lewis, Mandy Long, Marlo Nootz, Sally Shepherd, Gail Stout, Joe Suman, Steve Thole (resource), Amy Wentzel, Judy Worley	4/1/2011	100.0%	NA	Eliminated 1 FTE position through attrition. Continue to look for more efficiencies in the operation.	White
Streamlined Ice Scheduling Process	To reduce the amount of time it takes to schedule group ice time. This will allow staff to be more efficient, and provide more lead time to identify time slots that can still be promoted and rented.	\$19,330 R	Kevin Ackley/Lindsay Fenton	Kevin Ackley, Tara Britton, Lindsay Fenton, Rachel Funk, Paula Green (resource), Mike Jacquemlin, Todd McGrail (resource), John Mihevic, Tim Schomberg, Gail Stout (resource), Mark Walker	3/31/2011	100.0%	NA	On track for full savings and increased revenue	White
Consolidation of Human Services	To evaluate and analyze human resource functions in HDRBS, and to investigate the cost of entry-level turnover, and develop programs to better retain employees.	\$50,045 CA	Cathy Pierce	Mike Arnos, Jennifer Baker Williams (resource), Sherri Bowling, John Buchholz, Amy Carito (resource), Nadine Glaub, Cathy Pierce, Loraine Sheley, Ronda Strunk, Jaime Kimbrough, Laurie Sampson	3/1/2011	100.0%	NA	On track for full savings	White
Consolidation of service counter computer systems	Before the implementation of Cboard, we were operating our Rec Software but had to manually assign facility access to non-students who purchased services into the Blackboard ID card system	\$6666 CR	Ron Siliko	Ron Siliko, Mark Walker, Don Kidd, Vered Friedberg		100.0%		Lean Inspired	White
Development of Electronic payment forms for MULAA and Bursar payments	To provide a convenient option for accepting Bursar and MULAA payments from students	400 min saved for returning customers	Ron Siliko	Ron Siliko and Mark Walker		100.0%		Lean inspired	White
Converting into MyCard forms for student facility supervisors	Will allow data to be pulled at a moment's notice and will save on printing and storing copies required by the University Legal Office	G- saved paper and ink and storage	Ron Siliko	Ron Siliko and Kirk Hopkins		100.0%		Lean inspired	White
<b>HUMAN RESOURCES</b>									
TRAIN Registration Process	Find efficiencies with registration of training that allows for operational continuity and meets the needs of HR in maintaining class sizes and training records.	(P) - Allow for highest degree of operational continuity.	Greg Vaughn	Greg Vaughn, Kristen Taylor, Becky Dysart, Jeremy Davis	3/1/2013	10%	1	Lean team to be established	Green
Labor Redistribution	Create a workflow to automate the labor redistribution process	Productivity, & Green	Jeff Raatz	Jason Resar	TBD	0.0%		Sarah to contact Jeff to obtain updates. This is an HR Lean Project (but is not on HR list).	Green
Automate on-boarding for new hires.	Automate on-boarding for new hires using functionality in PeopleAdmin.	P & G	Kate Stoss	Kate Stoss, Janet Cox, Celia Ellison, Amy Shalman, Katrina Cohill, Premila Magimai Sagaya, Kristie Marcum	4/30/2013	15%			Green
Student Employment - consolidate hiring processes into one PeopleAdmin site and improve functionality	Student Employment - consolidate hiring processes into one PeopleAdmin site and improve functionality	P & G	Amy Shaiman (formerly Greenbaum)	Amy Shalman, Kate Stoss, Heather Bechtol, Sandi Ledger, & Premila Magimai Sagaya (Student Employment Advisory Committee - resource)	4/30/2013	15%			Green
Automate intake of requests for special payroll and eliminate paper forms.	Eliminate paper processing for Special Payroll. Automate intake of requests using PeopleAdmin.	P & G	Kate Stoss	Kate Stoss, Janet Cox, Celia Ellison, Amy Shaiman, Katrina Cohill, Premila Magimai Sagaya	4/30/2013	15%			Green
Automate hiring and streamline processes between HR and AP	Upgrade PeopleAdmin to bring Academic Personnel into the system and add additional features.	P & G	Kate Stoss	Kate Stoss, Janet Cox, Melissa Oldfield, Amy, Shalman, Kristie Marcum, Denise Ison, Rhonda Hess, Katrina Cohill, Premila Magimai Sagaya, Amy Ansong, Jay Barden & Leigh Swigart	4/30/2013	15%			Green

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Vision for Lean Project	Create Visio course for Lean Tracking	P & CA \$14,000 annual in cost avoidance for cost of bringing in an outside facilitator at \$1,200 per session based/ 10 people per session. Productivity avg estimated salary of \$18 per hour x 2-3 hours per week charting captivate charts times average project of 8-12 weeks X 40 projects ( \$18 x 2h X 8wX 40P= \$8,640 ) 14,000 + 8600 = \$22640	Deb Mulcahey	Al Ryan (Steering Committee) Deb Mulcahey, Kerri Dabbs, Becky Dysart, Rachael Rude, Kristin Taylor, Jeff Pidcock (Resource Team Member)	9/1/12 to 1/15/12	90.0%	35	2 hour visio workshop developed to aid in charting for lean projects. Workshops offered every 2 weeks unless demand requires more frequent. Pilot Program Dec 20, 2012. Courses already scheduled through March of 2013.	Green
Lean Pay Process	Develop efficient process for accepting applications for the Senior Lean Leader certification salary increase as well as the Senior Department Lean Leader and stipend.	P	Kate Stoss	Kate Stoss, Kerri Dabbs, Becky Dysart, Rosanne Gulley, Carol Hauser, Deb Mulcahey, Al Ryan	3/31/2013	33.0%	17	Have had three hours of meetings. Additional homework assignments accounts for five additional hours. Have completed first goal of project and working on future state of second goal.	Green
HR HELP DESK: Phase 2/Knowledge Base Lean on Nihka site	To reconceptualize the front desk area into a "call-center"/help-desk. This will involve the integration of knowledge base and call tracking software. The help-desk will be a hub for all HR information. Goals are to answer employee questions, be a warehouse for HR information, have the ability to track trending questions and metrics on what information employees are requesting for a more proactive approach, eliminate the "silo effect", improve efficiency within the HR office by tracking calls, provide excellent service to the University community as a whole.	Productivity and Sustainability Improvement. Implementing new metrics to have a clear vision of information coming into HR to better serve people through web.	Cindy Lewis	Cindy Lewis, Carol Hauser (steering), Becky Stephenson (co-lead), Patricia Donatucci-irwin, Heather Bechtol, Eileen Mitrol, Leigh Swigart, Jay Barden, Julie Schlichter, Resource: Amy Shalman, Rhonda Hess	10/1/2013	10.0%	23	Piloting Request tracker software between now and January. Reviewing Knowledge Base and current website to determine what components of HR best reside in which resource.	Green
Entry Level Hiring for HD and PFD/Employment Lean (Miami Lean-Hiring on Nihka)	Reduce time to hire entry-level employees. Improve the quality and diversity of entry-level employees.	P: Time to hire will be reduced. Turnover should reduce. Employees better able to do the job should result in more productivity. Managers who used to spend hours looking over resumes will not have to do that anymore.	Carol Hauser/Jay Barden	Jay Barden, Carol Hauser, Jaime Kimbrough, Cathy Pierce, Cody Powell, Kate Stoss, Greg Vaughn	April, 2013	80.0%	225	The pilot has been operating for four months. The quality of hires has improved and the time to fill has been cut to a fraction of what it used to be. Post offer, pre-employment physicals will be in effect in January. Also in January we will validate the SelectFit assessment tool.	Green
Increase the effectiveness and efficiency of hiring student workers for the dining areas (called Lean Student Hiring on Nihka)	Reduce the time it takes to place students in dining jobs, increase the % of positions filled, increase efficiency of the process, reduce total cost (overtime, re-work, multiple touches, etc.), reduce the # of jobs sitting open, reduce multiple requests to hire the same person, suggest upgrades for PeopleAdmin, create a clear communication plan for the hiring process, set hiring parameters	CA: Hiring students faster and with more accuracy will result in full-time employees not completing student work. Also, suggested upgrades to PeopleAdmin will reduce rework, multiple touches and duplication of services. This will result in labor cost reduction associated with this function for administrative staff. P: Faster placement of students and more functionality of PeopleAdmin will increase productivity.	Kerri Dabbs	Jamie Kimbrough, Heather Bechtol, Jeff Pidcock, Barb Ribbler, Timothy Schomburg, Kate Stoss (resource), Sandy Ledger (resource)	May-13	30.0%	125	Current state analyzed.	Green
Tracking lean participation and certification	Amend the staff development/job enrichment database to accommodate the tracking of lean participation in certification.	P: All training information will be in one database. Gained Read only access and comments in reporting section.	Becky Dysart	Becky Dysart, Kerri Dabbs, Rosanne Gulley, Al Ryan		0.0%	2		Green
BWC and FMLA administration	The goal of this lean project is to find software that will automate some of the processes associated with BWC and FMLA.	Productivity: this will reduce the number of things that are done manually	Cindy Lewis	no members at this time	Pending	0.0%	0	We've contacted other IUC schools to see what software they use. We have reviewed various software intended to serve this purpose.	not started
MyMiami Employee Event	Centralization and automation of six Employee Event Management categories (Address, W4, Direct Deposit, Marital status, beneficiary changes)	Productivity: Creates one central location for employees to complete changes and prompts employees to make all necessary changes at the same time. Green: Elimination of paper forms.	Dawn Fahner	Dawn Fahner, Denise Ison, Susan Gibson, Rachael Rude, Celia Ellison, Lisa Dankovich, Amy Shalman	12/31/2012	75.0%	20.00	W-4 changes are in bannerweb development instance with initial testing completed. Personal information module is in development instance of MyMiami.	Yellow
Qualifying Event	Transition mid-year benefit changes from paper enrollment to online enrollment	Productivity: employees can access and complete changes electronically. Allows for more efficient follow-up when additional documentation is required. Green: Elimination of forms and documentation can be imaged and stored electronically.	Dawn Fahner	Dawn Fahner, Denise Ison, Susan Gibson, Rachael Rude, Celia Ellison, Lisa Dankovich, Amy Shalman	4/11/2013	5.0%	6.00	Initial discussion and decision to use a hybrid of existing code from the open enrollment and new hire bannerweb modules.	Listed as Green with a side note of Yellow: No items are ready to be tested. Contractor should begin work after the employee event project in MyMiami is completed.
Create MyWORK tab on MyMiami	Create MyWORK (Well Organized Resources and Knowledge) tab on MyMiami, increasing access to university resources and training information and therefore adding efficiency.	P & G	Amy Shalman (formerly Greenbaum)	First meeting with team members week of 1/7	Pending IT Consultant	25.0%	50	All data for new tab is compiled with links thereby identifying the current state. Future state is being worked on but is dependent on the IT Consultant projects which are currently in process.	Yellow

Shading indicates multi-departmental projects

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Tuition Fee Waiver Communication/BannerWeb display	Additional method of proactive communication to employees.	Productivity: Decrease amount of calls/emails regarding status of the employee's request. More effective follow-up when additional documentation is required to complete the request.	Dawn Fahner	Dawn Fahner, Sherry Schilling	Pending Internal IT assignment???? ??	5.0%	3.00	External contractor could not complete work, all hours were exhausted. Believe that hours from another project can be used to complete this one.	Red
Organizational Learning Lean Project	Develop lean organizational learning program for Miami University tied to mission and goals.	CA = \$22,748 for 1/2 day outside consultant training @ \$94 X 242 people. Future CA = external consultant fees \$92,760 for 2 day training @ \$180 per day X 91 people. Total Future Cost Avoidance of \$55,508 as of 6/25/12. We switched from using binders to tape bound books. The original cost of the binders were \$12.91 each. The cost of the tape-bound books are \$3.63, for a per person reduction of \$9.28. Just for the training scheduled in October and December, we will save \$556.80 (60 participants). Total cost avoidance as of 12-12-12 is \$112,395.60 for 2 day lean training and 3 hour orientation. (270 people attended 2 day trainings, 135 attended 3 hour orientation since Kerri and I started facilitating. Reduction in Materials cost included in total. Breakdown is \$97,200 Facilitation costs and \$2505.60 cost reduction for materials. Future cost savings: 2 day lean training scheduled 6 times for 2013 and lean orientation is scheduled 6 times. Projected annual cost avoidance \$82,626.40	Becky Dysart/ Kerri Dabbs	Becky Dysart, Kerri Dabbs, Brian Woodruff, Rachael Rude (resource), Kirk Hopkins (resource), Al Ryan (steering)	10/30/2012	100.0%	315.0	Completed 3 hour Lean Orientation. Lean 1 hour overview, Lean 2 Day training, Lean Leader certification We have worked with Al Ryan and Brian Woodworth to complete the coursework for Miami LEAN Certification levels. Develop tracking module for lean training and certification progress. New project will be started in August to Develop online lean orientation learning module and lean culture video. Revised for September Pilot, Revising again for October IT 2 Day lean training Should be completed by October 30	White
Student Employment Payroll Life Cycle	Reduce the lag time in student pay. Facilitate the hiring of student employees into regular positions. Drastically reduce the number of students who do not use direct deposit.	50% P improvement, CR \$10,000, CA \$10,800, and 21% improvement in days to pay students	Anne Wheeler	Heather Bechtol, Carol Hauser, Judy Johnson, Deb Mulcahey, Barb Ribbler, Julie Schlicker, Amy Shaiman, Rachel Steck, Marcy Van Winkle, Anne Wheeler	January, 2013	100.0%	224	The issue of timeliness of student pay has been addressed. Starting with the October pay, they will receive their pay four days earlier than they normally would have. We have the remaining issue of how to deal with students who do not set up any form of direct deposit. Student direct deposit will be carried over to another Lean project.	White
Implement New Banner Features Salary Planner	Implement Salary Planner, a Banner module, to replace current increment process for raises.	CA=\$10,296	David Ellis/Kate Stoss	David Ellis, Melissa Oldfield, Donna Rohifer, Kate Stoss, Janet Cox, Cella Ellison	6/30/2012	100.0%		System is up and running in test. Academic Personnel, HR and Budget offices have been testing successfully. Will implement fully 7/13.	White
Improving the Unemployment Process	Streamline Unemployment process, improve appeal process and success rate at hearing.	20% reduction in costs, 98% win rate on contested claims \$115,728 savings over 4 years= \$28,932 annually	Cindy Lewis	Cindy Lewis, Patricia Donatucci-Irwin, Gary Kraft, Eileen Mitroi, Kendall Reed	11-30-11 to 2-9-12	100.0%		Committee has finished its work and changes are being implemented.	White
HR Service Center (Phase 1)	Re-engineer the front desk to provide for more efficient processing, a more customer friendly service environment and processes that better protect the confidentiality of our customers.	\$4,454/year	Steve Perucca/ Becky Stephenson	Carol Hauser (steering), Sherry Schilling, Julie Schlicker, Amy Shaiman, Becky Stephenson, Sarah Sterner (student), Kristen Taylor, Muriel Taylor, Becky Hensley	11/11 to 2/12	100.0%		Mail distribution procedures have been streamlined reducing time from 120 minutes per day to 40 minutes per day with better safeguards to protect confidentiality. Document management has been standardized and staff has been trained. 5 S Lean was implemented as of February 1, 2012 resulting in a standardized, orderly and attractive front office.	White
Automate garnishments	Put fixed garnishments into banner once instead of each pay period.	12 hours/month \$3,600/year	Jeff Raatz	Anne Wheeler, Jeff Raatz, Gary Kraft, Muriel Taylor, Marcy Van Winkle	12/15/11 to 2/15/12	100.0%		Completed	White
Implement Foreign National Tax Resource	Implementation of this software will reduce student data entry time in preparing their international tax returns.	P-10% & G, saves copying documents	Anne Wheeler	Anne Wheeler	1/1/12 to 3/15/12	100.0%		Completed	White
Foreign National Information System	Implement software to allow international students to enter their personal information electronically	Up to \$10,000 per year- additional metrics will not be available until after 2-15-13 per team leader	Jeff Raatz	Jeff Raatz	4/12/12 to 9/15/12	100.0%		Have developed process for potential implementation by August/September, 2012. Currently working on updating data as required in Windstar system to implement. Basic testing with in-house personnel complete. Initial University implementation will involve working directly with new international employees as they come to our office, evaluating feedback, and improving instructions as deemed necessary.	White
IACS	IACS								

Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Receipts Processing - The Marcum, Conferences Services, Auxiliary Business Office	Create a simplified receipting and bank deposit process for the Marcum, Conference Services, and the HDRBS Business Office. Goals will be to reduce the number of times cash is counted to no more than twice, reduce manual processing, and decrease the amount of time spent preparing deposits.	TBD	Jeff Pidcock, Associate Auditor	Jeff Pidcock, Krishan Patel, Alex Buefler, Erin Riesenberg, Judy Vest, Jennifer Morrison	TBD	30.0%	50	The team has completed five process maps for the current state and is in the process of identifying waste. Once all five process maps are complete, the team will move on to develop a recommended future state.	Green
Receipts Processing - Phase 1. Anytime cash and deposits change hands, the money should be counted. This project will analyze and improve Miami University's flow of receipts. The objective is to recommend changes to expedite the processing of bank deposits, make the related processes as efficient as possible and identify any cost savings or revenue enhancements - while still having the necessary internal controls. The scope includes all divisions on the Oxford, Hamilton, Middletown campuses, plus VOALC. The scope also includes the Miami University Foundation which has the same processes as Miami University. The scope excludes balance sheet-only transactions, such as bond issues and investment transfers.	Deliverables: 1. Prepare an enterprise map of the current state. Data collected will include FY 2011 dollar amounts processed by location. 2. Using the enterprise map data, a Process Analysis Quantity Table (PcQ) will be developed where the process is the location and quantity is sorted by dollar amount. This will help identify where to focus our attention first. 3. The recommended future states will be depicted in swim lane process maps by operating location. In this first phase, we will review locations receipting 80% of the funds. Subsequent areas will be reviewed as separate Lean projects.	CR \$6,895 R \$11,304 CA \$1332 Total \$19,531  Productivity FAMU Process: 10% Deposits (Remote Scanning)*: -06%  *Negative productivity is a result of added steps involved with remote scanning. This was offset with additional revenues resulting from improved cash flow.	Barbara Jena, IACS, Director of Internal Audit and Consulting Services.	Barbara Jena, Jeff Pidcock, Melissa Metzger, Cyndi Ripberger, Kerri Jackson, Joan Walker, Mandy Long, Dawn White	5/23/2012	100.0%	250 plus team member hours	Process Improvements identified total \$19,531; \$16 K of savings has been implemented and \$3 K is pending prioritization on IT Services Buyway enhancement list. 1. Status: complete. An enterprise map (exhibit A - first tab of excel file) has been developed which depicts 101 locations across Miami where funds enter the University. In fiscal year 2011, total cash flow exceeded \$625 million and ranged from \$14 in an academic department to \$265 million in the Bursar's Office. 2. Status: complete (exhibit B - second tab of excel file); a Process Analysis Quantity Table (PcQ) was developed where the process is the location and quantity is sorted by dollar amount. This identified where to focus our attention first. 3. Status: complete, where the focus was on five operating locations that receive 89% of all funds flowing into the University (Bursar's Office, Student Financial Assistance, Treasury Services, University Advancement, and Lifelong Learning. Additional savings are expected in these areas when they will be revisited in coordination of our review of other areas. Please refer to the Lean project on Receipts Processing - HDRBS Business Office and Rec Sports Center.	White
Receipts Processing - HDRBS Business Office & Rec Sports Center	Recommend changes to expedite the process of bank deposits while maintaining adequate internal controls, decrease the number of times cash is counted to no more than twice, reduce trips taken to the Bursar's Office and/or Bank, and increase speed with which deposits are made to no more than one day.	HDRBS Business Office (including \$840 benefit to MUPD): CA: \$4,266 CR: \$10 R: \$0 Total: \$4,276 P: 5% G: Reduction in paper and gas used Rec Sports Center: CA: \$2,420 CR: \$39 R: \$0 Total: \$2,459 P: 26% G: Reduction in paper usage	Jeff Pidcock, Associate Auditor	Jeff Pidcock, Barbara Jena, Weijian Luo, Kerri Jackson, Mandy Long, Angela Starks	6/20/12-9/26/2012	100.0%	140	Recommendations to improve processes were given to management in the RSC and HDRBS Business Office audit report. Both the RSC and HDRBS Business Office agreed with the recommendations and have begun plans to implement the recommendations. The Business Office has implemented a portion of the recommendations. The rest of the recommendation is pending prioritization on IT Services project list.	White
MUPD	MUPD								
Elimination of Paper Reports	Elimination of a 30 page biweekly payroll report that can be ran from Kronos whenever needed without printing to paper to confirm hours	G	A. Rosenberger	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student	TBD	25.0%		Kick Off Meeting 11/30	Green
Electronic Fulfillment of Public Records Request	Increase fulfillment of public records request using current digital/electronic technology	G	A. Rosenberger	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student	TBD	25.0%		Kick Off Meeting 11/30	Green
Elimination of Paper Forms and Streamlining Processes	Phase #1 Computerized Sick Leave Forms to in house online records	CA \$131.20, CR \$2565.00, G= paper and ink	S. VanWinkle	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student	10/22/12	100.0%	40	3 LEAN mtgs. completed. Currently working on digital form. LEAN mtgs ongoing	Green



## Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Elimination of Paper Forms and Streamlining Processes	Phase #2 All print to network printers	CA \$120.00, CR \$1396.44, G= printers, ink, paper	S. VanWinkle	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student	10/18/12	100.0%	23	Currently working on workbook, and flow chart 10/25 completed	Green
Elimination of Paper Forms and Streamlining Processes	Phase #3 Ride-A-Long Forms put online	CA \$192.50, CR \$1000.00	S. VanWinkle	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student	11/8/12	100.0%	38	Currently working on workbook, and flow chart. 11/8 complete workbook	Green
Elimination of Paper Forms and Streamlining Processes (Assist Forms on Nihka)	Phase#5 Three separate forms Lock out, Battery Assist, Bike Lock converted into one	CR \$1,518.53	A. Rosenberger	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student	11/30/12	100.0%	29	10/25 kick off meeting templates being altered 11/8 complete workbook	White
Elimination of Paper Forms and Streamlining Processes	Phase #4 Shift Trades via email	CR \$1,201.71 G Ink, paper	A. Rosenberger	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student	11/8/12	100.0%	20	10/25 kick off meeting 11/8 complete value added spreadsheet	White
Parking Appeals Committee Revamp	Decrease time, effort and cost associated with student parking citation appeals	CR= \$30,840+ \$12,800, CA \$2,400+ \$1113, P=43%	George MacDonald	George MacDonald (Team Leader), Sherry Martin, Gloria Bales, David Beltz	11/30/2012	100.00%	24	New Lean process is in place and most recent 80 appeals have been reviewed using the new process with 14 day turnaround, 1 sheet of paper used per appeal and \$0 postage.	White
Mutual Aid Agreement	MOU w/City of Oxford (Police Department)-policy on how we work together	Unknown	John McCandless/S. VanWinkle	Chief John McCandless, Lt. Stephen VanWinkle, Lori Minges, Sgt. Andy Rosenberger, Marjorie Foust, Becky Garnett, Jeff Brock-student Chief Bob Holzworth (OPD), Lt. Tom Horvath (OPD)	6/1/2012	100.0%	35	Complete- signed agreement	White
PFD	PFD								
PFD Maintenance Supplies	Enhance strategic contract relationship with preferred vendor by implementing self service vending unit for high-use, small-dollar consumables & tools	Cost Reduction & Productivity	Bill Sawyer	Dave Want, Tim Reeves, Grainger	4/1/2013	75%	24	Products for 2 machines have been completed and ordered. Vending machine for tools pending PFD approval. Once ordered, there is a 7-10 week delivery.	Green
Fume Hoods	Educational awareness on energy savings when fume hoods are not in use by closing sashes. Process is implemental to monitor sash position and reports are given to POC to educate staff on importance of closing sashes.	CA=\$10K/yr, G	Cody Powell	Cody Powell, Doug Hammerle, Jeff Wyatt, Ryan Turner, Scott Evans	1/1/2013	70.0%	80	Sash Alarm Reports have been generated Hughes and Pearson for educational awareness	Green
TRAIN Registration Process	Find efficiencies with registration of training that allows for operational continuity and meets the needs of HR in maintaining class sizes and training records.	{P}- Allow for highest degree of operational continuity.	Greg Vaughn	Greg Vaughn, Kristen Taylor, Becky Dysart, Jeremy Davis	3/1/2013	10%	1	Lean team to be established	Green
Upham Hall Floor Care	Introducing mechanical advantage (auto-scrubbers). For efficiencies and enhanced safety.	\$65K/year (CA), 5K labor savings (P)	Greg Vaughn	Greg Vaughn, Don Reed, Kathy Parrett, Kevin Cole, Shelli Walton	2/28/2013	25%	2	Identifying equipment to be purchased.	Green
BGA Staff Project	Staffing strategy for BGA Staff	{P} Increase in service consistency	Greg Vaughn	Greg Vaughn, Clarence Blevins, Jeff Prater, Don Reed, Shelli Walton	6/1/2013	75%	40	In progress- Pilot program scheduled to start January 7th.	Green
Removal of personal refrigerators/heaters campus-wide	Reduce energy costs through removing personal refrigerators and space heaters campus-wide	{CA} TBD {G} TBD	Greg Vaughn	Greg Vaughn, University Communications	12/30/2013	10%	1	Scope to be established	Green
Leaf Vacuum	Increase efficiency of removing leaves and reduce labor used for the task	{CA} - Reduce labor hours associated with leaf removal. {P} - increase efficiency of the work process {G} - Reduce powered equipment used for task.	Greg Vaughn	Greg Vaughn, Jeff Prater, Danny Bertsch, John Rader, Shelli Walton	1/31/2013	90.0%	3	Equipment [Toro Rake-O-Vac] ordered	Green
Combustion Control	Management of excess air during boiler firing rate changes is required for efficient operation. Provide tools for operators to see real time reporting for efficiency. The operating practice is defined as "oxygen trim" and can reduce fuel consumption by reducing heat loss to the flue gases. Annual savings estimated savings \$69k	CR, P, G	Doug Hammerle	Doug Hammerle, Mark Lawrence, Gene Rader, Jamie Roy	3/1/2013	15.0%	100	Will set excess air on Boiler #4 week of 1/14/13	Green
Occupancy Sensors VAV Boxes - Phase II	Expand this initiative to incorporate conference rooms and seminar rooms across campus, to control lighting and heating/cooling in occupied/unoccupied modes	CA=\$20,000/yr, G	Cody Powell/Dan Patterson	Cody Powell, Doug Hammerle, Jeff Wyatt, Tony Ferraro, Ryan Turner, Scott Rein, Yvette Klein	3/1/13	90.0%	40	Lean Inspired	Green
Installation of Idle Monitors	This project arose from the Fleet Review project as a measure to reduce fuel usage from idle time.	CR=\$38,570 = .5 Hrs/Day for 116 Veh/Year.	Greg Vaughn	Greg Vaughn, Clarence Blevins, Jeremy Davis	1/31/2013	85.0%	100	Lean Inspired	Green

Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Operations Scheduling & Planning (Maint. Planning on Nihka)	This project would focus on how to develop and implement a maintenance planning and scheduling program that would increase our efficiency and improve our customer satisfaction.	20% (P) operation efficiency improvements	Jeremy Davis	Jeremy Davis, Cody Powell, Greg Vaughn, Sandra Mohr, Al Ryan, Paul DiBenedetto, Val Cobb	Phase I - 3/1/2013	65.0%	250	Planner/Scheduler positions have been posted and applicable training has been identified	Green
Fume Hoods	Educational awareness on energy savings when fume hoods are not in use by closing sashes. Process is implemental to monitor sash position and reports are given to POC to educate staff on importance of closing sashes.	CA=\$10K/yr, G	Cody Powell	Cody Powell, Doug Hammerle, Jeff Wyatt, Ryan Turner, Scott Evans	1/1/2013	70.0%	80	Sash Alarm Reports have been generated Hughes and Pearson for educational awareness	Green
Solid Waste Revamping	CHARGE: The implementation of standardized processes yielding a 20% reduction in total solid waste tonnage (currently, approximately 4,400 tons annually) and a total recycling rate of 55% for all on-campus locations and events, with no net increase in cost when evaluated over a 5 year period.	(G) Green project with increases offset by other decreases	Yvette Kline	Yvette Kline, Cody Powell (steering), Greg Vaughn, Brian Woodruff, Paula Green, Keenah Smith, JS Bragg, Sheila Barger (resource), Elaine Brandner (resource), Allie Becknell (resource), Clarence Blevins (resource), David Prytherch (resource), Mike Smith (resource), Vinny Cirrito (resource), Dick Pratt (resource)	4/1/2013	75.0%	324 hours. Basis of estimate: 10, 2 hr meetings with 7 regular attendees. 14 people who put in an average 6 hrs each. Leader who put in an average 10 hours per meeting. (This does not count the work undertaken to plan and run the football and February pilots.)	In Progress, but the team has not met as a group since November. Members are working as needed to prepare for February pilot projects. Pre and post consumer composting and single stream recycling pilot projects are on track to begin in select indoor and outdoor locations in February. Cody Powell has set the full implementation date as August 2013. Competitive quotes were received for the DCSC composter, opening the field of participants for bidding the campus-wide solid waste hauling contract at the end of Rumpke's current 6 month extension. (New contract will start July 1, 2013. Two or three bidders are anticipated.) Dining is testing compostable containers for King Cafe pilot. Annual solid waste budget being established for reference. Additional people who have served as team references are hereby submitted to the PFD steering consideration for approval: Nancy Heidtman, Jon Brubacher, Mike Jacquemin, Molly Lindsay, Scott Smith, Bill Moloney, Theresa Baker, Jason Jackson. Each of these people have been involved "around the table" although not necessarily at the regular team meeting table. MU's sustainability committee was given a status presentation on the team's work in December. Yvette has notified the team that she will schedule one more meeting, during which the basic implementation plan will be discussed.	Yellow
Consolidate Accounts Payable Tasks/ Construction per John Seibert/same as Capital Project Tracking in Finance (Construction LEAN on Nihka)	Improve the methods and practices for overall construction project work flow addressing use of Banner, Buyway, Oaks, TMA and Excel. Eliminate redundant project financial data upkeep. Increase PM time on project oversight. Identify proper entity to perform data processes. Long range goal to Create online financial record keeping system that can be accessed by PM's, FCO, Purchasing, and Accounts Payable (University wide secure access) to reduce hard copy paperwork, routing times, and audit data access of project financial data.	PM currently average 60 hours / week (total of all PM's) of financial oversight. The hope is to reduce redundancy and time spent to increase productivity. Until new system is established time/financial savings can not be identified.	Betsy Davidson/John Seibert	Bill Shawver, Betsy Davidson, Wren Hanson, John Seibert, Sheila Barger, Al Ryan, Donna Williams	12/12/2012	100.0%	135	We were not able to find a way to improve the Banner Buyway interface (nor does OAKS interface with either) but have created an online log of project financials to improve transparency, tracking and access for all team members that is being piloted on the Kreger Hall Renovation project. NOTE: a future project with Purchasing and more so IT's help to eliminate redundant data input in Banner and Buyway would be of benefit should upgrades to either system allow integration to it in the future.	White
Retro Commissioning	The goal of this project is to take a comprehensive look at the energy consuming equipment in each building and restore it to its original condition or upgrade it to incorporate new technology.	20% (CA) reduced energy consumption	Jeremy Davis	Jeremy Davis, Cody Powell, Doug Hammerle, Ryan Turner, Scott Evans, Bill McClanahan, Dusty Hill, Tony Ferraro	Continuous	100.0%	250	Lean Inspired. Pilot program successful. Program will continue indefinitely.	White
PFD Voice/Text/Email Communication	This project was launched to identify opportunities to reduce cost and increase efficiency with out-of-office voice, text and e-mail communication needs.	CA & CR=30%, P=Unknown	Greg Vaughn	Greg Vaughn, Dustin Hill, Danny Bertsch, Paul DiBenedetto, John Seibert	12/1/2012	100.0%	10	In Progress- Stipend to begin in January for cell phones	White

Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Hughes Hall EF-4 Replacement	Replace failing exhaust fan with a more energy efficient unit	CR= \$522, G	Doug Hammerle	Doug Hammerle, Tony Ferraro, Scott Rein, Yvette Klein, Cody Powell	3/14/2012	100.0%	40	Replaced a two-speed exhaust fan (dual speed not required) with a single speed fan; selected the larger fan wheel replacement option which turns slower resulting in 1.01 Hp savings per hour and over \$500/yr in reduced energy costs. The expense differential of the larger fan was nearly equal to the first year's energy savings. Additional labor and material cost to modify the duct and frame will be recouped in the second year. Thus fan selection payback is about 2 years.	White
Water Softener Elimination	To find alternative ways of treating domestic water other than using salt. The technology being utilized in this project eliminates the need to purchase and handle salt as well as eliminating the wasted water in the standard water softener process.	(CR) \$50,000 potentially	Jeremy Davis	Jeremy Davis, Jeff Liming, Jeff Hoskins	Continuous	100.0%	24	Lean Inspired	White
Insulation on Steam	Reduce energy by installing additional insulation over under insulated steam lines in our tunnel systems. Install insulation on steam systems where existing is in need of repair.	\$28,000/yr (CA)	Cody Powell/Scott Rein	Cody Powell, Doug Hammerle, Tony Ferraro, Yvette Kline, Ryan Turner, Scott Lessing, Scott Rein, Tony Combs (resource), Jeff Johnson (resource)	8/1/2012	100.0%	80	LEAN Inspired	White
Insulation on Steam - Phase II	Install additional fiberglass insulation and protective covering on approximately 200 feet of high pressure steam piping (11.5#) in various locations in the Oxford Campus utility tunnels. The added insulation; a large portion of which is covering bare piping, flanges, and valve jackets is conservatively estimated to result about a two-year payback through reduced heat loss.	CA=\$9,400/yr, G	Cody Powell/Scott Rein	Cody Powell, Doug Hammerle, Jeff Wyatt, Tony Ferraro, Ryan Turner, Scott Rein, Yvette Klein, Jeff Johnson (resource), Tony Combs (resource)	7/26/12	100%	40	Lean Inspired	White
CO2 Sensors	Reduce energy by installing these devices to minimize un-needed air exchanges in large auditoriums and meeting spaces campus wide.	\$23,000/yr (CA)	Cody Powell	Cody Powell, Doug Hammerle, Jeff Wyatt, Tony Ferraro, Ryan Turner, Scott Rein, Yvette Klein	7/1/2012	100.0%	60	Lean Inspired	White
Occupancy Sensors VAV Boxes	Reduce energy in campus classrooms by minimizing heating/cooling needs in unused classrooms.	\$62000/yr (CA)	Cody Powell	Cody Powell, Doug Hammerle, Jeff Wyatt, Tony Ferraro, Ryan Turner, Scott Rein, Yvette Klein	8/1/2012	100.0%	80	Lean Inspired	White
PFD Fleet	Begin the process of right sizing and right vehicle type for the PFD Fleet. Secondary goals of fuel savings and pilot integration of green vehicles.	\$50,000 yearly (CR)	Greg Vaughn	Greg Vaughn, Clarence Blevins, Phil Bowling, John Seibert, Paul DiBenedetto, Doug Hammerle	Closed 1-20-12	100.0%	25	Complete	White
BGA Cross Utilization	Cross utilize BGA staff within Buildings & Grounds units based on seasonal needs.	10% (P)	Greg Vaughn	Greg Vaughn, Clarence Blevins, Don Reed, Jeff Prater, Shell Walton	12/1/2011	100.0%	15	Lean Inspired	White
Mulch Blowing	Decrease labor and materials needed for mulching.	CA labor ±\$19,000 + \$9,500 (4) ROI for purchased equipment of ± 2 years	Greg Vaughn	Greg Vaughn, Matt Hughes, Danny Bertsch, Jeff Prater	2/1/2012	100.0%	5	Lean Inspired	White
Calcium Chloride	(1) Decrease damage to hardscape and turf caused by ice melt chemical application. (2) Increase effectiveness of pre-treat for ice melting.	25% (P) \$250,000 (CA) (\$1,500,000/30 *5)	Greg Vaughn	Greg Vaughn, Danny Bertsch, Jeff Prater	10/30/2011	100% for pilot program	20	Lean Inspired	White
Communications	Identify issues with project communication and improve the process of distributing the information.	\$0	Jack Williams	Jack Williams, John Seibert, Paul DiBenedetto	4/15/2012	100.0%	N/A	Complete	White
Store Room	To identify and implement methods to streamline the process for disseminating products from the Central Stores to our employees who need them to accomplish their work.	10% (P) sustainable savings in efficiency gains	Jeremy Davis	Jeremy Davis, Sandra Mohr, Tim Reeves, Bill McClanahan, Larry Head, Brian Schwegman	3/11/2012	100.0%	222	Complete	White
Closed Loop Water Filtration	To reduce the amount of reactive service calls to our customers and increase the reliability of dormitory heating and cooling units. This project has resulted in much more satisfied students and reduced maintenance cost to the Housing department.	(CA) \$15,000/year sustainable cost avoidance to residence halls	Jeremy Davis	Jeremy Davis, Bill Rader, Bill McClanahan, John Fox	1/10/2012	100.0%	60	Lean Inspired	White
CSB Hot Water Heater	Install a more efficient means of producing domestic hot water as a test that can possibly be used in other locations that do not have steam available.	(CA) \$1,625/year utilities savings	Jeremy Davis	Jeremy Davis, Jeff Liming, Jeff Hoskins	12/15/2012	100.0%	30	Lean Inspired	White
Equipment Information Capturing	To have all equipment information electronically available to be able to make informed decisions and to aid in planning and scheduling maintenance activities.	10% (P) sustainable savings in efficiency gains	Jeremy Davis	Jeremy Davis, Dusty Hill, Jerry Hickey	11/1/2011	100.0%	30	Lean Inspired	White

## Finance and Business Services Lean/Lean Inspired Project Status Report as of 12-31-12

Freeze Stat Repair	To permanently repair reoccurring issues on malfunctioning equipment during cold weather resulting in more reliable equipment and reduced outages to our customers.	(CA) \$10,000 cost avoidance	Jeremy Davis	Jeremy Davis, Ryan Turner, Scott Evans, Lucian Powell	10/2/2011	100.0%	30	Lean Inspired	white
Oil Separators	To increase the reliability of our research equipment and reduce the amount of reactive repairs.	(CA) \$15,000/year sustainable cost avoidance	Jeremy Davis	Jeremy Davis, Greg Clemen	12/15/2012	100.0%	40	Lean Inspired	White
Work Order Rerouting for HVAC	The goal of this project is to eliminate wasted motion by the trades department repairing heating and cooling equipment.	\$30,000/year cost avoidance	Jeremy Davis	Jeremy Davis, Scott Evans, Ryan Turner, Sandra Mohr	11/1/2011	100.0%	32	Lean Inspired	White
Refrigerant Reclamation	Large volumes of small appliances (resident hall refrigerators, window AC units, etc.) fail each year. Since they contain refrigerants, proper procedures must be followed to satisfy EPA requirements. We had our technicians remove the refrigerant and paid to incinerate the bad refrigerant. We found a recycler who takes the units and handles the refrigerant.	\$9000/yr (CR)	Jeremy Davis	Jeremy Davis, Lucian Powell, Dusty Hill	8/31/2012	100.0%	2	Complete	White
Utilize the Miami University automated time stamping system (Kronos) at the Recycling Center.	Implement Kronos at the Recycling Center. Stop the use of timecards and the time clock. Eliminate the manual entry of time and attendance into Kronos for Recycle Center Employees. Eliminate maintenance and the use of the old timecard machine. Save the cost of timecard stock, labels and manual labor imputing employee's time into Kronos.	\$1065/year (CA)	Paul DiBenedetto	Paul DiBenedetto, Greg Vaughn, Ben Ross, Chip McDaniel (resource)	3/30/2012	100.0%	16	Complete	white
PFD Finance	Review the amount of effort that people are spending on financial analysis in PFD, Controller's Office & Budgeting. *Future state - less transaction time and more analysis.	no financial targets with this project; it led the group to identify other projects which had financial targets	Bob Keller	Bob Keller, Sheila Barger, Al Ryan, Brian Woodruff, Beverly Thomas	9/30/2012	100.0%	N/A		White

<b>DRAFT</b>					
<b>Forward Twelve Month Agenda</b>					
<u>Agenda Item</u>	<u>February Winter Meeting</u>	<u>April Spring Meeting</u>	<u>June End of Year Meeting</u>	<u>September Beginning of Year Meeting</u>	<u>December Fall Meeting</u>
<b><u>Committee Structure:</u></b>					
• Committee Priority Agenda	x	x	x	x	x
• Committee Self-Assessment			x		
<b><u>Strategic Matters and Significant Topics Affecting Miami:</u></b>					
• Update on Strategic Priorities - Progress Toward Goals - New Revenue Development Reports by Academic Leaders	x	x	x	x	x
• Annual Campaign Update		x			
<b><u>Regular Agenda Items:</u></b>					
• Enrollment Report	x	x	x	x	x
• Report on Year-to-Date Operating Results	x	x	x	x	x
• Approval of Minutes of Previous Meeting	x	x	x	x	x
<b><u>Finance and Accounting Agenda:</u></b>					
• Budget Planning for New Year	x	x			
• Appropriation Ordinance (Budget)			x		
• Tuition and Fee Ordinance		x			
• Miscellaneous Fee Ordinance		x			
• Room and Board Ordinance				x	
• Review of Financial Statements				x	
• Annual State of Ohio Fiscal Watch Report		x			
• PMBA Tuition Proposal			x		
<b><u>Audit and Compliance Agenda:</u></b>					
• Planning Meeting with Independent Auditors		x			
• Management Letter and Other Required Communications					x
• Annual Planning Meeting with Internal Auditor					x
• Annual Report by Internal Auditor			x		
• Annual Compliance Report					x
• Risk Assessment Report					x

<b>DRAFT</b>					
<b>Forward Twelve Month Agenda</b>					
<u>Agenda Item</u>	<u>February Winter Meeting</u>	<u>April Spring Meeting</u>	<u>June End of Year Meeting</u>	<u>September Beginning of Year Meeting</u>	<u>December Fall Meeting</u>
<b><u>Investment Agenda:</u></b>					
• Approval of Endowment Spending Formula					x
• Semi-Annual Review of Investment Performance		x		x	
<b><u>Facilities Agenda:</u></b>					
• Approval of Six-Year Capital Plan (every other year)				x	
• Facilities Condition Report	x				
• Annual Report of Gift-Funded Projects				x	
• Report on Housing and Dining Master Plan	x	x	x	x	x
<b><u>Routine Reports:</u></b>					
• University Advancement Campaign Update	x	x	x	x	x
• Cash and Investments Report	x	x	x	x	x
• Status of Capital Projects Report	x	x	x	x	x
• Health Benefit Strategic Indicators		x		x	
• Financial Ratios					x



# Board of Trustees Finance and Audit Committee February 7, 2013

Tom Herbert  
Vice President, University Advancement

# Campaign Gift Pyramid - as of Dec. 31, 2012

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

	Level	Required Number	Total	Actual Number	Total
	\$25,000,000+	2	\$50,000,000	1	<b>\$25,000,000</b>
	\$10,000,000	10	\$100,000,000	7	<b>\$82,292,532</b>
	\$5,000,000	15	\$75,000,000	8	<b>\$45,222,375</b>
	\$2,000,000	20	\$40,000,000	14	<b>\$40,021,595</b>
<b>Leadership Gifts</b>	\$1,000,000	55	\$55,000,000	48	<b>\$60,011,830</b>
	\$500,000	65	\$32,500,000	45	<b>\$28,392,779</b>
<b>Major Gifts</b>	\$100,000	400	\$40,000,000	371	<b>\$66,492,370</b>
	\$50,000	450	\$22,500,000	333	<b>\$20,629,137</b>
	\$25,000	800	\$20,000,000	631	<b>\$19,051,710</b>
<b>Special Gifts</b>	\$10,000	1,500	\$15,000,000	1,369	<b>\$18,417,887</b>
<b>Gifts Below</b>	\$10,000	many	\$50,000,000	338,306	<b>\$64,042,156</b>
<b>Total</b>			<b>\$500,000,000</b>		<b>\$469,574,371</b>



# 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%)	\$4.16m (13.9%)
23,840 (67%)	23,365 (81%)	23,666 (62%)	24,900 (65%)	23,584 (64%)

# Cash via Realized Bequests

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

CY08

\$5.7m

(20.3%)

CY09

\$4.0m

(14.8%)

CY10

\$0.8m

(2.5%)

CY11

\$0.8m

(2.8%)


CY12

\$2.3m

(7.7%)

# 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	\$2.9m
(20.9%)	(16.1%)	(6.9%)	(3.6%)	(9.6%)

# 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	\$12.9m
(28%)	(11%)	(27%)	(6%)	(33%)

# FY % of Cash by Constituency

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



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

# FY Alumni Participation Rate

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



<b>Miami University</b>	<b>18.0%</b>
<b>Public Schools</b>	<b>9.9%</b>
<b>Private Schools</b>	<b>20.2%</b>
<b>All Schools</b>	<b>12.4%</b>

# 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
- Make progress to 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

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

- Raised \$39 million for Campaign *For Love and Honor*
- Raised \$29.9 million in cash
- To date, have raised over \$31 million for the Armstrong Student Center, phase one
- To date, have raised \$5 million toward year-three scholarship goal
- Staffing plan completed, metrics under revision
- Alumni participation rate at 18%



# 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**