

**MIAMI UNIVERSITY  
BOARD OF TRUSTEES  
Oxford Campus  
Minutes of the Board of Trustees Meeting  
Multipurpose Rooms B-C, Phillip R. Shriver Center  
Friday, February 8, 2013**

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

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

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

Absent: None, all present

**Executive Session**

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

## **Public Study Session**

### **Miami University 2020 Plan**

Provost Gempesaw introduced Dr. Jim Kiper, co-Chair of the Miami 2020 Coordinating Team.

Dr. Kiper led a discussion and update on the status of the Miami University 2020 plan. He thanked the Board for their feedback and explained that the goals have evolved into a primary goal with three supporting goals:

**Primary Goal:** To promote a learning and discovery environment that produces extraordinary student and scholarly outcomes (and improves our larger world communities).

**Supporting Goal: Dynamic, Effective and Efficient Work Environment.** Build a culture that stimulates and recognizes creativity, entrepreneurial thinking and exemplary performance by pursuing forward-looking programs, strategies and structures that ensure success and financial sustainability in the evolving landscape of higher education.

**Supporting Goal: Inclusive Culture and Global Engagement.** Miami will promote a diverse culture of inclusion, integrity and collaboration that embraces a changing world, global experiences, and connections.

**Supporting Goal: Effective Partnership and Outreach.** Forge effective partnerships that have significant and positive impact on our region, state, nation, and world communities.

Dr. Kiper also reported that the team is on track to meet the timeline for presentation and approval of the final version.

The Miami 2020 presentation is included as Attachment A.

## **Public Business Session**

### **Approval of the Minutes of the December 7, 2012 Meeting**

Mr. Shroder moved, Mr. Bhati seconded, and by voice vote the minutes of the December 7, 2012 Board of Trustees meeting were unanimously approved, with eight Trustees voting in favor and none opposed.

### **Consent Calendar**

Mr. Bhati moved, Mr. Shroder seconded, and by voice vote Resolution R2013-17 on the Consent Calendar was unanimously approved, with eight Trustees voting in favor and none opposed.

## **Designation of Emerita/Emeritus**

### **RESOLUTION R2013-17**

BE IT RESOLVED: that the Board of Trustees hereby approves the following for the rank of Professor Emerita effective on the formal date of retirement:

Margaret T. Sacco  
Teacher Education

Janet Teets  
Nursing

BE IT RESOLVED: that the Board of Trustees hereby approves the following for the rank of Professor Emeritus effective on the formal date of retirement:

James D. Cashell  
Accountancy

Paul L. DeVries  
Physics

Curtis W. Ellison  
History and American Studies

Richard D. Green  
Music

Ronald J. Harkins  
Computer and Information Technology

John H. Lowery Jr.  
Journalism

Nicholas R. Noble  
Economics

S.S. Rama Rao Pappu  
Philosophy

Robert E. Speckert  
Engineering Technology

Peter C. Brewer  
Accountancy

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

Peter C. Miller  
Housing, Dining, Recreation and Business Services

### **Comments by the Chair**

Board Chair Sharon Mitchell commented:

Good morning and welcome to today's meeting of the Board of Trustees. I would like to begin by thanking Don Crain for his exceptional service as Chair. During his tenure, the Board took on significant issues and economic challenges. With Don's leadership, the Board worked with administrators and faculty to not only face those challenges, but to advance Miami during trying times. Thank you Don. You have developed and built a strong sense of team, which will benefit this Board and Miami for many years to come.

Today is the final meeting for Lot Kwarteng as a Student Trustee. For two years we have enjoyed his counsel, his insight and his perspective, and we deeply appreciate his service. Lot desires to pursue a career working to support the legislative process, either in Washington D.C. or in Columbus. We wish him the very best in all future endeavors and invite him to return and visit us often.

I would like to recognize Michael Kabbaz, Ann Larson, and the entire enrollment management team for recruiting the largest ever number of applicants for Miami University. Over 22,000 applicants – an 11% increase vs. year ago. Outstanding!

Also to be congratulated is School of Creative Arts Dean Jim Lentini, Director Stephen Lytle and the members of the Miami University Marching Band, who represented the State of Ohio in the 57th Presidential Inaugural Parade. Many have been wondering how Miami's Marching Band was selected for this honor. Well – you may recall that First Lady Michelle Obama visited Miami a few days before the election. While on campus, she heard the Marching Band. When the Inaugural Parade Director asked her if she had any requests, she responded that she only wanted two things – a warm place to sit and the Miami University Marching Band! We are extremely proud of the band's performance and their selection to represent our State.

The Marching Band is not the only group of students to excel during this period.

In the classroom, our student-athletes had an outstanding Fall semester, earning a combined GPA of 3.17. This is the highest ever recorded since the tracking of intercollegiate GPAs was implemented in 2005. A terrific achievement!

Another opportunity to see the outstanding leadership of Miami students was last night's Janus Forum. Led by Tyler Sinclair, a team of students created and executed an excellent Forum where Ezra Klein and Ari Fleischer engaged in a dialogue around the question "Is Democracy in America working?" I think everyone who attended will agree that this was an amazing and stimulating event.

Miami recently received significant recognition from national publications. Kiplinger's Personal Finance Magazine placed Miami in the Top 50 Best Values in Public Colleges, both on their in-state and their out-of-state list. SmartMoney.com ranked Miami 11<sup>th</sup> in the nation for return on tuition investment, and US News recognized Miami when it published its story on the efficient use of university funding. Specifically, US News ranked Miami third in the nation for "efficiently spending limited resources in order to produce the highest possible educational quality." I would like to congratulate and thank Dr. David Creamer who has led the campus-wide efficiency effort. Thanks also to Dr. Creamer's team, the members of the Strategic Priorities Task Force, the University's Lean Teams, and university faculty and staff for their sound financial stewardship.

In academics, Miami continues as a national undergraduate leader, and now offers a new Bachelor of Arts through the Armstrong Institute for Interactive Media Studies. The new major builds on the long-standing Interactive Media Studies program, which is one of the leading programs in the country. IMS graduates will be highly employable in many technology-powered positions. I'd like to take this opportunity to again thank Trustee Michael Armstrong for his vision and for his strong and continued support of this program.

Finally, I'd like to recognize the work of the team that created the Miami 2020 Plan, and especially thank the two chairs – Phyllis Callahan and Jim Kiper for their outstanding leadership. They created a process that engaged many, and developed a great Strategic Plan for Miami's future.

Even as we celebrate our recent success, these continue to be challenging times, and I would like to thank my fellow Trustees for the honor of selecting me to serve as Chair, and for the trust and confidence they have placed in me. I look forward to continuing the legacy of teamwork that Don has created, and I am committed to working with all of the Trustees, the administration, faculty and staff to not only meet Miami's challenges – but to continue to excel.

### **President's Report**

The President began by congratulating Ms. Mitchell on her new role as Chair of the Board and acknowledged John Moore, who was providing technical support and supervision for his 100<sup>th</sup> Board meeting. John has been with Miami since 1981 and with the Trustees since 1993, providing fantastic support throughout. The President said John reflects what we see at Miami every day, and we cannot overstate - the power of the faculty and staff who believe in Miami and who are committed to the best outcomes

possible. Many of these outcomes are captured in the document *Measures of Quality 2012-2013* (included as Attachment B), a compellation of recognitions and measures indicating Miami's quality and value.

The President stated he believes Miami is a much stronger and better university today than at the start of the recession, a remarkable accomplishment. When the Strategic Priorities Task Force was charged with their responsibilities, the President told them what was needed was a sustainable budget that will lead to a stronger University. The vision provided by them was enormously important, but what really matters is what happens every day in classrooms, offices, facilities, on the grounds – and he thanked the men and women of Miami who make all of this possible.

Looking forward, the world is not standing still and neither can Miami. So the 2020 planning process is very important to make sure that we as a community understand and embrace the future and position Miami to be even stronger, so that in ten years the *Measures of Quality* will be even more impressive. The President commended the 2020 Team for their work, calling it a remarkable process leading to an even stronger University, which is even more important than ever because the context for higher education is going to be very tumultuous over the next few years, and knowing who we are, where we want to go, the impact that we want to have, and how we are going to make it, is absolutely critical.

The core goal of the 2020 Plan is about achieving an extraordinary learning and discovery environment which is the best undergraduate experience in the country. Some examples include:

The Janus Forum, where students, with the guidance of faculty and staff, such as Pat Haney and Eric Buller, took on a challenge. While faculty and staff may have guided the students, there is no doubt it was the students who lead and managed the process. The result was not just a terrific event, the result was also in the actions needed to produce the event which enhanced the students' capabilities and expanded their leadership experience, their ability to initiate, and to collaborate – experiences and lessons which are so important to our students' success.

When two Miami students, Katie Class and Sarah Tomashot, recently enjoyed a lifetime experience. They were flown to India by A.R. Rahman to be featured performing on the stage with him, as percussionists, in front of 65,000 fans. The videos are stunning and to imagine them there is amazing.

Yesterday evening, President and Mrs. Hodge experienced an example first hand when they attended a leadership event hosted by Alpha Delta Phi fraternity, The First Thursday Leadership Forum. In response to the new Community Advancement Program developed by the Cliff Alexander Life of Fraternity and Sorority Life and Leadership, Alpha

Delta Phi decided to take a proactive, out of the box, approach to the requirements, stating: “As Miami’s first Fraternity in 1833, we were actually a literary society at that time, based on that history; we believe the creation of a leadership series is a natural contribution for use to make to Miami’s Greek Community and to the University as a whole.”

The result is The First Thursday Leadership Forum. The initial forum was co-sponsored by the Office of Diversity Affairs and the Black History Celebration Committee, and it was timed to coincide with Black History Month. The forum was titled “Taking a Stand, Leadership Lessons from the Civil Rights Movement.” There were many questions from the audience, and they were not always easy - and that is what the second supporting goal on Diverse, Inclusive Culture, is about – the goal does not say it is going to be easy – what is said is that we engage each other over meaningful questions. This is another example of students taking the initiative and displaying leadership to enhance this campus.

Tomorrow morning will see another example as the forty eight hours of Start Up Weekend begin. The Entrepreneurship Program has created this opportunity where students can earn one credit hour to immerse themselves for forty eight hours. They go from discussing ideas for a new company to creating a model of how it would be organized and implemented. The weekend is an extraordinary opportunity for the students and an example of what Miami tries to stress – that there are no boundaries – there is not academic over here and cocurricular over there, instead they are mixed in creative ways.

The President then highlighted the recent Super Bowl game and the Cradle of Coaches, commenting that the Super Bowl winning coach of the Baltimore Ravens, John Harbaugh, is a Miami graduate and a part of Miami’s extraordinary legacy. Miami is known for such success and a couple of weeks ago, Miami has highlighted for another area of success, when Forbes Magazine referred to Miami as the Cradle of Marketers. The reference highlighted the incredible number of high ranking executives in businesses throughout the country who received their education at Miami University. And next week, the Farmer Business School will host Miami Rocks Marketing. The event will feature four panel members who will describe their careers and the problems they currently face, and will engage the students around those problems. The students will then compete, spending the rest of the day brainstorming creative solutions for those problems. The idea of such contests is deeply embedded in Miami culture, and one of Miami’s distinctive qualities is that in this highly competitive environment collaboration dominates. The competitions are about students working together, and that unique combination of competition and collaboration defines much of the Miami experience.

Another recent, very exciting change is that the Myaamia Project has been named a University Center. As a Center, there are now enhanced opportunities to collaborate across the University. This designation is an extraordinary growth in the partnership

between the Miami Nation and Miami University. The President said he is proud and pleased that this additional step has been taken and it will have a big impact on the future.

The President then stated Miami had the opportunity recently to welcome a new member to the leadership team, Athletic Director David Sayler. The President is very pleased Mr. Sayler has joined Miami; he understands the importance of putting the student first, has the highest levels of integrity, and is fiercely competitive. Mr. Sayler is tremendously experienced; as Athletic Director at the University of South Dakota, they moved from Division II to Division I, while at the same time being honored by their conference for the athletes' success in academics. Mr. Sayler brings an exceptional level of leadership; he studied Accounting at Ohio Wesleyan, and holds Master Degree in Sports Management.

Miami also lost someone near and dear to the University, Professor Joe Cox. The President spoke in memory of Joe and his enormous impact on Miami. He was born in 1939 in Cincinnati; he attended Miami on a full academic scholarship, majoring in Art. While at Miami, he played basketball, was a member of the Alpha Phi Alpha fraternity and he sang in the men's Glee Club. He graduated from Miami in 1961 and immediately went to serve in the Army as an Intelligence Officer; following his military service, he worked as an artist at various companies including Gibson Greeting Cards and NCR. From 1966 until 1985, he was a designer and consultant to the C.M. Paula Company where he was the creative mind behind the company's statuettes. In 1971, he received his Master of Art from the University of Dayton, and then returned to Miami to teach. As an Art professor, he taught illustration, advertising and design, sculpting, and painting. He then went on to become Chair of the Art Department, and later Associate Provost. The President had the distinct pleasure to serve with Joe during his final years in the Provost's Office at Miami. After retirement, Joe remained an active member of the Community and Miami. It is great sadness that we lose such a dear friend, Joe will be well remembered.

The President then discussed Admissions, echoing the thanks which Chair Mitchell had earlier relayed to all in the Admission Office, and to Michael Kabbaz and Ann Larson for their leadership. The President said it is what everybody there does every day that makes the difference. It is a challenge to tell the Miami story in a world that is difficult and cluttered. The President relayed a discussion he recently had with the parent of a high school student exploring different colleges. The parent said you almost cannot tell one school from another because the messages are beginning to all sound the same.

In such an environment, how do we capture and relay the Miami story? The President read from two letters to show what we are trying to capture.

From a parent

“For the longest time, Miami wasn't on our son's radar, despite my suggestions that he at least explore it as an option. Several full ride scholarships to other schools made looking elsewhere attractive. Then, we



attended a "Make it Miami" day program and his whole way of seeing things was turned upside down. He was absolutely captivated by the beauty of the campus, and so very impressed with the business program (thanks in no small part to the meeting he had with Tim Greenlee)."

The President added few things seem to matter to prospective students and their parents so much as that one conversation with a faculty or staff member. This past weekend, the President visited the Department of Chemical and Paper Science Engineering. In talking with students he spoke with one who had considered Purdue. But when she and her family were on the Miami campus they stopped at the Engineering building, just to look around, where they met Shashi Lalvani, the Department Chair, and the next thing they knew he was hosting a tour and answering their questions. Such encounters happen over and over, and they provide not just information about Miami, they show what Miami is – it is personal attention.

The parent continues:

"Fast forward through a scholarship offer from Miami, and his decision to "step outside his comfort zone" and now he's enrolled as a Miami freshman and couldn't be happier. He just completed his first (straight A) semester, was thrilled to sing at Carnegie Hall as a member of the Miami Collegiate Chorale. He has happily joined the fencing club, is a member of the Catholic Church's campus ministry program, and recently earned himself a spot with the Miami Mergers, which absolutely made his year! As parents, we couldn't be more relieved and excited for our son."

And from a student:

"Miami's School of Creative Arts, specifically the Department of Music, has proven to be one of the best in the State. I have had many opportunities to better myself as a musician, as well as take chances and learn through other students. After having the opportunity to go to Carnegie Hall, improvise on Time Square, and now the Inaugural Parade, I truly believe that Miami is not only blessed, but also geared toward student success. I would like to thank you for your efforts to keep Miami this way. I personally appreciate that amazing faculty will do everything in their power to see that you succeed, as long as you put forth the effort and care.

Thank you for having educators that inspire me in my profession to become the best that I am able to be. They take us to the edge of our ability and push us to continue to grow, and teach us to ask for help and figure it out on our own.

Thanks for being the University that will always be known for the fun Hockey games, serious educational success and the place that I have for a long time now called home.”

Those are examples of what we are trying to capture for the prospective students to know. One of the ways we have tried to capture this is through a new video, which helps people to see Miami from the inside, what it means to the people who are here. Although unofficial, the video has already had thousands of hits. The president then shared the Love and Honor video.

The video features portions of a poem by a Miami student,

*HOW MUCH MORE LOVELY*

*By Evan Trout*

*How much more lovely  
the dull gray block upon which we walk  
when interrupted broken and torn at the corners.  
Showing instead a patch of earth*

*How much more lovely  
these old red bricks  
found forever framed  
by oak and beach and cherry.*

*How much more lovely  
to walk out of your door  
and bid good morning first to the walnuts and maples  
because the sun is still struggling to make his way  
through their loving arms  
and the dreamy haze of promise that accompanies each day.*

*How much more lovely*

The video can currently be found at:

<http://www.youtube.com/watch?v=Xhqs6BsNBY&feature=youtu.be>

The President then thanked Deedie Dowdle and everyone in Communications who worked to craft this very powerful video that really captures who we are – highlighting themes that have been with us for a very long time.

The President concluded by sharing a letter received from Wil Haygood, the upcoming May 2013 Commencement speaker. Wil Haygood is a very accomplished author and will soon have a movie released in the Fall, *The Butler*, based on his works.

He is a very wonderful individual, and he sent the following note after receiving the invitation to speak, he wrote:

“Dear President Hodge,

Please know how enormously grateful I am of this honor you have bestowed on me. I sat on a stoop of a blighted housing project in Columbus years ago, holding a letter from the Admissions Office at Miami that to me at least, at that moment, would decide my fate. I shook as I opened it, I was alone, Miami said in the letter “come join us.” My world cracked wide open then and there, I had a chance, and I meant to make the most of it.”

And that’s what we are doing in Admissions today, trying to attract those students and their families who see the promise and the possibilities here, and who understand Miami is what you make of it, and Wil Haygood certainly made the most of it. We look forward to his Commencement Address.

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

Dr. James Kiper, Chair of the University Senate commented:

I count it as a privilege to bring a report from the University Senate and to represent the faculty. Since the last Board meeting, the University Senate has met just once. Thus, I will bring a short report. We have approved a new Biology major and a new per-med co-major which have now received Board of Regents approval. The changes to the Academic Program Review process have received final Senate approval. This new process focuses on the future through strategic planning rather than reporting on the past. This was well received by Senate as a welcome change.

One of the major roles of University Senate is to serve as a conduit of information. Thus, we have had several reports, including reports about the calendar changes, the 2020 plan, the SR-08-09 process with respect to the regional campus, and a very interesting report about sustainability at Miami.

The busiest season for University Senate is the Spring - March and April. We will be hearing reports from VP Allison about the migration to Google email, from John Tassoni, Director of Liberal Education, about the Miami Plan Restructuring, and from Associate Provost Carolyn Haynes about accreditation by the Higher Learning Commission. The Academic Policy Committee is considering some changes in policy, and the Governance Committee some changes in committee composition. It will be a busy and, I believe, productive Spring.

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

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

It was about a year ago that Lizzie and I started to organize our campaign for Student Body President and Vice President. We were designing signs, building a platform, and reaching out to students - most importantly first years - for their input on the various issues facing them, the things they felt needed to be fixed the most. From our discussions, we discovered two issues that we decided to make the center of our campaign: Academic Advising and Medical Amnesty. Discussions with; the first year girl who's First Year Advisor put her on a hard path that seemed as if her only option was to fail; the first year guy who was baffled as to why he was penalized for calling for help when his friend had too much to drink one night. These were the stories that motivated us to run, that motivated us to win.

A few weeks ago at our cabinet winter retreat a member of my executive cabinet said that, "We need to be honest with our constituents; we need to continue to fight for their well-being." These two campaign issues are imperative for us to address as we work to better our students' Miami experiences.

I would like to take this time to publicly thank Dr. Carolyn Haynes and the Undergraduate Academic Advising Council for the work being done on improving and revamping our system of academic advising. The new plan will ensure that we are doing our best to put students on the appropriate path for their own scholarly success.

The other issue, medical amnesty, was very popular with students and faculty. I have had faculty and students approach me numerous times telling me how this kind of policy "just makes sense" and asked how they could help out. To supplement this, I'd like to read some statistics to help frame the culture of drinking on our nation's college campuses. Nationwide around 1700 students die each year from alcohol-related death or injury. 600,000 college students are injured every year due to the influence of alcohol. Around 50,000 students are hospitalized each year for alcohol poisoning. Cornell University has studied the affects of such a policy on their college campus. They say that "since the implementation of their Medical Amnesty Policy in the fall of 2002, we have found an increase in both calls to the emergency medical services (EMS) and hospital emergency room visits for acute alcohol intoxication with a non- concurrent increase in the amount of drinking on campus."

I have met with Interim Dean of Students, Dr. Mike Curme, to discuss this. I am pleased to report that we will be working together on Medical Amnesty, by first placing a large amount of focus on addressing the drinking culture on campus. Together Dr. Curme and I will craft a campaign to help curb the dangerous drinking habits of Miami students. This is what I will be personally spending my final months as Student Body President attempting to do. We need to work on the drinking cultural issues on this campus, however we need to do our best to protect our students now.

I am well aware that this policy will not be enacted while I am at Miami, but I can assure you that the passage of a Medical Amnesty Policy for our on- campus students will be at the forefront of ASG lobbying efforts for however long it takes. Most to all university administrators I meet have the health and well-being of the students at the front of their minds. This is a policy that provides one more avenue for us to ensure our students' safety.

Last December, Miami lost a student to a drug overdose. I personally lost a constituent, someone who I directly represented. While this incident did not happen on campus, there is nothing stopping a future incident from taking place in a residence hall. We must encourage all students to call for help when it's needed. We shouldn't penalize someone for trying to save a person's life. If the culture that we have in place is a hazard to student safety, we need to work to change that culture and adopt policies that are cognizant of the reality we live in.

## **Academic and Student Affairs Committee**

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

Committee Chair Sue Henry began by thanking everyone who plans and contributes to the Committee meetings; she then reported the following regarding the Academic and Student Affairs Committee meeting of February 7, 2013:

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on February 7, 2013. The meeting was called to order by Committee Chair, Sue Henry. The meeting went into executive session. Subsequently, the public business session was convened.

#### **STUDENT TRUSTEES**

Student Trustee Lot Kwarteng reported on his activities with the Undergraduate Academic Advising Committee and the Professional Development Committee of the College of Arts and Sciences. As this is his last meeting, the Committee thanked Trustee Kwarteng for his service and hard work, and wished him well.

#### **ASG UPDATES**

Nicholas Miller, the ASG Secretary for Student Affairs, reported that ASG is developing its own four year strategic plan and reviewing its bylaws. Discussions are ongoing regarding the establishment of the first student board for the Armstrong Student Center and the creation of a medical amnesty program.

#### **UNIVERSITY SENATE**

Professor Jim Kiper presented the University Senate report.

## COLUMBUS STATE UNIVERSITY INITIATIVE

Vice-President for Enrollment Management, Michael Kabbaz, discussed an articulation agreement with Columbus State Community College that by establishing a formal link between Miami and creating a physical Miami presence on the CSCC campus will facilitate the transfer of students to Miami. It is expected that implementation of this agreement will begin in the next couple of months.

## ENROLLMENT MANAGEMENT UPDATE

Vice-President Kabbaz also presented the enrollment management report. Miami has received another record number of applications with an increase of 11% over last year. Applications to all academic divisions are up, except Creative Arts which stayed steady. The School of Engineering and Applied Science led the way with a 19.7% increase. We have an overall increase of 10% in non-resident applications. Our early decision applications have increased by 10.6% and our early decision acceptance rate dropped from 74.8% to 67.8% - which is good. He also reported on the first results for the new University Academic Scholars Program and the new early scholarship notification program.

## REGIONAL CAMPUS ENROLLMENT UPDATE

Associate Provost and Regional Campus Dean, Michael Pratt, reported on regional campus enrollment and recruitment initiatives. Total applications are down somewhat from a high in Fall 2010, as is total enrollment. Initiatives to increase enrollment include: offering more four year degrees, improving the admission processes, enhancing the recruitment staff, direct marketing to high school students, hosting on-campus events for special populations and introducing a new student orientation and registration program. We will continue recruiting at community colleges and will increase our articulations agreements including the one with CSCC and a University-wide agreement with Sinclair Community College. The Oxford Pathways program will continue to be enhanced. The regionals also will institute a new program aimed at recruiting higher achieving students by offering an automatic Merit Scholarship to new, first-time students with 22 plus ACT scores and 3.5 high school GPAs. Additionally, in Fall 2013, The English Language Center in Middletown will open with its first cohort of 60 students.

## GLOBAL INITIATIVES AND REORGANIZATION UPDATE

Assistant Provost Cheryl Young explained the new Global Initiatives reorganization. The Office of International Education, the Center for American and World Cultures, the MUDEC – Oxford and Continuing Education will unite under a single reporting structure sharing resources and personnel to achieve comprehensive internationalization amongst Miami's various programs and interests.

## HLC ACADEMIC PROGRAMS LEARNING OUTCOMES ASSESSMENT AND ACCREDITATION UPDATE

Interim Associate Provost Carolyn Haynes updated us on the new accreditation process. After we complete this process, we will formally apply for reaccreditation in about 2 years.

### STUDENT AFFAIRS

Vice President of Student Affairs, Barbara Jones, reported that we had the lowest number and percentage of students placed on academic probation since 2010. The Spring career job and internship fair is scheduled for February 13 and a variety of other fairs and workshops are being planned. The Myaamia Project has been transformed into the Myaamia Center. Its new official status will allow for expansion of its programs.

### STUDENT ENGAGEMENT

Jenny Levering, Director of the Cliff Alexander Office of Fraternity and Sorority Life and Leadership, has merged the resources for student activities with those for Greek life and she reviewed student organizations, activities and leadership efforts. She described the new programming structure intended to create more inclusive campus programming and efficiency. She also detailed new services for student organizations including advisor and student training and advising.

### THE MIAMI STUDENT

Assistant Vice President Scott Walter and Tim Kresse, Director of Student Affairs Budget and Technology, reported on changes at The Miami Student. A professional business manager for Student Media has been hired. The business manager is working with the students on succession planning and training, marketing and sales plans, and day-to-day operations oversight.

Addition of the business manager has allowed the advisor to The Student to focus on advising the student staff on a regular basis. The advisor has been educating the staff to make the paper more professional and focused on more serious news stories.

### SCHOOL OF EDUCATION, HEALTH AND SOCIETY REPORT

Carine Feyten, Dean of the School of Education, Health and Society (EHS), discussed new, innovative and profitable initiatives for graduate and professional education in EHS. These include: (1) the new Sports Leadership and Management (SLAM) major that had 165 students in its first cohort, (2) the new Master of Social Work degree that Miami jointly developed with Wright State University, and a new Master of Education program, (3) the educational leadership partnership with the Dublin school district, (4) the Special Education Online Hybrid that licenses teachers in special education, (5) development of a masters degree in educational technology to be offered

entirely online, and (6) the increase of its online courses from 52 to 88 in 2012. Furthermore, EHS continues to expand the areas in which it offers graduate certificates such as the new one in Professional Development. EHS continues to have the highest graduate rate in the University and the second highest retention rate which they feel will be improved by institution of its new EHS Leadership Scholars program this fall.

The Committee was given a tour of the Department of Kinesiology and Health facilities.

#### OTHER WRITTEN REPORTS

Written reports were submitted regarding:

- Academic Affairs “Good News,” by Provost Gempesaw
- Student Affairs “Good News,” by Vice President Jones
- Strategic Priorities Task Force Updates, by Vice President Jones
- Student Housing Occupancy Update, by Brian Woodruff, Director, Housing Contracts and Meal Plans
- Fraternity/Sorority/Greek Affairs Update, by Jenny Levering, Director, Cliff Alexander Office of Fraternity and Sorority Life and Leadership
- Update on Construction Projects, by Associate Vice President for Facilities Planning and Operations Cody Powell
- Update on Development, by Tom Herbert, Vice President for Advancement

**Resolution for the Promotion and the Award of Tenure of Faculty  
and the  
Resolution for the Promotion and the Award of Continuing Contracts for  
Librarians**

It was proposed that the resolution for faculty and the resolution for librarians be considered together, in a single vote. With no objections, the resolutions were consolidated for Board consideration.

Provost Gempesaw introduced and spoke in support of the resolutions, highlighting several individuals who were being tenured and or promoted. The Provost commented:

The granting of tenure is one of the most important decisions made at the University because the excellence of a university starts with outstanding faculty. The promotion and tenure process involves a comprehensive review by external peers and internal review at the departmental and divisional levels, by the University Promotion and Tenure Committee, Provost, and President. The promotion and tenure evaluation at Miami seeks to find a balance among teaching, scholarship and creative activities, and service. Faculty members proposed for promotion and tenure are teacher-scholars and engaged learners, challenging students to become involved in creative and scholarly activities.



I am pleased to introduce to you six faculty members who are among those recommended to the Board for promotion and tenure and highlight some of their accomplishments and educational experiences.

## PROMOTION TO PROFESSOR

Terri Messman-Moore, recommended for promotion to professor in the Department of Psychology. Provost Gempesaw commended Dr. Messman-Moore and explained she was unable to attend the Board of Trustees meeting because she was in class with her students.

Sherrill Sellers, recommended for promotion to professor in the Department of Family Studies and Social Work. Dr. Sellers joined Miami in 2008 at the rank of associate professor. She received tenure in 2010. Dr. Sellers received an M.A. from the University of Chicago in Social Service Administration and her M.A. in Sociology and PhD in Social Work and Sociology from the University of Michigan. Prior to joining Miami, she was a faculty member at the University of Wisconsin-Madison. Dr. Sellers has taught and mentored students from different parts of the world including Jamaica, Ghana, South Africa, Tanzania, Haiti, Italy, and Nigeria. Dr. Sellers' research focuses on the social determinants of physical and mental health in regards to race, class and gender. Her research on goal-striving stress has received national attention and was published in one of the leading journals in her field. She has received funding for her research from the National Institutes of Health, National Institute on Aging, the National Science Foundation, and Cincinnati Children's Hospital. Dr. Sellers is an active member of professional organizations and has served on numerous University committees. She is a founding member of the Black Faculty Caucus and is currently serving as chair of the Faculty Welfare Committee.

Chris Tanner, recommended for promotion to professor in the Department of Music. Dr. Tanner became a member of the faculty as a visiting instructor after earning his master of music degree from Miami and while completing his doctor of musical arts degree from West Virginia University. Upon completion of his doctoral degree, he was appointed to the rank of assistant professor in 2001 and associate professor with tenure in 2007. His primary responsibility is Director of the Miami University Steel Band. This is a unique appointment in that there is only one other individual in the U.S. who holds a tenure-track appointment with the primary responsibility being steel band ensemble direction. His band has been accepted at the highly competitive and very prestigious Percussive Arts Society International Convention three times. He has received the Crossan Hays Curry Distinguished Educator Award. He has also been nominated for the MU Alumni Association Effective Teacher Award and the ASG Outstanding Professor Award. Professor Tanner writes and lectures about the steel band, composes, arranges, and performs with the band. His work is known not only in the steel band world but in the larger percussion world. His book, The Steel Band Game Plan, may be the most important practical pedagogical resource within the discipline. His record of service to the profession, department, and University is extensive. He serves as the department's

associate chair and director of undergraduate studies. He also co-chairs the Faculty Assembly Steering Committee.

#### TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

Tom Boulton, recommended for tenure and promotion to associate professor in the Department of Finance. Dr. Boulton joined Miami in 2007 as an assistant professor. He completed his B.S. in Actuarial Science from Ohio State University; an MBA from Cleveland State University; and a Ph.D. in Finance from the University of Pittsburgh. Two years ago, he received the Richard K. Smucker Teaching Excellence Award as the Outstanding Junior Professor. He has published numerous articles in prestigious journals. One of his publications won the best paper award in the *Journal of Corporate Finance* and another was featured by the *Harvard Law School Forum on Corporate Policy Governance and Financial Regulation*. He has been active in service to the department, School, and profession, serving on department and division committees, participating in case competitions, attending professional conferences and serving as referee for numerous refereed journals.

Liza Skryzhevskaya, recommended for tenure and promotion to associate professor in the department of geography with an appointment on the regional campus. Dr. Liza Skryzhevskaya joined Miami in 2007. She earned her bachelors and masters degrees in geography from Odessa National University in the Ukraine. She was employed as a research associate and eventually head of the Laboratory of GIS and Regional Studies at the same university. She completed her doctoral degree in 2007 from the University of Idaho while working as a GIS specialist for an environmental engineering firm. She was hired at Miami to coordinate the new GIS certificate and Bachelor of Integrative Studies program with GIS concentration. Student interest in the GIScience program has increased significantly since her arrival in 2007. She has developed a study abroad program in the Ukraine that targets student participation from the regional campuses; and her research with students in the Undergraduate Summer Scholar's program has resulted in direct contributions to the City of Hamilton Planning Department and the Hamilton Urban Gardens System. Liza has effectively linked her research and teaching interests in regional development and GIScience to her service contributions to the local community.

Andrew Sommers, recommended for tenure and promotion to associate professor in the department of mechanical/manufacturing engineering. Dr. Andrew Sommers came to Miami in 2007 after receiving his M.S. and Ph.D. degrees in mechanical engineering from the University of Illinois at Champaign-Urbana. In 2008-2009, he received a faculty research award from the Miami University Faculty Research Committee and the New Investigator Award from the American Society of Heating, Refrigeration & Air-Conditioning Engineers - the premier joint industry-academia professional society in its field. In 2012, he received the Arthur Olson Generational Teaching Excellence Award in recognition of the high quality of his teaching. He has maintained a high level of productivity and quality in research and scholarship. He has been successful in obtaining both internal and external grants totaling over \$400,000. He has a solid record of service to the profession and the University, in particular he has provided leadership in the

development of the Thermal Fluids Laboratory and chairing the Thermal Fluids Design Threads Committee.

## LIBRARIANS

This year, we have several librarians who applied for and received promotion and/or continuing contract. As with the granting of tenure, the awarding of continuing contract and/or promotion involves a similar rigorous review process of the individuals' credentials according to the University Libraries Governance Document. I would like to introduce one of the librarians who is recommended for a continuing contract and promotion to associate librarian.

Stacy Brinkman, recommended for promotion to associate librarian and continuing contract. Stacy Brinkman joined Miami in 2005 as an academic resident librarian. She earned her B.A. in comparative literature from Colorado College, an M.A. in East Asian Studies from Princeton University and a Master of Library and Information Science from Rutgers University. She is continuing to work on her PhD in East Asian Studies from Princeton University. She has maintained a strong relationship with faculty and students in her assigned subjects of art and architecture. Her connections are so well developed that she reaches nearly every student majoring in these areas during their studies at Miami. She has been active in service to the libraries, the University, and the profession. She has taught courses for Japanese, English, and Interactive Media Studies and served on numerous committees related to multiculturalism and student retention. Her collaboration with faculty members is a model for others to emulate on how to bridge the studio-library culture gap.

Chair Sharon Mitchell and other distinguished members of the Board of Trustees, President Hodge and I recommend that the Board approve the applications of the candidates for promotion and/or tenure listed in the Board resolution. We also recommend that the Board approve the promotion and continuing contracts of the librarians as listed in the Board resolution.

Mr. Bhati moved, Mr. Crain seconded, and by voice vote Resolutions R2013-18 and R2013-19 were unanimously adopted with eight Trustees voting in favor and none opposed.

### **Resolution R2013-18**

**BE IT RESOLVED:** that the Board of Trustees hereby approves the recommendations for promotion and tenure, effective July 1, 2013, as follows:

#### **For Promotion to PROFESSOR**

Ricardo	Averbach	Music
P. Renee	Baernstein	History
Babacar	Camara	French and Italian
Melissa	Chase	Kinesiology and Health

Heather	Claypool	Psychology
Kay	Edwards	Music
James	Hanges	Comparative Religion
Denise	McCoskey	Classics
Terri	Messman-Moore	Psychology
Elaine	Miller	Philosophy
Stephen	Norris	History
Gillian	Oakenfull	Marketing
Rob	Schorman	History
Sherrill	Sellers	Family Studies and Social Work
Christopher	Tanner	Music
Steven	Tuck	Classics
Catherine	Wagner	English

**For Tenure and Promotion to ASSOCIATE PROFESSOR**

Mary Ben	Bonham	Architecture and Interior Design
Thomas	Boulton	Finance
James	Bromley	English
Jennifer	Bulanda	Sociology and Gerontology
Martha	Castaneda	Teacher Education
C. Scott	Hartley	Chemistry and Biochemistry
Andrew	Hebard	English
Kerry	Hegarty	Spanish and Portuguese
John	Humphries	Architecture and Interior Design
Neringa	Klumbyte	Anthropology
Sheri	Leafgren	Teacher Education
Lena	Lee	Teacher Education
Anita	Mannur	English
Amanda	McVety	History
Rachael	Morgan-Kiss	Microbiology
Douglas	Noe	Statistics
Jason	Palmeri	English
Daniel	Prior	History
Sanjay	Puligadda	Marketing
Vaishali	Raval	Psychology
Andrew	Reffett	Accountancy
Eva	Rodriguez Gonzalez	Spanish and Portuguese
Sven-Erik	Rose	French and Italian
Peter	Salzarulo	Management
Yelizaveta	Skryzhevskya	Geography
Andrew	Sommers	Mechanical and Manufacturing Engineering
Dale	Stoel	Accountancy
Hong	Wang	Chemistry and Biochemistry

**For Promotion to ASSOCIATE PROFESSOR**

Jay	Smart	Psychology
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**Resolution R2013-19**

**BE IT RESOLVED:** that the Board of Trustees hereby approves the recommendation for promotion and the awarding of continuing contract, effective July 1, 2013, as follows:

**For the Awarding of Continuing Contract and Promotion to ASSOCIATE LIBRARIAN**

Stacy Brinkman  
Arianne Hartsell-Gundy  
Jacqueline Johnson  
Krista McDonald  
Andrew Revelle  
Kwabena Sekyere  
Mark Shores  
Beth Tumbleson

**For Promotion to PRINCIPAL LIBRARIAN**

John Burke  
John Millard

**Finance and Audit Committee**

**Report of the Committee Chair**

Committee Chair C. Michael Armstrong commented on how impressed he was by the video and poem, and that he hoped the poem could be preserved in Miami's history.

Mr. Armstrong then reported the following regarding the Finance and Audit Committee meeting of February 7, 2013:

The Finance and Audit Committee met yesterday in Roudebush Hall. The Committee considered seven resolutions, received four reports and discussed the preliminary planning for the fiscal year 2014 budget.

The Committee devoted a significant portion of its agenda to the discussion of the condition of university facilities. The task of preserving our facilities is both massive and expensive. With over 7 million gross square feet and some space constructed as much as 176 years ago, it is an ongoing challenge to maintain our buildings, grounds and utility infrastructure in a way that not only meets today's needs but will meet the needs of tomorrow's students.

While the renovation of Rowan and Gaskill Halls for the new student center and the accomplishment of the residence and dining hall master plan are enabling us to achieve the facility condition standard we have set for our buildings, preserving our facilities requires an average annual investment of almost \$50 million. When you understand the magnitude of the issue, it is easier to understand why our debt has increased so much in recent years.

One concern we discussed is the uncertain pattern in state capital appropriations and the general decline in these appropriations over the last two decades. The Committee asked Vice President Creamer to incorporate this issue into the University's long-term financial plan and to determine the amount of additional funding from the operating budget that may be needed if the decline in state funding for our academic facilities continues.

Recognizing the importance of preserving university facilities, grounds and infrastructure, we acted yesterday on seven resolutions that do exactly this. You will learn more about each project as it is introduced but the Committee unanimously endorsed the adoption of all seven resolutions.

The Committee also received a report about the progress that is being made on the recruitment of the 2013 Fall class. While there was very good news about the growth in the number and quality of our applications, we also spent time discussing how we can achieve our longer-term enrollment goals. We have set a very high bar for future enrollments and we must focus both on today's goal and our future goals. At a future meeting, Michael Kabbaz and David Creamer will report back to the Committee about what is needed in additional financial support for the admissions activities and in additional scholarships to enable the long-term enrollment goals to be met.

Our last major discussion was in regard to the planning for the 2014 budget. There are still a number of uncertainties about next year's budget but all the work the Committee did in earlier meetings on a long-term budget plan makes it easier to prepare these assumptions. I will have more to report about the 2014 budget at the April meeting. The budget will be formally acted on in June.

The Committee also received an update on this year's budget which has been positively impacted by the larger freshman class, and we received a report on the progress we are making with our Lean initiatives.

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

### **Ordinances**

**None**

## **Resolutions**

### **FY 2013 Campus Walks & Drives Project**

Mr. Ridenour moved, Mr. Bhati seconded, and by voice vote Resolution R2013-20 was unanimously adopted with eight Trustees voting in favor and none opposed.

#### **RESOLUTION R2013-20**

WHEREAS, the Campus Walks and Drives project involves the replacement of walks and drives located near the Armstrong Student Center, Upham Hall, Bishop Circle, Yeager 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.

### **FY 2013 Roof Replacement and Repairs Project**

Mr. Wilks moved, Mr. Budig seconded, and by voice vote Resolution R2013-21 was unanimously adopted with eight Trustees voting in favor and none opposed.

## **RESOLUTION R2013-21**

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.

### **FY 2013 Summer Residence Hall Renovations Projects**

Mr. Ridenour moved, Mr. Bhati seconded, and by voice vote Resolution R2013-22 was unanimously adopted with eight Trustees voting in favor and none opposed.

## **RESOLUTION R2013-22**

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.

### **MET Quad Site Improvements Project**

Mr. Shroder moved, Mr. Ridenour seconded, and by voice vote Resolution R2013-23 was unanimously adopted with eight Trustees voting in favor and none opposed.

### **RESOLUTION R2013-23**

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.

### **East Quad Renovations Planning and Design Project**

Mr. Bhati moved, Mr. Ridenour seconded, and by voice vote Resolution R2013-24 was unanimously adopted with eight Trustees voting in favor and none opposed.

### **RESOLUTION R2013-24**

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.

### **Maplestreet Station and Etheridge Hall Change Order Authority**

Mr. Bhati moved, Mr. Budig seconded, and by voice vote Resolution R2013-25 was unanimously adopted with eight Trustees voting in favor and none opposed.

## **RESOLUTION R2013-25**

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.

### **MacCracken Quad Tunnel Top Replacements Project**

Mrs. Bhati moved, Mr. Ridenour seconded, and by voice vote Resolution R2013-26 was unanimously approved, with eight Trustees voting in favor and none opposed.

## **RESOLUTION R2013-26**

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.

### **Student Trustee Reports**

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

Mr. Lot addressed the following topics:

As some of you may know, this will be my final Board meeting. I know it is cliché to say, but time has really flown by in this experience. When I reminisce about my trusteeship, I find it amusing that I caught wind of the Board of Trustees through an A-frame sign outside Farmer as a freshman. At that time I had only been on campus for about two months and I didn't understand what I was getting myself into. But, I knew that I wanted to get involved. Even as a freshman, Miami had already given me so much to make a college degree possible. As a first generation college student, I was often alone in navigating the college process while in high school. Miami reached out to me and made me feel special. I was not being recruited into a university; rather I was being brought into a family that cared about me. Miami gave me the financial resources and support to make higher education a possibility.

With so much given to me, I couldn't help but feel a sense of loyalty. I had to give back to the school, so I applied to be on the board. Since my appointment, I have learned so much about myself and the university that it's hard to pinpoint everything. Sitting through these board meetings, I have learned much about various policy issues that challenge this university and other higher education institutions. When I came into Miami, we were already facing a gloomy fiscal picture with deep cuts from the state legislature and many even questioned the value of a college degree. Through it all we have adapted and we have made the tough decisions to help Miami move forward.

There are so many seen and unseen changes that are approaching. We are at the point where Miami is changing right before our very eyes. Right now we have the Armstrong Student Center being built, we are seeing new dorms going up in western and south quad, we are diversifying the campus to bring in new faces and we are even making heavy changes to our liberal arts curriculum. The progress we have made, and will continue to make, impact all segments of the Miami community.

The segment that will experience the most change is the student body. My time on the board has taught me about the various interests in the Miami community and how these groups come together to define policy. My role as a Student Trustee is an honor, but it's only a title. As students if we truly want the student perspective heard by those who make the final decisions we must be engaged stakeholders. It takes time to actually reflect and learn about the issues that define our Miami experience. We need to move past vague and unfounded complaints and towards offering pragmatic solutions. I wish to see a Miami where no one sits on the sideline and everyone is in the game.

This trusteeship is one of my more cherished Miami experiences and I walk away from this with a wealth of knowledge and a heightened sense of pride for this school. I want to give credit to a few individuals who really made this experience special: first to Sue Henry for her committed devotion as Chair of the Academic and Student Affairs Committee. I know you take the students' interest seriously and I thank you for continuously keeping a vigilant eye on the needs of the student body. I also want thank Dr. Jones and former Trustee John Christie for being the sounding board that I need. Both of these individuals have truly assisted me in my progression as a Trustee.

Finally, I want to thank all my colleagues on the Board and all the administrators at this table. Your work at times goes unnoticed, but I want to let you know that you are appreciated. Your commitment is the true definition of Love and Honor.

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

Ms. Wilt addressed the following topics:

Miami's Spring 2013 semester is underway and it sure has been very exciting thus far! The Greek Community just completed formal recruitment and we are proud to announce its continued success. Almost 900 women and just over 600 men now have a Greek chapter to call home. The Greek community continues to shine with the all Greek GPA being 3.19, while the rest of the campus remains at 3.10. The Greek community as a whole logged over 16,000 community service hours last semester alone. This is a continuous testament to all the good the Greek community does for the Greater Oxford community and the ways in which the Greek experience is enriching the overall Miami experience for 3,400 of our students.

Another exciting topic of discussion around campus has been the progress on all of our construction projects. With my bedroom window overlooking the site of Etheridge

Hall, I can't help but look at the window every morning so impressed with how much has changed since move in day back in August; even if the loud machines and pounding hammers continue to disrupt my sleep at 7 a.m. in the morning. Students are anxious for the completion of the Armstrong Student Center. We can't wait to see for ourselves what kinds of exciting opportunities it holds for Miami's future. Many current first year students seem very anxious for the opportunity to live above Maple Street Station, in Etheridge Hall or the newly renovated Bishop Hall as well. The construction on campus, as much as it may interfere with our daily lives right now, is surely making students more excited for the future of Miami and how these exciting changes will further enrich their Miami Experience.

Miami students all know it's that time of the year when their inboxes begin to flood with emails from Career Services, all encouraging us to attend Spring ICE. Spring ICE will take place on Wednesday February 13th, and it is an exciting event for students in every class. This event gives graduating seniors, without a current job offer, the opportunity to explore more options and speak with recruiters at the event. Perhaps more notably, Spring ICE focuses heavily on internship placement for the upcoming summer. Spring ICE and Career Services have historically done an exceptional job helping students find internships to further enrich their unique experiences and skills; many students end up with job offers from their employers by senior year. This opportunity is yet another way we have succeeded in advancing the Miami Experience.

### **Other Business**

#### **Assignments to the Foundation Board for Calendar Year 2013**

Trustee Jagdish Bhati and Chair Sharon Mitchell were appointed to represent the Board of Trustees on the Foundation Board.

#### **Committee Assignments for Calendar Year 2013**

For the Academic and Student Affairs Committee, Chair Sharon Mitchell appointed Sue Henry as Committee Chair, and Don Crain, Dennis Lieberman, Sharon Mitchell, Bob Shroder, and Harry Wilkes as committee members.

For the Finance and Audit Committee, Chair Sharon Mitchell appointed Michael Armstrong as Committee Chair and Jagdish Bhati, David Budig, C. Michael Gooden, Sharon Mitchell and Mark Ridenour as committee members.

#### **Resolution of Appreciation for Student Trustee Lot Kwarteng**

Mr. Budig moved, Mr. Ridenour seconded, and by voice vote Resolution R2013-27 was unanimously approved, with eight Trustees voting in favor and none opposed.

## **RESOLUTION R2013-27**

WHEREAS, Lot A. Kwarteng's term as a student member of the Miami University Board of Trustees ends on February 28, 2013;

NOW, THEREFORE BE IT RESOLVED: that the members of the Board of Trustees do hereby express to Lot Kwarteng their appreciation for his service to this Board and to the Miami student body, and offer their best wishes for good health and good fortune in all his future endeavors.

Done, by the Miami University Board of Trustees, this Eighth Day of February, Two Thousand Thirteen at Miami University, in the City of Oxford, County of Butler, State of Ohio, during the Two Hundred and Fourth year of the University's Charter.

### **Vice President Reports**

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

### **Adjournment**

With no other business to come before the Board, a motion was made to adjourn by Mr. Crain, seconded by Mr. Bhati, and unanimously approved by voice vote.



Theodore O. Pickerill II  
Secretary to the Board of Trustees



MIAMI UNIVERSITY

# *Miami University 2020 Plan*

January, 2013





# Moments that Transform: Miami University 2020 Plan

## University Vision

Provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs.



MIAMI UNIVERSITY

# *Process to Date*

## **September – November, 2012**

- ❖ Target Goal Teams & Coordinating Team developed foundation objectives and metrics
- ❖ Sessions with external consultants (Jeff Selingo and John Foster)

## **November, 2012 – January, 2013**

- ❖ *Numerous sessions with several members of Board of Trustees, President, Provost, President's Executive Cabinet, Council of Deans, Coordinating Team Members and Target Goal Chairs and Members.*



# Moments that Transform: Miami University 2020 Plan

***Primary Goal:*** To promote a learning and discovery environment that produces extraordinary student and scholarly outcomes *(and improves our larger world communities).*

***Supporting Goal 1:***  
**Dynamic, Effective  
 and Efficient Work  
 Environment**

***Supporting Goal 2:***  
**Inclusive Culture  
 and Global  
 Engagement**

***Supporting Goal 3:***  
**Effective  
 Partnership and  
 Outreach**



MIAMI UNIVERSITY

# Miami 2020 Primary Goal

**To promote a learning and discovery environment that produces extraordinary student and scholarly outcomes (*and improves our larger world communities*).**

***Aspiration:** Miami will provide innovative, engaged, and experiential learning and discovery where students are prepared for the needs of the present and the challenges of the future by a distinguished faculty and staff. Miami will be recognized as the best in the nation in effective undergraduate education, complemented by select, superior graduate programs.*



MIAMI UNIVERSITY

# Objectives

**Objective 1:** Prepare students for success through distinctive interdisciplinary and multidisciplinary, thematic, inquiry-based and experiential learning that is integrated within a broad liberal education.

**Objective 2:** Faculty, undergraduates and graduate students will engage in significant research and creative scholarship that will form a vital part of the learning experience and yield outcomes that advance knowledge and the application of that knowledge.

# Objectives

**Objective 3:** Provide students with significant and high quality co-curricular experiences and opportunities that support their development while at Miami and that establishes a foundation for success, growth, and adaptability throughout their lifetimes.

**Objective 4:** Offer flexible and multiple pathways into and through the university, including technology-based learning and combined undergraduate and graduate degree programs, to ensure timely and cost-effective completion of degrees and programs.



# *Supporting Goal 1*

## **Dynamic, Effective and Efficient Work Environment**

Build a culture that stimulates and recognizes creativity, entrepreneurial thinking and exemplary performance by pursuing forward-looking programs, strategies and structures that ensure success and financial sustainability in the evolving landscape of higher education.



# *Supporting Goal 1*

## **Dynamic, Effective and Efficient Work Environment**

***Aspiration:** Miami University will be one of the most innovative, productive, effective and accountable institutions in higher education by providing an engaging, inspiring and supportive work environment. The university will sustain a financially viable foundation by anticipating opportunities and challenges, and making decisions and implementing changes in a timely manner.*





# *Supporting Goal 1*

## **Dynamic, Effective and Efficient Work Environment**

**Objective 1:** Develop a work environment that promotes continuous improvement and evaluation, and empowers employees in their professional development and career growth.

**Objective 2:** Utilize faculty and staff expertise, creativity and collaboration to increase effectiveness and productivity. Recognize, reward and hold all Miami employees accountable for constantly improving effectiveness and productivity and utilizing resources efficiently.



# *Supporting Goal 1*

## **Dynamic, Effective and Efficient Work Environment**

**Objective 3:** Create and implement flexible and accountable governance structures that ensure the university's ability to make timely decisions in achieving our goals.

**Objective 4:** Establish a transparent, dynamic financial and budgetary system through long-term planning that incentivizes new revenue, increases productivity, reallocates resources, and promotes collaboration across departments in order to increase effectiveness and minimize tuition increases.



# *Supporting Goal 2*

## *Inclusive Culture and Global Engagement*

Miami will promote a diverse culture of inclusion, integrity and collaboration that embraces a changing world, global experiences, and connections.



# *Supporting Goal 2*

## *Inclusive Culture and Global Engagement*

**Aspiration:** *Miami University will be a diverse, inclusive and globally engaged community in which all people are welcomed, appreciated, and supported, and whose different backgrounds, experiences and perspectives are valued. Students will be immersed in experiences that foster the knowledge, skills, and attitudes that help them understand and appreciate cultural differences and apply this knowledge to their lives as citizens of the world.*



# *Supporting Goal 2*

## *Inclusive Culture and Global Engagement*

**Objective 1:** Attract and retain a diverse community of students, faculty, staff and administrators.

**Objective 2:** Create an environment where students, faculty and staff live, learn and work productively and cooperatively with those who are of widely varied backgrounds and different from themselves, moving beyond cultural boundaries and seeking out diverse people and ideas.



# *Supporting Goal 2*

## *Inclusive Culture and Global Engagement*

**Objective 3:** Achieve cultural competency among members of the Miami community by immersing them in domestic or globally relevant, intercultural learning experiences.

**Objective 4:** Expand Miami's global engagement and partnerships virtually and physically.



# *Supporting Goal 3*

## *Effective Partnership and Outreach*

**Forge effective partnerships that have significant and positive impact on our region, state, nation, and world communities.**

**Aspiration:** *Create synergistic, mutually beneficial, and continually evolving internal and external partnerships that enhance Miami's reputation and influence.*



# *Supporting Goal 3*

## *Effective Partnership and Outreach*

**Objective 1:** Partner with educational and other institutions to develop and co-design new academic and public service outreach programs. Actively engage with public and private sector partners to enhance access to and support of high-quality higher education

**Objective 2:** Increase life-long learning opportunities, engagement and giving from alumni, parent and friends.





# *Supporting Goal 3*

## *Effective Partnership and Outreach*

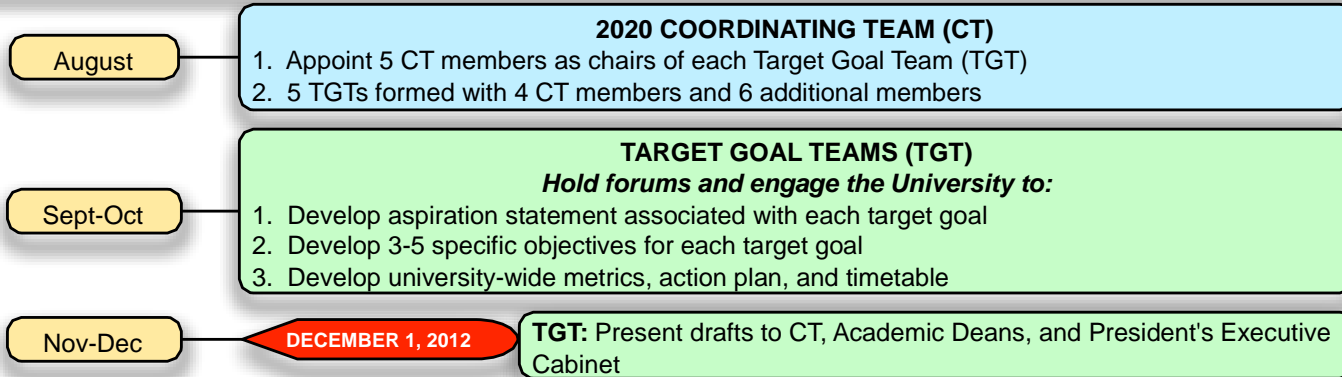
**Objective 3:** Establish partnerships with corporations, governments, and other non-profit entities and organizations that grow Miami's sponsored research, grants, intellectual property, capstone and research projects, and internships.

**Objective 4:** Miami will be an important voice in shaping policy and advancing Ohio's economic development and prosperity.

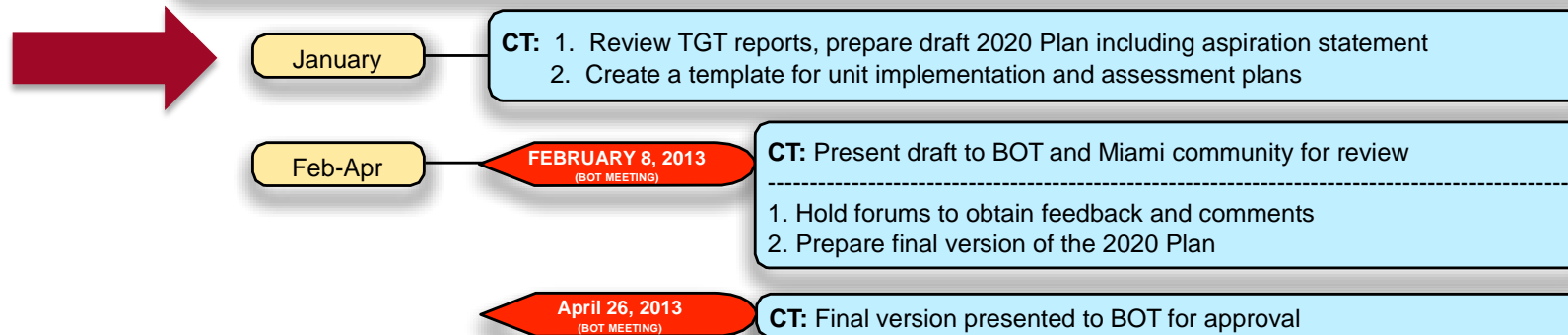


# Timeline – Next Steps

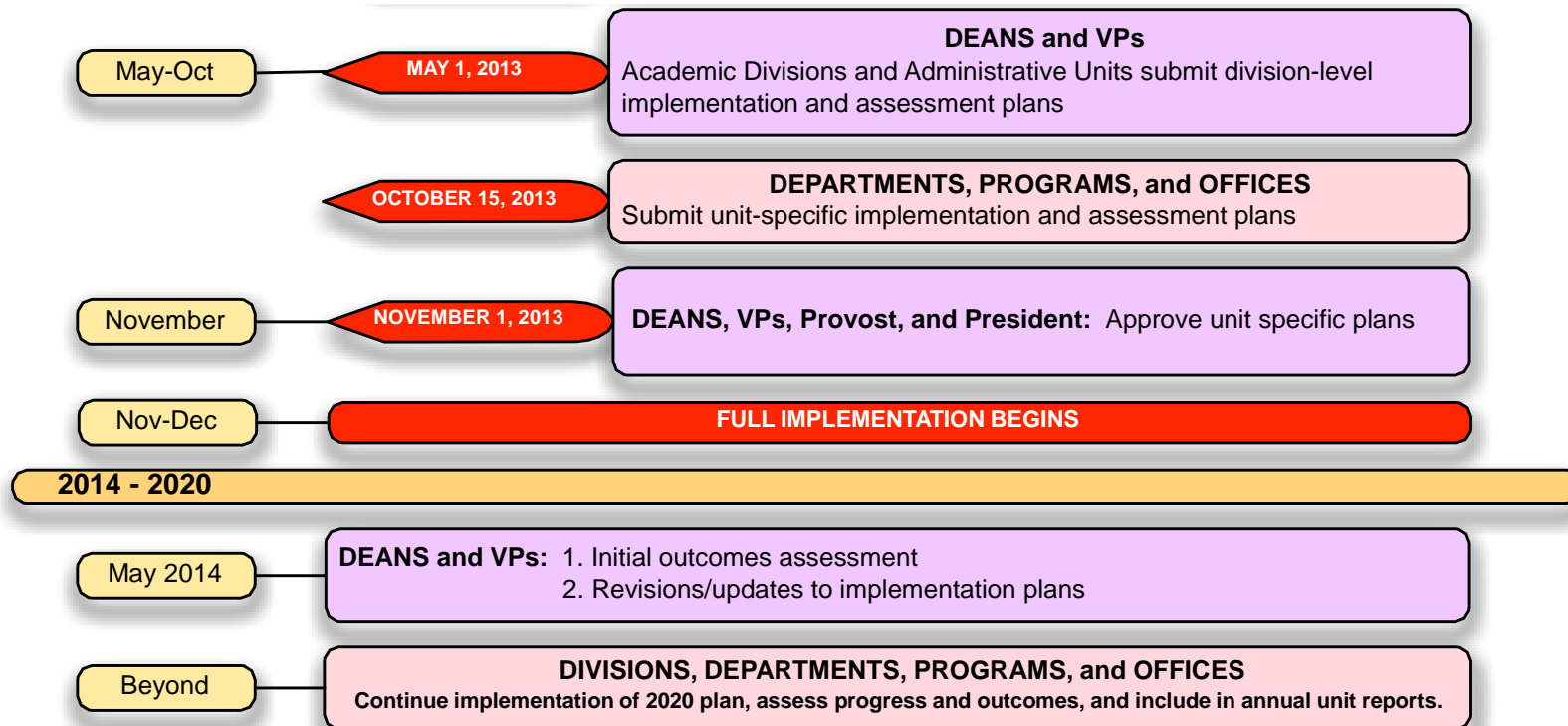
## 2012



## 2013



# Timeline – Next Steps



## Measures of Quality 2012-2013

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### A Report Card for parents, taxpayers, governor and legislators

Miami University and the State of Ohio have enjoyed a successful partnership for 203 years.

With an unwavering commitment to undergraduate education, Miami's vision is to provide the best undergraduate experience in the nation, enhanced by superior and select graduate programs. Immersing students in both curricular and co-curricular experiences has enabled Miami to achieve a top-tier national ranking among universities that provide the best return on (tuition) investment.

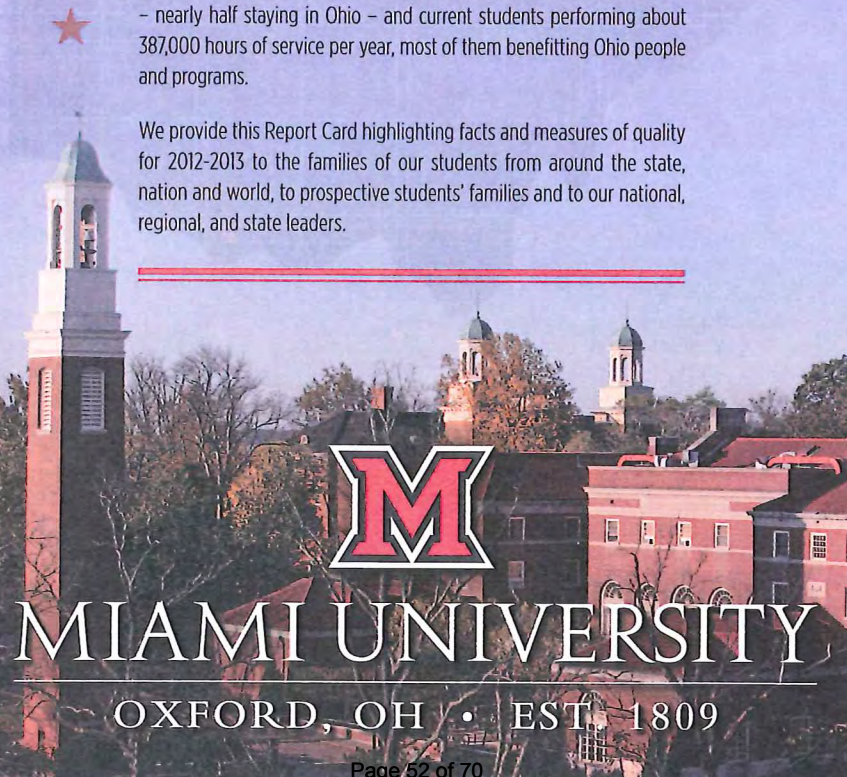
We are a residential university with faculty who are dedicated to teaching. A liberal arts education core completes the more specialized major studies: Miami offers 117 bachelor's degrees, more than 60 master's degrees and 16 doctoral degree programs.

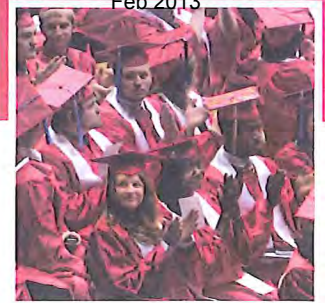
Our relationships with local and distant communities includes more than 200,000 passionate and successful alumni involved around the world – nearly half staying in Ohio – and current students performing about 387,000 hours of service per year, most of them benefitting Ohio people and programs.

We provide this Report Card highlighting facts and measures of quality for 2012-2013 to the families of our students from around the state, nation and world, to prospective students' families and to our national, regional, and state leaders.

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**In the fall 2012 incoming class:**

- 36% of first-year students ranked in the top 10% of their high-school classes
- the ACT average was 26.5
- 20% scored a 30 or above on the ACT
- the average SAT score was 583 for verbal and 607 for math
- the high school GPA average was 3.63

Miami's **retention rate** of 89% ranks it among the best in the nation for students returning for their sophomore year.



The **Bridges program for diverse and underrepresented high school students** brought 365 students, most from Ohio, to spend a night on campus last year, a 15% increase. 362 applied to Miami. Of those who were admitted, 47% are now Miami students.

Miami's 6-year **graduation rate** consistently ranks in the top 30 among the 562 U.S. four-year public institutions; the most recent national report places Miami 19<sup>th</sup> among national publics. 64% of Miami's African-American students graduate, compared to 39% nationally.

64% of African-American students and 76% of Hispanic students who enroll at Miami graduate, **ranking Miami 2<sup>nd</sup>** among Ohio public universities, in these groups.

Miami's **student-athlete graduation success rate** (GSR), including students who enroll or transfer to Miami and graduate within 6 years, is 91%, 10 percent higher than the national rate. Miami's overall success rate is 94.8%.

Miami's **student-to-faculty ratio** is 18-to-1. 64% of undergraduate courses have fewer than 30 students.

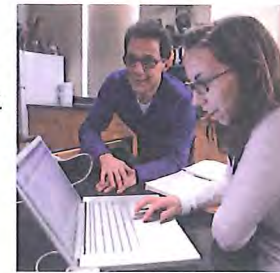
**Full-time faculty** (not graduate students) teach 81% of undergraduate credit hours at Miami - the highest percentage of any public university in the state.

Each year, more than 2,000 Miami undergraduates work with professors on **funded research**, many starting their freshman year. 32% of Miami seniors report that they have worked on a research project.

64.5% of qualified Miami graduates are accepted into **medical school**, compared to 45.9% nationally.

Among Miami seniors, the acceptance rate to **law school** is 97%, compared to 80% nationally.

Miami ranks 3<sup>rd</sup> nationally among universities with an **exceptionally strong commitment to teaching**, just after Dartmouth and Princeton, in the 2013 *U.S. News & World Report* rankings. Miami has appeared in the top eight on this list since it initiated four years ago.



Miami ranks 11<sup>th</sup> in the nation when it comes to **return on (tuition) investment**, according to a *SmartMoney.com* survey that divided alumni's reported median salaries by the tuition and fees they paid. Miami graduates reported a starting median salary at \$46,600 and a median mid-career salary at \$85,500 in a *Payscale.com* survey.

*Kiplinger's Personal Finance* magazine listed Miami as one of the **"100 Best Values in Public Colleges"** in 2013, ranking Miami 47<sup>th</sup> nationally. Miami has appeared on the list since it was first published in 1998.

Miami University climbed 11 spots in **America's Top Colleges 2012** list from *Forbes* magazine to become 35<sup>th</sup> in the nation among public universities. Miami ranked highest in Ohio.

In *BusinessWeek* magazine's 2012 ranking of undergraduate business programs, Miami's Farmer School of Business ranks 23<sup>rd</sup> overall and 8<sup>th</sup> among public universities nationwide. Miami's Institute for Entrepreneurship is ranked 16<sup>th</sup> best in the nation by *Entrepreneur* magazine and *The Princeton Review*.

Miami University ranks 26<sup>th</sup> among public national universities included in **The Alumni Factor alumni success rankings**. Findings are based on surveys and interviews with more than 42,000 alumni and measures 15 factors, including income, net worth, job opportunities, intellectual development, and overall happiness.

*G.I. Jobs* magazine has named Miami a **Military Friendly School** for 2013.



Among Ohio public universities, Miami graduates the highest percentage and the 2<sup>nd</sup> highest number of undergraduate students in the **"hard sciences"** (biological sciences, physical sciences, and mathematics).

Nationally, **Miami places 1<sup>st</sup> among public universities for students studying abroad** (41% of Oxford students), including 210 students enrolled at Miami's Luxembourg campus for at least a semester each year. Others earn credit in approved study abroad programs in almost **70 countries**.

Miami University was **1 of only 5 universities in the nation to receive the Presidential Award** in the 2012 President's Higher Education Community Service Honor Roll. 12,920 Miami students engaged in community service from July 2010-June 2011, turning in about 387,600 total service hours.

Miami offers several unique **public service immersion opportunities** at the local, state and federal levels through its Urban Teaching Cohort, Center for Community Engagement in Cincinnati's Over-the-Rhine neighborhood, Wilks and Lockheed Martin Leadership Institutes, Inside Washington program, Government Relations Network Conferences, Center for Public Management and Regional Affairs, and the Armstrong Interactive Media Studies (AIMS) program in Silicon Valley.

In 2011-12, **253 employers conducted 5,252 interviews** with 1,790 students. Miami's spring 2012 Internship & Career Expo drew 149 employers and the fall 2012 career fair drew **a record 238 employers**. Surveyed employers said when they think of Miami University they think "high caliber of students," "quality of education," and "top tier and prestigious."

The 2012 **Peace Corps Top 25** list of universities that produce the most volunteers ranks Miami 6<sup>th</sup> among medium-sized schools, with 899 of our alumni having served since the Corps' founding in 1961.

The university provided **employment opportunities for more than 6,000 students** during 2011, including graduate assistants and students in experiential work/learn opportunities.

In addition to 7 associate degree programs at Miami's **campuses in Middletown and Hamilton**, there are 5 bachelor's programs available exclusively at our regional campuses: criminal justice, nursing, engineering technology, integrative studies, and health information technology. These campuses have among the lowest regional campus tuitions in the state.

## Miami's Value: Quality, Affordability and ROI

## Facts at-a-glance

Miami's ongoing investment in student success has led to:

- a **return on (tuition) investment** that is #1 in Ohio and among the top tier nationally according to *SmartMoney.com*, *Payscale.com*, and *Forbes* magazine.
- Miami being scored **third highest for "efficiently spend(ing) their limited resources in order to produce the highest possible educational quality."** Miami is among the nation's top-ranked universities, according to *U.S. News & World Report*.
- a **median time to achieve a degree of 3.7 years**, which means students receive an outstanding, student-focused education at less overall cost.

Factoring in **financial aid**, 10% of Ohio students pay no tuition and fees and an additional 9% pay less than \$5,000 in tuition and fees to attend Miami's Oxford campus.

Miami offers **merit scholarship packages** for top students, rewarding high grades and ACT scores of 26 and above. 70% of the fall 2012 first year students received a scholarship or grant from Miami University.

**Miami's Access Initiative** ensures that students from an Ohio family with an income of \$35,000 or less pay no tuition and fees.

Miami is committed to an **ongoing LEAN initiative** to reduce costs and maximize efficiency and resources and has adopted a Responsibility Centered Management model for the university to increase revenue and accountability. The university **has cut costs and/or avoided cost increases to exceed \$40 million in savings** in the past four years while re-investing in critical strategic priorities designed to strengthen academic quality.

## Cost of Degree in 4 Years for an Ohio Resident

Ohio students who apply to Miami also often apply to other high-caliber private and public universities. With Miami's median time to graduation of 3.7 years, Ohio students can save anywhere from \$60,428 to \$102,108, on average 4-year tuition costs, based on today's rates.

◦ Miami University	\$ 54,380	◦
◦ Purdue University	\$114,808	◦
◦ University of Illinois	\$114,656	◦
◦ Indiana University	\$125,932	◦
◦ College of William and Mary	\$147,012	◦
◦ University of Michigan	\$156,488	◦

**Affiliation:** Miami University is an Ohio public university founded in 1809.

**History:** Miami is named for the Native American tribe that once inhabited the Miami Valley region of Ohio. Miami maintains strong ties and a scholarship program with the tribe, now located in Oklahoma.

**Location:** Oxford, Ohio (35 miles northwest of Cincinnati). Miami's Oxford campus encompasses 2,138 acres, and includes 188 buildings.

**Enrollment:** There are 15,081 undergraduates on the Oxford campus and 2,602 graduate students overall. Regional campuses in Hamilton, Middletown and a West Chester learning center enroll roughly 5,700 students combined.

**Cost:** In-state students pay (at most) \$13,067 for tuition and general fees in 2012-13. Out-of-state students pay \$28,631 before any scholarships. Room and board is \$10,596 (based on double occupancy and typical meal plan). The majority of students pay less with various scholarships and grants.

## Miami's Positive Impact in Ohio

The economic impact on Ohio of **out-of-state student spending** during 2010-11 was approximately \$200 million. For off-campus expenses related to attendance, alone, Miami University students **spent an estimated \$330 million** during the 2010-11 academic year.

Miami is the largest employer in Butler County. In 2011-12, Miami University, its employees, students, and visitors **spent an estimated \$1 billion** in Ohio. Because these dollars were spent at least one more time, on average, before leaving Ohio, the **total annual impact of this spending was \$2 billion** - more than 27 times greater than the state's \$73.3 million investment in the university.

An estimated **6,300 non-university jobs for Ohioans** were attributable to Miami University's direct expenditures and capital projects spending in fiscal year 2012.

92,422 alumni call Ohio home. **Among them are 234 CEOs, 8,873 teachers, 598 physicians, and 1,773 attorneys.**

## MIAMI UNIVERSITY

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**MiamiOH.edu**

For more information, contact:  
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ucm@MiamiOH.edu

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**Board of Trustees Report**  
**Debra Allison, Vice President for Information Technology & CIO**  
**February 8, 2013**

This month I am happy to report that both the IT Leadership Team and the new IT Governance team are now fully staffed. Annie Pagura joined us as the new Assistant Vice President for Academic and Administrative Solutions and Robert Dein is our new Information Architect. These hires are the result of the Accenture recommendations and serve as underpinnings for success both in reaching our savings goals and in providing quality leadership and service.

**SSIP-IT Continuation**

We are managing the implementation of the Accenture recommendations through a formal program, designed to provide appropriate oversight by the IT Leadership Team. Currently nine separate efforts are underway, with goals of cutting costs, improving quality and enhancing efficiency. Toward those ends, we have also coordinated with the University's LEAN initiative, with over 40 IT staff attending training. As a result, IT staff members are involved in LEAN projects across the institution and we are beginning to use much of the LEAN methodology within IT.

**Go Google**

All faculty, staff, students, alumni, retirees and emeriti now have access to an @MiamiOH.edu email account provided via Google Apps for Education. This change will save Miami \$175,000 over 5 years and will avoid the costs to replace the Exchange servers at a future date.

**Staff Changes**

Working with offices across the University, IT Services is seeking to ensure we have the right people in the right seats on the bus. Recognizing the growing role of online learning, it was determined by the Provost and the Vice President for Information Technology that the 9 staff members in the instructional and research support unit could better serve the faculty from the Office of the Provost. As of January 1, that reporting line has changed. In a like fashion, evaluating the role of the IT graphic design staff and the needs of University Communications and Marketing led to the decision to move 2 staff from IT to UCM.

Additionally we are in process of performing a full evaluation and decomposition of the positions identified by Accenture as good candidates to transfer from distributed units to central IT. This includes positions from Advancement, HSRBS and PFD. As we evaluate the responsibilities and associated technologies, we are discovering a clearer picture of the needs and expectations of those units.

**IT Services Multi-Year Budget Projections**

Following the Accenture engagement, annual budget reductions for the central IT budget have been identified. In keeping with the Strategic Priorities Task Force recommendations, the savings goals will be fully met by 2017.

**Conclusion**

While we still have a significant amount of work ahead to achieve the goals set forth by the Strategic Priorities Task Force and the consulting recommendations, we are well on our way towards success. We committed to specific budget savings, we are serving on LEAN projects and implementing the LEAN methodology and tools, and we are leading several projects to provide an improved quality of service to Miami's students, faculty and staff. I will be happy to address any questions or comments Board members may have. Thank you.





# Board of Trustees Presentation

## February 8, 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	372	<b>\$66,592,370</b>
	\$50,000	450	\$22,500,000	333	<b>\$20,629,137</b>
	\$25,000	800	\$20,000,000	629	<b>\$18,966,710</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>\$64,037,887</b>
<b>Total</b>			<b>\$500,000,000</b>		<b>\$469,585,103</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%)	\$4.17m (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>
Alumni	25%	54%
Friends/Parents	18%	11%
Corporations	17%	13%
Foundations	30%	11%

# FY Alumni Participation Rate

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



<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**



# Board of Trustees Presentation

## February 8, 2013

Tom Herbert  
Vice President, University Advancement