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BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the Finance and Audit Committee Meeting
December 4, 2014
104 Roudebush Hall

The Finance and Audit Committee of the Miami University Board of Trustees met on December 4, 2014 in Roudebush Hall, Room 104, on the Oxford campus. The meeting was called to order at 1:30 p.m. by Committee Chair Mark Ridenour. Also attending were Committee members John Altman, Jagdish Bhati, David Budig, Robert Coletti, C. Michael Gooden, Sharon Mitchell and Stephen Wilson, along with Trustees Donald Crain and Robert Shroder, National Trustees Terry Hershey and Diane Perlmutter, and Student Trustees Graham Bowling and Mary Adeline Lewis.

In addition to the Trustees, David Creamer, Vice President for Finance and Business Services, and Treasurer; Raymond Gorman, interim Provost and Executive Vice President; Jayne Brownell, Vice President for Student Affairs; Tom Herbert, Vice President for Advancement; and Michael Kabbaz, Vice President for Enrollment Management and Student Success, were in attendance. Also present were; Deedie Dowdle, Associate Vice President for Communications and Marketing; David Ellis, Associate Vice President for Budgeting and Analysis; Dale Hinrichs, Associate Vice President for Finance, and Controller; Bruce Guiot, Chief Investment Officer; Kim Kinsel, Associate Vice President for Auxiliaries; Cody Powell, Associate Vice President for Facilities, Planning and Operations; Joe Bazeley, Assistant Vice President for IT, and Information Security Officer; Troy Travis, Assistant Vice President for IT, Enterprise Operations; Sarah Persinger, Assistant Controller; Rebekah Keasling, Assistant Dean, Farmer School of Business; Dr. Rebecca Luzadis, Chair, Fiscal Priorities and Budget Planning Committee; John Seibert, Director, Planning, Architecture and Engineering; Barbara Jena, Director of Internal Audit and Consulting; Lindsay Carpenter, Manager, Academic Affairs Budgets and Operations; Carol Johnson, Assistant Director of University News and Communications; two representatives from McGladrey, Donna Sciarappa and Matt Garvey; and Ted Pickerill, Secretary to the Board of Trustees; along with several other individuals attending to observe, report or to provide information.

Executive Session

On a motion duly made by Trustee Steve Wilson, seconded by Trustee Sharon Mitchell, and unanimously approved by the Committee, the Finance and Audit Committee adjourned to Executive Session in accordance with the Ohio Open Meetings Act, Revised Code Section 121.22 to discuss personnel matters - consideration of dismissal or discipline of a public employee, and to consult with counsel on pending/imminent court actions. Following adjournment of the Executive Session, the Committee convened into the Public Business Session.

Public Business Session

Chair Mark Ridenour opened the public session and welcomed everyone to the meeting.

Approval of the Minutes

Trustee John Altman moved, Trustee Jagdish Bhati seconded, and by unanimous voice vote, the minutes from the previous meeting were approved.

FY2014 Financial Statement and Audit Results

Donna Sciarappa and Matt Garvey, from independent auditor McGladrey LLP, reviewed items in the attached report (Attachment A). They stated no audit adjustments were made during the course of the audit, and no reportable items were found. One negative item noted, which is not unique to Miami, was that next year will be the first year that the new pension accounting rules go into effect. This change will have a negative effect on the University's financial position, but all other public entities in Ohio are facing this same issue. The auditors were asked if they thought this would negatively impact bond ratings; they stated that the raters know of the change, but we are yet to see any notable impact.

It was the consensus of the Committee that a private meeting with the Auditors was not required.

The Report of the Auditors and the University's 2014 Financial Report are included as Attachment A.

Report on Facilities, Construction and Real Estate

Status of Capital Projects

Associate Vice President Cody Powell updated the Committee on the status of capital projects. He reported that six major projects were closed, totaling $12 million, with $1.3 million returned.

The largest project currently under construction is the East Quad renovation, which is currently on schedule, with some portions ahead of schedule.

Hayden Park; the project will require an increase in its budget. Originally set at $3 million, this cost estimate was made very early on in the project design. The budget has since been increased to enhance the scope to better facilitate the movement of all programs and activities from Withrow Court (to allow its eventual deconstruction) and to add a tunnel to the dugout.

The old Talawanda High School demolition; Mr. Powell reported that he had hoped for completion by Thanksgiving, but work is not yet complete. However, the delay does not impact any campus operations and he expects the parking lot will be ready for the Spring semester. He further reported that the recreational sports fields have been regraded and reseeded for future use.

Shideler Hall is proceeding well and is on schedule. The interior deconstruction is complete, and no contingency funds have been needed, placing the project in a good financial position.

It is expected the Indoor Sports Center will be enclosed by December 12, 2014, which will allow interior work to fully commence. Occupancy is anticipated for January 20, 2015, but the rubberized track surface and netting will still need to be installed.

Mr. Powell's report on capital projects is included as Attachment B.

Resolutions

Following deliberations by the Committee, the Hayden Park project cost increase was moved by Trustee Jagdish Bhati, seconded, and unanimously recommended by voice vote for approval by the full Board of Trustees.

The North Quad renovation was also discussed. This renovation project will continue the Residence and Dining Hall renovation and construction plan that is intended to modernize facilities that had reached an average age of 59 years. Additionally, the North Quad project will add net new beds to campus housing in response to growing enrollment on the Oxford campus. Trustee Steve Wilson moved the resolution, Trustee Sharon Mitchell seconded, and by unanimous voice vote, the Committee recommended approval by the full Board of Trustees.

The two capital project resolutions are included as Attachment C.

AY2016 Room and Board Rate Ordinance

The proposed rates included an average overall room and board increase of less than 3%, which holds the average increase to the level of expected inflation. However, individual room and board rates were adjusted above and below the average increase in accordance with a restructuring of the rate plan that once fully implemented is intended to offer Miami's students greater price flexibility and a rate structure comparable to Miami's peers. The proposed room and board rates also shift some student life costs from the board rate to the room rate.

To provide insight as to how Miami's cost for room and board compares to other schools, Dr. Creamer provided fee levels for benchmark schools.

Trustee Jagdish Bhati moved, Trustee John Altman seconded, and the Committee unanimously recommended approval of the Ordinance by the full board of Trustees.

The Ordinance is included as Attachment D.

Professional MBA Tuition and Fee Ordinance

The Committee next discussed a multi-year plan for the pricing of the Professional MBA program. The Committee learned that the program has seen increased student demand during its short existence and has built a strong reputation in the region. The proposed increases align the pricing of the program with similar programs in the region. The pricing is a cohort based model, with level tuition across the normal completion time.

Trustee Jagdish Bhati moved, Trustee David Budig seconded, and the Committee recommended approval of the Ordinance by the full board of Trustees, with seven Trustees voting in favor, and Trustee Mike Gooden voting opposed.

The Ordinance is included as Attachment E.

Foundation Code of Regulations

Vice President for Advancement, Tom Herbert, outlined the changes, which were described as minor in nature, and which include rolling the nominating committee into the governance committee.

Trustee Jagdish Bhati moved, Trustee John Altman seconded, and by unanimous voice vote, the Committee recommended approval by the full Board of Trustees.

Two copies of the Foundation Code of Regulations are attached; one version with lineouts showing the changes, the other a revised copy with all changes incorporated into the Code. The two copies are included as Attachment F.

Year to Date Operating Results

Dr. Creamer updated the Committee on year to date operating results. The results were strong, showing an anticipated $10 million to $11 million in revenue above budgeted expectations for the Oxford Campus. The costs are yet to be fully updated, but one trend shows a slight increase in health care spending. Regional Campuses show enrollment below budget with lower revenue as well. While the budget gaps created by the Regional Campus enrollment decline can be met this year without drawing on accumulated funds from prior years, going forward it may become necessary to draw upon reserves, while making any necessary changes to sustain long term operations and the financial health of the Regional Campuses.

Dr. Creamer's report is included as Attachment G.

10 Year Budget Plan

Dr. Creamer explained the updated plan assumes three different scenarios for tuition and state support for the upcoming biennial budget.

The first scenario, the standard plan, assumes tuition growth of 2% per year, along with new revenue sources added throughout the life of the plan (which wane in later years as new sources become exhausted). This budget remains positive throughout the 10 years.

Scenario 2 – flat resident tuition for two years, then increasing tuition. This model also includes 2% salary increases, and turns negative after six years.

Scenario 3 – a resident tuition reduction in 2016 and 2017, and no salary increase in either year. This model goes negative after eight years, and runs a greater risk of losing talented faculty and staff.

During the discussion, the Committee requested a decade by decade look, beginning in 1980, at university overhead costs to see how institutional spending has changed. The report should include comparisons to national trends.

Also requested was an update on how to incent new revenue ideas. Dr. Creamer explained that the RCM model helps to promote new ideas. Provost Gorman added that the seed money provided for pilot interdisciplinary programs is an example of the incentives in place. It was suggested the best manner in which to get an update would be through a discussion with the Deans.

Dr. Creamer's report is included as Attachment H.

Internal Audit

Barbara Jena, Director of Internal Audit and Consulting, outlined the Audit Plan for the Committee. The plan is based on a risk assessment of key areas across the university, with earlier audit results factored into the plan. The number one audit risk is IT which includes risks associated with end-user devices and audit findings from network penetration audits. Other priority areas include; academic record updates, facilities, and construction. The audit plan attempts to cover all divisions, but IT and Finance receive the greatest coverage.

The Committee asked several clarifying questions, then approved the plan.

The Committee was then updated on previously detected high risk issues. First, Joe Bazeley, Assistant Vice President for IT and Information Security Officer reported on the status of the audit issues related to the payment card industry (PCI). He informed the Committee that all open items, except having an officer of the university review and sign the report, have been resolved and that the University has developed processes for remaining in compliance. Mr. Bazeley also reported on the network penetration risk, and efforts to address all high risk areas by the end of the year. Troy Travis, Assistant Vice President for IT, Enterprise Operations, discussed end user devices, focusing on laptops and tablets. He explained there is a Lean project under way to ensure adequate business practices are in place to address this risk.

Ms. Jena reported the staff in the Audit Office has increased, having hired an associate auditor in November and two student interns.

Following her public presentation, the Committee met privately with Ms. Jena.

Ms. Jena's report is included as Attachment I.

Guaranteed Tuition

The Committee continued the discussion of guaranteed tuition, first raised during the previous academic year. The Committee supports the idea of providing families and students with greater certainty about the cost of their education and has already tried to achieve this through a long-term budget plan that holds annual increases in tuition to no more than two percent. Given the interest expressed in this concept by student leaders last year and the Committee's desire to make financial planning easier for parents and students, Vice President Creamer was asked to develop policies and pricing strategies for the Committee to discuss at a meeting later this year. Such a change won't lower the cost of higher education for students but if greater certainty surrounding the cost of attending Miami would be helpful, such a concept needs to be studied further.

The discussion included implementation at other universities, and Ohio regulations authorizing guaranteed tuition, and requirements regarding the implementation process.

Information regarding Guaranteed Tuition is included as Attachment J.

Quasi-Endowment

The Committee also discussed quasi-endowments and the use of this investment vehicle to create targeted funds for scholarship programs and enhanced academic quality. The Committee has had several discussions in the past about the growth in carry forward funds and is interested in strategies that would better demonstrate how these funds can be used for the benefit of students and to address university priorities. Under this concept such funds would be invested and used in a manner similar to an endowed gift. The Committee asked Vice President Creamer to develop a policy governing how these endowments would be created and used to meet university priorities and to bring the policy to a future meeting for further discussion and consideration.

The Quasi-Endowment report is included as Attachment K.

Forward Agenda

There were no comments regarding the forward agenda. The meeting concluded with recognition of Kathy Dudley, Manager of Administrative Services, and the Controller, Dale Heinrich, who are both retiring. Dr. Creamer praised their service and devotion and Chair Mark Ridenour thanked them on behalf of all the Trustees, his comments were met with a round of applause for Ms. Dudley and Mr. Heinrich.

The forward agenda is included as Attachment L.

Additional Reports

The following written reports were also provided for the Committee's information and review:

University Advancement Update, Attachment M
Cash and Investments Report, Attachment N
Final summary of the Spending Distribution, Attachment O
Enrollment Report, Attachment P
Health Benefit Indicators, Attachment Q
Lean Project Update, Attachment R

Adjournment

With no other business coming before the Committee, the meeting adjourned the meeting at 4:45 p.m.

Theodore O. Pickerill II
Secretary to the Board of Trustees

Financial Report

{ 2014 }

MIAMI UNIVERSITY

Treasurer's Report

Financial Highlights

For the fifth consecutive year, the University reported positive financial results for fiscal year 2013-14. The improved financial position is reflected in total assets, which rose 15.9 percent to a total of $1.9 billion. Net positions also rose by $136.6 million.

Undergraduate tuition and fees on the Oxford campus were increased by a modest 1.5 percent for resident and non-resident students, in spite of the fact the state authorized the University to increase tuition by 2.0 percent. On the Oxford campus, a first-year class of 3,644 students represented a decrease of 2.4 percent, but surpassed the goal of 3,600 students. The reduction in the first-year class was intentional as the prior class significantly exceeded the 3,600 target and represented the third consecutive year of enrollment increases. Total fall 2013 enrollment increased by 242 students or 1.5 percent for the Oxford campus and 15 or less than one percent for the Middletown campus. Total fall 2013 enrollment on the Hamilton campus declined by 54 students or 1.6 percent.

Operating revenues increased by 7.2 percent or $31.9 million largely due to the increase in tuition, room and board rates and revenues from the new winter semester. The overall increase in operating expenses of $11.2 million or 2.2 percent was primarily a net result of a 2.5 percent salary increase for all faculty and staff offset by a 14.1 percent decrease in health insurance claim expense. Investment income produced solid results with a $14.6 million increase in net investment income. State support of instruction showed a modest increase of $2.4 million or 3.5 percent and the $13.2 increase in state capital appropriations is one-time funding for the renovation of Kreger Hall.

The University issued $135.0 million in general receipts revenue bonds. The proceeds are being used to continue funding for the multi-phase plan to renovate student housing and dining facilities on the Oxford campus.

Future Outlook and Challenges

The University has developed a new strategic plan, The Miami 2020 Plan, which provides the overarching goal for the entire campus to contribute to a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes. During fiscal year 2014, every department and division developed the strategies and metrics that are to be used in order to achieve the three core foundation objectives of a transformational work environment, inclusive culture and global engagement, and effective partnerships and outreach. The progress of these strategies and metrics will be tracked and presented to the Board of Trustees.

Fiscal year 2014 represented the fourth year for implementing the recommendations of the Strategic Priorities Task Force (SPTF), which were to produce approximately $10 million in new revenue and $30 million in expense reductions by 2015. For fiscal year 2015, new strategic priority revenues initiatives included in the operating budget total $7.7 million. The additional revenue will primarily be realized through increased non-resident and international enrollments and increasing the number of tuition paying graduate students. Also included in the 2015 operating budget is a $7.3 million reduction in operating expenditures related to Strategic Priorities initiatives. By achieving the fiscal year 2015 revenue additions and expense reductions, the university will exceed the goals set out by the Strategic Priorities Task Force.

The fall 2014 first-year enrollment of approximately 3,650 on the Oxford campus surpassed the goal of 3,600 students. The academic quality of the incoming class improved for the second consecutive year with average ACT scores increasing from 27.5 to 27.6. Non-resident first-year enrollment is 43.4 percent as compared to 39.5 percent for the fall 2013 class. First year enrollments on the Hamilton campus decreased by 6.4 percent, while the Middletown campus increased by 1.1 percent. The university increased tuition by 2.0 percent for the resident and non-resident undergraduate and graduate students on all campuses.

For fiscal year 2015, Miami's state share of instruction is budgeted to decrease by $2.9 million or 5.0 percent for the Oxford campus, $1.1 million or 16.2 percent for the Hamilton campus, and $0.9 million or 16.5 percent for the Middletown campus. These decreases were a result of the implementation of the Ohio Higher Education Funding Commission formula recommendations for recasting the state's funding formula for higher education. These decreases were anticipated and have been factored into the fiscal year 2015 operating budget.

Fiscal year 2015 marks the completion of the transition from a traditional incremental budget framework to a Responsibility Centered Management (RCM) approach. The RCM budget model stresses decentralized managerial framework that provides for unit-level accountability and encourages entrepreneurial activities in each division. At the end of fiscal year 2014, tuition funds net of student financial aid and waivers in excess of the amount budgeted were returned to the academic divisions totaling $9.2 million.

The current and future challenges facing higher education are numerous and require every institution to examine its current practices and to develop forward looking strategic plans. The recommendations of the Strategic Priorities Task Force have positioned the University to meet the current challenges and the 2020 Plan will provide the strategic vision for the future.

Respectfully submitted,

David K. Creamer

Dr. David K. Creamer
Vice President for Finance and Business Services and Treasurer

Investment report

MIAMI UNIVERSITY

Miami University and Miami University Foundation June 30, 2014

Investment Pools

Total investments held by Miami University and the Miami University Foundation experienced significant growth during the fiscal year ending June 30, 2014, finishing the year in excess of $934 million versus $791 million at the previous year-end. This advance in assets is attributable to continued improvement in University operating cash flow, solid investment performance, and sustained giving levels.

The Miami University Foundation's investment committee provides governance oversight to one unified endowment investment pool for the University and the Foundation, while the University maintains oversight of the non-endowment pool. The fiscal year-end asset values among the pools are as follows:

Pool	Type of Funds	Invested as of June 30, 2014
University Non-endowment	Working capital and cash reserves to support operating activities	$444,880,000
University & Foundation Endowments	Funds donated to the university and the foundation to establish endowments in perpetuity	$ 459,762,000
Trusts, Annuities, and Separately Invested Assets	Gifts managed independently of the pooled funds	$ 29,745,000
Total Investments		**$ 934,387,000**

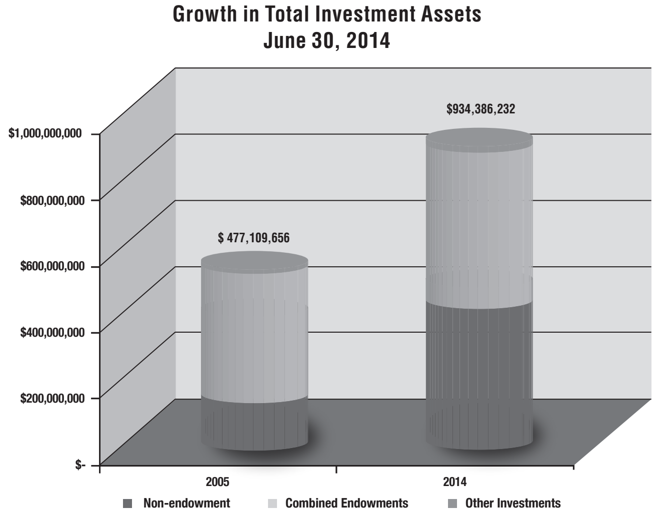
The University's non-endowment pool holds the working capital and cash reserves that fund the University's operating activities. Its balance fluctuates significantly during the course of a year based on the university's cash flow cycle of receipts and expenditures. June 30 typically marks the low point of this annual cycle.

The combined endowment pool invests endowed gifts from donors. The pool operates under the philosophy that the funds are invested in perpetuity to provide benefits to today's students as well as to the many generations of Miami students yet to come. Miami invests the funds with the confidence that economic cycles will rise and fall, but that a well diversified portfolio will provide the long-term growth necessary to preserve the value of the endowment across the generations. The investment policy governing the endowment pool recognizes that the portfolio can tolerate year-to-year fluctuations in return because of its infinite time horizon, and looks beyond short-term fluctuations toward an investment philosophy that provides the best total return over very long time periods.

The University and foundation also hold assets given by donors in the form of trusts, annuities, insurance policies, real estate, and other assets. These funds are managed separately from the endowment pool.

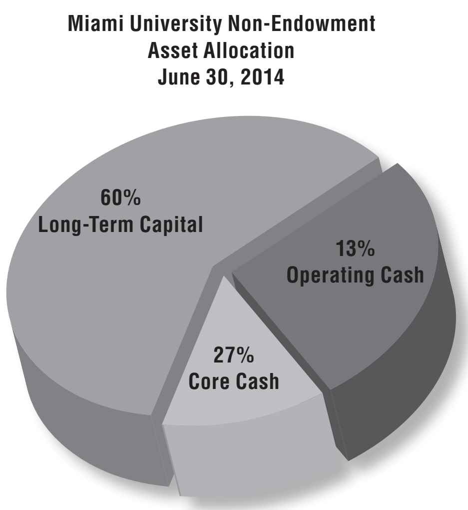
Over the last decade, total investment assets have nearly doubled. The pools have increased in value through a combination of prudent fiscal management, generous support from donors, and solid investment earnings. We appreciate the enduring generosity of our alumni and friends, along with the wisdom and leadership of our trustees and directors, as we continue to traverse this period of unprecedented transformation in both higher education and the global capital markets.

The most significant change for the investment operations during the year involved the transition to a new external investment consultant. This conversion process is expected to continue throughout the next year.

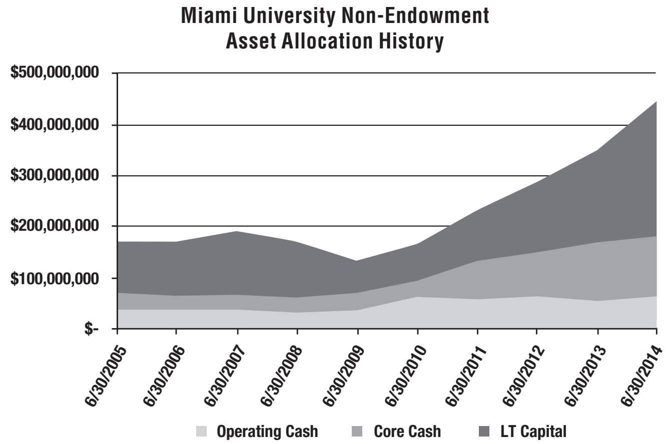


Asset Allocation

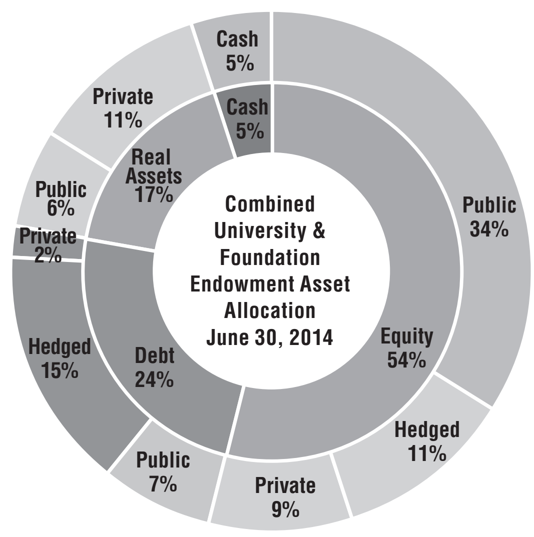
The non-endowment pool has three components. Operating cash represents the University's working capital and is invested in short-term cash equivalents, with a target balance of two to six months of average cash needs. Core cash represents short-term reserves and is invested in high quality short-term and intermediate-term fixed income investments, also with the target balance of two to six months of average cash needs. Long-term capital consists of longer-term reserves and represents the remainder of the pool. It is invested in a mix of longer maturity bonds and absolute return hedged strategies.



During the year, cash flow generation was again very strong due to sustained improvements in University operating efficiency. This growth in operating cash continues to present a major challenge, however, as short-term interest rates enter their sixth year near zero. Several rebalancing actions were taken during the year to reduce operating cash balances and increase the pool's earnings potential. These moves were accomplished by adding to several existing positions. No new strategies were initiated and no managers were liquidated. As a result, the allocation to long-term capital rose from 52 percent to 60 percent versus last year. The potential for increases in interest rates have reinforced a bias toward absolute return strategies versus traditional bond strategies.



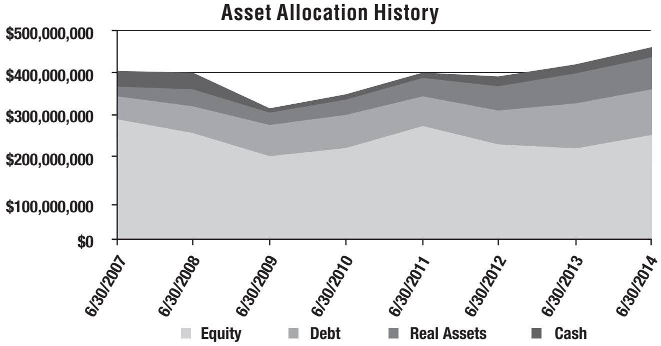
The endowment pool's primary asset allocation strategy uses three asset categories: equity, debt, and real assets. Within each category, exposure can be attained through three types of strategies: long-only public, hedged, or private. Managers employed tend to have broad, unconstrained mandates, allowing them great flexibility to pursue opportunities. Most of these managers also have a global mandate.



At fiscal year-end, total equity related strategies represented about 55 percent of the combined portfolio, up by about two percentage points during the year. The increase was due to the continued strength experienced in global public equity markets. Elsewhere, hedged debt strategies and public real assets exposure each increased by about two percentage points, while public debt declined by three percentage points. Over the last five years, the primary allocation shift has been away from equity and towards real asset strategies.

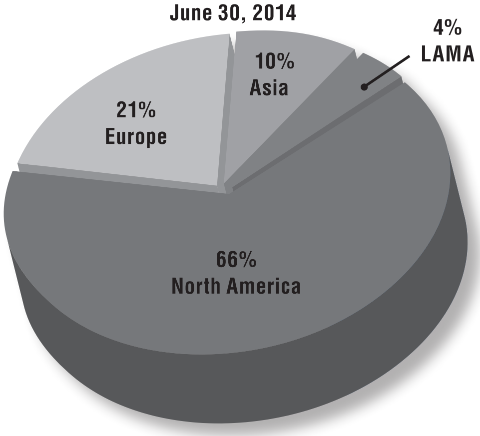
Change in Endowment Asset Allocation		
	2014 vs. 2013	**2014 vs. 2009**
Equity	**2%**	**-10%**
Public	2%	-8%
Hedged	0%	-5%
Private	0%	2%
Debt	**-2%**	**1%**
Public	-3%	-4%
Hedged	2%	6%
Private	-1%	-1%
Real Assets	**0%**	**7%**
Public	2%	6%
Private	-2%	2%
Cash	**0%**	**2%**

Combined University & Foundation Endowment Asset Allocation History



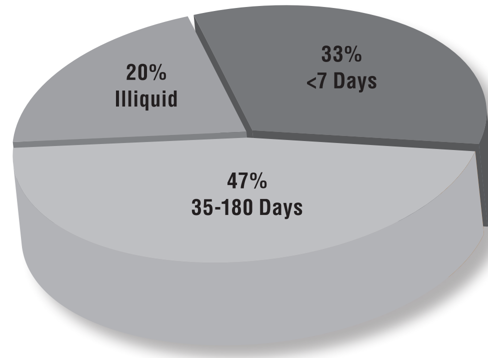
Another way to consider the endowment's asset allocation is through geographic diversity. The portfolio emphasizes managers that invest globally, usually allowing the manager to determine the most opportune places in the world to allocate capital. The concept of geography is often difficult to quantify, since an investment might be domiciled in one country, trade in another, derive its current revenue globally, and perceive its future earnings growth to be in completely new markets. The following chart depicts the total endowment's estimated exposure by domicile in four broad categories: North America, Europe, Asia, and LAMA (Latin America, Middle East, and Africa).

Combined University & Foundation Endowment Geographic Exposure by Domicile June 30, 2014



The third measure of the endowment's asset allocation is liquidity, or how quickly the exposure to a particular manager can be redeemed and turned into cash. Approximately one third of the portfolio could be converted to cash within seven days, while about one fifth is in various limited partnerships that are considered to be illiquid.

Combined University & Foundation Endowment Liquidity June 30, 2014



Miami treats each investment manager relationship like a partnership and, along with its external advisors, expends considerable effort on the due diligence process. The investment consultants focus on manager research, including back office due diligence, and conduct regular statistical reviews to examine the role each manager is playing in the portfolio. Staff has regular quarterly conversations with each manager to understand their strategic thinking and to monitor their activities. Ongoing oversight activities include making manager site visits, attending investor conferences, reading trade publications, tracking government filings, and monitoring the managers' service providers.

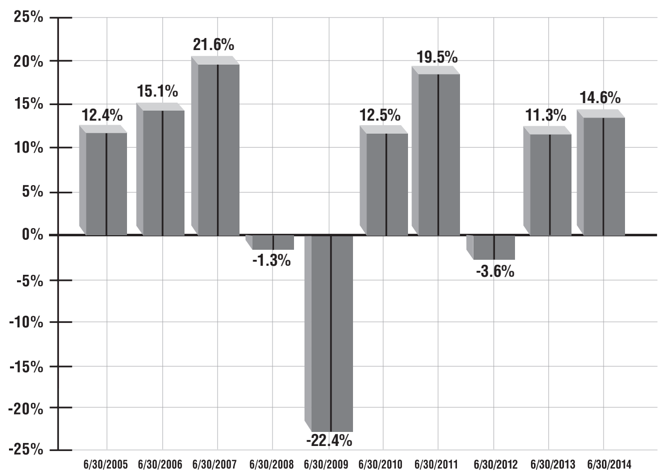
In total, the endowment employs 25 external managers, some with multiple mandates. During the year, new relationships were established with two global public equity mangers. One global public equity manager was terminated. In addition, the exposure levels to several managers were adjusted.

Investment Returns

The university's non-endowment pool earned 5.2 percent for the fiscal year ended June 30, 2014, an improvement over the 3.5 percent earned in the previous year. Annualized performance for the trailing five years was 3.7 percent, providing annualized added return versus the 90-day Treasury bill over that period of 3.6 percentage points. The recent results were achieved in spite of sustained near zero short-term interest rates that significantly limit the earnings potential of the majority of this pool.The absolute return strategies in the long-term capital portion of the pool produced returns in excess of 11.5 percent for the year.

The endowment pools earned an estimated 14.6 percent for the fiscal year. This figure excludes a portion of the private capital that reports on a significant delay. These results mark the second consecutive year of positive double digit returns, as well as four of the last five, and seven of the last ten fiscal years. Estimated annualized performance for the trailing ten years was 7.1 percent. All investment strategies reported positive returns for the year, with public real assets setting the pace with returns in excess of 26 percent.

Combined Rates of Return
FY2005 - FY2014



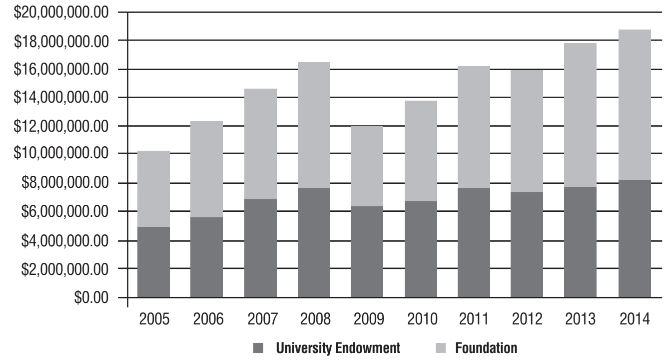
Program Support

Endowments provide a lasting legacy for Miami because their principal is invested in perpetuity, and an annual distribution is made to support a variety of activities of the university. The spending policies of the university and foundation are intended to achieve a balance between the need to preserve the purchasing power of the endowment principal in perpetuity and the need to maximize current distribution of endowment earnings. Fulfilling these dual objectives is often referred to as achieving "intergenerational equity," in which no generation of college students is advantaged in relation to other generations.

The formula under which spending distributions are calculated is a blend of two elements: an inflation component (70 percent of the formula) that increases the prior year's distribution by the rate of inflation, and a market factor (30 percent of the formula) that ties the distribution to the market value of the investments. This formula was adopted in fiscal year 2004 and is intended to reduce volatility caused by various market conditions, while maintaining intergenerational equity and preserving the purchasing power of the endowed principal.

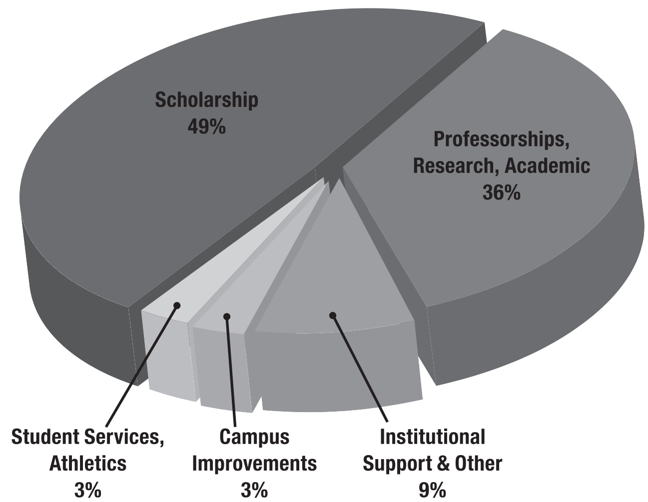
The combined distribution for fiscal year 2013 was about $18.9 million. This amount, about $1.1 million greater than the previous year, represents the largest distribution ever for Miami, and is 59

Annual University & Foundation Endowment
Actual Earnings Distributions



percent more than distributed in 2009. Over the last ten years, the cumulative distributions have totaled over $147.8 million and have provided an important source of funding to help offset reductions in state support. The following chart shows the proportion of programs supported by the 2014 distributions.

Miami University and Foundation Endowment
Programs Supported by Endowments
Fiscal Year 2014



The For Love and Honor capital campaign officially concluded during the fiscal year. Strong new commitments allowed the tally to surge past its $500 million goal to reach over $535 million, thanks to the contributions of over 105,000 alumni, friends, parents, corporations, and foundations. This outstanding commitment to Miami included 586 new scholarships, 33 new professorships, and several new and renovated buildings. The impact of these enhancements is already being realized through nationally recognized academic accolades and the improving quality of the student body. Moving forward, the primary fundraising priority continues to be enhanced financial aid resources to help make Miami even more accessible and competitive. The entire Miami community expresses our deepest appreciation for helping to make so many dreams become reality.

McGladrey

Independent Auditor's Report

President and Board of Trustees of Miami University
Oxford, Ohio

Report on the Financial Statements

We have audited the accompanying financial statements of the business-type activities and the discretely presented component unit of Miami University (the University), a component unit of the State of Ohio, as of and for the years ended June 30, 2014 and 2013, and the related notes to the financial statements, which collectively comprise the University's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, based on our audits, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and the discretely presented component unit of Miami University as of June 30, 2014 and 2013, and the respective changes in financial position and, where applicable, cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Independent Auditor's Report (Continued)

Emphasis of Matter

As disclosed in Note 2 to the financial statements, the University restated net position at June 30, 2013 and 2012 by $3,593,640 and $2,659,077, respectively, and change in net position by $934,563 and $969,712 for the years ending June 30, 2013 and 2012, respectively. The restatement was required to be made for the implementation of GASB Statement No. 65 – *Items Previously Reported as Assets and Liabilities.*

Other Matter

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that management's discussion and analysis on pages 3-10 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

McGladrey LLP

Cleveland, Ohio
October 15, 2014

Management's Discussion and Analysis JUNE 30, 2014 AND 2013

Introduction

The following discussion and analysis provides an overview of the financial position and activities of Miami University for the year ended June 30, 2014. This discussion should be read in conjunction with the accompanying financial statements and footnotes.

The University's annual report consists of this Management's Discussion and Analysis, the Statements of Net Position, the Statements of Revenues, Expenses, and Changes in Net Position, the Statements of Cash Flows, and the Notes to the Financial Statements. The financial statements of the University have been prepared on the accrual basis of accounting, whereby revenues are recognized when earned and expenses are recorded when the related liability has been incurred. The financial activity of the Miami University Foundation, a component unit of the University, is included through a discrete presentation as part of the University's financial statements.

The financial statements, footnotes, and this discussion have been prepared by and are the responsibility of University management.

Financial Highlights

The University reported favorable year-end results for the fifth consecutive year. Once again stable enrollment, a modest tuition increase, solid investment returns, and a continued focus on reducing operating costs are contributing factors to these successful results.

Overall the University's financial position improved at June 30, 2014. Total assets rose 15.9 percent from $1.64 to $1.90 billion. Liabilities increased $123.4 million and totaled $774.2 million. Significant financial events during fiscal year 2014 were:

- Although the University was authorized to increase tuition by 2.0 percent, the University implemented a 1.5 percent tuition and fee increase for all Oxford campus students. Tuition and fees on the regional campuses were increased 2.0 percent for upper division courses and 2.3 percent for lower division courses for both resident and non-resident students as was authorized by the Ohio General Assembly.
- The fall 2013 first-year enrollment was 3,644 on the Oxford campus, which represented a 2.4 percent decrease over the previous year, but surpassed the institutional goal of 3,600 students. The reduction in the size of the freshman class was intentional as the prior class significantly exceeded the 3,600 target for the class. In addition, the academic quality of the incoming class improved substantially with average ACT scores increasing from 26.5 to 27.5 and the average grade point average increasing from 3.63 to 3.72. Non-resident first-year enrollment was 39.5 percent as compared to 38.5 percent for the fall 2012 class. In addition, there was an 11.9 percent increase in transfer students and regional campus relocation students, while international student enrollment also increased by 36 students or 23.4 percent. The first-year class enrollment on the Hamilton and Middletown campuses decreased by 54 and 23 students, respectively.
- The investment portfolios produced solid results for the fiscal year. For the fifth consecutive year, operational investments experienced positive returns recording earnings of 5.2 percent, which is an improvement over the 3.5 percent in the previous fiscal year. These results were once again achieved in spite of another year of near zero short-term interest rates. The combined University and Foundation managed endowment pools reported positive returns of 14.6 percent, which is also an improvement over the 11.2 percent returns from the 2013 fiscal year. These positive returns are attributable to improved University operating cash flow, solid investment performance, and sustained donor contributions.
- For fiscal year 2014, the University increased salaries by 2.5 percent. This resulted in general fund salary expense on all three campuses increasing by $5.8 million to $173.6 million, which was $8.8 million below the adopted budget. Although a hiring freeze is not in affect, requests to add new positions or fill previously vacant positions are carefully scrutinized.
- The continuation of the health insurance changes resulted in a reduction of employee health insurance claims of $4.2 million or 14.1 percent, which is in addition to last year's $5.6 million reduction. These changes included a reduction in health care coverage for spouses, a focused effort on employee wellness programs and education, and the employee on-site health clinic in order to reduce emergency room visits. Overall, general fund benefit expense was $16.1 million less than budget.
- In March 2014, an additional $135.0 million in general receipts revenue bonds were issued to fund planned capital projects (see the Capital Assets and Debt Administration section for more information).

Statements of Net Position

The Statements of Net Position presents the assets, liabilities, deferred outflows/inflows of resources, and net position of the University as of the end of the fiscal year. The difference between total assets and total liabilities, or net position, is one indicator of the overall strength of the institution. Also, the increase or decrease in total net position indicates whether the financial position of the institution is improving or declining. Except for capital assets, all other assets and liabilities are measured at a point in time using current values. Capital assets are recorded at historical cost less an allowance for depreciation.

Net position is classified into three major categories. The first category, invested in capital assets, reports the institution's net equity in property, plant, and equipment. The second major category, restricted net position, reports assets that are owned by the institution, but the use or purpose of the funds is restricted by an external source or entity. This category is subdivided into two types: nonexpendable and expendable. Nonexpendable restricted assets are primarily endowment funds that may be invested for income and capital gains, but the endowed principal may not be spent. Expendable restricted assets may be spent by the institution, but only for the purpose specified by the donor, grantor, or other external entity. The third category, unrestricted net position, is separated into two types: allocated and unallocated. Allocated unrestricted assets are available to the institution, but are set aside for a specific purpose by University policy, management, or the governing board. Unallocated unrestricted assets are available to be used for any lawful purpose of the institution.

	2014	2013	2012
Assets			
Current assets	$ 762,437,071	$ 630,190,581	$ 529,678,151
Capital assets, net	943,645,967	832,124,564	738,665,680
Long-term investments	179,581,020	163,672,938	155,941,906
Other assets	9,801,424	9,511,837	7,035,261
Total assets	**$ 1,895,465,482**	**$ 1,635,499,920**	**$ 1,431,320,998**
Deferred Outflows of Resources			
Deferred loss on refunding	$ 277,378	$ 348,672	$ 431,855
Liabilities			
Current liabilities	$ 93,935,492	$ 99,114,983	$ 85,563,200
Noncurrent liabilities	680,251,041	551,640,695	446,508,394
Total liabilities	**$ 774,186,533**	**$ 650,755,678**	**$ 532,071,594**
Deferred Inflows of Resources			
Deferred gains on refunding	$ 967,350	$ 1,064,085	$ 1,160,820
Net Position			
Investment in capital assets	$ 529,298,910	$ 494,296,482	$ 479,937,861
Restricted – nonexpendable	97,225,874	89,565,237	84,392,200
Restricted – expendable	70,578,905	68,160,201	63,999,857
Unrestricted – allocated	410,344,845	322,480,209	262,999,984
Unrestricted – unallocated	13,140,443	9,526,700	7,190,537
Total net position	**$ 1,120,588,977**	**$ 984,028,829**	**$ 898,520,439**

Fiscal Year 2014

Total assets of the institution increased 15.9 percent or $260.0 million in fiscal year 2014. This increase was primarily a result of the increase in investments and capital assets. The $62.7 million or 22.0 percent decrease in cash and cash equivalents is the result of the utilization of the bond proceeds for the construction and renovation of capital assets and the unspent 2014 series bond proceeds. The $205.7 million or 44.7 percent increase in investments is primarily attributable to the unspent Series 2012 and 2014 general receipts revenue bond proceeds and continued positive investment performance. Details of the $111.5 million or 13.4 percent increase in capital assets are provided in the Capital Assets and Debt Administration section of this report.

Total liabilities of the institution increased $123.4 million or 19.0 percent, which was primarily the net result of the $135.0 million issuance of Series 2014 general receipts revenue bonds and the repayment of outstanding bonds and leases payable. Additional details on bonds and leases are provided in the Capital Assets and Debt Administration section of this report. The $7.5 million or 18.0 percent decrease in the accounts payable liability is primarily related to the timing of the receipt of capital projects invoices. Other current and long-term liabilities remained relatively unchanged. Overall, net position increased by $136.6 million.

Fiscal Year 2013

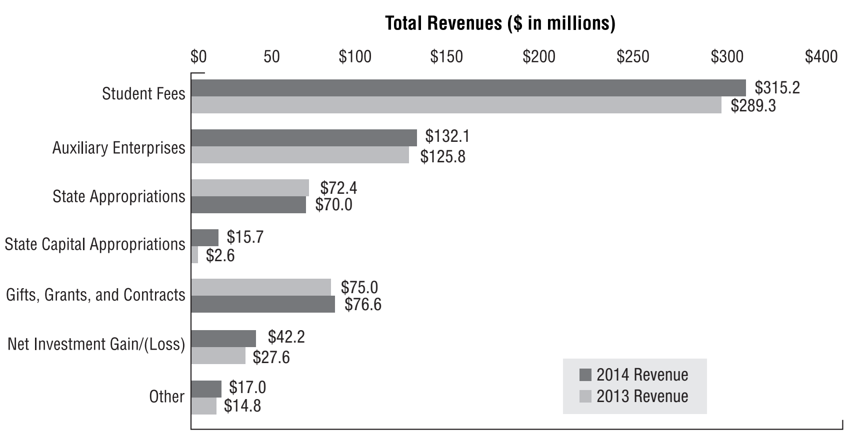
Total assets increased 14.3 percent or $204.2 million while total liabilities increased $118.7 million or 22.3 percent. The net increase in assets is primarily a result of the increase in cash and cash equivalents from unspent Series 2011 and 2012 general receipts revenue bond proceeds, investments from improved investment performance, and capital assets. The issuance of the Series 2012 general receipts revenue bonds, which was offset in part by the repayment of outstanding bonds and leases payable, and an increase in the accounts payable liability due to the large number of outstanding capital project invoices were the primary reason for the increase in liabilities. Overall, net position increased by $85.5 million.

Statements of Revenues, Expenses and Changes in Net Position

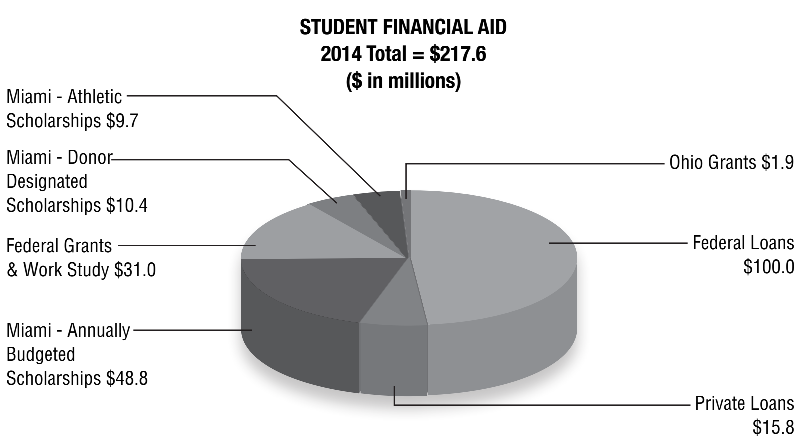
The Statements of Revenues, Expenses, and Changes in Net Position presents the University's results of operations for the fiscal year. The revenues and expenses are generally reported as either operating or non-operating. Operating revenues are generated by providing goods and services to customers and constituencies of the institution. Operating expenses are incurred when goods and services are provided by vendors and employees for the overall operations of the University. Non-operating revenues include the student instructional subsidy from the State of Ohio, while other revenues include the State's capital appropriation. Investment returns are also included in non-operating revenue. Interest on debt is the primary component of non-operating expense.

In fiscal year 2014, total revenues of the institution from all sources were approximately $669.6 million, which represents a $62.9 million or 10.3 percent increase. Approximately 71.1 percent of revenues were classified as operating, and 24.7 percent were classified as non-operating revenues.

	2014	2013	2012
Operating revenues	$ 476,260,658	$ 444,370,551	$ 435,633,387
Non-operating revenues	165,234,064	151,479,564	116,579,887
Other revenues	28,106,926	10,813,806	16,952,417
Total revenues	**669,601,648**	**606,663,921**	**569,165,691**
Operating expenses	(510,737,308)	(499,584,346)	(512,168,814)
Non-operating expenses	(22,304,192)	(21,571,185)	(18,465,540)
Total expenses	**(533,041,500)**	**(521,155,531)**	**(530,634,354)**
Change in net position	**$ 136,560,148**	**$ 85,508,390**	**$ 38,531,337**



The University revenue base is shown in the accompanying chart. Student tuition and fees make up the largest percentage of revenues at slightly more than 47 percent, while auxiliary enterprises such as residence and dining halls, several student recreational facilities, and the bookstore account for the second highest amount at 19.7 percent. Gifts, grants, and contracts remained relatively unchanged from last fiscal year and represent 11.2 percent, while endowment and investment income increased substantially due to factors that were previously discussed. Although state appropriations increased by $2.4 million, the proportion to total revenues decreased to 10.8 percent. The increase in state capital appropriations is primarily a result of one-time funding for the renovation of Kreger Hall.



The University continues to expand the merit scholarship packages for in-state and out-of-state students in order to recognize student achievement and to continue to make a high quality education more affordable for parents and students. In fiscal year 2014, Miami-funded financial aid increased by $5.7 million or 9.0 percent. In total, financial aid awards were $217.6 million.

Fiscal Year 2014

Operating revenues increased by 7.2 percent or $31.9 million in fiscal year 2014. This increase was the result of several factors including a 1.5 percent tuition and fee increase for all Oxford students, $7.9 million in tuition revenues from the new winter semester, and a 1.6 percent increase in room and board rates. The tuition and fee increase of 2.0 percent for upper division courses and 2.3 percent for lower division courses on the regional campuses also contributed to the overall increase.

Operating expenses increased by 2.2 percent or $11.2 million. This increase is a result of a 2.5 percent salary increase for all employees offset by a 14.1 percent decrease in health insurance claim expense. In addition, operating expenses continue to be controlled through salary savings that are a direct result of the reduction in positions and number of vacant positions throughout the fiscal year.

The majority of the $13.0 million increase in non-operating revenues and expenses is a net result of a $14.6 million increase in net investment income, a $2.4 million increase in state appropriations, and $3.3 million decrease in gifts. The $17.3 million increase in other revenues is primarily attributable to the $13.2 million increase in state capital appropriations, the majority of which was provided for the renovation of Kreger Hall.

Fiscal Year 2013

Operating revenues increased by $8.7 million primarily due to a 3.5 percent tuition and fee increase for resident undergraduate students, a 3.0 percent increase for non-resident undergraduate students on all three campuses, and a 3.5 percent increase in room and board rates. Operating expenses decreased by $12.6 million primarily due to a decrease in health insurance claim expense, a 2.5 percent salary increase for all employees, and absence of the one-time payments in fiscal year 2012 to outside consultants for operational reviews.

The majority of the increase in non-operating revenues and expenses was attributable to the $29.5 million increase in net investment income and a $3.1 million increase in the interest payments on outstanding debt. The decrease in other revenues is primarily attributable to the $4.1 million decrease in state capital appropriations.

Statements of Cash Flows

The Statements of Cash Flows presents detailed information about the major sources and uses of cash by the institution for the fiscal year. The cash flow analysis is divided into four types of cash flows: operating activities, noncapital financing activities (which includes the state appropriations as well as gift revenues), capital and related financing activities (which includes debt activity), and investing activities.

	2014	**2013**	**2012**
Net cash provided by (used in) operating activities	$ 7,177,113	$ (25,681,405)	$ (36,652,109)
Net cash provided by noncapital financing activities	119,524,199	123,128,206	118,868,486
Net cash (used in) provided by capital and related financing activities	(26,002,906)	(19,984,280)	48,751,164
Net cash (used in) investing activities	(163,424,976)	(49,449,630)	(19,415,722)
Net (decrease) increase in cash and cash equivalents	**(62,726,570)**	**28,012,891**	**111,551,819**
Cash and Cash Equivalents			
Beginning of year	284,944,363	256,931,472	145,379,653
End of year	**$ 222,217,793**	**$ 284,944,363**	**$ 256,931,472**

The net $62.7 million decrease in the fiscal year 2014 cash and cash equivalents balance primarily relates to the utilization of bond proceeds for the construction and renovation of capital assets and the unspent 2014 series bond proceeds.

Throughout the year, cash was used for capital acquisitions, payment of debt, investment activities, and operating activities. These uses of cash were offset in part by the cash provided by tuition and fees, state appropriations, sales by auxiliary enterprises, gifts, and grants.

Capital Assets and Debt Administration

During fiscal year 2014, the University completed and capitalized several projects. These projects were funded by a combination of bond proceeds, state capital appropriations, gifts, and local funding. The bond proceeds were generated from the 2010A and 2010B Series General Receipts Revenue Bonds totaling $125 million, the 2011 Series General Receipts Revenue Bonds totaling $148.8 million, and the 2012 Series General Receipts Revenue Bonds totaling $116.1 million. Major projects capitalized in 2014 include renovation projects at the Armstrong Student Center, Etheridge Hall, Maplestreet Station, Western Dining Hall, Anderson Hall, and McFarland Hall. See Note 5 for additional information concerning capital assets and accumulated depreciation.

During fiscal year 2014, the University issued $135,035,000 in General Receipts Revenue Bonds. The proceeds are being used to provide continued funding for the multi-phase effort to renovate all campus student housing and dining facilities.

The University's bond rating remained the same with a rating of Aa3 from Moody's Investors Services and a rating of AA from Fitch Ratings. For more detailed information on current outstanding debt, see Note 6.

Economic Factors That Will Affect the Future

During fiscal year 2014, Miami University faculty and staff finalized the goals and objectives of the Miami 2020 Plan. The unifying goal of this plan is to "Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes". All divisions and departments have developed plans and metrics specific to their areas in order to achieve the 2020 Plan goals and objectives including the three core foundations of transformational work environment, inclusive culture and global engagement, and effective partnerships and outreach. Annual progress reports on the metrics and objectives will be created and shared with the Board of Trustees over the next five years.

Fiscal year 2015 represents the last year for implementing the recommendations of the Strategic Priorities Task Force (SPTF), which were approved in 2011. Over this five year period, the recommendations were intended to produce approximately $10 million in new revenue and approximately $30 million in expense reductions through improved efficiencies, savings and reallocation of funds. New strategic priority revenues initiatives are included in the fiscal year 2015 operating budget totaling $7.7 million. The additional revenue will primarily be realized through increased non-resident and international enrollments and increasing the number of tuition paying graduate students. Also included in the 2015 operating budget is a $7.3 million reduction in expenditures related to Strategic Priorities initiatives. By achieving the fiscal year 2015 revenue additions and expense reductions, the University will exceed the goals set out by the Strategic Priorities Task Force.

Business Insider ranks Miami #30 among the "104 Smartest Public Colleges in America."

Throughout fiscal year 2014, the University transitioned from its traditional incremental budget framework to Responsibility Center Management (RCM). The RCM budget model provides a decentralized managerial framework for internal budgeting and financial reporting that assigns academic divisions greater accountability for generating tuition revenue and determining how new tuition revenue is allocated. At the end of fiscal year 2014, tuition funds net of student financial aid and waivers in excess of the amount budgeted were returned to the academic divisions totaling $9.2 million.

The fall 2014 first-year enrollment is approximately 3,650 at the Oxford campus, which surpassed the goal of 3,600 students and is approximately the same as the previous year. For the second consecutive year, the academic quality of the incoming class improved with average ACT scores increasing from 27.5 to 27.6. Non-resident first-year enrollment is 43.4 percent as compared to 39.5 percent for the fall 2013 class. In addition, transfer students and regional campus relocation students remained relatively the same as the previous fiscal year. The University implemented a 2.0 percent tuition and fee increase for resident and non-resident undergraduate and graduate students for all campuses. First-year enrollments at the Hamilton campus decreased by 6.4 percent, while the Middletown campus increased by 1.1 percent. However, overall enrollments decreased on both campuses for the fall 2014.

For fiscal year 2015, the University's state share of instruction is budgeted to decrease by approximately $2.9 million or 5.0 percent for the Oxford campus, $1.1 million or 16.2 percent for the Hamilton campus, and $0.9 million or 16.5 percent for the Middletown campus. These decreases were a result of the governor initiated Ohio Higher Education Funding Commission recommendations for recasting the state's funding formula for higher education and as such were anticipated and incorporated into the fiscal year 2015 budget.

The University's Love and Honor Campaign, which closed on December 31, 2013, was declared a resounding success. The total contributions of $535.6 million surpassed the goal of $500 million with more than 105,000 alumni, parents, corporations and foundations contributing. These funds will provide new scholarships that will allow thousands of students access to a Miami education, faculty recruiting and retention opportunities, new chairs and professorships, and funds for capital improvements. Looking ahead, the development priorities are endowed scholarships for incoming students, the East Wing of the Armstrong Student Center, Intercollegiate Athletics, faculty support, and residence hall renovations.

Higher education continues to experience a high degree of change. Technology is transforming the learning environment and new models of education are continually being discovered. In addition, the cost of tuition and student debt are a national concern that is expected to result in further changes. While the future outlook for higher education remains challenging, Miami University remains optimistic about the strategic vision outlined in its 2020 Plan and ability to adapt to future changes.

Statements of Net Position JUNE 30, 2014 AND 2013 MIAMI UNIVERSITY

Assets

	Miami University		University Foundation	
	2014	2013	2014	2013
CURRENT ASSETS				
Cash and cash equivalents (includes bond proceeds of $156.6 million at FY 14 and $224.5 million at FY 13)	$ 222,217,793	$ 284,944,363	$ 30,124,889	$ 27,353,886
Investments	486,452,808	296,657,289	0	0
Accounts, pledges and notes receivable, net	45,083,632	40,231,976	13,480,834	12,849,308
Inventories	4,142,695	3,868,620	0	0
Prepaid expenses and deferred charges	4,540,143	4,488,333	0	0
Total current assets	**762,437,071**	**630,190,581**	**43,605,723**	**40,203,194**
NONCURRENT ASSETS				
Restricted cash and cash equivalents	0	0	1,235,667	597,912
Investments	179,581,020	163,672,938	455,607,806	408,011,774
Pledges and notes receivable, net	9,801,424	9,511,837	20,356,737	21,240,396
Nondepreciable capital assets	122,644,547	153,230,904	0	0
Depreciable capital assets, net	821,001,420	678,893,660	0	0
Total noncurrent assets	**1,133,028,411**	**1,005,309,339**	**477,200,210**	**429,850,082**
Total assets	**$ 1,895,465,482**	**$ 1,635,499,920**	**$ 520,805,933**	**$ 470,053,276**
DEFERRED OUTFLOWS OF RESOURCES				
Deferred loss on refunding	$ 277,378	$ 348,672	$ 0	$ 0

Liabilities

	Miami University 2014	Miami University 2013	University Foundation 2014	University Foundation 2013
CURRENT LIABILITIES				
Accounts payable	$ 34,278,138	$ 41,810,461	$ 15,389,462	$ 14,095,399
Accrued salaries and wages	14,457,070	14,825,571	0	0
Accrued compensated absences	1,473,335	1,604,876	0	0
Unearned revenue	7,769,989	8,020,623	0	0
Deposits	12,513,896	11,810,307	0	0
Long-term debt - current portion	23,443,064	21,043,145	0	0
Other current liabilities	0	0	592,752	540,160
Total current liabilities	**93,935,492**	**99,114,983**	**15,982,214**	**14,635,559**
NONCURRENT LIABILITIES				
Accrued compensated absences	15,640,527	14,561,171	0	0
Bonds payable	655,613,190	528,009,069	0	0
Capital leases payable	2,521,800	2,640,587	0	0
Federal Perkins loan program	6,475,524	6,429,868	0	0
Other noncurrent liabilities	0	0	188,369,166	172,017,446
Total noncurrent liabilities	**680,251,041**	**551,640,695**	**188,369,166**	**172,017,446**
Total liabilities	**$ 774,186,533**	**$ 650,755,678**	**$ 204,351,380**	**$ 186,653,005**
DEFERRED INFLOWS OF RESOURCES				
Deferred gains on refunding	$ 967,350	$ 1,064,085	$ 0	$ 0

Net Position

	Miami University 2014	Miami University 2013	University Foundation 2014	University Foundation 2013
Investment in capital assets	$ 529,298,910	$ 494,296,482	$ 0	$ 0
Restricted:				
Nonexpendable	97,225,874	89,565,237	175,746,425	166,432,123
Expendable	70,578,905	68,160,201	139,682,354	116,115,163
Unrestricted	423,485,288	332,006,909	1,025,774	852,985
Total net position	**$ 1,120,588,977**	**$ 984,028,829**	**$ 316,454,553**	**$ 283,400,271**

See accompanying notes to financial statements.

Statements of Revenues, Expenses and Changes in Net Position JUNE 30, 2014 AND 2013

MIAMI UNIVERSITY

	Miami University		University Foundation	
	2014	2013	2014	2013
OPERATING REVENUES				
Tuition, fees, and other student charges	$ 389,940,924	$ 356,215,310	$ 0	$ 0
Less allowance for student scholarships	(74,745,160)	(66,944,417)	0	0
Net tuition, fees, and other student charges	315,195,764	289,270,893	0	0
Sales and services of auxiliary enterprises	137,195,505	130,854,800	0	0
Less allowance for student scholarships	(5,121,827)	(5,075,794)	0	0
Net sales and services of auxiliary enterprises	132,073,678	125,779,006	0	0
Federal contracts	13,577,688	14,395,007	0	0
Gifts	0	0	13,478,870	(1,295,923)
Sales and services of educational activities	2,103,301	2,163,226	0	0
Private contracts	3,220,402	2,379,107	0	0
State contracts	480,090	1,082,148	0	0
Local contracts	(371,758)	299,267	0	0
Other	9,981,493	9,001,897	0	0
Total operating revenues	**476,260,658**	**444,370,551**	**13,478,870**	**(1,295,923)**
OPERATING EXPENSES				
Education and General				
Instruction and departmental research	168,592,629	162,874,433	0	0
Separately budgeted research	14,226,594	15,206,678	0	0
Public service	2,658,744	1,975,070	0	0
Academic support	56,332,879	56,731,618	0	0
Student services	21,638,029	22,538,535	0	0
Institutional support	43,819,367	39,273,599	0	0
Operation and maintenance of plant	33,034,431	33,259,424	0	0
Scholarships and fellowships	17,975,846	21,644,139	0	0
Auxiliary enterprises	104,987,844	104,539,337	0	0
Depreciation	41,000,538	37,874,305	0	0
Other	6,470,407	3,667,208	0	0
Total operating expenses	**510,737,308**	**499,584,346**	**0**	**0**
Net operating (loss) income	**(34,476,650)**	**(55,213,795)**	**13,478,870**	**(1,295,923)**
NON-OPERATING REVENUES (EXPENSES)				
State appropriations	72,399,116	69,966,227	0	0
Gifts, including those from the University Foundation	21,323,618	24,618,328	0	0
Federal grants	23,094,957	24,418,522	0	0
Net investment income, net of investment expense of $2,339,595 for the University and $3,083,591 for the Foundation in FY14 $2,018,200 for the University and $2,788,198 for the Foundation in FY13	42,236,848	27,639,731	33,453,892	21,510,509
State grants	1,250,335	1,194,978	0	0
Interest on debt	(21,326,076)	(20,429,656)	0	0
Payments to Miami University	0	0	(24,214,321)	(19,672,471)
Other non-operating revenues	3,951,074	2,500,249	1,191,748	826,080
Net non-operating revenues (expenses)	**142,929,872**	**129,908,379**	**10,431,319**	**2,664,118**
Income before other revenues, expenses, and gains or losses	**108,453,222**	**74,694,584**	**23,910,189**	**1,368,195**
OTHER REVENUES, EXPENSES, GAINS, OR LOSSES				
State capital appropriation	15,719,213	2,559,532	0	0
Capital grants and gifts	11,793,811	7,462,467	0	0
Additions to permanent endowments	593,902	791,807	9,144,093	5,658,546
Total other revenues, expenses, gains, or losses	**28,106,926**	**10,813,806**	**9,144,093**	**5,658,546**
CHANGE IN NET POSITION	**136,560,148**	**85,508,390**	**33,054,282**	**7,026,741**
Total net position at beginning of year, as restated (Note 2)	984,028,829	898,520,439	283,400,271	276,373,530
Total net position at end of year	**$1,120,588,977**	**$ 984,028,829**	**$ 316,454,553**	**$ 283,400,271**

See accompanying notes to financial statements.

Statements of Cash Flows JUNE 30, 2014 AND 2013 MIAMI UNIVERSITY

	2014	2013
CASH FLOWS FROM OPERATING ACTIVITIES		
Tuition, fees, and other student charges	$ 390,519,218	$ 354,607,300
Sales and services of auxiliary enterprises	137,333,781	130,864,960
Contracts	16,891,706	13,667,938
Other operating receipts	12,183,837	11,024,219
Payments for employee compensation and benefits	(311,542,692)	(311,740,283)
Payments to vendors for services and materials	(139,885,459)	(131,292,113)
Student scholarships	(97,842,833)	(92,828,014)
Loans issued to students and employees	(2,165,124)	(2,537,122)
Collection of loans from students and employees	1,684,679	2,551,710
Net cash flows provided by (used in) operating activities	7,177,113	(25,681,405)
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES		
State share of instruction funds	74,768,562	72,335,673
Grants for noncapital purposes	24,345,292	25,613,500
Gifts	20,410,345	25,179,033
Net cash flows provided by noncapital financing activities	119,524,199	123,128,206
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES		
State capital appropriation	11,586,117	2,195,821
Grants for capital purposes	11,277,438	7,250,544
Other capital and related receipts	1,240,112	130,802
Proceeds from debt obligations	150,981,187	126,154,233
Payments to construct, renovate, or purchase capital assets	(156,345,207)	(113,758,411)
Principal paid on outstanding debt	(19,486,352)	(19,224,094)
Interest paid on outstanding debt	(25,256,201)	(22,733,175)
Net cash flows used in capital and related financing activities	(26,002,906)	(19,984,280)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of investments	57,188,128	59,025,581
Purchases of investments	(228,118,279)	(117,297,550)
Endowment income	15,689,672	3,911,739
Other investment income	(8,184,497)	4,910,600
Net cash flows used in investing activities	(163,424,976)	(49,449,630)
Net (decrease) increase in cash and cash equivalents	**(62,726,570)**	**28,012,891**
CASH AND CASH EQUIVALENTS		
Beginning	284,944,363	256,931,472
Ending	**$ 222,217,793**	**$ 284,944,363**
RECONCILIATION OF OPERATING LOSS TO NET CASH FLOWS USED IN OPERATING ACTIVITIES		
Operating loss	$ (34,476,650)	$ (55,213,795)
Adjustments to reconcile net operating loss to net cash provided by (used in) operating activities:		
Depreciation expense	41,000,538	37,874,305
Net (loss) gain on disposal of capital assets	(2,146,878)	7,789
Accounts receivable bad debt adjustments	382,620	338,082
Adjustments to reconcile change in net position to net cash provided by (used in) operating activities:		
Accounts receivable	711,949	(4,489,936)
Inventories	(274,075)	361,864
Prepaid expenses and deferred charges	289,699	(1,150,940)
Notes receivable	(385,908)	182,697
Accounts payable	997,893	(24,171)
Accrued salaries and wages	(368,501)	(2,769,077)
Compensated absences	947,815	359,101
Unearned revenue and deposits	452,955	(1,158,043)
Federal Perkins loans	45,656	719
Net cash flows provided by (used in) operating activities	**$ 7,177,113**	**$ (25,681,405)**
Supplemental Disclosure of NonCash Information:		
Property and equipment included in accounts payable	$ 14,713,179	$ 23,205,243
Property and equipment acquired by gifts in kind	$ 516,374	$ 211,924

See accompanying notes to financial statements.

(1) Summary of Significant Accounting Policies

Miami University (the University) is a land grant institution chartered by the State of Ohio in 1809 and governed by a Board of Trustees (the board). The board consists of up to 17 members, including two student members and up to six non-voting national trustees. Voting members are appointed one each year for nine-year terms by the governor with the advice and consent of the state senate. The two student non-voting members are appointed for two-year staggered terms by the governor with the advice and consent of the senate, and the national trustees are appointed by the voting members and can serve for no more than two consecutive three-year terms.

The Governmental Accounting Standards Boards (GASB) Statement No. 39 sets forth criteria to determine whether certain organizations for which the University is not financially accountable should be reported as component units based on the nature and significance of their relationship with the University. The Miami University Foundation (the Foundation), which is a separate not-for-profit foundation, meets this criteria due to the significance of their operational or financial relationships with the University. Note 10 provides additional information on the Foundation. Certain disclosures concerning the Foundation are not included because it has been audited separately for the year ended June 30, 2014 and reports have been issued under separate cover.

The University's financial statements are included as a discretely presented component unit in the State of Ohio's Comprehensive Annual Financial Report.

Basis for Presentation

The financial statements of the University have been prepared on the accrual basis of accounting, whereby revenues are recognized when earned and expenses are recorded when the related liability has been incurred. For financial reporting purposes, the University is considered a special-purpose government engaged only in business-type activities as defined by GASB Statement No. 34 and 35.

Recent and Pending Accounting Pronouncements

Effective July 1, 2013, the University adopted GASB Statement No. 65, *Items Previously Reported as Assets and Liabilities*. This Statement establishes accounting and financial reporting standards that reclassify, as deferred outflows of resources or deferred inflows of resources, certain items that were previously reported as assets and liabilities and recognizes, as outflows of resources or inflows of resources, certain items that were previously reported as assets and liabilities. The Statement is effective for periods beginning after December 15, 2012. The adoption of this Statement changed the presentation of the basic financial statements to include deferred inflows and outflows as well as a restatement of prior year financial statements to conform to the 2014 presentation as is presented in Note 2.

Effective July 1, 2013, the University adopted GASB Statement No. 66, *Technical Corrections—2012—an amendment of GASB Statements No. 10 and No. 62*. The objective of this Statement is to improve accounting and financial reporting for a governmental financial reporting entity by resolving conflicting guidance that resulted from the issuance of two pronouncements, Statements No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, and No. 62, Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements. The Statement is effective for periods beginning after December 15, 2012. There has been no impact to the University financial statements due to the adoption of Statement No. 66.

Effective July 1, 2013 the University adopted GASB Statement No.67, *Financial Reporting for Pension Plans – an amendment of GASB Statement No. 35*. The objective of this Statement is to improve financial reporting by state and local governmental pension plans. The Statement is effective for periods beginning after June 15, 2013. There has been no impact to the University financial statements due to the adoption of Statement No. 67.

In June 2012, GASB issued Statement No. 68, *Accounting and Financial Reporting for Pensions—an amendment of GASB Statement No. 27.* The primary objective of this Statement is to improve accounting and financial reporting by state and local governments for pensions. It also improves information provided by state and local governmental employers about financial support for pensions that is provided by other entities. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for pensions with regard to providing decision-useful information, supporting assessments of accountability and interperiod equity, and creating additional transparency. The Statement is effective for periods beginning after June 15, 2014. The University has determined this pronouncement will have a substantial impact on the financial statements.

In January 2013, GASB issued Statement No. 69, *Government Combinations and Disposals of Government Operations*. This Statement establishes accounting and financial reporting standards related to government combinations and disposals of government operations. As used in this Statement, the term government combinations include a variety of transactions referred to as mergers, acquisitions, and transfers of operations. The Statement is effective for periods beginning after December 15, 2013. The University believes this Statement will not have an impact on the financial statements.

In April 2013, GASB issued Statement No. 70, *Accounting and Financial Reporting for Nonexchange Financial Guarantees*. The objective of this Statement is to improve accounting and financial reporting by state and local governments that extend and receive nonexchange financial guarantees. The Statement is effective for periods beginning after June 15, 2013. There has been no impact to the University financial statements due to the adoption of Statement No. 70.

In November 2013, GASB issued Statement No. 71, *Pension Transition for Contributions Made Subsequent to the Measurement Date—an amendment of GASB Statement No. 68*. The objective of this Statement is address an issue regarding an application of the transition provisions of Statement No. 68. The Statement is effective for periods beginning after June 15, 2014. The University has not yet determined the impact this Statement will have on the financial statements.

Cash and Cash Equivalents

Cash consists primarily of cash in banks and money market accounts. Cash equivalents are short-term, highly liquid investments readily convertible to cash, with an original maturity of three months or less.

Investments

Investments that are market traded, such as equity and debt securities, mutual funds, and cash equivalents, are recorded at fair value based on quoted market prices, as established by the major securities markets. The value of holdings of commingled funds investing in publicly traded stocks and bonds and not having a readily determined market value for fund units is based on the funds' net asset value as supplied by the investment manager. Investments in real estate are recorded at appraised value at the date of donation.

Investment income is recorded on the accrual basis and purchases and sales of investments are recorded on a trade-date basis. Investment transactions occurring on or before June 30 that settle after such date are recorded as receivables or payables.

Inventories

The University bookstore inventories are stated at the lower of first-in, first-out cost or net realizable value. The supply room inventories are stated at the weighted average value. All other inventories, including the Culinary Support Center and Goggin Ice Center, are stated at the last price paid value.

Capital Assets

Land, buildings, and equipment are recorded at cost at date of acquisition or market value at date of donation in the case of gifts. Intangible assets include patents, trademarks, land rights and computer software. Land, collections of works of art and historical treasures are capitalized but not depreciated. Any collection that is not capitalized is charged to operations at the time of purchase. Depreciation is computed using the straight-line method over the estimated useful lives of the respective assets. Estimated useful lives are 50 years for buildings; 25 years for infrastructure, library books and land improvements; 20 years for improvements to buildings; and 5 to 7 years for equipment, vehicles, and furniture. Intangible assets are depreciated based on the estimated life of each asset. The University's capitalization threshold is the lower of 5 percent of the original building cost or $100,000 for building renovations and $5,000 for other capitalized items. The capitalization threshold for intangible assets is $100,000 except for internally generated computer software which has a threshold of $500,000.

Unearned Revenue

Tuition and fees relating to summer sessions that are conducted in July and August are recorded in the accompanying statement of net position as unearned revenue. Unearned revenue also includes the amounts received from grant and contract sponsors that have not yet been earned and amounts received from a tuition payment service for payments received for the next fiscal year. These will be recorded as revenue in the following fiscal year.

Operating and Non-operating Revenue

The University defines operating activities, for purposes of reporting on the Statement of Revenues, Expenses, and Changes in Net Position, as those activities that generally result from exchange transactions such as payments received for providing services and payments made for services or goods received. Substantially all of the University's expenses are from exchange transactions. Certain significant revenue streams relied upon for operations are recorded as non-operating revenues, as defined by GASB Statement No. 35, including state appropriations, gifts, and investment income.

Bond premiums, discounts and issuance costs

Bond premiums and discounts costs are deferred and amortized over the life of the bonds using the straight line method. Bond issuance costs are recognized as an expense in the period incurred.

Deferred Outflows/Inflows of Resources

Deferred outflows of resources are a consumption of net positions by the University that is applicable to a future reporting period. Deferred inflows of resources are an acquisition of net positions by the University that is applicable to a future reporting period.

Compensated Absences

Full-time unclassified staff earn vacation at rates of 18 to 22 days per year, based on the term of their employment contract, with a maximum accrual of 52 days. Classified employees earn vacation at rates up to 25 days per year, based on years of service and hours reported, with a maximum accrual equivalent to the amount earned in three years. Upon retirement, termination, or death, the employee is compensated at the final rate of pay for unused vacation up to a maximum of 40 days. Faculty accrue no vacation benefits.

Full-time faculty, unclassified staff, and classified staff earn 15 days of sick leave per year and individuals who work less than full-time earn sick leave on a pro-rata basis. There is no limit on the number of sick leave hours that can be accumulated. Upon retirement a staff member with 10 or more years of Ohio public service is paid for one-fourth the value of earned but unused sick leave not to exceed 30 days, based on the employee's rate of pay at the time of retirement. The termination payment method is used to compute the liability for sick leave. Employees transferring to or from another State of Ohio agency may transfer any unused accumulated sick leave entitlement to/from the new agency. Persons leaving employment for reasons other than retirement are not compensated for unused sick leave.

Net Positions

Net positions are divided into three major categories. The first category, investment in capital assets, which does not include unspent bond proceeds, reports the institution's net equity in property, plant, and equipment. The second major category is restricted net position. This category contains assets that are owned by the institution, but the use or purpose of the funds is restricted by an external source or entity. The corpus of the nonexpendable restricted assets is available for investment purposes only. The expendable restricted assets may be expended by the institution, but must be spent only for the purpose as determined by a donor or external entity. The income generated from the nonexpendable restricted investments and the expendable restricted funds may be used for student loans, scholarships and fellowships, instruction, research, and other needs to support the operation of the University. The third category is unrestricted net position and is separated into two types: allocated and unallocated. Allocated unrestricted assets are available to the institution, but are allocated for a specific purpose within the institution by University policy, management, or the governing board. The allocated unrestricted net assets were $410,344,845 and $322,480,209 as of June 30, 2014 and 2013, respectively. Unallocated unrestricted net assets are available to be used for any lawful purpose of the institution.

Tax status

The University is exempt from federal income taxes under Section 115 of the Internal Revenue Code. As such, the University is subject to federal income taxes only on unrelated business income, if any, under the provisions of Section 511 in the Internal Revenue Code.

Estimates

Management has made, where necessary, estimates and judgments that affect certain amounts reported in the financial statements. The estimates and judgments are based on currently available information, and actual results could differ from those estimates.

Subsequent Events

The University has evaluated events occurring between the end of our most recent fiscal year and October 15, 2014, the date the financial statements were issued.

Reclassifications

Certain items in the 2013 financial statements have been reclassified to conform to the 2014 presentation.

Miami has been on of Kiplinger's 100 best values in public colleges every year since 1998.

(2) Restatement for Implementation of a New Accounting Standard

For the year ended June 30, 2014, Miami University implemented the provisions of GASB Statement No. 65 – *Items Previously Reported as Assets and Liabilities.* Among other changes, this Statement changed the manner in which governments account for most debt issuance costs. Under this Statement, debt issuance costs, should be recognized as an expense in the period incurred. As a result of implementing this Statement, Miami University was required to remove debt issuance costs that had previously been reported as bonds payable and restate net position to the earliest period presented. The effect of the restatement on net position and change in net position is as follows:

	2013	2012
Net position as previously reported, June 30	$ 987,622,469	$ 901,179,516
Adjustment to write-off debt issuance costs	(3,593,640)	(2,659,077)
Net position as restated, June 30	**$ 984,028,829**	**$ 898,520,439**
Change in net position as previously reported	$ 86,442,953	$ 39,501,049
Adjustment to write-off debt issuance costs	(934,563)	(969,712)
Change in net position, as restated	**$ 85,508,390**	**$ 38,531,337**

(3) Cash and Investments

The University's cash and investment activities are governed by policies adopted by the board in accordance with authority granted by the Ohio Revised Code. Such policies are implemented by the treasurer and overseen by the board's finance and audit committee.

The University's investment strategy incorporates financial instruments that involve varying elements of risk including market risk, credit risk, interest rate risk, and custodial credit risk. The University's investment policies and procedures establish risk guidelines for each of the two primary investment pools, the non-endowment pool and endowment pool. Diversification is a fundamental risk management strategy for both pools.

Cash and Cash Equivalents

At year-end, the carrying amount of the University's cash and cash equivalents was approximately $222.2 million in 2014 and $284.9 million in 2013, respectively. Cash and cash equivalents consists primarily of cash in banks, money market accounts and the State Treasury Reserve of Ohio (STAR Ohio) that include short-term, highly liquid investments readily convertible to cash, with an original maturity of three months or less. STAR Ohio, a 2a7 – like pooled fund, is a statewide fund managed by the State Treasurer of Ohio.

Approximately $0.5 million of cash and cash equivalents was covered by federal depository insurance; $137.2 million was covered by collateral held by third-party trustees pursuant to paragraph 135.181 of the Ohio Revised Code in collateral pools securing all public funds on deposit with specific depository institutions; and the remainder was not collateralized or insured, leaving it exposed to custodial credit risk. Custodial credit risk is the risk that, in the event of the failure of a depository financial institution, the University may not be able to recover its deposits or collateral securities. The University maintains active relationships with multiple cash equivalent accounts to reduce its exposure to custodial credit risk at any single institution.

Investments

Investments held by the University at June 30, 2014 and 2013 are presented below, categorized by investment type and credit quality rating. Credit quality ratings provide information about the investments' credit risk, which is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The University's investment management procedures establish guidelines for average credit quality ratings in the portfolios. Moody's Investors Services and Fitch Ratings have assigned AAA credit ratings to U.S. Treasury obligations. On August 6, 2011, Standard & Poor's lowered its credit rating on long-term U.S. Treasury related debt obligations from AAA to AA+.

The investments as of June 30, 2014 are summarized as follows:

Investment Type	Fair Value	Not Rated	AAA	AA,A and BBB	Below BBB
U.S. Treasury bonds	$ 84,349,290	$ 0	$ 84,349,290	$ 0	$ 0
U.S. Agency bonds	59,126,820	0	59,126,820	0	0
Strips	4,432,641	0	4,432,641	0	0
Government-backed bonds	58,554,273	0	58,554,273	0	0
Corporate bonds	24,565,704	0	0	24,565,704	0
Municipal bonds	2,975,796	0	0	2,975,296	0
International bonds	508,940	0	0	508,940	0
Common and preferred stocks	589,976	589,976	0	0	0
Commingled funds	430,617,711	364,634,618	24,131,483	28,597,711	13,253,899
Real estate and other	312,677	312,677	0	0	0
Total investments	**$ 666,033,828**	**$ 365,537,271**	**$ 230,594,507**	**$ 56,647,651**	**$ 13,253,899**

The investments as of June 30, 2013 are summarized as follows:

Investment Type	Fair Value	Not Rated	AAA	AA,A and BBB	Below BBB
U.S. Treasury bonds	$ 23,439,070	$ 0	$ 23,439,070	$ 0	$ 0
U.S. Agency bonds	36,914,679	0	36,914,679	0	0
Strips	5,997,982	0	5,997,982	0	0
Government-backed bonds	32,425,977	0	32,425,977	0	0
Corporate bonds	25,994,035	0	0	25,994,035	0
Municipal bonds	3,092,471	0	0	3,092,471	0
International bonds	506,072	0	0	506,072	0
Common and preferred stocks	580,736	580,736	0	0	0
Commingled funds	331,081,241	268,899,244	6,482,094	44,518,726	11,181,177
Real estate and other	297,964	297,964	0	0	0
Total investments	**$ 460,330,227**	**$ 269,777,944**	**$ 105,259,802**	**$ 74,111,304**	**$ 11,181,177**

Due to significantly higher cash flows at certain times during the year, the amount of the University's investment in each of the above investment categories may be substantially higher during the year than at year-end.

The University's bond investments are exposed to interest rate risk, which is the risk that changes in interest rates will adversely affect the fair value of an investment. Interest rate risk is managed primarily by adjusting portfolio duration.

Bond investments by length of maturity as of June 30, 2014 are summarized as follows:

Investment Type	Fair Value	Less than 1 Year	1 to 5 Years	6 to 10 Years	More than 10 Years
U.S. Treasury bonds	$ 84,349,290	$ 1,147,405	$ 72,145,723	$ 10,497,404	$ 558,758
U.S. Agency bonds	59,126,820	21,790,640	35,807,136	1,529,044	0
Strips	4,432,641	0	3,987,440	0	445,201
Government-backed bonds	58,554,273	1,771	58,552,502	0	0
Corporate bonds	24,565,704	0	16,875,800	7,689,904	0
Municipal bonds	2,975,796	211,679	885,905	807,756	1,070,456
International bonds	508,940	0	0	508,940	0
Commingled bond funds	65,983,093	4,434,760	35,021,832	19,013,848	7,512,653
Total bonds	**$ 300,496,557**	**$ 27,586,255**	**$ 223,276,338**	**$ 40,046,896**	**$ 9,587,068**

Bond investments by length of maturity as of June 30, 2013 are summarized as follows:

Investment Type	Fair Value	Less than 1 Year	1 to 5 Years	6 to 10 Years	More than 10 Years
U.S. Treasury bonds	$ 23,439,070	$ 2,996,659	$ 15,269,774	$ 5,172,637	$ 0
U.S. Agency bonds	36,914,679	7,928,518	28,431,481	554,680	0
Strips	5,997,982	1,999,430	3,579,810	0	418,742
Government-backed bonds	32,425,977	10,580	32,415,397	0	0
Corporate bonds	25,994,035	3,180,444	17,205,836	5,607,755	0
Municipal bonds	3,092,471	201,150	897,339	794,962	1,199,020
International bonds	506,072	0	0	506,072	0
Commingled bond funds	62,181,997	2,043,503	31,924,949	24,460,463	3,753,082
Total bonds	**$ 190,552,283**	**$ 18,360,284**	**$ 129,724,586**	**$ 37,096,569**	**$ 5,370,844**

All of the University's investments in publicly traded securities are subject to market risk. As a result, a significant downturn in the securities markets could adversely affect the market value of University assets. Investments include approximately $139.4 million and $104.6 million as of June 30, 2014 and 2013, respectively, managed by global managers, and such international investments are exposed to foreign currency risk. The University's investments that are exposed to concentration risk consist of securities issued by the U.S. Treasury and other agencies or instrumentalities of the U.S. government which represents 31.0% of investments. No other single issuer represents more than 5% of investments. Commingled bond funds held by the University include a wide range of investments, including hedge funds. The University's objective for investing in these hedge funds is to provide stable, absolute returns that are uncorrelated to fluctuations in the stock and bond markets.

Fair values were determined based on prices of established securities markets, with the exception of some hedge funds and alternative investments whose fair values were provided by the funds' managements. Alternative investments generally represent investments that are less liquid than publicly traded securities and include private equity, investments in real assets, and other strategies. Hedge funds may include, but are not limited to, long and short investments in domestic and international equity securities, distressed securities, fixed income securities, currencies, commodities, options, futures, and other derivatives. Many of these securities are intended to reduce market risk, credit risk, and interest rate risk.

Endowment Funds

The Miami University Foundation (Foundation) manages the Foundation and University endowment and quasi-endowment funds in a single investment pool (Pooled Fund). The University investment is maintained as a separate fund on the financial system of the Foundation and receives a proportional share of the Pooled Fund's activity. The Foundation owns the assets of the Pooled Fund; the University has an interest in the Pooled Fund, which is considered an external investment pool to the University. The Foundation's Pooled Fund is not registered with the Securities and Exchange Commission as an investment company. The Foundation's Board of Directors appoints an Investment Committee, which is responsible for oversight of the Pooled Fund in accordance with Foundation policies. University investments include $178.8 million and $162.9 million managed by the Foundation as of June 30, 2014 and 2013, respectively. The fair value of the University's position in the Pooled Fund is based on the University's proportional share of the Pooled Fund, which is marked-to-market annually. Note 10 provides additional information on the Foundation and the Pooled Fund.

The Uniform Prudent Management of Institutional Funds Act (UPMIFA) as adopted by the State of Ohio provides statutory guidelines for prudent management, investment, and expenditure of donor-restricted endowment funds held by charitable organizations. The University's interpretation of its fiduciary responsibilities for donor-restricted endowments under UPMIFA requirements, barring the existence of any donor-specific provisions, is to preserve intergenerational equity to the extent possible and to produce maximum total return without assuming inappropriate risks. The investment policies governing these funds look beyond short-term fluctuations in economic cycles toward an investment philosophy that provides the best total return over very long time periods.

The University employs a total return policy which defines the total amount of dividends, interest and realized gains to be distributed from the endowment assets. The University Board has approved an endowment spending policy whereby distributions in accordance with donor restrictions are calculated according to a formula which gives a 30% weight to market value and a 70% weight to inflation. Annually the University establishes a spending formula that defines the total amount of dividends, interest and realized gains to be distributed from the endowment assets to other funds. The authorized spending amount was $8,523,965 in 2014 and $8,273,995 in 2013. In accordance with donors' stipulations, a portion of the earnings was returned to endowment principal and the balance of $8,218,604 and $7,780,684 was distributed for expenditure for 2014 and 2013, respectively. Donor restricted endowments with insufficient accumulated earnings did not make a current year distribution.

The Fiske Guide to Colleges 2015 recognizes Miami University for its "high caliber of student body" and "professors' knowledge and willingness to help" in its list of the "best and most interesting colleges and universities."

(4) Accounts, Pledges and Notes Receivable

The accounts, pledges and notes receivable as of June 30, 2014 and 2013 are summarized as follows:

	2014	2013
Accounts Receivable		
Student receivables	$ 9,092,747	$ 9,568,274
University Foundation	15,216,001	13,877,445
State capital appropriations	6,971,313	2,838,217
Grants and contracts	4,293,484	5,018,615
Other receivables	3,687,587	3,687,541
Total accounts receivable	**39,261,132**	**34,990,092**
Less allowances for doubtful accounts	(1,285,000)	(1,285,000)
Net accounts receivable	**$ 37,976,132**	**$ 33,705,092**
Pledges Receivable		
Pledges receivable	$ 7,922,422	$ 7,332,898
Less allowance for doubtful pledges	(585,176)	(481,770)
Net pledges receivable	**$ 7,337,246**	**$ 6,851,128**
Notes Receivable		
Federal loan programs	$ 7,221,215	$ 7,388,865
University loan programs	4,191,463	3,539,728
Total notes receivable	**11,412,678**	**10,928,593**
Less allowance for doubtful notes	(1,841,000)	(1,741,000)
Net notes receivable	**9,571,678**	**9,187,593**
Total	**$ 54,885,056**	**$ 49,743,813**

(5) Capital Assets

The capital assets and accumulated depreciation as of June 30, 2014 are summarized as follows:

Capital Assets	**Beginning Balance**	**Additions**	**Retirements**	**Ending Balance**
Land	$ 4,841,276	$ 950,950	$ 0	$ 5,792,226
Collections of works of art and historical treasures	7,680,065	482,874	0	8,162,939
Construction in progress	140,709,563	138,956,846	170,977,027	108,689,382
Total nondepreciable capital assets	**153,230,904**	**140,390,670**	**170,977,027**	**122,644,547**
Land improvements	36,149,116	4,647,364	0	40,796,480
Buildings	860,436,833	152,645,032	5,051,711	1,008,030,154
Infrastructure	127,737,890	16,941,561	0	144,679,451
Machinery and equipment	112,099,750	5,402,544	11,146,583	106,355,711
Library books and publications	66,533,046	1,096,843	0	67,629,889
Vehicles	9,506,794	228,069	1,238,664	8,496,199
Intangible assets	16,946,161	0	0	16,946,161
Total depreciable capital assets	**1,229,409,590**	**180,961,413**	**17,436,958**	**1,392,934,045**
Total capital assets	**1,382,640,494**	**321,352,083**	**188,413,985**	**1,515,578,592**
Less accumulated depreciation:				
Buildings	358,639,528	26,661,727	4,814,100	380,487,155
Infrastructure	54,256,216	4,952,398	0	59,208,614
Land improvements	12,623,044	1,328,225	11,264	13,940,005
Machinery and equipment	59,962,259	4,659,404	13,519,815	51,101,848
Library books and publications	42,183,451	2,197,644	0	44,381,095
Vehicles	7,454,746	448,048	1,238,664	6,664,130
Intangible assets	15,396,686	753,092	0	16,149,778
Total accumulated depreciation	**550,515,930**	**41,000,538**	**19,583,843**	**571,932,625**
Total capital assets, net	**$ 832,124,564**	**$ 280,351,545**	**$ 168,830,142**	**$ 943,645,967**

The capital assets and accumulated depreciation as of June 30, 2013 are summarized as follows:

Capital Assets	Beginning Balance	Additions	Retirements	Ending Balance
Land	$ 4,841,276	$ 0	$ 0	$ 4,841,276
Collections of works of art and historical treasures	7,500,865	179,200	0	7,680,065
Construction in progress	90,331,089	122,526,570	72,148,096	140,709,563
Total nondepreciable capital assets	**102,673,230**	**122,705,770**	**72,148,096**	**153,230,904**
Land improvements	31,507,403	4,641,713	0	36,149,116
Buildings	801,431,642	59,005,191	0	860,436,833
Infrastructure	116,308,436	11,429,454	0	127,737,890
Machinery and equipment	114,294,851	3,754,634	5,949,735	112,099,750
Library books and publications	65,586,622	946,424	0	66,533,046
Vehicles	9,275,739	856,487	625,432	9,506,794
Intangible assets	16,796,760	149,401	0	16,946,161
Total depreciable capital assets	**1,155,201,453**	**80,783,304**	**6,575,167**	**1,229,409,590**
Total capital assets	**1,257,874,683**	**203,489,074**	**78,723,263**	**1,382,640,494**
Less accumulated depreciation:				
Buildings	335,413,801	23,225,727	0	358,639,528
Infrastructure	49,841,234	4,414,982	0	54,256,216
Land improvements	11,478,907	1,144,137	0	12,623,044
Machinery and equipment	60,484,649	5,427,345	5,949,735	59,962,259
Library books and publications	39,968,714	2,214,737	0	42,183,451
Vehicles	7,518,917	553,472	617,643	7,454,746
Intangible assets	14,502,781	893,905	0	15,396,686
Total accumulated depreciation	**519,209,003**	**37,874,305**	**6,567,378**	**550,515,930**
Total capital assets, net	**$ 738,665,680**	**$ 165,614,769**	**$ 72,155,885**	**$ 832,124,564**

(6) Long-term Liabilities

The long-term liabilities as of June 30, 2014 are summarized as follows:

Bonds and Leases Payable	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Bonds payable	$ 525,150,000	$ 135,035,000	$ 19,120,000	$ 641,065,000	$ 21,280,000
Capital leases payable	3,006,952	0	366,352	2,640,600	118,800
Premiums	23,535,849	14,968,081	631,476	37,872,454	2,044,264
Total bonds and leases payable	**551,692,801**	**150,003,081**	**20,117,828**	**681,578,054**	**23,443,064**
Other Liabilities					
Compensated absences	16,166,047	8,090,785	7,142,970	17,113,862	1,473,335
Federal Perkins loans	6,429,868	286,714	241,058	6,475,524	0
Total other liabilities	**22,595,915**	**8,377,499**	**7,384,028**	**23,589,386**	**1,473,335**
Total	**$ 574,288,716**	**$ 158,380,580**	**$ 27,501,856**	**$ 705,167,440**	**$ 24,916,399**

The long-term liabilities as of June 30, 2013 are summarized as follows:

Bonds and Leases Payable	Beginning Balance	Additions	Reductions	Ending Balance	Current Portion
Bonds payable	$ 427,505,000	$ 116,065,000	$ 18,420,000	$ 525,150,000	$ 19,120,000
Capital leases payable	3,811,046	0	804,094	3,006,952	366,364
Premiums	14,833,537	8,936,156	233,844	23,535,849	1,556,781
Total bonds and leases payable	**446,149,583**	**125,001,156**	**19,457,938**	**551,692,801**	**21,043,145**
Other Liabilities					
Compensated absences	15,806,946	7,933,241	7,574,140	16,166,047	1,604,876
Federal Perkins loans	6,429,149	305,432	304,713	6,429,868	0
Total other liabilities	**22,236,095**	**8,238,673**	**7,878,853**	**22,595,915**	**1,604,876**
Total	**$ 468,385,678**	**$ 133,239,829**	**$ 27,336,791**	**$ 574,288,716**	**$ 22,648,021**

(7) Indebtedness

During the year ended June 30, 2014, the University issued $135,035,000 in General Receipts Revenue Bonds with interest rates ranging from 3.00 percent to 5.00 percent and maturities from 2015 to 2040. The proceeds are being used to provide continued funding for the multi-phase effort to renovate all campus student housing and dining facilities.

During the year ended June 30, 2013, the University issued $116,065,000 in General Receipts Revenue Bonds with interest rates ranging from 3.00 percent to 5.00 percent and maturities from 2015 to 2038. The proceeds are being used to provide continued funding for the multi-phase effort to renovate all campus student housing and dining facilities.

During the year ended June 30, 2012, the University issued $148,775,000 in General Receipts Revenue Bonds with interest rates ranging from 2.00 percent to 5.00 percent and maturities from 2012 to 2036. The proceeds are being used to provide continued funding for the multi-phase effort to renovate all campus student housing and dining facilities. A part of the proceeds were also used to refund a portion of the remaining Miami University General Receipts Bonds, Series 2003. The net change in cash flows related to the refunding was approximately $2.1 million and the net present value savings was approximately $1.6 million. In fiscal year 2012, the University defeased a portion of the Series 2003 bonds by placing some of the proceeds from the Series 2011 bonds into an escrow account to provide for all future debt service. The outstanding balance of defeased bonds was $31,215,000 and $31,215,000 as of June 30, 2014 and 2013, respectively.

The December 21, 2011 bond refunding resulted in a difference between the net carrying amount of the old debt and the reacquisition price of $1,209,192. The unamortized difference of $967,350 and $1,064,085 at June 30, 2014 and 2013, respectively, are reported in the accompanying financial statements as a deferred inflow of resources and is being amortized through the year 2024.

During the year ended June 30, 2011, the University issued $125,000,000 in General Receipts Revenue Bonds consisting of $105,445,000 Series 2010A (Federally Taxable Build America Bonds – Direct Payment) and $19,555,000 Series 2010B (Tax-Exempt Bonds). Interest rates range from 4.81 percent to 6.77 percent for the Series 2010A bonds and from 2.00 percent to 5.00 percent for the Series 2010B bonds. Maturities range from 2017 to 2035 for the Series 2010A bonds and from 2011 to 2016 for the Series 2010B bonds. The Series 2010 bond proceeds were used to provide funding for the first phase of planned improvements to student housing and dining facilities and the first phase of construction of the Armstrong Student Center.

There was no new debt issued by the University in the years ended June 30, 2010, 2009 or 2008.

During the year ended June 30, 2007, the University issued $83,210,000 in General Receipts Revenue Bonds with interest rates ranging from 3.25 percent to 5.25 percent and maturities from 2010 to 2026. The proceeds were used to fund capital asset additions.

During the year ended June 30, 2005, the University issued $98,455,000 in General Receipts Revenue and Refunding Bonds with interest rates ranging from 3.00 percent to 5.00 percent and maturities from 2006 to 2025. The proceeds were used to refund a portion of the remaining Miami University General Receipts Bonds, Series 1998 and for the funding of additional capital assets. In 2005, the University defeased a portion of the Series 1998 bonds by placing some of the proceeds from the Series 2005 bonds into an escrow account to provide for all future debt service. The outstanding balance of defeased bonds was $8,425,000 and $9,890,000 as of June 30, 2014 and 2013, respectively.

The March 1, 2005 bond refunding resulted in a difference between the reacquisition price and the net carrying amount of the old debt of $863,535. The unamortized difference of $277,378 and $340,180 at June 30, 2014 and 2013, respectively, are reported in the accompanying financial statements as a deferred outflow of resources and is being amortized through the year 2019.

The October 1, 2003 bond refunding resulted in a difference between the reacquisition price and the net carrying amount of the old debt of $207,200. The unamortized difference of $8,492 at June 30, 2013 is reported in the accompanying financial statements as a deferred outflow of resources and became fully amortized during 2014.

The University incurred total interest costs of $23,331,615 and $24,355,800 as of June 30, 2014 and 2013, respectively. The interest costs that were capitalized were $2,005,539 and $1,963,072 as of June 30, 2014 and 2013, respectively.

The maturity dates, interest rates, and outstanding principal balances as of June 30, 2014 are as follows:

	Maturity Dates	Interest Rates	Outstanding Debt
Bonds Payable			
Series 2014 general receipts	2016 – 2040	3.00% - 5.00%	$ 135,035,000
Series 2012 general receipts	2015 – 2038	3.00% - 5.00%	116,065,000
Series 2011 general receipts	2015 – 2037	2.00% - 5.00%	143,200,000
Series 2010A general receipts	2018 – 2036	4.81% - 6.77%	105,445,000
Series 2010B general receipts	2015 – 2017	5.00% - 5.00%	10,465,000
Series 2007 general receipts	2015 – 2027	3.25% - 5.25%	67,375,000
Series 2005 general receipts	2015 – 2025	3.63% – 5.00%	63,480,000
Total bonds payable			**641,065,000**
Bond premiums			37,872,454
Total bonds payable, net			**$ 678,937,454**

The principal and interest payments for the bonds in future years are as follows:

	Principal	Interest	Total
2015	$ 21,280,000	$ 28,689,382	$ 49,969,382
2016	25,195,000	29,391,860	54,586,860
2017	26,295,000	28,325,210	54,620,210
2018	27,345,000	27,161,998	54,506,998
2019	29,310,000	25,854,918	55,164,918
2020-2024	163,420,000	106,717,313	270,137,313
2025-2029	126,220,000	68,914,262	195,134,262
2030-2034	115,790,000	48,826,568	164,616,568
2035-2040	106,210,000	9,942,317	116,152,317
Total	**$ 641,065,000**	**$ 373,823,828**	**$1,014,888,828**

The University has $2,640,600 in capitalized lease obligations that have varying maturity dates through 2032 and carry implicit interest rates ranging from 2.65 percent to 6.38 percent. The scheduled maturities of these leases as of June 30, 2014, are:

Year Ended June 30	Minimum Lease Payments
2015	$ 195,849
2016	194,020
2017	194,586
2018	194,768
2019	194,583
2020-2024	969,292
2025-2029	965,454
2030-2032	576,097
Total minimum lease payments	**3,484,649**
Less amount representing interest	(844,049)
Net minimum lease payments	**$ 2,640,600**

Buildings and computer equipment are financed with capital leases. The carrying amount related to these capital leases as of June 30, 2014 and June 30, 2013 are $2,667,600 and $2,723,760 for buildings and $3,586,129 and $3,529,969 for equipment, respectively.

(8) Retirement Plans

Substantially all non-student employees are covered by one of three retirement plans. The University faculty is covered by the State Teachers Retirement System of Ohio (STRS Ohio). Non-faculty employees are covered by the Ohio Public Employees Retirement System of Ohio (OPERS). Employees may opt out of STRS Ohio and OPERS and participate in the Alternative Retirement Plan (ARP).

STRS Ohio and OPERS both offer three separate retirement plans: the defined benefit plan, the defined contribution plan, and a combined plan.

Defined Benefit Plans

Both STRS Ohio and OPERS are cost-sharing multiple-employer defined benefit pension plans. Both plans provide retirement, disability, postretirement health care coverage, and death benefits to plan members and beneficiaries. Authority to establish and amend benefits is provided by state statute.

STRS Ohio and OPERS issue stand-alone financial reports. Copies of these reports may be obtained by writing to STRS, 275 East Broad Street, Columbus, OH 43215-3771 or to OPERS, 277 East Town Street, Columbus, OH 43215-4642.

Contribution rates for STRS Ohio are established by the State Teachers Retirement Board, not to exceed statutory maximum rates of 14 percent for members and 14 percent for employers. Contribution rates for fiscal year 2013 were 10 percent for employees and 14 percent for employers. For the fiscal years ended June 30, 2013, and June 30, 2012, the Retirement Board allocated employer contributions equal to 1.0 percent of covered payroll to post-employment health care (Note 9).

During calendar year 2013, employees covered by the OPERS system were required by state statute to contribute 10.0 percent of their salary to the plan. The University was required to contribute 14.0 percent of covered payroll. Law enforcement employees who are a part of the OPERS law enforcement division contribute 12.6 percent of their salary to the plan. For these employees, the University was required to contribute 18.1 percent of covered payroll. Effective January 1, 2013, the member contribution rate for law enforcement members increased to 13.0 percent. The member contribution rate for all other employees and the University's contribution rate remained unchanged. The portion of employer contributions to OPERS allocated to health care for members in the Traditional Plan was 1.0 percent from January 1 through December 31, 2013 (Note 9). Effective January 1, 2014, the portion of employer contributions allocated to health care was raised to 2.0 percent.

The payroll for employees covered by STRS Ohio for the years ended June 30, 2014 and 2013, were approximately $63,215,000 and $62,272,000, respectively. The payroll for employees covered by OPERS for the years ended June 30, 2014 and 2013, were approximately $87,598,000 and $85,101,000, respectively.

Defined Contribution Plan

Full-time faculty and unclassified employees are eligible to participate in the Alternative Retirement Plan (ARP) offered by STRS Ohio and OPERS. The board has established the employer contribution as an amount equal to the amount which the University would have contributed to the respective state retirement system in which the employee would participate, less any amounts required to be remitted to the state retirement systems. ARP does not provide disability benefits, annual cost-of-living adjustments, postretirement health care benefits, or death benefits to plan members and beneficiaries.

The payroll for employees electing the alternative retirement program for the years ended June 30, 2014 and 2013 were approximately $58,295,000 and $54,832,000, respectively.

Combined Plans

STRS Ohio offers a combined plan with features of both a defined contribution plan and a defined benefit plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. Employees electing the combined plan receive postretirement health care benefits.

OPERS also offers a combined plan. This is a cost-sharing, multiple-employer defined benefit plan that has elements of both a defined benefit and defined contribution plan. In the combined plan, employee contributions are invested in self-directed investments, and the employer contribution is used to fund a reduced defined benefit. OPERS also provides retirement, disability, survivor, and postretirement health care benefits to qualified members. The portion of employer contributions to OPERS allocated to health care for members in the Combined Plan was 1.0 percent from January 1 through December 31, 2013 (Note 9).

Retirement Plan Funding

The Ohio Revised Code provides statutory authority for employee and employer contributions. The University's contributions each year are equal to its required contributions. University contributions for the current and two preceding years are summarized below.

	Employer Contribution		
	STRS Ohio	OPERS	Alternative Programs
2014	$8,850,145	$12,333,960	$6,330,661
2013	8,718,108	11,981,743	6,283,457
2012	8,825,325	11,863,447	5,807,341

(9) Other Postemployment Benefits

In addition to the pension benefits described in Note 8, STRS Ohio and OPERS provide postretirement health care coverage to retirees and their dependents. Health care coverage for disability recipients and primary survivor recipients is also provided. Coverage includes hospitalization, physicians' fees, prescription drugs, and partial reimbursement of monthly Medicare premiums. A portion of the employer contribution is allocated to fund the health care benefits (Note 8).

OPERS health care benefits are advance-funded on an actuarially determined basis. The amount of employer contributions made to fund post-employment benefits for the years ended June 30, 2014 and 2013, were approximately $881,000 and $3.4 million, respectively.

(10) Related Organization

The Miami University Foundation (the Foundation) is a separate not-for-profit entity organized for the purpose of promoting educational and research activities of the University. Since the resources held by the Foundation can be used only by and for the benefit of the University, the Foundation is considered a component unit of the University and is discretely presented in the University's financial statements.

The Foundation board is comprised of at least fifteen directors that are elected by the Board and seven directors that are appointed by Miami University. At least two-thirds of the elected directors are required to be alumni or former students of Miami University. The Foundation issues reports using standards issued by the Financial Accounting Standards Board.

Amounts received by the University from the Foundation are restricted and are included in gifts in the accompanying financial statements. The Foundation values its investments at fair value.

Summary financial information for the Foundation as of June 30, 2014, the date of its most recent audited financial report, is as follows:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Net assets at end of year	$1,025,774	$139,682,354	$175,746,425	$316,454,553
Change in net assets for the year	172,789	23,567,191	9,314,302	33,054,282
Distributions to Miami University	24,214,321	0	0	24,214,321

Summary financial information for the Foundation as of June 30, 2013:

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Net assets at end of year	$852,985	$116,115,163	$166,432,123	$283,400,271
Change in net assets for the year	957,797	199,871	5,869,073	7,026,741
Distributions to Miami University	19,672,471	0	0	19,672,471

Cash and Cash Equivalents

Cash and cash equivalents consists primarily of cash in banks, money market accounts, BlackRock Liquidity Federal Trust Fund, and the State Treasury Asset Reserve of Ohio (STAR Ohio and STAR Plus) that include short-term, highly liquid investments readily convertible to cash, with an original maturity of three months or less. The Foundation maintains active relationships with multiple cash equivalent accounts to reduce its exposure to custodial credit risk at any single institution. The carrying amounts of these items are a reasonable estimate of their fair value.

Investments

Investments that are market traded, such as equity and debt securities and mutual funds, are recorded at fair value based primarily on quoted market prices, as established by the major securities markets. The value of holdings of commingled funds investing in publicly traded stocks and bonds that do not have a readily determined market value for fund units is based on the funds' net asset value as supplied by the investment manager's administrator. The values are reviewed and evaluated by Foundation management. Investments in real estate are recorded at appraised value at the date of donation. The issuing insurance companies determine the cash surrender value of the life insurance policies annually.

Market prices are not available for certain investments. These investments are carried at estimated fair value provided by the funds' management. Some valuations are determined as of June 30, while the remaining valuations are determined based on March 31 information when June 30 information is not yet available, and adjusted by cash receipts, cash disbursements, and securities distributions through June 30. The Foundation believes that the carrying amounts are reasonable estimates of fair value as of year-end. Because these investments are not readily marketable, the estimated value is subject to uncertainty and, therefore, may differ from the value that would have been used had a ready market for the investments existed. Such differences could be material. The amount of gain or loss associated with these investments is reflected in the accompanying financial statements using the equity method of accounting.

All donor-restricted endowment investments and unrestricted board-designated endowments are managed in a unitized investment pool (Pooled Funds), unless donor-restricted endowment gift agreements require that they be held separately. For the Pooled Funds, the fair value of the investments is determined at the end of each quarter and the incremental fair value increase or decrease is allocated to the individual fund accounts based on the number of shares the fund owns at the beginning of the quarter.

Investment income is recorded on the accrual basis and purchases and sales of investments are recorded on a trade-date basis. Investment transactions occurring on or before June 30, which settle after such date, are recorded as receivables or payables. Net dividend and interest income as well as gains/losses are allocated based on the number of shares owned.

Long-term Investments

Investments held by the Foundation as of June 30 were:

	2014		2013	
Investment Description	**Cost**	**Fair Value**	**Cost**	**Fair Value**
Domestic public equities	$ 23,199,187	$ 35,054,606	$ 19,938,926	$ 27,416,233
Global public equities	112,314,628	136,992,680	93,414,389	107,076,280
International public equities	9,745,203	10,711,879	13,242,469	13,858,465
Domestic public fixed income	2,173,064	2,523,976	15,319,154	17,412,122
Global public fixed income	26,931,934	28,198,502	21,753,184	22,122,356
Hedge funds	84,655,269	128,222,458	79,655,269	109,692,536
Limited partnerships and non-public equities	94,071,687	93,675,365	107,739,599	95,989,557
Split-Interest Funds				
Charitable remainder trusts	8,375,914	9,979,411	8,126,780	9,009,640
Charitable gift annuities	2,775,808	3,243,099	2,601,608	2,998,438
Pooled income funds	488,996	560,465	439,472	480,903
Total	**$ 364,731,690**	**$ 449,162,441**	**$ 362,230,850**	**$ 406,056,530**

The Foundation maintains a diversified investment portfolio for the Pooled Funds, intended to reduce market risk, credit risk, and interest rate risk with a strategy designed to take advantage of market inefficiencies. The Foundation's investment objectives are guided by its asset allocation policy and are achieved in partnership with external investment managers operating through a variety of investment vehicles including separate accounts, limited partnerships, and commingled funds. The Foundation's investment portfolio includes publicly traded securities. As a result, a significant downturn in the securities markets could adversely affect the market value of Foundation assets. As of June 30, 2014, the Foundation has made commitments to limited partnerships of approximately $21.2 million that have not yet been funded.

The 2014 dividend and interest income of $3,345,497, as reported in the Statement of Activities, is net of fees from external investment managers totaling $376,976. The 2013 dividend and interest income of $2,691,854, as reported in the Statement of Activities, is net of fees from external investment managers totaling $349,625.

Fair Value Measurements

The Foundation uses fair value measurements to record fair value adjustments to certain assets and liabilities and to determine fair value disclosures. Subsequent changes in fair value are recorded as an adjustment to earnings.

Pledges Receivable

As of June 30, 2014, contributors to the Foundation have made unconditional pledges totaling $38,063,498 with 18 pledges accounting for over 50 percent of that total. Net pledges receivable have been discounted using interest rates to a net present value of $36,849,756 at June 30, 2014. Discount rates ranged from 1.20 percent to 6.00 percent. Management has set up an allowance for uncollectible pledges of $3,518,447 and $3,533,277 at June 30, 2014 and 2013, respectively. All pledges have been classified as temporarily restricted net assets since they will either expire or be fulfilled within a specified time or donor imposed stipulations.

The Foundation had also been notified of revocable pledges, bequests, and other indications of intentions to give. These potential contributions are not permitted to be recorded as they are deemed intentions to give and not promises to give.

Split-interest Agreements

The Foundation's split-interest agreements with donors consist primarily of charitable gift annuities, pooled income funds and irrevocable charitable remainder trusts for which the Foundation serves as trustee. Assets are invested and payments are made to donors and/or other beneficiaries in accordance with the respective agreements. Assets held for these agreements are included in investments.

Endowment

UPMIFA provides statutory guidelines for prudent management, investment, and expenditure of donor-restricted endowment funds held by charitable organizations.

The Foundation's interpretation of its fiduciary responsibilities for donor-restricted endowments under UPMIFA requirements, barring the existence of any donor-specific provisions, is to preserve intergenerational equity to the extent possible and to produce maximum total return without assuming inappropriate risks. The investment policies governing these funds look beyond short-term fluctuations in economic cycles toward an investment philosophy that provides the best total return over very long time periods.

UPMIFA specifies that unless stated otherwise in the gift agreement, donor-restricted assets in an endowment fund are restricted assets until appropriated for expenditure by the institution. Barring the existence of specific donor instruction, the Foundation's policy is to report (a) the historical value for such endowment as permanently restricted net assets and (b) the net accumulated appreciation as temporarily restricted net assets. In this context, historical value represents (a) the original value of initial gifts restricted as permanent endowments plus (b) the original value of subsequent gifts along with (c) if applicable, the value of accumulations made in accordance with specific donor instruction.

From time to time, the fair value of assets associated with donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Foundation to retain as a fund of perpetual duration. In accordance with GAAP, deficiencies of this nature are reported as unrestricted net assets until such time as the fair value equals or exceeds historical value; such deficiencies were $22,826 as of June 30, 2014 and $101,697 as of June 30, 2013. These deficiencies resulted from unfavorable market fluctuations that occurred after the investment of permanently restricted contributions.

Net Asset Classification

Resources of the Foundation are classified for reporting purposes into net asset classes based on the existence or absence of donor-imposed restrictions and state law. Unrestricted net assets represent the portion of funds over which the Foundation has discretionary control as there are no donor-imposed purposes or time restrictions on how the funds may be spent. Temporarily restricted net assets are limited as to use by donor-imposed stipulations that expire with the passage of time or the incurrence of expenditures that fulfill the donor-imposed restrictions. These net assets are primarily restricted for student pledges, split-interest agreements, and board-designated endowment funds; such funds are primarily restricted for student financial aid, educational and research activities, and capital improvements for the University. Expirations of restrictions on net assets, i.e., the passage of time and/or fulfilling donor-imposed stipulations, are reported as net assets released from restrictions between the applicable classes of net assets in the statement of activities. Permanently restricted net assets, or endowment funds, represent amounts received from donors with the restriction that the principal is invested in perpetuity. Generally, the donors of these assets permit the Foundation to transfer a portion of the income earned on related investments to the University for such purpose as specified by the donor.

The Foundation issues separate financial statements. Copies of these reports may be obtained from Treasury Services, 107 Roudebush Hall, Miami University, Oxford, Ohio, 45056.

(11) Commitments

At June 30, 2014, the University is committed to future contractual obligations for capital expenditures of approximately $103.7 million. These commitments are being funded from the following sources:

Contractual Obligations	
Approved state appropriations not expended	$ 3,792,000
University funds and bond proceeds	99,891,611
Total	**$ 103,683,611**

(12) Risk Management

The University's employee health insurance program is a self-insured plan. Administration of the plan is provided by Humana Inc. and employees are offered two plan options, a Traditional PPO Plan or a High Deductible Health Plan with a Health Savings Account.

Health insurance claims are accrued based upon estimates of the claims liabilities. These estimates are based on past experience, current claims outstanding, and medical inflation trends. As a result, the actual claims experience may differ from the estimate. An estimate of claims incurred but not reported in the amount of $2,109,100 and $2,748,400 is included in the accrued salaries and wages as of June 30, 2014 and 2013, respectively. The change in the total liability for actual and estimated claims is summarized below:

	2014	2013
Liability at beginning of year	$ 3,159,166	$ 3,662,493
Claims incurred	25,975,512	30,312,549
Claims paid	(26,054,526)	(30,692,076)
Decrease in estimated claims incurred but not reported	(639,300)	(123,800)
Liability at end of year	$ 2,440,852	$ 3,159,166

To reduce potential loss exposure, the University has established a reserve for health insurance stabilization of $12.5 million.

The University participates in a consortium with all other Ohio state-assisted universities (excluding The Ohio State University) for the acquisition of commercial property and liability insurance. The name of the consortium is the IUC-Insurance Consortium. The commercial property program's loss limit is $1.0 billion and the general/auto liability loss limit is $50 million. The property insurance program has been in place for 19 years during which time Miami University has had one material loss above the insurance policy deductible of $350,000. The property pool deductible for individual universities is $100,000. The liability program has been in place for 14 years during which time Miami University has had three losses above the pool deductible. The current self-insured retention for the liability program is $1.0 million. The educator's legal liability loss limit is $25 million. The University also participates with the other consortium universities for the purchase of commercial insurance for other risks. Over the past five years, settlement amounts related to insured risks have not exceeded the University's coverage amounts.

(13) Contingencies

The University receives grants and contracts from certain federal, state, and local agencies to fund research and other activities. The costs, both direct and indirect, that have been charged to the grants or contracts are subject to examination and approval by the granting agency. It is the opinion of the University's administration that any disallowance or adjustment of such costs would not have a material effect on the financial statements.

The University is presently involved as a defendant or codefendant in various matters of litigation. The University's administration believes that the ultimate disposition of any of these matters would not have a material adverse effect upon the financial condition of the University.

For the fifth year in a row, U.S.News & World Report ranks Miami first nationally among public universities for best teaching of undergraduates and in the top three overall, just after Princeton and tied with William and Mary.

Trustees and Officers as of JUNE 30, 2014

Miami University Board of Trustees

Administrative Officers

David C. Hodge
President

Conado (Bobby) Gempesaw
Provost and Executive Vice President for Academic Affairs

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Vice President for Finance and Business Services/Treasurer

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Vice President for Information Technology

Jayne Brownell
Vice President for Student Affairs

Tom Herbert
Vice President for University Advancement

Robin Parker
General Counsel

Ted Pickerill
Secretary, Board of Trustees and Executive Assistant to the President

Financial Services Staff

The 2014 financial report and investments report were prepared by the Miami University Controller's Office and the Treasury Services Office.

Dale C. Hinrichs
Associate Vice President for Finance and Controller

Sarah C. Persinger
Assistant Controller

Bruce A. Guiot
Chief Investment Officer and Associate Treasurer

Cynthia L. Ripberger
Senior Associate Director of Investments and Treasury Services

Statement of Nondiscrimination

Miami University is committed to providing equal opportunity and an educational and work environment free from discrimination on the basis of sex, race, color, religion, national origin, disability, age, sexual orientation, gender identity, military status, or veteran status. Miami shall adhere to all applicable state and federal equal opportunity/ affirmative action statutes and regulations.

The university is dedicated to ensuring access and equal opportunity in its educational programs, related activities, and employment. Retaliation against an individual who has raised claims of illegal discrimination or cooperated with an investigation of such claims is prohibited.

Students and employees should bring questions or concerns to the attention of the Office of Equity and Equal Opportunity, Hanna House, 529-7157 (V/TTY) and 529-7158 (fax). Students and employees with disabilities may contact the Office of Disability Resources, 19 Campus Avenue Building, 529-1541 (V/TTY) and 529-8595 (fax).

EthicsPoint

EthicsPoint is an anonymous method for reporting illegal, unethical, or other conduct that violates Miami's policies. Miami (along with many other universities) has contracted with EthicsPoint to provide this service. Reports may be filed at www.EthicsPoint.com

Business Session
Item 2b

Miami University

Report to the Finance and Audit Committee
December 4, 2014

McGladrey

Assurance ▪ Tax ▪ Consulting

McGladrey LLP

December 4, 2014

Finance and Audit Committee
Miami University
Oxford, Ohio

We are pleased to present this report related to our audit of the financial statements of Miami University (the University) for the year ended June 30, 2014. This report summarizes certain matters required by professional standards to be communicated to you in your oversight responsibility for Miami University's financial reporting process.

This report is intended solely for the information and use of the Finance and Audit Committee and management and is not intended to be, and should not be, used by anyone other than these specified parties. It will be our pleasure to respond to any questions you have about this report. We appreciate the opportunity to continue to be of service to Miami University.

McGladrey LLP

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Required Communications

Generally accepted auditing standards (AU-C 260, *The Auditor's Communication With Those Charged With Governance*) require the auditor to promote effective two-way communication between the auditor and those charged with governance. Consistent with this requirement, the following summarizes our responsibilities regarding the financial statement audit as well as observations arising from our audit that are significant and relevant to your responsibility to oversee the financial reporting process.

Area	Comments
Our Responsibilities With Regard to the Financial Statement Audit	Our responsibilities under auditing standards generally accepted in the United States of America and *Government Auditing Standards*, issued by the Comptroller General of the United States, have been described to you in our arrangement letter dated April 24, 2014.
Overview of the Planned Scope and Timing of the Financial Statement Audit	We have issued a separate communication regarding the planned scope and timing of our audit and have discussed with you our identification of and planned audit response to significant risks of material misstatement during our meeting on April 24, 2014.
Accounting Policies and Practices	**Adoption of, or Change in, Accounting Policies** Management has the ultimate responsibility for the appropriateness of the accounting policies used by the University. In the current year, the University adopted Government Accounting Standards Board (GASB) Statement No. 65, *Items Previously Reported as Assets and Liabilities;* GASB No.66, *Technical Corrections - 2012 - an amendment* of *GASB Statements No. 10 and No.62* and GASB No.67, *Financial Reporting for Pension Plans – an amendment* of *GASB Statement No. 25.* The adoption of GASB No. 65 changed the presentation of the basic financial statements to include deferred inflow and outflows of resources, as well as a restatement of prior year financial statements to conform to the 2014 presentation. The adoption of GASB No. 66 and 67 had no impact on the University's financial statements. **Upcoming Pronouncements** Reference "Basis for Presentation" footnote for a listing of upcoming GASB pronouncements with discussion of potential impact on the University. **Significant or Unusual Transactions** We did not identify any significant or unusual transactions or significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus. **Management's Judgments and Accounting Estimates** Summary information about the process used by management in formulating particularly sensitive accounting estimates and about our conclusions regarding the reasonableness of those estimates is in the attached Summary of Significant Accounting Estimates.
Audit Adjustments	There were no audit adjustments proposed by our Firm. University management made closing entries in the normal course of business to the original trial balance presented to us to begin our audit.

Area	Comments
Disagreements With Management	We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the financial statements.
Consultations With Other Accountants	We are not aware of any consultations management had with other accountants about accounting or auditing matters.
Significant Issues Discussed With Management	No significant issues arising from the audit were discussed with or the subject of correspondence with management.
Significant Difficulties Encountered in Performing the Audit	We did not encounter any significant difficulties in dealing with management during the audit.
Significant Written Communications Between Management and Our Firm	Copies of significant written communications between our firm and the management of the University, including the representation letter provided to us by management, are attached as Exhibit A.

Miami University
Summary of Significant Accounting Estimates
Year Ended June 30, 2014

Accounting estimates are an integral part of the preparation of financial statements and are based upon management's current judgment. The process used by management encompasses their knowledge and experience about past and current events and certain assumptions about future events. You may wish to monitor throughout the year the process used to determine and record these accounting estimates. The following describes the significant accounting estimates reflected in the University's June 30, 2014, financial statements.

Estimate	Accounting Policy	Management's Estimation Process	Basis for Our Conclusions on Reasonableness of Estimate
Allowance for uncollectible student, pledges and loans receivable	The allowance for uncollectible accounts is based on management's estimate of the collectability of identified receivables, as well as aging of accounts.	The University calculates a specific percent reserve on the aging of the accounts based on historical experiences and by identifying specific accounts which are doubtful of collection.	We tested the underlying information supporting the allowance. We concluded management's estimate is reasonable.
Investments	Investments are recorded at fair value	Investments that are market traded are recorded at fair value based on quoted market prices, as established by the major securities markets. The value of holdings of commingled funds not having a readily determined market value is based on the net asset value as supplied by the investment manager. Investments in real estate are recorded at appraised value at the date of the donation.	We tested the propriety of the information underlying management's estimates. Based on our procedures, we conclude that management's estimates are reasonable.
Depreciable Life	Property and equipment are recorded at cost and then depreciated over the estimated useful lives of the assets.	Estimated useful lives are 50 years for buildings; 25 years for infrastructure, library books and land improvements; 20 years for improvements to buildings; and 5 to 7 years for equipment, vehicles, and furniture.	We believe the estimates and process used by the University are appropriate based upon our testing.

Estimate	Accounting Policy	Management's Estimation Process	Basis for Our Conclusions on Reasonableness of Estimate
Compensated absences	Vacation and sick time is accrued for employees based upon the term of their employment contract or years of service.	Unused vacation and sick time are determined by current rates, terms of employment and subject to maximum accruals.	We tested the detail listing of accrued vacation and sick time at June 30, 2014 and noted the amounts accrued are reasonable based on the policy.

Exhibit A—Significant Written Communications between Management and Our Firm

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

Office of the Controller

107 Roudebush Hall
Oxford, OH 45056
(513) 529-6110 office
(513) 529-6124 fax
MiamiOH.edu

October 15, 2014

McGladrey LLP
1001 Lakeside Avenue, Suite 200
Cleveland, OH 44114

This representation letter is provided in connection with your audits of the basic financial statements of Miami University (the University), a component unit of the State of Ohio, as of and for the years ended June 30, 2014 and 2013 for the purpose of expressing an opinion on whether the financial statements are presented fairly, in all material respects in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

We confirm, to the best of our knowledge and belief, as of the date of this letter, the following representations made to you during your audit:

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit arrangement letter dated April 24, 2014, for the preparation and fair presentation of the financial statements referred to above in accordance with U.S. GAAP.
2. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
4. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
5. Related-party transactions, including those with the State of Ohio the primary government having accountability for Miami University, and component units for which Miami University is accountable , other organizations for which the nature and significance of their relationship with Miami University are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete, joint ventures in which Miami University has an interest and as defined in Section 2100 of the Government Accounting Standards Board's "*Codification of Governmental Accounting and Financial Reporting Standards*", and interfund transactions, including interfund accounts and advances receivable and payable, sale and purchase transactions, interfund transfers, long-term loans, leasing arrangements, and guarantees, have been recorded in accordance with the economic substance of the transaction and appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.
6. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
7. The effects of all known actual or possible litigation and claims have been accounted for and disclosed in accordance with U.S. GAAP.

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October 15, 2014
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8. We are not aware of any pending or threatened litigation, claims, or assessments that are required to be accrued or disclosed in the financial statements in accordance with the Contingencies Topic of ASC 450 and/or GASB Statement No.10.
9. The University is a defendant in various lawsuits arising in the ordinary course of business. Although the outcome of the lawsuits cannot be determined with certainty, management believes the ultimate disposition of such matters will not have a material effect on the University's financial statements.
10. We have no direct or indirect, legal or moral obligation for any debt of any organization, public or private that is not disclosed in the financial statement.

Information Provided

11. We have provided you with:
    a. Access to all information, of which we are aware that is relevant to the preparation and fair presentation of the financial statements such as records, documentation, and other matters;
    b. Additional information that you have requested from us for the purpose of the audit;
    c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
    d. Minutes of the meetings of the Board of Trustees and the Finance and Audit Committee.
12. All transactions have been recorded in the accounting records and are reflected in the financial statements.
13. We have no knowledge of allegations of fraud or suspected fraud, affecting the University's financial statements involving:
    a. Management.
    b. Employees who have significant roles in the internal control.
    c. Others where the fraud could have a material effect on the financial statements.
14. We have no knowledge of any allegations of fraud or suspected fraud affecting the University's financial statements received in communications from employees, former employees, analysts, regulators, or others.
15. We have no knowledge of noncompliance or suspected noncompliance with laws and regulations whose effects were considered when preparing financial statements.
16. We have disclosed to you the identity of the University's related parties and all the related-party relationships and transactions of which we are aware.
17. We are aware of no significant deficiencies, including material weaknesses, in the design or operation of internal controls that could adversely affect the University's ability to record, process, summarize, and report financial data.
18. We are aware of no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
19. Tax exempt bonds issued have retained their tax-exempt status.
20. We have complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
21. The University has complied, in all material respects with the 2014 Ohio Compliance Supplement.
22. We have complied with all debt covenants, including nonfinancial, included in all debt agreements.

McGladrey LLP
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23. We have reviewed the user control considerations of the compliance Attestation Examination of the Title IV Student Financial Assistance Programs of Education Computer Systems, Inc. as of June 30, 2014 and we believe all applicable controls are in place as of June 30, 2014.

24. The University has outstanding commitments for future contractual obligations for capital expenditures of approximately $103.7 million at June 30, 2014.

25. The University has no intention of withdrawing from OPERS, STRS, and ARP or taking any other actions that could result in an effective termination or reportable event for any our plans. The University is not aware of any occurrences that could result in the termination of any of the plans to which it contributes.

Supplementary Information

26. With respect to the schedule of expenditures of federal awards as required by OMB Circular A-133 to supplement the basic financial statements:
    a. We acknowledge our responsibility for the presentation of such required supplementary information.
    b. We believe such required supplementary information is measured and presented in accordance with guidelines prescribed by U.S. GAAP.
    c. The methods of measurement or presentation have not changed from those used in the prior period.

27. With respect to the management discussion and analysis as required by the Governmental Accounting Standards Board to supplement the basic financial statements:
    a. We acknowledge our responsibility for the presentation of such required supplementary information.
    b. We believe such required supplementary information is measured and presented in accordance with guidelines prescribed by U.S. GAAP.
    c. The methods of measurement or presentation have not changed from those used in the prior period.

Compliance Considerations

In connection with your audit, conducted in accordance with Government Auditing Standards, we confirm:

28. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to the University.

29. We have identified and disclosed to you:
    a. All laws, regulations, and provisions of contracts and grant agreements that have a direct and material effect on the determinations of financial statement amounts or other financial data significant to audit objectives.
    b. There are no violations (and possible violations) of laws, regulations, and provisions of contracts and grant agreements whose effects should be considered for disclosure in the auditor's report on noncompliance.

30. We have no knowledge of fraud, illegal acts, violations of provisions of contracts or grant agreements, or abuse that has been reported.

31. We have a process to track the status of all audit findings and recommendations

32. We have identified for you previous audits, attestation engagements, performance audits, or other studies related to the objectives of the audit being undertaken and the corrective action taken to address significant findings and recommendations.

McGladrey LLP
October 15, 2014
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In connection with your audit of federal awards conducted in accordance with OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations,* we confirm

33. We are responsible for complying, and we have complied, with the requirements of OMB Circular A-133.
34. We are responsible for understanding and complying with the requirements of laws, regulations, and the provisions of contracts and grant agreements related to each of Miami University's federal programs and have complied, in all material respects, with those requirements.
35. We are responsible for establishing and maintaining, and we have established and maintained, effective internal control over compliance for federal programs that provides reasonable assurance that we are managing federal awards in compliance with laws, regulations, and the provisions of contracts or grant agreements that could have a material effect on our federal programs.
36. We have prepared the schedule of expenditures of federal awards in accordance with Circular A-133 and have included expenditures made during the period being audited for all awards provided by federal agencies in the form of grants, federal cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other assistance. We further acknowledge that:
    a. The methods of measurement or presentation have not materially changed from those used in the prior period.
    b. We are responsible for understanding and complying with the compliance requirements related to the preparation of the schedule.
37. We have identified and disclosed to you the requirements of laws, regulations, and the provisions of contracts and grant agreements that are considered to have a direct and material effect on each major program.
38. We have made available all contracts and grant agreements (including amendments, if any) and any other correspondence relevant to federal programs and related activities that have taken place with federal agencies or pass-through entities.
39. There are no amounts of questioned costs and no known noncompliance with the direct and material compliance requirements of federal awards.
40. We believe that we have complied with the direct and material compliance requirements.
41. We have made available all documentation related to compliance with the direct and material compliance requirements, including information related to federal program financial reports and claims for advances and reimbursements.
42. We have provided you our interpretations of any compliance requirements that are subject to varying interpretations.
43. We have disclosed to you there are no communications from grantors and pass-through entities concerning possible noncompliance with the direct and material compliance requirements, including communications received from the end of the period covered by the compliance audit to the date of your report.
44. There are no findings received and related corrective actions taken for previous audits, attestation engagements, and internal or external monitoring that directly relate to the objectives of the compliance audit, including findings received and corrective actions taken from the end of the period covered by the compliance audit to the date of your report.
45. There are no corrective actions on audit findings of any compliance audits.
46. There are no prior audit findings by federal awarding agencies and pass-through entities.
47. There are no subsequent events that provide additional evidence with respect to conditions that existed at the end of the reporting period that affect noncompliance during the reporting period.

McGladrey LLP
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48. There is no known noncompliance with direct and material compliance requirements occurring subsequent to the period covered by your report.
49. There are no changes in internal control over compliance or other factors that might significantly affect internal control have occurred subsequent to the date as of which compliance is audited.
50. Federal program financial reports and claims for advances and reimbursements are supported by the books and records from which the basic financial statements have been prepared.
51. We did participate in CFDA 11.609 – Measurement and Engineering Research and Standards, CFDA 45.024 – Promotion of the Arts Grants to Organizations and Individuals, CFDA 45.169 – Promotion of the Humanities Office of Digital Humanities, CFDA 84.367B – Improving Teacher Quality State Grants, CFDA 93.396 – Cancer Biology Research which were not previously listed in the preliminary schedule of expenditures of federal awards.
52. The copies of federal program financial reports provided to you are true copies of the reports submitted, or electronically transmitted, to the federal agency or pass-through entity, as applicable.
53. We have monitored subrecipients to determine that they have expended pass-through assistance in accordance with applicable laws and regulations and have met the requirements of Circular A-133.
54. We have issued management decisions timely after the receipt of subrecipients' auditor's reports that identified noncompliance with laws, regulations, or the provisions of contracts or grant agreements, and we have ensured that subrecipients have taken the appropriate and timely corrective action on findings.
55. We have considered the results of subrecipient audits and have made any necessary adjustments to our own books and records.
56. We have charged costs to federal awards in accordance with applicable cost principles.
57. We are responsible for, and have accurately prepared, the summary schedule of prior audit findings.
58. We will accurately complete the appropriate sections of the data collection form. We further acknowledge our responsibility for the complete, accurate, and timely filing of the data collection form with the Federal Audit Clearinghouse.
59. We have disclosed all contracts or other agreements with service organizations.
60. We have received no communications from service organizations relating to noncompliance at those organizations
61. During the course of your audit, you may have accumulated records containing data that should be reflected in our books and records. All such data have been so reflected. Accordingly, copies of such records in your possession are no longer needed by us.

Miami University

David Hodge

Dr. David C. Hodge
President

David K. Creamer

Dr. David K. Creamer
Vice President for Finance and Business Services and Treasurer

Dr. David C. Hodge

Mr. Dale C. Hinrichs
Associate Vice President for Finance and Controller

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

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Oxford, Ohio 45056-3609
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Status of Capital Projects Executive Summary
December 4, 2014

1. Projects completed:

Six major projects were completed since the last report. The Western Campus Site Improvements and Landscape project has done a wonderful job of fulfilling expectations identified in our campus-wide circulation and storm water master plans. The work has beautifully integrated the new Western Campus dining and residence hall facilities into our campus. The other projects have improved infrastructure on the Oxford, Middletown, and the Hamilton Campuses. All completed major projects were on time and on budget. Combined, the project revenues represent over $12,000,000. Nearly $1,300,000, or 11% of project revenues will be returned upon completion of all projects. In addition, eleven projects under $500,000 were completed since the last report.

2. Projects added:

Five major projects were added during this reporting period. The Athlete Performance Center is a donor-funded project connecting the North Stands at Yager Stadium to the new Indoor Sports Center. The facility is expected to house the varsity football locker rooms, team meeting rooms, football specific weight training facility, and advanced rehabilitation facilities. The Culinary Support Center Rehabilitation converts the space vacated by the Miami University Federal Credit Union to house the Staff Development offices. Central Campus Electrical Modifications – Phase 2, HDRBS MEP Improvements Summer 2015, and Roof Replacements/Repairs 2015 projects all address critical infrastructure needs. Ten projects under $500,000 were added.

3. Projects in progress:

The East Quad Renovation remains on-schedule in addressing five residence halls (Symmes, Dorsey, McBride, Collins, and Dennison) and the structure formerly known Erickson Dining Hall. The addition to Symmes Hall housing the new dining concept supporting this quad and neighboring academic buildings has really begun to take shape. Work continues on the addition to Hayden Park to improve the facilities for the baseball program and relocate critical functions from Withrow Court. The Shideler Hall Renovation project has begun and is generating excitement as the completed project will dramatically improve the facilities for important STEM majors and enhance the attractiveness of an important gateway to the campus. The Indoor Sports Center is making good progress on the north end of Yager Stadium. The massive structure is being enclosed, which will permit installation of the artificial turf field inside.

Respectfully submitted,

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

TABLE OF CONTENTS

Page Number

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Summary of Active Projects

	Number of Projects	Value
Under Construction	10	$166,047,800
In Design	5	$111,500,000
In Planning	5	$24,447,000
Projects Under $500,000	73	$12,815,066
Total		$314,809,866

New Projects Over $500,000

Athlete Performance Center	Page 15, Item 1
Central Campus Electrical Modifications – Phase II	Page 15, Item 2
Culinary Support Center Rehabilitation	Page 19, Item 2
HDRBS MEP Improvements Summer 2015	Page 20, Item 4
Roof Replacement/Repairs 2015	Page 20, Item 5

Projects Completed Since Last Report

Art Quad Electrical Modifications and CPA HVAC Replacement	$1,305,000
Hamilton Campus – Phelps Hall HVAC Improvements	$1,100,000
HDRBS Improvements - 2014	$1,500,000
Hub Quad Tunnel Top Replacement	$1,500,000
Middletown Campus Pavement Repairs	$761,300
Western Campus Site Improvements and Landscape	$5,870,000
	$12,036,300

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UNDER CONSTRUCTION
(Under Contract)
Projects Requiring Board of Trustees Approval

1. <u>East Quad Renovation:</u> (BOT Feb '14)

This project will renovate Collins, Dennison, Dorsey, McBride and Symmes Residence Halls. Erickson Dining Hall will be converted into residence hall space as a continuation of Dennison Hall, and a new dining hall will be constructed as an addition to Symmes Hall. The project also includes renovating a portion of the North Chiller Plant at Billings Hall, and the conversion of the Marcum Conference Center and Wilson Hall from steam to hot water. In addition, the work will include related site utilities and infrastructure, landscaping and site improvements for the identified buildings. These renovations will be comprehensive upgrades of all buildings systems, addition of fire suppression, accessibility improvements, energy efficiency improvements, and new finishes throughout. Additional beds beyond what was expected in the Long Range Housing Master Plan have been designed into the project.

In the residence halls the majority of windows have been replaced. The electrical and plumbing distribution systems are nearly complete. In each building interior framing is underway, drywall is being hung and finished, and doors are being installed. Roof repairs and replacement is also occurring.. The structure of the dining addition is complete, including steel, trusses, and framing the exterior walls Equipment and piping are being installed for the simultaneous heating and cooling system at the North Chiller Plant. Hydronic piping from the North Chiller Plant to the East Quad is complete. The piping distribution within the construction fence to each hall is currently underway. The Marcum Conference Center and Wilson Hall no longer utilize steam for heat.

East Quad Renovation (continued):

Delivery Method: Design / Build

Project Cost	
Design and Administration	$6,978,627
Cost of Work	$73,126,996
Contingency	$7,295,517
Owner Costs	$5,928,860
Total	$93,330,000

Funding Source	
Bond Series 2012	$92,404,000
UEA CR&R	$926,000
Total	$93,330,000

Contingency Balance: 80%
Construction Complete: 50%
Project Completion: July 2015

2. **Hayden Park Addition – Baseball Support Facility:** (BOT Feb '14)

This project will construct an addition to Hayden Park along the third baseline of McKie Field. The facility will include offices for the coaches, instructional and training spaces for players, locker rooms, an equipment room, an umpire room, and support spaces. This project will relocate some services currently in Withrow Court to the Hayden Park facility.

The Construction Manager at Risk has bid the work. The total project cost is more than the existing $3,000,000 Board approved budget despite revision and reduction of project scope. Site utilities that were in the footprint of the new facility were relocated as part of an early site development package. Mass excavation for the footings and foundations is occurring as part of the site development package. Formwork and reinforcing steel shall be installed after the excavation is complete. Concrete work is being installed, but is weather dependent.

Hayden Park Addition – Baseball Support Facility (continued):

Delivery Method: Construction Manager at Risk

Project Cost	
Design and Administration	$266,000
Cost of Work	$3,025,000
Contingency	$236,000
Owner Costs	$148,000
Total	$3,675,000*

Funding Source	
Gifts	$3,125,000
Student Facilities CR&R	$550,000
Total	$3,675,000

*Reflects the recommended total project cost increase of $675,000 above existing BOT resolution

Contingency Balance: 88%
Construction Complete: 8%
Project Completion: August 2015

3. Maplestreet Station – New Dining & Residence Hall:

This 500-seat dining facility has replaced Hamilton and Scott Dining Halls with a more efficient facility, meeting the dining needs of the residents in the Morris-Emerson-Tappan-Etheridge quad. Hamilton and Scott have been taken off-line for swing space during subsequent housing renovation projects as part of the Long Range Housing Master Plan. Maplestreet Station features seven restaurants with unique menus, design themes, and interior and exterior café seating.

The project has been completed. Final project close-out will follow resolution of open claims.

Delivery Method: Multiple Prime Contractors

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

Funding Source	
Bond Series 2010	$24,000,000
Total	$24,000,000

Contingency Balance: $0
Construction Complete: 100%
Project Completion: August 2013

4. Shideler Hall Renovation: (BOT Feb '14)

The complete renovation of Shideler Hall for Geology and Geography will include hazardous material abatement, replacement of HVAC, plumbing, electric, technology and fire suppression systems with state-of-the-art energy efficient systems; reconfiguration of classrooms, laboratories, department and staff offices is planned, including a highly interactive GIS studio. Upgraded finishes will include casework, flooring, lighting, ceilings, etc. The work will improve circulation, egress and ADA accessibility. Exterior upgrades including brick tuck pointing, roofing and window replacements will occur.

The GMP was signed in early November. The contractor's bidding of subcontractor packages is nearly complete. Demolition activities will continue through December. The foundation walls for the new addition are anticipated to be in place with waterproofing and backfilling underway. The structural steel is anticipated to arrive on site in mid-January.

Shideler Hall Renovation (continued):

Delivery Method: Construction Manager at Risk

Project Cost	
Design and Administration	$2,336,371
Cost of Work	$20,039,255
Contingency	$1,417,394
Owner Costs	$1,207,070
Total	$25,000,000

Funding Source	
State	$21,000,000
Local*	$4,000,000
Total	$25,000,000

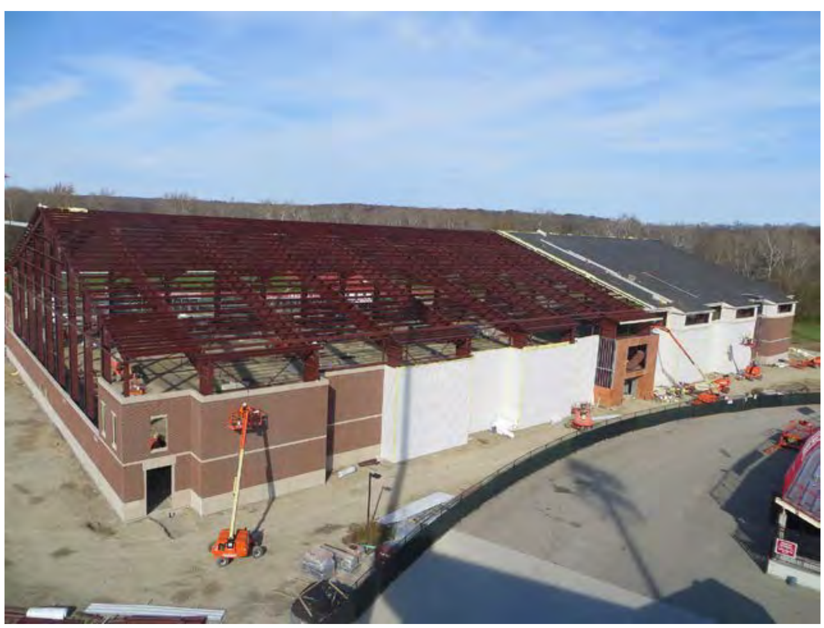
*$2,000,000 from FY 2014 operating budget
$2,000,000 from Arts and Science carry forward

Contingency Balance: 100%
Construction Complete: 15%
Project Completion: January 2016

5. **Yager - Indoor Sports Center:** (BOT Dec '13)

This project will construct a new 91,000 square foot, permanent facility for indoor practices just north of Yager Stadium. The facility will contain a full size football field with end zones and side space with sprint lanes and jump pits. In addition, there will be mechanical and storage support spaces. The facility will be a combination of a prefabricated and traditional structure. The design of the facility takes into account a planned future addition to the north stands at Yager Stadium.

Site utility work is complete. The permanent power is on. The building foundation and steel structure are complete. Exterior envelope work is in progress and nearing completion. The brick faced precast is complete. Mechanical, electrical and plumbing installations are complete. The field installation is in progress and will be followed by the track surface and nets.



<u>Yager - Indoor Sports Center (continued):</u>

Delivery Method: Construction Manager at Risk

Project Cost	
Design and Administration	$1,100,000
Cost of Work	$11,950,000
Contingency	$625,000
Owner Costs	$325,000
Total	$14,000,000*

Funding Source	
Gifts	$12,400,000
Student Facilities CR&R	$1,600,000
Total	$14,000,000

*Reflects the new total project cost as approved by the board in April 2014

Contingency Balance: 32%
Construction Complete: 85%
Project Completion: January 2015

UNDER CONSTRUCTION
(Under Contract)
Projects Between $500,000 and $2,500,000

1. Center for Performing Arts HVAC/DDC Upgrades:

This project addresses deferred maintenance in the Center for Performing Arts (CPA) HVAC system and aims to improve energy efficiency throughout the building. The existing dual duct VAV boxes will be replaced with more energy-efficient ultra-low leakage boxes with DDC controls. Vacancy sensors will be added to classrooms and basement areas that are currently not properly ventilated will be corrected. New variable frequency drives will be installed on the existing hot water pumps.

Variable air volume (VAV) boxes are being replaced throughout the building. New direct digital controls (DDC) are being installed as each box is replaced. The work is coordinated with the academic schedule to minimize the impact to classes and building occupants.

Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	$57,400
Cost of Work	$490,000
Contingency	$50,600
Owner Costs	$2,000
Total	$600,000

Funding Source	
University Building CR&R	$600,000
Total	$600,000

Contingency Balance: 100%
Construction Complete: 15%
Project Completion: March 2015

2. Hughes Hall Roof Replacement and Penthouse Repairs:

This project will replace the flat roofs on Hughes Hall. The project also addresses mechanical penthouse parapet wall remediation and various repairs to railings and architectural elements around the cupola. All areas are beyond their serviceable life and need to be replaced at this time.

Construction and punch list items are complete. **This will be the last report.**

Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	$59,768
Cost of Work	$670,300
Contingency	$67,000
Owner Costs	$10,132
Total	$807,200

Funding Source	
University Buildings CR&R	$807,200
Total	$807,200

Contingency Balance: 63%
Construction Complete: 100%
Project Completion: October 2014

3. North Chiller Plant and Demske Culinary Support Center Roof Replacements:

This project will replace the roof at the North Chiller Plant with an EPDM roof as well as complete the second phase of the replacement of the EPDM roof at the Culinary Support Center. Both roofs were beyond their useful life and are in need of replacement.

Construction and punch list items are being completed. **This will be the last report.**

Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	$54,365
Cost of Work	$609,700
Contingency	$60,000
Owner Costs	$11,535
Total	$735,600

Funding Source	
UEA CR&R	$265,425
HDRBS CR&R	$451,780
Bond Series 2012	$18,395
Total	$735,600

Contingency Balance: 65%
Construction Complete: 99%
Project Completion: November 2014

4. (Old) Talawanda High School Demolition and Site Work:

This project will deconstruct the existing Talawanda High School at 101 E. Chestnut Street, along with the classroom trailers and grandstands. After demolition, the site will be cleared and a new parking lot will be installed. The existing sports fields and facilities will remain with utilities rerouted to maintain service to the remaining structures.

The former high school has been cleared from the site. At the time of this writing, it is anticipated that the new parking lot and lighting will be installed and utilities restored to the buildings remaining on the site in November. However, internal project milestones established for the contractor were not met in early November. Project management staff is working to resolve the issues. **This will be the last report.**

(Old) Talawanda High School Demolition and Site Work (continued):

Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	$98,500
Cost of Work	$1,900,000
Contingency	$401,000
Owner Costs	$500
Total	$2,400,000

Funding Source	
Local - FY 2013 Surplus	$1,850,000
Parking CR&R	$550,000
Total	$2,400,000

Contingency Balance: 30%
Construction Complete: 95%
Project Completion: November 2014

5. **Wartsila Peaking Engines Controls Upgrade: (Previous Report – In Planning)**

This project is for the maintenance and replacement of obsolete equipment that will no longer be supported after 2015. The current control, operating, and monitoring system of the Wartsila Peaking Engines (electric generators) will be replaced with a more current software and hardware package. During this change out, several periods of typical planned maintenance will also be accomplished to minimize total downtime on the engines.

Engines were commissioned and functionally tested during Thanksgiving weekend. EPA regulatory testing of the exhaust stream was performed during the commissioning process. The project began in October with Wartsila as the contractor performing the work as a turnkey operation. **This will be the last report.**

Delivery Method: Single Prime Contractor

Project Cost	
Design and Administration	$64,000
Cost of Work	$1,200,000
Contingency	$236,000
Owner Costs	$0
Total	$1,500,000

Funding Source	
UEA CR&R	$1,500,000
Total	$1,500,000

Contingency Balance: 100%
Construction Complete: 99%
Project Completion: January 2015

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IN DESIGN
(Pre-Contract)

1. Athelete Performance Center: (New Project This Report)

This project will add a new facility to include varsity football locker rooms, training and rehabilitation facilities, a football-specific weight room, hydrotherapy, offices for coaches, and break out rooms. The facility will connect Yager Stadium North Stands to the new Indoor Sports Center practice facility.

Schematic design, budget and program verification are complete and preliminary design development is in progress.

Delivery Method: Construction Manager at Risk
Estimated Budget: TBD
Estimated Start: TBD
Estimated Completion: TBD

Funding Source	
Gifts	TBD
Total	TBD

2. Central Campus Electrical Modifications – Phase II: (New Project This Report)

This project provides upgraded 12.5 kV electrical feeds to Roudebush, Kreger, Laws and Upham Halls. Laws and Upham will require new unit substation installations to allow for the new distribution upgrade to 12.5 kV. The project is a part of a long-term plan to upgrade the high voltage electrical distribution system on campus.

Design development is in progress.

Delivery Method: Single Prime Contractor
Estimated Budget: $800,000
Estimated Start: May 2015
Estimated Completion: August 2015

Funding Source	
UEA CR&R	$100,000
University Building CR&R	$700,000
Total	$800,000

3. North Quad Renovation: (BOT Sep ’13)

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

The program of requirements was modified to consider cost-effective ways to meet growing housing demand, integration of needs supporting our Utility Master Plan, and address existing deferred maintenance issues with tunnel tops. As a result, it is recommended to add approximately 100 beds to Hahne Hall in the form of an addition. The program was also modified to include sizing the underground hot water piping to allow Yager Stadium and the Student Athlete Development Center to be switched to more energy efficient hot water heating in the future. In addition, replacement of the existing tunnel top adjacent to the project site makes sense to include within this scope of

North Quad Renovation (continued):

work. This project would have been submitted for approval and completed as a separate project; however, it is more cost effective and efficient to perform this work under a common DB. The utility piping and tunnel top replacement projects come with additional funding sources depicted in the table below. These changes resulted in an increase to the Estimated Budget.

Construction documents are in progress, with the 50% progress set due at the end of December. The GMP will be negotiated at the 75% stage, at the end of January, and 100% construction documents will be complete at the end of February.

Delivery Method: Design / Build
Estimated Budget: $98,300,000
Estimated Start: March 2015
Estimated Completion: August 2016

Funding Source	
Bond Series 2012	$5,000,000
Bond Series 2014	$90,600,000
University Building CR&R	$1,300,000
UEA CR&R	$1,400,000
Total	$98,300,000

4. Peabody Hall Renovations: (BOT Feb '14)

This project will replace the HVAC units in the resident rooms and the commons areas, as well as five classrooms and the ground floor offices. The replacement units will be selected to support integration into the Western Campus geothermal loop. The building chillers and the associated equipment are beyond their useful life and will be replaced following the cooling season this fall, with equipment pre-purchased by May 2014, to avoid increased maintenance costs and to provide more efficient technology. The student rooms will be painted and include controls improvements for both lighting and HVAC infrastructure.

The project is in the Design Development phase. The project will be out to bid in December. Portions of the construction will begin in January 2015 with the majority of the work occurring during the summer of 2015.

Delivery Method: Single Prime Contractor
Estimated Budget: $1,900,000
Estimated Start: May 2015
Estimated Completion: August 2015

Funding Source	
Bond Series 2012	$1,200,000
University Buildings CR&R	$700,000
Total	$1,900,000

5. Shriver Center Renovations – Phase 1:

As a result of many functions relocating to the new Armstrong Student Center, this project will initiate renovations of the Shriver Center. The first stage of design services will be to complete a comprehensive Program of Requirements and to perform Schematic Design for the entire building. The first construction phase will be confirmed during design, and is currently expected to consist of construction of vacated spaces on the third floor plus necessary mechanical, electrical, accessibility and elevator upgrades to support future phases. The Office of Disability Resources and the Rinella Learning Center, both of which will relocate from the Campus Avenue Building (CAB), will occupy the third floor. A new Welcome Center is being planned on the first floor. The Welcome Center is expected to support prospective students and their families, alumnus, and other University partners in a state-of-the-art space.

The Program of Requirements stage is complete. A retail consulting firm is reviewing existing bookstore space and other areas within the building to develop a comprehensive strategy. A portion of the study is meant to optimize technology-based revenue through thoughtful design in multiple areas of the building. The results of the study were received in November 2014 and will be evaluated by the project committee to be incorporated into the work.

Delivery Method:
Construction Manager at Risk
Estimated Budget: $10,500,000
Estimated Start: TBD
Estimated Completion: TBD

Funding Source	
Local	$8,000,000*
Shriver CR&R	$1,600,000
HDRBS CR&R	$800,000
UEA CR&R	$100,000
Total	$10,500,000

*$3,000,000 from FY 2013 operating surplus, approved at the September 2013 Finance and Audit Committee meeting. $5,000,000 to be taken from FY 2014 operating surplus assuming project is approved.

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IN PLANNING
(Pre-A&E)

1. <u>Armstrong Student Center, Phase 2:</u> (BOT Apr '13)

This project will complete the Armstrong Student Center via adaptive reuse of Culler Hall. The Physics Department will be moving to Kreger Hall in the fall of 2014 that will allow Phase 2 construction to commence. The project will renovate the interior of Culler Hall in a similar manner to the adaptive reuse of Gaskill and Rowan Halls. The project will also address needed rehabilitation to the core and shell of the building.

Schematic design and budget verification is complete. Culler is now occupied by the Department of Geology and the Department of Geography for the duration of the Shideler Hall renovation project. The project committee reconvened in October 2014 to verify the schematic program. Input has been received from the various user groups including student organizations. Design development work is in progress. The process for selecting the Construction Manager at Risk (CMR) will begin this fall. It is anticipated that the CMR contract will only include preconstruction services in this early stage to assist in estimating and constructability.

Proposed Delivery Method:
Construction Manager at Risk
Proposed Budget: $21,500,000
Desired Start: August 2016
Desired Completion: December 2017

Funding Source	
TBD	$21,500,000*
Total	$21,500,000

*$10,000,000 to be funded from the redirecting of a portion of the Rec Center Student Fee. The balance is to be from gifts.

2. <u>Culinary Support Center Rehabilitation:</u> (New Project This Report)

This project will renovate and reduce the MUCCU to drive-through service only and prepare that section of the Demske Culinary Support Center for the relocation of the Burkhouse Staff Development Center from Boyd Hall.

The A/E selection has been presented to Levin-Porter and they have submitted a technical proposal for review. The project is expected to be designed in November/December and bid in January, with an award in February to begin construction.

Proposed Delivery Method:
Single Prime Contractor
Proposed Budget: $937,000
Desired Start: February 2015
Desired Completion: August 2015

Funding Source	
University Building CR&R	$825,000
HDRBS CR&R	$112,000
Total	$937,000

3. Hamilton Campus – Knightsbridge Building Renovation:

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

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

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

Funding Source	
Hamilton Campus CR&R	TBD
Total	TBD

4. HDRBS MEP Improvements Summer 2015: (New Project This Report)

This project involves mechanical, electrical, and plumbing improvements in ten residence halls, four dining halls, two recreational facilities, and one guest facility. The desired upgrades include: 1) addressing several overheat and ventilation issues in mechanical spaces; 2) replacing existing water softeners with Watts OneFlow style decalcifiers; 3) energy efficiency improvements to heating systems; 4) adding redundancy to critical mechanical systems; and 5) control system upgrades.

A/E Selection is in process.

Proposed delivery method:
Single Prime Contractor
Proposed Budget: $1,250,000
Desired Start: May 2015
Desired Completion: September 2015

Funding Source	
HDRBS CR&R	$1,250,000
Total	$1,250,000

5. Roof Replacement/Repairs 2015: (New Project This Report)

This project will include replacement and repairs to roofs on Bachelor, Alumni and Laws Halls, and the South Chiller Plant.

An RFQ is out with a due date of October 31 for the A/E firm. The project is expected to begin in May, 2015.

Proposed Delivery Method: TBD
Proposed Budget: $760,000
Desired Start: May 2015
Desired Completion: August 2015

Funding Source	
TBD	$560,000
UEA CR&R	$200,000
Total	TBD

COMPLETED PROJECTS

1. **Art Quad Electrical Modifications and CPA HVAC Replacement:** (BOT Feb ’14)

This project provided a new 12.5 kV switch and upgrade of electric service to the Art Building, Center for Performing Arts (CPA), Hiestand Hall and Shriver Center, as well as a new unit substation for CPA and Shriver Center. This electrical project vacated the antiquated 4,160-volt electrical distribution system as part of a continuing plan to upgrade the campus from the old system. The MCC at CPA was replaced as well. The HVAC portion of the project replaced air handlers AH-2 and AH-3 located in the basement of CPA with one new unit that covered the load capacity of both of the former units. The unit controls were upgraded to DDC systems and several VAV boxes were changed out in this phase of work. The new unit and appurtenances provide better control and energy efficiency.

Delivery Method: Multiple Prime Contractors

Project Revenue	
Design and Administration	$60,120
Construction	$1,134,900
Contingency	$107,453
Owner Costs	$2,527
Total	$1,305,000

Project Expense	
Design and Administration	$61,890
Construction	$1,070,156
Contingency	$107,453
Owner Costs	$1,168
Total	$1,240,667

Est. Contingency Balance Returned: $0
Est. Contingency Balance Returned Percent of Total: 0%
Est. Bid Savings / VE: $64,744
Est. Final Total: $64,333

2. **Hamilton Campus – Phelps Hall HVAC Improvements:** (BOT Feb ’14)

This project included upgrades to the HVAC systems and fire suppression, new ceilings and lighting throughout, a new suite of offices and energy efficiency controls upgrades.

Delivery Method: Single Prime Contactor

Project Revenue	
Design and Administration	$111,340
Construction	$1,043,480
Contingency	$77,580
Owner Costs	$16,730
Total	$1,249,130

Project Expense	
Design and Administration	$111,340
Construction	$1,043,480
Contingency	$15,450
Owner Costs	$16,730
Total	$1,187,000

Est. Contingency Balance Returned: $62,130
Est. Contingency Balance Returned Percent of Total: 80%
Est. Bid Savings / VE: $ 0
Est. Final Total: $62,130

3. **HDRBS Improvements – 2014:** (BOT Feb '14)

This project provided various upgrades to systems and finishes in thirteen halls over the summer to keep the halls safe and operating efficiently in the short term, as they are not scheduled for full renovation until a later phase in the Long Range Housing Master Plan. Dodds, Emerson, Hamilton, Havighurst, MacCracken, McKee, Minnich, Morris, Porter, Richard, Scott, Stanton and Tappan Halls received operational, maintenance and cosmetic improvements. The project included kitchen and bath upgrades, mailbox replacements, interior and exterior door replacements, floor replacements as well as some exterior upgrades. The projects were completed during the summer of 2014.

Delivery Method: Single Prime Contactor

Project Revenue	
Design and Administration	$100,000
Construction	$1,183,700
Contingency	$200,000
Owner Costs	$16,300
Total	$1,500,000

Project Expense	
Design and Administration	$55,000
Construction	$684,750
Contingency	$23,000
Owner Costs	$0
Total	$762,750

Est. Contingency Balance Returned: $117,000
Est. Contingency Balance Returned Percent of Total: 89%
Est. Bid Savings / VE: $620,250
Est. Final Total: $737,250

4. **Hub Quad Tunnel Top Replacement:** (BOT Feb '14)

This project replaced the utility tunnel top pavements through the "Hub Quad" area, as well as the area in front of Kreger Hall to Armstrong Student Center. Deteriorating sections of the concrete tops for the tunnel sections built in 1938 and 1948 were replaced.

Delivery Method: Single Prime Contactor

Project Revenue	
Design and Administration	$144,000
Construction	$1,249,000
Contingency	$82,000
Owner Costs	$25,000
Total	$1,500,000

Project Expense	
Design and Administration	$144,000
Construction	$1,249,000
Contingency	$47,273
Owner Costs	$25,000
Total	$1,465,273

Est. Contingency Balance Returned: $34,727
Est. Contingency Balance Returned Percent of Total: 42%
Est. Bid Savings / VE: $0
Est. Final Total: $34,727

5. Middletown Campus Pavement Repairs:

This project replaced deteriorated concrete pavement and curbing and repaired and performed maintenance tasks on asphalt pavements across the Middletown Campus.

Delivery Method: Single Prime Contractor

Project Revenue	
Design and Administration	$6,800
Cost of Work	$680,000
Contingency	$68,000
Owner Costs	$6,500
Total	$761,300

Project Expense	
Design and Administration	$6,800
Cost of Work	$430,000
Contingency	$33,000
Owner Costs	$6,500
Total	$476,300

Est. Contingency Balance Returned: $35,000
Est. Contingency Balance Returned Percent of Total: 51%
Est. Bid Savings/ VE: $250,000
Est. Final Total: $285,000

6. Western Campus Site Improvements and Landscape: (BOT Feb '14)

This project restored the grounds surrounding the new Western Campus Residence Halls and Dining Hall construction sites as part of the Long Range Housing Master Plan. The work included storm water management, site grading, fire lane construction, pedestrian lighting, sidewalks, and landscaping. Work also included pedestrian improvements at the Spring Street and Patterson Avenue intersection with the installation of a new traffic signal and widened sidewalks from the Shriver Center driveway entrance north to Bishop Circle, along the west side of Patterson Avenue.

Delivery Method: Construction Manager at Risk

Project Revenue	
Design and Administration	$710,000
Cost of Work	$4,655,000
Contingency	$450,000
Owner Costs	$55,000
Total	$5,870,000

Project Expense	
Design and Administration	$710,000
Cost of Work	$4,620,000
Contingency	$385,000
Owner Costs	$55,000
Total	$5,770,000

Est. Contingency Balance Returned: $65,000
Est. Contingency Balance Returned Percent of Total: 14%
Est. Bid Savings / VE: $35,000
Est. Final Total: $100,000

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Projects Between $50,000 and $500,000

Project	Budget
Airport RSA Grading Project	$120,000
ASC Pavilion Audiovisual Upgrades	$75,000
Art Museum Carpet and Drapery Replacement	$50,000
Benton Hall – Agile Classroom	$50,000
Campus Avenue Building Enrollment Center Reorganization	$200,000
Campus Avenue Building Lobby and Auditorium Technology Improvements	$230,000
Campus Avenue Building One Stop Shop	$202,000
Campus Avenue Water Main Work (in conjunction with City of Oxford)	$150,000
Campus Irrigation – Lewis Place	$63,400
Center for Performing Arts - Emergency Generator Replacement	$95,000
Classroom Chair Replacement (17 classrooms)	$189,685
Culinary Support Center – High Bay & Corridor Lighting Retrofit	$75,000
E & G Buildings – Corridor Lighting Control	$200,000
E & G Buildings – Relamping	$350,000
E & G Summer Painting – Building Exteriors 2014/2015	$187,000
E & G Building VAV Box Occupancy Sensor Installation	$150,000
Emergency Phones Phase II	$495,000
Etheridge Hall Stair Improvements	$62,000
Hamilton Campus – North Hall Fiber Installation	$78,000
Hamilton Campus – Retro-commissioning	$126,245
Hamilton Campus – Select Window and Door Replacement	$238,100
Hamilton Campus – University Hall Emergency Generator Installation	$100,000
Harrison Hall Fire Alarm Replacement	$200,000
Harrison Hall – Janus Space Renovation	$80,000
Havighurst Elevator Replacement	$125,000
Hayden Park – FF&E	$150,000
Heritage Commons – Sink Replacement	$60,000
Hiestand Hall – Room 009 Renovation	$50,000
HDRBS – Exterior Summer Painting 2014	$50,000
HDRBS – Residence Hall Signage	$260,000
Hughes C-Wing HVAC Improvements	$400,000
Hughes Hall Still Replacement	$160,000
Irvin Drive Relocation	$200,000
King Library Dean's Suite	$150,000
King Library Emergency Generator Upgrade	$392,800
King Library – Office of Undergraduate Research	$490,000
Kreger Hall Furniture Package	$300,000
Lewis Place Repairs 2014	$316,400
MacCracken Market AC Upgrades	$75,000
MacMillan Hall – Global Initiatives Renovation	$61,000
McGuffey Hall – Conference Room Renovation	$147,500
McKee Hall – Replace Student Room VCT Floors	$60,000
Middletown Campus – Retro-commissioning	$122,070
Middletown Campus – Thesken Hall Office Renovation	$63,000
Middletown Campus – Verity Lodge HVAC Improvements Phase One	$215,800

Millett Hall – Basketball Court Lighting Upgrade	$300,000
Millett Hall / Cook Field Electrical Modifications	$200,000
Millett Hall Practice Gym Floor Replacement	$140,000
Molyneaux Bells – Painting and Stone Repairs	$50,000
Morris Hall – Repair Foundation Leaks	$50,000
Murstein, Glos & Advancement Services - Electrical Modifications	$198,500
North Campus Utility Improvements	$400,000
Pearson Hall Laboratory AV Upgrades	$398,022
Pearson Hall Laboratory Upgrades (267 B-F, G, H)	$133,000
Pearson Hall – Mallory Wilson Center	$176,200
Phillips Hall – Entryway Repairs	$75,000
Recreational Sports Center – Fitness Center Floor Replacement	$150,000
Recreational Sports Center – Hardscape Repairs	$100,000
Recreational Sports Center – Partial Roof Repairs & Replacement	$451,128
Recreational Sports Center – Scoreboard Timer Upgrade	$50,000
Recreational Sports Center – Window Repairs	$146,250
Robertson Hall Building Demolition	$158,000
South Chiller Plant Cooling Tower Rebuild	$250,000
Steam Plant Locker Room Renovations	$81,500
Thomson Hall Roof Replacement	$470,000
Upham Hall Emergency Generator Upgrade	$94,700
Upham Hall Greenhouse Deconstruction	$336,100
Utility Group Network Reconfiguration	$150,000
VOA – AV Upgrades	$97,000
Walks & Drives 2014	$100,000
Western Residence Halls Volleyball Court Relocation	$86,500
Yager Stadium – Cradle of Coaches Plaza – John Harbaugh Statue	$158,166
Yager Stadium – Football Office Renovation	$200,000

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

Project	Original Budget	Returned Funds
Alexander Dining Hall Demolition	$499,000	$59,200
Asphalt Maintenance 2014	$422,600	$30,000
Campus Irrigation – Lewis Place	$64,000	$2,500
E & G Summer Painting – Building Exteriors 2013	$107,000	$37,850
Engineering Quad Landscape Improvements	$200,000	$1,000
Formal Gardens Pond Reconstruction	$139,100	$20,000
Hamilton Campus – Phelps Hall ADA Ramp	$226,510	$18,000
Hamilton Campus – University Hall Pedestrian Circulation Improvements	$125,000	$0
Murstein – Landscape and Hardscape Improvements	$80,000	$6,000
Presser Hall Stormwater Pond	$262,250	$5,000
Walks and Drives 2014	$100,000	$1,000

Glossary of Terms

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

Contingency – includes both owner contingency and the D/B or CMR contingency where applicable.

Cost of the Work – is the cost of construction. This includes general condition fees, contractor overhead and profit, D/B or CMR construction stage personnel.

Design & Administration – includes all professional services to support the work. This consists of base Architect/Engineer (A/E) fees, A/E additional services, A/E reimbursables, non-error/omission A/E contingency fees, geotechnical services, special inspection services partnering services, multi-vista photo documentation of projects, D/B or CMR pre-construction services, third party estimator, and local administration fees.

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

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

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

Owner Costs – are costs directly borne by the owner to complete the project. This includes furniture, fixtures, and equipment (FF&E), audio/visual (A/V), IT networking, percent for art (applicable on State funded projects exceeding $4 million), printing and advertising expenses, and any special moving or start-up funds.

Preconstruction Services – are the development and design services provided by a D/B firm or CMR to the owner. These services are typically performed for an identified cost prior to the negotiation of a GMP. These services are included in “Design and Administration.”

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

RESOLUTION R2015-

WHEREAS, the Board of Trustees approved Resolution R2014-34 in February 2014 that authorized the construction of a baseball support facility as an addition to the Hayden Park complex; and

WHEREAS, the project was approved with a budget not to exceed $3,000,000; and

WHEREAS, the bids were received for the project exceeding the authorized budget even after a substantial value engineering process; and

WHEREAS, sufficient funds for the project are available to increase the budget to $3,675,000;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby authorizes the Vice President for Finance and Business Services and Treasurer to proceed with the award of contracts for the Hayden Park Addition – Baseball Support Facility project with a total project budget not to exceed $3,675,000.

December 5, 2014

Executive Summary
for the
Hayden Park Addition – Baseball Support Facility
December 5, 2014

This project will result in the construction of an addition to the existing facility down the third base line between the home team dugout and indoor batting cages. The addition will include team locker rooms, coaches' offices, an equipment room and related support spaces. The addition also supports relocating the varsity baseball program out of Withrow Court. This project further reduces the University's dependency on Withrow Court requiring the continued operation of this 83-year-old facility. As discussed in the December 2013 Finance and Audit Committee meeting, the McKie Field at Hayden Park Addition project will require that the cost of financing the remaining pledges be foregone.

The design development (DD) process revealed budget concerns with the project. Significant value engineering (VE) occurred in an attempt to bring the project back within the budget approved by the Board of Trustees in February 2014. The size of the building was reduced, more cost effective finishes were selected, and spaces were combined to ensure the utilization rate is maximized. The work was bid and the bids were over the approved budget. Bringing the project into the approved budget eliminates significant program space and does not deliver a project meeting the needs of ICA. Sufficient local funds exist to supplement the budget.

Funding for this project will be gift and local funds:

Project Component:	Original Budget:	Revised Budget	Funding Source:
Design and Administration:	$205,000	$266,000	Gift Funds/Local Funds
Cost of Work:	$2,200,000	$3,025,000	Gift Funds/Local Funds
Contingency:	$395,000	$236,000	Gift Funds/Local Funds
Owner Costs:	$200,000	$148,000	Gift Funds/Local Funds
Total:	$3,000,000	$3,675,000	Gift Funds/Local Funds

RESOLUTION R2015-

WHEREAS, the North Quad Renovation project will result in the complete renovation of four existing residence halls, one dining hall and related infrastructure improvements; and

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

WHEREAS, the Board of Trustees previously approved a budget not to exceed $5,000,000 for preconstruction services including planning, design, estimating, and other services necessary to prepare the Guaranteed Maximum Price (GMP); and

WHEREAS, Miami University continues to explore ways to meet increased demand for student housing in timely, cost effective ways; and

WHEREAS, an addition to Hahne Hall can be constructed during the renovation process providing an estimated 113 additional beds; and

WHEREAS, the execution of the Oxford Campus Utility Master Plan requires utility distribution upgrades for the North Quad region beyond those associated with the North Quad renovation project; and

WHEREAS, the Tallawanda Road Utility Tunnel Top Replacement project is adjacent to the North Quad Renovation project site and would address failing tunnel tops in this area; and

WHEREAS, Miami University has determined that the cost of both utility projects can be lowered by incorporating this work into a single Design Build project; and

WHEREAS, the Design Build Guaranteed Maximum Price (GMP) is to be negotiated in January 2015;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Vice President for Finance and Business Services and Treasurer, to proceed with the award of contracts to for the North Quad Renovation project that includes the Hahne Hall addition and other utility improvements with a total project budget not exceed $98,300,000.

December 5, 2014

Executive Summary
For the
North Quad Renovation
December 5, 2014

This project will result in the renovation of Brandon, Flower, Hahne, and Hepburn Residence Halls as well as Martin Dining Hall as part of the Long Range Housing Master Plan. In addition, the project will include work related to site utilities and infrastructure, landscaping and site improvements. These renovations will be comprehensive upgrades of all building systems and include fire suppression, accessibility improvements, energy efficiency improvements, and new finishes throughout. The dining hall renovation will include new configurations of the kitchen and seating areas including new concepts for dine-in and take-out eating. This group of halls was selected to maintain the overall campus bed count and perform multiple renovations efficiently while minimizing the impact to the campus during construction. The project will be delivered using Design Build methodology to improve time taken from design through construction, reduce the cost of construction, and minimize the risk to the University.

Funding for this project will be local funds:

Bonds Funds: $84,000,000

Design and Administration	7,585,200.00
Cost of Work	66,906,000.00
Contingency	3,360,000.00
Owner Costs	6,148,800.00
Total	84,000,000.00

Executive Summary
For the
Hahne Hall Addition

North Quad residence halls currently provide 1066 beds. Execution of the Long Range Housing Master Plan expected the renovated residence halls of the North Quad to provide 828 beds. Housing demand continues to be strong requiring an increase in the total number of beds available on campus. Completion of the North Quad renovation project as originally intended in the master plan leaves a significant deficit of beds to support the projected demand in 2016. During design for the North Quad Renovation, the design team recognized the potential to add 113 beds to the east side of Hahne Hall reducing the loss of beds in North Quad. Adjusting the original strategy to increase the number of beds within the existing buildings and the addition to Hahne will net 1017 beds upon completion of the work. The additional beds will be achieved in a timely manner and at a combined cost per bed that is lower than new construction.

Funding for this project will be local funds:

Bonds Funds: $11,600,000

Design and Administration	1,047,480.00
Cost of Work	9,239,400.00
Contingency	464,000.00
Owner Costs	849,120.00
Total	11,600,000.00

Executive Summary
For the
North Quad District Utility Infrastructure Improvements

Implementation of the Utility Master Plan requires the replacement of the boilers at the Central Steam Plant that are at the end of their useful life with a more efficient system. In addition, the plan calls for the elimination of coal as a fuel to produce steam beyond 2025. To achieve these goals, buildings north of High Street are being converted to hot water heat produced by simultaneous heating and cooling. This change is partially supported through the existing East Quad and upcoming North Quad Renovation projects. However, additional infrastructure improvements are needed to achieve the overall Utility Master Plan goals, but must be coordinated with the North Quad Renovation work. This work will occur concurrently with the North Quad Renovation project's site utility and infrastructure work.

Funding for this project will be local funds:

UEA CR&R: $1,400,000

Design and Administration	126,420.00
Cost of Work	1,115,100.00
Contingency	56,000.00
Owner Costs	102,480.00
Total	1,400,000.00

Executive Summary
For the
Tallawanda Road Utility Tunnel Top Replacement

This project will replace the utility tunnel top pavements on the east side of Tallawanda Road from Sycamore Street to just south of Withrow Hall. Deteriorating sections of the concrete tops will be replaced with structural tops and new non-integral walks on top of the tunnel system. This work will occur over the summer of 2016 as part of the site work and restoration package for North Quad.

All projects will be combined and delivered using Design Build methodology to improve time from design through construction, reduce the cost of construction, and minimize the risk to the University.

Funding for this project will be local funds:
Bond Funds: $95,600,000
University Building CR&R: 1,300,000
Utility Enterprise CR&R: 1,400,000

Design and Administration	117,390.00
Cost of Work	1,035,450.00
Contingency	52,000.00
Owner Costs	95,160.00
Total	1,300,000.00

Miami University
Housing, Dining, Recreation and Business Services

Appropriation Ordinance

BE IT ORDAINED: that the Board of Trustees hereby establishes the following charges to be levied and collected beginning with the first semester of the academic year 2015-2016 unless otherwise indicated.

I. Residence Halls (per semester per student)
**All rates include refrigeration cost of $50 per semester per room.*

	2014-15	2015-16	% change
A. Fall/Spring Semesters-			
Traditional Halls (Non-renovated)			
(A rate deduction of $150 per semester will be provided for non-air conditioned rooms)			
Single	$3821	$4021	5.23%
Double	$2704	$2924	8.14%
Triple	$2704	$2879	6.47%
Quad	$2704	$2879	6.47%
Renovated Halls			
Single	$4225	$4275	1.18%
Double	$2989	$3150	5.38%
Triple	$2989	$3014	0.83%
New Halls			
Single	$4763	$4813	1.05%
Double	$3538	$3724	5.26%
Modified Double	$2989	$3150	5.38%
Modified Triple	$2989	$3150	5.38%
Miami Inn	$3821	$3961	3.66%
Heritage Commons	$4982	$4982	0.00%

II. Meal Plans (per semester per student)

	2014-15	2015-16	% change
A. Diplomat Meal Plan			
Required Meal Program Assessment from every residence hall student occupant	$1725	$1625	
Most Common Meal Plan	$1100	$1200	
	$2825	$2825	0.00%
B. Summer			
Envoy Account Meal Plan	$100 min. initial deposit	$100 min. int. dep.	N/A

III. Residence & Meal Plan Weighted Fall/Spring Average Increase 2.93%

IV. Summer Housing Weekly

	2014-15	2015-16	% change
Double Occupancy	$112	$117	4.46%
Single Occupancy (double as single)	$168	$173	2.98%

Miami University
Housing, Dining, Recreation and Business Services

V. Winter Term Housing			
(Available for students enrolled in class)	$440	$466	6.00%
VI. Sorority Suites (Effective January 1, 2012)			
Less than 800 sq. ft.	$2940	$2999	2.00%
800-1,200 sq. ft.	$5140	$5243	2.00%
1,200-1,300 sq. ft.	$5566	$5677	2.00%
1,300-1,400 sq. ft.	$6130	$6253	2.00%
1,400-1,500 sq. ft.	$ 6908	$7046	2.00%
more than 1,500 sq. ft.	$7356	$7503	2.00%

VII. Residence Halls Room Refund Policy

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

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

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

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

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

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

VIII. Meal Plan Change and Refund Policy

Provided further that upon withdrawal during the first or second semester, the Meal Program Assessment for that semester will be adjusted on a prorated basis and refunded for all days during which the student is not in residence. Diplomat Account balances remaining at the end of each semester roll forward to the next semester. When a student moves off campus, any remaining Diplomat dollars are converted to the Express Meal Plan for off campus students. Upon graduation, and remaining meal plan balances are forfeited.

Diplomat Meal Plan holders are permitted to change their selected level until the 1st day of class during each semester. Meal plan holders may continue to add additional money at any time, but are not permitted to lower their plan level after the 1st day of class.

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

Room Rate Increase Recommendations (per semester)

	Double (Non Renovated)	Double (Renovated)	Double (New)	Single (Non Renovated)	Single (Renovated)	Single (New)	Apartment		Low	High	Average
Recommended 2015-16 room rate (per sem.)	2,924	3,150	3,724	4,021	4,275	4,813	4,982		2,924	4,982	3,984
2014-15 room rate (per sem)	2,704	2,989	3,538	3,821	4,225	4,763	4,982		2,704	4,982	3,860
% increase	8.14%	5.39%	5.26%	5.23%	1.18%	1.05%	0.00%		0.00%	8.14%	3.75%
Benchmark comparisons - 2014-15 room rates											
Ohio State University*	3,065	3,280		3,938							
Ohio University*	3,025	3,223		3,714	3,957						
University of Akron	3,510		3,929	3,687		4,721	4933				
University of Cincinnati	3,137		3,608	3,620		3,905	4259				
University of Toledo	2,627		3,316		3,978						
Xavier University*	3,060	3,390			3,715		4370				
Case Western	3,865			4,360			5325				
University of Michigan	2,814	3,111			4,102						
Kent State	3,054	3,108		3,362	3,420		4660				
Low benchmark school	2,627	3,108	3,316	3,362	3,420	3,905	4,259				
High benchmark school	3,865	3,390	3,929	4,360	4,102	4,721	5,325				
Average school	3,129	3,222	3,618	3,780	3,834	4,313	4,709				

Meal Plan Comparisons	Per semester cost	Features	Limitations	Refundable?
Miami University 2015-16	$2,825	$1625 Assessment fee; $1200 declining balance; 30% discount Ala Carte, 50% discount Buffet	None	Balances roll forward semester to semester. Any balance after graduation is forfeited
Ohio State University*	$2,575	Unlimited use at 3 - All You Care to Eat locations on campus; $150 for use at retail or Ala Carte locations.	$2425 can be used only at the 3 All You Care to Eat locations on campus	Balance forfeited each semester
Ohio University*	$3,057	20 meals per week; $450 for use in Ala Carte and Retail locations	Unused meals per week do not carry forward	Balance forfeited each semester
Kent State University*	$2,630	Pay posted price, no discount	Balance rolls forward semester to semester as long as another plan is purchased	Balance forfeited without meal plan
Indiana University, Bloomington*	$3,700	Plus program targeted to students who eat 3 meals/day; $1920 is for Operational costs, $1780 in I-Bucks. 60% discount, I-Bucks roll forward to next semester	$1920 Operational costs per semester	No refund for Operational Cost portion; I-Bucks forfeited at end of academic year
Penn State University*	$2,530	Appr. 17 meals per week; 65% discount in AYCTE locations, 10% discount in retail and Ala Carte	Less than 3 meals per day	Balances carry forward to Spring semester. Remaining balance forfeited at end of academic year.
Boston University*	$2,560	Unlimited meals in AYCTE locations; $185 points for use in Retail and Ala Carte; Convenience Points (similar to Mulaa can also be used in Dining locations	Dining Points roll forward to Spring semester; Convenience Points are optional and deposited separately from meal plan.	Dining Points will be refunded at 50% at end of year if balance is $10 or more. Meal plan balances forfeited at end of academic year
Xavier University*	$2,450	Unlimited meals at AYCTE locations; $100 Dining Dollars for use in Retail and Ala Carte	Balances roll forward to Spring Semester	Balances forfeited at end of academic year

* 2014-15 Meal Plan Program

Miami University

Department of Housing, Dining, Recreation & Business Services

Room and Meal Plan Rate Recommendations – 2015-2016

Ohio Public University Meal Plan Feature Comparison – 2014-15

School	24 Hour Food Service	Unused Balances Forfeited Each year	Delivery Service	Use of Meal Plans in Convenience Stores	Use of Meal Plans in Concessions	Use of Meal Plans in Student Center	Use of Meal Plans in Library
Miami University	**Yes**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Bowling Green St. University	No	Yes	No	Yes	No	Yes	No
Kent State University	Yes	Yes	Yes	Yes	No	Yes	Yes
Ohio State University	Yes	Yes	Yes	Yes	No	Yes	Yes
Ohio University	No	Yes	No	Yes	No	Yes	Yes
University of Akron	No	Yes	No	No	No	Yes	Yes
University of Cincinnati	No	Yes	No	No	No	No	No
University of Toledo	No	Yes	No	Yes	No	No	No

Benchmark University
Meal Plan Feature Comparison – 2014-15

School	24 Hour Food Service	Unused Balances Forfeited each year	Delivery Service	Use of Meal Plans in Convenience Stores	Use of Meal Plans in Concessions	Use of Meal Plans in Student Center	Use of Meal Plans in Library
Miami University	**Yes**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Case Western Reserve University	No	Yes	No	No	No	No	No
Indiana University	No	Yes	No	Yes	No	No	Yes
Purdue University	No	Yes	No	No	No	No	No
University of Dayton	No	Yes	No	Yes	No	Yes	No
University of Michigan	No	Yes	No	No	Yes	Yes	No
University of Notre Dame	Yes	Yes	No	Yes	No	No	No
Xavier University	No	Yes	No	No	No	Yes	No

12/05/14 Agenda Item
Finance and Business Services

APPROPRIATION ORDINANCE O2015-
Appropriation Ordinance to Establish Tuition and Fees
for the Professional MBA Program

WHEREAS, the Farmer School of Business will admit new classes to the Professional MBA program in the Fall of 2015; and

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

WHEREAS, the credit hour rate has not increased since Fall 2013; and

WHEREAS, after reviewing the price of other programs in the region, the Dean of Farmer School of Business and the Provost have recommended that the instructional fee for the Professional MBA program be increased from $825 per credit hour to $950 per credit hour for the Fall 2015 and Spring 2016 cohorts;

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

BE IT FURTHER ORDAINED: that the Board of Trustees approves an instructional fee of $1,050 per credit hour for the Fall 2016 and Spring 2017 cohorts and $1,150 for the Fall 2017 Professional MBA program; and

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

December 5, 2014

MIAMI UNIVERSITY | MBA

September 29, 2014

TO: Ray Gorman

FROM: Matt Myers

Re: MBA Tuition Increase

Ray,

This requests your approval of an increase in the MBA tuition rate of 15.2%, effective with the fall cohort, 2015. This is the first of three expected annual increases that reflect the shift in market pricing strategy that you requested we undertake. The long term objective of this strategy is to become the premium priced part time MBA program in the local market based on total program cost, fully reflecting our quality and market ranking.

Historically the pricing strategy of the Professional MBA program has been to closely match the price of Xavier University's competitive program. Our pricing strategy from launch (2009) until now has been to place our tuition per credit hour in between Xavier's lowest and highest rate and let our lower credit hour requirement drive an attractive total program cost. I believe the current $29,700 tuition is far too low to reflect the quality of the program or the value of a Farmer School graduate degree. The proposed increase will move the two-year program cost from $29.7K to $34.2K, with the longer-term goal of moving to the $40-45K range by 2017 and beyond.

The Miami MBA tuition includes the course materials (books & cases) along with a light meal on class days. We do not have an out of state surcharge or apply the FSB premium to our tuition rates. Miami employees (and their dependents) receive a tuition discount in the range of 50% (vs 100%) to ensure we at least cover our variable costs associated with these students.

This increase will be the first price change since 2013, when we took two increases totaling 5.7%. Our pricing strategy will be to follow this 2015 increase with annual increases in 2016 and 2017 of 10.5% and 9.5% respectively, resulting in a total program cost of $41.4K for the cohort starting in fall 2017.

We would propose announcing this increase in January 2015, which means that Board of Trustees approval would be required at the December 4/5 meeting.

MBA Financial Model

Rev 9-4-14

	14/15	15/16	16/17	17/18	Going Basis
Avg. Enrollment	110	130	140	145	150
Tuition / Credit Hr.	$825 - 100%	$825 - 65% $950 - 35%	$825 - 18% $950 - 48% $1050 -34%	$950 - 16% $1050 - 51% $1150 - 33%	$1150 - 100%
Gross Tuition ($M)	$1,635	$2,035	$2,425	$2,785	$3,105
Net Tuition ($M)	$1,555	$1,935	$2,305	$2,645	$2,950
Program Cost ($M)					
Faculty Comp	$650	$700	$735	$770	$810
Admin Staff	$290	$305	$320	$335	$350
Recruiting /Mkt	$250	$200	$150	$150	$150
Fixed Program OH	$40	$45	$45	$45	$50
Variable Program OH	$205	$250	$280	$305	$325
Total Cost	$1,435	$1,500	$1,530	$1,605	$1,685
Profit ($M)	$120	$435	$775	$1,040	$1,265
Margin (%)	8%	22%	34%	39%	43%

Assumptions:

1) Tuition sticker will increase 39% by 2017…using 3 annual increases to reach $41.4K/program
2) Students are "grandfathered" with their starting tuition rate for 2 years
3) Net tuition reflects an average 5% discount for MU employees / spouses
4) Recruiting/Marketing costs assume a transition to a direct company sales approach as part of the Exec Ed portfolio, supported by MBA website and limited online marketing.
5. The cost of the associated sales staff is **not included** in this buget.
6) Costs have been inflated at expected rate (varies by element)
7) MU/FSB overhead costs and facility use cost are not known

2014/15 MBA Pricing Analysis
--revised 8-8-14--

Part Time / Professional MBA Cost Benchmarks

School	Program Hours	Cost/ Hour	Total Program Cost
Xavier University			
PT MBA – Main Campus	39-47	$780	$30.4 -$36.7K
PT MBA – West Chester	44	$860	$37.8K
University of Cincinnati			
PT MBA – Main Campus & Blue Ash Campus	36 - 48	$890	$32.0 - $42.7K
Ohio State University			
PT MBA - Columbus	48	$1470 + $124	$76.5K

Executive MBA Cost Benchmarks

School	Program Hours	Cost/ Hour	Total Program Cost
Xavier University			
Executive MBA	50	$1225	$61.3K

Miami Professional MBA @ VOALC

School	Program Hours	Cost/ Hour	% Change	Total Program Cost
Miami University				
Professional MBA- Fall 2012	36	$780	Base	$28.1K
Professional MBA – Spring 2013	36	$800	+2.6%	$28.8K
Professional MBA – Fall 2013	36	$825	+3.1%	$29.7K
PMBA Proposed – Fall 2015	36	$950	+15.2%	$34.2K
PMBA Proposed – Fall 2016	36	$1050	+10.5%	$37.8K
PMBA Proposed – Fall 2017	36	$1150	+9.5%	$41.4K

Notes:

1) Xavier has 5 hours of "foundation courses" that may be waived if there has been prior course work by the student plus some concentrations require 12 (vs 9) hours
2) UC has 12 hours of "core courses" that may be waived if there has been prior course work by the student.
3) Cost/hour is on a semester hour basis for all four schools
4) Miami 2014/15 graduate student cost for Branch Campuses is $537/credit hour

RESOLUTION R2015-xx

WHEREAS, the Miami University Foundation desires to amend Article IV: Directors.

WHEREAS, Articles III and IV of the Code of Regulations of the Miami University Foundation, providing for the selection of Directors and defining Members, shall not be amended without the approval and consent given by the affirmative vote of two-thirds of all voting members of the Board of Trustees of Miami University;

NOW, THEREFORE BE IT RESOLVED: that the Miami University Board of Trustees hereby approves and consents to the amendment of Article IV of the Code of Regulations of the Miami University Foundation as set forth in the changes indicated below:

ARTICLE I: OFFICES

.

The principal office of Miami University Foundation (the "Corporation") at which the general business shall be transacted and where the records of the Corporation shall be kept shall be located in the City of Oxford, Butler County, Ohio. The Corporation may have such other offices, either within or without the State of Ohio, as the Directors may designate or as the activities of the Corporation may require from time to time.

ARTICLE II: FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of July in each year and end on the last day of the following June, or be such other period as the Directors designate by resolution.

ARTICLE III: MEMBERS

The Corporation shall have no Members. The Directors shall be considered the Members in accordance with Ohio Revised Code section 1702.14, as it may be amended.

ARTICLE IV: DIRECTORS

4.1 Powers. The Board of Directors (collectively hereinafter referred to as "Directors" or individually referred to as a "Director") shall have the control and management of the business and property of the Corporation. It may adopt by-laws not inconsistent with these Regulations. A Director shall perform his or her duties as a Director of the Corporation, including his or her duties as a member of any committee of the Corporation, in good faith, in a manner he or she reasonably believes to be in, or not opposed to the best interests of the Corporation and with the care that an ordinarily prudent person in a like position would use under similar circumstances.

4.2 Number. The number of Appointed Directors shall be seven (7) and be such persons provided in Section 4.3 of these Regulations. The number of Elected Directors shall not be less than fifteen (15) persons elected as provided in Section 4.4 of these Regulations. The Board of Directors shall determine and fix the exact number of persons to serve as Elected Directors from time to time provided, however, that no decrease in the number of Elected Directors shall have the effect of removing an Elected Director prior to the expiration of such Elected Director's term of office.

4.3 Appointed Directors. The persons holding the following positions shall serve as Appointed Directors:

(a) The Chair of the Board of Trustees of Miami University or a member of the Board of Trustees of Miami University appointed by the Chair of the Board of Trustees of Miami University;

(b) The President of Miami University;

(c) The Executive Vice President for Academic Affairs and Provost of Miami University;

(d) The Vice President for Finance and Business Services of Miami University (who shall also serve as the Treasurer of the Corporation);

(e) The Vice President for University Advancement of Miami University (who shall also serve as the Executive Director of the Corporation);

(f) The Vice President for Student Affairs of Miami University; and

(g) A representative of the Board of Trustees of Miami University appointed by the Board of Trustees of Miami University.

4.4 Elected Directors.

4.4.1 Election. The Elected Directors shall be elected by the Directors from the slate of candidates nominated by the Nominating Committee (as that term is hereinafter defined). Election shall be by a majority vote of the Directors constituting a quorum at a meeting of the Directors. At least two thirds (2/3) of the Elected Directors shall be alumni or former students of Miami University.

4.4.2 Term. Elected Directors shall serve and hold office for a term of three (3) years commencing at the conclusion of the Annual Meeting at which the Elected Director is elected (or if elected at a meeting of the Directors other than the Annual Meeting then such term shall commence at conclusion of the next Annual Meeting unless filling an Elected Director vacancy or otherwise provided by the Board in the election of such Elected Director) and ending at the conclusion of the third Annual Meeting thereafter, or until such Elected Director's successor is elected and qualified, except in the event of such Director's earlier resignation, removal or death.

4.4.3 Term Limits. Elected Directors may serve a maximum of two (2) consecutive three-year terms. After serving two (2) consecutive three-year terms, an Elected Director again may be elected to serve as an Elected Director after such Elected Director has not served as a Director for one (1) year. Service as an Elected Director for a term of less than three (3) years shall not count as a term for the purposes of the term limits provided in this Section 4.4.3. Nevertheless, if an Elected Director is serving as President of the Corporation and his or her second three-year term as a Director will expire prior to the end of his or her term as President, such Elected Director shall continue to serve as an Elected Director until the expiration of his or her term as President regardless of the term limits described above.

4.4.4 Staggered Terms. The Elected Directors may be divided into three (3) groups or classes consisting of approximately one-third of the then current total number of Elected Directors. The Elected Directors in each group shall be elected for a term of three (3) years such that the term of office of one such group shall terminate each year. To maintain three classes of Elected Directors consisting of approximately the same number of persons, certain Elected Directors may be assigned to and shall serve one-year and two-year terms so as to establish or maintain staggered terms whereby approximately one-third of the Elected Directors' terms expire each year.

4.4.5 Removal of Elected Directors. Any Elected Director may be removed from office upon the affirmative vote of a majority of the total number of Directors then serving.

4.4.6 Vacancies. The Board of Directors may fill any vacancy that may occur in an Elected Director position by election of a successor to hold office during the remaining unexpired term of the vacant Elected Director position. Election shall be by a majority of the Directors constituting a quorum and entitled to vote at such meeting.

4.5 Meetings.

4.5.1 Annual Meeting. The Annual Meeting of the Directors for the election of officers and the transaction of such other business as the Directors determine shall be held at the time and place, within or without the State of Ohio, the Board of Directors designates.

4.5.2. Regular Meetings. The Board of Directors may establish regular meetings of the Board of Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, the Board of Directors designates.

4.5.3 Special Meetings. Special meetings of the Board of Directors may be called by the President, by the Board of Directors or upon the written request of two (2) or more Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, as the Board of Directors designates.

4.6 Notice of Meetings.

4.6.1 Annual and Regular Meetings. Written notice of each annual and other regular meeting of the Board of Directors stating the time and place thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived.

4.6.2 Special Meetings. Written notice of each special meeting of the Board of Directors stating the time, place and purpose thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived. No business shall be transacted at any special meeting other than the business specified in the notice of such meeting.

4.6.3 Waiver of Notice. Notice of any meeting of the Board of Directors may be waived in writing before, at or after such meeting by any Director. Such waiver shall be filed with or entered upon the records of such meeting. Attendance of any Director at any meeting of the Board of Directors without protesting, prior to or at the commencement of the meeting, the lack of proper notice of such meeting shall be deemed to be a waiver of such notice by such Director.

4.7 Attendance. Directors may attend meetings in person, or participate by any authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) including, but not limited to, by telephone conference, video conference or other electronic technology or communications equipment as long as all persons participating in the meeting can contemporaneously communicate with each other. Participation by authorized communications equipment shall constitute presence at such meeting.

4.8 Quorum. The attendance by any means authorized pursuant to section 4.7 above of a majority of the total number of Directors then serving shall be necessary to constitute a quorum for a meeting of the Directors. At all meetings of the Board of Directors, each Director shall be entitled to cast one vote on any question coming before the Board. Unless otherwise provided in these Regulations, a majority vote of the Directors present at any meeting, if there is a quorum, shall be sufficient to transact any business. A Director shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Directors.

4.9 Written Action. Any action which may be taken at a meeting of the Directors may be taken without a meeting, if authorized in a writing or writings signed by all of the Directors, which writing or writings shall be filed or entered upon the records of the Corporation. Any electronic transmission by authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) that contains an affirmative vote or approval of a Director is a signed writing for such purposes.

4.10 Committees.

4.10.1 Authority. The Directors shall appoint such committees as shall be necessary from time to time and shall designate the duties of such committees. The committee members shall serve at the pleasure of the Directors. No committee shall consist of fewer than four (4) members. At least one member of each committee shall be a member of the staff of Miami University, whether or not such member is also an Appointed or Elected Director. A majority of the members of any such committee may determine its action and fix the time and place of its meetings unless the Board of Directors otherwise provides. All committees at all times shall be subject to the control and direction of the Board of Directors and shall report all actions taken at the next succeeding meeting of the Board of Directors.

4.10.2 Executive~~GovernanceNominating~~ Committee. The Corporation shall have an Executive Committee to help the Miami University Foundation Board of Directors function efficiently and effectively. The Executive Committee shall have the broad authority of the Board of Directors to act on behalf of the full board during the interval between meetings of the Board of Directors on any matters that the Executive Committee determines should not be delayed until the Board's next regularly scheduled meeting, or until a special meeting of the Board is called as specified in these Code of Regulations. The Executive Committee shall be composed of the President of the Corporation, who shall act as the Chair of the Executive Committee, the Executive Director of the

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Corporation, and such other Directors appointed by the Board of the Corporation upon the recommendation of the President of the Corporation.

~~The Corporation shall have a Board of Directors President of the Corporation shall appoint a committee ("GovernanceNominating Committee") to (a) provide oversight of the Corporation's structure, polices and processes to ensure compliance with the Corporation's mission and general good governance practices and (b) identify, recruit, nominate and educate qualified and diverse candidates to serve as make recommendations for new Elected Directors and Officers to the Board of Directors of the Corporation (unless such persons are otherwise designated or appointed under the terms of these Regulations). The GovernanceNominating Committee shall be composed of not less than five (5) nor more than seven (7) Directors, including within that numberthe immediate past President of the Corporation (whether or not still serving as a Director), the then-current President of the Corporation, the Executive Director of the Corporation and at least two members of the Executive Committee and a fourth member to be appointed by the President of the Corporation. The Governance Committee Chair and the Governance Committee members (other than the Executive Director) shall be appointed by the Board of the Corporation upon the recommendation of the President of the Corporation.The Nominating Committee shall also nominate officers of the Corporation (unless otherwise appointed pursuant to the terms of these Regulations).~~

4.10.3 Governance~~Executive~~ Committee: The Corporation shall have a Governance Committee to (a) provide oversight of the Corporation's structure, polices and processes to ensure compliance with the Corporation's mission and general good governance practices and (b) identify, recruit, nominate and educate qualified and diverse candidates to serve as Elected Directors and Officers of the Corporation (unless such persons are otherwise designated or appointed under the terms of these Regulations). The Governance Committee shall be composed of not less than five (5) nor more than seven (7) Directors, including within that number, the Executive Director of the Corporation and at least two members of the Executive Committee of the Corporation. The

Governance Committee Chair and the Governance Committee members (other than the Executive Director) shall be appointed by the Board of the Corporation upon the recommendation of the President of the Corporation.~~The President of the Corporation shall appoint a committee ("Executive Committee") to help the Miami University Foundation Board of Directors function efficiently and effectively. The Executive Committee shall have the broad authority of the Board of Directors to act on behalf of the full board during the interval between meetings of the Board of Directors on any matters that the Executive Committee determines should not be delayed until the Board's next regularly scheduled meeting, or until a special meeting of the Board should be called as specified in these Code of Regulations. The Executive Committee shall be composed of the President of the Corporation, who shall act as the Chair of the Executive Committee, the Executive Director of the Corporation, and such other Directors appointed by the President of the Corporation or the Board of Directors.~~

4.11 Special Appointees; Advisory Board. Special Appointees may be appointed by the Directors to an Advisory Board to serve for a term of one (1) year or until their successors are elected and qualified. Special Appointees may serve more than one (1) term on an Advisory Board. The Directors shall fix the number of Special Appointees, which number may vary from time to time as the Directors shall determine. Special Appointee shall have no voting rights at any meeting of the Board of Directors or any committee meeting. Special Appointees may review and make comments on the general direction in which the Board of Directors proceeds with specific reference to the purposes of the organization as stated in its Articles of Incorporation. Special Appointees shall be advisory only to the Board of Directors, but substantial weight will be given to their suggestions. Special Appointees may meet with the Board of Directors at such times and places as the Directors shall designate.

ARTICLE V: OFFICERS

5.1 Generally. The officers shall be a President, Vice President, Secretary, Board Treasurer, Executive Director, Treasurer of the Corporation, Chief Investment Officer, Chief Development Officer, Chief Administrative Officer and any other officers the Board of Directors designates.

5.2 President. The President shall preside at all meetings and perform such other and further duties as may be from time to time required by the Directors. The President shall be an Elected Director.

5.3 Vice President. The Vice President shall perform all of the duties and have all the authority of the President in case of the latter's absence or disability. In case both the President and Vice President are absent or unable to perform their duties, the Directors may appoint a President pro tempore. The Vice President shall be an Elected Director.

5.4 Secretary. The Secretary shall review and certify all minutes of the Corporation as prepared by the Executive Director. The Secretary shall be an Elected Director.

5.5 Board Treasurer. The Board Treasurer shall review all statements prepared by the Chief Investment Officer or the Treasurer of the Corporation. The Board Treasurer shall be an Elected Director.

5.6 Executive Director. The Executive Director shall be the Vice President for University Advancement of Miami University as referenced under Section 4.3(e) of these Regulations. The Executive Director shall oversee the hiring of staff personnel and have overall responsibility for the day to day operation of all functions of the organization. The Executive Director shall provide reports on the operation of the organization to the Board of Directors on a periodic basis or as requested by the Board of Directors. The Executive Director shall keep an accurate record of all transactions of the Corporation. The Executive Director shall give all notices required by law or these Regulations. The Executive Director shall keep a proper record book and shall properly record therein all minutes of all corporate meetings and such other matters as shall be proper or necessary. Further, the Executive Director may also advise the Directors with respect to potentially problematic transactions.

5.7 Treasurer of the Corporation. The Treasurer of the Corporation shall be the Vice President for Finance and Business Services of Miami University as referenced under Section 4.3(d) of these Regulations. The Treasurer of the Corporation shall be responsible for the oversight of the financial operations of the Foundation.

5.8 Chief Investment Officer. The Chief Investment Officer (CIO) shall be the Chief Investment Officer of Miami University. Unless otherwise directed or provided by the Directors the CIO shall have the duties and responsibilities provided in this section. The CIO shall oversee the finances and supervise the custody of all monies and investments, financial records and documents of the Corporation unless otherwise determined by the Directors. The CIO shall supervise the annual preparation of the Corporation's financial statements and the external audit of such statements. The CIO shall support such committees as determined by the Directors and the committee chairs. The CIO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.9 Chief Development Officer. The Chief Development Officer (CDO) shall be the manager of the Office of Development within the Division of University Advancement of Miami University. Unless otherwise directed or provided by the Directors the CDO shall have the duties and responsibilities provided in this section. The CDO shall oversee the donor development activities of the Corporation. The CDO shall support such committees as determined by the Directors and the committee chairs. The CDO shall not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.10 Chief Administrative Officer. The Chief Administrative Officer (CAO) shall be the Director of Advancement Administration of Miami University. Unless otherwise directed or provided by the Directors the CAO shall have the duties and responsibilities provided in this section. The CAO shall oversee the administration of the Corporation and stewardship of gifts to the Corporation. The CAO shall coordinate and schedule the meetings of the Corporation, prepare resolutions, and fulfill such other duties as determined by the Executive Director or the Directors. The CAO shall support such committees as determined by the Directors or Committee chairs. The CAO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.11 Term. Except with respect to the President, Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, each officer of the Corporation shall be elected for a one (1) year term commencing at the conclusion of the day of the Annual Meeting at which the officer is elected and ending at the conclusion on the day of the next Annual Meeting, or until such officer's successor is elected and qualified. Each of these officers may serve two (2) consecutive one-year terms. The President shall serve for one (1) two-year term and shall not be eligible for re-election to such position.

5.12 Removal. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, the Board of Directors may remove any officer at any time, with or without cause by the affirmative vote of a majority of the Directors present at a meeting, if there is a quorum.

5.13 Vacancies. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO, and CAO, the Board of Directors may fill any vacancy that may occur in any office by electing a successor to hold office during the unexpired term of the vacant office.

ARTICLE VI: INDEMNITY

The Corporation shall indemnify to the full extent permitted by the nonprofit corporation laws of the State of Ohio each person who was, is or will be a Director, officer, volunteer or employee of the Corporation (including the heirs, executors, administrators or estate of such person) against any liability, cost or expense incurred by such person in such person's capacity as such a Director, officer, volunteer or employee, or arising out of such person's status as such a Director, officer or employee (including serving at the request of the Corporation as a trustee, director, officer, partner, member, employee or agent of another organization). The Corporation may, but shall not be obligated to, maintain insurance at its expense to protect itself and any such person against any such liability, cost or expense.

ARTICLE VII: CONSISTENCY WITH ARTICLES OF INCORPORATION

If any provision of this Code of Regulations shall be inconsistent with the Corporation's Articles of Incorporation (as they may be amended), the Articles of Incorporation shall govern.

ARTICLE VIII: SECTION HEADINGS

The headings contained in this Code of Regulations are for reference only and shall not be construed as part of or as affecting the meaning or interpretation of this Code of Regulations.

ARTICLE IX: AMENDMENTS

This Code of Regulations (as it may be amended) may be amended or restated by the affirmative vote of a majority of the total number of Directors then serving. Any proposed amendment shall be submitted in writing to each Director at least fifteen (15) days prior to the meeting at which the same is to be voted upon by mailing, faxing or otherwise sending a copy thereof to each Director in any manner authorized for delivering notices of meetings under Section 4.6 of these Code of Regulations. Provided, however, that Articles III and IV, providing for the selection of Directors and defining Members, shall not be amended without the approval and consent of the Board of Trustees of Miami University given by the affirmative vote of two thirds (2/3) of all members of the Board of Trustees of Miami University.

ARTICLE X: EMERGENCY REGULATIONS

In the event of an "emergency" as defined in Ohio Revised code section 1701.01(U), as it may be amended, corporate actions may be taken in accordance with Ohio Revised Code section 1702.11(C) and (G), as they may be amended.

ARTICLE XI: PROVISIONS FOR REGULATIONS OF BUSINESS AND CONDUCT OF AFFAIRS OF THE CORPORATION

11.1 Books and Records. The Corporation shall keep correct and complete books of account and minutes of the proceedings of its Directors and any committees.

11.2 Conflicts of Interest.

11.2.1 Gifts. As provided in further detail in the Corporation's Conflict of Interest Policy (the "Policy), no Covered Person (as defined in the Policy) shall solicit or accept, directly or indirectly, anything of substantial monetary value (including any gift, gratuity, favor, entertainment, loan or other consideration) from any person or entity which has, or is seeking, a contractual, donative, employment, financial or other beneficial relationship with the Corporation without first making a disclosure of such conflict of interest to the Board of Directors. All of the Directors, officers, employees, committee members and certain other volunteers of the Corporation are "Covered Persons" as defined under the Policy (with respect to volunteers of the Corporation the Policy applies to such other volunteers determined and identified as a "Covered Person" under the Policy).

11.2.2 Conflict of Interest Procedure. When the Board of Directors is considering a proposed transaction that may benefit the private interest of a Covered Person of the Corporation, the procedure outlined in the Conflict of Interest Policy adopted by the Board of Directors shall be followed.

11.2.3 Appointed Directors. Appointed Directors (under Section 4.3 of these Regulations) are subject to all applicable laws and University policies including Ohio Ethics laws and related University policies. In the event of any conflict between such Ohio Ethics laws and University policies for Appointed Directors, the Ohio Ethics laws and University policies shall prevail and take priority over the conflict of interest procedures and provisions contained in this Section 11.2.

11.3 Compensation. Service by Elected Directors shall be strictly voluntary and such Elected Directors shall not receive compensation for their services to the Corporation as Directors.

11.4 Dissolution. The Corporation shall be dissolved only upon the affirmative vote of a majority of the total number of Directors then serving and with approval of two-thirds of the members of the Board of Trustees of Miami University voting at a regular meeting of the Board of Trustees of Miami University.

Upon dissolution, all of its property of whatever nature and wheresoever situated shall vest immediately and absolutely in Miami University, to be used in total for the purposes of Miami University, subject, however, to any and all limitations and conditions under which it is held by the Corporation at the time of dissolution.

ARTICLE XII: DEADLOCK

In the event of deadlock in the Directors' management of the corporate affairs, the provisions for the appointment of the provisional Director under Ohio Revised Code section 1702.521 shall be used to resolve the deadlock.

ARTICLE XIII: SUPERSEDES PRIOR CODE OF REGULATIONS

This Amended and Restated Code of Regulations amends, restates and supersedes in the entirety all previous codes of regulations (regardless of how titled) and all prior resolutions by the Directors amending such codes of regulations. This Amended and Restated Code of Regulations shall be the only code of regulations of the Corporation and only may be amended, modified or restated only in accordance with the terms of these Regulations.

CERTIFICATE OF ADOPTION

The foregoing Amended and Restated Code of Regulations was duly adopted by the Board of Directors of the Corporation with the approval and consent of the Board of Trustees of Miami University effective as of the ______day of _____________, 2014~~3~~

____
Secretary Signature
Printed Name: ______________________________

AMENDED AND RESTATED

CODE OF REGULATIONS

OF THE

MIAMI UNIVERSITY FOUNDATION

ARTICLE I: OFFICES

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The principal office of Miami University Foundation (the "Corporation") at which the general business shall be transacted and where the records of the Corporation shall be kept shall be located in the City of Oxford, Butler County, Ohio. The Corporation may have such other offices, either within or without the State of Ohio, as the Directors may designate or as the activities of the Corporation may require from time to time.

ARTICLE II: FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of July in each year and end on the last day of the following June, or be such other period as the Directors designate by resolution.

ARTICLE III: MEMBERS

The Corporation shall have no Members. The Directors shall be considered the Members in accordance with Ohio Revised Code section 1702.14, as it may be amended.

ARTICLE IV: DIRECTORS

4.1 Powers. The Board of Directors (collectively hereinafter referred to as "Directors" or individually referred to as a "Director") shall have the control and management of the business and property of the Corporation. It may adopt by-laws not inconsistent with these Regulations. A Director shall perform his or her duties as a Director of the Corporation, including his or her duties as a member of any committee of the Corporation, in good faith, in a manner he or she reasonably believes to be in, or not opposed to the best interests of the Corporation and with the care that an ordinarily prudent person in a like position would use under similar circumstances.

4.2 Number. The number of Appointed Directors shall be seven (7) and be such persons provided in Section 4.3 of these Regulations. The number of Elected Directors shall not be less than fifteen (15) persons elected as provided in Section 4.4 of these Regulations. The Board of Directors shall determine and fix the exact number of persons to serve as Elected Directors from time to time provided, however, that no decrease in the number of Elected Directors shall have the effect of removing an Elected Director prior to the expiration of such Elected Director's term of office.

4.3 Appointed Directors. The persons holding the following positions shall serve as Appointed Directors:

(a) The Chair of the Board of Trustees of Miami University or a member of the Board of Trustees of Miami University appointed by the Chair of the Board of Trustees of Miami University;

(b) The President of Miami University;

(c) The Executive Vice President for Academic Affairs and Provost of Miami University;

(d) The Vice President for Finance and Business Services of Miami University (who shall also serve as the Treasurer of the Corporation);

(e) The Vice President for University Advancement of Miami University (who shall also serve as the Executive Director of the Corporation);

(f) The Vice President for Student Affairs of Miami University; and

(g) A representative of the Board of Trustees of Miami University appointed by the Board of Trustees of Miami University.

4.4 Elected Directors.

4.4.1 Election. The Elected Directors shall be elected by the Directors from the slate of candidates nominated by the Nominating Committee (as that term is hereinafter defined). Election shall be by a majority vote of the Directors constituting a quorum at a meeting of the Directors. At least two thirds (2/3) of the Elected Directors shall be alumni or former students of Miami University.

4.4.2 Term. Elected Directors shall serve and hold office for a term of three (3) years commencing at the conclusion of the Annual Meeting at which the Elected Director is elected (or if elected at a meeting of the Directors other than the Annual Meeting then such term shall commence at conclusion of the next Annual Meeting unless filling an Elected Director vacancy or otherwise provided by the Board in the election of such Elected Director) and ending at the conclusion of the third Annual Meeting thereafter, or until such Elected Director's successor is elected and qualified, except in the event of such Director's earlier resignation, removal or death.

4.4.3 Term Limits. Elected Directors may serve a maximum of two (2) consecutive three-year terms. After serving two (2) consecutive three-year terms, an Elected Director again may be elected to serve as an Elected Director after such Elected Director has not served as a Director for one (1) year. Service as an Elected Director for a term of less than three (3) years shall not count as a term for the purposes of the term limits provided in this Section 4.4.3. Nevertheless, if an Elected Director is serving as President of the Corporation and his or her second three-year term as a Director will expire prior to the end of his or her term as President, such Elected Director shall continue to serve as an Elected Director until the expiration of his or her term as President regardless of the term limits described above.

4.4.4 Staggered Terms. The Elected Directors may be divided into three (3) groups or classes consisting of approximately one-third of the then current total number of Elected Directors. The Elected Directors in each group shall be elected for a term of three (3) years such that the term of office of one such group shall terminate each year. To maintain three classes of Elected Directors consisting of approximately the same number of persons, certain Elected Directors may be assigned to and shall serve one-year and two-year terms so as to establish or maintain staggered terms whereby approximately one-third of the Elected Directors' terms expire each year.

4.4.5 Removal of Elected Directors. Any Elected Director may be removed from office upon the affirmative vote of a majority of the total number of Directors then serving.

4.4.6 Vacancies. The Board of Directors may fill any vacancy that may occur in an Elected Director position by election of a successor to hold office during the remaining unexpired term of the vacant Elected Director position. Election shall be by a majority of the Directors constituting a quorum and entitled to vote at such meeting.

4.5 Meetings.

4.5.1 Annual Meeting. The Annual Meeting of the Directors for the election of officers and the transaction of such other business as the Directors determine shall be held at the time and place, within or without the State of Ohio, the Board of Directors designates.

4.5.2. Regular Meetings. The Board of Directors may establish regular meetings of the Board of Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, the Board of Directors designates.

4.5.3 Special Meetings. Special meetings of the Board of Directors may be called by the President, by the Board of Directors or upon the written request of two (2) or more Directors. Such meetings shall be held at such place or places, within or without the State of Ohio, as the Board of Directors designates. 4.6 Notice of Meetings.

4.6.1 Annual and Regular Meetings. Written notice of each annual and other regular meeting of the Board of Directors stating the time and place thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived.

4.6.2 Special Meetings. Written notice of each special meeting of the Board of Directors stating the time, place and purpose thereof shall be delivered personally, sent by fax or email, or sent by U.S. mail or courier service with postage and fees prepaid or by means of any authorized communications equipment not less than seven (7) days before the meeting, excluding the day of the meeting, to each Director at his or her address according to the current records of the Corporation, unless notice is waived. No business shall be transacted at any special meeting other than the business specified in the notice of such meeting.

4.6.3 Waiver of Notice. Notice of any meeting of the Board of Directors may be waived in writing before, at or after such meeting by any Director. Such waiver shall be filed with or entered upon the records of such meeting. Attendance of any Director at any meeting of the Board of Directors without protesting, prior to or at the commencement of the meeting, the lack of proper notice of such meeting shall be deemed to be a waiver of such notice by such Director.

4.7 Attendance. Directors may attend meetings in person, or participate by any authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) including, but not limited to, by telephone conference, video conference or other electronic technology or communications equipment as long as all persons participating in the meeting can contemporaneously communicate with each other. Participation by authorized communications equipment shall constitute presence at such meeting.

4.8 Quorum. The attendance by any means authorized pursuant to section 4.7 above of a majority of the total number of Directors then serving shall be necessary to constitute a quorum for a meeting of the Directors. At all meetings of the Board of Directors, each Director shall be entitled to cast one vote on any question coming before the Board. Unless otherwise provided in these Regulations, a majority vote of the Directors present at any meeting, if there is a quorum, shall be sufficient to transact any business. A Director shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Directors.

4.9 Written Action. Any action which may be taken at a meeting of the Directors may be taken without a meeting, if authorized in a writing or writings signed by all of the Directors, which writing or writings shall be filed or entered upon the records of the Corporation. Any electronic transmission by authorized communications equipment (as provided in Chapter 1702 of the Ohio Revised Code) that contains an affirmative vote or approval of a Director is a signed writing for such purposes.

4.10 Committees.

4.10.1 Authority. The Directors shall appoint such committees as shall be necessary from time to time and shall designate the duties of such committees. The committee members shall serve at the pleasure of the Directors. No committee shall consist of fewer than four (4) members. At least one member of each committee shall be a member of the staff of Miami University, whether or not such member is also an Appointed or Elected Director. A majority of the members of any such committee may determine its action and fix the time and place of its meetings unless the Board of Directors otherwise provides. All committees at all times shall be subject to the control and direction of the Board of Directors and shall report all actions taken at the next succeeding meeting of the Board of Directors.

4.10.2 Executive Committee. The Corporation shall have an Executive Committee to help the Miami University Foundation Board of Directors function efficiently and effectively. The Executive Committee shall have the broad authority of the Board of Directors to act on behalf of the full board during the interval between meetings of the Board of Directors on any matters that the Executive Committee determines should not be delayed until the Board's next regularly scheduled meeting, or until a special meeting of the Board is called as specified in these Code of Regulations. The Executive Committee shall be composed of the President of the Corporation, who shall act as the Chair of the Executive Committee, the Executive Director of the Corporation, and such other Directors appointed by the Board of the Corporation upon the recommendation of the President of the Corporation.

4.10.3 Governance Committee: The Corporation shall have a Governance Committee to (a) provide oversight of the Corporation's structure, polices and processes to ensure compliance with the Corporation's mission and general good governance practices and (b) identify, recruit, nominate and educate qualified and diverse candidates to serve as Elected Directors and Officers of the Corporation (unless such persons are otherwise designated or appointed under the terms of these Regulations). The Governance Committee shall be composed of not less than five (5) nor more than seven (7) Directors, including within that number, the Executive Director of the Corporation and at least two members of the Executive Committee of the Corporation. The Governance Committee Chair and the Governance Committee members (other than the Executive Director) shall be appointed by the Board of the Corporation upon the recommendation of the President of the Corporation.

4.11 Special Appointees; Advisory Board. Special Appointees may be appointed by the Directors to an Advisory Board to serve for a term of one (1) year or until their successors are elected and qualified. Special Appointees may serve more than one (1) term on an Advisory Board. The Directors shall fix the number of Special Appointees, which number may vary from time to time as the Directors shall determine. Special Appointee shall have no voting rights at any meeting of the Board of Directors or any committee meeting. Special Appointees may review and make comments on the general direction in which the Board of Directors proceeds with specific reference to the purposes of the organization as stated in its Articles of Incorporation. Special Appointees shall be advisory only to the Board of Directors, but substantial weight will be given to their suggestions. Special Appointees may meet with the Board of Directors at such times and places as the Directors shall designate.

ARTICLE V: OFFICERS

5.1 Generally. The officers shall be a President, Vice President, Secretary, Board Treasurer, Executive Director, Treasurer of the Corporation, Chief Investment Officer, Chief

Development Officer, Chief Administrative Officer and any other officers the Board of Directors designates.

5.2 President. The President shall preside at all meetings and perform such other and further duties as may be from time to time required by the Directors. The President shall be an Elected Director.

5.3 Vice President. The Vice President shall perform all of the duties and have all the authority of the President in case of the latter's absence or disability. In case both the President and Vice President are absent or unable to perform their duties, the Directors may appoint a President pro tempore. The Vice President shall be an Elected Director.

5.4 Secretary. The Secretary shall review and certify all minutes of the Corporation as prepared by the Executive Director. The Secretary shall be an Elected Director.

5.5 Board Treasurer. The Board Treasurer shall review all statements prepared by the Chief Investment Officer or the Treasurer of the Corporation. The Board Treasurer shall be an Elected Director.

5.6 Executive Director. The Executive Director shall be the Vice President for University Advancement of Miami University as referenced under Section 4.3(e) of these Regulations. The Executive Director shall oversee the hiring of staff personnel and have overall responsibility for the day to day operation of all functions of the organization. The Executive Director shall provide reports on the operation of the organization to the Board of Directors on a periodic basis or as requested by the Board of Directors. The Executive Director shall keep an accurate record of all transactions of the Corporation. The Executive Director shall give all notices required by law or these Regulations. The Executive Director shall keep a proper record book and shall properly record therein all minutes of all corporate meetings and such other matters as shall be proper or necessary. Further, the Executive Director may also advise the Directors with respect to potentially problematic transactions.

5.7 Treasurer of the Corporation. The Treasurer of the Corporation shall be the Vice President for Finance and Business Services of Miami University as referenced under Section 4.3(d) of these Regulations. The Treasurer of the Corporation shall be responsible for the oversight of the financial operations of the Foundation.

5.8 Chief Investment Officer. The Chief Investment Officer (CIO) shall be the Chief Investment Officer of Miami University. Unless otherwise directed or provided by the Directors the CIO shall have the duties and responsibilities provided in this section. The CIO shall oversee the finances and supervise the custody of all monies and investments, financial records and documents of the Corporation unless otherwise determined by the Directors. The CIO shall supervise the annual preparation of the Corporation's financial statements and the external audit of such statements. The CIO shall support such committees as determined by the Directors and the committee chairs. The CIO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.9 Chief Development Officer. The Chief Development Officer (CDO) shall be the manager of the Office of Development within the Division of University Advancement of Miami University. Unless otherwise directed or provided by the Directors the CDO shall have the duties and responsibilities provided in this section. The CDO shall oversee the donor development activities of the Corporation. The CDO shall support such committees as determined by the Directors and the committee chairs. The CDO shall not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.10 Chief Administrative Officer. The Chief Administrative Officer (CAO) shall be the Director of Advancement Administration of Miami University. Unless otherwise directed or provided by the Directors the CAO shall have the duties and responsibilities provided in this section. The CAO shall oversee the administration of the Corporation and stewardship of gifts to the Corporation. The CAO shall coordinate and schedule the meetings of the Corporation, prepare resolutions, and fulfill such other duties as determined by the Executive Director or the Directors. The CAO shall support such committees as determined by the Directors or Committee chairs. The CAO shall be not be an Elected Director nor an Appointed Director of the Corporation and shall have no voting rights.

5.11 Term. Except with respect to the President, Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, each officer of the Corporation shall be elected for a one (1) year term commencing at the conclusion of the day of the Annual Meeting at which the officer is elected and ending at the conclusion on the day of the next Annual Meeting, or until such officer's successor is elected and qualified. Each of these officers may serve two (2) consecutive one-year terms. The President shall serve for one (1) two-year term and shall not be eligible for re-election to such position.

5.12 Removal. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO and CAO, the Board of Directors may remove any officer at any time, with or without cause by the affirmative vote of a majority of the Directors present at a meeting, if there is a quorum.

5.13 Vacancies. Except with respect to the Executive Director, Treasurer of the Corporation, CIO, CDO, and CAO, the Board of Directors may fill any vacancy that may occur in any office by electing a successor to hold office during the unexpired term of the vacant office.

ARTICLE VI: INDEMNITY

The Corporation shall indemnify to the full extent permitted by the nonprofit corporation laws of the State of Ohio each person who was, is or will be a Director, officer, volunteer or employee of the Corporation (including the heirs, executors, administrators or estate of such person) against any liability, cost or expense incurred by such person in such person's capacity as such a Director, officer, volunteer or employee, or arising out of such person's status as such a Director, officer or employee (including serving at the request of the Corporation as a trustee, director, officer, partner, member, employee or agent of another organization). The Corporation may, but shall not be obligated to, maintain insurance at its expense to protect itself and any such person against any such liability, cost or expense.

ARTICLE VII: CONSISTENCY WITH ARTICLES OF INCORPORATION

If any provision of this Code of Regulations shall be inconsistent with the Corporation's Articles of Incorporation (as they may be amended), the Articles of Incorporation shall govern.

ARTICLE VIII: SECTION HEADINGS

The headings contained in this Code of Regulations are for reference only and shall not be construed as part of or as affecting the meaning or interpretation of this Code of Regulations.

ARTICLE IX: AMENDMENTS

This Code of Regulations (as it may be amended) may be amended or restated by the affirmative vote of a majority of the total number of Directors then serving. Any proposed amendment shall be submitted in writing to each Director at least fifteen (15) days prior to the meeting at which the same is to be voted upon by mailing, faxing or otherwise sending a copy thereof to each Director in any manner authorized for delivering notices of meetings under Section 4.6 of these Code of Regulations. Provided, however, that Articles III and IV, providing for the selection of Directors and defining Members, shall not be amended without the approval and consent of the Board of Trustees of Miami University given by the affirmative vote of two thirds (2/3) of all members of the Board of Trustees of Miami University.

ARTICLE X: EMERGENCY REGULATIONS

In the event of an "emergency" as defined in Ohio Revised code section 1701.01(U), as it may be amended, corporate actions may be taken in accordance with Ohio Revised Code section 1702.11(C) and (G), as they may be amended.

ARTICLE XI: PROVISIONS FOR REGULATIONS OF BUSINESS AND CONDUCT OF AFFAIRS OF THE CORPORATION

11.1 Books and Records. The Corporation shall keep correct and complete books of account and minutes of the proceedings of its Directors and any committees.

11.2 Conflicts of Interest.

11.2.1 Gifts. As provided in further detail in the Corporation's Conflict of Interest Policy (the "Policy), no Covered Person (as defined in the Policy) shall solicit or accept, directly or indirectly, anything of substantial monetary value (including any gift, gratuity, favor, entertainment, loan or other consideration) from any person or entity which has, or is seeking, a contractual, donative, employment, financial or other beneficial relationship with the Corporation without first making a disclosure of such conflict of interest to the Board of Directors. All of the Directors, officers, employees, committee members and certain other volunteers of the Corporation are "Covered Persons" as defined under the Policy (with respect to volunteers of the Corporation the Policy applies to such other volunteers determined and identified as a "Covered Person" under the Policy).

11.2.2 Conflict of Interest Procedure. When the Board of Directors is considering a proposed transaction that may benefit the private interest of a Covered Person of the Corporation, the procedure outlined in the Conflict of Interest Policy adopted by the Board of Directors shall be followed.

11.2.3 Appointed Directors. Appointed Directors (under Section 4.3 of these Regulations) are subject to all applicable laws and University policies including Ohio Ethics laws and related University policies. In the event of any conflict between such Ohio Ethics laws and University policies for Appointed Directors, the Ohio Ethics laws and University policies shall prevail and take priority over the conflict of interest procedures and provisions contained in this Section 11.2.

11.3 Compensation. Service by Elected Directors shall be strictly voluntary and such Elected Directors shall not receive compensation for their services to the Corporation as Directors.

11.4 Dissolution. The Corporation shall be dissolved only upon the affirmative vote of a majority of the total number of Directors then serving and with approval of two-thirds of the members of the Board of Trustees of Miami University voting at a regular meeting of the Board of Trustees of Miami University.

Upon dissolution, all of its property of whatever nature and wheresoever situated shall vest immediately and absolutely in Miami University, to be used in total for the purposes of Miami University, subject, however, to any and all limitations and conditions under which it is held by the Corporation at the time of dissolution.

ARTICLE XII: DEADLOCK

In the event of deadlock in the Directors' management of the corporate affairs, the provisions for the appointment of the provisional Director under Ohio Revised Code section 1702.521 shall be used to resolve the deadlock.

ARTICLE XIII: SUPERSEDES PRIOR CODE OF REGULATIONS

This Amended and Restated Code of Regulations amends, restates and supersedes in the entirety all previous codes of regulations (regardless of how titled) and all prior resolutions by the Directors amending such codes of regulations. This Amended and Restated Code of Regulations shall be the only code of regulations of the Corporation and only may be amended, modified or restated only in accordance with the terms of these Regulations.

CERTIFICATE OF ADOPTION

The foregoing Amended and Restated Code of Regulations was duly adopted by the Board of Directors of the Corporation with the approval and consent of the Board of Trustees of Miami University effective as of the 5th day of DECEMBER, 2014

Secretary Signature
Printed Name: THEODORE O. PICKERILL II

Miami University
Finance and Audit Committee
FY 2015 Forecasted Operating Results
Projections Based upon Activity through September 30, 2014

OXFORD

The projection for the Oxford General Fund based on performance through September is a surplus of approximately $18.0 million. Details of the specific items are highlighted below.

Revenues

The Oxford campus student fee revenues (instructional, general, out-of-state, and other) are forecast to be approximately $10.2 million over the $297.2 million budget. Gross instructional revenue (including the out-of-state surcharge) is forecast to be $9.2 higher than budget and financial aid is forecast to be $1.0 million under budget. The projections include billing from summer of calendar year 2014 and fall term. The favorable performance compared to budget is attributable to a larger than expected incoming class, improved retention rates for continuing students and more ACE students than assumed in the budget. The forecast may change based on the final performance of the winter, spring, and summer of calendar year 2015terms.

The forecast for the Oxford campus state appropriations are forecast on budget. Revised assumptions for the state appropriation will become available in December once revisions have been made by the Ohio Board of Regents that incorporate updated degree and enrollment information from each of the campuses.

Investment income booked through September 30, 2014 was approximately $197,031. This amount does not include an estimate of the year end mark-to-market, which is difficult to predict at this time. If we had marked the portfolio to market as of September 30, an unrealized loss of $769,291 would have been recorded. Given the volatility of the current market, this number could change as the year progresses. Therefore, we are forecasting investment income to be equal to budget.

Other revenue categories are projected as budgeted.

Expenditures and Transfers

Employee salaries and staff benefits are projected to on budget. The healthcare expense is also projected on budget. Through the first three months of the fiscal year claims were lower than budgeted. However, high cost claims have been slightly above the prior years' experience. The divergent trends effectively offset each other. However, the healthcare expense is difficult to estimate due to the volatility of high cost claims and the uncertainty regarding "run-out" costs. Graduate assistant fee waivers were less than budgeted for fall term resulting in a year end projection of $1.3 million below the $20.8 million budget.

Savings in departmental support expenditures and salaries are projected on budget; therefore the forecast does not include a transfer to departmental budgetary. At the end of FY14, departments on the Oxford Campus underspent these categories by $13.4 million.

HAMILTON & MIDDLETOWN

The Hamilton campus student fee revenue (instructional, out-of-state, general, and other) is estimated to be $1.8 below budget. The instructional fee, out-of-state surcharge, general fee and other student revenue for the Middletown campus are forecast to be $675,314 below budget. Expenditures on both campuses are currently forecast on budget.

The state subsidy for the Hamilton and Middletown campuses forecast on budget. As noted above, the forecast will be updated in December when the Ohio Board of Regents provides revised mid-year estimates for the fiscal year.

Overall, the General Fund for Hamilton is projected to end the fiscal year with a $1.2 million deficit while the Middletown campus is projected to have an operating deficit of approximately $675,314.

VOICE OF AMERICA LEARNING CENTER

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

MIAMI UNIVERSITY
FY2015 Forecast
Oxford General Fund Only
As of September 30, 2014

	Original Budget	End-of-Year Forecast	Budget to Forecast
REVENUES:			
Instructional & OOS Surcharge	$ 315,053,264	$ 324,221,241	$ 9,167,978
Less Cohort Financial Aid Discount	$ 51,280,135	$ 50,238,684	$ (1,041,451)
Net Instructional Fee & Out-of-State Surcharge	$ 263,773,129	$ 273,982,557	$ 10,209,429
General	$ 31,165,178	$ 31,165,178	$ -
Other Student Revenue	$ 2,294,000	$ 2,294,000	$ -
Tuition, Fees and Other Student Charges	*$ 297,232,307*	*$ 307,441,735*	*$ 10,209,429*
State Appropriations	$ 54,347,024	$ 54,347,024	$ -
Investment Income	$ 4,325,000	$ 4,325,000	$ -
Other Revenue	$ 2,789,414	$ 2,789,414	$ -
Total Revenues	***$ 358,693,745***	***$ 368,903,173***	***$ 10,209,429***
EXPENDITURES:			
Salaries	$ 160,371,577	$ 160,371,577	$ -
Benefits	$ 30,616,260	$ 30,616,260	$ -
Healthcare Expense	$ 28,665,117	$ 28,665,117	$ -
Graduate Assistant Fee Waivers	$ 20,770,946	$ 19,428,976	$ 1,341,970
Graduate Fellowships & Student Waivers	$ 10,382,454	$ 10,382,454	
Utilities	$ 13,386,196	$ 13,386,196	$ -
Undergraduate Scholarships & Student Waivers	$ 12,432,881	$ 12,432,881	$ -
Departmental Support Expenditures	$ 26,231,811	$ 26,231,811	$ -
Multi-year Expenditures	$ 5,671,742	$ 5,671,742	$ -
Total Expenditures	***$ 308,528,984***	***$ 307,187,014***	***$ 1,341,970***
DEBT SERVICE AND TRANSFERS:			
General Fee	$ (28,777,847)	$ (28,777,847)	$ -
Capital, Renewal & Replacement	$ (7,980,000)	$ (7,980,000)	$ -
Debt Service	$ (5,617,889)	$ (5,617,889)	$ -
Support for VOALC (50%)	$ (577,683)	$ (577,683)	$ -
Other Miscellaneous Operational Transfers	$ (762,731)	$ (762,731)	$ -
Total Debt Service and Transfers	***$ (43,716,150)***	***$ (43,716,150)***	***$ -***
Net Revenues/(Expenditures) Before Adjustments	$ 6,448,611	$ 18,000,009	$ 11,551,399
ADJUSTMENTS:			
Departmental Budgetary Savings	$ -	$ -	$ -
Departmental Budgetary Carryforward	$ -	$ -	$ -
Reserve for Investment Fluctuations	$ -	$ -	$ -
Reserve for Future Budgets	$ -	$ -	$ -
Net Increase/(Decrease) in Fund Balance	***$ 6,448,611***	***$ 18,000,009***	***$ 11,551,399***

MIAMI UNIVERSITY
FY2015 Forecast
Hamilton General Fund Only
As of September 30, 2014

	Original Budget	End-of-Year Forecast	Budget to Forecast
REVENUES:			
Instructional & OOS Surcharge	$ 20,847,554	$ 18,891,716	$ (1,955,838)
Less Continuing & New Scholarships	$ 715,000	$ 560,000	$ (155,000)
Net Instructional Fee & Out-of-State Surcharge	$ 20,132,554	$ 18,331,716	$ (1,800,838)
General	$ 1,185,610	$ 1,145,000	$ (40,610)
Other Student Revenue	$ 227,000	$ 227,000	$ -
Tuition, Fees and Other Student Charges	*$ 21,545,164*	*$ 19,703,716*	*$ (1,841,448)*
State Appropriations	$ 6,825,172	$ 6,825,172	$ -
Investment Income	$ 30,000	$ 30,000	$ -
Other Revenue	$ 66,000	$ 66,000	$ -
Total Revenues	***$ 28,466,336***	***$ 26,624,888***	***$ (1,841,448)***
EXPENDITURES:			
Salaries	$ 13,630,236	$ 13,630,236	$ -
Benefits	$ 2,495,520	$ 2,495,520	$ -
Healthcare Expense	$ 2,336,483	$ 2,336,483	$ -
Graduate Assistant Fee Waivers	$ -	$ -	$ -
Utilities	$ 709,000	$ 709,000	$ -
Departmental Support Expenditures	$ 5,116,631	$ 5,116,631	$ -
Multi-year Expenditures	$ -	$ -	$ -
Total Expenditures	***$ 24,287,870***	***$ 24,287,870***	***$ -***
DEBT SERVICE AND TRANSFERS:			
General Fee	$ (433,696)	$ (433,696)	$ -
Capital, Renewal & Replacement	$ (1,253,953)	$ (1,253,953)	$ -
Unrestricted Allocated Funds	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -
Support for VOALC (25%)	$ (288,841)	$ (288,841)	$ -
Support for Middletown	$ (1,517,799)	$ (1,517,799)	$ -
Other Miscellaneous Operational Transfers	$ -	$ -	$ -
Total Debt Service and Transfers	***$ (3,494,289)***	***$ (3,494,289)***	***$ -***
Net Revenues/(Expenditures) Before Adjustments	$ 684,177	$ (1,157,271)	$ (1,841,448)
ADJUSTMENTS:			
Departmental Budgetary Savings	$ -	$ -	$ -
Departmental Budgetary Carryforward	$ -	$ -	$ -
Reserve for Investment Fluctuations	$ -	$ -	$ -
Reserve for Future Budgets	$ -	$ -	$ -
Net Increase/(Decrease) in Fund Balance	***$ 684,177***	***$ (1,157,271)***	***$ (1,841,448)***

MIAMI UNIVERSITY
FY2015 Forecast
Middletown General Fund Only
As of September 30, 2014

	Original Budget	End-of-Year Forecast	Budget to Forecast
REVENUES:			
Instructional & OOS Surcharge	$ 12,371,134	$ 11,941,497	$ (429,637)
Less Continuing & New Scholarships	$ 630,000	$ 800,000	$ 170,000
Net Instructional Fee & Out-of-State Surcharge	$ 11,741,134	$ 11,141,497	$ (599,637)
General	$ 725,677	$ 650,000	$ (75,677)
Other Student Revenue	$ 78,700	$ 78,700	$ -
Tuition, Fees and Other Student Charges	*$ 12,545,511*	*$ 11,870,197*	*$ (675,314)*
State Appropriations	$ 4,661,702	$ 4,661,702	$ -
Investment Income	$ -	$ -	$ -
Other Revenue	$ 120,402	$ 120,402	$ -
Total Revenues	***$ 17,327,615***	***$ 16,652,301***	***$ (675,314)***
EXPENDITURES:			
Salaries	$ 10,123,934	$ 10,123,934	$ -
Benefits	$ 1,887,285	$ 1,887,285	$ -
Healthcare Expense	$ 1,767,010	$ 1,767,010	$ -
Graduate Assistant Fee Waivers	$ -	$ -	$ -
Utilities	$ 523,500	$ 523,500	$ -
Departmental Support Expenditures	$ 3,850,447	$ 3,850,447	$ -
Multi-year Expenditures	$ -	$ -	$ -
Total Expenditures	***$ 18,152,176***	***$ 18,152,176***	***$ -***
DEBT SERVICE AND TRANSFERS:			
General Fee	$ (148,217)	$ (148,217)	$ -
Capital, Renewal & Replacement	$ -	$ -	$ -
Unrestricted Allocated Funds	$ -	$ -	$ -
Debt Service	$ (256,180)	$ (256,180)	$ -
Support for VOALC (25%)	$ (288,841)	$ (288,841)	$ -
Support From Hamilton	$ 1,517,799	$ 1,517,799	
Other Miscellaneous Operational Transfers	$ -	$ -	$ -
Total Debt Service and Transfers	***$ 824,561***	***$ 824,561***	***$ -***
Net Revenues/(Expenditures) Before Adjustments	$ -	$ (675,314)	$ (675,314)
ADJUSTMENTS:			
Departmental Budgetary Savings	$ -	$ -	$ -
Departmental Budgetary Carryforward	$ -	$ -	$ -
Reserve for Investment Fluctuations	$ -	$ -	$ -
Reserve for Future Budgets	$ -	$ -	$ -
Net Increase/(Decrease) in Fund Balance	***$ -***	***$ (675,314)***	***$ (675,314)***

MIAMI UNIVERSITY

FY2015 Forecast

Voice of America Learning Center General Fund Only

As of September 30, 2014

	Original Budget	End-of-Year Forecast	Budget to Forecast
REVENUES:			
Instructional & OOS Surcharge	$ -	$ -	$ -
Less Continuing & New Scholarships	$ -	$ -	$ -
Net Instructional Fee & Out-of-State Surcharge	$ -	$ -	$ -
General	$ -	$ -	$ -
Other Student Revenue	$ -	$ -	$ -
Tuition, Fees and Other Student Charges	*$ -*	*$ -*	*$ -*
State Appropriations	$ -	$ -	$ -
Investment Income	$ -	$ -	$ -
Other Revenue	$ 30,000	$ 30,000	$ -
Total Revenues	***$ 30,000***	***$ 30,000***	***$ -***
EXPENDITURES:			
Salaries	$ 224,228	$ 224,228	$ -
Benefits	$ 46,900	$ 46,900	$ -
Healthcare Expense	$ 43,912	$ 43,912	$ -
Graduate Assistant Fee Waivers	$ -	$ -	$ -
Utilities	$ 59,900	$ 59,900	$ -
Departmental Support Expenditures	$ 294,250	$ 294,250	$ -
Multi-year Expenditures	$ -	$ -	$ -
Total Expenditures	***$ 669,190***	***$ 669,190***	***$ -***
DEBT SERVICE AND TRANSFERS:			
General Fee	$ -	$ -	$ -
Capital, Renewal & Replacement	$ (35,300)	$ (35,300)	$ -
Unrestricted Allocated Funds	$ -	$ -	$ -
Debt Service	$ (480,875)	$ (480,875)	$ -
Support for VOALC Transfers	$ 1,155,365	$ 1,155,365	$ -
Other Miscellaneous Operational Transfers	$ -	$ -	$ -
Total Debt Service and Transfers	***$ 639,190***	***$ 639,190***	***$ -***
Net Revenues/(Expenditures) Before Adjustments	$ -	$ -	$ -
ADJUSTMENTS:			
Departmental Budgetary Savings	$ -	$ -	$ -
Departmental Budgetary Carryforward	$ -	$ -	$ -
Reserve for Investment Fluctuations	$ -	$ -	$ -
Reserve for Future Budgets	$ -	$ -	$ -
Net Increase/(Decrease) in Fund Balance	***$ -***	***$ -***	***$ -***

MIAMI UNIVERSITY
Financial Analysis - by Operational Unit
FY2015 / FY2014 / FY2013

	FY2013 Year-end Actual	FY2014 Year-end Actual	FY2015 Original Budget	Thru September Year To Date FY2015	Thru September Year To Date FY2014	Thru September Year To Date FY2013	FY 2015 % of '15 Budget	FY 2015 % Change from '14 YTD
College of Arts & Sciences								
Salary	$ 46,952,076	$ 48,100,556	$ 50,989,977	$ 7,871,880	$ 7,680,308	$ 7,564,539	15%	2%
Benefits	$ 13,499,837	$ 12,682,905	$ 17,332,656	$ 2,584,750	$ 2,475,375	$ 2,406,267	15%	4%
Scholarships & Fellowships	$ 9,371,509	$ 9,103,717	$ 10,360,000	$ 17,008	$ 2,215,325	$ 2,044,508	0%	-99%
Departmental Support Expenses	$ 3,983,660	$ 4,221,714	$ 6,999,444	$ 660,226	$ 817,022	$ 796,092	9%	-19%
Total Expenses	$ 73,807,082	$ 74,108,892	$ 85,682,077	$ 11,133,864	$ 13,188,030	$ 12,811,406	13%	-16%
College of Education, Health, and Society								
Salary	$ 11,598,400	$ 12,132,366	$ 12,758,177	$ 2,146,911	$ 2,040,818	$ 1,908,174	17%	5%
Benefits	$ 3,479,524	$ 3,149,679	$ 4,481,596	$ 710,512	$ 997,543	$ 850,960	16%	-29%
Scholarships & Fellowships	$ 1,587,145	$ 1,716,761	$ 2,460,100	$ 32,788	$ -	$ -	1%	0%
Departmental Support Expenses	$ 1,592,367	$ 1,474,216	$ 2,322,200	$ 169,155	$ 171,540	$ 247,375	7%	-1%
Total Expenses	$ 18,257,436	$ 18,473,022	$ 22,022,073	$ 3,059,366	$ 3,209,901	$ 3,006,509	14%	-5%
College of Engineering and Computing								
Salary	$ 6,313,828	$ 6,565,594	$ 6,471,100	$ 1,222,997	$ 1,203,179	$ 1,106,234	19%	2%
Benefits	$ 2,018,411	$ 1,879,312	$ 2,436,827	$ 433,277	$ 492,644	$ 451,877	18%	-12%
Scholarships & Fellowships	$ 591,964	$ 619,839	$ 595,700	$ -	$ -	$ 500	0%	0%
Departmental Support Expenses	$ 812,864	$ 697,737	$ 667,817	$ 96,048	$ 242,678	$ 178,371	14%	-60%
Total Expenses	$ 9,737,067	$ 9,762,482	$ 10,171,444	$ 1,752,322	$ 1,938,501	$ 1,736,982	17%	-10%
Farmer School of Business								
Salary	$ 19,232,431	$ 17,708,566	$ 17,746,318	$ 3,695,872	$ 3,284,111	$ 3,203,094	21%	13%
Benefits	$ 6,269,421	$ 6,002,199	$ 6,861,081	$ 1,255,111	$ 1,167,077	$ 1,287,526	18%	8%
Scholarships & Fellowships	$ 661,368	$ 505,930	$ 854,700	$ -	$ 84	$ -	0%	-100%
Departmental Support Expenses	$ 2,067,815	$ 2,036,979	$ 3,301,666	$ 282,033	$ 252,134	$ 522,353	9%	12%
Total Expenses	$ 28,231,035	$ 26,253,674	$ 28,763,765	$ 5,233,016	$ 4,703,406	$ 5,012,973	18%	11%
College of Creative Arts								
Salary	$ 8,688,574	$ 8,985,802	$ 9,242,488	$ 1,499,735	$ 1,469,665	$ 1,395,761	16%	2%
Benefits	$ 2,637,734	$ 2,481,081	$ 3,427,575	$ 516,532	$ 497,014	$ 479,892	15%	4%
Scholarships & Fellowships	$ 1,408,767	$ 1,385,329	$ 1,476,300	$ 1,607	$ 213,741	$ 237,325	0%	-99%
Departmental Support Expenses	$ 1,261,890	$ 1,471,030	$ 1,202,067	$ 118,539	$ 141,259	$ 311,189	10%	-16%
Total Expenses	$ 13,996,965	$ 14,323,242	$ 15,348,430	$ 2,136,413	$ 2,321,679	$ 2,424,167	14%	-8%
Graduate School								
Salary	$ 1,413,267	$ 1,580,813	$ 2,124,651	$ 580,409	$ 403,355	$ 335,346	27%	44%
Benefits	$ 458,385	$ 495,789	$ 585,705	$ 167,349	$ 145,328	$ 128,982	29%	15%
Scholarships & Fellowships	$ 11,225,098	$ 13,879,476	$ 13,066,988	$ 13,404,187	$ 10,357,368	$ 8,941,157	103%	29%
Departmental Support Expenses	$ 213,173	$ 309,072	$ 529,480	$ 81,187	$ 48,367	$ 30,945	15%	68%
Total Expenses	$ 13,309,923	$ 16,265,150	$ 16,306,824	$ 14,233,132	$ 10,954,418	$ 9,436,430	87%	30%

MIAMI UNIVERSITY
Financial Analysis - by Operational Unit
FY2015 / FY2014 / FY2013

	FY2013	FY2014	FY2015	Thru September Year To Date			FY 2015	
	Year-end Actual	Year-end Actual	Original Budget	FY2015	FY2014	FY2013	% of '15 Budget	% Change from '14 YTD
Other Provost Departments								
Salary	$ 13,867,325	$ 14,219,475	$ 15,767,368	$ 3,475,007	$ 3,328,774	$ 3,285,348	22%	4%
Benefits	$ 4,748,247	$ 4,226,331	$ 6,248,298	$ 1,336,434	$ 1,286,960	$ 1,287,357	21%	4%
Scholarships & Fellowships	$ 51,248,738	$ 56,756,536	$ 64,956,195	$ 30,491,652	$ 27,650,641	$ 23,226,836	47%	10%
Utilities	$ 49,675	$ 49,409	$ 40,000	$ 4,038	$ 1,766	$ 8,119	0%	129%
Departmental Support Expenses	$ 8,427,661	$ 8,490,646	$ 8,664,506	$ 3,831,065	$ 3,304,212	$ 3,814,377	44%	16%
Total Expenses	$ 78,341,646	$ 83,742,397	$ 95,676,367	$ 39,138,196	$ 35,572,353	$ 31,622,037	41%	10%
Total Provost Office								
Salary	$ 108,065,901	$ 109,293,172	$ 115,100,079	$ 20,492,811	$ 19,410,210	$ 18,798,496	18%	6%
Benefits	$ 33,111,559	$ 30,917,296	$ 41,373,738	$ 7,003,965	$ 7,061,941	$ 6,892,861	17%	-1%
Scholarships & Fellowships	$ 76,094,589	$ 83,967,588	$ 93,769,983	$ 43,947,242	$ 40,437,159	$ 34,450,326	47%	9%
Utilities	$ 49,675	$ 49,409	$ 40,000	$ 4,038	$ 1,766	$ 8,119	0%	129%
Departmental Support Expenses	$ 18,359,430	$ 18,701,394	$ 23,687,180	$ 5,238,253	$ 4,977,212	$ 5,900,702	22%	5%
Total Expenses	$ 235,681,154	$ 242,928,859	$ 273,970,980	$ 76,686,309	$ 71,888,288	$ 66,050,504	28%	7%
Physical Facilities								
Salary	$ 11,250,533	$ 11,617,710	$ 12,507,087	$ 3,067,482	$ 2,861,706	$ 2,873,787	25%	7%
Benefits	$ 3,860,236	$ 3,641,987	$ 5,086,624	$ 1,193,612	$ 1,120,039	$ 1,152,205	23%	7%
Utilities	$ 13,497,364	$ 12,886,292	$ 13,346,156	$ 3,291,725	$ 3,332,991	$ 3,612,500	25%	-1%
Departmental Support Expenses	$ 680,852	$ 778,787	$ 109,700	$ 288,186	$ 47,539	$ 304	263%	506%
Total Expenses	$ 29,288,985	$ 28,924,776	$ 31,049,567	$ 7,841,005	$ 7,362,275	$ 7,638,796	25%	7%
Other Finance & Business Services Departments								
Salary	$ 7,315,377	$ 7,788,857	$ 7,922,062	$ 1,959,410	$ 1,881,058	$ 1,843,513	25%	4%
Benefits	$ 2,552,995	$ 2,417,137	$ 3,202,754	$ 784,496	$ 737,751	$ 750,724	24%	6%
Departmental Support Expenses	$ 1,953,199	$ 1,910,247	$ 2,011,008	$ 329,243	$ 497,844	$ 423,752	16%	-34%
Total Expenses	$ 11,821,571	$ 12,116,241	$ 13,135,824	$ 3,073,149	$ 3,116,653	$ 3,017,989	23%	-1%
President								
Salary	$ 3,344,745	$ 3,864,846	$ 4,458,543	$ 951,686	$ 882,995	$ 796,115	21%	8%
Benefits	$ 1,159,471	$ 1,196,472	$ 1,741,002	$ 370,379	$ 344,811	$ 311,997	21%	7%
Departmental Support Expenses	$ 4,297,354	$ 5,182,721	$ 3,863,534	$ 521,280	$ 1,238,759	$ 618,859	13%	-58%
Total Expenses	$ 8,801,570	$ 10,244,039	$ 10,063,079	$ 1,843,345	$ 2,466,565	$ 1,726,971	18%	-25%
Student Affairs								
Salary	$ 5,137,896	$ 5,220,016	$ 5,769,015	$ 1,336,851	$ 1,241,764	$ 1,214,856	23%	8%
Benefits	$ 2,633,052	$ 2,493,588	$ 3,182,155	$ 503,820	$ 467,721	$ 461,662	16%	8%
Departmental Support Expenses	$ (1,461,720)	$ (1,281,496)	$ 317,716	$ 376,320	$ 691,917	$ 456,951	118%	-46%
Total Expenses	$ 6,309,228	$ 6,432,108	$ 9,268,886	$ 2,216,991	$ 2,401,402	$ 2,133,469	24%	-8%

MIAMI UNIVERSITY
Financial Analysis - by Operational Unit
FY2015 / FY2014 / FY2013

	FY2013	FY2014	FY2015	Thru September Year To Date			FY 2015	
	Year-end Actual	Year-end Actual	Original Budget	FY2015	FY2014	FY2013	% of '15 Budget	% Change from '14 YTD
University Advancement								
Salary	$ 3,661,982	$ 4,018,665	$ 4,275,153	$ 1,033,489	$ 990,088	$ 855,114	24%	4%
Benefits	$ 1,331,876	$ 1,313,240	$ 1,783,238	$ 408,056	$ 388,557	$ 337,016	23%	5%
Departmental Support Expenses	$ 880,135	$ 641,339	$ 442,767	$ 221,496	$ 272,754	$ 131,691	50%	-19%
Total Expenses	$ 5,873,993	$ 5,973,244	$ 6,501,158	$ 1,663,041	$ 1,651,399	$ 1,323,821	26%	1%
Information Technology								
Salary	$ 7,528,219	$ 7,759,854	$ 8,545,654	$ 1,845,274	$ 1,910,881	$ 2,132,788	22%	-3%
Benefits	$ 2,637,089	$ 2,489,482	$ 3,460,988	$ 741,788	$ 759,271	$ 834,463	21%	-2%
Departmental Support Expenses	$ 4,197,960	$ 2,585,768	$ 3,050,444	$ 1,997,104	$ 2,222,376	$ 2,318,461	65%	-10%
Total Expenses	$ 14,363,268	$ 12,835,104	$ 15,057,086	$ 4,584,166	$ 4,892,528	$ 5,285,712	30%	-6%
Centrally Budgeted Funds								
Salary	$ -	$ -	$ 1,793,984	$ -	$ -	$ -	0%	0%
Benefits	$ 5,651	$ 5,537	$ 547,311	$ -	$ -	$ -	0%	0%
Departmental Support Expenses	$ 1,456,500	$ 819,405	$ 6,543,642	$ 803,880	$ 712,578	$ 1,245,931	12%	13%
Total Expenses	$ 1,462,151	$ 672,155	$ 8,884,937	$ 803,880	$ 712,578	$ 1,245,931	9%	13%
Grand Total								
Salary	$ 146,304,653	$ 149,563,120	$ 160,371,577	$ 30,687,003	$ 29,178,702	$ 28,514,669	19%	5%
Benefits	$ 47,291,929	$ 44,474,739	$ 60,377,810	$ 11,006,116	$ 10,880,091	$ 10,740,928	18%	1%
Scholarships & Fellowships	$ 76,094,589	$ 83,967,588	$ 93,769,983	$ 43,947,242	$ 40,437,159	$ 34,450,326	47%	9%
Utilities	$ 13,547,039	$ 12,935,701	$ 13,386,156	$ 3,295,763	$ 3,334,757	$ 3,620,619	25%	-1%
Departmental Support Expenses	$ 30,363,710	$ 29,338,165	$ 34,354,249	$ 9,775,762	$ 10,660,979	$ 11,096,651	28%	-8%
Admin Service Charge	$ (7,323,609)	$ (7,639,099)	$ (8,122,398)	$ (2,030,600)	$ (1,911,859)	$ -	25%	6%
Multi Year Accounts	$ 4,394,309	$ 4,680,725	$ 5,671,742	$ 1,298,559	$ 876,444	$ 1,187,170	23%	48%
Total Expenses	$ 310,672,620	$ 317,320,939	$ 359,809,119	$ 97,979,845	$ 93,456,273	$ 89,610,363	27%	5%

Note: Excludes Transfers

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2015/FY2014/FY2013

	FY2013	FY2014	FY2015	Thru Sep YTD			FY 2015	
	Year-end Actual	Year-end Actual	Original Budget	FY2015	FY2014	FY2013	% of '15 Budget	% Change from '14 YTD
Residence & Dining Halls								
Revenue	$ 81,287,838	$ 88,831,152	$ 96,593,023	$ 49,404,131	$ 45,607,702	$ 43,988,791	51%	8%
General Fee Support	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Total Sources	$ 81,287,838	$ 88,831,152	$ 96,593,023	$ 49,404,131	$ 45,607,702	$ 43,988,791	51%	8%
Salary	$ 14,990,150	$ 15,344,766	$ 15,285,057	$ 3,913,862	$ 3,489,906	$ 3,682,560	26%	12%
Benefits	$ 4,153,013	$ 3,938,126	$ 5,129,996	$ 1,301,194	$ 1,206,878	$ 1,252,035	25%	8%
Utilites	$ 5,373,101	$ 5,614,894	$ 6,453,809	$ 1,391,005	$ 1,152,460	$ 1,187,051	22%	21%
Charge Outs	$ (917,237)	$ (407,594)	$ (1,399,492)	$ (219,481)	$ 108,294	$ (157,187)	16%	-303%
Operating Expenses	$ 27,197,622	$ 29,339,543	$ 32,567,507	$ 7,822,036	$ 4,882,334	$ 4,333,866	24%	60%
Inventory Purchases	$ 372		$ 22,000	$ -	$ 121	$ -	0%	-100%
Debt Service	$ 19,882,994	$ 22,303,542	$ 29,276,032	$ 7,725,834	$ 5,457,620	$ 4,331,202	26%	42%
Total Uses	$ 70,680,014	$ 76,133,276	$ 87,334,909	$ 21,934,450	$ 16,297,612	$ 14,629,528	25%	35%
Net Transfers	$ (10,563,937)	$ (12,261,837)	$ (9,258,114)	$ (1,860,244)	$ -	$ (121,127)	20%	0%
Net Total	$ 43,887	$ 436,036	$ -	$ 25,609,437	$ 29,310,090	$ 29,238,137		-13%
Shriver Center								
Revenue	$ 29,353,849	$ 25,637,661	$ 23,827,345	$ 8,301,434	$ 9,132,927	$ 8,506,444	35%	-9%
General Fee Support	$ 855,000	$ 855,000	$ 855,000	$ 213,750	$ 213,750	$ -	25%	0%
Total Sources	$ 30,208,849	$ 26,492,661	$ 24,682,345	$ 8,515,184	$ 9,346,677	$ 8,506,444	34%	-9%
Salary	$ 5,982,966	$ 4,714,092	$ 4,543,764	$ 1,103,079	$ 1,350,108	$ 1,393,609	24%	-18%
Benefits	$ 1,516,168	$ 1,080,457	$ 1,437,874	$ 351,434	$ 409,052	$ 416,401	24%	-14%
Utilities	$ 574,747	$ 508,405	$ 477,204	$ 288,865	$ 136,927	$ 141,749	61%	111%
Charge Outs	$ 724	$ (20,371)	$ 341,654	$ (49,445)	$ -	$ -	-14%	0%
Operating Expenses	$ 3,593,034	$ 3,354,456	$ 2,917,761	$ 815,848	$ 705,952	$ 479,654	28%	16%
Inventory Purchases	$ 16,889,533	$ 14,371,431	$ 13,697,085	$ 5,091,813	$ 5,487,684	$ 4,985,686	37%	-7%
Debt Service	$ 59,744	$ 57,760	$ 47,326	$ 11,959	$ -	$ 15,192	25%	0%
Total Uses	$ 28,616,916	$ 24,066,231	$ 23,462,668	$ 7,613,553	$ 8,089,723	$ 7,432,291	32%	-6%
Net Transfers	$ (1,559,069)	$ (2,303,909)	$ (1,219,677)	$ (189,919)	$ -	$ -	16%	0%
Net Total	$ 32,864	$ 122,521	$ -	$ 711,713	$ 1,256,954	$ 1,074,153		-43%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2015/FY2014/FY2013

	FY2013	FY2014	FY2015	Thru Sep YTD			FY 2015	
	Year-end Actual	Year-end Actual	Original Budget	FY2015	FY2014	FY2013	% of '15 Budget	% Change from '14 YTD
Marcum Conference Center								
Revenue	$ 2,113,101	$ 2,058,362	$ 1,477,690	$ 360,103	$ 542,611	$ 578,242	24%	-34%
General Fee Support	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Total Sources	$ 2,113,101	$ 2,058,362	$ 1,477,690	$ 360,103	$ 542,611	$ 578,242	24%	-34%
Salary	$ 882,334	$ 955,142	$ 595,471	$ 167,025	$ 267,904	$ 207,072	28%	-38%
Benefits	$ 257,955	$ 203,847	$ 186,776	$ 55,218	$ 91,069	$ 67,590	30%	-39%
Utilities	$ 207,734	$ 176,623	$ 187,574	$ 46,060	$ 46,450	$ 63,486	25%	-1%
Charge Outs	$ (128,599)	$ (7,087)	$ 46,652	$ -	$ (6,250)	$ -	0%	-100%
Operating Expenses	$ 699,008	$ 631,942	$ 368,598	$ 70,918	$ 161,430	$ 170,829	19%	-56%
Inventory Purchases	$ (3,196)	$ 5,198	$ 1,500	$ 52	$ 138	$ 45	3%	-63%
Debt Service	$ 4,944	$ 5,092	$ -	$ -	$ 1,278	$ 1,244	0%	-100%
Total Uses	$ 1,920,180	$ 1,970,757	$ 1,386,571	$ 339,274	$ 562,019	$ 510,267	24%	-40%
Net Transfers 374000	$ (185,756)	$ (18,533)	$ (91,119)	$ (22,780)	$ -	$ -	25%	0%
Net Total	$ 7,165	$ 69,071	$ -	$ (1,951)	$ (19,408)	$ 67,975		-90%
Intercollegiate Athletics								
Revenue	$ 5,484,360	$ 5,383,708	$ 6,545,171	$ 1,853,685	$ 1,556,236	$ 1,801,153	28%	19%
General Fee Support	$ 15,056,321	$ 15,735,046	$ 16,697,968	$ 3,954,492	$ 3,948,761	$ (200,000)	24%	0%
Designated Revenue	$ 724,049	$ 383,955	$ 599,456	$ 280,308	$ 164,909	$ -	47%	70%
Restricted Revenue	$ 1,715,985	$ 1,226,906	$ 1,725,444	$ 220,731	$ 236,173	$ -	13%	-7%
Total Sources	$ 22,980,715	$ 22,729,614	$ 25,568,039	$ 6,309,216	$ 5,906,079	$ 1,601,153	25%	7%
Salary	$ 7,049,960	$ 7,688,808	$ 7,652,140	$ 1,848,119	$ 1,831,306	$ 1,528,408	24%	1%
Benefits	$ 2,463,439	$ 2,373,843	$ 2,935,098	$ 708,231	$ 709,312	$ 600,988	24%	0%
Utilities	$ 7,505	$ 8,800	$ 3,000	$ 111	$ 1,313	$ -	4%	-92%
Charge Outs	$ (100,969)	$ (117,760)		$ -	$ -	$ -	0%	0%
Operating Expenses	$ 11,505,018	$ 12,088,308	$ 12,993,168	$ 4,910,985	$ 4,455,203	$ 4,909,095	38%	10%
Inventory Purchases	$ -	$ -	$ 6,325	$ -	$ -	$ -	0%	0%
Debt Service	$ -			$ -	$ -	$ -	0%	0%
Designated Expense	$ 623,375	$ 436,248	$ 599,456	$ 117,364	$ 115,977	$ -	20%	1%
Restricted Expense	$ 1,704,366	$ 1,392,619	$ 1,725,444	$ 207,941	$ 287,541	$ 1,632,054	12%	-28%
Total Uses	$ 23,252,694	$ 23,870,866	$ 25,914,631	$ 7,792,751	$ 7,400,651	$ 8,670,545	30%	5%
Net Transfers	$ 438,675	$ 1,632,054	$ 346,592	$ 207,500	$ 100,000	$ 305,000	60%	108%
Net Total	$ 166,695	$ 490,802	$ -	$ (1,276,035)	$ (1,394,572)	$ (6,764,391)		-8%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2015/FY2014/FY2013

	FY2013	FY2014	FY2015	Thru Sep YTD			FY 2015	
	Year-end Actual	Year-end Actual	Original Budget	FY2015	FY2014	FY2013	% of '15 Budget	% Change from '14 YTD
Recreation Center								
Revenue	$ 2,254,166	$ 2,820,137	$ 2,786,712	$ 1,037,706	$ 949,796	$ 629,010	37%	9%
General Fee Support	$ 4,587,383	$ 4,501,401	$ 3,706,731	$ 926,683	$ 1,125,350	$ -	25%	-18%
Total Sources	$ 6,841,549	$ 7,321,538	$ 6,493,443	$ 1,964,389	$ 2,075,146	$ 629,010	30%	-5%
Salary	$ 2,465,767	$ 2,569,186	$ 2,653,035	$ 632,419	$ 599,018	$ 582,506	24%	6%
Benefits	$ 596,684	$ 532,432	$ 743,014	$ 173,630	$ 168,471	$ 166,548	23%	3%
Utilities	$ 764,772	$ 758,041	$ 718,762	$ 195,916	$ 200,224	$ 212,390	27%	-2%
Charge Outs	$ -	$ -	$ 325,625	$ -	$ -	$ -	0%	0%
Operating Expenses	$ 950,813	$ 1,059,016	$ 1,086,263	$ 239,442	$ 251,340	$ 199,314	22%	-5%
Inventory Purchases	$ 59,420	$ 187,544	$ 161,500	$ 70,061	$ 23,520	$ 17,784	43%	198%
Debt Service	$ 1,352,953	$ 1,393,469	$ -	$ -	$ 349,772	$ 340,394	0%	-100%
Total Uses	$ 6,190,408	$ 6,499,687	$ 5,688,199	$ 1,311,467	$ 1,592,343	$ 1,518,936	23%	-18%
Net Transfers	$ (636,878)	$ (726,064)	$ (805,244)	$ (201,311)	$ -	$ -	25%	0%
Net Total	$ 14,263	$ 95,786	$ -	$ 451,611	$ 482,803	$ (889,926)		-6%
Goggin Ice Arena								
Revenue	$ 3,374,756	$ 3,518,776	$ 3,488,803	$ 1,268,377	$ 1,311,974	$ 1,367,110	36%	-3%
General Fee Support	$ 2,291,935	$ 2,238,736	$ 2,182,736	$ 545,684	$ 559,684	$ -	25%	-3%
Total Sources	$ 5,666,691	$ 5,757,512	$ 5,671,539	$ 1,814,061	$ 1,871,658	$ 1,367,110	32%	-3%
Salary	$ 1,189,238	$ 1,225,713	$ 1,242,450	$ 268,833	$ 280,125	$ 265,344	22%	-4%
Benefits	$ 366,092	$ 309,369	$ 414,986	$ 96,686	$ 100,777	$ 94,831	23%	-4%
Utilities	$ 933,161	$ 997,729	$ 1,127,056	$ 259,293	$ 304,662	$ 285,915	23%	-15%
Charge Outs	$ -	$ -	$ 53,857	$ -	$ -	$ -	0%	0%
Operating Expenses	$ 321,449	$ 356,378	$ 351,192	$ 71,103	$ 76,517	$ 58,231	20%	-7%
Inventory Purchases	$ 176,629	$ 221,049	$ 177,500	$ 70,001	$ 89,799	$ 55,411	39%	-22%
Debt Service	$ 2,048,987	$ 2,043,168	$ 2,039,936	$ 515,802	$ 519,240	$ 517,650	25%	-1%
Total Uses	$ 5,035,556	$ 5,153,404	$ 5,406,976	$ 1,281,718	$ 1,371,121	$ 1,277,382	24%	-7%
Net Transfers	$ (616,003)	$ (557,937)	$ (264,563)	$ (66,141)	$ -	$ -	25%	0%
Net Total	$ 15,133	$ 46,171	$ -	$ 466,202	$ 500,537	$ 89,728		-7%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2015/FY2014/FY2013

	FY2013	FY2014	FY2015	Thru Sep YTD			FY 2015	
	Year-end Actual	Year-end Actual	Original Budget	FY2015	FY2014	FY2013	% of '15 Budget	% Change from '14 YTD
Parking and Transportation								
Revenue	$ 3,744,839	$ 4,130,539	$ 4,009,620	$ 1,726,264	$ 1,749,670	$ 1,431,031	43%	-1%
General Fee Support	$ 200,000	$ 200,000	$ 200,000	$ 50,000	$ 50,000	$ -	25%	0%
Total Sources	$ 3,944,839	$ 4,330,539	$ 4,209,620	$ 1,776,264	$ 1,799,670	$ 1,431,031	42%	-1%
Salary	$ 409,328	$ 448,533	$ 459,598	$ 107,111	$ 120,093	$ 96,912	23%	-11%
Benefits	$ 127,144	$ 132,777	$ 166,046	$ 40,865	$ 46,897	$ 36,931	25%	-13%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Charge Outs	$ (16,518)	$ (15,575)	$ (15,000)	$ (10,047)	$ (5,361)	$ (12,635)	67%	87%
Operating Expenses	$ 1,662,405	$ 1,798,245	$ 1,818,516	$ 313,869	$ 353,880	$ 299,367	17%	-11%
Inventory Purchases	$ -			$ -	$ -	$ -	0%	0%
Debt Service	$ 1,502,366	$ 1,937,403	$ 1,716,099	$ 434,206	$ 435,398	$ 380,067	25%	0%
Total Uses	$ 3,684,724	$ 4,301,383	$ 4,145,259	$ 886,005	$ 950,907	$ 800,641	21%	-7%
Net Transfers	$ (259,773)	$ 11,171	$ (64,361)	$ (16,090)	$ -	$ -	25%	0%
Net Total	$ 343	$ 40,327	$ -	$ 874,168	$ 848,763	$ 630,390		3%
Telecommunications								
Revenue	$ 809,310	$ 1,087,432	$ 1,019,500	$ -	$ 240,270	$ 203,333	0%	-100%
General Fee Support	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Total Sources	$ 809,310	$ 1,087,432	$ 1,019,500	$ -	$ 240,270	$ 203,333	0%	-100%
Salary	$ 49,728	$ 54,859	$ 60,178	$ -	$ 12,809	$ 10,710	0%	-100%
Benefits	$ 10,241	$ 18,246	$ 24,372	$ -	$ 4,606	$ 4,338	0%	-100%
Utilities	$ 738,599	$ 885,537	$ 828,000	$ -	$ 161,849	$ 115,576	0%	-100%
Charge Outs	$ -	$ -		$ -	$ -	$ -	0%	0%
Operating Expenses	$ 29,926	$ 36,765	$ 50,985	$ 7,646	$ 6,123	$ 887	15%	25%
Inventory Purchases	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Total Uses	$ 828,493	$ 995,407	$ 963,535	$ 7,646	$ 185,387	$ 131,511	1%	-96%
Net Transfers	$ (28,199)	$ (79,420)	$ (55,965)	$ (13,991)	$ -	$ -	25%	0%
Net Total	$ (47,382)	$ 12,605	$ -	$ (21,637)	$ 54,884	$ 71,822		-139%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2015/FY2014/FY2013

	FY2013	FY2014	FY2015	Thru Sep YTD			FY 2015	
	Year-end Actual	Year-end Actual	Original Budget	FY2015	FY2014	FY2013	% of '15 Budget	% Change from '14 YTD
Utility Enterprise		$ -						
Revenue	$ -		$ -	$ -	$ -	$ -	0%	0%
Total Sources	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Salary	$ 1,033,863	$ 1,154,576	$ 1,379,030	$ 292,319	$ 262,107	$ 244,899	21%	12%
Benefits	$ 360,958	$ 382,306	$ 556,102	$ 117,998	$ 105,857	$ 103,234	21%	11%
Utilities	$ 12,734,983	$ 10,821,135	$ 12,352,449	$ 1,880,318	$ 1,887,587	$ 2,349,668	15%	0%
Charge Outs			$ (5,000)	$ -	$ (177)	$ -	0%	-100%
Expense Recovery	$ (24,395,392)	$ (22,515,171)	$ (23,770,454)	$ (5,888,707)	$ (5,777,368)	$ (6,491,174)	25%	2%
Operating Expenses	$ 1,317,045	$ 1,384,738	$ 1,681,119	$ 354,551	$ 393,225	$ 225,281	21%	-10%
Inventory Purchases	$ -	$ 331		$ -	$ -	$ -	0%	0%
Debt Service	$ 2,457,707	$ 2,428,526	$ 2,407,322	$ 609,085	$ 620,690	$ 623,506	25%	-2%
Total Uses	$ (6,490,836)	$ (6,343,559)	$ (5,399,432)	$ (2,634,437)	$ (2,508,080)	$ (2,944,587)	49%	5%
Net Transfers	$ (6,457,260)	$ (6,274,088)	$ (5,399,432)	$ (1,349,858)	$ -	$ 30,346	25%	0%
Net Total	$ 33,576	$ 69,471	$ -	$ 1,284,579	$ 2,508,080	$ 2,974,933		-16%
Student Health Services								
Revenue	$ 1,848,419	$ 1,736,418	$ 1,797,300	$ 141,211	$ 396,945	$ 248,086	8%	-64%
General Fee Support	$ 752,469	$ 624,649	$ 477,051	$ 119,263	$ -	$ -	25%	0%
Total Sources	$ 2,600,888	$ 2,361,067	$ 2,274,351	$ 260,474	$ 396,945	$ 248,086	11%	-34%
Salary	$ 1,287,326	$ 985,363	$ 951,648	$ 209,427	$ 259,486	$ 295,926	22%	-19%
Benefits	$ 433,343	$ 305,503	$ 382,945	$ 84,597	$ 104,636	$ 119,387	22%	-19%
Utilities	$ -	$ 1,682	$ -	$ 841	$ -	$ -	0%	0%
Charge Outs	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Operating Expenses	$ 279,630	$ 500,155	$ 759,319	$ 183,028	$ 89,148	$ 89,842	24%	105%
Inventory Purchases	$ 120,707	$ 133,673	$ 115,000	$ 31,090	$ 28,636	$ 25,862	27%	9%
Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	0%	0%
Total Uses	$ 2,121,007	$ 1,926,377	$ 2,208,912	$ 508,984	$ 481,906	$ 531,017	23%	6%
Net Transfers	$ (475,155)	$ (83,411)	$ (65,439)	$ (16,360)	$ -	$ -	25%	0%
Net Total	$ 4,726	$ 351,279	$ -	$ (264,870)	$ (84,961)	$ (282,930)		212%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2015/FY2014/FY2013

	FY2013 Year-end Actual	FY2014 Year-end Actual	FY2015 Original Budget	Thru Sep YTD FY2015	Thru Sep YTD FY2014	Thru Sep YTD FY2013	FY 2015 % of '15 Budget	FY 2015 % Change from '14 YTD
Armstrong - Student Affairs								
Revenue	$ -	$ 1,690,773	$ 4,142,026	$ 1,759,025	$ -	$ -	42%	
General Fee Support	$ -	$ -	$ 700,000	$ 175,000	$ -	$ -	25%	
Total Sources	*$ -*	*$ 1,690,773*	*$ 4,842,026*	*$ 1,934,025*	*$ -*	*$ -*	40%	
Salary	$ -	$ 141,593	$ 376,241	$ 80,068	$ -	$ -	21%	
Benefits	$ -	$ 36,952	$ 84,095	$ 20,236	$ -	$ -	24%	
Utilities	$ -	$ 140,881	$ 330,134	$ 61,290	$ -	$ -	19%	
Charge Outs	$ -			$ -	$ -	$ -	0%	
Operating Expenses	$ -	$ 185,098	$ 533,408	$ 80,757	$ 3,840	$ -	15%	
Inventory Purchases	$ -			$ -	$ -	$ -	0%	
Debt Service	$ -	$ 553,299	$ 2,392,272	$ -	$ -	$ -	0%	
Total Uses	*$ -*	*$ 1,057,823*	*$ 3,716,150*	*$ 242,351*	*$ 3,840*	*$ -*	7%	
Net Transfers	$ -	$ (581,623)	$ (1,125,876)	$ (192,940)	$ -	$ -	17%	
Net Total	$ -	$ 51,327	$ -	$ 1,498,734	$ (3,840)	$ -		
Other Auxiliary								
Revenue	$ 209,120	$ 184,396	$ 171,211	$ 27,641	$ 30,379	$ 45,625	16%	-9%
General Fee Support	$ 2,835,318	$ 4,541,070	$ 361,878	$ 230,074	$ 2,687,028	$ -	64%	-91%
Total Sources	$ 3,044,438	$ 4,725,466	$ 533,089	$ 257,715	$ 2,717,407	$ 45,625	48%	-91%
Salary	$ 64,925	$ 67,328	$ 69,405	$ 17,106	$ 16,541	$ 16,800	25%	3%
Benefits	$ 20,302	$ 17,139	$ 22,599	$ 5,646	$ 5,480	$ 5,310	25%	3%
Utilities	$ -	$ -		$ -	$ -	$ -	0%	0%
Charge Outs	$ -	$ -		$ -	$ -	$ -	0%	0%
Operating Expenses	$ 203,421	$ 465,205	$ 432,770	$ 328,415	$ 163,392	$ 45,978	76%	101%
Inventory Purchases	$ -	$ -	$ 100	$ -	$ -	$ -	0%	0%
Debt Service	$ 344,998	$ 349,947	$ 345,511	$ 87,365	$ 88,892	$ 87,144	25%	0%
Total Uses	$ 633,645	$ 899,618	$ 870,385	$ 438,531	$ 274,305	$ 155,232	50%	60%
Net Transfers	$ (1,881,757)	$ (3,972,012)	$ 337,296	$ (30,000)	$ (2,661,501)	$ -	-9%	-99%
Net Total	$ 529,036	$ (146,163)	$ -	$ (210,816)	$ (218,399)	$ (109,608)		-3%

MIAMI UNIVERSITY
Financial Analysis - Auxiliary Units (Oxford Campus)
FY2015/FY2014/FY2013

	FY2013 Year-end Actual	FY2014 Year-end Actual	FY2015 Original Budget	Thru Sep YTD FY2015	Thru Sep YTD FY2014	Thru Sep YTD FY2013	FY 2015 % of '15 Budget	FY 2015 % Change from '14 YTD
Total Auxiliary								
Revenue	$ 130,479,759	$ 137,079,353	$ 145,858,401	$ 65,879,576	$ 61,518,510	$ 58,798,825	45%	7%
General Fee Support	$ 26,578,426	$ 28,695,902	$ 25,181,364	$ 6,095,683	$ 8,584,574	$ (200,000)	24%	-29%
Designated Revenue	$ 724,049	$ 383,955	$ 599,456	$ 280,308	$ 164,909	$ -	0%	70%
Restricted Revenue	$ 1,715,985	$ 1,226,906	$ 1,725,444	$ 220,731	$ 236,173	$ -	0%	-7%
Total Sources	$ 159,498,220	$ 167,386,115	$ 173,364,665	$ 70,661,535	$ 70,504,166	$ 58,598,825	41%	0%
Salary	$ 35,405,583	$ 35,349,959	$ 35,268,017	$ 8,639,368	$ 8,489,403	$ 8,324,745	24%	2%
Benefits	$ 10,305,338	$ 9,330,996	$ 12,083,903	$ 2,955,736	$ 2,953,032	$ 2,867,594	24%	0%
Utilities	$ 21,334,602	$ 19,913,727	$ 22,477,988	$ 3,864,405	$ 3,586,810	$ 4,069,921	17%	8%
Expense Recovery	$ (24,395,392)	$ (22,515,171)	$ (23,770,454)	$ (5,888,707)	$ (5,777,368)	$ (6,491,174)	25%	2%
Charge Outs	$ (1,045,112)	$ (568,387)	$ (651,704)	$ (278,972)	$ 96,683	$ (169,822)	43%	-389%
Operating Expenses	$ 47,759,370	$ 51,199,848	$ 55,560,606	$ 15,198,597	$ 11,542,384	$ 10,812,345	27%	32%
Inventory Purchases	$ 17,243,093	$ 14,919,226	$ 14,181,010	$ 5,263,017	$ 5,629,898	$ 5,084,788	37%	-7%
Debt Service	$ 27,654,692	$ 31,072,206	$ 38,224,498	$ 9,384,250	$ 7,472,889	$ 6,296,398	25%	26%
Designated Expense	$ 623,375	$ 436,248	$ 599,456	$ 117,364	$ 115,977	$ -	20%	1%
Restricted Expense	$ 1,704,366	$ 1,392,619	$ 1,725,444	$ 207,941	$ 287,541	$ 1,632,054	12%	-28%
Total Uses	$ 136,472,802	$ 140,531,273	$ 155,698,763	$ 39,479,942	$ 34,697,894	$ 32,712,763	25%	14%
Net Transfers	$ (22,225,110)	$ (25,215,609)	$ (17,665,902)	$ (3,752,134)	$ (2,561,501)	$ 214,219	21%	46%
Net Total	$ 800,307	$ 1,639,233	$ -	$ 27,429,459	$ 33,244,771	$ 26,100,282		-17%

Oxford Campus Long Range Budget Plan - Updated 12/4/2014
Scenario 1 - Baseline 2% Tuition Increase, 2% Salary Increment
FY 2015 - FY 2023

	FY2015 Budget	FY2015 Est.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Baseline Revenues										
Undergraduate Tuition	$ 298,987,943	$ 305,380,436	$ 314,095,149	$ 319,392,997	$ 330,172,041	$ 340,009,761	$ 345,812,889	$ 355,853,129	$ 365,127,765	$ 374,466,332
Undergraduate Financial Aid	$ 62,513,206	$ 61,471,755	$ 66,492,158	$ 72,022,367	$ 75,014,536	$ 80,047,672	$ 84,161,470	$ 87,435,465	$ 89,961,664	$ 91,760,898
Undergraduate Net Tuition Revenue	$ 236,474,737	$ 243,908,681	$ 247,602,991	$ 247,370,631	$ 255,157,505	$ 259,962,089	$ 261,651,419	$ 268,417,664	$ 275,166,101	$ 282,705,435
Graduate Tuition	$ 34,069,569	$ 36,607,111	$ 37,004,772	$ 37,811,803	$ 38,693,465	$ 39,466,569	$ 40,346,878	$ 41,143,872	$ 41,938,858	$ 42,881,841
Graduate Financial Aid	$ 31,053,200	$ 29,711,230	$ 30,305,455	$ 30,911,564	$ 31,529,795	$ 32,160,391	$ 32,803,599	$ 33,459,671	$ 34,128,864	$ 34,811,441
Graduate Net Tuition Revenue	$ 3,016,369	$ 6,895,881	$ 6,699,318	$ 6,900,240	$ 7,163,670	$ 7,306,178	$ 7,543,280	$ 7,684,201	$ 7,809,994	$ 8,070,400
Total Net Tuition Revenue	$ 239,491,106	$ 250,804,562	$ 254,302,308	$ 254,270,870	$ 262,321,175	$ 267,268,267	$ 269,194,699	$ 276,101,865	$ 282,976,095	$ 290,775,835
State Support	$ 54,347,024	$ 54,347,024	$ 55,440,268	$ 56,555,378	$ 56,555,378	$ 57,692,789	$ 58,852,949	$ 58,852,949	$ 60,036,312	$ 61,243,342
Investment Income	$ 4,325,000	$ 4,325,000	$ 4,325,000	$ 6,325,000	$ 7,325,000	$ 9,000,000	$ 9,000,000	$ 10,000,000	$ 10,000,000	$ 11,000,000
Other Revenues	$ 2,789,414	$ 2,789,414	$ 2,845,202	$ 2,902,106	$ 2,960,148	$ 3,019,351	$ 3,079,738	$ 3,141,333	$ 3,204,160	$ 3,268,243
Transfer In	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Baseline Revenues	**$ 300,952,544**	**$ 312,266,000**	**$ 316,912,779**	**$ 320,053,354**	**$ 329,161,701**	**$ 336,980,408**	**$ 340,127,386**	**$ 348,096,148**	**$ 356,216,567**	**$ 366,287,420**
Incremental Initiative Revenue (Includes Winter Term)	$ 14,154,930	$ 14,392,862	$ 11,186,891	$ 12,686,291	$ 10,355,626	$ 7,589,233	$ 10,501,895	$ 10,140,361	$ 9,819,797	$ 8,855,857
Adjusted Total Revenue	**$ 315,107,474**	**$ 326,658,862**	**$ 328,099,670**	**$ 332,739,646**	**$ 339,517,327**	**$ 344,569,641**	**$ 350,629,281**	**$ 358,236,508**	**$ 366,036,364**	**$ 375,143,277**
Baseline Expenses										
Salaries	$ 157,071,077	$ 157,071,077	$ 161,319,499	$ 165,660,629	$ 170,096,476	$ 174,629,093	$ 178,540,576	$ 182,538,667	$ 186,625,265	$ 190,802,312
Promotion & Tenure	$ 1,107,000	$ 1,107,000	$ 1,114,740	$ 1,122,635	$ 1,130,687	$ 418,901	$ 427,279	$ 435,825	$ 444,541	$ 453,432
Health Care	$ 28,665,117	$ 28,665,117	$ 30,671,675	$ 32,678,233	$ 34,825,251	$ 37,112,727	$ 39,550,495	$ 42,148,385	$ 44,916,920	$ 47,867,307
Other Benefits	$ 30,616,260	$ 30,254,333	$ 30,859,419	$ 31,476,608	$ 32,106,140	$ 32,748,262	$ 33,403,228	$ 34,071,292	$ 34,752,718	$ 35,447,772
Utilities	$ 13,386,196	$ 13,386,196	$ 13,791,990	$ 14,204,976	$ 14,630,135	$ 15,067,684	$ 15,517,989	$ 15,981,419	$ 16,458,359	$ 16,949,201
Non-Personnel Expenses	$ 31,903,553	$ 31,903,553	$ 32,541,624	$ 30,192,457	$ 30,796,306	$ 31,412,232	$ 32,040,476	$ 32,681,286	$ 33,334,912	$ 34,001,610
Capital Expenses & Debt	$ 14,938,303	$ 14,938,303	$ 14,040,288	$ 16,573,069	$ 16,536,752	$ 16,545,989	$ 16,239,386	$ 16,216,174	$ 16,210,178	$ 16,179,717
General Fee Allocation	$ 28,777,847	$ 28,777,847	$ 29,458,985	$ 30,024,026	$ 30,704,052	$ 31,347,225	$ 32,037,325	$ 32,814,111	$ 33,533,678	$ 34,260,395
Prior Strategic Priorities Savings	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Baseline Expenses	**$ 306,103,425**	**$ 306,103,425**	**$ 313,798,219**	**$ 321,932,631**	**$ 330,825,798**	**$ 339,282,114**	**$ 347,756,753**	**$ 356,887,159**	**$ 366,276,571**	**$ 375,961,747**
Adjustments to Expense	$ (4,200,308)	$ (4,241,211)								
SPTF	$ -	$ -	$ (258,407)	$ (66,886)	$ -	$ -	$ -	$ -	$ -	$ -
Productivity	$ -	$ -	$ (1,229,998)	$ (2,453,846)	$ (3,671,574)	$ (4,883,214)	$ (6,088,796)	$ (7,288,350)	$ (8,481,906)	$ (9,669,494)
Winter Term Costs	$ 2,555,428	$ 2,555,428	$ 2,606,536	$ 2,658,667	$ 2,711,840	$ 2,766,077	$ 2,821,398	$ 2,877,826	$ 2,935,383	$ 2,994,091
Incremental Cost of New Revenue Initiatives	$ 4,200,308	$ 4,241,211	$ 192,901	$ 1,605,397	$ 2,457,954	$ 2,599,792	$ 3,375,315	$ 4,063,782	$ 4,589,562	$ 4,869,393
New Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Adjusted Total Expenses	**$ 308,658,853**	**$ 308,658,853**	**$ 315,109,251**	**$ 323,675,963**	**$ 332,324,018**	**$ 339,764,769**	**$ 347,864,670**	**$ 356,540,418**	**$ 365,319,610**	**$ 374,155,736**
Surplus/Deficit	**$ 6,448,621**	**$ 18,000,009**	**$ 12,990,419**	**$ 9,063,682**	**$ 7,193,309**	**$ 4,804,872**	**$ 2,764,611**	**$ 1,696,091**	**$ 716,754**	**$ 987,540**

Oxford Campus Long Range Budget Plan - Updated 12/4/2014
Scenario 2 - Flat UG Resident Tuition in FY16 & FY17 and 2% Salary Increment in FY16 & FY17
FY 2015 - FY 2023

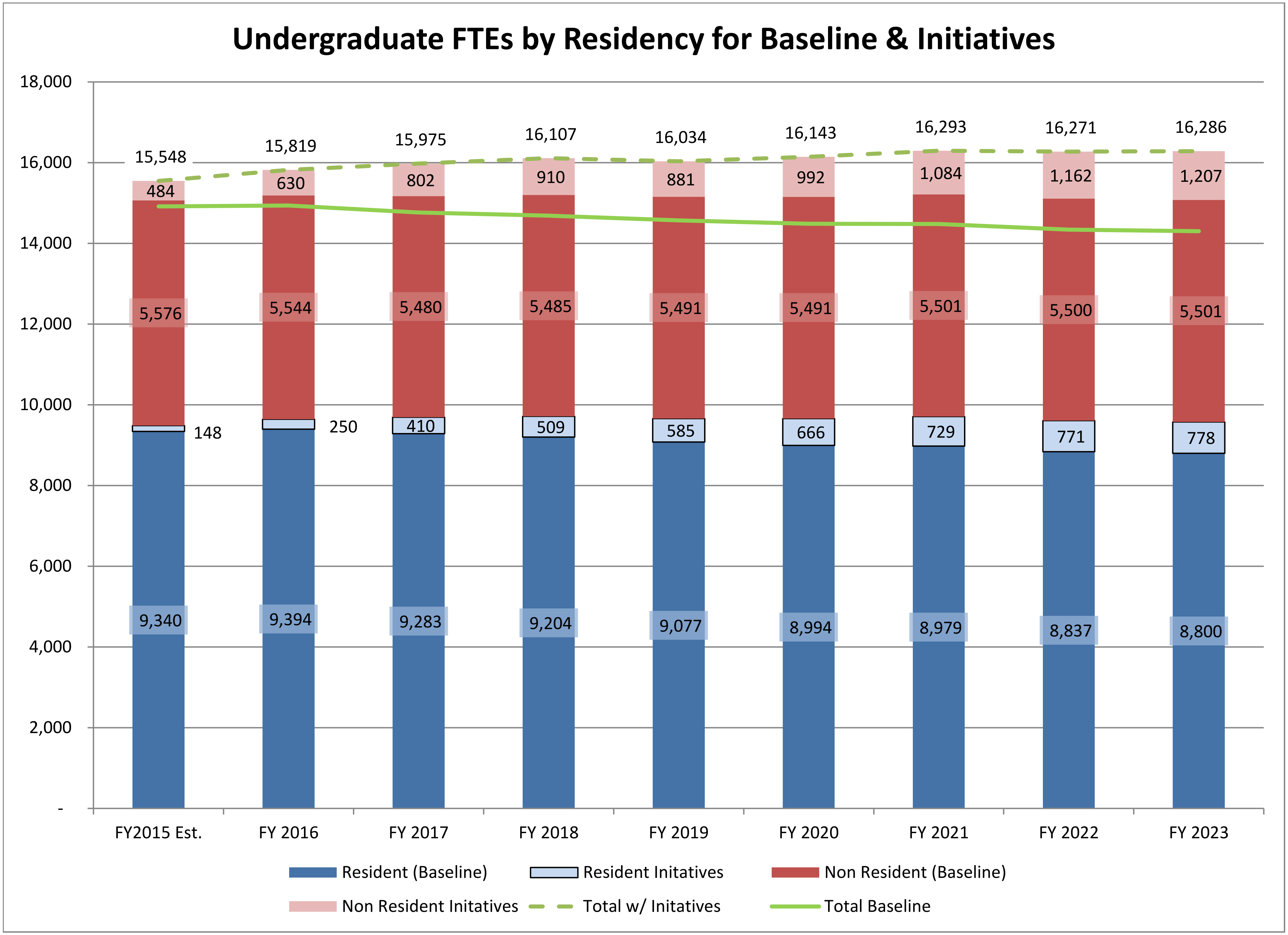
	FY2015 Budget	FY2015 Est.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Baseline Revenues										
Undergraduate Tuition	$ 298,987,943	$ 305,380,436	$ 311,132,013	$ 313,446,330	$ 324,139,892	$ 333,868,401	$ 339,587,935	$ 349,527,089	$ 358,707,614	$ 367,936,283
Undergraduate Financial Aid	$ 62,513,206	$ 61,471,755	$ 65,876,683	$ 70,461,536	$ 72,844,381	$ 77,304,801	$ 81,097,588	$ 84,310,305	$ 86,774,001	$ 88,509,481
Undergraduate Net Tuition Revenue	$ 236,474,737	$ 243,908,681	$ 245,255,330	$ 242,984,794	$ 251,295,511	$ 256,563,600	$ 258,490,347	$ 265,216,784	$ 271,933,613	$ 279,426,801
Graduate Tuition	$ 34,069,569	$ 36,607,111	$ 37,004,772	$ 37,811,803	$ 38,693,465	$ 39,466,569	$ 40,346,878	$ 41,143,872	$ 41,938,858	$ 42,881,841
Graduate Financial Aid	$ 31,053,200	$ 29,711,230	$ 30,305,455	$ 30,911,564	$ 31,529,795	$ 32,160,391	$ 32,803,599	$ 33,459,671	$ 34,128,864	$ 34,811,441
Graduate Net Tuition Revenue	$ 3,016,369	$ 6,895,881	$ 6,699,318	$ 6,900,240	$ 7,163,670	$ 7,306,178	$ 7,543,280	$ 7,684,201	$ 7,809,994	$ 8,070,400
Total Net Tuition Revenue	$ 239,491,106	$ 250,804,562	$ 251,954,648	$ 249,885,033	$ 258,459,181	$ 263,869,777	$ 266,033,626	$ 272,900,985	$ 279,743,607	$ 287,497,201
State Support	$ 54,347,024	$ 54,347,024	$ 55,440,268	$ 56,555,378	$ 56,555,378	$ 57,692,789	$ 58,852,949	$ 58,852,949	$ 60,036,312	$ 61,243,342
Investment Income	$ 4,325,000	$ 4,325,000	$ 4,325,000	$ 6,325,000	$ 7,325,000	$ 9,000,000	$ 9,000,000	$ 10,000,000	$ 10,000,000	$ 11,000,000
Other Revenues	$ 2,789,414	$ 2,789,414	$ 2,845,202	$ 2,902,106	$ 2,960,148	$ 3,019,351	$ 3,079,738	$ 3,141,333	$ 3,204,160	$ 3,268,243
Transfer In	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Baseline Revenues	**$ 300,952,544**	**$ 312,266,000**	**$ 314,565,118**	**$ 315,667,517**	**$ 325,299,707**	**$ 333,581,918**	**$ 336,966,314**	**$ 344,895,267**	**$ 352,984,079**	**$ 363,008,786**
Incremental Initiative Revenue (Includes Winter Term)	$ 14,154,930	$ 14,392,862	$ 11,186,891	$ 12,686,291	$ 10,355,626	$ 7,589,233	$ 10,501,895	$ 10,140,361	$ 9,819,797	$ 8,855,857
Adjusted Total Revenue	**$ 315,107,474**	**$ 326,658,862**	**$ 325,752,009**	**$ 328,353,809**	**$ 335,655,333**	**$ 341,171,151**	**$ 347,468,209**	**$ 355,035,628**	**$ 362,803,876**	**$ 371,864,643**
Baseline Expenses										
Salaries	$ 157,071,077	$ 157,071,077	$ 161,308,531	$ 165,640,135	$ 170,907,730	$ 176,317,180	$ 181,152,285	$ 186,118,947	$ 191,220,722	$ 196,461,262
Promotion & Tenure	$ 1,107,000	$ 1,107,000	$ 1,116,675	$ 1,126,592	$ 1,136,757	$ 427,176	$ 437,855	$ 448,801	$ 460,021	$ 471,522
Health Care	$ 28,665,117	$ 28,665,117	$ 30,671,675	$ 32,678,233	$ 34,825,251	$ 37,112,727	$ 39,550,495	$ 42,148,385	$ 44,916,920	$ 47,867,307
Other Benefits	$ 30,616,260	$ 30,254,333	$ 30,857,610	$ 31,472,907	$ 32,259,729	$ 33,066,223	$ 33,892,878	$ 34,740,200	$ 35,608,705	$ 36,498,923
Utilities	$ 13,386,196	$ 13,386,196	$ 13,791,990	$ 14,204,976	$ 14,630,135	$ 15,067,684	$ 15,517,989	$ 15,981,419	$ 16,458,359	$ 16,949,201
Non-Personnel Expenses	$ 31,903,553	$ 31,903,553	$ 32,541,624	$ 30,192,457	$ 30,796,306	$ 31,412,232	$ 32,040,476	$ 32,681,286	$ 33,334,912	$ 34,001,610
Capital Expenses & Debt	$ 14,938,303	$ 14,938,303	$ 14,040,288	$ 16,573,069	$ 16,536,752	$ 16,545,989	$ 16,239,386	$ 16,216,174	$ 16,210,178	$ 16,179,717
General Fee Allocation	$ 28,777,847	$ 28,777,847	$ 28,891,484	$ 28,880,088	$ 29,535,621	$ 30,155,771	$ 30,821,064	$ 31,569,718	$ 32,263,414	$ 32,964,025
Prior Strategic Priorities Savings	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Baseline Expenses	**$ 306,103,425**	**$ 306,103,425**	**$ 313,219,877**	**$ 320,768,456**	**$ 330,628,280**	**$ 340,104,982**	**$ 349,652,428**	**$ 359,904,931**	**$ 370,473,232**	**$ 381,393,567**
Adjustments to Expense	$ (4,200,308)	$ (4,241,211)								
SPTF	$ -	$ -	$ (258,407)	$ (66,886)	$ -	$ -	$ -	$ -	$ -	$ -
Productivity	$ -	$ -	$ (1,229,998)	$ (2,453,846)	$ (3,671,574)	$ (4,883,214)	$ (6,088,796)	$ (7,288,350)	$ (8,481,906)	$ (9,669,494)
Winter Term Costs	$ 2,555,428	$ 2,555,428	$ 2,619,313	$ 2,684,796	$ 2,751,916	$ 2,820,714	$ 2,891,232	$ 2,963,512	$ 3,037,600	$ 3,113,540
Incremental Cost of New Revenue Initiatives	$ 4,200,308	$ 4,241,211	$ 192,901	$ 1,605,397	$ 2,457,954	$ 2,599,792	$ 3,375,315	$ 4,063,782	$ 4,589,562	$ 4,869,393
New Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Adjusted Total Expenses	**$ 308,658,853**	**$ 308,658,853**	**$ 314,543,686**	**$ 322,537,917**	**$ 332,166,576**	**$ 340,642,273**	**$ 349,830,178**	**$ 359,643,875**	**$ 369,618,488**	**$ 379,707,006**
Surplus/Deficit	**$ 6,448,621**	**$ 18,000,009**	**$ 11,208,323**	**$ 5,815,892**	**$ 3,488,757**	**$ 528,878**	**$ (2,361,969)**	**$ (4,608,247)**	**$ (6,814,612)**	**$ (7,842,363)**

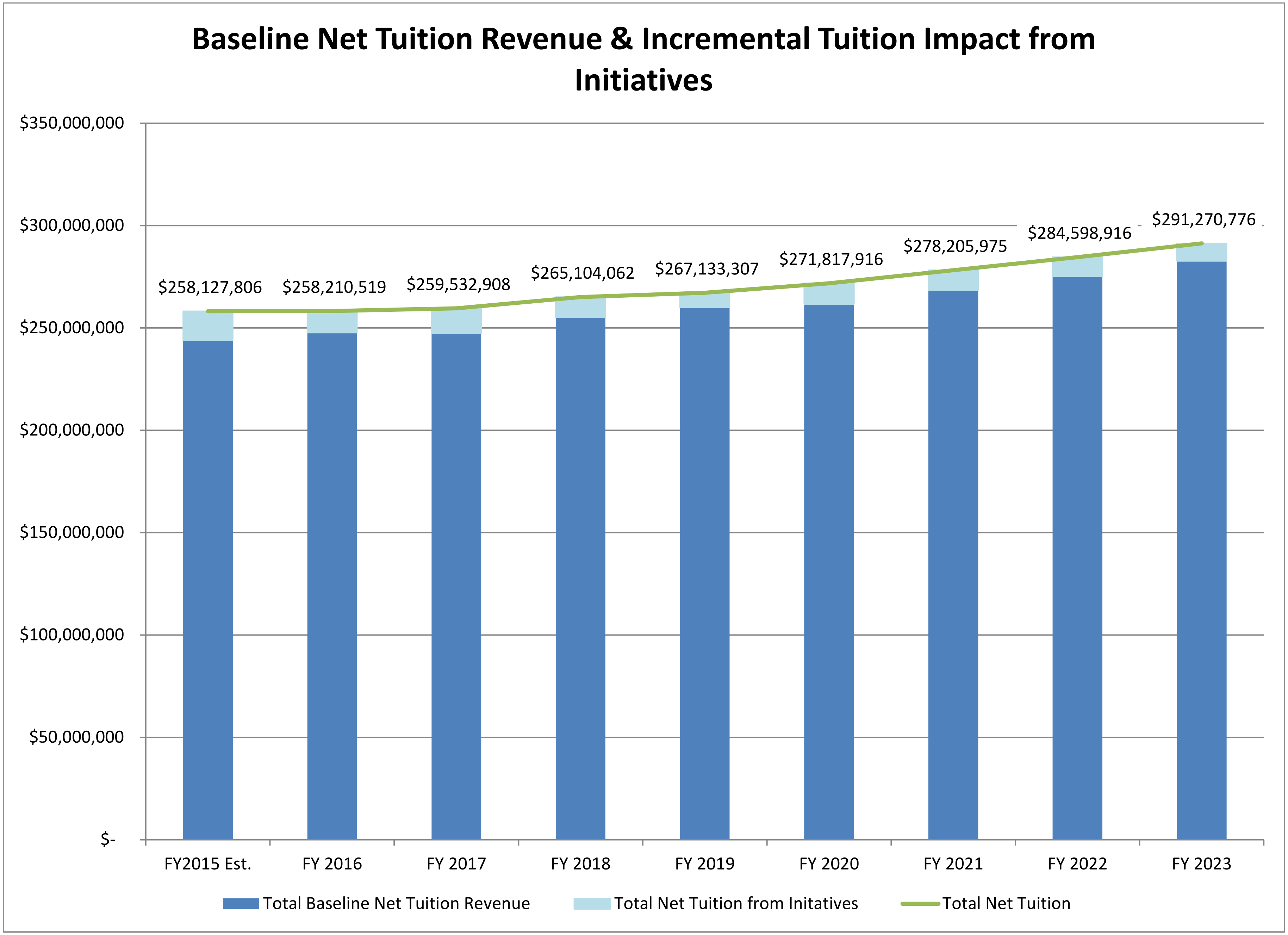
Oxford Campus Long Range Budget Plan - Updated 12/4/2014

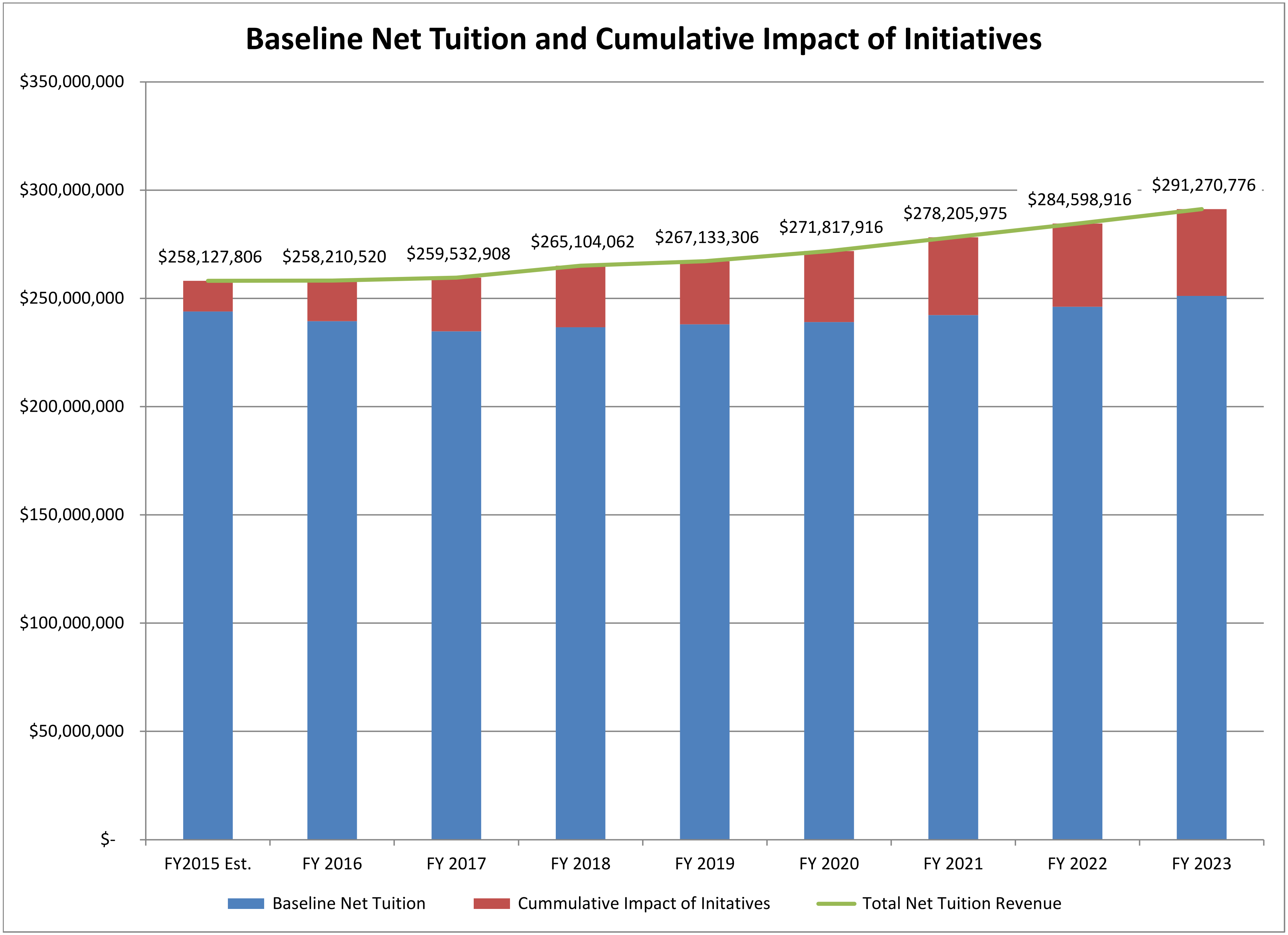
Scenario 3 - Undergraduate Resident Tuition Reduced 2.5% in FY16 & FY17 and No Salary Increment in FY16 & FY17

FY 2015 - FY 2023

	FY2015 Budget	FY2015 Est.	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Baseline Revenues										
Undergraduate Tuition	$ 298,987,943	$ 305,380,436	$ 307,428,093	$ 306,178,591	$ 316,767,680	$ 326,362,717	$ 331,980,084	$ 341,795,698	$ 350,861,204	$ 359,955,561
Undergraduate Financial Aid	$ 62,513,206	$ 61,471,755	$ 65,107,339	$ 68,545,119	$ 70,183,739	$ 73,944,068	$ 77,351,062	$ 80,488,848	$ 82,876,115	$ 84,533,638
Undergraduate Net Tuition Revenue	$ 236,474,737	$ 243,908,681	$ 242,320,754	$ 237,633,472	$ 246,583,940	$ 252,418,649	$ 254,629,022	$ 261,306,850	$ 267,985,089	$ 275,421,923
Graduate Tuition	$ 34,069,569	$ 36,607,111	$ 37,004,772	$ 37,811,803	$ 38,693,465	$ 39,466,569	$ 40,346,878	$ 41,143,872	$ 41,938,858	$ 42,881,841
Graduate Financial Aid	$ 31,053,200	$ 29,711,230	$ 30,305,455	$ 30,911,564	$ 31,529,795	$ 32,160,391	$ 32,803,599	$ 33,459,671	$ 34,128,864	$ 34,811,441
Graduate Net Tuition Revenue	$ 3,016,369	$ 6,895,881	$ 6,699,318	$ 6,900,240	$ 7,163,670	$ 7,306,178	$ 7,543,280	$ 7,684,201	$ 7,809,994	$ 8,070,400
Total Net Tuition Revenue	$ 239,491,106	$ 250,804,562	$ 249,020,071	$ 244,533,711	$ 253,747,611	$ 259,724,826	$ 262,172,302	$ 268,991,052	$ 275,795,083	$ 283,492,323
State Support	$ 54,347,024	$ 54,347,024	$ 55,440,268	$ 56,555,378	$ 56,555,378	$ 57,692,789	$ 58,852,949	$ 58,852,949	$ 60,036,312	$ 61,243,342
Investment Income	$ 4,325,000	$ 4,325,000	$ 4,325,000	$ 6,325,000	$ 7,325,000	$ 9,000,000	$ 9,000,000	$ 10,000,000	$ 10,000,000	$ 11,000,000
Other Revenues	$ 2,789,414	$ 2,789,414	$ 2,845,202	$ 2,902,106	$ 2,960,148	$ 3,019,351	$ 3,079,738	$ 3,141,333	$ 3,204,160	$ 3,268,243
Transfer In	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Baseline Revenues	**$ 300,952,544**	**$ 312,266,000**	**$ 311,630,542**	**$ 310,316,195**	**$ 320,588,137**	**$ 329,436,967**	**$ 333,104,990**	**$ 340,985,334**	**$ 349,035,555**	**$ 359,003,908**
Incremental Initiative Revenue (Includes Winter Term)	$ 14,154,930	$ 14,392,862	$ 11,186,891	$ 12,686,291	$ 10,355,626	$ 7,589,233	$ 10,501,895	$ 10,140,361	$ 9,819,797	$ 8,855,857
Adjusted Total Revenue	**$ 315,107,474**	**$ 326,658,862**	**$ 322,817,433**	**$ 323,002,487**	**$ 330,943,762**	**$ 337,026,200**	**$ 343,606,885**	**$ 351,125,695**	**$ 358,855,352**	**$ 367,859,765**
Baseline Expenses										
Salaries	$ 157,071,077	$ 157,071,077	$ 158,123,240	$ 159,183,707	$ 164,289,891	$ 169,533,895	$ 174,199,418	$ 178,992,259	$ 183,915,867	$ 188,973,785
Promotion & Tenure	$ 1,107,000	$ 1,107,000	$ 1,116,675	$ 1,126,592	$ 1,136,757	$ 427,176	$ 437,855	$ 448,801	$ 460,021	$ 471,522
Health Care	$ 28,665,117	$ 28,665,117	$ 30,671,675	$ 32,678,233	$ 34,825,251	$ 37,112,727	$ 39,550,495	$ 42,148,385	$ 44,916,920	$ 47,867,307
Other Benefits	$ 30,616,260	$ 30,254,333	$ 30,245,284	$ 30,236,010	$ 30,991,910	$ 31,766,708	$ 32,560,876	$ 33,374,898	$ 34,209,270	$ 35,064,502
Utilities	$ 13,386,196	$ 13,386,196	$ 13,791,990	$ 14,204,976	$ 14,630,135	$ 15,067,684	$ 15,517,989	$ 15,981,419	$ 16,458,359	$ 16,949,201
Non-Personnel Expenses	$ 31,903,553	$ 31,903,553	$ 32,541,624	$ 30,192,457	$ 30,796,306	$ 31,412,232	$ 32,040,476	$ 32,681,286	$ 33,334,912	$ 34,001,610
Capital Expenses & Debt	$ 14,938,303	$ 14,938,303	$ 14,040,288	$ 16,573,069	$ 16,536,752	$ 16,545,989	$ 16,239,386	$ 16,216,174	$ 16,210,178	$ 16,179,717
General Fee Allocation	$ 28,777,847	$ 28,777,847	$ 28,182,109	$ 27,482,020	$ 28,107,619	$ 28,699,632	$ 29,334,607	$ 30,048,878	$ 30,710,957	$ 31,379,662
Prior Strategic Priorities Savings	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Baseline Expenses	**$ 306,103,425**	**$ 306,103,425**	**$ 308,712,885**	**$ 311,677,063**	**$ 321,314,621**	**$ 330,566,043**	**$ 339,881,101**	**$ 349,892,100**	**$ 360,216,484**	**$ 370,887,306**
Adjustments to Expense	$ (4,200,308)	$ (4,241,211)								
SPTF	$ -	$ -	$ (258,407)	$ (66,886)	$ -	$ -	$ -	$ -	$ -	$ -
Productivity	$ -	$ -	$ (1,229,998)	$ (2,453,846)	$ (3,671,574)	$ (4,883,214)	$ (6,088,796)	$ (7,288,350)	$ (8,481,906)	$ (9,669,494)
Winter Term Costs	$ 2,555,428	$ 2,555,428	$ 2,619,313	$ 2,684,796	$ 2,751,916	$ 2,820,714	$ 2,891,232	$ 2,963,512	$ 3,037,600	$ 3,113,540
Incremental Cost of New Revenue Initiatives	$ 4,200,308	$ 4,241,211	$ 192,901	$ 1,605,397	$ 2,457,954	$ 2,599,792	$ 3,375,315	$ 4,063,782	$ 4,589,562	$ 4,869,393
New Investments	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Adjusted Total Expenses	**$ 308,658,853**	**$ 308,658,853**	**$ 310,036,695**	**$ 313,446,524**	**$ 322,852,916**	**$ 331,103,334**	**$ 340,058,852**	**$ 349,631,045**	**$ 359,361,740**	**$ 369,200,745**
Surplus/Deficit	**$ 6,448,621**	**$ 18,000,009**	**$ 12,780,739**	**$ 9,555,962**	**$ 8,090,846**	**$ 5,922,866**	**$ 3,548,033**	**$ 1,494,650**	**$ (506,388)**	**$ (1,340,980)**


Undergraduate FTEs by Residency for Baseline & Initiatives
18,000
16,000
14,000
12,000
10,000
8,000
6,000
4,000
2,000
-
15,548
15,819
15,975
16,107
16,034
16,143
16,293
16,271
16,286
484
630
802
910
881
992
1,084
1,162
1,207
5,576
5,544
5,480
5,485
5,491
5,491
5,501
5,500
5,501
148
250
410
509
585
666
729
771
778
9,340
9,394
9,283
9,204
9,077
8,994
8,979
8,837
8,800
FY2015 Est.
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
FY 2023
Resident (Baseline)
Resident Initatives
Non Resident (Baseline)
Non Resident Initatives
Total w/ Initatives
Total Baseline


Baseline Net Tuition Revenue & Incremental Tuition Impact from Initiatives
$350,000,000
$300,000,000
$250,000,000
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$-
$258,127,806
$258,210,519
$259,532,908
$265,104,062
$267,133,307
$271,817,916
$278,205,975
$284,598,916
$291,270,776
FY2015 Est.
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
FY 2023
Total Baseline Net Tuition Revenue
Total Net Tuition from Initatives
Total Net Tuition


Baseline Net Tuition and Cumulative Impact of Initiatives
$350,000,000
$300,000,000
$250,000,000
$200,000,000
$150,000,000
$100,000,000
$50,000,000
$-
$258,127,806
$258,210,520
$259,532,908
$265,104,062
$267,133,306
$271,817,916
$278,205,975
$284,598,916
$291,270,776
FY2015 Est.
FY 2016
FY 2017
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
FY 2023
Baseline Net Tuition
Cummulative Impact of Initatives
Total Net Tuition Revenue

Description	2015 Target	2015	Variance	2016 Target	2016	Variance	2017 Target	2017	Variance	2018 Target	2018	Variance	2019 Target	2019	Variance
New Revenue Opportunities:															
1. Increase proportion of non-resident enrollments	$1,137,183	$2,316,997	$1,179,814	$2,051,839	$3,124,799	$1,072,960	$892,800	$898,163	$5,363	$4,313,234	$5,529,931	$1,216,697	$5,549,995	$5,787,852	$237,857
2. Grow Fee Paying Graduate Students	$1,853,409	$617,557	($1,235,852)	$2,546,282	$909,063	($1,637,219)	$1,136,329	$5,212,025	$4,075,697	$3,484,042	$1,301,174	($2,182,868)	$3,849,444	$1,453,077	($2,396,367)
3. Grow ACE Enrollments	$2,308,989	$4,756,309	$2,447,320	$3,682,804	$6,232,044	$2,549,240	$8,902,920	$8,764,826	($138,094)	$5,945,374	$8,402,194	$2,456,819	$6,675,231	$7,787,770	$1,112,539
4. Top Program	$224,024	$328,381	$104,357	$393,916	$573,144	$179,228	$81,878	$108,876	$26,998	$652,905	$923,568	$270,663	$742,479	$1,039,470	$296,992
5. Grow Transfer Enrollment	$613,335	$338,157	($275,177)	$850,983	$804,565	($46,417)	$185,669	$398,930	$213,261	$1,475,604	$2,131,428	$655,824	$1,847,188	$2,668,160	$820,972
6. Improve Retention and Graduation	$529,441	$731,695	$202,254	$943,806	$1,017,381	$73,574	$1,695,634	$2,354,833	$659,198	$1,915,653	$1,983,500	$67,847	$2,200,732	$2,200,732	$0
Net Income (Loss)	**$6,666,381**	**$9,089,096**	**$2,422,716**	**$10,469,630**	**$12,660,997**	**$2,191,366**	**$12,895,230**	**$17,737,653**	**$4,842,423**	**$17,786,812**	**$20,271,795**	**$2,484,983**	**$20,865,069**	**$20,937,061**	**$71,992**

New Revenue Opportunities (Continued)	2020 Target	$2,020	Variance	2021 Target	$2,021	Variance	2022 Target	$2,022	Variance	2023 Target	$2,023	Variance
1. Increase proportion of non-resident enrollments	$6,797,998	$7,089,341	$291,343	$8,071,262	$8,417,174	$345,911	$9,204,843	$9,599,337	$394,493	$9,968,079	$10,395,282	$427,203
2. Grow Fee Paying Graduate Students	$4,051,169	$1,535,234	($2,515,935)	$4,275,617	$1,626,990	($2,648,627)	$4,556,973	$1,742,894	($2,814,079)	$4,648,112	$1,777,752	($2,870,360)
3. Grow ACE Enrollments	$7,085,700	$8,266,650	$1,180,950	$7,227,414	$8,431,983	$1,204,569	$7,371,962	$8,600,622	$1,228,660	$7,519,401	$8,772,635	$1,253,234
4. Top Program	$835,375	$1,169,525	$334,150	$931,689	$1,304,365	$372,676	$1,031,522	$1,444,131	$412,609	$1,114,405	$1,560,168	$445,762
5. Grow Transfer Enrollment	$2,149,306	$3,104,553	$955,247	$2,192,292	$3,166,644	$974,352	$2,236,138	$3,229,977	$993,839	$2,280,860	$3,294,576	$1,013,716
6. Improve Retention and Graduation	$2,581,004	$2,581,004	$0	$3,195,576	$3,195,576	$0	$3,603,204	$3,603,204	$0	$3,675,268	$3,675,268	$0
Net Income (Loss)	**$23,500,552**	**$23,746,306**	**$245,755**	**$25,893,850**	**$26,142,731**	**$248,881**	**$28,004,642**	**$28,220,165**	**$215,523**	**$29,206,126**	**$29,475,681**	**$269,555**

Business Session
Item 9

To: Finance and Audit Committee

Barbara K. Jena

From: Barbara K. Jena, Director of Internal Audit and Consulting Services

Subject: **Internal Audit & Consulting Services -** November 2014 Report

Date: November 06, 2014

The following presents the Internal Audit and Consulting Services (IACS) annual plan and scope of internal audit activities, a summary of Internal Audit issues raised in reports, and IACS staffing and budget for fiscal year 2015.

1. Annual plan and scope of internal audit activities

The IACS FY 2015 Audit Plan is based on an updated risk assessment of key areas across the University. It was reviewed and approved by Mark Ridenour and is now presented to the full Committee for approval and any comments you may have. The Internal Audit risk analysis was also reviewed with David Creamer and Robin Parker and incorporates the Enterprise Risk Assessment. As in FY 2014, IT Services is the highest audit risk area and follow-ups are planned of network penetration testing, compliance with the payment card industry data security standard, and end user device inventory. Procedures for securing confidential information are also under review. In addition to IT, the audit plan includes reviews of academic record updates, the Kreger Hall construction project, bank deposits and debit cards, and gift processing. Please see page 2 for a complete listing of audit projects.

2. Internal Audit Issues

The report on pages 3 - 10 summarizes all open audit issues (including those from prior years) and is sorted by risk level, high to low. The following table shows that since the June report to the Committee, thirteen new issues have been added and nine closed. The three high risk issues are in the IT area. The thirteen new low risks relate to strengthening internal control at the Middletown Business Office and inventory held by the Rec Center, Goggin Ice Center, and Central Stores. The closed issues are summarized on pages 11 - 12.

Audit Issue Status

Risk Level	Open audit issues 6/2/2014	Added	Closed	Open audit issues 11/6/2014
High	3	0	0	3
Moderate	3	0	2	1
Low	23	13	7	29
Total	29	13	9	33

3. IACS staffing and budget

IACS is staffed by the Director, two full-time Associate Auditors, and two Interns. IACS's FY 2015 total budget is $342 K. Personnel costs account for $313 K, or 92% of the budget. Costs are running slightly under budget as of September 30, 2014.

Attachments

Cc: David K. Creamer

Internal Audit and Consulting Services
FY 2012 Audit Plan

Reference to Audit Risk Analysis	Division	Audit Area	Audit Project	Status	July 1	Aug 2	Sept 3	Oct 4	Nov 5	Dec 6	Jan 7	Feb 8	Mar 9	Apr 10	May 11	June 12
2	Finance & Bus. Svc.	HR and Acad Personnel	Processing Salary and Wage Updates follow-up #2	Completed	■											
31	Finance & Bus. Svc.	HDRBS	Marcum follow-up audit	Completed	■	■										
29	Academic Affairs	College of Education, H&S	Questionable Action	Completed	■	■										
50	Finance & Bus. Svc.	HDRBS	Goggin Ice Center Inventory	Completed	■	■										
48	Finance & Bus. Svc.	HDRBS	Rec Center Inventory	Completed	■	■										
49	Academic Affairs	Arts and Science	Speech and Hearing Clinic follow-up audit	Completed	■	■										
1A	IT Services	Information Security	Red Flags Review	Completed	■	■										
4	Academic Affairs	Middletown Campus	Middletown Business Office	Completed	■	■	■									
1J	IT Services	Information Security	Securing Confidential Information - Procedure Review	In process	■	■	■									
6	Finance & Bus. Svc.	Physical Facilities Dept.	Central Stores Inventory 2014	Completed	■	■	■									
11; 54	University-Wide	University-Wide	Change Fund Audits	In process	■	■	■	■								
47	Finance & Bus. Svc.	Parking Office	LEAN Project - Right of Way Process	In process		■	■	■								
1A	IT Services	Information Security	Payment Card Industry (PCI) follow-up	On-going	■	■		■	■							
15; 24; 28	Enrollment Mgt & SS	Enrollment Management	International Enrollment Management - Process Review	In process	■	■	■	■	■							
	University-wide	University-wide	Senior Department Lean Leader Activities	On-going	■	■	■	■	■	■						
	University-wide	University-wide	Enterprise Risk Management - Compliance	On-going	■				■				■			
1C	IT Services	University-wide	End User Device Inventory - FY15 follow-up	Scheduled	■	■								■		
	University-wide	University-wide	Enterprise Risk Assessment	On-going	■	■	■	■	■	■	■	■	■	■		
	University-wide	University-wide	EthicsPoint Reporting System with General Counsel	On-going	■	■	■	■	■	■	■	■	■	■	■	■
47	Finance & Bus. Svc.	Parking Office	Parking Garage Cash Handling Audit - FY15 follow-up	Completed		■										
16	Academic Affairs	Farmer School of Business	LEAN Project - FSB Scholarships	In process		■	■									
42	IT Services	Networking	MUDEC FY15 follow-up	In process		■	■									
1A; 1B	IT Services	Information Security	Network Penetration Testing - FY15 follow-up	In process		■	■	■			■				■	
20	Finance & Bus. Svc.	Police	Clery Act Crime Statistics - agreed upon procedures	Completed			■									
8	Student Affairs	OESCR	Sexual Assault Notification - agreed upon procedures	In process			■	■								
24	Enrollment Mgt & SS	Bursar	Fee Waiver Audit	In process			■	■								
	University-wide	University-wide	SQL Analytical Reviews	In process			■	■	■							
	University-wide	University-wide	Business Intelligence Tool Review	In process				■	■							
24	Enrollment Mgt & SS	Bursar	Billing and Receipting Controls	Scheduled				■	■							
	Finance & Bus. Svc.	IACS	LEAN Project - Internal Audit Workpapers	In process				■	■							
	Finance & Bus. Svc.	IACS	Training - other	In process				■			■		■		■	
6	Finance & Bus. Svc.	Physical Facilities Dept.	Internal Control of Gas Pumps	Scheduled						■						
27	Student Affairs	Student Health Services	Student Health Services - FY15 follow-up audit	Scheduled						■						
7	Academic Affairs	Registrar	Academic Record Updates	Scheduled							■	■				
3	Finance & Bus. Svc.	Physical Facilities Dept.	Construction Project - Kreger Hall	In process							■	■				
	Finance & Bus. Svc.	IACS	Training - professional certification	Scheduled			■				■		■		■	
10	Intercollegiate Athletics	Intercollegiate Athletics	Football attendance - agreed upon procedures	Scheduled								■				
55	University Advancement	WCAA	Western College Alumni Association financial audit	Scheduled									■			
11	Finance & Bus. Svc.	Treasury Services	Bank Deposits and Debit Cards	Scheduled									■	■		
22	University Advancement	Advancement Services	Gift Processing	Scheduled											■	■

Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
1	**07.1** - Compliance with the Payment Card Industry Data Security Standard - 3/2008	3/19/2008	12/31/2013	High	IT Services	Credit Card Security: IACS recommends that IT Services develop a plan and an estimate of cost for Miami University to achieve compliance with the PCI-DSS by March 31, 2009. Once developed, IT Services should review the plan and estimate of cost with Finance and Business Services senior management. An agreement should be reached to either go-ahead with the plan or modify parts of the plan. Portions of the data security standard where management chooses to accept the risk of non-compliance, if any, should be documented by IT Services after conferring with Finance and Business Services.	Joe Bazeley, Assistant VP for Security, Compliance & Risk Management	As of 8/2014, Joe Bazeley stated that both issues (noted by IACS in the third follow-up audit completed 2/2014) concerning group/shared accounts and the airport application have been remediated. As of 10/31/14, IACS is in the process of performing another follow-up audit to determine if appropriate action has been taken to resolve this issue.
2	**95.1** - Network Penetration Testing - 3/2014	3/20/2014	7/1/2015	High	IT Services	IACS outsourced a network vulnerability assessment and penetration test to CBTS. The goal of the assessment was to identify gaps in controls and defenses that could allow an attacker to compromise Miami University's systems, expose sensitive data, and cause damage to the University. One high level recommendation was to require that all servers be managed by IT Services and updates pushed from a central location. Vulnerabilities were categorized as high, medium, or low and specific recommendations made to address the identified risks.	Joe Bazeley, Assistant VP for Security, Compliance & Risk Management	In a 8/2014 status update, Joe Bazeley stated that a Security Working Group (SWG) has been formed and includes Academic Directors of Technology and the Associate Director of Enterprise System Operations. The SWG will address current information security vulnerabilities in servers managed by those individuals, who collectively manage almost all servers at Miami (with the only exceptions being servers run by faculty members with no technical assistance from any IT unit). The group has the goal of removing all high and critical vulnerabilities from Miami's environment by December 2014, removing all medium vulnerabilities by June 2015, and then removing any new medium, high, or critical vulnerabilities within 30 days of discovery. In a 10/2014 update, Joe Bazeley, ISO, stated, "Progress is being made on the CBTS findings. We are still on track to meet the December 2014 and June 2015 deadlines." IACS reviewed the status 10/2/2014 and it appeared good progress has been made.
3	**94.1** - End User Device Inventory 4/2014	4/1/2014	8/29/2014	High	IT Services	It is recommended that IT Services explore tracking all University-owned end user devices. Tracking these devices could reduce or avoid cost by enabling IT Services to: • reduce the risk of copyright infringement as a result of a negative software licensing audit; • reduce the risk that devices and any stored data are lost or stolen with employee turnover; • increase the efficiency gained through automation of deployment; • improve scheduling for replacement devices; and • provide management with the data needed to establish a control limiting the number of devices per employee, if management chose to implement such a control. At their 6/2014 Finance and Audit Committee meeting, the Board directed IT Services and Academic Affairs to implement internal control of University-owned end user devices.	Raymond Gorman, Interim Provost and VP for Academic Affairs; Troy Travis, Asst VP for Enterprise Operations	In a 10/2014 status update, the Interim Provost reported, "IT services has begun work on developing the procedures for device inventories. Troy Travis (a new AVP in IT beginning Oct 1) has taken ownership of this task. JP Natale has indicated that the approach will engage all academic divisions through the ADOTs (Academic Directors of Technology.)" IACS has asked Troy Travis for the expected completion date.
4	**53.2** - Inventory Audits - 7/31/2012	7/31/2012	6/30/2015	Moderate	Finance & Business Services	Accounting adjustments should be booked monthly in Banner to recognize changes in inventory balances throughout the year as well as cost of goods sold/distributed, shrinkage, or markdowns. Current accounting procedures require units (such as Culinary Support, Central Stores, and the Bookstore) to charge inventory purchases throughout the year to expense (157XXX) accounts. It is only at yearend that the inventory asset accounts are adjusted in Banner. This practice masks shrinkage and markdowns.	Dale Hinrichs, Associate VP for Finance and Controller	In a 5/2014 update, management reported, "The Purchasing Office is in the process of issuing a Request For Information in order to assess the software solutions that may be available for a sales and inventory system that could be used across the university. In addition, the General Accounting office is initiating meetings with each of the large inventory areas in order to assess their current systems and operations for sales and inventory. This information can be used to assist in the evaluation of the RFI responses". In a 10/2014 update, Management reported, "Due to other unanticipated priorities, the Request For Information will not be issued until November 2014. As part of the FY14 year-end closing process, the General Accounting office discussed inventory issues with several inventory areas. Further discussions will be held during FY15."

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Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
5	**23.2** - Audit of Student Health Services -1/2010	1/26/2010	12/31/2014	Low	Student Affairs	It is recommended that correct coding be used for the Bursar interface related to the transfer of the receivable balance from the insurance company to the student; the credit should be posted to the insurance receivable account rather than revenue for a second time. In addition, the insurance provider allowance write-off recognized should be supported by PyraMed detail. Finally, the PyraMed and Banner systems should be reconciled monthly, rather than annually.	Dale Hinrichs, Associate VP for Finance and Controller; Mike Curme, Assoc VP & Dean of Students	IACS performed a third follow-up audit 5/2013 and determined that the coding has been corrected for the Bursar interface and this first part of the recommendation was closed. In a 10/2014 update, Dale Hinrichs reported, "The reconciliation between the Banner GL and PyraMed was completed as part of the FY14 year-end closing process. The FY15 monthly reconciliation will be performed by a newly hired staff accountant and will remain up-to-date and continued to be shared with the SHS staff."
6	**42.5** - Financial Audit of Miami University Dolibois European Center - 5/2012	5/17/2012	12/17/2014	Low	IT Services	It is recommended that the "cashless" deposit account be segregated from the other semester-end accounting transactions and be automated. A transition from Blackboard to CBORD is planned for summer 2012 and IT Services indicated that adding a swipe or tap option might be an alternative for MUDEC. MUDEC should work with Joe Bazeley of IT Services to implement technological improvements in this area.	Christopher Bernard, Director Network Engineering & Telecom	MULaa has been implemented at MUDEC to record student activities, laundry, and other miscellaneous transactions. In a 10/2014 update, management reported that funding has been identified to purchase the necessary software to enable the processing of printing charges to students in line with the methods and processes used in Oxford. IACS will perform another follow-up review once the printing process is functioning properly.
7	**56.1** - Receipt Processing Audit- Rec Sports Center/HDRBS Business Office 9/2012	9/26/2012	9/30/2012	Low	Finance & Business Services	It is recommended the RSC process all receipts through the Point of Sale system to adequately separate cash receiving and cash accounting. If the correct contract account is unknown by the cashier, payments could be applied to a holding account for later clearing by the Administrative Assistant at the HDRBS Business Office. Cashiers should include identifying information pertaining to contract, Aquatics Dive Camp, and Red Brick Run payments with their shift documentation for the HDRBS Business Office accounting.	Judy Vest, Auxiliary Business Office Manager	In a 10/2014 update, management reported that all cash, checks & credit card payments are processed at the Pro Shop point of sale as recommended. Another follow-up review will be performed in FY15 to ensure adequate separation of duties.
8	**83.1c** - Parking Garage Cash Handling - 6/2013	6/17/2013	7/31/2013	Low	Finance & Business Services	It is recommended Parking Services strengthen internal controls over cash handling by having management: c. Ensure deposits are made on a timely basis in compliance with the Ohio Revised Code and the Departmental Cash Handling Policy. This will also improve cash flow and reduce the risk of loss.	George MacDonald, Assistant Director Parking and Transportation Services	IACS performed another follow-up review in 8/2014 of the FY13 Parking Garage Cash Handling open audit issue related to timeliness of deposits. IACS reviewed nine deposits and noted two that were not deposited within the time required by the Departmental Cash Handling Policy. As such, this audit recommendation still requires additional action. Management stated that they are reinforcing the importance of making timely deposits.
9	**76.2a** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	2/28/2014	Low	Provost	It is recommended the Clinic comply with the Departmental Cash Handling Policy to strengthen internal controls over cash handling as follows. A. Realign duties within the Clinic to separate cash receiving from cash accounting and have a person independent from cash accounting verify the receipt matches the deposit transmittal. Process all receipts through one system to document all receipts and reduce the risk of intentional or unintentional errors.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	IACS performed a follow-up audit 7/14 and verified that the Clinic Coordinator or Department Chair is initialing deposit paperwork, affirming deposit receipt reconciles to the deposit transmittal. However, checks from insurance companies are received only by the accounting technician and are not documented in the daily log. This portion of the audit comment remains open as cash receiving and cash accounting are not always separated as in the case of insurance checks. In addition, not all receipts are documented in the daily log as also in the case of insurance checks. 8/14 update - Management assured IACS that the SHC will have a different person other than the Accounting Technician receiving insurance checks. The SHC will also include the insurance checks on their daily log, and add a column for inputting initials of the person receiving the check or other forms of payment. This portion of the audit comment remains open. In a 10/14 update, management reported, "Procedures have been updated as follows: Daily log includes a column for initials of person receiving patient payment. Manual has been updated as follows: Student workers will endorse back of insurance checks, enter the check name, amount annd totals on the daily log sheet. They will then give it to accounting technician to enter into the Pyramed system and process for deposit."

Open Internal Audit Issues

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
10	**76.2b** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	2/28/2014	Low	Provost	It is recommended the Clinic comply with the Departmental Cash Handling Policy to strengthen internal controls over cash handling as follows. B. Ensure deposits are made timely in compliance with University and legal requirements.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	Management concurred 2/2014 stating: To comply with University requirements regarding time-frames and amounts for deposits Clinic will use a daily written record of payments received that will include: patient name, date, amount, type of payment, and initials of individual receiving the payment. By totaling the daily record the Accounting Technician will be aware of amounts in lock-box and thus be able to process and make deposits in time-frames required by the University. This record will also serve as a check and balance with the deposit transaction report. Deposit transaction report, deposit ticket, and PNC deposit receipt will be compiled by the Accounting Technician and verified for consistency/accuracy and initialed by Clinic Coordinator. IACS followed up on this issue 7/14, and three (25%) exceptions were noted where deposits were not made timely. In addition, four deposits did not include a daily log, nor any other date information documenting when cash was received. This portion of the audit comment remains open. 8/14 update - Management assured IACS that deposits will be made in accordance with University policy. Back-ups will be designated for when the Accounting Technician is not working on certain business days. The daily log will include all cash receipts of the Clinic. This portion of the audit comment remains open. In a 10/14 update, management reported, "The graduate assistant assigned to the Clinic has been trained by the Accounting Technician to make deposits. The Manual has been updated to reflect this. The GA will continue doing a deposit at least monthly to ensure that she will be able to do this if the need arises."
11	**76.2c** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	3/1/2014	Low	Provost	It is recommended the Clinic comply with the Departmental Cash Handling Policy to strengthen internal controls over cash handling as follows. C. Collect and account for sales tax as required by working with the Tax and Compliance Coordinator in the Controller's Office.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	IACS verified that the Speech and Hearing Clinic (SHC) has worked with the Tax and Compliance Coordinator to collect and account for sales tax when required; however, General Accounting had not received any Superbill correspondence from the SHS as of 7/31/14. 8/14 update - The SHC assured IACS that the correct Superbill form with the sales tax line-item will be used, and forms will be submitted to General Accounting in accordance with GA requirements going forward. General Accounting created the sales tax liability account and plans to meet with SHC management to explain the new procedures when processing a taxable sale. This portion of the audit comment remains open. In a 10/14 update, management reported, "The current Superbill form has a line item for sales tax. When a taxable item is sold, the Accounting Technician sends a copy of the Superbill to General Accounting. General Accounting has not notified us of any new procedures regarding processing a taxable sale."

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Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
12	**76.4a** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	2/28/2014	Low	Provost	It is recommended that management perform the following functions to properly manage the accounts receivable balances: a. Ensure claims are submitted timely to insurance providers and patients are sent monthly statements for outstanding balances. In addition, establish procedures for handling delinquent accounts including when to submit to collections.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	Based on a follow-up audit review, it appears claims are submitted timely to insurance providers and patients are sent monthly statements for outstanding balances. Procedures for handling delinquent accounts including when to submit to collections were established; however, none have been sent to collections and $18K is past due greater than 120 days as of 5/22/14. As such, this portion of the audit comment remains open. 8/14 update - IACS followed-up on this issue and received an aging report documenting that the total patient balance due for more than 120 days as of 7/30/14 was ($1,398.93). Per discussion with the Clinic Coordinator, supporting patient balances are not able to be provided to IACS at this time to determine if any patients have balances past due greater than 120 days. As such, this portion of the audit comment remains open. In a 10/14 update management reported, "The one report that lists each client account has only one amount associated with it and that amount is a combination of insurance and patient responsibility. When insurance amounts are posted to a patient account, the account technician checks specific patient responsibility outstanding (if any) and sends the patient a statement."
13	**76.4b** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	3/29/2014	Low	Provost	It is recommended that management perform the following functions to properly manage the accounts receivable balances: b. To recognize revenue in the year services are provided and accurately report annual financial operating results, the Clinic should communicate any accounts receivable to the Controller's Office each fiscal year end. The accounts receivable report should include both insurance and patient receivables at June 30, supported by detail.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	Management concurred 2/2014 stating: Clinic will contact the general accounting office for assistance with procedures that will make our accounting more accurately reflect the financial state of the Clinic. This includes purchase/payment of hearing aids and estimating insurance write-offs. Based on 7/2014 discussions with General Accounting, they are still waiting for an Accounts Receivable report from the Speech and Hearing Clinic. Procedures have not yet been added to the Clinic manual. This portion of the audit comment remains open. 8/14 update - The Accounts receivable report sent from the SHC to General Accounting did not include supporting detail for the patient receivables and was submitted a week prior to year end on 6/23/14. This portion of the audit comment remains open. IACS will discuss this issue further with management to gain clarity on their 10/14 update.
14	**76.5** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	3/29/2014	Low	Provost	It is recommended the Clinic document policies and daily, monthly, and annual job procedures to enable another person to perform important tasks when needed. Topics covered should include gift handling, accounting for sales tax, and accounts receivable billing, monitoring, and reporting.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	Based on a 7/14 IACS follow-up audit, procedures in the clinic manual have been updated; however they exclude how to handle gift and fundraising receipts, and year-end receivables. Comment remains open. 8/14 update - Gift handling procedures have been added to the manual; however, year-end June 30 receivables procedures outlining the process of sending substantiated insurance and patient balances to General Accounting are not included. Comment remains open. IACS will discuss this issue further with management to gain clarity on their 10/14 update.

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Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
15	**97.1a** - Audit of Expense Accounts – Dean of Education, Health, & Society - 4/2014	4/22/2014	7/1/2014	Low	Provost	It is recommended the Office of Education, Health, and Society comply with the MU Purchasing Card Policy and Procedure by using the University P-Card to purchase airline tickets and other travel related expenses, rather than requesting reimbursement after using a personal card.	Susan Mosley-Howard, Interim Dean of the College of Education, Health and Society	The Dean concurred 4/14 and responded, "Personnel in the EHS Dean's office will be made aware immediately that all travel expenses need to be paid on a university credit card. Personnel that travel frequently will be issued a university P-Card. We will have P-Cards in place for frequent travelers by July 1, 2014. EHS Dean's office will make our five departments aware of issues found during audit so departments are in compliance." In a 10/14 update, the Interim Dean stated, "A P-card was issued to each chair/dean's staff etc and they will use that card instead of a personal credit card."
16	**97.1b** - Audit of Expense Accounts – Dean of Education, Health, & Society - 4/2014	4/22/2014	4/30/2014	Low	Provost	It is recommended the Office of Education, Health, and Society comply with §4.11 of the University Purchasing and Payments Handbook by obtaining prior approval from IT Services for purchases of software. Software selling for over $100 should be processed by a Request for Purchase Order requisition and forwarded to IT Services for review and approval.	Susan Mosley-Howard, Interim Dean of the College of Education, Health and Society	The Dean concurred 4/14 and responded, "The EHS Coordinator of Technology and Computer Support has already implemented an email process to gain prior approval from IT services for software under $500. If software purchase is approved by IT, we will place a copy of email with credit card order. All other requests for software will be processed through Buyway." In a 10/14 update, EHS IT stated that they are following this procedure, where all purchases over $100 are routed through IT Services for approval to purchase or purchase through their office.
17	**97.2a** - Audit of Expense Accounts – Dean of College of Arts and Science - 5/2014	5/15/2014	5/31/2014	Low	Provost	It is recommended the College of Arts and Science comply with the MU Purchasing Card Policy and Procedure by using the University P-Card to purchase airline tickets and other travel related expenses, rather than requesting reimbursement after using a personal card.	Phyllis Callahan, Dean, College of Arts & Science	The Dean agreed and provided the following action plan: Action: CAS will comply with policy and procedure. Dean will remind chairs/directors to use University charge card for all University travel, and travel-related expenses and will review the policies to increase transaction spending limits. Also, ask chairs/directors to have administrative assistants to ascertain the use of the card before allowing faculty to use it and only release it for appropriate use. In a 10/14 update, the Dean stated, "Reminded chairs of policies at opening retreat (8/18/14) as well as with some individual chairs as follow up."
18	**97.2b** - Audit of Expense Accounts – Dean of College of Arts and Science - 5/2014	5/15/2014	5/31/2014	Low	Provost	It is recommended the College of Arts and Science comply with §4.05 and §4.11 of the University Purchasing and Payments Handbook by obtaining prior approval from IT Services for purchases of IT assets and software. Software selling for over $100 should be processed by a Request for Purchase Order requisition and forwarded to IT Services for review and approval.	Phyllis Callahan, Dean, College of Arts & Science	The Dean agreed and provided the following action plan: Action: CAS will comply with policy and procedure. Dean will remind chairs/directors to obtain prior approval before acquiring any IT assets. Also, ask chairs/directors to have administrative assistants to ascertain the use of the card before allowing faculty to use it and only release it for appropriate use. In a 10/2014 update, the Dean stated, "Reminders are given to chairs and directors periodically, and particularly after we seek equipment requests and when tech fee proposals are funded."

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Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
19	**97.3a** - Audit of Expense Accounts – Dean of College of Engineering and Computing - 5/2014	5/27/2014	9/1/2014	Low	Provost	It is recommended the College of Engineering and Computing comply with §4.05 and §4.11 of the University Purchasing and Payments Handbook by obtaining prior approval from IT Services for purchases of IT assets and software. Software selling for over $100 should be processed by a Request for Purchase Order requisition and forwarded to IT Services for review and approval.	Marek Dollar, Dean of College of Engineering & Computing	College of Engineering and Computing (CEC) agrees with the findings from the FY13 audit. During the audit it was discovered that CEC's IT department was operating under an inaccurate assumption that the Director of Purchasing had given approval to purchase items under $1,500 with the pcard. On May 16, 2014 the Director of Purchasing, Bill Shawver, agreed that CEC may make purchases of miscellaneous items, such as keyboards, hard drives, etc. using the pcard. Any purchases of equipment over $1,500 with the exception of standard desktop computers already approved by IT Services as well as software over $100 will be approved by IT Services and purchased through Buyway. This process will begin immediately and be fully implemented (after any currently pending transactions process) by 9/1/14. In a 10/2014 update, management reported that the above procedures were confirmed as being in place 8/7/14.
20	**97.3b** - Audit of Expense Accounts – Dean of College of Engineering and Computing - 5/2014	5/27/2014	9/1/2014	Low	Provost	It is recommended the College of Engineering and Computing comply with the MU Purchasing Card Policy and Procedure by discontinuing the purchase of restricted items unless an exception to the policy is received from the Chief Procurement Officer. In addition, P-Cards should be used to purchase items listed as "other travel related expenses", rather than requesting reimbursement after using a personal card.	Marek Dollar, Dean of College of Engineering & Computing	CEC agreed with this recommendation and has met with staff to communicate the P-Card and Hosting policies and procedures, as well the importance of using the correct account codes. Additional training is scheduled 12/2014 to include a new support staff person.
21	**97.3c** - Audit of Expense Accounts – Dean of College of Engineering and Computing - 5/2014	5/27/2014	9/1/2014	Low	Provost	It is recommended the College of Engineering and Computing charge expenses to the correct account code as defined on General Accounting's website (Chart of Accounts). In addition, comply with §7.00 of the Hosting Policies and Procedures by completing required documentation for hosting expenditures.	Marek Dollar, Dean of College of Engineering & Computing	CEC agreed with this recommendation and has met with staff to communicate the P-Card and Hosting policies and procedures, as well the importance of using the correct account codes. Additional training is scheduled 12/2014 to include a new support staff person.
22	**114.1** - Goggin Pro Shop Inventory - 8/2014	8/22/2014	11/22/2014	Low	Finance & Bus. Svc.	It is recommended that management analyze inventory turnover to measure its inventory management efficiency, ensure inventory is current, and benchmark this data to other operations.	Gail Stout, Asst Dir Cust Svs/Inventory/Budget Mgt	Goggin Ice Center agrees with the recommendation from Internal Audit to analyze inventory turnover to measure its inventory management efficiency, ensure inventory is current, and benchmark this data to other operations. Our action plan includes doing an inventory turn ratio calculation once a month to determine our trends and to help with ordering stock. Mandy Long has offered to assist in this calculation. A report will be ran once a month to help us determine what items are at risk for reaching their life cycle and then we can mark those items down in a more timely manner to expedite their sale. The monthly spot check counts of inventory will also help us determine if stock items are running low or not selling. We will attempt to benchmark our data to other operations, but will have to try to locate similar operations to compare data to. In a 10/14 update, management reported that they are still trying to locate a similar operation for comparison of inventory turns.
23	**78.1a** - Middletown Business Office Audit - 9/2014	9/4/2014	10/4/2014	Low	Academic Affairs	In order to strengthen controls surrounding cash handling, it is recommended that the Middletown Business Office segregate duties by having an independent person separate from cash receiving prepare the bank deposit.	Chris Connell, Senior Director of Administration	On days when we have a full staff of three, we will have two staff receive payments and the third staff member will prepare the deposit. Days when the office is down to two staff, both will receive payments and both will prepare the deposit slip (and initial it) together. Management reported that the new procedures were implemented on 10/20/14 for both the Middetown and Hamilton Business/Cashier Offices on days when the office is down to two staff. IACS will schedule a follow-up review late FY15.

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Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
24	**78.1b** - Middletown Business Office Audit - 9/2014	9/4/2014	10/4/2014	Low	Academic Affairs	In order to strengthen controls surrounding cash handling, it is recommended that the Middletown Business Office have the Cashier Supervisor review all voids and any on-site refunds for validity.	Chris Connell, Senior Director of Administration	Management concurred 9/2014 and stated, "A policy will be implemented immediately mandating that any cashier issuing a void or a refund must print the second page of the TGACREV screen and give the hard copy to the Cashier Supervisor. The Cashier Supervisor will initial, date and file each void/refund in a separate folder for each cashier, in order to investigate (if needed) or to track the frequency of all voids/refunds. It is agreed that tracking this information would help identify problem areas (if any arise)." In a 10/2014 update, management reported that the new procedure was implemented for both campuses 9/10/14. IACS will schedule a follow-up audit late FY15.
25	**113.1b** - Recreational Sports Center Pro Shop Inventory Audit - 9/2014	9/4/2014	10/4/2014	Low	Finance & Bus. Svc.	In order to strengthen internal controls over inventory, it is recommended that management perform random cyclical counts for all types of inventory held and correct any discrepancies in the system.	Tara Britton, Dir Cust Service & Sponsorship	Management responded 9/2014, "Food inventory is counted weekly and any discrepancies are corrected each week. Health & Beauty and Drink inventory is counted bi-weekly and any discrepancies are corrected at that time. All expired food and drink products have a document that tracks all items that expire and must be thrown out to correct the inventory count at that time. Effective immediately, we are implementing cyclical counts of all clothing, gifts, and swim apparel each month. This will consist of random selection of 12-18 items that will be counted and any discrepancies corrected at that time." IACS will schedule a follow-up audit to verify that action has been taken to address this issue.
26	**78.1c** - Middletown Business Office Audit - 9/2014	9/4/2014	11/4/2014	Low	Academic Affairs	In order to strengthen controls surrounding cash handling, it is recommended that the Middletown Business Office deposit cash receipts within the required one business day for deposits exceeding $1K or within three days if the deposit is $1K or less.	Chris Connell, Senior Director of Administration	In a 10/2014 update, management reported that as of 10/01/14 Dunbar Armed Services began 5 days per week pick ups at both MUM & MUH Campuses. IACS will schedule a follow-up audit late FY15 to verify that this change resolves the issue.
27	**113.1c** - Recreational Sports Center Pro Shop Inventory Audit - 9/2014	9/4/2014	10/4/2014	Low	Finance & Bus. Svc.	In order to strengthen internal controls over inventory, it is recommended that management review inventory items for unreasonable costs in system reports to detect and correct input errors.	Tara Britton, Dir Cust Service & Sponsorship	Management responded 9/2014, "We have implemented a monthly Valuation Report review to detect and correct any errors in our unit cost and inventory totals. This will be done each month alongside the daily shipping invoices to update our costs to most recent cost with each invoice." IACS will schedule a follow-up audit to verify that action has been taken to address this issue.
28	**113.1d** - Recreational Sports Center Pro Shop Inventory Audit - 9/2014	9/4/2014	6/30/2015	Low	Finance & Bus. Svc.	In order to strengthen internal controls over inventory, it is recommended that management analyze inventory turnover to measure its inventory management efficiency, ensure inventory is current, and benchmark this data to other operations.	Tara Britton, Dir Cust Service & Sponsorship	Management responded 9/2014, "Since the formula for calculating inventory turnover ratio is generally based on 365 days, we will calculate our inventory turnover and analyze our performance at the end of this fiscal year. The inventory turnover ratio will help determine if the Pro Shop is at risk for inventory obsolescence and if we are carrying too much inventory. Our goal is to sell out our entire inventory as many times as possible over the course of a year and not replace it more often than needed but also avoid shortages. This will ensure inventory is current. We will benchmark our inventory management efficiency with similar shops on campus i.e. Shriver Bookstore, Goggin Pro Shop, and with pro shops at other university recreational facilities." In a 10/2014 update management stated, "We have begun to review this to ensure correct calculations and formulas to ensure accuracy for annual turnover ratios as well as evaluating different peak periods of different products that will change this inventory turnover rate throughout the year."
29	**78.2** - Middletown Business Office Audit - 9/2014	9/4/2014	10/4/2014	Low	Academic Affairs	It is recommended that the Middletown Campus periodically read the cellular tower's electricity meter and compare the reading to the electricity costs recovered from Cincinnati Bell.	Chris Connell, Senior Director of Administration	Management agreed and stated that effective 10/1/14, that Steve Brown (MUM PFD) is taking a picture of the cellular tower's electricity meter and sending it to Tony Ferraro (Energy Management Engineer, Oxford) who is doing the comparison of the meter reading to the electricity costs recovered from Cincinnati Bell. IACS will schedule a follow-up audit late FY15 to verify that this issue has been resolved.

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Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
30	**78.3** - Middletown Business Office Audit - 9/2014	9/4/2014	10/4/2014	Low	Academic Affairs	It is recommended that the Middletown Business Office periodically reconcile the change fund and document key change fund information to enable another employee to perform important tasks when needed. Topics covered should include the employee or position responsible for the fund, where the fund is located, how often to reconcile it in total, how to return portions of the change fund, and what to do when there is an overage or shortage.	Chris Connell, Senior Director of Administration	Management agreed and stated that key change fund information has been documented and effective 9/4/14, the Cashier Office at both MUM & MUH began counting the funds every two weeks and recording the totals in a book that is kept in the Cashier Office. IACS will schedule a follow-up audit late FY15.
31	**112.1a** - Central Stores Inventory Report - 9/2014	9/17/2014	11/17/2014	Low	Finance & Bus. Svc.	In order to strengthen internal controls over inventory, it is recommended that management perform regular cyclical counts of inventory to compare what they do have in stock with what they should have in stock.	Sandra Mohr, Director of Operations Center/Facility Central Stores	In a 10/2014 update, PFD management reported, "Because we are still short of staff in Stores, we are in the process of hiring a student who will be dedicated solely to performing weekly cycle counts. We are partnering with vendors to have them manage more of the inventory so they will be counting those items."
32	**112.1b** - Central Stores Inventory Report - 9/2014	9/17/2014	11/17/2014	Low	Finance & Bus. Svc.	In order to strengthen internal controls over inventory, it is recommended that management analyze relevant data to measure its efficiency over inventory, ensure that inventory is current, forecast buying needs, and benchmark to other operations.	Sandra Mohr, Director of Operations Center/Facility Central Stores	In a 10/2014 update, PFD management reported, "We are identifying items that are obsolete and are staging them to be removed from inventory and sent to auction next year. We are identifying items that are fast moving items so they can be cycle counted more frequently. We are testing having custodial supplies ordered and delivered directly to buildings so we can reduce inventory and the amount of times items are handled."
33	**112.2** - Central Stores Inventory Report - 9/2014	9/17/2014	3/17/2015	Low	Finance & Bus. Svc.	It is recommended that management further investigate valuing the physical inventory in accordance with the procedures issued by General Accounting.	Sandra Mohr, Director of Operations Center/Facility Central Stores	WebTMA functions as the campus' computerized maintenance management system (CMMS). The integrated functionality of documenting and managing the workflow with material inventory is critical to our operation. Moving to a different inventory system is a significant and costly change. As we are a significant customer to TMA, we will express an expectation to develop the FIFO methodology into their product. In a 10/2014 update, management reported that TMA is working to add this functionality.

Closed Internal Audit Issues

Line	Audit Name And Date	Date Opened	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
1	**63.2** - Audit of Salary and Wage Updates 1/2013	1/14/2013	Moderate	Finance & Business Services	It is recommended that procedures prohibit employees from inputting their own salary increments.	Janet Cox, Assistant Provost Personnel & Director; Carol Hauser, Associate VP of Human Resources	Instructional memos issued for the FY15 increment process clearly stated that an employee may not enter his/her own increment in Salary Planner. IACS performed another follow-up review after the process was completed for the FY15 increments and determined that three individuals still entered their own increment. In each case, Human Resources or Academic Personnel took action to confirm that the increment was approved and reiterated the process. Going forward, HR will run the query used to detect and correct non-compliance with University procedures regarding this matter. Comment closed 7/16/2014.
2	**76.1a** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	Moderate	Provost	It is recommended the Speech and Hearing Clinic comply with the Payment Card Data Security Policy and the Records Retention Schedule as follows: a. Redact all but the last four digits of credit card records within 60 days unless the Information Security Officer approves storing for up to 180 days with a valid business reason.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	Management concurred 2/2014 stating: Past records are being redacted to comply with this policy. Policy and Procedure manual will be edited to stipulate compliance with University Policy. As of the date of this report, current credit card transaction records received by mail or phone are immediately shredded after the transaction is complete. Receipt from machine serves as confirmation of transaction and this only prints final 4 digits of CC number. IACS performed a follow-up audit and selected twelve random patient financial folders to determine whether credit card information was appropriately redacted. All sampled credit card payments had credit card information redacted. Comment closed 7/17/2014.
3	**54.2** - Central Stores - Inventory Audit 8/2012	8/24/2012	Low	Finance & Business Services	It is recommended internal controls be strengthened surrounding the movement of inventory by having management: A. Require (rather than encourage) employees working after-hours to pick up needed items at the beginning of their shift for all scheduled work. B. Segregate items designated for emergency use from other items to secure the majority of the warehouse. C. Review inventory adjustments and write-offs for reasonableness.	Sandra Mohr, Director of Operations Center/Facility Central Stores	In a 5/2014 update, management reported on mitigating controls put in place to secure the warehouse inventory after-hours (i.e., security cameras; restricted card access system; reports reviewed daily identifying who accessed the space after hours and what removed; planning and scheduling work; vending machines for commonly used items). Management states that it is not practical to restrict access to the warehouse after-hours, believes the rate of theft to be very low, and is willing to assume the risk. As such, points A and B of this recommendation were closed 5/2014. IACS followed-up on point C (review inventory adjustments and write-offs for reasonableness) in coordination with the 6/30/2014 year-end inventory audit and verified that reviews are done at least monthly. Comment closed 8/13/2014.
4	**55.1** - Miami University Bookstore - Inventory Audit 8/2012	8/31/2012	Low	Finance & Business Services	It is recommended that Bookstore management further strengthen internal controls surrounding the physical inventory process by analyzing inventory turnover on a regular basis and taking action as appropriate.	Sarah Thacker, Director of Bookstores	The Bookstore management now analyzes inventory turnover by department on a regular basis and is taking action as appropriate. Comment closed 10/28/2014.
5	**66.2c** - Receipts Processing Audit - The Marcum, Conference Services, and the Auxiliary Business Office	3/6/2013	Low	Finance & Business Services	Differences between Marcum's INNfinity ledger balances for accounts receivable should be resolved. It is recommended that Marcum management: c. Ensure ending receivable balances are substantiated by customer account and submitted to General Accounting at fiscal year-end.	Amy Poppel, Director of Conferences	IACS performed another follow-up review after the 2014 fiscal year end and concluded that Marcum's Accounts Receivable (A/R) balances were substantiated by customer account and submitted to General Accounting at fiscal year-end. IACS traced the balances of the Guest Ledger, A/R Ledger, and "post-dated" interdepartmental billings (payments that have been posted in Banner, but not posted in Opera) to the trial balance worksheet without exception. As such, Marcum's A/R balance of $35,385 in Banner is substantiated at fiscal year-end 2014. Comment closed 8/19/2014.
6	**83.1b** - Parking Garage Cash Handling - 6/2013	6/17/2013	Low	Finance & Business Services	It is recommended Parking Services strengthen internal controls over cash handling by having management: b. Document the location of all change funds and perform quarterly unannounced cash counts to reconcile total funds with the Banner ledger balances. These counts should also occur whenever there is turnover in staff.	George MacDonald, Assistant Director Parking and Transportation Services	Management has documented the location of all change funds and performed two cash counts (5/29/14 and 10/28/14) to reconcile total funds with the Banner ledger balances. The audit issue was closed 10/29/14.
7	**76.1b** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	Low	Provost	It is recommended the Speech and Hearing Clinic comply with the Payment Card Data Security Policy and the Records Retention Schedule as follows: b. Retain the original receipts (displaying only the last 4 digits of the account number) and signed documentation for four years, in accordance with the Records Retention Schedule.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	Management concurred 2/2014 stating: Clinic will discard records only every four years. Procedures will be revised to reflect the 4-year retention policy. IACS followed up on this issue and verified that the correct records retention schedule is included in the "How to Run a Clinic Manual" and the overall department manual. Comment closed 7/30/2014.

Closed Internal Audit Issues

Line	Audit Name And Date	Date Opened	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
8	**76.3** - Audit of Speech & Hearing Clinic - 2/2014	2/17/2014	Low	Provost	It is recommended the Clinic work with Student Health Services (SHS) to ensure that procedures are in place to properly account for insurance payments for both the Clinic and SHS.	Cheryl Stewart, Coordinator/Speech Path Audio Clinic	IACS performed a follow-up audit and verified that procedures are in place to properly account for insurance payments for both the Clinic and SHS. Comment closed 7/17/2014.
9	**113.1a** - Recreational Sports Center Pro Shop Inventory Audit - 9/2014	9/4/2014	Low	Finance & Bus. Svc.	In order to strengthen internal controls over inventory, it is recommended that management limit physical access to the inventory to only those employees whose job responsibilities involve the inventory.	Tara Britton, Dir Cust Service & Sponsorship	All three storage rooms have been rekeyed, reducing the number of employees with access to the inventory by 75%. This will provide more security for the merchandise and the ability to monitor more closely. Comment closed 10/29/2014.

THE LIST COLLEGES/UNIVERSITIES

MANAGING COSTS

To add stability, OU launches fixed rate plan

Beginning in the fall of 2015, Ohio University will introduce a new four-year fixed cost structure – a plan it calls the Ohio Guarantee.

What sets OU's program apart from similar plans around the country is that the comprehensive rate locks in not only tuition but housing, dining and most academic and technology fees over four years. The idea is to take the guesswork out of budgeting for college.

The program also offers an incentive for students to finish their bachelor's degree in four years. That's something most OU students now fail to achieve; according to the College Board, the average four-year graduation rate at Ohio University for first-time, full-time undergraduate students from 2008 to 2011 was 47 percent.

"The Ohio Guarantee was developed as a way to provide better financial predictability to students and parents, maintain the value of financial aid, and provide an incentive for students to earn a degree in four years," Ohio University President Roderick McDavis wrote in an opinion piece that ran in the *Columbus Dispatch* in May.

The Ohio legislature has provided its own incentives for state colleges to improve graduation rates. Under a new formula passed in the 2013 budget, funding for universities is based on performance rather than enrollment numbers.

Ohio University's plan applies only to students attending the main campus in Athens. But students at the school's regional branches will still be assign to a "cohort," the university's term for a class of students who enroll during the same year. Regional students who later transfer to the main campus in Athens will then pay the fee assigned to their initial enrollment year.

– Nikki Kingery
nkingery@bizjournals.com

Ohio University will switch to a fixed-rate plan in 2015-16.

WIKIMEDIA.ORG

HOW THEY STACK UP

Here's how tuition rates compare for several regional universities over the last five years:

In-state full-time tuition (per year)	2014-15	2013-14	2012-13	2011-12	2010-11
Miami University	$13,533	$13,800	$13,594	$13,153	$12,786
Ohio State University	$10,037	$10,037	$10,037	$9,735	$9,420
Ohio University	**$10,536**	**$10,446**	**$10,282**	**$9,936**	**$9,603**
University of Cincinnati	$11,000	$10,784	$10,784	$10,419	$10,065

SOURCE: NCES.ED.GOV

3345.48 Undergraduate tuition guarantee program.

(A) As used in this section:

(1) "Cohort" means a group of students who will complete their bachelor's degree requirements and graduate from a state university at the same time. A cohort may include transfer students and other selected undergraduate student academic programs as determined by the board of trustees of a state university.

(2) "Eligible student" means an undergraduate student who:

(a) Is enrolled full-time in a bachelor's degree program at a state university;

(b) Is a resident of this state, as defined by the chancellor of the Ohio board of regents under section 3333.31 of the Revised Code.

(3) "State university" has the same meaning as in section 3345.011 of the Revised Code.

(B) The board of trustees of a state university may establish an undergraduate tuition guarantee program that allows eligible students in the same cohort to pay a fixed rate for general and instructional fees for four years. A board of trustees may include room and board and any additional fees in the program.

If the board of trustees chooses to establish such a program, the board shall adopt rules for the program that include, but are not limited to, all of the following:

(1) The number of credit hours required to earn an undergraduate degree in each major;

(2) A guarantee that the general and instructional fees for each student in the cohort shall remain constant for four years so long as the student complies with the requirements of the program, except that, notwithstanding any law to the contrary, the board may increase the guaranteed amount by up to six per cent above what has been charged in the previous academic year one time for the first cohort enrolled under the tuition guarantee program. If the board of trustees determines that economic conditions or other circumstances require an increase for the first cohort of above six per cent, the board shall submit a request to increase the amount by a specified percentage to the chancellor. The chancellor, based on information the chancellor requires from the board of trustees, shall approve or disapprove such a request. Thereafter, the board of trustees may increase the guaranteed amount by up to the sum of the following above what has been charged in the previous academic year one time per subsequent cohort:

(a) The average rate of inflation, as measured by the consumer price index prepared by the bureau of labor statistics of the United States department of labor (all urban consumers, all items), for the previous sixty-month period; and

(b) The percentage amount the general assembly restrains increases on in-state undergraduate instructional and general fees for the applicable fiscal year. If the general assembly does not enact a limit on the increase of in-state undergraduate instructional and general fees, then no limit shall apply under this division for the cohort that first enrolls in any academic year for which the general assembly does not prescribe a limit.

If, beginning with the academic year that starts four years after the effective date of this section, the board of trustees determines that the general and instructional fees charged under the tuition guarantee have fallen significantly lower than those of other state universities, the board of trustees may submit a request to increase the amount charged to a cohort by a specified percentage to the chancellor, who shall approve or disapprove such a request.

(3) A benchmark by which the board sets annual increases in general and instructional fees. This benchmark and any subsequent change to the benchmark shall be subject to approval of the chancellor.

(4) Eligibility requirements for students to participate in the program;

(5) Student rights and privileges under the program;

(6) Consequences to the university for students unable to complete a degree program within four years, as follows:

(a) For a student who could not complete the program in four years due to a lack of available classes or space in classes provided by the university, the university shall provide the necessary course or courses for completion to the student free of charge.

(b) For a student who could not complete the program in four years due to military service or other circumstances beyond a student's control, as determined by the board of trustees, the university shall provide the necessary course or courses for completion to the student at the student's initial cohort rate.

(c) For a student who did not complete the program in four years for any other reason, as determined by the board of trustees, the university shall provide the necessary course or courses for completion to the student at a rate determined through a method established by the board under division (B)(7) of this section.

(7) Guidelines for adjusting a student's annual charges if the student, due to circumstances under the student's control, is unable to complete a degree program within four years;

(8) A requirement that the rules adopted under division (B) of this section be published or posted in the university handbook, course catalog, and web site.

(C) If a board of trustees implements a program under this section, the board shall submit the rules adopted under division (B) of this section to the chancellor for approval before beginning implementation of the program.

The chancellor shall not unreasonably withhold approval of a program if the program conforms in principle with the parameters and guidelines of this section.

(D) A board of trustees of a state university may establish an undergraduate tuition guarantee program for nonresident students.

(E) Within five years after the effective date of this section, the chancellor shall publish on the board of regents web site a report that includes all of the following:

(1) The state universities that have adopted an undergraduate tuition guarantee program under this section;

(2) The details of each undergraduate tuition guarantee program established under this section;

(3) Comparative data, including general and instructional fees, room and board, graduation rates, and retention rates, from all state universities.

Added by 130th General Assembly File No. 25, HB 59, §101.01, eff. 9/29/2013.

Current Price Model							
	Base	Freshman	Sophomore	Junior	Senior		
	AY14-15	AY15-16	AY16-17	AY17-18	AY18-19		
Tuition Change		2.0%	2.0%	2.0%	2.0%	Total	Average
Resident							
Instructional	$ 11,673	$ 11,906	$ 12,145	$ 12,387	$ 12,635	$ 49,074	$ 12,268
General	$ 1,860	$ 1,897	$ 1,935	$ 1,974	$ 2,013	$ 7,820	$ 1,955
Total	$ 13,533	$ 13,804	$ 14,080	$ 14,361	$ 14,649	$ 56,893	$ 14,223
Non Resident							
Instructional	$ 27,780	$ 28,336	$ 28,902	$ 29,480	$ 30,070	$ 116,788	$ 29,197
General	$ 1,860	$ 1,897	$ 1,935	$ 1,974	$ 2,013	$ 7,820	$ 1,955
Total	$ 29,640	$ 30,233	$ 30,837	$ 31,454	$ 32,083	$ 124,608	$ 31,152

Cohort Price Model							
	Base	Freshman	Sophomore	Junior	Senior		
	AY14-15	AY15-16	AY16-17	AY17-18	AY18-19		
Tuition Change		5.101%	0.0%	0.0%	0.0%	Total	Average
Resident							
Instructional	$ 11,673	$ 12,268	$ 12,268	$ 12,268	$ 12,268	$ 49,074	$ 12,268
General	$ 1,860	$ 1,955	$ 1,955	$ 1,955	$ 1,955	$ 7,820	$ 1,955
Total	$ 13,533	$ 14,223	$ 14,223	$ 14,223	$ 14,223	$ 56,893	$ 14,223
Non Resident							
Instructional	$ 27,780	$ 29,197	$ 29,197	$ 29,197	$ 29,197	$ 116,788	$ 29,197
General	$ 1,860	$ 1,955	$ 1,955	$ 1,955	$ 1,955	$ 7,820	$ 1,955
Total	$ 29,640	$ 31,152	$ 31,152	$ 31,152	$ 31,152	$ 124,608	$ 31,152

Quasi-Endowment Funds

Definition

Quasi-endowment funds are funds that function like an endowment but are funded from institutional funds or unrestricted donor funds instead of being gifted for this purpose by a donor. The intended use of these funds is determined by designation of the governing body of the institution or by policies approved by the governing body.

Proposal

Provide a vehicle for academic divisions of Miami University to direct the investment of carry forward funds for purposes outside the normal operating budget of the University. The annual distribution would be used for purposes similar to donor directed gift funds and would help to offset the lack of a larger University endowment and, at the same time, provide increased clarity regarding how carry forward funds benefit students. The distributions from the quasi-endowments would be limited to scholarships and quality improvements to academic programs.

Guidelines

1. Only available to an academic college of the University.
2. The horizon for these funds would be long-term and the principal could only be diverted back to carry forward funds under extraordinary circumstances.
3. The annual spending distribution from these funds would follow the endowment policies and the funds would be subject to administrative fees like other endowments.

Benefits/Consequences

1. Quasi-endowments can be used to augment the University's endowment while better demonstrating how unrestricted net assets or carry forward funds are used for the benefit of current and future students.

2. The longer-term investment horizon should result in greater investment returns on these funds.
3. One consequence with this approach is that the amount of investment income available for general operating purposes would be reduced.

Approval

All designations of quasi-endowments would be subject to the approval of the Board of Trustees.

Business Session
Item 12

DRAFT					
Forward Twelve Month Agenda					
Agenda Item	December Fall Meeting	February Winter Meeting	April Spring Meeting	June End of Year Meeting	September Beginning of Year Meeting
Committee Structure:					
• Committee Priority Agenda	x	x	x	x	x
• Committee Self-Assessment				x	
Strategic Matters and Significant Topics Affecting Miami:					
• Update on Strategic Priorities					
- Progress Toward Goals					
- New Revenue Development Reports by Academic Leaders				x	
• Annual Campaign Update			x		
• Annual Report on the State of IT			x		
• Regional Campus Strategic Plan			x		
• Health Benefit Strategic Indicators	x			x	
Guarnteed Tuition Program	x				
Regular Agenda Items:					
• Enrollment Report	x	x	x	x	x
• Report on Year-to-Date Operating Results	x	x	x	x	
• Approval of Minutes of Previous Meeting	x	x	x	x	x
• Annual Report on Operating Results					x
Finance and Accounting Agenda:					
• Budget Planning for New Year		x	x		
• Appropriation Ordinance (Budget)				x	
• Tuition and Fee Ordinance			x		
• Miscellaneous Fee Ordinance			x		
• Room and Board Ordinance	x				x
• Review of Financial Statements					x
• Annual State of Ohio Fiscal Watch Report				X	
• PMBA Tuition Proposal	x				
• Regional Campuses Budget Plan	x	x	x	x	x
• Update the 10-Year Budget Plan--Enrollment Changes and Productivity Expectations	x	x	x	x	x
Audit and Compliance Agenda:					
•Planning Meeting with Independent Auditors			x		
• Management Letter and Other Required Communications	x				
• Annual Planning Meeting with Internal Auditor	x				
• Annual Report by Internal Auditor				x	
• Annual Compliance Report			x		
• Risk Assessment Report (over)			x		

DRAFT Forward Twelve Month Agenda					
Agenda Item	December Fall Meeting	February Winter Meeting	April Spring Meeting	June End of Year Meeting	September Beginning of Year Meeting
Investment Agenda:					
• Approval of Endowment Spending Formula			x		
• Semi-Annual Review of Investment Performance			x		x
• Non-Endowment Return Objectives			x		
Facilities Agenda:					
• Approval of Six-Year Capital Plan (every other year)	x				
• Facilities Condition Report		x			
• Annual Report of Gift-Funded Projects					x
• Status of Capital Projects	x	x	x	x	x
Routine Reports:					
• University Advancement Update	x	x	x	x	x
• Cash and Investments Report	x	x	x	x	x
• Financial Ratios		x			
• Lean Project Summary	x	x	x	x	x

University Advancement Report

Tom Herbert, J.D.

Vice President, University Advancement
Executive Director, Miami University Foundation

DIVISION OF UNIVERSITY ADVANCEMENT

Topics

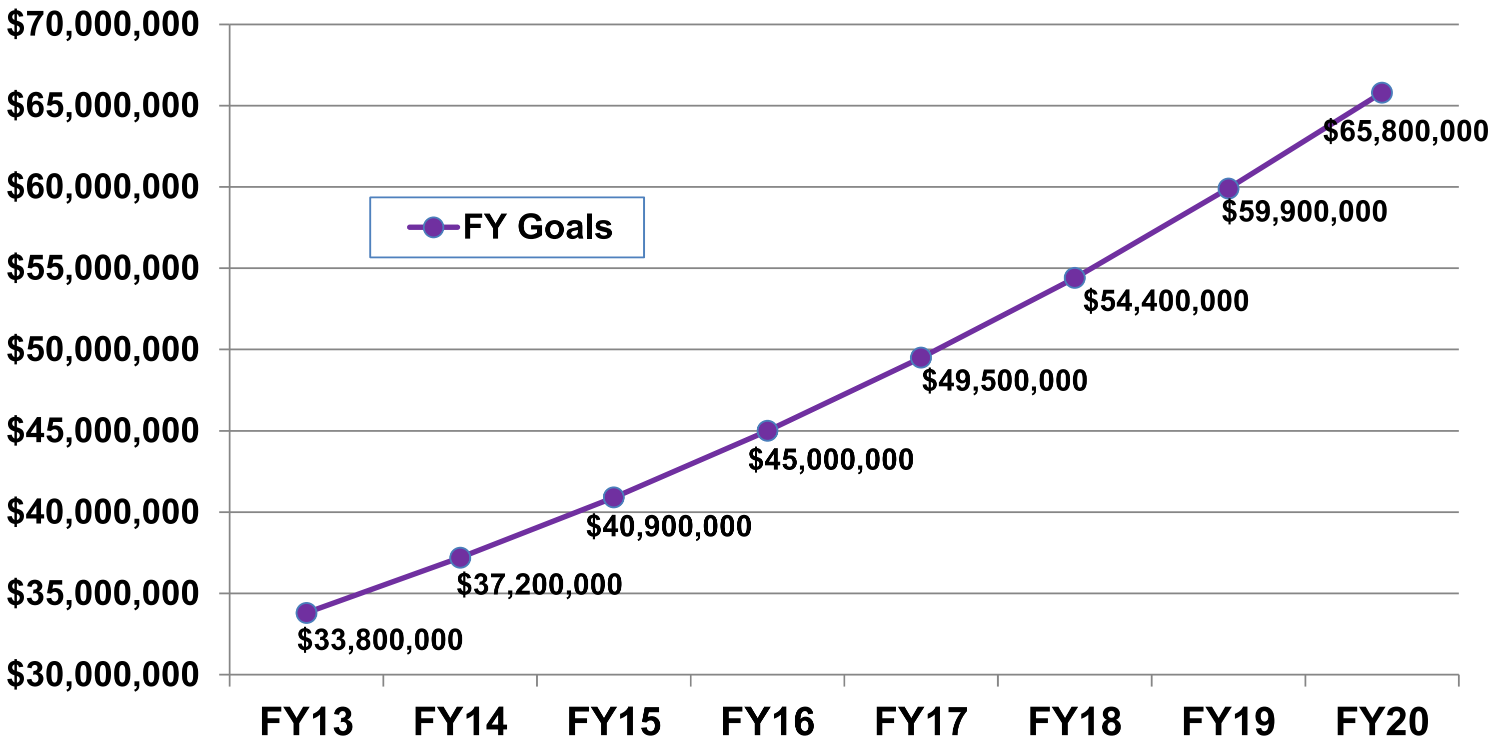
- 2020 Plan Fundraising Update
- FY'14 Performance and FY'15 to date
- Fundraising focus in FY'15
- Update on Advancement Initiatives

DIVISION OF UNIVERSITY ADVANCEMENT

2020 Plan Fundraising Update

DIVISION OF UNIVERSITY ADVANCEMENT

Post-Campaign Development Targets



Based on Miami's 2020 Plan

DIVISION OF UNIVERSITY ADVANCEMENT

2020 Plan Fundraising Update

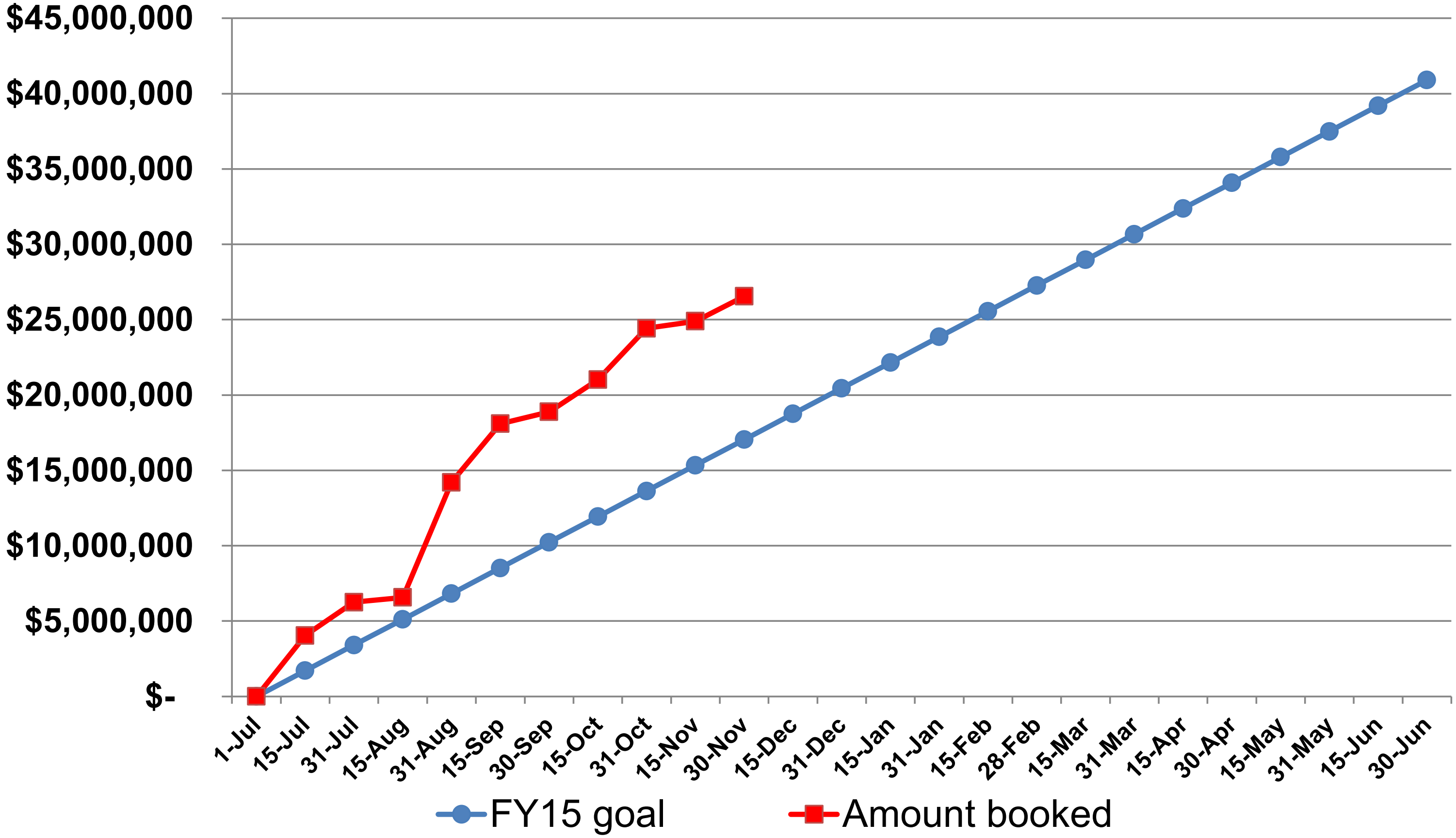
FY2015

- Goal: $40,900,000
- Raised to date: $26,550,000 (65% of goal)

  FY14 to date: $21,500,000 (58% of FY14 goal)

DIVISION OF UNIVERSITY ADVANCEMENT

FY'15 - Fundraising Update



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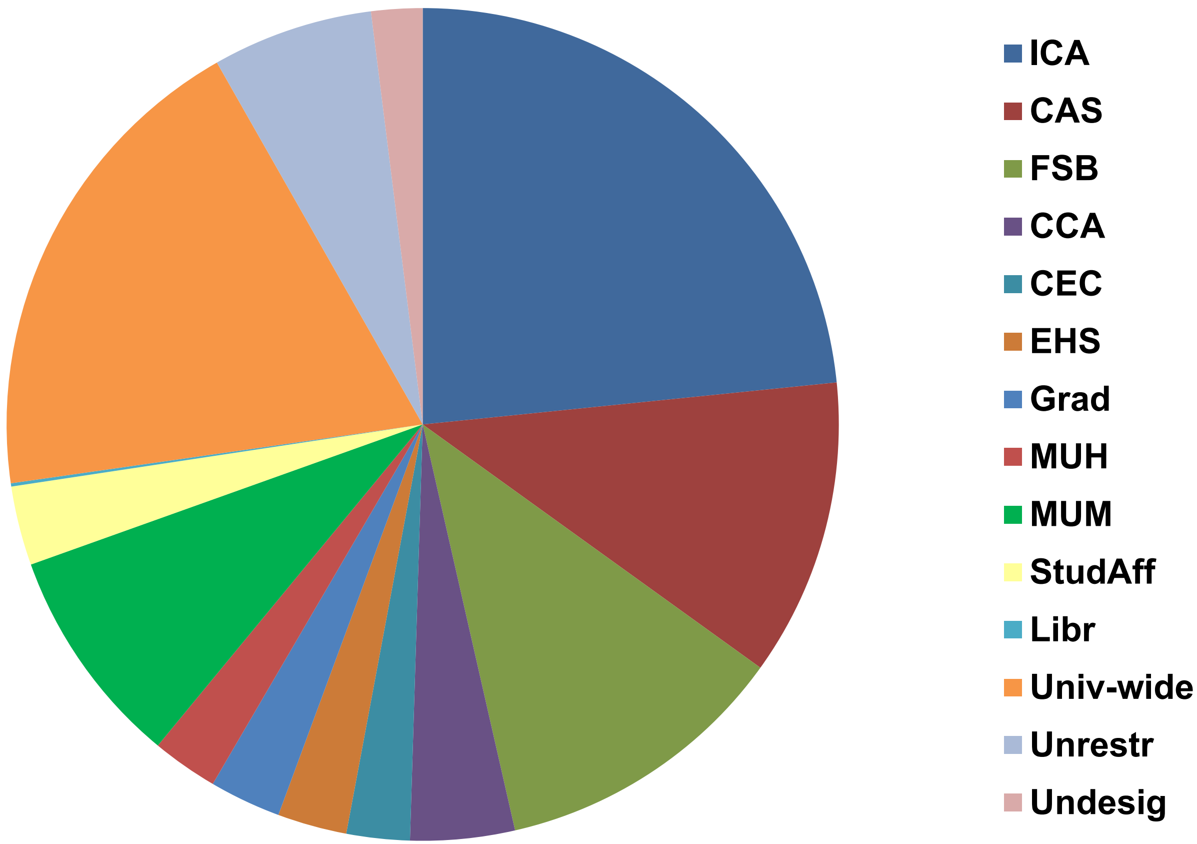
FY'14 $ by college/unit



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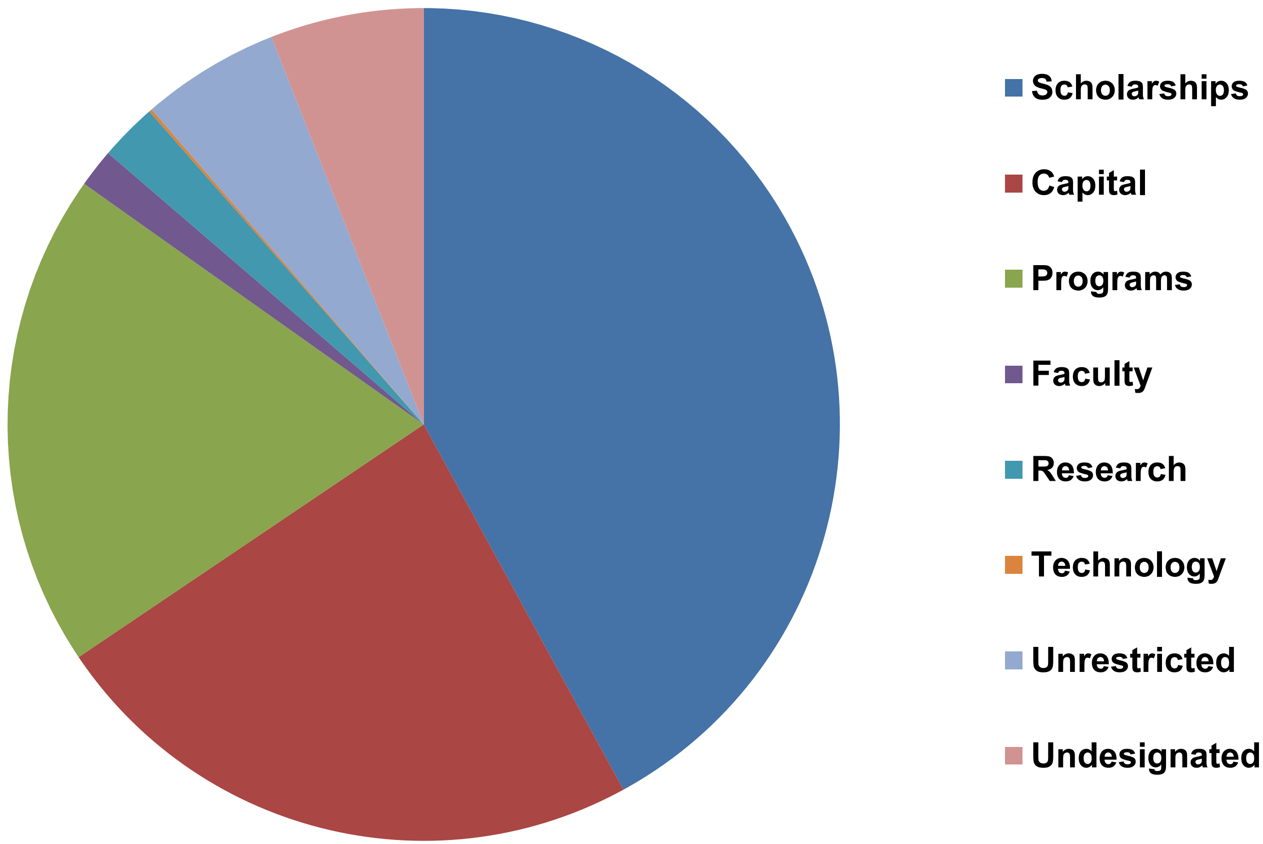
FY'14 $ by purpose



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Fiscal Year Performance

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FY Cash Received

FY15 to date	FY14 to date	FY14 total	3-year avg
$11.8M	$11.8M	$33.9M	$34.2M

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FY Cash to Annual Fund

FY15 to date	FY14 to date	FY14 total	3-year avg
$1.38M	$1.36M	$4.16M	$3.77M

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FY Alumni Participation

FY12 total	FY13 total	FY14 total	3-year avg
18.0%	20.0%	20.6%	19.5%

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FY Planned Giving Commitments

<u>FY15 to date</u>	<u>FY14 to date</u>	<u>FY14 total</u>
37 for $18.6M	50 for $14.1M	129 for $21.9M

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Fundraising Focus FY'15

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Miami Promise Scholarship Campaign

- Publicly Launched this Fall
- $100 million goal over 5 years – double what we raised over the last 4 years
- Matching programs developed
- Scholarship stewardship upgraded

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Campaign for Intercollegiate Athletics

- $80 million campaign to be <u>publicly</u> announced in Spring 2015
- Silent phase to date: raised approx. $29 million
- Advancement now developing campaign branding and materials

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Armstrong Student Center East Wing

- Fundraising Target is $8 million for East Wing
- $2.55 million raised
- Approaching identified prospects
  - Development Committee assistance

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Faculty Support

- In transition as we conduct a provost search

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Update on Advancement Initiatives

DIVISION OF UNIVERSITY ADVANCEMENT

Update on Advancement Initiatives

- Enhanced Stewardship
- Enhanced Alumni Programming
- Foundation Board Development

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Update on Advancement Initiatives

- Enhanced Parent Programming
- Advance M.I.A.M.I. Women Initiative
- Annual Fund Matching Program
- Advancement LEAN projects

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Advancement Initiatives

Enhanced Stewardship

- Post-Campaign plan coming to close
- Lifetime cumulative giving societies created and introduced
- Honor Roll of Donors now online
- Donor recognition wall being studied

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Advancement Initiatives

Enhanced Alumni Programming

- Exploring partnership to create “Alumni AP”
- Expanding alumni education by creating and distributing podcasts with popular faculty
- Eliminate the dues program to expand “association programming” to all alumni donors

DIVISION OF UNIVERSITY ADVANCEMENT

Advancement Initiatives

Foundation Board Development

- Welcome four new members this Fall

- Direct involvement continually enhanced
  - Orientation process revamped and improved
  - Prospect reviews
  - Lifetime Giving Societies development
  - M.I.A.M.I. Women Initiative development

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Advancement Initiatives

Enhanced Parent Program

- "Family Fellows" program ($10,000 annually) growing very well -- good attendance at events and more families moving to that level

Advance M.I.A.M.I. Women Initiative

- Promoted Maggie Patrick to drive the program full time
- Fall event went well, and planning for our Spring Symposium well underway

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Advancement Initiatives

Annual Fund Match Program

- MoveInMiami a success
  - More than $500k raised
  - 3257 donors participated
  - 350 new donors discovered
  - 44% of all donors from 2000-2014 (hardest to reach)

- Will repeat next year!

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Advancement Initiatives

Lean Projects – five completed

- Data Integrity upgrades
- Direct Mail coordination streamlined
- Corporate and Foundation collaborations enhanced
- MUAA Membership Program reviewed
- Matching Gifts system upgraded

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Advancement Awards

CASE Circle of Excellence (national)

- 18 of the Last 9
  - Best Alumni Programming (Silver)

Pride of CASE V (regional)

- Day Without Donors
  - Best Collaborative Program (Gold)
  - Best Recognition/Stewardship (Hon. Mention)
- MIAMI Women Inaugural Symposium
  - Excellence in Special Events (Bronze)
- End of Campaign Giving Tribute
  - Best Publication/Cultivation (Hon. Mention)

DIVISION OF UNIVERSITY ADVANCEMENT

Thank you!

DIVISION OF UNIVERSITY ADVANCEMENT

REPORT ON CASH AND INVESTMENTS
Finance and Audit Committee
Miami University
December 4, 2014

Non-Endowment Fund

For the first fiscal quarter ending September 30, 2014, the non-endowment fund returned 0.0%. The performance for the previous twelve months was +4.0%. A summary of performance is attached. Results were flat during the quarter despite an increase in volatility across the global capital markets.

At September 30, the operating cash balance was over $147.6 million, representing more than a quarter of the total non-endowment fund. Short-term interest rates near zero continue to limit the earnings potential from both the operating cash and core cash portions of the pool. Plans were made during the quarter to rebalance $25 million away from operating cash to long-term capital on October 1st in an attempt to enhance the earnings potential of the overall fund.

Current Funds	**Fair Value**	**% of Portfolio**
Operating Cash:		
Short-term Investments*	$147,661,344	27.7%
Core Cash:		
Intermediate-term Investments	$119,121,632	22.3%
Long-Term Capital:		
Debt Investments	$107,979,683	20.2%
Absolute Return	$158,963,709	29.8%
Total Long-Term Capital	$266,943,392	50.0%
Total Current Fund Investments	**$533,726,369**	**100.0%**

*includes bank account balances not included on performance report

Endowment Fund

The endowment fund preliminary return was -1.5% for the first fiscal quarter ending September 30, 2014. The performance for the previous twelve months was +8.3%. Both of these figures exclude the September quarter results for the private capital investments, which report on a significant time lag. The final performance for the fiscal year ending June 30, 2014, after receiving all the private capital valuations, was 14.4%. Results during the recent quarter reflected negative returns in public equity markets outside the United States.

The Miami University Foundation Investment Committee met on October 2nd & 3rd in New York and on November 5th in Oxford. At those meetings, the committee approved the divestment from one long/short equity manager and the initial investment in two new long/short equity managers. Please see the attached performance report for additional endowment related details.

Bond Project Funds

Even with the completion of several summer projects, construction activity remained brisk through the fall. Approximately $12 million in draws were made during the September quarter. As of September 30, 2014, the balances were as follows:

Plant Funds

Series 2011 Bond Project Fund	$ 21,343,165
Series 2012 Bond Project Fund	$ 75,345,040
Series 2014 Bond Project Fund	$150,104,216
Total Plant Funds	**$246,792,421**

Attachments

Non-endowment Performance Summary as of 9/30/2014

MUF Treasurer's Report as of 9/30/2014

Miami University Non-Endowment

Summary of Investment Performance

Report for Periods Ending September 30, 2014

	Qtr	CYTD	1Yr	3Yr (Annualized)	5Yr (Annualized)	7Yr (Annualized)	10Yr (Annualized)	Since Inception (Annualized)	Date	Market Value
Total Composite	**0.0%**	**2.5%**	**4.0%**	**3.6%**	**3.1%**	**0.9%**	**3.0%**	**3.6%**	*6/02*	*$521,388,354*
Operating Cash	**0.0**	**0.1**	**0.1**	**0.1**	**0.1**	**0.7**	**1.9**	**1.8**	*6/02*	*135,323,330*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	0.1	0.4	1.4	1.4		
BlackRock	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**-**	**-**	**0.1**	*10/08*	*464,052*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	0.1	-	-	0.1		
Star Ohio	**0.0**	**0.0**	**0.0**	**0.0**	**0.1**	**0.6**	**2.0**	**2.0**	*6/02*	*74,193,464*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	0.1	0.4	1.4	1.4		
Chase Savings	**0.0**	**0.1**	**0.1**	**0.2**	**0.2**	**-**	**-**	**0.2**	*10/08*	*35,379,464*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	0.1	-	-	0.1		
STAROhio Plus	**0.0**	**0.1**	**0.2**	**-**	**-**	**-**	**-**	**0.2**	*7/12*	*15,056,414*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	-	-	-	-	0.1		
Touchstone	**0.0**	**0.0**	**0.0**	**0.1**	**-**	**-**	**-**	**0.1**	*1/10*	*10,229,936*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	-	-	-	0.1		
Core Cash	**0.0**	**1.5**	**1.6**	**1.5**	**2.7**	**3.0**	**3.1**	**3.3**	*6/02*	*119,121,632*
Barclays 1-3 Yr U.S. Gov't Bond Index	0.0	0.4	0.5	0.5	1.1	2.2	2.6	2.7		
Bartlett A	**-0.1**	**0.3**	**0.3**	**0.5**	**1.0**	**2.1**	**2.4**	**2.6**	*6/02*	*22,883,357*
Barclays 1-3 Yr U.S. Gov't Bond Index	0.0	0.4	0.5	0.5	1.1	2.2	2.6	2.7		
Bartlett B	**0.0**	**2.1**	**1.9**	**1.7**	**3.3**	**4.4**	**3.9**	**4.1**	*6/02*	*29,685,072*
Barclays 1-3 Yr U.S. Gov't Bond Index	0.0	0.4	0.5	0.5	1.1	2.2	2.6	2.7		
Commonfund Intermediate Bond Fund	**-0.1**	**0.5**	**0.8**	**2.1**	**3.3**	**1.8**	**2.3**	**2.6**	*6/02*	*6,326,739*
Barclays 1-5 Yr Treasury Index	0.0	0.7	0.6	0.6	1.7	2.9	3.0	3.1		
M.D. Sass - 3 Year	**0.2**	**2.3**	**2.4**	**1.6**	**-**	**-**	**-**	**2.8**	*1/11*	*29,549,127*
Barclays Interm. Gov't Bond Index	0.0	1.6	1.1	0.9	-	-	-	2.1		
M.D. Sass - 2 Year	**0.0**	**1.4**	**1.6**	**-**	**-**	**-**	**-**	**1.1**	*9/12*	*30,677,337*
Barclays Interm. Gov't Bond Index	0.0	1.6	1.1	-	-	-	-	0.2		
Long Term Capital	**-0.1**	**3.4**	**6.5**	**7.1**	**5.7**	**0.3**	**3.7**	**4.9**	*6/02*	*266,943,392*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	2.4	7.3	7.6		
Barclays U.S. Aggregate Bond Index	0.2	4.1	4.0	2.4	4.1	4.9	4.6	4.9		

Miami University Non-Endowment

Summary of Investment Performance

Report for Periods Ending September 30, 2014

				Annualized						
	Qtr	CYTD	1Yr	3Yr	5Yr	7Yr	10Yr	Since Inception	Date	Market Value
Public Debt	**-0.1%**	**3.1%**	**4.7%**	**5.7%**	**5.7%**	**6.4%**	**5.6%**	**5.7%**	*6/02*	*$107,979,683*
Barclays U.S. Aggregate Bond Index	0.2	4.1	4.0	2.4	4.1	4.9	4.6	4.9		
Bartlett C	**0.1**	**3.4**	**3.3**	**2.4**	**4.1**	**5.4**	**4.7**	**4.9**	*6/02*	*21,707,325*
Barclays U.S. Aggregate Bond Index	0.2	4.1	4.0	2.4	4.1	4.9	4.6	4.9		
Beach Point Loan Fund	**-0.1**	**1.8**	**3.9**	**-**	**-**	**-**	**-**	**4.3**	*1/13*	*26,770,316*
CS Leveraged Loan Index	-0.3	2.4	4.3	-	-	-	-	4.5		
Commonfund High Quality Bond Fund	**0.4**	**5.1**	**5.6**	**4.2**	**5.7**	**6.2**	**5.6**	**5.8**	*6/02*	*26,543,651*
Barclays U.S. Aggregate Bond Index	0.2	4.1	4.0	2.4	4.1	4.9	4.6	4.9		
Templeton Global Total Return Fund	**-0.8**	**2.3**	**5.6**	**8.8**	**-**	**-**	**-**	**5.2**	*5/11*	*32,958,391*
Barclays Multiverse	-3.2	1.7	1.4	1.5	-	-	-	1.6		

Miami University Non-Endowment

Summary of Investment Performance

Report for Periods Ending September 30, 2014

	Qtr	CYTD	1Yr	3Yr (Annualized)	5Yr (Annualized)	7Yr (Annualized)	10Yr (Annualized)	Since Inception (Annualized)	Date	Market Value
Absolute Return	**-0.1%**	**3.5%**	**8.1%**	**8.6%**	**5.7%**	**-2.5%**	**2.2%**	**3.9%**	*6/02*	*$158,963,709*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	2.4	7.3	7.6		
Barclays U.S. Aggregate Bond Index	0.2	4.1	4.0	2.4	4.1	4.9	4.6	4.9		
ABS Investment Management	**-1.6**	**0.9**	**7.8**	**8.9**	**6.0**	**-**	**-**	**6.5**	*5/09*	*24,874,138*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	-	-	12.7		
HFRI Fund of Funds Index	0.6	2.7	6.4	5.3	3.5	-	-	4.2		
Beach Point Total Return Fund	**-1.2**	**2.6**	**6.0**	**-**	**-**	**-**	**-**	**7.5**	*3/13*	*23,374,087*
ML High Yield Bond Index	-1.9	3.6	7.2	-	-	-	-	5.4		
HFRI Event Driven Index	-1.2	3.1	7.1	-	-	-	-	7.8		
Evanston Weatherlow Fund	**-0.8**	**3.9**	**7.6**	**8.7**	**6.5**	**-**	**-**	**7.4**	*5/09*	*24,838,691*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	-	-	12.7		
HFRI Fund of Funds Index	0.6	2.7	6.4	5.3	3.5	-	-	4.2		
Lighthouse Diversified Fund	**1.2**	**6.3**	**11.9**	**7.9**	**-**	**-**	**-**	**6.5**	*5/10*	*25,315,029*
MSCI AC World Index	-2.3	3.7	11.3	16.6	-	-	-	12.3		
HFRI Fund of Funds Index	0.6	2.7	6.4	5.3	-	-	-	3.7		
Sandler Offshore	**0.9**	**-1.1**	**0.3**	**-**	**-**	**-**	**-**	**0.2**	*3/13*	*10,099,435*
MSCI AC World Index	-2.3	3.7	11.3	-	-	-	-	12.7		
HFRI Equity Hedge Index	-1.2	2.0	6.8	-	-	-	-	7.3		
SCS Opportunities	**2.3**	**5.4**	**9.6**	**7.1**	**5.3**	**-**	**-**	**5.5**	*5/09*	*25,180,252*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	-	-	12.7		
HFRI Fund of Funds Index	0.6	2.7	6.4	5.3	3.5	-	-	4.2		
SkyBridge Series G	**-0.8**	**4.8**	**11.0**	**-**	**-**	**-**	**-**	**13.3**	*4/12*	*25,282,077*
MSCI AC World Index	-2.3	3.7	11.3	-	-	-	-	12.8		
HFRI Fund of Funds Index	0.6	2.7	6.4	-	-	-	-	5.5		

Footnotes:

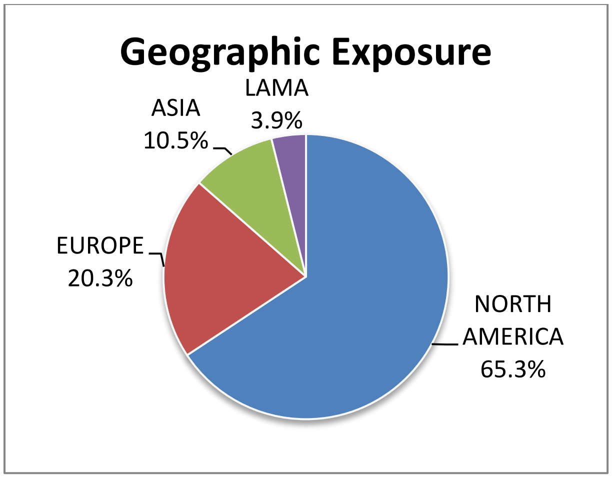
* Performance returns are net of investment management fees.
* Calculated returns may differ from the manager's due to differences in security pricing and/or cash flows.
* Manager and index data represent the most current available at the time of report publication.
* Hedge fund and private capital manager market values and rates of return may be based on estimates and may be revised until completion of an annual audit by the manager.
* For managers and indices that report returns on a lag, 0.0% is utilized for the most recent time period until the actual return data are reported.
* The fiscal year ends in June.

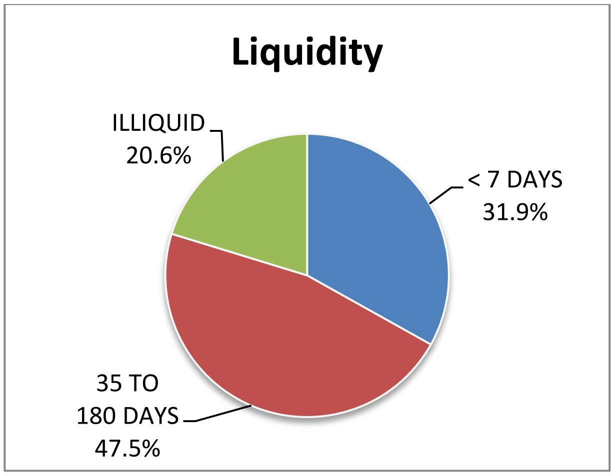
MIAMI UNIVERSITY FOUNDATION
TREASURER'S REPORT
September 30, 2014

The September 30, 2014 market value for the Miami University Foundation totaled $447,650,085. The following chart summarizes the Foundation's asset classes and investment strategies compared with the target ranges.

Type of Investment	Miami U. Foundation	Percent of Total	Strategic Range
Equity	**$248,448,668**	**55.50%**	**50%-85%**
Public Equity	$152,615,768	34.09%	25%-60%
Hedged Equity	$ 60,295,089	13.47%	10%-30%
Private/Venture Equity	$ 35,537,811	7.94%	5%-20%
Debt	**$ 104,838,737**	**23.42%**	**10%-35%**
Public Debt	$ 30,400,184	6.79%	5%-15%
Hedged Debt	$ 66,228,273	14.79%	5%-20%
Private Debt	$ 8,210,280	1.83%	0%-10%
Real Assets	**$ 75,202,915**	**16.80%**	**5%-20%**
Public Real Assets	$ 25,434,509	5.68%	0%-10%
Hedged Real Assets	$ 577,548	0.13%	0%-10%
Private Real Assets	$ 49,190,858	10.99%	0%-10%
Cash	**$ 19,159,766**	**4.28%**	**0%-10%**
Total	**$447,650,085**	**100.00%**	

- Some funds have been classified into more than one category.





During the first quarter of fiscal year 2015, the value of the combined endowment investment pool decreased from $459.8 million to $447.7 million. Investment returns were negative for the quarter. The Foundation's annual distribution totaled just over $11 million. New cash gifts to the Miami University and the Miami University Foundation endowments totaled $4,253,699 for the quarter.

The investment committee met in October in New York City. The staff and consultants lead a discussion focused on the equity portion of the portfolio. The committee approved two initial investments to global, long/short equity managers funded in part by the redemption of a global, long/short equity manager. The next committee meeting is scheduled for November 5 in Oxford.

For the September quarter, the Foundation reported a preliminary total return of -1.2%, excluding the private programs, which report on a significant time lag. Returns for the quarter in all asset classes were negative, though some individual investment managers did produce positive results.

The tables on the following pages report each underlying manager's returns for multiple time periods, including the first fiscal quarter and last twelve months.

Respectfully submitted,

Mark Sullivan
Treasurer

Miami University Foundation

Summary of Investment Performance

Report for Periods Ending September 30, 2014

	Qtr	CYTD	1Yr	3Yr (Annualized)	5Yr (Annualized)	7Yr (Annualized)	10Yr (Annualized)	Since Inception (Annualized)	Date	Market Value
Total Composite	**-1.2%**	**4.3%**	**8.8%**	**10.1%**	**8.4%**	**2.9%**	**6.9%**	**9.7%**	*4/93*	*$447,650,013*
MUF Custom Index[1]	-2.8	3.4	8.4	11.7	8.4	3.1	7.0	-		
CPI + 5%	1.2	5.1	6.7	6.7	7.0	6.9	7.3	7.4		
Total Composite ex. Private Capital	**-1.5**	**3.7**	**8.3**	**10.5**	**7.9**	**3.0**	**6.6**	**6.5**	*12/96*	*355,418,020*
Total Equity	**-1.8**	**3.5**	**9.2**	**11.1**	**8.4**	**3.0**	**7.2**	**6.4**	*3/95*	*236,496,738*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	2.4	7.3	7.0		
S&P 500 Index	1.1	8.3	19.7	23.0	15.7	6.0	8.1	9.3		
Public Equity	**-2.6**	**2.5**	**8.9**	**12.3**	**8.5**	**2.0**	**6.5**	**6.1**	*12/96*	*152,615,768*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	2.4	7.3	6.1		
S&P 500 Index	1.1	8.3	19.7	23.0	15.7	6.0	8.1	7.6		
Aberdeen	**-3.4**	**4.3**	**7.9**	**14.3**	**9.8**	**-**	**-**	**5.8**	*7/08*	*27,785,552*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	-	-	5.4		
Barings	**-1.7**	**1.5**	**9.6**	**-**	**-**	**-**	**-**	**12.6**	*12/12*	*24,634,828*
MSCI AC World Index	-2.3	3.7	11.3	-	-	-	-	14.8		
Harris Oakmark Global Fund	**-4.3**	**0.6**	**-**	**-**	**-**	**-**	**-**	**3.5**	*10/13*	*19,025,103*
MSCI AC World Index	-2.3	3.7	-	-	-	-	-	7.0		
Lateef Investment Management	**-3.2**	**-0.3**	**9.0**	**20.0**	**14.5**	**-**	**-**	**6.3**	*10/07*	*17,370,648*
Russell 3000 Index	0.0	7.0	17.8	23.1	15.8	-	-	6.0		
Lone Cascade	**0.2**	**-0.6**	**-**	**-**	**-**	**-**	**-**	**-0.6**	*12/13*	*4,331,914*
MSCI AC World Index	-2.3	3.7	-	-	-	-	-	3.7		
Virtus Emerging Opportunities	**-1.2**	**8.6**	**8.4**	**9.7**	**-**	**-**	**-**	**4.5**	*8/11*	*10,587,923*
MSCI Emerging Markets Index	-3.5	2.4	4.3	7.2	-	-	-	1.7		
Virtus Global Opportunities	**-1.5**	**4.1**	**10.5**	**-**	**-**	**-**	**-**	**13.4**	*10/11*	*28,727,153*
MSCI AC World Index	-2.3	3.7	11.3	-	-	-	-	13.1		
William Blair Global Leaders Fund	**-3.4**	**1.1**	**-**	**-**	**-**	**-**	**-**	**5.9**	*10/13*	*20,152,647*
MSCI AC World Index	-2.3	3.7	-	-	-	-	-	7.0		

Miami University Foundation

Summary of Investment Performance

Report for Periods Ending September 30, 2014

	Qtr	CYTD	1Yr	3Yr (Annualized)	5Yr (Annualized)	7Yr (Annualized)	10Yr (Annualized)	Since Inception (Annualized)	Date	Market Value
Hedged Equity	**-0.5%**	**2.4%**	**6.1%**	**7.7%**	**4.8%**	**2.6%**	**5.4%**	**4.7%**	*12/01*	*$50,771,337*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	2.4	7.3	6.5		
HFRI Equity Hedge Index	-1.2	2.0	6.8	8.4	5.5	2.2	5.3	5.4		
Evanston Weatherlow Fund	**-0.8**	**3.9**	**7.6**	**8.7**	**6.4**	**3.9**	**6.9**	**6.6**	*3/04*	*22,694,089*
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	2.4	7.3	6.9		
HFRI FOF: Diversified Index	0.5	2.5	6.5	5.2	3.6	0.8	3.5	3.2		
Sandler Capital	**0.9**	**-1.1**	**0.3**	**-**	**-**	**-**	**-**	**1.1**	*4/12*	*10,415,682*
MSCI AC World Index	-2.3	3.7	11.3	-	-	-	-	12.8		
HFRI Equity Hedge Index	-1.2	2.0	6.8	-	-	-	-	7.1		
Standard Pacific	**-2.4**	**0.0**	**7.1**	**-**	**-**	**-**	**-**	**3.8**	*4/12*	*11,261,797*
MSCI AC World Index	-2.3	3.7	11.3	-	-	-	-	12.8		
HFRI Equity Hedge Index	-1.2	2.0	6.8	-	-	-	-	7.1		
Starboard Value	**1.7**	**7.4**	**9.0**	**-**	**-**	**-**	**-**	**9.5**	*4/12*	*6,399,769*
MSCI AC World Index	-2.3	3.7	11.3	-	-	-	-	12.8		
HFRI Equity Hedge Index	-1.2	2.0	6.8	-	-	-	-	7.1		
Private Equity	**0.0**	**9.5**	**15.3**	**12.0**	**14.5**	**8.0**	**13.0**	**10.4**	*3/95*	*33,109,633*
Preqin All Private Equity Index	0.0	3.0	9.3	11.4	12.1	4.9	10.7	-		
MSCI AC World Index	-2.3	3.7	11.3	16.6	10.1	2.4	7.3	7.0		
Buyout Composite	**0.0**	**9.7**	**16.0**	**12.5**	**14.9**	**8.2**	**13.6**	**7.2**	*3/95*	*32,314,916*
Commonfund International Private Equity III	**0.0**	**4.0**	**2.0**	**-1.5**	**5.8**	**2.3**	**12.3**	**2.8**	*6/00*	*134,793*
Commonfund Private Equity II	**0.0**	**-0.9**	**-1.4**	**-28.5**	**-4.0**	**-4.6**	**0.9**	**6.2**	*3/95*	*2,224*
Commonfund Private Equity III	**0.0**	**-17.1**	**-28.7**	**-8.1**	**-1.3**	**-4.2**	**4.0**	**2.7**	*10/98*	*50,085*
Commonfund Private Equity IV	**0.0**	**-0.3**	**7.8**	**15.2**	**17.9**	**11.4**	**18.2**	**9.9**	*6/00*	*145,443*
Commonfund Private Equity V	**0.0**	**6.0**	**9.4**	**9.6**	**13.4**	**8.0**	**12.2**	**-4.1**	*3/02*	*727,126*
Goldman Sachs Private Equity Offshore 2004	**0.0**	**4.3**	**9.6**	**11.4**	**14.1**	**7.2**	**-**	**-4.6**	*11/05*	*2,581,682*
Goldman Sachs Private Equity Partners IX	**0.0**	**8.9**	**18.3**	**11.5**	**11.8**	**-2.0**	**-**	**-2.0**	*8/07*	*9,682,443*
Hamilton Lane Co-Investment Fund II	**0.0**	**18.6**	**19.6**	**23.4**	**19.6**	**-**	**-**	**1.6**	*2/08*	*11,351,874*
Hamilton Lane Secondary Fund II	**0.0**	**3.4**	**14.8**	**12.8**	**14.2**	**-**	**-**	**10.1**	*10/08*	5,183,734
Pomona Capital VI	**0.0**	**5.6**	**9.1**	**4.7**	**8.9**	**5.2**	**-**	**-5.4**	*9/05*	*2,455,510*

Miami University Foundation

Summary of Investment Performance

Report for Periods Ending September 30, 2014

	Qtr	CYTD	1Yr	3Yr (Annualized)	5Yr (Annualized)	7Yr (Annualized)	10Yr (Annualized)	Since Inception (Annualized)	Date	Market Value
Venture Capital Composite	**0.0%**	**1.5%**	**-4.5%**	**-0.9%**	**4.9%**	**1.4%**	**7.1%**	**11.8%**	*4/96*	*$794,717*
Commonfund Venture Capital IV	**0.0**	**-2.3**	**-10.0**	**1.3**	**6.5**	**4.0**	**8.4**	**3.5**	*3/99*	*385,200*
Commonfund Venture Capital V	**0.0**	**5.7**	**1.3**	**-0.6**	**4.7**	**0.8**	**3.5**	**-5.9**	*1/00*	*409,516*
Total Debt	**-0.2**	**4.8**	**8.9**	**10.0**	**10.0**	**6.4**	**6.8**	**6.9**	*12/96*	*117,632,957*
Barclays Multiverse Index	-3.2	1.7	1.4	1.5	3.0	4.3	4.5	-		
Public Debt	**-0.4**	**2.4**	**4.7**	**6.2**	**6.3**	**6.6**	**5.9**	**6.4**	*12/96*	*30,400,184*
Barclays Multiverse Index	-3.2	1.7	1.4	1.5	3.0	4.3	4.5	-		
Beach Point Loan Fund	**-0.1**	**1.8**	**3.9**	**-**	**-**	**-**	**-**	**4.3**	*1/13*	*10,547,339*
CS Leveraged Loan Index	-0.3	2.4	4.3	-	-	-	-	4.5		
Commonfund High Quality Bond Fund	**0.4**	**5.0**	**5.5**	**4.2**	**5.5**	**6.1**	**5.4**	**6.2**	*10/00*	*2,513,080*
Barclays U.S. Aggregate Bond Index	0.2	4.1	4.0	2.4	4.1	4.9	4.6	5.4		
Templeton Global Total Return	**-0.7**	**2.4**	**5.7**	**8.7**	**-**	**-**	**-**	**6.3**	*10/10*	*17,339,765*
Barclays Multiverse Index	-3.2	1.7	1.4	1.5	-	-	-	1.8		
Hedged Debt	**-0.2**	**5.9**	**10.1**	**12.3**	**12.1**	**8.4**	**-**	**9.0**	*6/06*	*77,036,456*
HFRI Relative Value Index	0.3	5.1	7.6	7.9	7.6	5.6	-	6.3		
Beach Point Total Return	**-1.2**	**2.6**	**6.0**	**-**	**-**	**-**	**-**	**9.4**	*8/12*	*12,063,304*
ML High Yield Bond Index	-1.9	3.6	7.2	-	-	-	-	7.6		
HFRI Event Driven Index	-1.2	3.1	7.1	-	-	-	-	9.8		
Canyon	**-1.5**	**3.7**	**7.5**	**13.0**	**10.4**	**8.0**	**-**	**8.7**	*6/06*	*25,824,468*
ML High Yield Bond Index	-1.9	3.6	7.2	11.0	10.4	8.5	-	8.7		
HFRI Event Driven Index	-1.2	3.1	7.1	8.7	7.3	4.1	-	5.2		
GoldenTree	**2.1**	**9.5**	**15.1**	**12.7**	**14.5**	**9.2**	**-**	**9.7**	*6/06*	*27,872,018*
ML High Yield Bond Index	-1.9	3.6	7.2	11.0	10.4	8.5	-	8.7		
HFRI Event Driven Index	-1.2	3.1	7.1	8.7	7.3	4.1	-	5.2		
Strategic Value Partners	**-1.6**	**6.1**	**8.7**	**-**	**-**	**-**	**-**	**11.3**	*2/13*	*11,276,666*
ML High Yield Bond Index	-1.9	3.6	7.2	-	-	-	-	5.8		
HFRI ED: Distressed/Restructuring Index	-1.8	3.5	8.0	-	-	-	-	9.1		

Miami University Foundation

Summary of Investment Performance

Report for Periods Ending September 30, 2014

	Qtr	CYTD	1Yr	3Yr (Annualized)	5Yr (Annualized)	7Yr (Annualized)	10Yr (Annualized)	Since Inception (Annualized)	Date	Market Value
Private Debt	**0.0%**	**3.9%**	**14.1%**	**10.5%**	**11.7%**	**3.6%**	**8.5%**	**8.4%**	*6/03*	*$10,196,317*
Preqin Distressed Index	0.0	2.3	9.5	11.9	11.3	6.2	10.3	11.5		
Commonfund Distressed Debt II	**0.0**	**2.2**	**17.1**	**2.3**	**9.2**	**1.4**	**6.9**	**7.0**	*6/03*	*786,092*
Commonfund Distressed Debt III	**0.0**	**3.0**	**7.1**	**8.3**	**8.7**	**2.3**	**-**	**1.0**	*5/06*	*3,309,379*
Goldman Sachs Distressed Opportunities	**0.0**	**4.8**	**18.4**	**14.0**	**18.2**	**-**	**-**	**5.5**	*6/08*	*6,100,846*
Total Real Assets	**-0.9**	**8.4**	**10.4**	**10.0**	**7.5**	**0.6**	**3.9**	**6.8**	*9/95*	*74,360,552*
Public Real Assets	**-2.6**	**14.5**	**18.9**	**-**	**-**	**-**	**-**	**23.8**	*10/11*	*25,434,509*
CPI + 5%	1.2	5.1	6.7	-	-	-	-	6.7		
Eagle Global MLP	**1.9**	**23.8**	**33.6**	**-**	**-**	**-**	**-**	**28.5**	*10/11*	*17,567,532*
Alerian MLP Index	2.7	19.5	25.8	-	-	-	-	19.6		
RS Global Natural Resources	**-11.5**	**-2.1**	**-4.9**	**-**	**-**	**-**	**-**	**0.5**	*6/13*	*7,866,977*
S&P North America Nat'l Resources Index	-10.0	4.8	10.3	-	-	-	-	15.5		
Private Real Assets	**0.0**	**5.7**	**6.6**	**6.6**	**5.5**	**-0.8**	**3.0**	**6.3**	*9/95*	*48,926,043*
Preqin Real Estate Index	0.0	3.3	7.1	9.0	7.3	-3.4	6.1	-		
S&P GSSI Natural Resources Index	-10.0	4.8	10.3	12.5	8.8	2.4	9.8	-		
NCREIF Timberland Index	0.0	2.7	8.8	6.8	3.3	5.0	8.1	7.7		
Private Real Estate Composite	**0.0**	**5.3**	**9.5**	**9.2**	**2.2**	**-9.1**	**-**	**-16.1**	*5/06*	*14,706,770*
Commonfund Private Real Estate	**0.0**	**0.0**	**0.0**	**17.2**	**-28.7**	**-33.3**	**-**	**-33.3**	*9/07*	*4,862*
Metropolitan Real Estate Partners IV	**0.0**	**2.5**	**7.0**	**7.7**	**1.4**	**-7.9**	**-**	**-15.2**	*5/06*	*3,577,886*
Penn Square Global Real Estate	**0.0**	**3.8**	**7.2**	**6.6**	**8.1**	**-**	**-**	**-5.3**	*1/08*	*7,032,064*
Penn Square Global Real Estate II	**0.0**	**10.9**	**16.5**	**14.5**	**-**	**-**	**-**	**-81.6**	*2/10*	*4,091,958*

Miami University Foundation

Summary of Investment Performance

Report for Periods Ending September 30, 2014

				Annualized						
	Qtr	CYTD	1Yr	3Yr	5Yr	7Yr	10Yr	Since Inception	Date	Market Value
Private Natural Resources Composite	0.0%	5.8%	5.2%	5.3%	6.8%	4.2%	8.1%	9.0%	*9/95*	*$34,219,273*
Commonfund Energy III	0.0	14.7	22.5	14.4	17.2	14.2	21.7	16.7	*9/95*	*142,269*
Commonfund Natural Resources V	0.0	14.8	8.4	14.1	15.5	11.1	2.7	-6.7	*9/03*	*2,343,500*
Commonfund Natural Resources VI	0.0	20.2	30.0	14.4	15.5	8.4	-	9.4	*9/05*	*1,693,280*
Commonfund Natural Resources VII	0.0	11.1	18.2	13.9	13.5	-3.0	-	-8.2	*1/07*	*3,320,350*
Commonfund Natural Resources VIII	0.0	7.7	8.9	3.8	5.6	-	-	2.6	*11/08*	*7,885,472*
Goldman Sachs Concentrated Energy	0.0	0.0	-8.8	-2.8	3.2	-	-	0.0	*4/08*	*6,786,547*
Timbervest II	0.0	2.7	4.0	3.3	1.3	-0.4	-	0.4	*5/07*	*8,558,810*
Timbervest III	0.0	3.6	6.8	8.3	-	-	-	5.2	*12/10*	*3,489,045*
Cash	0.0	0.1	0.1	0.1	-	-	-	0.1	*6/11*	*19,159,766*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	-	-	-	0.1		
Star Ohio MUF	0.0	0.0	0.0	0.0	-	-	-	0.0	*6/11*	*5,698,566*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	-	-	-	0.1		
Star Ohio University	0.0	0.0	0.0	0.1	-	-	-	0.1	*6/11*	*1,064,870*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	-	-	-	0.1		
BlackRock Cash	0.0	0.0	0.0	0.0	-	-	-	0.0	*6/11*	*32,810*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	-	-	-	0.1		
Chase University	0.0	0.1	0.2	0.1	-	-	-	0.1	*6/11*	*869,535*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	-	-	-	0.1		
Chase MUF	0.0	0.1	0.2	0.1	-	-	-	0.1	*6/11*	*11,493,985*
U.S. 91-Day Treasury Bills	0.0	0.0	0.0	0.1	-	-	-	0.1		

Footnotes:

* Performance returns are net of investment management fees.
* Calculated returns may differ from the manager's due to differences in security pricing and/or cash flows.
* Manager and index data represent the most current available at the time of report publication.
* Hedge fund and private capital manager market values and rates of return may be based on estimates and may be revised until completion of an annual audit by the manager.
* For managers and indices that report returns on a lag, 0.0% is utilized for the most recent time period until the actual return data are reported.
* The fiscal year ends in June.

[1] MUF Custom Index is comprised of: 60.0% MSCI AC World Index, 10.0% Barclays U.S. Aggregate Bond Index, 10.0% NCREIF Property Index, 10.0% Barclays Multiverse TR, 5.0% Bloomberg Commodities Index, and 5.0% S&P North America Nat Resources Index.

Final Summary of Spending Distribution
Miami University and Foundation
June 30, 2014

Weighted Average Model

70 % of formula = prior year spending per unit increased by CPI of 1.51%
30 % of formula = current year market value multiplied by 4.5%

MIAMI UNIVERSITY FOUNDATION

Prior Year Distribution Per Share	CPI	Current Year Distribution Per Share	Inflation Component		Market Value at 3/31/2014	Market Value X 4.5%	Wtd Average 70% Inflation 30% Market
$ 0.066762	1.51%	$ 0.067770	$ 11,558,830		$ 270,358,405	$ 12,166,128	$ 11,741,019

MIAMI UNIVERSITY

Prior Year Distribution Per Share	CPI	Current Year Distribution Per Share	Inflation Component		Market Value at 3/31/2014	Market Value X 4.5%	Wtd Average 70% Inflation 30% Market
$ 0.047762	1.51%	$ 0.048483	$ 8,673,424		$ 181,671,680	$ 8,175,226	$ 8,523,965

DISTRIBUTION COMPARISON	FOUNDATION	UNIVERSITY	TOTAL
Calculated Distribution, June 30, 2014	$ 11,741,019	$ 8,523,965	$ 20,264,984
Actual Calculated Amount Distributed June 30, 2014*	$ 10,672,251	$ 8,217,252	$ 18,889,503
Realized Dividends & Interest Distributed from Underwater Funds	$ -	$ -	$ -
Total Distributed June 30, 2014	$ 10,672,251	$ 8,217,252	$ 18,889,503

*Note: The difference between Calculated Distribution Amount and Actual Amount Distributed reflects partial distributions and reinvestments

Ten Year Spending Distribution History
Miami University and Foundation
June 30, 2014

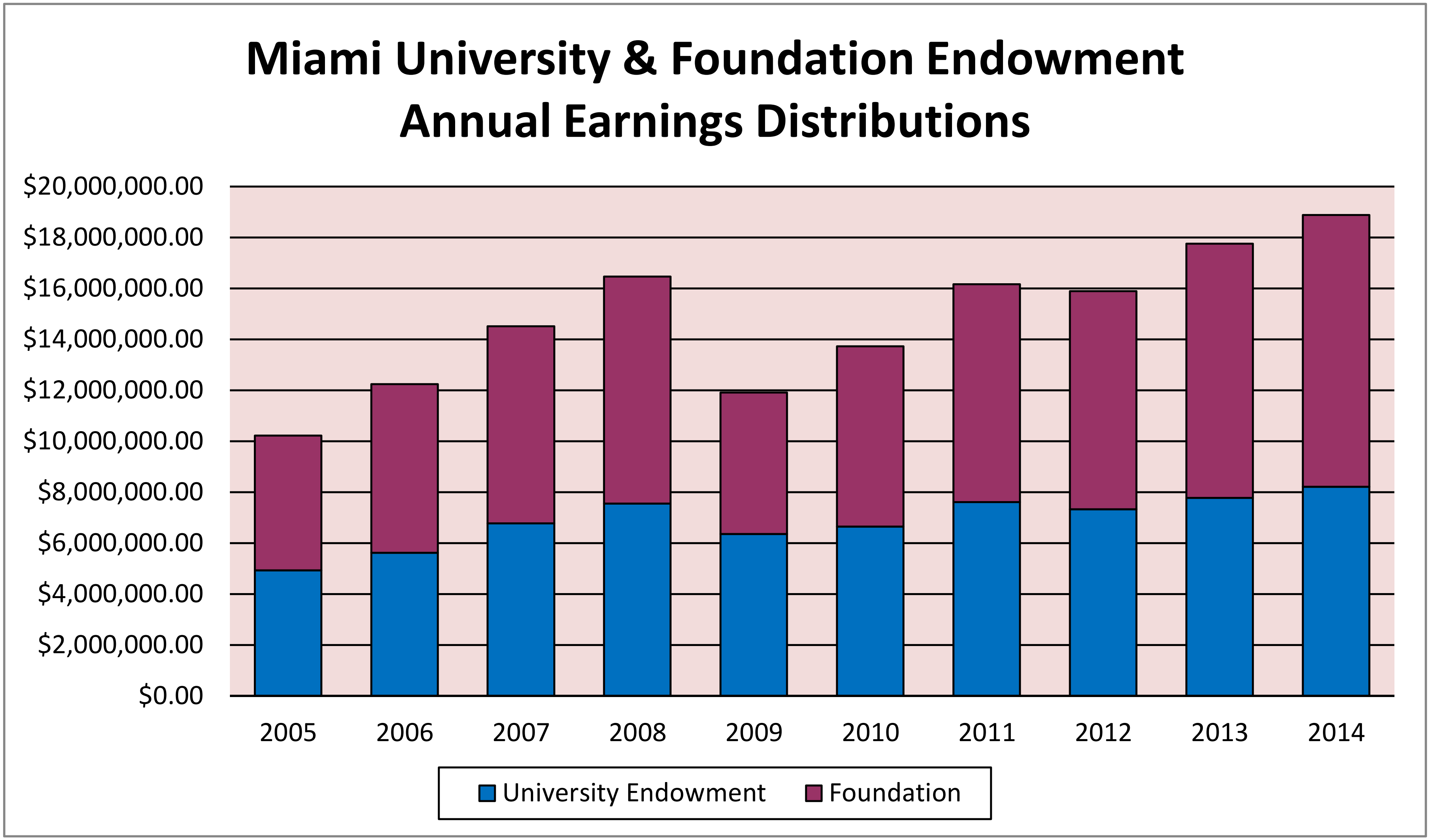
Year	Calculated University Endowment	Calculated Foundation Endowment	Calculated Total Distribution	Calculated Spending Rate	Actual University Distribution	Actual Foundation Distribution	Actual Total Distribution	Actual Spending Rate	Diff Between Calculated & Actual Distributions
FY 2005	$ 5,217,313	$ 6,249,248	$ 11,466,561	4.17%	$ 4,928,724	$ 5,296,920	$ 10,225,644	3.72%	$ (1,240,917)
FY 2006	$ 5,920,410	$ 7,746,856	$ 13,667,266	4.33%	$ 5,616,537	$ 6,628,486	$ 12,245,023	3.88%	$ (1,422,243)
FY 2007	$ 7,101,822	$ 9,087,555	$ 16,189,377	4.00%	$ 6,772,810	$ 7,746,872	$ 14,519,682	3.59%	$ (1,669,695)
FY 2008	$ 7,857,069	$ 10,340,105	$ 18,197,174	4.54%	$ 7,557,356	$ 8,908,138	$ 16,465,494	4.10%	$ (1,731,680)
FY 2009	$ 7,334,500	$ 9,989,311	$ 17,323,811	5.54%	$ 6,357,962	$ 5,557,416	$ 11,915,378	3.81%	$ (5,408,433)
FY 2010	$ 7,694,587	$ 9,815,974	$ 17,510,561	5.07%	$ 6,650,929	$ 7,078,468	$ 13,729,397	3.97%	$ (3,781,164)
FY 2011	$ 8,059,183	$ 10,281,524	$ 18,340,707	4.55%	$ 7,616,131	$ 8,551,309	$ 16,167,440	4.01%	$ (2,173,267)
FY 2012	$ 8,146,975	$ 10,559,361	$ 18,706,336	4.83%	$ 7,335,241	$ 8,562,462	$ 15,897,703	4.11%	$ (2,808,633)
FY 2013	$ 8,273,995	$ 11,110,819	$ 19,384,814	4.65%	$ 7,780,684	$ 9,978,575	$ 17,759,259	4.26%	$ (1,625,555)
FY 2014	$ 8,523,965	$ 11,741,019	$ 20,264,984	4.86%	$ 8,217,252	$ 10,672,251	$ 18,889,503	4.53%	$ (1,375,481)
Total	$ 74,129,819	$ 96,921,772	$ 171,051,591	4.65% (average)	$ 68,833,626	$ 78,980,897	$ 147,814,523	4.00% (average)	$ (23,237,068)
Change	63%	88%	77%		67%	101%	85%		

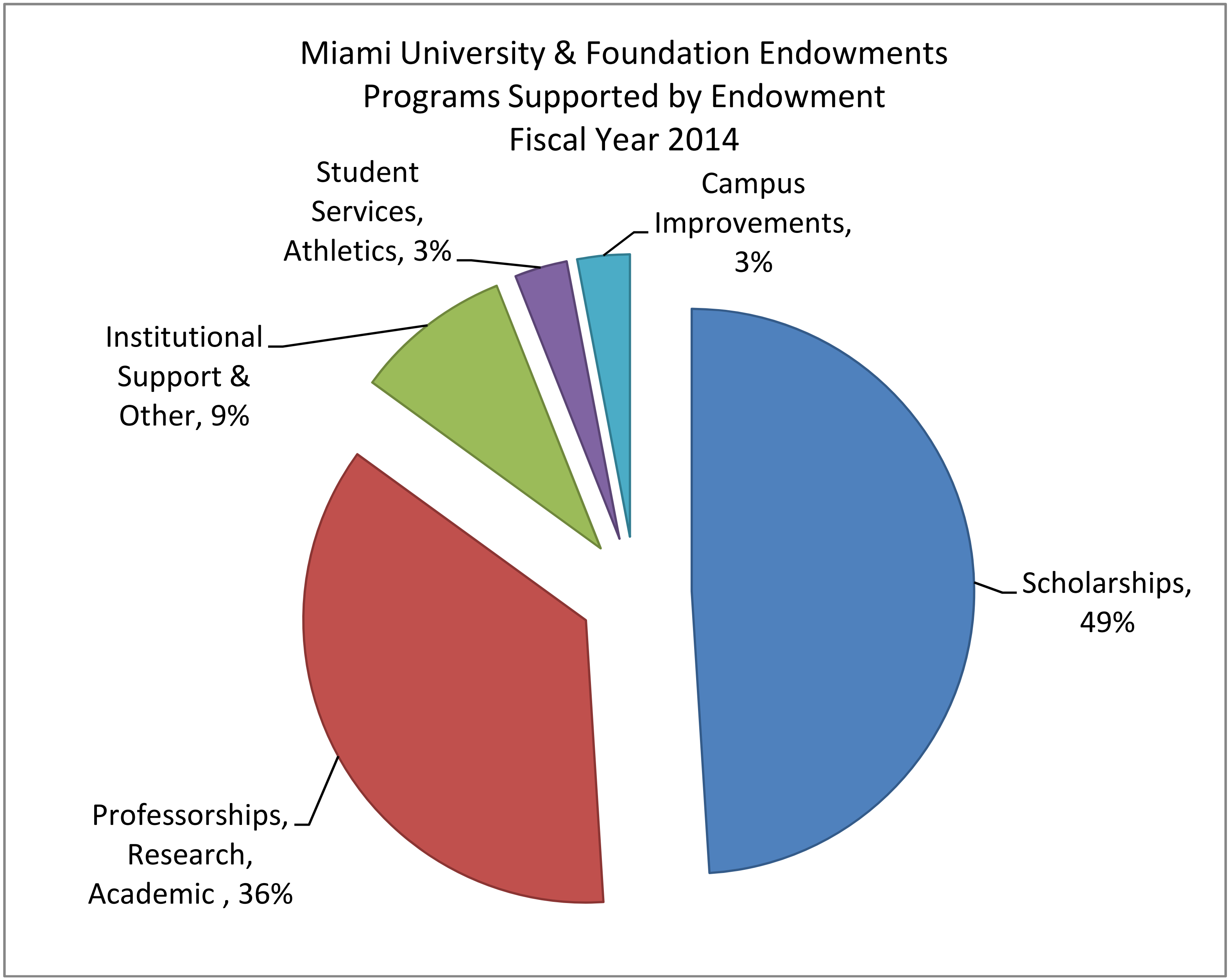
Comments

In FY2004 the spending formula was changed from the market value-based formula to the weighted average formula.

Spending Rates are defined as calculated or actual distribution divided by June 30 market value.

The difference between Calculated Distribution Amount and Actual Amount Distributed reflects partial distributions and reinvestments.


Miami University & Foundation Endowment
Annual Earnings Distributions
$20,000,000.00
$18,000,000.00
$16,000,000.00
$14,000,000.00
$12,000,000.00
$10,000,000.00
$8,000,000.00
$6,000,000.00
$4,000,000.00
$2,000,000.00
$0.00
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
University Endowment
Foundation


Miami University & Foundation Endowments
Programs Supported by Endowment
Fiscal Year 2014
Student Services, Athletics, 3%
Campus Improvements, 3%
Institutional Support & Other, 9%
Scholarships, 49%
Professorships, Research, Academic , 36%

Enrollment Update

Reporting Updates
Item 4

Board of Trustees
December 4, 2014

Susan K. Schaurer
Interim Director of Admission and Enrollment Communication

MIAMI UNIVERSITY

2014 University Enrollment Goals

First-year Objectives:

- 3,600 first-year target
- Manage divisional enrollment targets
- Maintain quality
- Increase selectivity
- Increase non-resident enrollment (41%)
  - Non-resident domestic
  - International
- Increase ethnic/racial diversity

Other Enrollment Objectives:

- Increase ACE Program enrollment (150)
- Increase transfer enrollment (300)
- Expand TOP Program (35)
- Meet Net Tuition Revenue targets

MIAMI UNIVERSITY
ENROLLMENT MANAGEMENT & STUDENT SUCCESS

Fall 2014 First-year Enrollment Final

Pre-melt confirms: 3914
Final first-year class: 3641 (as of 10/15/14)
Final melt: 7%, or 273 students

Note: Fall 2013 melt was 6.2%.

MIAMI UNIVERSITY
Enrollment Management & Student Success

Key First-Year Enrollment Comparisons
2014 versus 2013

Average ACTBest: 27.6 versus 27.5

Average GPA: 3.70 versus 3.72

Rigor of HS Curriculum: 13.2 versus 13.4

Non-Resident: 43.3% versus 39.0%

International: 6.9% versus 4.7%

Domestic Diversity: 13.0% versus 13.2%

Alumni Connection: 33.1 % versus 35.3%

Countries: 34 versus 24

States: 39 versus 47

High Schools: 1,200 versus 1,228

MIAMI UNIVERSITY
ENROLLMENT MANAGEMENT & STUDENT SUCCESS

2014 Competitors

Resident

		#	% of loss
1	THE OHIO STATE UNIVERSITY	1433	32.3%
2	UNIVERSITY OF CINCINNATI	603	13.6%
3	OHIO UNIVERSITY	277	6.2%
4	UNIVERSITY OF DAYTON	204	4.6%
5	UNIVERSITY OF KENTUCKY	84	1.9%
6	KENT STATE UNIVERSITY	76	1.7%
7	BOWLING GREEN STATE UNIVERSITY	75	1.7%
8	INDIANA UNIVERSITY BLOOMINGTON	74	1.7%
9	XAVIER UNIVERSITY	71	1.6%
10	UNIVERSITY OF TOLEDO	65	1.5%
			66.8%

Non-resident

		#	% of loss
1	INDIANA UNIVERSITY BLOOMINGTON	574	8.1%
2	UNIVERSITY OF ILLINOIS @ URBANA	305	4.3%
3	UNIVERSITY OF MICHIGAN-CENTRAL CAMPUS	279	3.9%
4	PURDUE UNIVERSITY - WEST LAFAYETTE	229	3.2%
5	PENNSYLVANIA STATE UNIVERSITY	192	2.7%
6	MICHIGAN STATE UNIVERSITY	190	2.7%
7	THE OHIO STATE UNIVERSITY	168	2.4%
8	UNIVERSITY OF WISCONSIN - MADISON	158	2.2%
9	UNIVERSITY OF IOWA	120	1.7%
10	UNIVERSITY OF COLORADO BOULDER	113	1.6%
			32.7%

Source: National Student Clearinghouse, EMSS analysis.

MIAMI UNIVERSITY
Enrollment Management & Student Success

Other Enrollment Goals

American Culture and English (ACE) Program

- Fall 2014 enrollment goal is 150 first-year students
- 218 confirmed students or a 108% YTD increase versus fall 2013

Transfers

- Fall 2014 enrollment goal is 300 students
- 240 confirmed students or a 11% YTD decrease versus fall 2013

TOP (Pathways)

- Spring 2015 Oxford enrollment goal is 35
- 45 confirmed Regional students or a 55% YTD increase over fall 2013

MIAMI UNIVERSITY
Enrollment Management & Student Success

2015 University Enrollment Goals

First-year Objectives:

- 3,550 first-year target
- Manage divisional enrollment targets
- Maintain quality
- Increase selectivity
- Increase non-resident enrollment (42%)
  - Non-resident domestic (34%)
  - International (8%)
- Increase ethnic/racial diversity

Other Enrollment Objectives:

- Increase ACE Program enrollment (250-300)
- Increase transfer enrollment (300)
- Expand TOP Program (40)
- Meet Net Tuition Revenue targets

MIAMI UNIVERSITY
ENROLLMENT MANAGEMENT & STUDENT SUCCESS

Fall 2015 – Application Status by Residency

	2013	2014	2015	% Δ 2013 to 2015	% Δ 2014 to 2015
Non-Resident	5,186	6,891	7,934	53.0%	15.1%
Domestic Non-Resident	5,085	6,604	7,548	48.4%	14.3%
International	101	287	386	282.2%	34.5%
Resident	4,230	5,153	6,175	46.0%	19.8%
Grand Total	**9,416**	**12,044**	**14,109**	**49.8%**	**17.1%**

Note: Data as of 11/18/2014.

MIAMI UNIVERSITY
Enrollment Management & Student Success

Fall 2015 – Application Status by Academic Division

	2013	2014	2015	% Δ 2013 to 2015	% Δ 2014 to 2015
Arts & Science	3,835	4,997	5,618	46.5%	12.4%
Business	2,994	3,890	4,735	58.1%	21.7%
Engineering & Computing	1,053	1,465	1,793	70.3%	22.4%
Education, Health and Society	1,174	1,282	1,468	25.0%	14.5%
Creative Arts	360	410	495	37.5%	20.7%
Grand Total	**9,416**	**12,044**	**14,109**	**49.8%**	**17.1%**

Note: Data as of 11/18/2014.

MIAMI UNIVERSITY
ENROLLMENT MANAGEMENT & STUDENT SUCCESS

Recruitment Strategy

- Implementation of strategic events calendar
  - Opportunities for on- and off-campus engagement
  - Redesigned information session and tour
  - Launch of an academic summer experience – Summer Scholars Program
  - Increased SOC programming – Bridges and Day of Champions
- Enhanced and integrated communication strategy
  - Targeted increase in volume
  - Utilization of predictive analysis
  - Delivery of key messaging to targeted audiences
- Augmented Search strategy
  - Employment of Segment Analysis – high school clusters, neighborhood clusters
  - Alignment with strategic market analysis
- Increased travel efforts
  - Market protection and relationship maintenance with feeder institutions
  - Cultivation and development of relationships in emerging markets and with new schools

MIAMI UNIVERSITY
Enrollment Management & Student Success

Fall 2015 - Recruitment Strategy

High School Visit Trends

	TRAVEL DATES				
High School Visits	**Fall 2011**	**Fall 2012**	**Fall 2013**	**Fall 2014**	**% Δ (13-14)**
Domestic	584	901	1012	1161	14.7%
International	51	75	94	135	43.6%
Total	**635**	**976**	**1106**	**1296**	**17.2%**

Fall 2014 Off-Campus Recruitment

EVENT TYPE	OH	OOS	OI	TOTAL
College Fairs	72	145	12	229
Counselor Programs	8	10	10	28
High School Workshops, Programs, Panels & Presentations	23	15	2	40
High School Visits	343	818	135	1296
Prospective Student Receptions	4	22	0	26
Total	**450**	**1010**	**159**	**1619**

MIAMI UNIVERSITY
Enrollment Management & Student Success

Admission Review Process Enhancements

- Enhanced training and professional discretion to better identify non-cognitive factors
- Detailed evaluation and analysis of high school curriculum
- Utilization of historical admit data at the University and divisional level
- Use of multi-year data to produce student success measures

MIAMI UNIVERSITY
Office of Admission

First Year Review Dashboard

[redacted]

Fall 2015 / Early Action
Oakwood High School
Undeclared - Arts & Science (Universit

[redacted]
Sex: F
Reported Race: White
First Gen: No
Citizenship Status: US
Citizenship: United States
Legacy: Other

Best Test: 31
Recalculated GPA: 3.78

Predicted 1st Term MU GPA: 3.34
FSB:
Honors:

University

Best Test	21 \ 26 \ 28 \ 30 \ 35
GPA	2.7 \ 3.5 \ 3.8 \ 4.0 \ 4.8
AcadRS	3 \ 11 \ 14 \ 17 \ 25

Division

Best Test	21 \ 26 \ 28 \ 30 \ 35
GPA	2.6 \ 3.4 \ 3.8 \ 4.0 \ 4.9
AcadRS	3 \ 11 \ 14 \ 17 \ 25

High School: Oakwood High School

Best Test	19 \ 26 \ 28 \ 31 \ 36
GPA	2.6 \ 3.4 \ 3.7 \ 3.9 \ 4.3
AcadRS	3 \ 10 \ 13 \ 17 \ 24

Historical MU Retention: 81.8%

HS CEEB: 361845
Class Rank:
Class Size:
Class Percentile:

Original GPA: 3.784
Original GPA Scale: 4
# of AP Courses Offered: 20

2015 University Scholarship Grid

ACT/SAT (CR+M) Score	High School GPA	Additional Requirement	Resident Scholarship Range	Non-Resident Scholarship Range
32+/1400+	3.50+	Rigorous Coursework	$24,000 - $48,000 (Half to full tuition per year)	$56,000 - $110,000 (Half to full tuition per year)
30-31/1330-1390	3.50+	Rigorous Coursework	$20,000 - $40,000 ($5,000 to $10,000 per year)	$28,000 - $60,000 ($7,000 to $15,000 per year)
28-29/1250-1320	3.50+	Rigorous Coursework	$12,000 - $28,000 ($3,000 to $7,000 per year)	$20,000 - $44,000 ($5,000 to $11,000 per year)
26-27/1170-1240	3.50+	Rigorous Coursework	Up to $8,000 (Up to $2,000 per year)	Up to $16,000 (Up to $4,000 per year)
Applicants not meeting the above criteria will be considered for a full range of merit and need-based scholarships ranging up to full tuition annually.				
Award amounts may be determined by additional factors including diversity, audition, portfolio, intended area of academic interest, and athletic ability.				

Miami University merit scholarships are highly competitive and, thus, not guaranteed. The academic qualifications determining scholarship awards are dependent on the strength of the applicant pool. Priority consideration will be given to students applying for admission by December 1, 2014.

Scholarship offers and award amounts will be determined by a holistic review of the application for admission and thorough evaluation of academic indicators including, but not limited to: rigor of coursework, high school GPA, and standardized test scores. Award determinations will be based on the official testing and high school transcript information received by Miami University at the time of application.

Note: Fall 2015 change includes removing the guaranteed scholarship in each award range.

MIAMI UNIVERSITY
ENROLLMENT MANAGEMENT & STUDENT SUCCESS

WINTER TERM 2015 ENROLLMENT UPDATE

MIAMI UNIVERSITY
Enrollment Management & Student Success

Winter Term 2015 vs. 2014

2014 Final – Student Participation

- 3,046 Oxford
- 233 Regional Campus

*2015 – Student Registration

- 3,953 Oxford
- 483 Regional Campus

*Note: Fall 2015 Winter Term registration is as of 11/18/2014.

MIAMI UNIVERSITY
Enrollment Management & Student Success

QUESTIONS?

MIAMI UNIVERSITY
ENROLLMENT MANAGEMENT & STUDENT SUCCESS

Dashboard Report - Miami University

Calendar Year

Description	2009	2010	2011	2012	2013	2014 (Annualized)	Aggregate Trend
Total Claims	$40,207,412	$37,348,945	$41,106,166	$37,092,126	$32,543,770	$30,560,880	-23.99%
Less: Coins, Co-Pays & Deductibles	$5,360,174	$4,840,215	$5,273,073	$4,919,308	$4,502,363	$5,532,718	3.22%
Less: Employee Premium	$2,943,745	$2,833,043	$2,775,423	$3,912,384	$4,926,035	$6,134,900	108.40%
Net Cost	$31,903,493	$29,675,687	$33,057,670	$28,260,434	$23,115,372	$18,893,262	-40.78%
Member Type							
Total # of Members	8,120	7,699	7,546	7,431	6,795	6,594	-18.79%
Benefit Eligible Employees (including COBRA) AVG	3,481	3,336	3,160	3,074	3,325	3,324	-4.51%
Cost per Employee (Full)	$11,551	$11,196	$13,008	$12,065	$9,789	$9,194	-20.41%
Cost per Covered Lives (Full)	$4,952	$4,851	$5,447	$4,991	$4,789	$4,634	-6.42%
Cost per Employee (Net)	$9,165	$8,896	$10,461	$9,192	$6,953	$5,682	-38.00%
Cost per Covered Life (Net)	$3,929	$3,854	$4,381	$3,803	$3,402	$2,866	-27.06%
Employee Share of Premium	7.32%	7.59%	6.75%	10.55%	15.14%	20.07%	
Employee Total Contribution	20.65%	20.54%	19.58%	23.81%	28.97%	38.18%	
Total Claims Trend	12.61%	-7.11%	10.06%	-9.77%	-12.26%	-6.09%	
Net Cost Trend	12.61%	-6.98%	11.40%	-14.51%	-18.21%	-18.27%	
Employee Trend (Full)	22.31%	-3.07%	16.18%	-7.25%	-18.87%	-6.07%	
Covered Lives Trend (Full)	16.05%	-2.04%	12.29%	-8.36%	-4.05%	-3.25%	
Employee Trend (Net)	23.05%	-2.94%	17.59%	-12.13%	-24.36%	-18.28%	
Covered Life Trend (Net)	16.74%	-1.91%	13.67%	-13.20%	-10.55%	-15.75%	
Total Rx Spend (including Specialty)							
PMPY	$776.63	$816.37	$839.09	$996.11	$772.11	$762.28	
PEPY	$1,811.62	$1,884.06	$2,003.73	$2,337.67	$1,750.70	$1,690.42	
Specialty Rx PMPY	$164.22	$165.54	$143.64	$200.16	$233.40	$235.32	
Specialty Rx PEPY	$275.20	$387.91	$343.01	$483.84	$529.07	$528.27	
						Year to Date	
Major Claims over $50,000	$10,176,723	$10,508,199	$13,159,917	$8,951,453	$7,349,975	$6,748,355	
Major Claims Lives	91	89	90	86	76	69	
Major Claims: % Covered Lives	1.12%	1.16%	1.19%	1.16%	1.12%	1.05%	
Major Claims: % Net Cost	31.90%	35.41%	39.81%	31.67%	31.80%	35.72%	
Major Claims over $500,000	$776,086.84	$503,979.40	$4,259,982.10	$1,184,519.63	$0	$0	
Major Claims Lives	1	1	3	1	0	0	
Major Claims: % Covered Lives	0.01%	0.01%	0.04%	0.01%	0.00%	0.00%	
Major Claims: % Net Cost	2.43%	1.70%	12.89%	4.19%	0.00%	0.00%	

This annual dashboard is prepared by Horan using data provided by Miami University and Humana. While Horan reviews the data provided for reasonableness and consistency, we cannot verify its accuracy.

Lean Project Update
as of 11/04/2014

MU-Lean Project Status Totals					Completed Projects			
Division	Active	Completed	Future	Total	**Cost Avoidance**	**Cost Reduction**	**Revenue Generated**	**Total**
Finance and Business Services	129	345	39	513	$7,739,665	$4,294,862	$4,863,682	$16,898,209
Procurement Realized*					$6,842,021	$2,120,536	$536,972	$9,499,529
Intercollegiate Athletics	1	0	0	1	$0	$0	$0	$0
Advancement	1	5	0	6	$37,000	$183,000	$100,000	$320,000
Enrollment	12	11	0	23	$63,167	$0	$37,705	$100,872
Information Technology Services	7	8	0	15	$407,163	$0	$4,180	$411,343
Provost	2	0	0	2	$0	$0	$0	$0
Regionals	2	0	0	2	$0	$0	$0	$0
Lean Project Total - MU	154	369	39	562	$15,089,016	$6,598,398	$5,542,539	$27,229,953

*Procurement Realized through September 30, 2014. Procurement increment reported quarterly- July 2014 through September 2014.

MU-Lean Project Changes since 8-26-14 report					Newly Completed Projects since 8-26-14 report			
Division	Newly Active	Newly Completed	Newly Future	New Total	**New Cost Avoidance**	**New Cost Reduction**	**New Revenue Generated**	**New Total**
Finance and Business Services	52	61	11	124	$1,029,969	$30,074	$7,000	$1,067,043
Procurement Realized*					$1,100,438	$191,936	$68,071	$1,360,445
Intercollegiate Athletics	0	0	0	0	$0	$0	$0	$0
Advancement	0	0	0	0	$0	$0	$0	$0
Enrollment	3	0	0	3	$0	$0	$0	$0
Information Technology Services	1	3	0	4	$21,915	$0	$0	$21,915
Provost	-1	0	0	-1	$0	$0	$0	$0
Regionals	1	0	0	1	$0	$0	$0	$0
Lean Project Total - MU	56	64	11	131	$2,152,322	$222,010	$75,071	$2,449,403