

**BOARD OF TRUSTEES**  
**MIAMI UNIVERSITY**  
**Minutes of the Finance and Audit Committee Meeting**  
**May 5, 2016**  
**104 Roudebush Hall**

The Finance and Audit Committee of the Miami University Board of Trustees on May 5, 2016 in Roudebush Hall, Room 104, on the Oxford campus. The meeting was called to order by Committee Chair Mark Ridenour at 1:15 p.m., with a majority of the members present, constituting a quorum. Attending were Chair Ridenour, and Committee members John Altman, Jagdish Bhati, David Budig, Robert Coletti (arrived at 2:30 p.m.), C. Michael Gooden, and Stephen Wilson, along with Trustees John Pascoe and Robert Shroder, National Trustees Terry Hershey and Diane Perlmutter, and Student Trustees Alex Boster and Ciara Lawson.

In addition to the Trustees, David Creamer, Senior Vice President for Finance and Business Services, and Treasurer; Phyllis Callahan, Provost and Executive Vice President; Jayne Brownell, Vice President for Student Affairs; Tom Herbert, Vice President for Advancement; Michael Kabbaz, Vice President for Enrollment Management and Student Success; and Pete Natale, Vice President for Information Technology, were present. Also present were; Robin Parker, General Counsel; Deedie Dowdle, Associate Vice President for Communications and Marketing; David Ellis, Associate Vice President for Budgeting and Analysis; Bruce Guiot, Chief Investment Officer; Kim Kinsel, Associate Vice President for Auxiliaries; Cody Powell, Associate Vice President for Facilities, Planning and Operations; Alan Ferrenberg, Associate Vice President for IT, and Deputy CIO; Sarah Persinger, Controller; Joe Bazeley, Assistant Vice President for IT, and Information Security Officer; Dr. Amit Shukla, Chair, Fiscal Priorities and Budget Planning Committee; Rebekah Keasling, Assistant dean, Farmer School of business; John Seibert, Director, Planning, Architecture and Engineering; Barbara Jena, Director of Internal Audit and Consulting; Lindsay Carpenter, Manager, Academic Affairs Budgets; Claire Wagner, Director of University News and Communications; Ted Pickerill, Secretary to the Board of Trustees, along with several members of the Information Technology leadership team, and representatives from external auditors, RSM US LLP.

**Executive Session**

Chair Mark Ridenour welcomed everyone to the meeting, and introduced the new Trustees, Alex Boster and John Pascoe. Trustee Bhati then moved, Trustee Budig seconded, and by unanimous vote the Finance and Audit Committee adjourned to Executive Session in accordance with the Ohio Open Meetings Act, Revised Code Section 121.22 to consult with counsel to discuss personnel matters, compensation of public employees. Following adjournment of the Executive Session, the Committee returned to public session.

## **Public Business Session**

Chair Ridenour began the Public Business session by proposing the agenda's order be shifted to accommodate the Information Technology presentation following the report of the independent auditors.

## **Approval of the Minutes**

On a motion duly made, seconded and unanimously approved by the Committee, the Finance and Audit Committee minutes from the previous meeting were approved.

## **Independent Auditors**

Donna Sciarappa and Matt Garvey of RSM US LLP, external auditors, discussed the upcoming annual audit with the Committee. They provided biographies of the audit team and stated that there was no turnover from last year's team. It was also stated that Miami University does not select the independent auditors, rather the State makes the selection.

They outlined the required communications to the Board, along with the process and timeline. They stated that they audit materiality, and do not audit every transaction. They also explained how they would review internal controls in order to conduct the audit, but that the review is not undertaken for the purpose of expressing an opinion of effectiveness. The main focus areas will include; investment portfolio, construction activities, debt, technology, tuition, financial reporting, the Foundation, and compliance.

Barbara Jena added that the Auditor of State's office oversees these external reviews. RSM has a five year contract, and the Auditor of State now allows extensions (of another five years), if the firm is in good standing. However, it would be expected that the audit partner would be rotated after five years.

The Committee discussed meeting privately with the auditors. It is expected they will meet privately once the audit is concluded, but did not request to meet privately with the auditors at this meeting.

Associated materials are included as Attachment A.

## **Information Technology**

Vice President Peter Natale, along with several members of the Information Technology Leadership team, updated the Committee on Information Technology initiatives.

Key topics discussed included: Attacking Complexity, Value Engineering, Agile Project Execution, Workforce Planning, RCM-Aligned Investment Planning.

It was requested that the Committee be provided the IT budget for this year and the upcoming year.

An accompanying report is included as Attachment B.

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

#### **Facilities**

Associate Vice President Cody Powell, updated the Committee on facilities, and capital project construction. He began with a review of the Facilities Conditions Index, showing trends over time. While the overall index is being maintained at the desired value, specific areas are above and below the desired index score, such as Hamilton and Middletown Regional Campus facilities, which are higher than desired.

#### **Capital Projects**

Mr. Powell said that the State is expected to allot \$24 million towards the renovation of Pearson and Hughes Hall in the next biennium budget. Miami will fund the remainder of the cost, and finance the renovation of parts of Hughes Hall as well.

Mr. Powell also informed the committee that several aged residential facilities, Mary Lyon, Swing, and Wilson Hall, along with the Elm Street Building, would be difficult and expensive to renovate given the shortcomings with their design. Therefore, it is likely these buildings will be deconstructed, rather than renovated.

The Armstrong Student Center Phase II, the Gunlock Family Athletic Performance Center, and the North Quad Renovation are in progress. The North Quad interior work is now essentially complete, and Martin Dining Hall is expected to have an earlier occupancy date of August 1. The Shriver Center work is also in progress and on track for a January 2017 completion.

Dr. Creamer discussed the proposed Withrow resolution, outlining the reasons for the deconstruction, and the planned construction of a new residence hall.

Chair Ridenour observed that while not necessary currently, in the future, the Committee will likely need to examine financing, and the use of debt.

Two resolutions were proposed, the Withrow resolution and a utility easement for Duke Energy. Trustee Wilson moved, National Trustee Altman seconded, and by unanimous voice vote the Committee voted to recommend approval of the Withrow resolution. National Trustee Altman then moved, Trustee Bhati seconded, and by unanimous voice vote, the Committee recommend approval of the utility easement resolution.

Associated materials, including the resolutions, are provided as Attachment C.

### **Tuition and Fees**

Dr. Creamer explained that the vast majority of Regional Campus and graduate students (tuition for the Oxford campus was approved in February) will see a freeze and no tuition increase. The proposed increase is 0% for Ohio residents, and a modest 2% for non-residents. The two resolutions were considered in a single vote. National Trustee Gooden moved, Trustee Bhati seconded, and by unanimous voice vote, the Committee voted to recommend approval of the Regional Campus and graduate student tuition ordinances.

The ordinances are provided as Attachment D.

### **Miscellaneous Fees**

The Committee then considered miscellaneous fees. Dr. Creamer explained that in future years, the Committee will be presented different sets of fees, based on each cohort. The fees presented included an increase in the engineering major fee, from \$300 to \$400 per semester, and an increase from \$100 to \$110 for the business course credit hour fee, for the fall 2016 entering cohort. Trustee Bhati moved, National Trustee Gooden seconded and by unanimous voice vote, the Committee voted to recommend approval of miscellaneous fees ordinance,

The ordinance is provided as Attachment E.

### **Year-to-Date Operating results Compared to Budget**

Senior Vice President Creamer addressed the Committee regarding year-to-date operating results compared to budget, stating it had been a good year, with a positive variance. The variance will allow some of these funds to be directed towards facility and infrastructure maintenance. He stated that the Regional Campus results were also more favorable than budgeted.

He explained some of the conservative aspects of budget planning, one being an assumption of full employment, when estimating salary and benefits for the year. He then transitioned to a discussion of budget planning.

The associated materials are included as Attachment F.

### **Budget Planning**

Senior Vice President Creamer updated the Committee on budget planning. He reviewed tuition assumptions, which include a resident tuition freeze, and Miami Promise implementation. He next reviewed the undergraduate fall class assumptions and undergraduate financial aid. Also discussed were the Regional Campuses assumptions, including the administrative fee and tuition true up across campus enrollments. While the

actual tuition revenue exceeded budget estimates for the year on the Regional Campuses, it was stated that over the long term increased Regional Campus enrollment will be required.

The associated materials are included as Attachment G.

### **Investment Performance**

Bruce Guiot, Chief Investment Officer, began with a discussion of the non-endowment fund, including the investment areas; operating cash, core cash, and long-term capital, which showed a trend of a decreasing investment in operating cash and an increase in the long-term capital portion. The return for 2015 was -0.1%

Mr. Guiot then discussed the new investment policy adopted by the Investment Committee for the endowment. Under the change approximately one half of the portfolio will be invested in global equity, one quarter in global debt, and the remaining quarter split among global real assets, diversifying strategies, and cash.

Mr. Guiot also discussed the importance of liquidity and explained that being more liquid on the non-endowment side allowed the endowment to be less liquid and more aggressive in investing in higher performing but less liquid strategies.

Associated materials are provided as Attachment H.

### **Review of Task Force Report**

Dr. Creamer next updated the Committee on the Governor's Task Force Report. Miami must complete an assessment by the end of the fiscal year, and Trustees must adopt recommendations and goals by July 31, 2016. It is expected that the Trustees will consider the report and recommendations at the June meeting. He highlighted several areas required to be studied by the report, including: procurement policy, group purchasing in areas such as copiers, and office supplies, non-core assets, such as underutilized properties, and the costs and opportunities associated with outsourcing.

He explained that with regards to housing, our current system is essentially an outsourced system for junior and senior student housing. He then informed the Committee that other areas are also being studied, one being facility maintenance, which shows greater efficiency in maintaining it as in-house.

He relayed that affinity partnerships are also being considered, such as moving textbook sales to an online provider to reduce the cost to students.

Associated materials are included as Attachment I.

### **Forward Agenda**

It was shared with the Committee that the sale of alcohol at Football games is being considered. The Committee was informed that limited sales during men's ice hockey had gone well, and sales were now being expanded to include football. The process will continue to be reviewed, and if problems arise, sales would stop, but if the results continue to be positive, additional sports would next be considered.

The Chair asked if any Committee members had concerns with the plans for the incremental expansion of alcohol sales at sporting events, with review and monitoring of the results. There were no concerns expressed.

The forward agenda is included as Attachment J.

### **Additional Reports**

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

Enrollment Report, Attachment K  
University Advancement Update, Attachment L  
Open Internal Audit Issues, Attachment M  
Report on cash and Investments, Attachment N  
Lean Project Update, Attachment O  
Health Benefits Performance Report, Attachment P  
State of Ohio Financial Performance Indicators, Attachment Q  
Fitch Ratings Report, Attachment R

### **Adjournment**

With no other business coming before the Committee, the meeting adjourned the meeting at 4:00 p.m.



Theodore O. Pickerill II  
Secretary to the Board of Trustees



**Miami University  
Presentation to the  
Finance and Audit  
Committee  
May 5, 2016**

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# The Miami University Audit Team



❖ **Donna Sciarappa, Ohio Government, Education and Not-for-Profit Services Audit Partner**

- Responsibility: Audit Partner for Miami University



❖ **David Andrews, Ohio Government, Education and Not-for-Profit Services Partner**

- Responsibility: Audit Partner for Miami University Foundation



❖ **Matthew Garvey, Ohio Audit Senior Manager**

- Responsibility: Audit Senior Manager for Miami University and Miami University Foundation

# The Miami University Audit Team (Continued)



## ❖ Hussain Hasan, Technology Audit Partner

- National Director for Technology Risk Management Services, responsible for methodologies and tool kits



## ❖ Steve Ansberry, Ohio Audit Manager

- Responsibility: Audit Manager for Miami University and Miami University Foundation



## ❖ Susan Davis, Assurance Services Partner

- Responsibility: Subject Matter Expert for Investments

# Discussion Outline

- **Required Communications**
- **Focus Areas**
- **Audit Timetable**

# Required Communications

## Communication

Effective two-way communication between our Firm and the Finance and Audit Committee is important to understanding matters related to the audit and in developing a constructive working relationship.

Your insights may assist us in understanding the University and its environment, in identifying appropriate sources of audit evidence, and in providing information about specific transactions or events. We will discuss with you your oversight of the effectiveness of internal control and any areas where you request additional procedures to be undertaken. We expect that you will timely communicate with us any matters you consider relevant to the audit. Such matters might include strategic decisions that may significantly affect the nature, timing, and extent of audit procedures, your suspicion or detection of fraud, or any concerns you may have about the integrity or competence of senior management.

We will timely communicate to you any fraud involving senior management and other fraud that causes a material misstatement of the financial statements, illegal acts, instances of noncompliance with laws and regulations, or abuse that come to our attention (unless they are clearly inconsequential), and disagreements with management and other serious difficulties encountered in performing the audit. We also will communicate to you and to management any significant deficiencies or material weaknesses in internal control that become known to us during the course of the audit. Other matters arising from the audit that are, in our professional judgment, significant and relevant to you in your oversight of the financial reporting process will be communicated to you in writing after the audit.

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## Independence

Our independence policies and procedures are designed to provide reasonable assurance that our Firm and its personnel comply with applicable professional independence standards. Our policies address financial interests, business and family relationships, and non-audit services that may be thought to bear on independence. For example, without our permission no partner or professional employee of RSM US LLP is permitted to have any direct financial interest or a material indirect financial interest in a client or any affiliates of a client. Also, if an immediate family member or close relative of a partner or professional employee is employed by a client in a key position, the incident must be reported and resolved in accordance with Firm policy. In addition, our policies restrict certain non-audit services that may be provided by RSM US LLP and require audit clients to accept certain responsibilities in connection with the provision of permitted non-attest services.

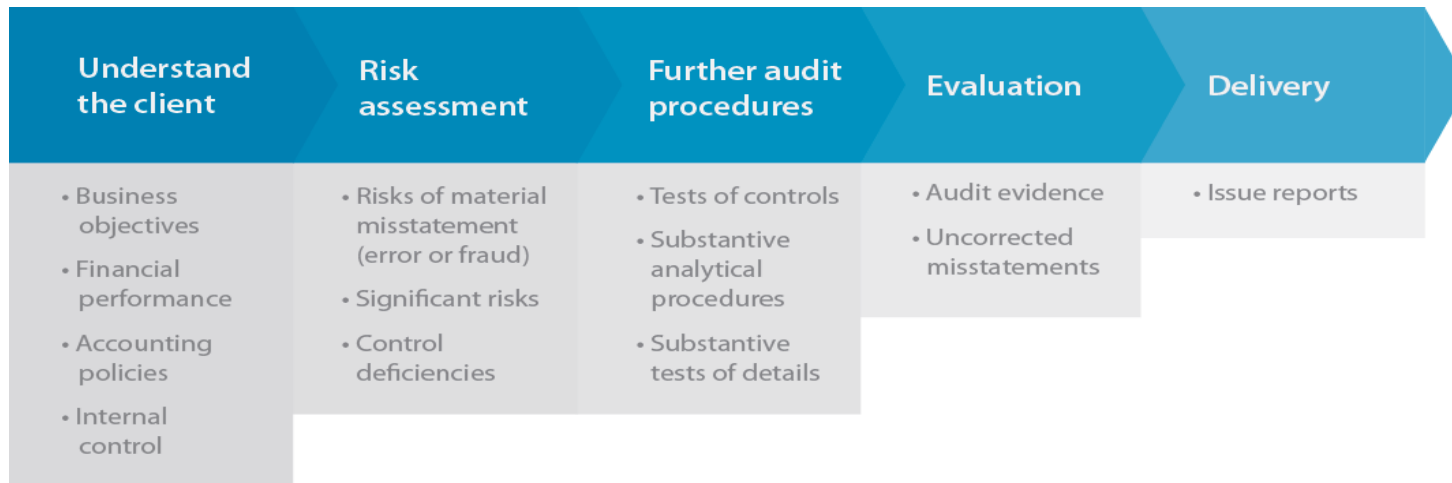


# Required Communications

## Audit Planning Process

Our audit approach places a strong emphasis on obtaining an understanding of how the University functions. This enables us to identify key audit components, tailor our procedures to the unique aspects of the University including considerations of group audit considerations. The development of a specific audit plan will begin by meeting with you and with management to obtain an understanding of the University’s objectives, strategies, risks, and performance.

As part of our understanding of your organization and its environment, we will obtain an understanding of internal control. We will use this understanding to identify risks of material misstatement and noncompliance, which will provide us with a basis for designing and implementing responses to the assessed risks of material misstatement and noncompliance. We will also obtain an understanding of the users of the financial statements in order to establish an overall materiality level for audit purposes. We will conduct formal discussions among engagement team members to consider how and where your financial statements might be susceptible to material misstatement due to fraud or error or to instances of noncompliance, including abuse.



# Required Communications

## The Concept of Materiality in Planning and Executing the Audit

We apply the concept of materiality both in planning and performing the audit, evaluating the effect of identified misstatements on the audit, and the effect of uncorrected misstatements, if any, on the financial statements, in forming the opinion in our report on the financial statements and in determining or reporting in accordance with *Government Auditing Standards* and other compliance reporting requirements. Our determination of materiality is a matter of professional judgment and is affected by our perception of the financial information needs of users of the financial statements. We establish performance materiality at an amount less than materiality for the financial statements as a whole to allow for the risk of misstatements that may not be detected by the audit. We use performance materiality for purposes of assessing the risks of material misstatement and determining the nature, timing and extent of further audit procedures. Our assessment of materiality throughout the audit will be based on both quantitative and qualitative considerations. Because of the interaction of quantitative and qualitative considerations, misstatements of a relatively small amount could have a material effect on the current financial statements as well as financial statements of future periods. We will accumulate misstatements identified during the audit, other than those that are clearly trivial. At the end of the audit, we will inform you of all individual unrecorded misstatements aggregated by us in connection with our evaluation of our audit test results.

## Our Approach to Internal Control Relevant to the Audit

Our audit of the financial statements, including compliance, will include obtaining an understanding of internal control sufficient to plan the audit and to determine the nature, timing and extent of audit procedures to be performed. An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Our review and understanding of the University's internal control is not undertaken for the purpose of expressing an opinion on the effectiveness of internal control.

We will issue reports on internal control related to the financial statements and major programs. These reports describe the scope of testing of internal control and the results of our tests of internal controls. Our reports on internal control will include any significant deficiencies and material weaknesses in the system of which we become aware as a result of obtaining an understanding of internal control and performing tests of internal control consistent with the requirements of the Government Auditing Standards issued by the Comptroller General of the United States, the Single Audit and Subpart F of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

We will issue reports on compliance with laws, regulations, and provisions of contracts or grant agreements. We will report on any noncompliance which could have a direct and material effect on the financial statements and any noncompliance which could have a direct and material effect on each major program. Our reports on compliance will address material errors, fraud, abuse, violations of noncompliance requirements, and other responsibilities imposed by state and federal statutes and regulations and assumed contracts; and any state or federal grant, entitlement or loan program or questioned costs of which we become aware, consistent with the requirements of the standards and guide identified above.



# Required Communications

## Using the Work of Internal Auditors

As part of our understanding of internal control, we will obtain and document an understanding of your internal audit function. We will read relevant internal audit reports issued during the year to determine whether such reports indicate a source of potential error or fraud that would require a response when designing our audit procedures. Because internal auditors are employees, they are not independent and their work can never be substituted for the work of the external auditor. We may, however, alter the nature, timing, and extent of our audit procedures, based upon the results of the internal auditor's work.

## Timing of the Audit

We have scheduled preliminary audit field work during May 2016, with final fieldwork beginning the week of August 1, 2016. Management's adherence to its closing schedule and timely completion of information used by us in performance of the audit is essential to timely completion of the audit.

# Focus Areas

## Investments

- Tailored audit approach based on portfolio make-up
- Specialized team
- Extensive portfolio valuation resources
  - Various third party pricing and valuation services
  - Alternative investments methodology
  - Valuation resource group

## Construction activities and debt compliance

- Proper capitalization of construction costs and interest
- Obtain thorough understanding of debt agreements and test compliance with debt covenants
- Disclosure requirements

## Technology

- Specialized group of IT auditors
- Specialists have relevant certifications (CISA, CISSP, and others)
- Extensive experience with complex IT and Network environments
- Specialists have extensive IT Operations experience
- Application controls – Financials; HR system; Student Information System
- IT general controls
- Fully integrated with the overall team to account for audit efficiencies



# Focus Areas

## Tuition Revenue

- Integrated testing with Student Financial Aid compliance testing
- Detailed predictive analytical and substantive testing based on obtaining a thorough understanding of:
  - Student mix
  - Tuition and fee structure
  - Discount rates and other factors

## Compliance

- *Government Auditing Standards* and Ohio Compliance Supplement
- Uniform Grant Guidance
  - Research and development
  - Student Financial Aid Cluster
    - Specialized team for audit

## Financial Reporting

- GASB 68
  - Presentation and required disclosures

## Foundation

- Pledge/contribution testing which will include confirmation of pledge balances
- Investment testing
- Interaction of agreements with the University
- Income allocation and UPMIFA requirements
- Donor reporting and restrictions
- Disclosure requirements
- Tax reporting issues

# Audit Timetable

Task	Month											
	F	M	A	M	J	J	A	S	O	N	D	
Client acceptance procedures		■										
Deliver arrangement letter				■								
Communication and coordination meetings			■	■	■	■	■	■	■	■	■	■
<b>Audit planning and risk assessment</b>												
Jointly establish engagement goals and objectives			■	■								
Assess risk, document, and evaluate internal controls			■	■								
Audit kickoff meeting with the Finance and Audit Committee			■	■								
Develop schedule of requested assistance			■	■								
Meetings to enhance understanding of financial and operational activities			■	■								
Document audit plan and risk assessment				■								
Assess risk, document, and evaluate internal controls				■								
<b>Interim audit work</b>												
Perform OMB Uniform Grant Guidance control tests				■	■							
Test internal controls and IT controls				■	■							
Perform substantive procedures for audit purposes				■	■							
<b>Final audit work</b>												
University finalizes accounting records							■	■				
Perform final substantive and analytical review procedures							■	■				
Perform final OMB Uniform Grant Guidance control tests							■	■				
<b>Reporting</b>												
University provides draft of the financial statements								■				
Conclude and issue applicable reports								■	■	■		
Present results of the audit with the Finance and Audit Committee											■	



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MIAMI UNIVERSITY

# 2017 IT Strategy

*Success in a Complex World*



# 2017 IT Strategy

## Agenda

- Environmental Trends in Technology
- 2017 IT Strategy
  - Strengthen the Core
  - Accelerate Solution Delivery
  - Next Generation ERP
  - Workforce Planning
  - Service-based Financial Management
- Summary



# Environmental Trends in Technology

# 2017 Technology Trends

## Environmental Factors Impacting Miami IT Operations

### External

- Effectively managing complexity, choices, and change
- Reducing institutional exposure to Information Security threats
- Navigating a dynamic regulatory environment
- IT affordability and efficiency

### Internal

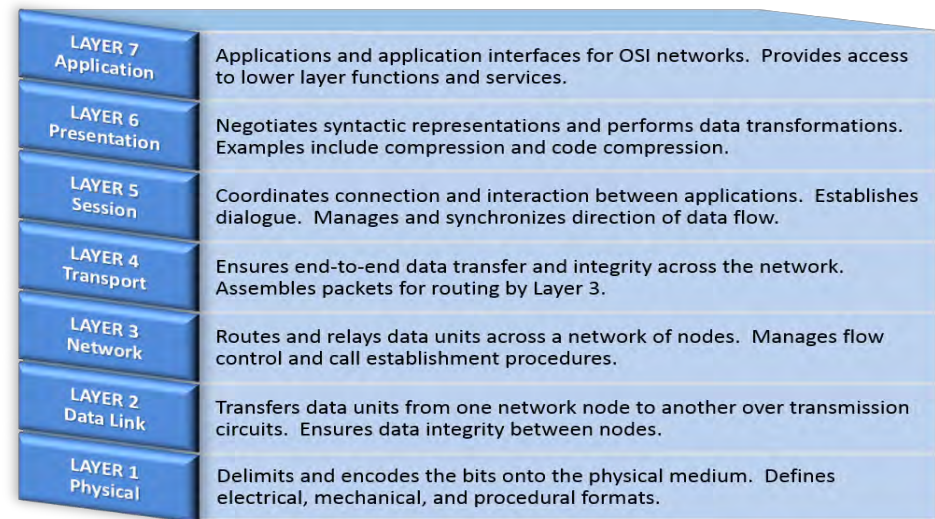
- Understanding how the institution makes investment decisions for the support functions under RCM
- An increasing gap between demand for IT Services and available supply
- Addressing an aging ERP

# External Trends

## Managing Complexity, Choices, and Change

- Today's computing ecosystem is a complex collection of interdependent capabilities that require great breadth and depth of knowledge to operate.
- Adding to the complexity challenge is the continuing Consumerization of IT, which is drawing greater numbers of non-technical staff into the ecosystem.
- The result... increased concerns over **security, platform interoperability, and system stability and performance.**

*Do you know how applications communicate over a network?*



**OSI MODEL**

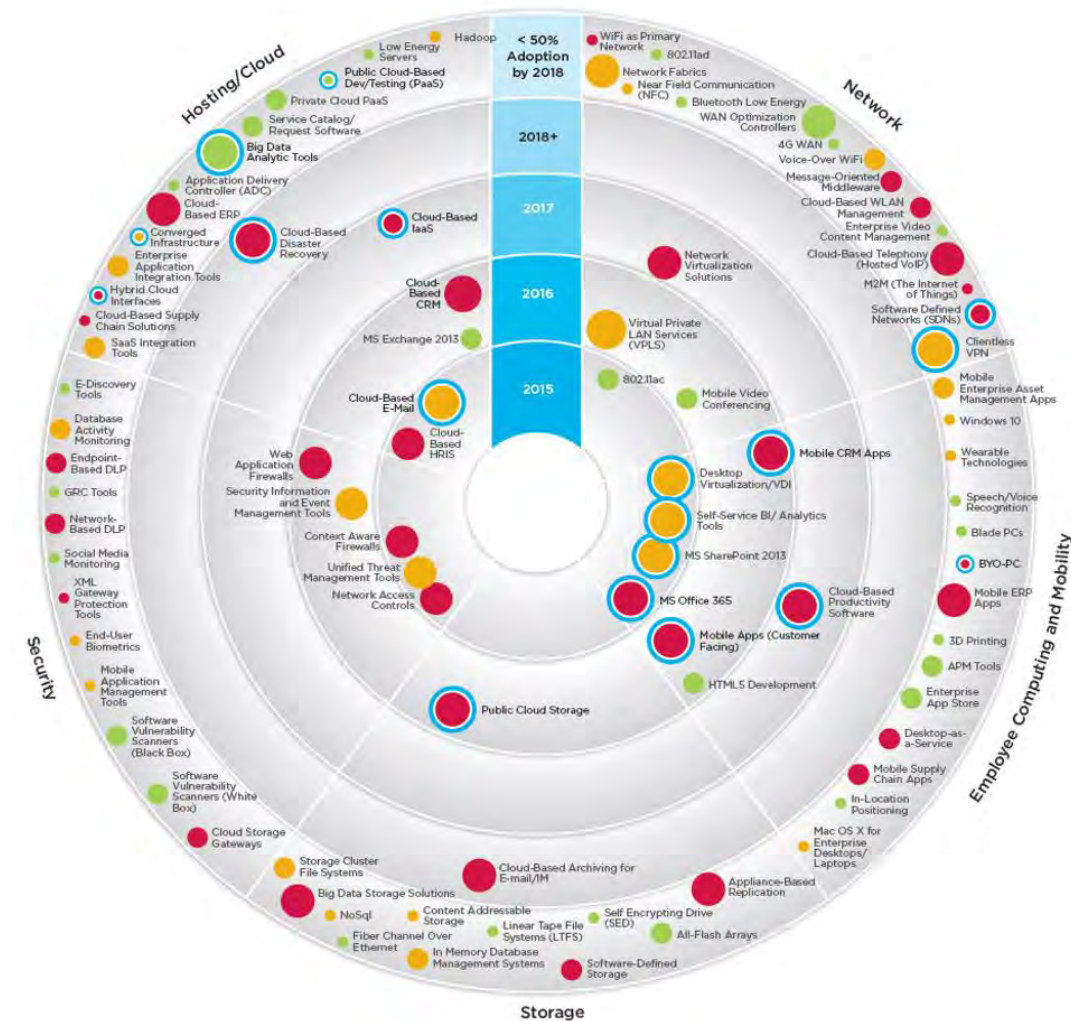


# External Trends

## 2018 Technology Roadmap

- On the horizon... both the **pace** and **magnitude of change** will continue to accelerate.
- As organizations adopt emerging technologies to **enhance usability**, **provide ubiquitous access**, **increase revenue**, and **drive out costs**, they will adopt even greater complexity.
- To date, Miami has benefited from the adoption of selected emerging technologies – and is addressing gaps in **security** and **mobility**.

### CEB EMERGING TECHNOLOGY ROADMAP



«CLICK TO ENLARGE»



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INFORMATION TECHNOLOGY

# External Trends

## New Computing Deployment Models

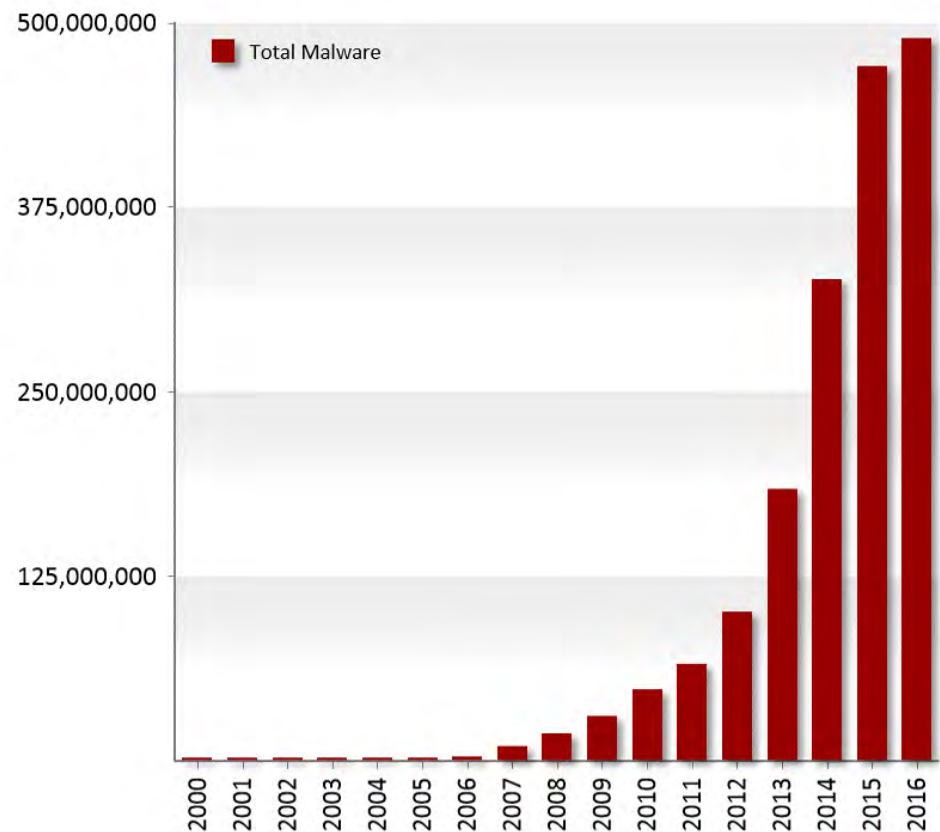
- Computing complexity is not limited to hardware and software.
- New deployment models offer even greater flexibility in the provisioning of digital technologies and services.
- The framework (*shown right*) was developed by Miami IT as a **decision rubric** to support the mandate from the Governor's Task Force to migrate data center operations to the State of Ohio Computing Center (SOCC).

MU-ITS DEPLOYMENT MODEL	ON-PREM	CO-LO	HOSTING	IAAS	PAAS	SAAS	BPAAS
	ON-PREMISE	CO-LOCATION	HOSTING	INFRASTRUCTURE AS A SERVICE	PLATFORM AS A SERVICE	SOFTWARE AS A SERVICE	BUSINESS PROCESS AS A SERVICE
BUSINESS PROCESS INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	SHARED
SOFTWARE APPLICATION INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	SHARED	SHARED
SOFTWARE DEVELOPMENT INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	DEDICATED	SHARED	SHARED	SHARED
VIRTUAL COMPUTING INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	SHARED	SHARED	SHARED	SHARED
PHYSICAL COMPUTING INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED OR SHARED	SHARED	SHARED	SHARED	SHARED
DATA CENTER INFRASTRUCTURE	DEDICATED	SHARED	SHARED	SHARED	SHARED	SHARED	SHARED

# External Trends

## Predatory Activity

- Exploiting system vulnerabilities has become a \$100B industry.
- The diversity and sophistication of cyber-attacks is continuing to grow at an exponential rate.
- **NOTE:** The highlighted malware growth in 2015 represents the full year – the 2016 data reflects only the first quarter of the year.
- CIOs rank security 2017's **#1 Issue**.



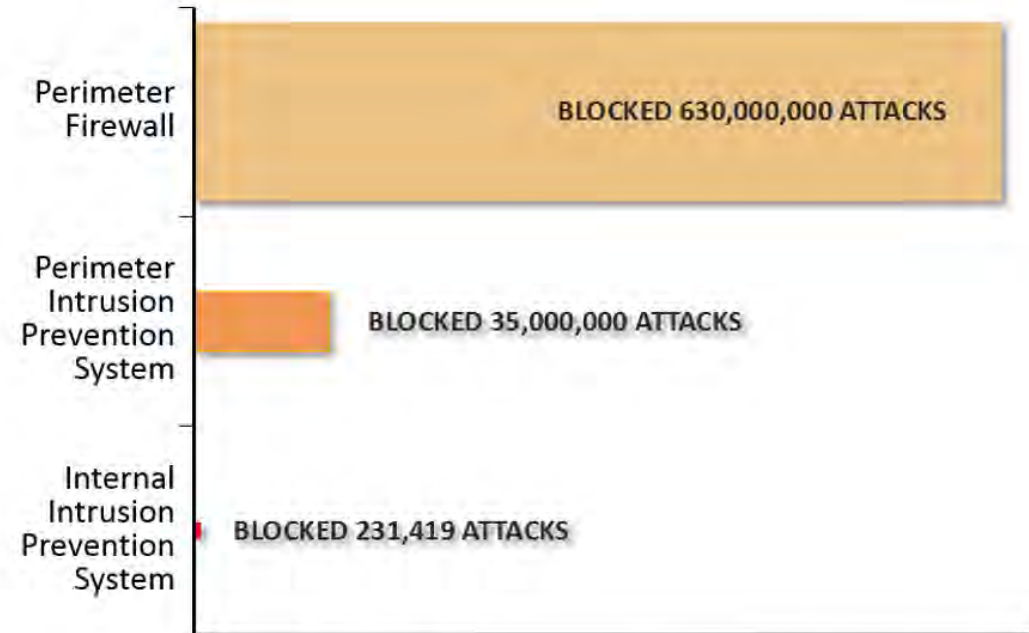
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www.av-test.org

# External Trends

## Miami Security-At-A-Glance

- Miami's security architecture is a series of nested sieves, with each successive sieve taking a more thorough, more rigorous look at MU traffic than the one before.
- The 231,419 attacks blocked by the Internal IPS were sufficiently obfuscated – or new – such that attackers were able to circumvent two very robust network security appliances. By next week, the perimeter devices will be blocking everything that made it through this week... and attackers will have a whole new set of variant attacks to deploy.
- Phishing attacks that directly target users – over the last 11 months, 866 Miami user accounts have been compromised by phishing.



***Last 7 Days @ Miami... Over 665,000,000 Attacks***

**NOTE:** This chart does not reflect "unknown unknown" attacks – attacks that were able to successfully make it through all layered defenses.

# 2017 Technology Trends

## Key Take-aways

- The explosion of new technologies and new IT service models continues to inject **higher and higher levels of complexity** into today's computing ecosystem.
- Compounding this complexity is the need for **tighter operating controls**, which is being driven by increasingly sophisticated predatory activity and a rapidly-changing regulatory landscape.
- Establishing a **sustainable countervailing force** capable of managing complexity, mitigating risk – and doing so in a way that **unleashes innovation** versus stifling it – is the focus of the 2017 IT Strategy.
- The **Internal Technology Trends** will be covered in the next section... the **2017 IT Strategy**.

*“Complexity is defined as an environment that is not only unknown, but unknowable and constantly changing.”* General David G. Perkins, Minerva Initiative

# 2017 IT Strategy

# 2017 IT Strategy

## Success In A Complex World

### 2015-16 IT Strategy

- Stabilize the Core
- Continuous Improvement
- Organize for Success
- Service Excellence
- Functional Skill-building



### 2017 IT Strategy

- Strengthen the Core
- Accelerate Solution Delivery
- Next Generation ERP
- Workforce Planning
- Service-based Financial Mgmt



# Strengthen the Core



# Strengthen the Core

## Recap of 2015-16 Strategy

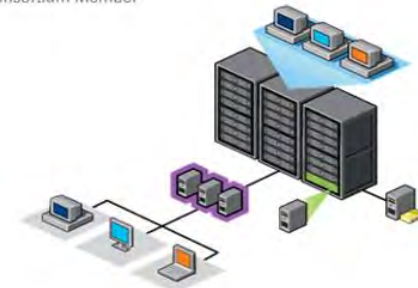
### **RECAP:** Stabilize the Core

- Address chronic equipment failures, inconsistent internal work processes, fragmented security capabilities, and a lack of recourse with suppliers:
  - Wireless Network
  - Butler County Fiber Ring
  - Hoyt Data Center
  - IT Help Desk
  - Oracle CRM
  
- Activities advanced via *sweat equity*... required no incremental funding.

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# Strengthen the Core

## Value Engineering

The first step in creating a **sustainable countervailing force** capable of managing and mitigating complexity is to establish a process and a forum through which all IT design decisions are vetted. This process, called **Value Engineering**, has 4 elements:

### 1.) **Design-For-Performance**

...ensures that a system's design is capable of delivering the required **performance characteristics** (*the performance example shown right is System Availability*).

Design Criteria: System Availability

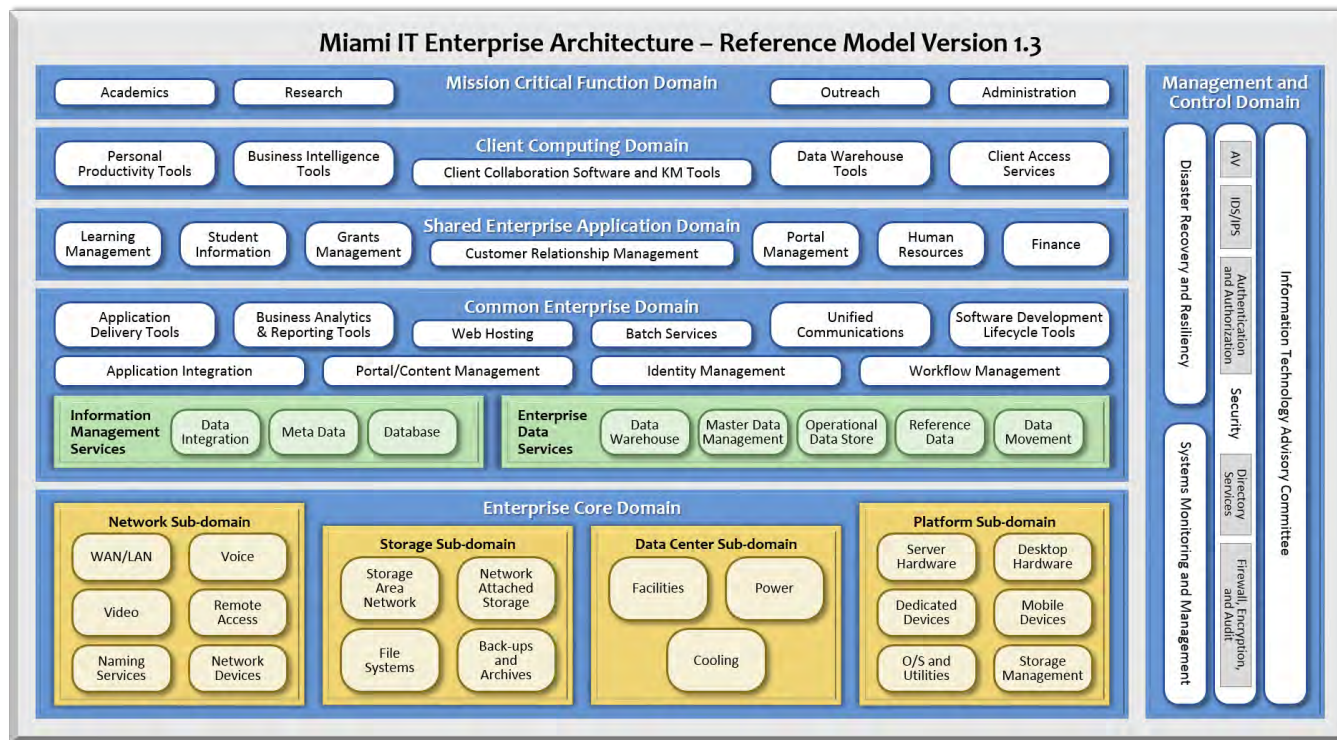
DESIGN PERFORMANCE	Unplanned Downtime per Year	Sigma Level	Relative Cost
99.999%	5.3 min	5.76 $\sigma$	\$\$\$\$\$\$\$\$\$\$\$\$
99.99%	52.6 min	5.22 $\sigma$	\$\$\$\$\$\$\$\$
99.9%	8.8 hrs	4.59 $\sigma$	\$\$\$\$\$
99.0%	3.7 days	3.83 $\sigma$	\$\$\$
95.0%	18.3 days	3.14 $\sigma$	\$\$
88.888%	43.8 days	2.72 $\sigma$	\$

# Strengthen the Core

## Value Engineering

### 2.) Design-For-Efficiency

...ensures that IT design decisions optimize the use of all University technology assets.



«CLICK TO ENLARGE»

# Strengthen the Core

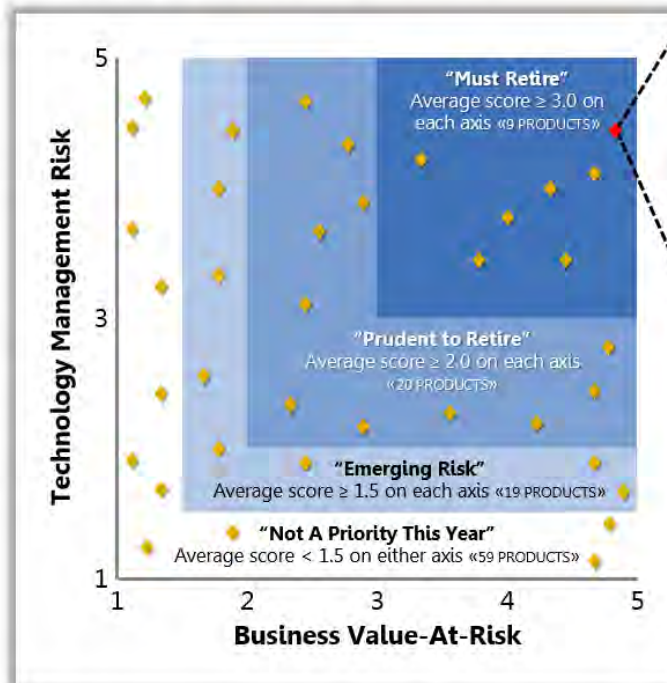
## Value Engineering

### 3.) Design-For-Compliance

...ensures that all IT designs comply with the University's security, compliance, and risk management policies.

**NOTE:** You may recognize the similarity between the **Technology Condition Matrix** (shown right) and the **Facility Condition Index** used by PFD. Both frameworks apply quantitative measures to support objective decision-making on the relative priority and sequencing of work.

**Technology Condition Matrix**  
Risk-based Prioritization Framework



Business Value-At-Risk Criteria	1	5
<b>Application Dependency:</b> The number of priority 1 and 2 applications using the product.	○○○○●	○○○○●
<b>Scope of Deployment:</b> Number of application end users dependent on the product.	○○○○●	○○○○●
<b>Business Impact:</b> Impact on business processes if product sustained a 24-hour unplanned outage.	○○○○●	○○○○●
<b>User Profile:</b> Impact on revenue-generating users.	○○○○●	○○○○●
<b>Product Expansion Plans:</b> Number of new processes potentially using the product.	○○○○●	○○○○●
<b>Average</b>		<b>4.8</b>

**Risk Criteria and Assessment Scales**

Technology Management Risk Criteria	1	5
<b>Loss of Vendor Support:</b> Availability of support and discontinuation timing.	○○○○●	○○○○●
<b>Loss of Internal Support:</b> Scarcity of on-going operating support skills.	○○○○●	○○○○●
<b>Integration Complexity:</b> Difficulty of securing support from integrated products.	○○○○●	○○○○●
<b>Retirement Age:</b> Length of time since desired removal date.	○○○○●	○○○○●
<b>Upgrade Complexity:</b> Impact on permission and speed of other product upgrades.	○○○○●	○○○○●
<b>Average</b>		<b>4.4</b>



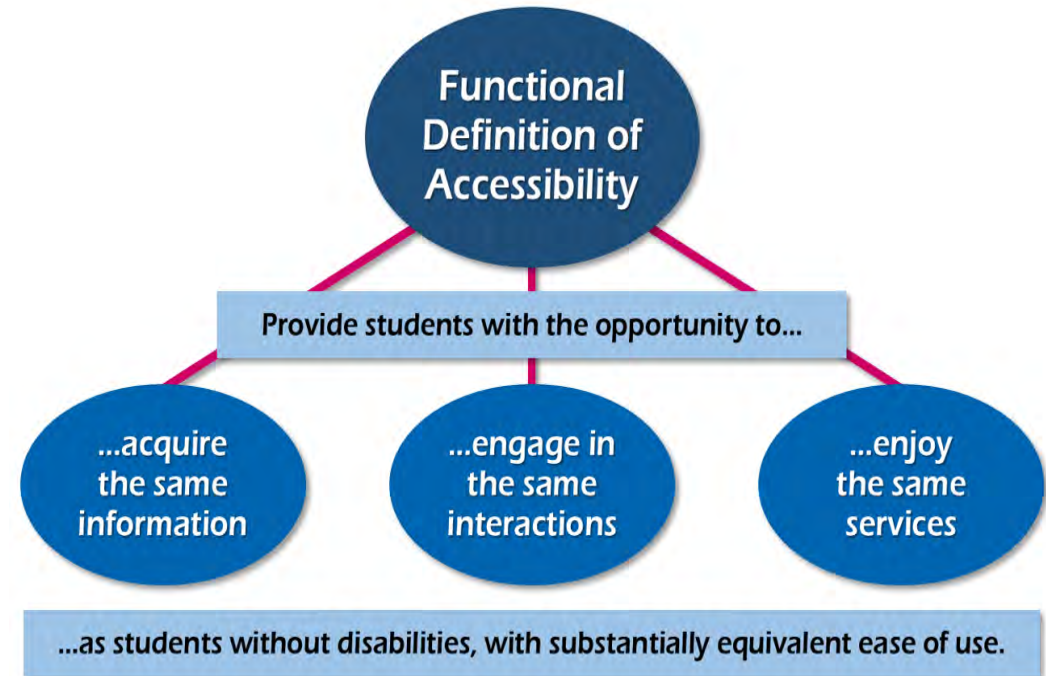
# Strengthen the Core

## Value Engineering

18

### 4.) Design-For-Accessibility

...ensures that all **technology** and **digital content**, whether developed internally or acquired through a 3<sup>rd</sup> party, complies with Section 508 of the Rehabilitation Act of 1973 and the Telecommunications Act Accessibility Guidelines under Section 255 of the Communications Act of 1934.



# Strengthen the Core

## KEY ACTIONS

- Establish a University-wide **IT Architecture Review Board** (ARB) to assess the impact of all proposed changes to Miami's computing ecosystem. The ARB will:
  - ❑ Take the lead in creating a robust **Value Engineering** process.
  - ❑ Provide project teams with direction to ensure adherence with MU design imperatives, which include Design-For-Performance, Efficiency, Compliance, and Accessibility.
  - ❑ Validate recommendations for all technology investments; strengthen the institution's **Technology Procurement** processes by contractually obligating risk-sharing with vendors and establishing performance-driven, outcome-based, quantifiable measures of success.
- The first set of platforms assessed by the Value Engineering process will be the institution's "Top 10 Critical Apps" as defined by the **Emergency Planning Initiative**.



# Accelerate Solution Delivery

# Accelerate Solution Delivery

## Recap of 2015-16 Strategy

### **RECAP:** Continuous Improvement

- Establish standard work processes and procedures across key functional domains to improve the consistency and reliability of IT services.
- Implement service technologies that enable the delivery of standardized work process, expedite staff training, and provide real-time monitoring of individual and team performance.
- Drive broad-based functional CI using Capability Maturity Models.

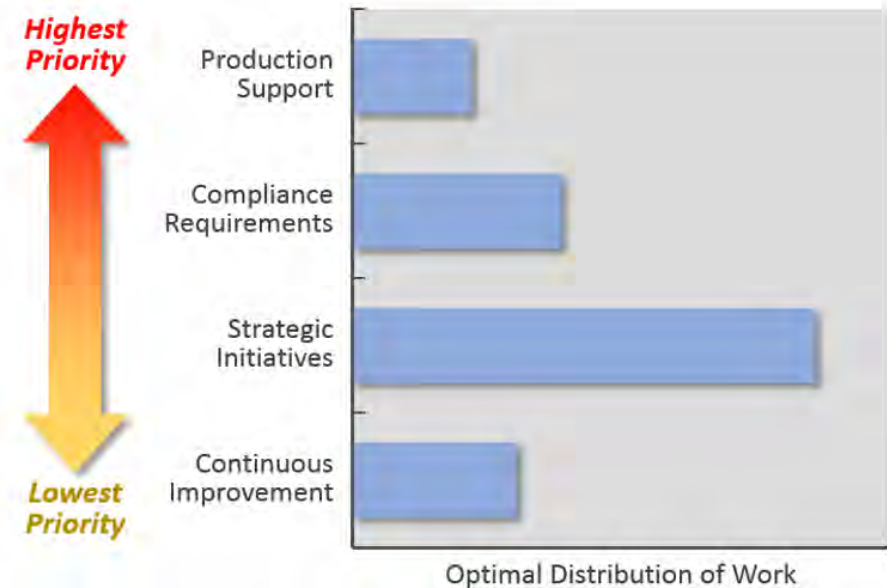




# Accelerate Solution Delivery

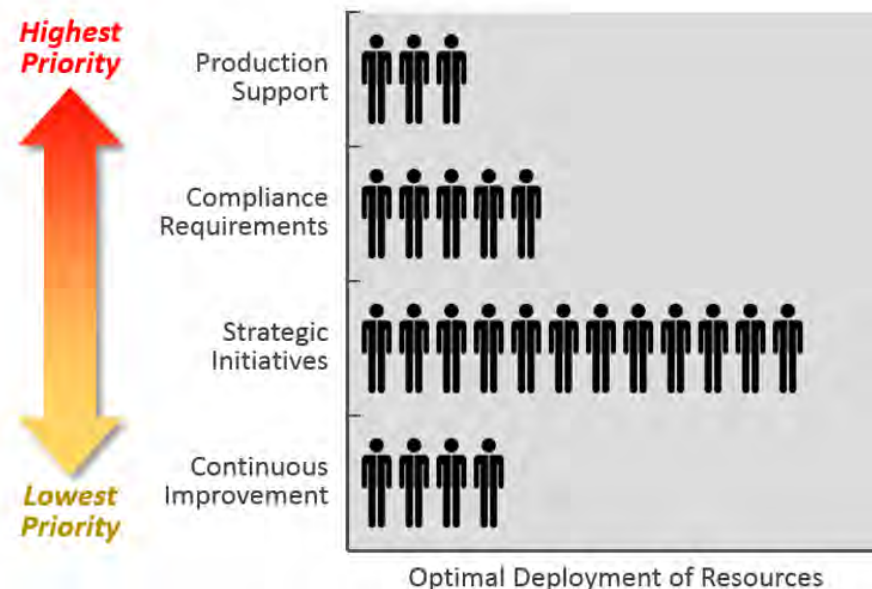
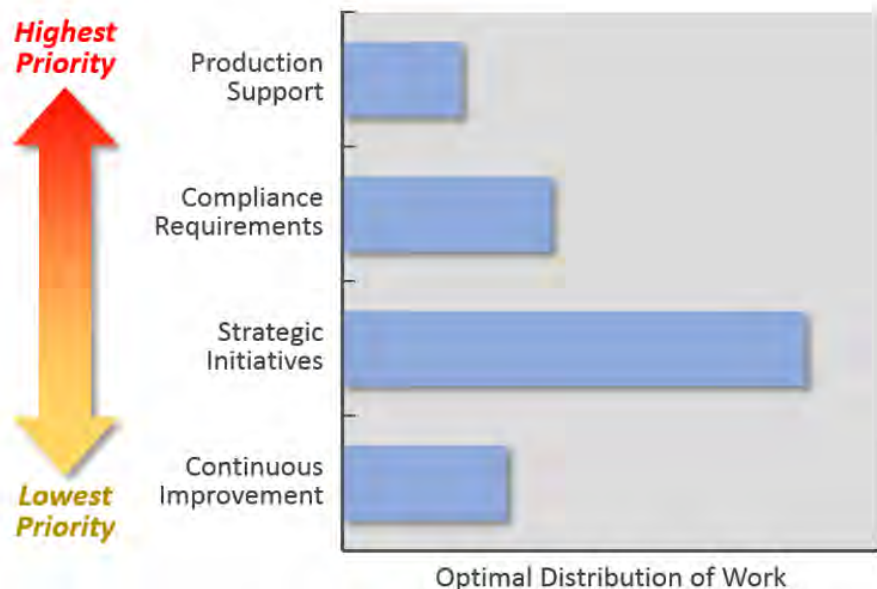
## Why “Strengthen the Core” is critical to Solution Delivery

- The first pillar of the 2017 IT Strategy, defined as “Strengthen the Core”, is not only central to the delivery of reliable and secure services to all IT consumers, it also has a direct impact on IT’s ability to **execute projects**.
- This diagram shows the priority of work IT performs by work type – from high to low – as well as the distribution of work that yields the **greatest impact on the institution**.



# Accelerate Solution Delivery

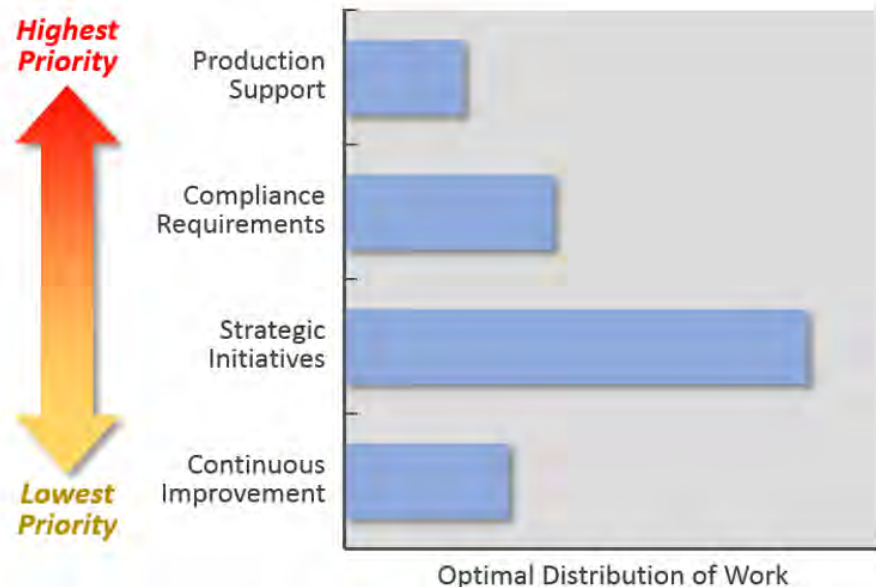
## Why "Strengthen the Core" is critical to Solution Delivery



***...when the organization operates optimally, the deployment of resources aligns with the distribution of work.***

# Accelerate Solution Delivery

## Why "Strengthen the Core" is critical to Solution Delivery

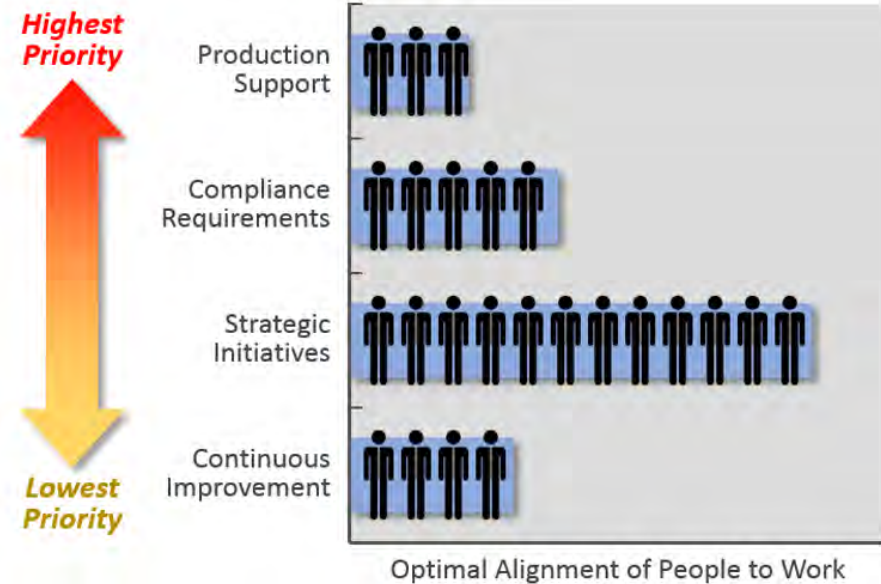


***...when chronic disruptions draw more and more resources into stabilizing production, the deployment of resources inverts.***

# Accelerate Solution Delivery

## Why “Strengthen the Core” is critical to Solution Delivery

- A critical factor in **Accelerating Solution Delivery** is making sure project resources **stay focused** on project execution.
- Through rigorous and disciplined **Design Engineering** and **Technology Procurement**, the **Strengthen the Core** component of the strategy will minimize chronic firefighting and keep technical resources focused on assigned strategic activities.

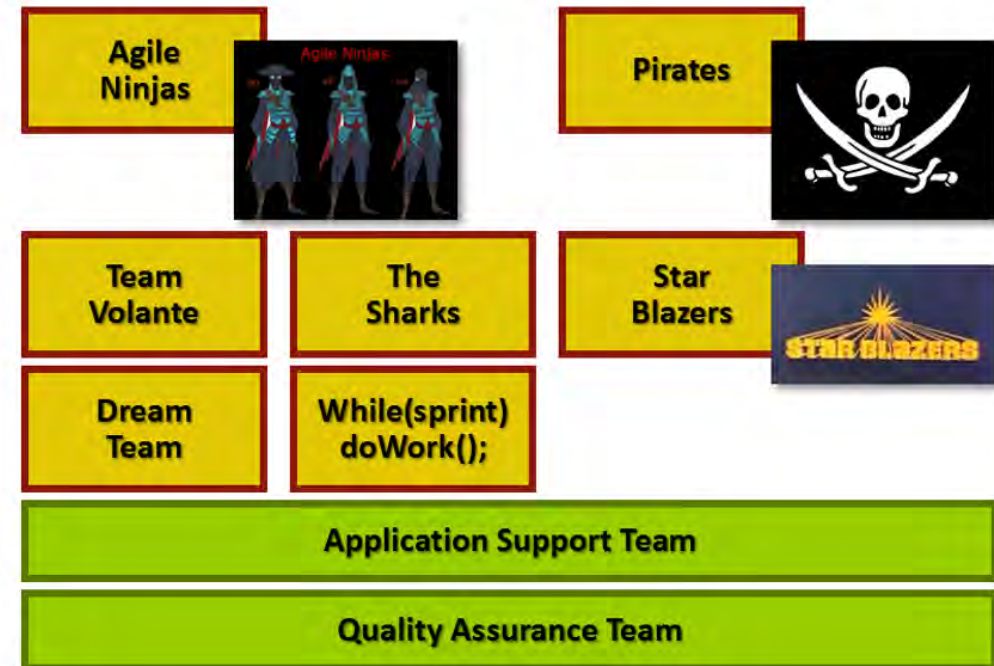


# Accelerate Solution Delivery

## People, Process, and Technology

- The Solution Delivery organization will leverage the comprehensive re-tooling advanced in 2016:
  - Complete restructuring, recruiting, and training of Solution Delivery staff to align with the [Agile Methodology](#).
  - Creation of dedicated [Application Support](#) and [Quality Assurance](#) teams, which will allow Agile Teams to remain focused on project execution.
  - Rationalization of [software development tools](#) and platforms to focus professional development and facilitate better synergy across development technologies.

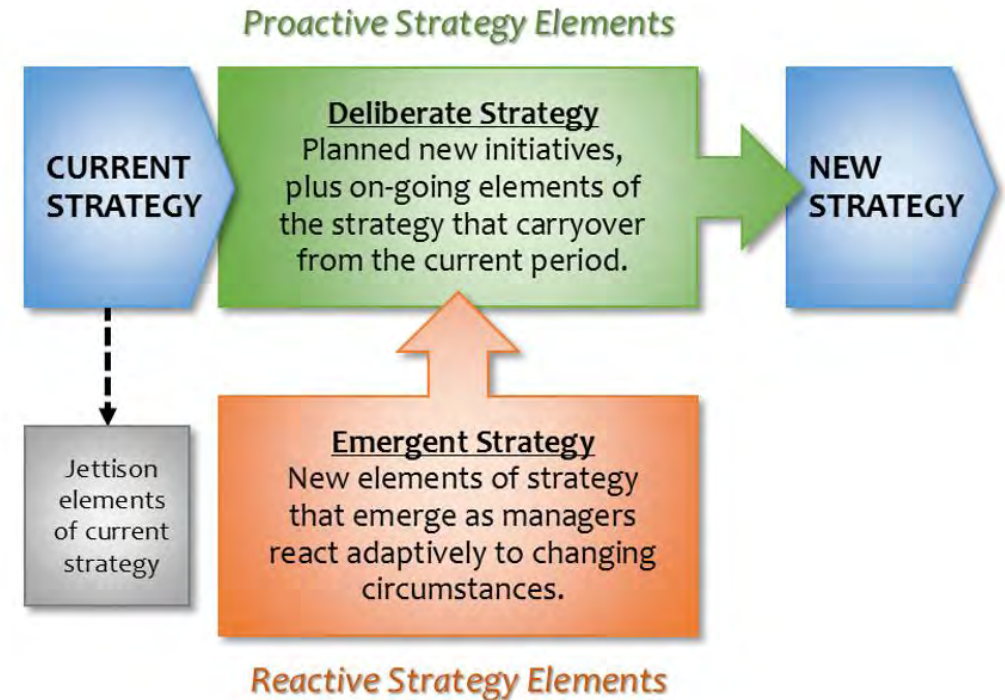
### 2017 Agile Structure



# Accelerate Solution Delivery

## Evolving to Proactive Strategy Development

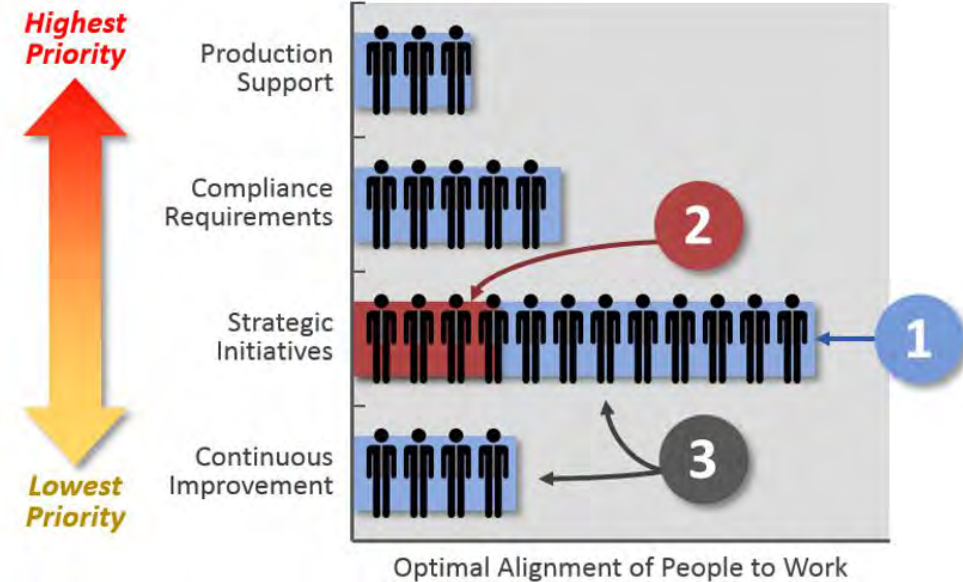
- Another key change in 2017 is the shift in strategy development from a purely reactive approach to a balance of reactive and proactive elements.
- Historically, IT projects have been advanced through an Emergent Strategy, with teams continually reacting to the changing circumstance of the institution.
- While at times necessary, a purely reactive approach is highly inefficient and often comes at the expense of advancing strategic initiatives.
- As the flow diagram highlights, our approach for 2017 is to proactively establish a Deliberate Strategy on an annual basis, then apply Shared Governance to assess and prioritize elements of Emergent Strategy on an on-going basis throughout the year.



# Accelerate Solution Delivery

## Shared Governance for Proactive Strategy

- The governing body for Solution Delivery is the **IT Investment Committee (ITIC)**, which draws its membership from the PEC. The Committee is responsible for three (3) key actions:
  1. Define the strategic initiatives within their respective units. All strategic initiatives are then aggregated into a single **University Portfolio**.
  2. On a quarterly basis, select from the identified list of strategic initiatives the **Top 10 Priorities** for IT Services to advance.
  3. Provide Solution Delivery with guidance on the desired **Resource Allocation** between Strategic Initiatives and Continuous Improvement that will produce the greatest impact for the institution.



# Accelerate Solution Delivery

## KEY ACTIONS

- Launch the **IT Agile Blitz**, with all 7 Agile Teams fully staffed, trained, and ready to deploy.
- Complete the roll-out of the dedicated **Application Support** and **Quality Assurance** teams.
- Upon completion of the **Tool Rationalization Analysis**, define migration pathways for legacy applications, establish a training program for new employee on-boarding, and publish a “sunsetting” schedule for obsolete technologies.
- Based on inputs from the IT Investment Committee, publish the **2017 Deliberate Strategy** and advance the **shared governance** model currently being piloted.
- Leverage TeamDynamix, the service technology implemented in 2015-16, to automatically publish dashboards and online reports to the IT Services Web Portal highlighting the status of IT projects and services.



# Next Generation ERP

# Next Generation ERP

## Miami's Aging ERP

- The University's current release of Banner ERP is approaching end-of-life.
- Miami has negotiated licensing for this software that extends until 2020.
- It is important to note that while Miami has continued to leverage its initial 1998 investment in Banner, gaps in the software's features have resulted in increased levels of customization. Also, given the version's age, it is limited in its ability to exploit today's new efficient computing capabilities, such as those previously defined in the Miami IT Deployment Model .
- Therefore, as part of a preliminary investigation, IT Services has launched an evaluation of all potential ERP vendors as a precursor to the University's formal RFP process (*recent Best Practice highlighted by OSU in their ERP evaluation*).

# Next Generation ERP

## Preliminary ERP Review – Baseline Evaluation

- Within Higher Education, the marketplace is highly competitive across the ERP sector.
- Most entrants continue to target small niche opportunities. They are limited in terms of their ability to compete with the dominant players...

**Limited Funding = Limited Expertise = Limited/Lagging Functionality**

- One notable exception to this is **Workday**. A new, well-funded, pure cloud solution that is capturing a great deal of attention inside and outside of Higher Ed.

Initial Vendor Viability Screen	
<ul style="list-style-type: none"> <li>* Vendor Strength *</li> <li>* Product Functionality *</li> <li>* Technology Roadmap *</li> <li>* Higher Ed Presence *</li> <li>* Organizational Mindshare *</li> </ul>	
VIABLE	NOT VIABLE
Ellucian/Banner Oracle Workday	Campus Management Jenzabar Quali Three Rivers UNIT 4

# Next Generation ERP

## Preliminary ERP Review – 2nd Level Evaluation

- Discussions with Oracle ERP users across Ohio revealed a lack of differentiation between upcoming Oracle product releases and Ellucian's Banner XE. While both products possess capabilities that make them unique, Oracle does not bring enough new value to Miami to merit the investment or risk in a wholesale migration.
- Additionally, given the size of the Higher Ed segment relative to Oracle's other revenue streams, there is always the concern over the level of sustained organizational mindshare Oracle will apply to Higher Education. Size may also be a factor in Oracle's decision to continue leveraging their legacy modules as their architectural approach toward the cloud.
- As a result of these factors, the focus of the 2<sup>nd</sup> level evaluation of Miami's preliminary review was on [Banner](#) and [Workday](#).



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# Next Generation ERP

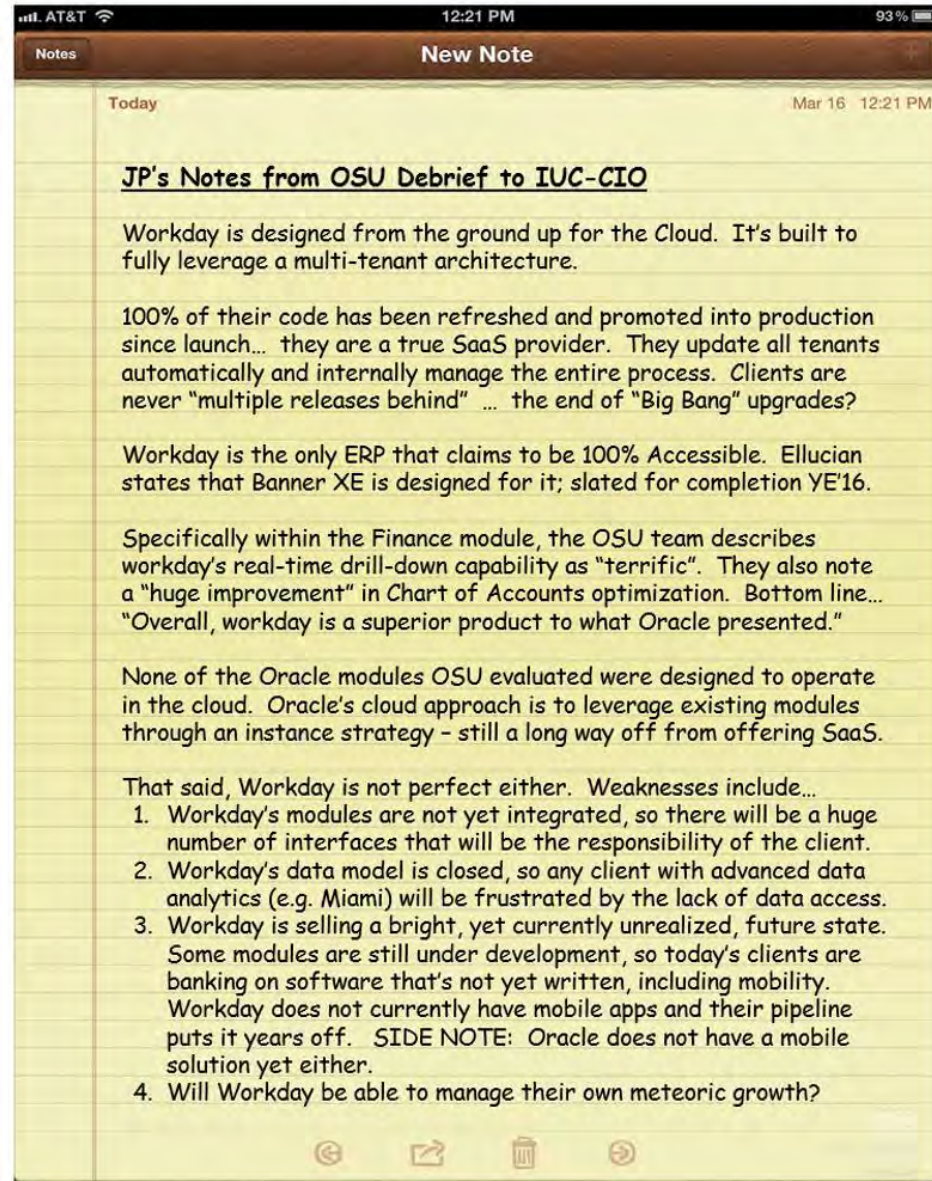
## Preliminary ERP Review – 2nd Level Evaluation

Banner	Workday
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Current Miami ERP, high level of institutional knowledge.</li> <li><input checked="" type="checkbox"/> Strong focus on data – launching new data model specifically for Higher Ed. With MU’s data analytics capabilities, this is particularly compelling.</li> <li><input checked="" type="checkbox"/> 100% Accessible by end of 2016; XE is a mobile-first design.</li> <li><input checked="" type="checkbox"/> Backward compatibility with Miami legacy ERP supports a module-by-module approach to implementation.</li> <li><input type="checkbox"/> Introduction of new investors – will new management stay the course?</li> <li><input type="checkbox"/> As an exclusive Higher Ed vendor, Ellucian is more vulnerable to softness in HE sector.</li> <li><input type="checkbox"/> The new data model is a Version 1.0 – which will take time to fully mature.</li> <li><input checked="" type="checkbox"/> <b>DAY 0 Cost Estimate – \$5-7MM.</b></li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Architected specifically for the cloud, the only pure multi-tenet ERP in the market.</li> <li><input checked="" type="checkbox"/> As a multi-tenet cloud solution, the notion of the “Big Bang” upgrade is replaced by a continuous release approach.</li> <li><input checked="" type="checkbox"/> 100% Accessible; multi-tenet cloud model represents the best opportunity for long-term cost efficiency.</li> <li><input type="checkbox"/> Workday requires “Big Bang” approach to <u>initially</u> implement.</li> <li><input type="checkbox"/> Dramatic company growth – concerns over post-sales support and company’s ability to manage growth.</li> <li><input type="checkbox"/> Low overall product maturity – focus is on modules, minimal inter-module integration, key modules are still in development. Workday’s STUDENT module is a version 1.0 release.</li> <li><input type="checkbox"/> <u>Closed system approach</u> to data analytics.</li> <li><input type="checkbox"/> <b>DAY 0 Cost Estimate – \$25-30MM.</b></li> </ul>

# Next Generation ERP

## Ohio State University

- OSU recently completed a 5-month ERP evaluation; one in which the two finalists were Oracle and Workday. NOTE: Oracle is OSU's legacy ERP.
- OSU's recommendation (and subsequent licensing agreement) was to migrate OSU to Workday versus stay with Oracle. Along with the notes provided, OSU's issues with Oracle included:
  - *Uncertainty with respect to Oracle's architectural pathway to the Cloud.*
  - *Lack of clarity in their approach toward Accessibility in their product roadmap.*



# Next Generation ERP

## The True Cost of Customization

- Within Miami's current ERP environment, over 100 customizations, or '*mods*', have been introduced to the out-of-the-box solution provided by Banner:
  - In some cases, the implementation of a customization is driven by a critical academic or operational need that cannot be enabled by the base software. In others, the implementation is driven by an explicit choice to create custom code to enable a legacy process rather than change process to fully leverage the available technology.
  - The true cost of a customization is significantly greater than the one-time costs associated with its design, construction, testing, and implementation. It includes the incremental work required to keep the custom code functional every time a new or enhanced capability is introduced – [mods add cost to each successive change](#). This cost is further loaded by the number of shadow systems that must be maintained to keep legacy processes intact. Miami's current computing ecosystem has hundreds of shadow systems.
  - In order to become a viable cloud-based ERP consumer, Miami must eliminate its use of mods. To do this takes explicit decision-making.

***Miami must clearly define the Role of Governance in evaluating the value that each ERP customization brings to the University against its total cost to the institution.***

# Next Generation ERP

## KEY ACTIONS

- Complete the preliminary ERP due diligence, including role definition for how Miami will engage vendors through the RFP process.
- Launch open and competitive RFP process, maintaining at least 2-3 vendors in the selection process until the final agreement is in place.
- Establish Guiding Principles and Key Rules of Engagement to clearly define the parameters of a successful implementation. Using the current governance model, align oversight for the initiative under the [IT Investment Committee](#) (ITIC).
- Fill key gaps in staffing (*see Workforce Planning for details*).



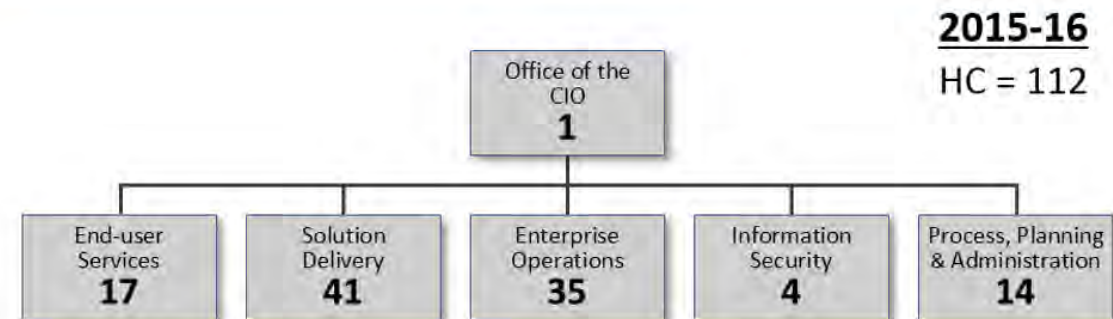
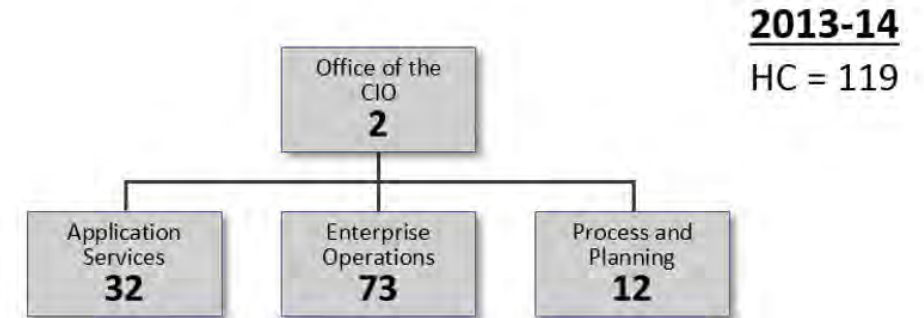
# Workforce Planning

# Workforce Planning

## Recap of 2015-16 Strategy

### **RECAP:** Organize for Success

- Restructure IT Services to support the emerging technology ecosystem:
  - *Flatten the organization to achieve better top-down and bottom-up visibility.*
  - *Create dedicated Security Team to combat growth in predatory activity.*
  - *Shift resource deployment from backroom administration to client-facing activities.*
  - *Improve accountability for client outcomes by structurally elevating End-user Services.*
  - *Continue post-SSIP staff reductions to meet current financial commitments.*



# Workforce Planning

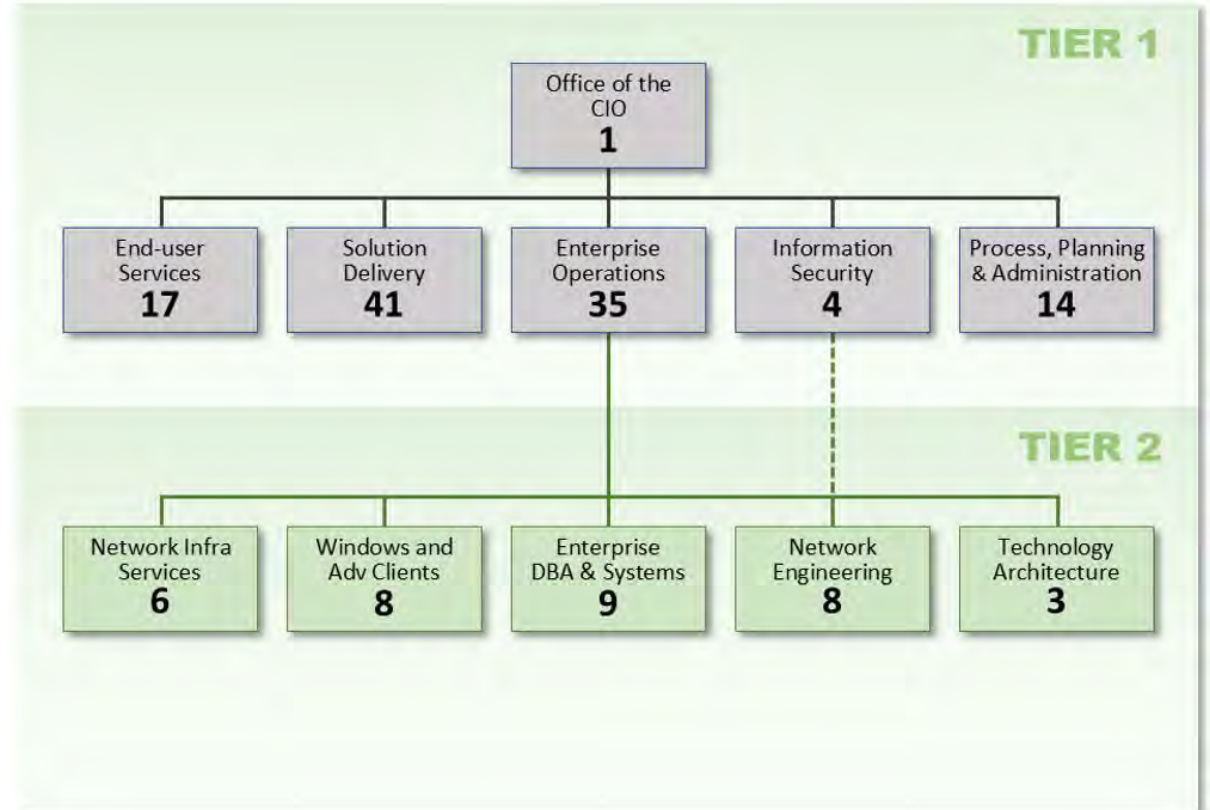
## Looking Ahead

- The **Workforce Planning** pillar of the 2017 IT strategy brings together the on-going **structural refinements** and **professional development** activities of the prior strategy and adds a third component... a **forward-looking view of functional requirements**, which is intended to address the anticipated future needs of the University.
- The elements of the **Workforce Planning** pillar to be advanced this year include:
  - Tier 2 Restructuring
  - Diversity Calendar of Events
  - Staff Development
  - Tech Support Optimization
  - ERP Staffing
  - Staff Augmentation

# Workforce Planning

## Tier 2 Restructuring

- As a part of our on-going commitment to operational efficiency and effectiveness, the IT Services Division will continue to advance opportunities to standardize, streamline, and rationalize all technology-related processes and activities across the institution.
- The IT Enterprise Operations unit recently concluded a complex restructuring effort:
  - *Troy flattened the EO organization to gain better operational visibility and to improve internal communication/collaboration.*
  - *In partnership, Joe and Troy established integration between EO and Information Security through the alignment of Security Engineers within the Networking Team.*



# Workforce Planning

## 2017 Diversity Initiatives

- IT Services reinforced diversity as a key attribute of a healthy organization by embedding that philosophy into our **Vision Statement** ([\*provided in the Appendix for your review\*](#)).
- A permanent **IT Diversity Committee** was established in 2014 to turn that “*vision into action.*”
- In the fall of 2014, the committee launched the “***Be Different***” campaign and for the last two years has sponsored a series of activities promoting inclusion from a variety of perspectives.
  - *Diversity Film Festival*
  - *Safe Zone Training*
  - *Heritage Luncheon*
  - *Listening Workshops*
  - *Freedom Summer Tour/Picnic*
  - *Fundamentals of Chinese Culture*
  - *Accessible Tech Symposium*
  - *Interacting with Chinese Students*



# Workforce Planning

## 2017 Diversity Initiatives

- Through these types of events, in combination with a refreshed staff recruiting strategy that includes:
  - broadening external searches
  - leveraging affinity organizations
  - recruiting “trailing spouses”

...over the last 3 years both domestic and international diversity across the organization has shown a dramatic improvement.

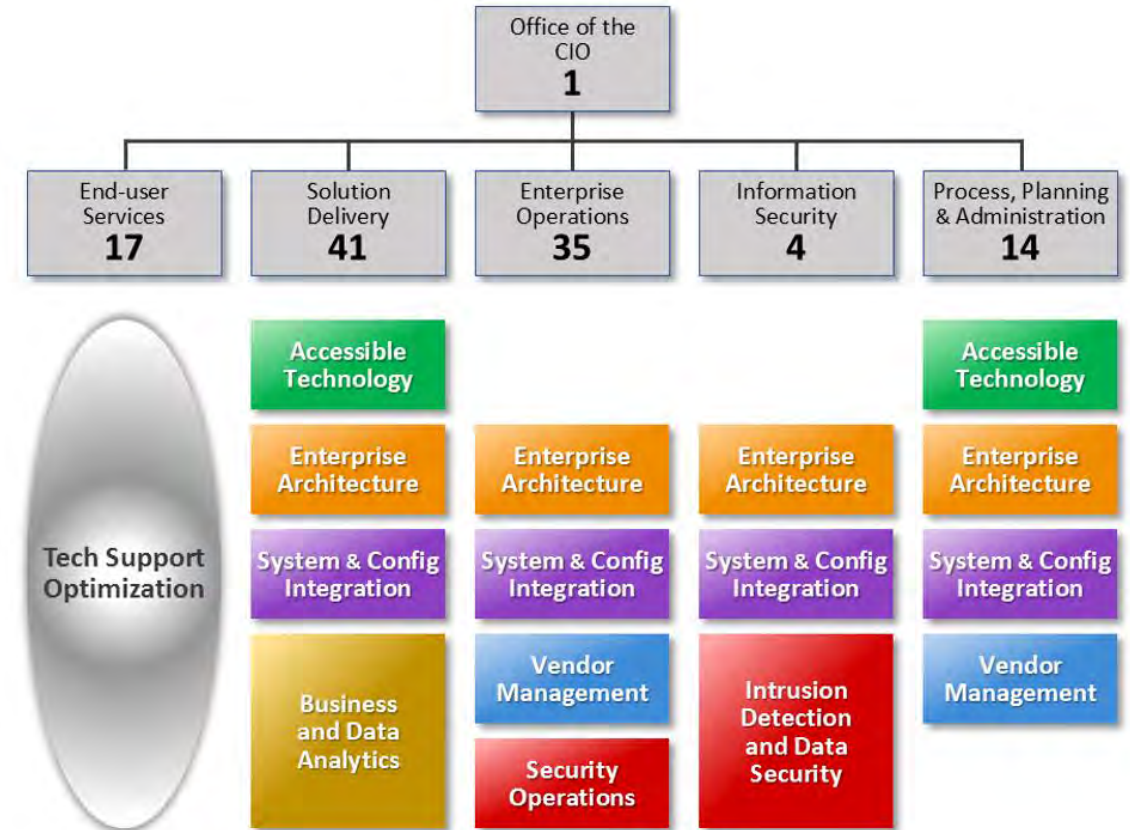
### Inaugural IT Services Diversity Committee



# Workforce Planning

## Staff Development

- The constant, rapid-fire introduction of new technologies (and the complexity it produces) requires an equally dynamic **Staff Development Plan**.
- In addition to the introduction of **Agile**, keeping pace and effectively managing this complexity will require enhanced skills in a number of areas, including:
  - *Accessible Technology*
  - *Enterprise Architecture*
  - *System & Configuration Integration*
  - *Vendor Management*
  - *Business & Data Analytics*
  - *Intrusion Detection & Data Security*



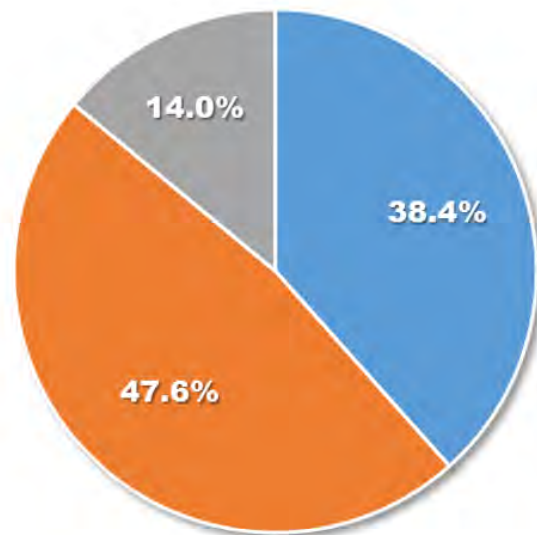
# Workforce Planning

## Tech Support Optimization

### Supporting Learning Spaces

- Miami has experienced significant expansion in the **number of learning spaces** on campus.
- Additionally, over the last two years both academic and administrative units have made substantial investments to **deploy technology** in these spaces.
- Today, Miami is confronted with how to provide timely and effective support for **all learning spaces** over the lifecycle of the technology.

Learning Spaces



Category	2007	2016
Registrar	160	192
Department	21	238
Non-classroom	45	70+
<b>TOTAL</b>	<b>226</b>	<b>500+</b>

**ACTION:** Launch a cross-divisional initiative to optimize technical support for all University learning spaces, inclusive of both registrar-controlled and department-controlled spaces.

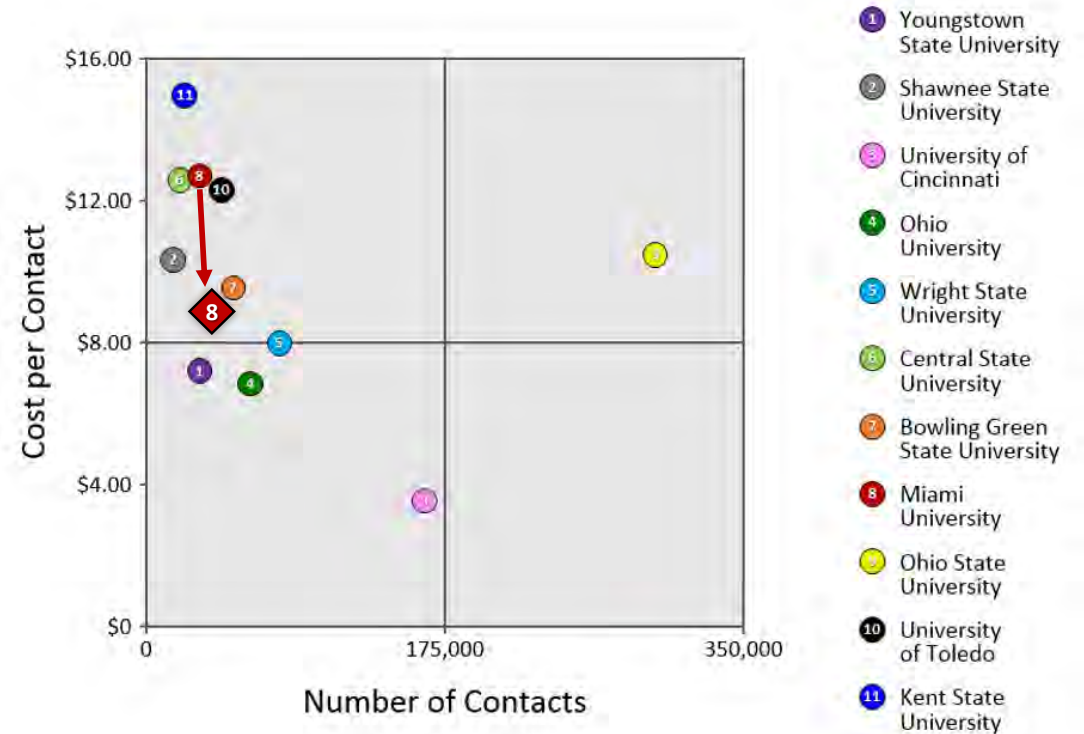


# Workforce Planning

## Tech Support Optimization

### Help Desk Optimization (1 of 2)

- The Help Desk has been identified as an area of interest by the *Governor's Task Force on Affordability and Efficiency*.
- Miami IT is partnering with BGSU – a fellow user of the Service Management technology **TeamDynamix** – to launch a collaborative knowledgebase initiative.
- This project will enable Miami to optimize Help Desk process and structure, lowering HD costs from **\$12.80** to **\$8.91** per contact.



# Workforce Planning

## Tech Support Optimization

### Help Desk Optimization (2 of 2)

- For Miami University, the implementation of an integrated knowledgebase is an important milestone – it represents the final piece of the **Service Desk Automation** initiative launched by IT Services in July of 2014.
- Once the technology and work processes are in place, all transactional IT support provided by IT Services will be enabled through a single cloud-based platform – **TeamDynamix**. With a **common, extendable service management platform** in place, Miami will be positioned to consider a variety of new staffing models, including both on-prem and off-site.
- In preparation for this, Miami IT has joined a collection of 15 two-year and four-year schools across the state in **evaluating 3<sup>rd</sup>-party providers** of Help Desk Services. By **optimizing first**, Miami ensures that only vendors with the sharpest pencils compete for our business.

# Workforce Planning

## Governor's Task Force on Affordability and Efficiency

### Help Desk Services

- Working in collaboration with BGSU to launch a new knowledgebase capability via **TeamDynamix**.
- This initiative will further optimize internal processes, improve client self-service, and lower cost per contact.

### Data Center Services

- Many of Miami's current applications are already hosted in the cloud, which makes a migration to the SOCC more costly.
- The best opportunity for Miami is to use the SOCC as a **Critical App DR Site**.

### Shared Services

- Working with WSU to secure an **Innovation Grant**.
- The proposal involves the creation of a Shared Service @ WSU that can provide a scalable **Video-Captioning-as-a-Service** solution for the State of Ohio.

# Workforce Planning

## ERP Staffing

- ERP system implementations are **expensive, high risk, labor-intensive** activities.
- Even launching an ERP implementation under the **best circumstances** – with strong executive support, clear governance with respect to how decisions are made, substantial organizational share-of-mind, and well-defined accountability for outcomes – these types of projects still represent a **great challenge**.
- Short-changing the considerable discipline required can be **cataclysmic** – notable examples include HP, UMass, Stanford, Indiana, Nike, Hershey, FoxMeyer Drug, Select Comfort, and the US Navy (4 times).



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# Workforce Planning

## Staff Augmentation

- While solid progress has been made in strengthening the skills, work processes, and technologies that power IT Services, there remains – and perhaps will always remain – a gap between the demand for IT Services and the available supply.
- Our traditional operating models have done little to resolve this disconnect and help **bridge the gap between supply and demand**.
- Thankfully, a new opportunity is now available.
- The **introduction of RCM** has brought a new way of thinking to the institution regarding how and who makes investment decisions necessary to advancing unit strategies.
- Through **Staff Augmentation**, IT Services can support key decision-makers by giving them options on how to best **achieve their IT goals** in the most timely, cost-effective manner possible, while at the same time **ensuring compliance** with Regulatory and institutional policies on Accessibility, Info Security, Data Privacy, and other mandates.

# Workforce Planning

## Investment in Staffing

- With the number of **high-impact initiatives** on the horizon – including multi-year efforts enabling an ERP Refresh, a \$1B Advancement Campaign, Mobile Apps, Advanced Research Computing, FLSA-driven changes, and many, many others – it's time for Miami to make an **investment in its technology organization**.
- Unlike staff augmentation roles, which are intended to flex to meet surges in demand, these roles (*identified right*) are designed to provide **on-going knowledge and insight** into the technology and business process. They provide **subject matter expertise** to clients during periods of great change and continuity for the steady stream of enhancements and continuous improvement activities.

Division	Structure	Roles
Finance and Business Services	Establish a <i>Technology Center of Excellence</i> (COE) within FBS to support ERP refresh, functional CI, and systems integration.	<ul style="list-style-type: none"> <li>Division IT Leader (<b>NEW</b>)</li> <li>Finance (<b>NEW</b>)</li> <li>Procurement (<b>NEW</b>)</li> <li>HR (ACTIVE)</li> </ul>
University Advancement	Establish a <i>Technology COE</i> for UA in support of both ERP and Campaign activities.	<ul style="list-style-type: none"> <li>Division IT Leader (ACTIVE)</li> <li>Application Analyst (<b>PENDING</b>)</li> <li>Process Analyst (<b>NEW</b>)</li> <li>Data Analyst (<b>NEW</b>)</li> </ul>
IT Services	Fill key staffing gaps in current IT team structure in support of the ERP and other high priority 2017 activities.	<ul style="list-style-type: none"> <li>Data Scientist (<b>NEW</b>)</li> <li>Middleware/Integration (<b>NEW</b>)</li> <li>Information Security (<b>NEW</b>)</li> </ul>



# Workforce Planning

## KEY ACTIONS

- **Diversity** – publish the next 24-month calendar of events – look for opportunities to get student organizations involved in the events.
- **Staff Development** – continue targeted training activities to develop technical staff in critical and emerging areas... Banner XE, Accessible Technology, System & Configuration Integration, Mobility, Security, etc.
- **Tech Support Optimization** – *immediate* launch of Help Desk and Learning Space optimization activities in preparation for the Governor’s Task Force and Fall Start-up.
- **ERP Staffing** – work with FBS and UA leadership to establish localized Technology COEs.
- **Staff Augmentation** – establish MSA with pilot vendor, factoring in ERP contract needs.



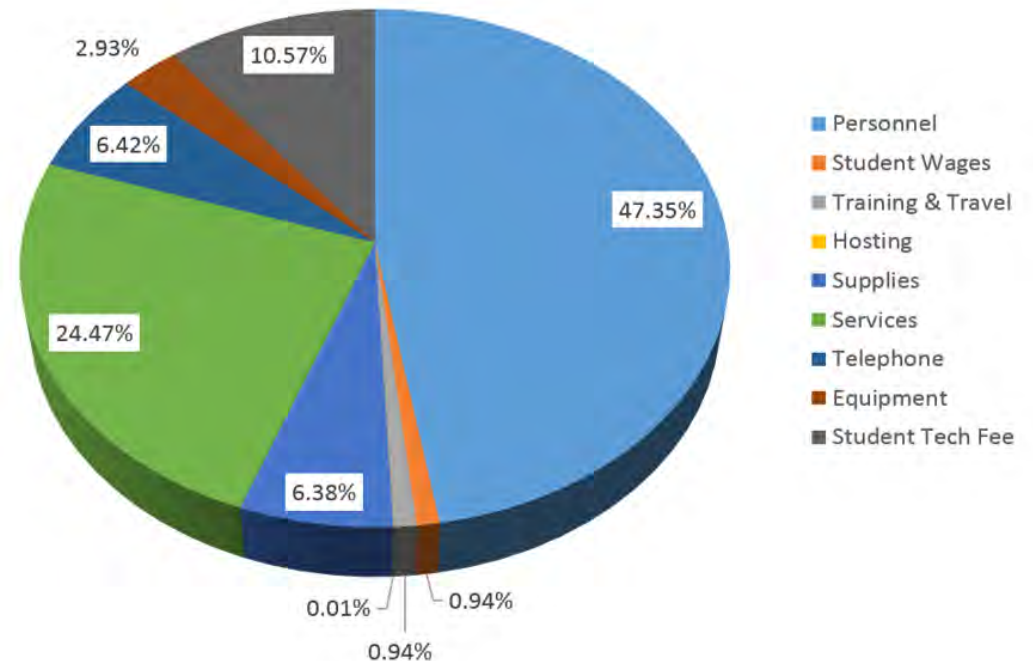
# Service-based Financial Management



# Service-based Financial Management

## Traditional Financial Model

- The current financial model reflects the IT spend at the entity level, highlighting specifically where the dollars are spent.
- While this representation is accurate, making it “actionable” can be challenging:
  - *If I reduced my headcount, what would be impacted?*
  - *If I retired an application, or invested in new equipment, what should I expect the outcome to be?*



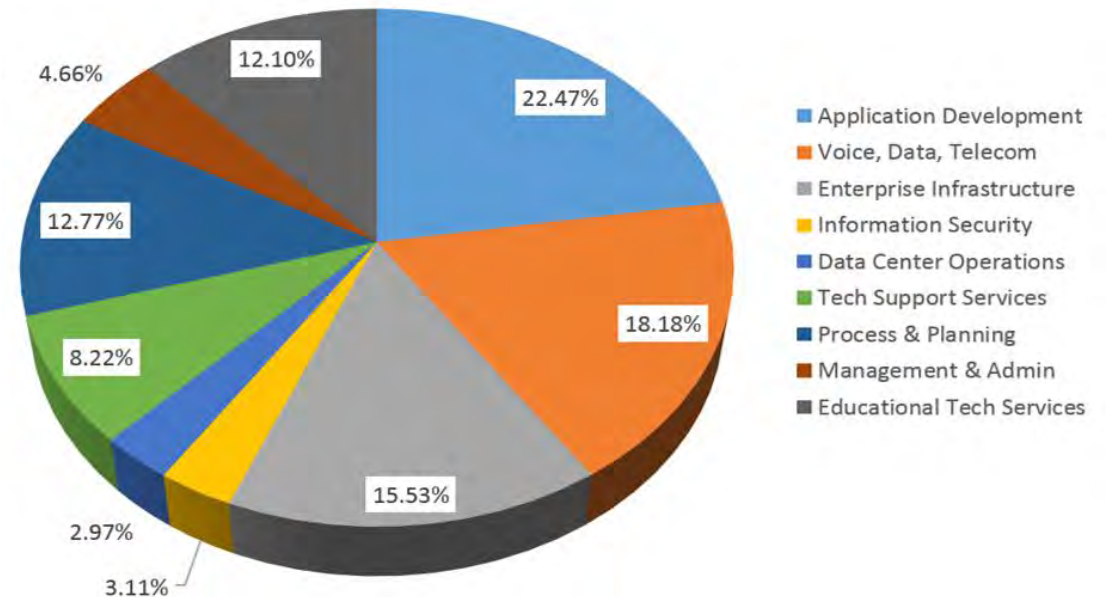
# Service-based Financial Management

## Service-based Financial Model

- A more actionable reflection of **what our clients pay for** is a **Service-based Finance Model**.

**Service =  $f(\text{people, process, technology})$**

- With a service-based model, Miami can:
  - *Explicitly show how a change in staffing levels or technology investments **impact the delivery of a service that clients consume**.*
  - ***Benchmark** capabilities against multiple peers, true “apples-to-apples” comparisons, identify functionalized Best Practice, Service Catalogs.*
  - *Evaluate different delivery options for each service. For example, InSource vs OutSource.*



# Service-based Financial Management

## KEY ACTIONS

- **Research Leading Institutions** – within Higher Education and beyond, that are operating under a Service-based Financial Model; in particular those organizations operating under the RCM Model. Seek out *Best Practice, Lessons Learned*, other insight based on real-world application (e.g. University of Michigan).
- **Develop and Socialize a Project Plan** – with the engagement from University Finance, IT organizations outside of the IT Services Division, and key stakeholders, create University-wide visibility into both the process and the data.
- **Administrative Support Functions** – engage other administrative support functions to establish a process for identifying, evaluating, and investing in strategic initiatives within their respective areas.

# Summary

# Summary

## 2017 IT Strategy

- The creation of a Deliberate IT Strategy, in concert with governance provided by the **IT Investment Committee**, will guide the activities and keep stakeholders informed on the priority and sequence of work put forth by the IT Services Division in 2017.
- The chart (*right*) shows how the identified **strategic initiatives** align with the Miami 2020 Plan. Full-size diagrams of both the **Miami 2020 Plan** and the **IT Alignment** are provided on the next two pages.

MIAMI UNIVERSITY				IT ALIGNMENT TO MIAMI 2020 PLAN			
MIAMI UNIVERSITY VISION ...to provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs.							
TENETS OF THE VISION Extraordinary Student Outcomes * Academic Rigor * Accountability & Efficiency * Quality * Creativity & Innovation * Collaboration & Inclusiveness * Growing & Leveraging University Resources * Use of Technology to Enrich Personalized Learning							
MIAMI 2020 GOALS							
<b>UNIFYING GOAL: LEARNING AND DISCOVERY</b> Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.	<b>FOUNDATION GOAL 1: TRANSFORMATIONAL WORK ENVIRONMENT</b> Ensure vitality and sustainability by building a forward-looking, efficient, and caring culture that stimulates, recognizes, and rewards creativity, entrepreneurial thinking, and exemplary performance.	<b>FOUNDATION GOAL 2: INCLUSIVE CULTURE AND GLOBAL ENGAGEMENT</b> Promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences.	<b>FOUNDATION GOAL 3: EFFECTIVE PARTNERSHIP AND OUTREACH</b> Cultivate mutually beneficial partnerships and applied and service-oriented projects that strengthen our local, state, national, and world communities.				
MIAMI 2020 OBJECTIVES							
<b>OBJECTIVE 1:</b> Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines. <b>OBJECTIVE 2:</b> Immerse faculty, undergraduate and graduate students in research and creative scholarship that forms a vital part of the learning experience. <b>OBJECTIVE 3:</b> Engage students with substantive co-curricular and internship opportunities that augment their learning and establish a strong foundation for lifelong success, growth, and adaptability. <b>OBJECTIVE 4:</b> Offer flexible pathways to and through the university, including interdisciplinary, e-learning and multiple degree options, to help students achieve timely and cost-effective completion.	<b>OBJECTIVE 1:</b> Promote a work environment built upon continuous improvement and evaluation that empowers employees through ongoing professional development and career growth opportunities. <b>OBJECTIVE 2:</b> Recognize and reward Miami employees for increasing effectiveness and productivity by utilizing their expertise, creativity, and collaboration to improve accountability, productivity, and efficient utilization of resources. <b>OBJECTIVE 3:</b> Implement flexible and accountable governance structures that increase the university's responsiveness and ability to make timely decisions. <b>OBJECTIVE 4:</b> Minimize tuition increases through a transparent strategic financial and budgetary system that incentivizes new revenue streams, reallocates resources, and promotes team-oriented solutions to fiscal challenges.	<b>OBJECTIVE 1:</b> Attract and retain a diverse community of students, faculty, staff, and administrators. <b>OBJECTIVE 2:</b> Create an environment where our people live, learn, and work cooperatively with those of widely varied backgrounds, beliefs, abilities, and lifestyles, moving beyond boundaries to welcome, seek, and understand diverse people and perspectives. <b>OBJECTIVE 3:</b> Achieve cultural competency among members of the Miami community by immersing them in domestically and globally relevant learning experiences. <b>OBJECTIVE 4:</b> Expand, virtually and physically, Miami's global involvement.	<b>OBJECTIVE 1:</b> Partner with educational and other public- and private-sector institutions to co-design academic and outreach programs that enhance access to and support of quality higher education. <b>OBJECTIVE 2:</b> Increase lifelong learning opportunities, engagement, and giving from alumni, parents, and friends. <b>OBJECTIVE 3:</b> Grow Miami's sponsored research, grants, intellectual property, internships, and co-curricular learning opportunities by helping corporate, governmental, and non-profit entities thrive through solutions-oriented partnerships. <b>OBJECTIVE 4:</b> Advance Ohio's economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life.				
2017 IT STRATEGIC INITIATIVES							
<ul style="list-style-type: none"> <li>Online Learning – Regional e-Campus</li> <li>Classroom Technology Refresh</li> <li>Remote Desktop Services</li> <li>Virtual Maker Space</li> <li>Open Educational Resources</li> <li>Advanced Research Computing</li> <li>Student Success Technology Integration</li> <li>Cloud-based Services for Academic Divisions</li> <li>Faculty Balancing Solution</li> <li>Academic Process Optimization               <ul style="list-style-type: none"> <li>Change of Major Automation</li> <li>Graduate Applications</li> <li>External Services</li> </ul> </li> <li>IT Services – Learning and Discovery               <ul style="list-style-type: none"> <li>IT Internship Program (NEW)</li> <li>Classroom Instruction (30% of Division Staff)</li> <li>Faculty Partnership – FSU, AIMS, CEC</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Data Analytics</li> <li>Unified Communication / Collaboration Services</li> <li>University Emergency Planning</li> <li>Technical Support for Campus Learning Spaces</li> <li>Identity &amp; Access Management</li> <li>Next Generation ERP</li> <li>Campus Mobility Solutions</li> <li>University Advancement – Campaign Enablement</li> <li>Intercollegiate Athletics – Sports Venue Services</li> <li>FBS – Application Architecture Review / Refresh</li> <li>IT Services – Transformational Work Environment               <ul style="list-style-type: none"> <li>Personal Connectivity Services</li> <li>Value Engineering</li> <li>Cloud – Authentication, D/F, Data Integration</li> <li>Security – Intrusion Detection &amp; Data Security</li> <li>Service Optimization – Technology COEs</li> <li>IT Services Portal – Client Self-Serve, Information Sharing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Accessibility               <ul style="list-style-type: none"> <li>University Websites</li> <li>Technology Procurement</li> <li>Curricular Content</li> <li>Process Integration</li> </ul> </li> <li>IT Services – Inclusive Culture &amp; Global Engagement               <ul style="list-style-type: none"> <li>Staff Selection</li> <li>On-boarding</li> <li>Engagement</li> <li>Professional Development</li> <li>Advancement</li> <li>University Committee – Engagement / Outreach</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Governor's Task Force on Affordability &amp; Efficiency               <ul style="list-style-type: none"> <li>Optimization – Help Desk, Data Center Operations</li> <li>Consortium Procurement – IJC, OHECC</li> <li>Network – OARnet, OHECCLink, Internet2, eduroam</li> <li>Shared Services – Accessibility Services</li> </ul> </li> <li>Grants               <ul style="list-style-type: none"> <li>SPARKS – Scholar's Dashboard (w/ LIB)</li> <li>Ohio Innovation – Closed Captioning (w/ WSU)</li> <li>Advanced Research Computing (w/ OARS)</li> </ul> </li> <li>Economic Development               <ul style="list-style-type: none"> <li>Amazon Web Services (Regional Hosting)</li> <li>Cisco Security (State of Ohio)</li> <li>CBTS, Crown Castle (Regional Small Cell Expansion)</li> <li>Mobile Application Development (w/ UC, XU, NKU)</li> </ul> </li> </ul>				



# MIAMI 2020 PLAN

## MIAMI UNIVERSITY VISION

*...to provide the best undergraduate experience in the nation, enhanced by superior, select graduate programs.*

## TENETS OF THE VISION

*Extraordinary Student Outcomes \* Academic Rigor \* Accountability & Efficiency \* Quality \* Creativity & Innovation \* Collaboration & Inclusiveness \* Growing & Leveraging University Resources \* Use of Technology to Enrich Personalized Learning*

## MIAMI 2020 GOALS

### UNIFYING GOAL: LEARNING AND DISCOVERY

Promote a vibrant learning and discovery environment that produces extraordinary student and scholarly outcomes.

### FOUNDATION GOAL 1: TRANSFORMATIONAL WORK ENVIRONMENT

Ensure vitality and sustainability by building a forward-looking, efficient, and caring culture that stimulates, recognizes, and rewards creativity, entrepreneurial thinking, and exemplary performance.

### FOUNDATION GOAL 2: INCLUSIVE CULTURE AND GLOBAL ENGAGEMENT

Promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences.

### FOUNDATION GOAL 3: EFFECTIVE PARTNERSHIP AND OUTREACH

Cultivate mutually beneficial partnerships and applied and service-oriented projects that strengthen our local, state, national, and world communities.

## MIAMI 2020 OBJECTIVES

**OBJECTIVE 1:** Prepare students for success at Miami and beyond through a liberal and applied education emphasizing inquiry-based experiential learning that integrates many disciplines.

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**OBJECTIVE 4:** Advance Ohio's economic development and prosperity by providing talent and expertise that helps shape policy and improves quality of life.

## MIAMI 2020 METRICS

**METRIC 1:** Miami will achieve a six-year graduation rate of 85% and a four-year graduation rate of 75%.

**METRIC 2:** One year after graduation, 90% of graduates who seek employment will be employed in a full-time position.

**METRIC 3:** One year after graduation, 75% of students who apply to graduate or professional school will receive one offer of admission.

**METRIC 4:** Continue to increase the quality and impact of scholarship or creative performance.

**METRIC 5:** Upon graduation, 75% of Miami students will have participated in a research or a similar experiential learning activity.

**METRIC 6:** 75% of Miami students will have completed an internship before they graduate.

**METRIC 7:** 90% of Miami students will have two or more co-curricular experiences before they graduate.

**METRIC 8:** 25% of our students will graduate with multiple degrees/majors and 5% will graduate with a combination Bachelor and Master's degree.

**METRIC 9:** 60% of degree programs can be completed in 3 years or less through curriculum revision and by using different pedagogical approaches and modes of delivery.

**METRIC 10:** Increase the online and hybrid credit hours to 10% of the total credit hours.

**METRIC 11:** All employees will have an annual evaluation that aligns with the overall university objectives and a measurable professional development plan.

**METRIC 12:** At least 25% of the merit salary improvement pool for faculty and unclassified staff will be allocated to recognize and reward exemplary performance that contributes to university and unit goals and objectives.

**METRIC 13:** The timeline for the process of soliciting input and recommendations for governance purposes should not exceed one semester as appropriate.

**METRIC 14:** One percent of total revenues annually will come from new or expanded revenue initiatives other than tuition rate increases.

**METRIC 15:** Divisional deans will annually realign 1% of their divisional University budgeted funds by phasing out low priority organizational structures, programs, and activities. These funds will be set aside to support new, or expanding successful, programs and collaborations with an emphasis on inter- and multi-disciplinary activities.

**METRIC 16:** 0.5% per year of permanent budgetary funds will be captured from improvements in divisional productivity, and these funds will be collected centrally and redistributed.

**METRIC 17:** Implement, and annually update, a transparent flexible, and dynamic ten-year budget plan that will ensure a sustainable and financially viable foundation.

**METRIC 18:** Grow the diversity of our students, faculty, and staff.

**METRIC 19:** 75% of Miami students will report that they feel welcome and have had significant and meaningful interactions with diverse groups.

**METRIC 20:** 60% of Miami students will study abroad or study away.

**METRIC 21:** All Miami students will have a curricular or co-curricular cultural learning experience (e.g., intensive community engagement, service learning experience, intercultural or global learning requirement).

**METRIC 22:** All faculty and staff will engage in meaningful, globally diverse cultural activities (e.g., volunteer or community engagement, course or workshops on global and intercultural topics, professional training on diversity issues).

**METRIC 23:** Miami will expand, virtually and physically, by 25%, its international partnerships and activities to increase its impact on the global stage.

**METRIC 24:** Miami will partner with two-year institutions to double the number of transfer students to the Oxford campus to 400 students.

**METRIC 25:** Miami will double its partnerships with Ohio and other area high schools to recruit college-bound students, e.g., through PSEO, expansion of the Oxford Pathway Program, dual enrollment, tutoring or mentoring programs, bridge and summer programs.

**METRIC 26:** Miami will provide educational opportunities and career support to at least 10% of our alumni and other external stakeholders (e.g., through programs similar to Winter College, Alumni Weekend activities, and webinars).

**METRIC 27:** Increase the total dollar amount raised annually from alumni, parents, and friends by 10% per year.

**METRIC 28:** Increase the total dollars of external funding (contracts and grants) to \$30 million.

**METRIC 29:** Increase by 25% the number of mutually beneficial educational, governmental, and corporate partnerships.

**METRIC 30:** By 2020, 10% of the Miami University community will be engaged in providing expertise and advancing the success of public and private entities.



# IT ALIGNMENT TO MIAMI 2020 PLAN

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## 2017 IT STRATEGIC INITIATIVES

- Online Learning – Regional e-Campus
- Classroom Technology Refresh
- Remote Desktop Services
- Virtual Maker Space
- Open Educational Resources
- Advanced Research Computing
- Student Success Technology Integration
- Cloud-based Services for Academic Divisions
- Faculty Balloting Solution
- Academic Process Optimization
  - Change-of-Major Automation
  - Graduate Applications
  - External Services
- IT Services – Learning and Discovery
  - IT Internship Program (NEW)
  - Classroom Instruction (10% of Division Staff)
  - Faculty Partnerships – FSB, AIMS, CEC

- Data Analytics
- Unified Communication / Collaboration Services
- University Emergency Planning
- Technical Support for Campus Learning Spaces
- Identity & Access Management
- Next Generation ERP
- Campus Mobility Solutions
- University Advancement – Campaign Enablement
- Intercollegiate Athletics – Sports Venue Services
- FBS – Application Architecture Review / Refresh
- IT Services – Transformational Work Environment
  - Personal Connectivity Services
  - Value Engineering
  - Cloud – Authentication, D/R, Data Integration
  - Security – Intrusion Detection & Data Security
  - Service Optimization – Technology COEs
  - IT Services Portal – Client Self-Serve, Information Sharing

- Accessibility
  - University Websites
  - Technology Procurement
  - Curricular Content
  - Process Integration
- Preferred Name Initiative
- IT Services – Inclusive Culture & Global Engagement
  - Staff Selection
  - On-boarding
  - Engagement
  - Professional Development
  - Advancement
  - Diversity Committee – Engagement / Outreach

- Governor's Task Force on Affordability & Efficiency
  - Optimization – Help Desk, Data Center Operations
  - Consortium Procurement – IUC, OHECC
  - Network – OARnet, OHIOlink, Internet2, eduroam
  - Shared Services – Accessibility Services
- Grants
  - SPARKS! – Scholar's Dashboard (w/ LIB)
  - Ohio Innovation – Closed Captioning (w/ WSU)
  - Advanced Research Computing (w/ OARS)
- Economic Development
  - Amazon Web Services (Regional Hosting)
  - Cisco Security (State of Ohio)
  - CBTS, Crown Castle (Regional Small Cell Expansion)
  - Mobile Application Development (w/ UC, XU, NKU)

# Summary

## 2017 IT Strategy

- As we navigate our way through 2017, IT Services will provide a written update of the **Key Actions** identified within this presentation. These updates will be provided in September and February in the form of a scorecard or dashboard.
- Each update will be authored by the individual accountable for the outcome, which we hope will provide the Board with direct insight into project activities (and people) in a crisp, concise format.





# APPENDIX

# Mission & Vision – 2014 Refresh

## Guiding Principles

- At the beginning of the 2014 academic year, the IT Services Division launched an effort to update our **Operating Model**.
- The first step in this process was to refresh the division's **Mission, Vision, and Values**.

### Guiding Principles

The IT Services strategy must be an extension of our mission, vision, and values. These are the cornerstones upon which the new IT Operating Model is built:

- Our *Mission Statement* provides a framework that guides and informs the development of the IT Services strategy. Through our Mission Statement, we declare our **purpose**.
- Our *Vision* describes the **desired state** for our organization; the state we aspire to achieve through our work.
- Our *Values* are the principles and standards that are firmly rooted at the very center of **our character**, and from which we will not budge or stray.
- *Functional Imperatives* describe the specific **capabilities and approaches** central to IT Services achieving its mission.

Only with these foundational building blocks defined can we translate “*aspiration into action*” and shift from defining what we want to accomplish to how we intend to accomplish it.



# Mission & Vision – 2014 Refresh

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## Mission Statement

- Over 30 members of the staff participated in the process.
- The output from this activity is presented to the entire IT staff at the beginning of each academic year.

### Mission Statement

The mission of the IT Services Division is to deliver innovative, high quality, secure technology services and solutions to Miami University's global community of users, supporting and enabling the institution's strategic goals and objectives through the effective deployment and management of information technology.

To advance this mission, IT Services will play a central role in:

- *Establishing partnerships and collaborating with all members of the University community to identify the technology needs of students, faculty, and staff.*
- *Providing leadership, methods, and tools to ensure the efficient and effective deployment and sustained use of technology.*
- *Demonstrating excellence in customer service, technical operations, and computing stewardship through our commitment to continuous improvement and enriching staff development.*



# Mission & Vision – 2014 Refresh

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## Vision

- In order for diversity to be central to our staff, it must be central to our vision.
- IT Services has turned this “*vision into action*” through the creation of a **permanent committee on diversity**.
- The membership for this committee is drawn from operating units across the division.

### Vision

Our vision is to be recognized as a high performance team of trusted partners and service providers, dedicated to the application of technology to stimulate learning, discovery, and scholarship.

We intend to put our vision into action:

- *By creating and supporting a ubiquitous computing ecosystem where all students, faculty, and staff have seamless access to the information technology resources they need.*
- *By fostering an open, inclusive, unifying culture committed to the core tenets of respect, integrity, creativity, collaboration, teamwork, and a deeply-embedded commitment to operate in good faith and do what is right.*
- *By providing the information technology infrastructure that enables and supports the institutional goals and objectives articulated in the Miami 2020 Plan.*

- *By fostering an open, inclusive, unifying culture committed to the core tenets of respect, integrity, creativity, collaboration, teamwork, and a deeply-embedded commitment to operate in good faith and do what is right.*

# Mission & Vision – 2014 Refresh

## Values

- Our **values** reflect, in a simple and straight forward manner, who we are, what we do, and how we do it.

### Values

- We work together with integrity, in good faith, and with the highest professional standards.
- We treat everyone with respect.
- We take personal accountability for our statements and actions.
- We constantly seek to improve.



***I Am Miami***  
**M**  
**Code of Love & Honor**



I am Miami.  
I believe that a liberal education is grounded in qualities of character and intellect.  
I stand for honesty, integrity, and the importance of moral conduct.  
I respect the dignity, rights, and property of others and their right to hold and express disparate beliefs.  
I defend the freedom of inquiry that is the heart of learning.  
I exercise good judgment and believe in personal responsibility.  
I welcome a diversity of people, ideas, and experiences.  
I embrace the spirit, academic rigor, opportunities, and challenges of a Miami Experience, preparing me to make the world a better place.  
I demonstrate Love and Honor by supporting my fellow Miampians.  
And because I Am Miami, I act through my words and deeds in ways that reflect these values and beliefs.  
With a deep sense of accomplishment and gratitude, I will Love, Honor, and make proud those who help me earn the joy and privilege of saying:  
*"To think that in such a place, I feel such a life."*



**M** MIAMI UNIVERSITY  
INFORMATION TECHNOLOGY SERVICES

# Emerging Technology Roadmap, 2015-2018

IT professionals at 324 midsized organizations collaborated to map the adoption of 98 emerging technologies.

## Technologies by Mainstream Adoption Timeline, Value, and Risk

### Enterprise Value

Value was assessed on a scale of 1-5. When assessing enterprise value, respondents considered such factors as cost-efficiency, functionality, speed, and performance.

### Deployment Risk

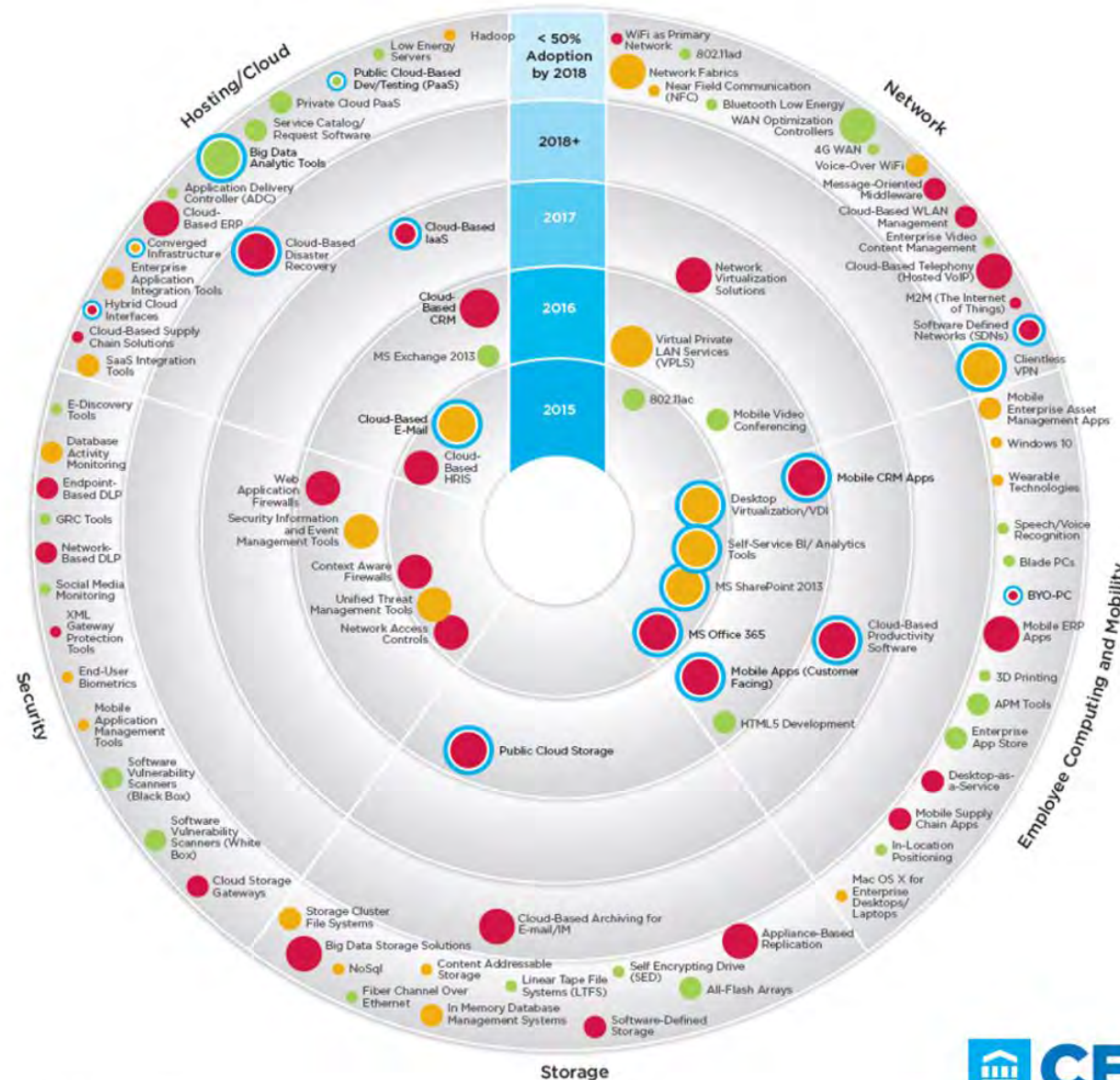
Risk was assessed on a scale of 1-5. When assessing deployment risk, respondents considered such factors as marketplace maturity, scalability, support, and security.

### Most Evaluated Technologies

These are the technologies being most closely evaluated by midsized organizations. Adoption timeline, value, and risk assessments for these technologies are more likely to change next year than other technologies.

### Mainstream by H1 2015

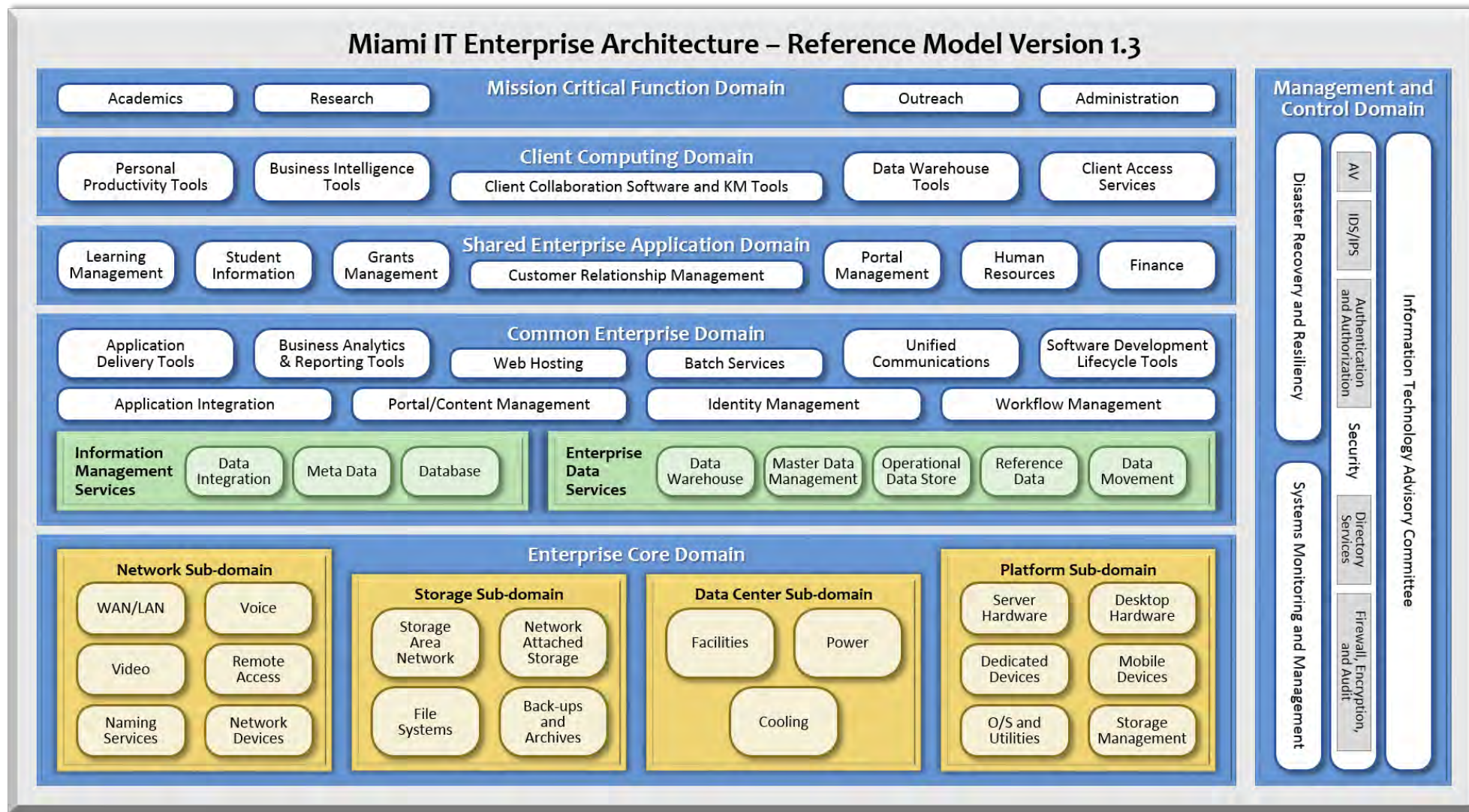
**Network:** Unified Communications  
**Employee Computing:** Microsoft Office 2013  
**Storage:** Hybrid Solid-State Drives (SSDs)  
**Security:** E-Mail Filtering as a Service, Mobile Device Management Tools, Reduced/Single Sign-On, Secure File Sharing  
**Hosting/Cloud:** Cloud-Based Collaboration Solutions



CEB IT Leadership Council  
For Midsized Companies

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MU-ITS DEPLOYMENT MODEL	ON-PREM	CO-LO	HOSTING	IAAS	PAAS	SAAS	BPAAS
	<i>ON-PREMISE</i>	<i>CO-LOCATION</i>	<i>HOSTING</i>	<i>INFRASTRUCTURE AS A SERVICE</i>	<i>PLATFORM AS A SERVICE</i>	<i>SOFTWARE AS A SERVICE</i>	<i>BUSINESS PROCESS AS A SERVICE</i>
BUSINESS PROCESS INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	SHARED
SOFTWARE APPLICATION INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	SHARED	SHARED
SOFTWARE DEVELOPMENT INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	SHARED	SHARED
VIRTUAL COMPUTING INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED	DEDICATED	DEDICATED	SHARED	SHARED
PHYSICAL COMPUTING INFRASTRUCTURE	DEDICATED	DEDICATED	DEDICATED OR SHARED	SHARED	SHARED	SHARED	SHARED
DATA CENTER INFRASTRUCTURE	DEDICATED	SHARED	SHARED	SHARED	SHARED	SHARED	SHARED

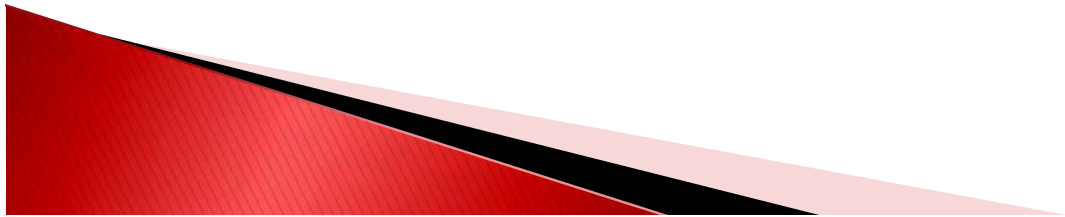


- 1 Youngstown State University
- 2 Shawnee State University
- 3 University of Cincinnati
- 4 Ohio University
- 5 Wright State University
- 6 Central State University
- 7 Bowling Green State University
- 8 Miami University
- 9 Ohio State University
- 10 University of Toledo
- 11 Kent State University

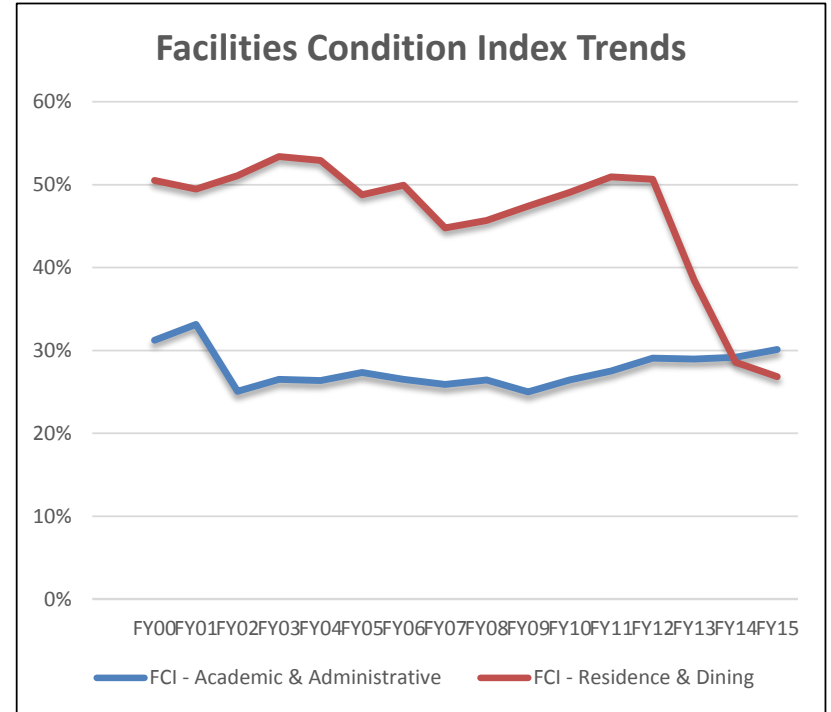
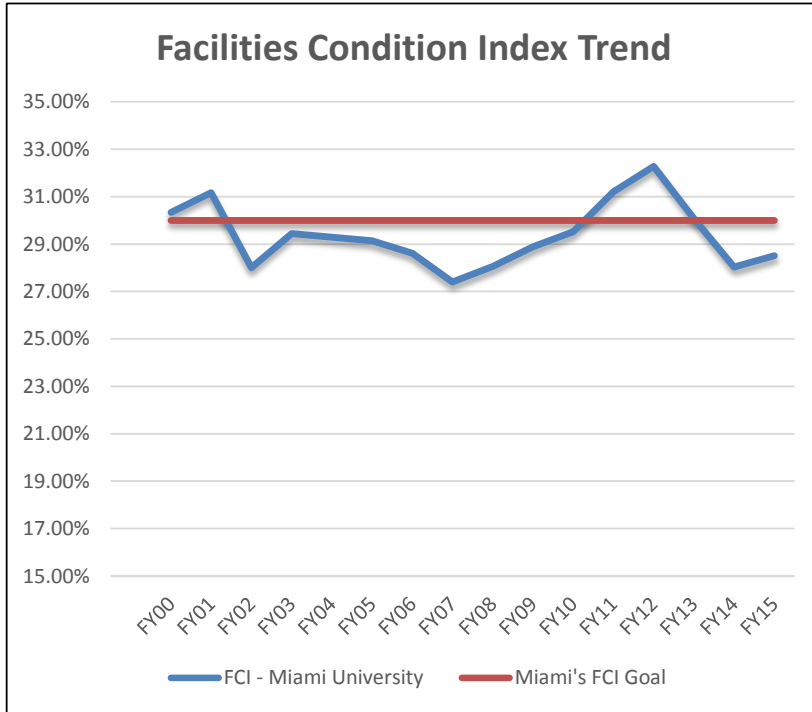


# Facilities Condition Index

May 5, 2016



# FCI Report



# FCI Report

Group	Estimated Current Replacement Value (CRV)	Target Annual Renewal Spend (3% CRV)	Actual Annual Renewal Spend	Difference (Amount Deferred)	Accumulated Difference (Total Deferred)	Facility Condition Index (FCI)
<b>Buildings</b>						
Academic & Admin. Total	\$1,127,789,588	\$33,833,688	\$8,201,786	\$25,631,902	\$339,853,698	30.13%
Auxiliary Total	493,657,936	14,809,738	32,896,734	(18,086,996)	92,238,535	18.68%
Res. & Dining Hall Total	760,934,474	22,828,034	27,821,747	(4,993,713)	204,063,677	26.82%
Hamilton Campus Total	104,414,863	3,132,446	1,191,606	1,940,840	43,977,924	42.12%
Middletown Campus Total	99,172,953	2,975,189	449,318	2,525,871	50,483,851	50.90%
Rental Properties Total	7,067,476	212,024	25,172	186,852	2,382,728	33.71%
Southwest Book Depository	7,500,434	225,013	0	225,013	0	0.00%
	<b>\$2,600,537,725</b>	<b>\$78,016,132</b>	<b>\$70,586,363</b>	<b>\$7,429,769</b>	<b>\$733,000,413</b>	<b>28.19%</b>
<b>Infrastructure</b>						
Utility Distribution Total	\$411,334,433	\$12,340,033	\$4,285,963	\$8,054,070	\$121,010,110	29.42%
Walks & Drives Total	102,316,572	3,069,497	3,560,983	(491,486)	33,721,551	32.96%
<b>Totals</b>	<b>\$3,114,188,729</b>	<b>\$93,425,662</b>	<b>\$78,433,309</b>	<b>\$14,992,353</b>	<b>\$887,732,074</b>	<b>28.51%</b>

Building Group	GSF Total	% of Total GSF with FCI < 30% (Target)	% of Total GSF with FCI > 30%	% of Total GSF with FCI > 50%
Academic	2,382,824	50%	50%	8%
Administrative	802,817	71%	29%	11%
Auxiliary	1,833,663	85%	15%	0%
Residence & Dining	2,638,728	61%	39%	22%
<b>Totals</b>	<b>7,658,032</b>	<b>64%</b>	<b>36%</b>	<b>11%</b>
Hamilton Campus	338,297	22%	78%	22%
Middletown Campus	266,526	17%	83%	46%
<b>Totals</b>	<b>604,823</b>	<b>20%</b>	<b>80%</b>	<b>33%</b>

# Funding Summary

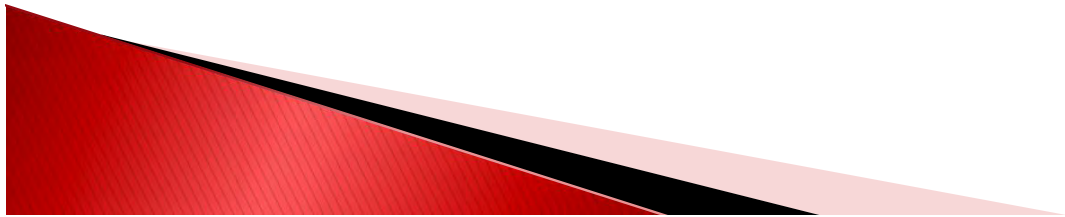
Facility Category	Replacement Value	Annual Renewal, Replacement and Modernization Spend (3%)	Miami Budget and Capital Appropriation	Gap
Oxford Academic & Administrative Buildings, Infrastructure, and Walks and Drives	\$1.64 Billion	\$49 Million	\$27.5 Million	\$21.5 Million
Regional Campuses	\$203 Million	\$6.1 Million	\$1.9 Million (Going to 0.7 Million)	\$4.0 Million

# Oxford Campus Planning

Academic Buildings	FCI	GSF
<b>College of Arts and Science</b>		
Shideler Hall	9.68%	91,018
Kreger Hall	9.87%	63,952
Psychology	11.67%	100,016
MacMillan Hall	22.37%	33,919
<b>Hughes Laboratories</b>	<b>27.53%</b>	<b>220,565</b>
Irvin Hall	30.78%	55,289
Upham Hall	31.48%	183,320
Williams Hall	33.92%	32,379
Boyd Science Building	37.29%	47,263
<b>Pearson Hall</b>	<b>40.66%</b>	<b>177,071</b>
<b>Bachelor Hall</b>	<b>45.17%</b>	<b>111,296</b>
Harrison Hall	62.52%	47,476
		1,163,564
<b>Farmer School of Business</b>		
Farmer School of Business	12.59%	233,193
<b>College of Creative Arts</b>		
Presser Hall	11.25%	35,427
Alumni Hall	29.58%	89,657
Hiestand Hall	33.27%	57,547
Center for Performing Arts	35.48%	82,812
Hall Auditorium	37.55%	37,190
Art Building	52.41%	47,696
		350,329
<b>College of Education, Health, and Society</b>		
University Stables Classroom	8.23%	1,500
McGuffey Hall	19.62%	126,781
Phillips Hall	34.73%	114,793
		243,074
<b>College of Engineering and Computing</b>		
Benton Hall	14.03%	75,463
Engineering Building	15.10%	106,829
		182,292

Residence & Dining Halls	FCI	Sq Ft	Year Constructed
Havighurst Hall	37.06%	71,276	1983
Morris Hall	41.43%	70,344	1969
Tappan Hall	42.11%	71,816	1970
Emerson Hall	44.60%	67,703	1969
Porter Hall	45.75%	40,579	1956
McKee Hall	46.53%	26,466	1904
Ogden Hall	47.34%	61,401	1924
Dodds Hall	47.50%	42,422	1961
MacCracken Hall	53.55%	80,602	1957
Richard Hall	65.99%	79,740	1948
Stanton Hall	66.34%	50,758	1961
Thomson Hall	68.31%	52,434	1963
<b>Mary Lyon Hall</b>	<b>69.82%</b>	<b>25,848</b>	<b>1925</b>
Scott Hall	70.86%	73,553	1957
Wells Hall	72.84%	41,351	1923
Cook Place	77.13%	5,652	1932
Minnich Hall	78.53%	63,082	1962
<b>Swing Hall</b>	<b>81.93%</b>	<b>50,221</b>	<b>1924</b>
<b>Wilson Hall</b>	<b>82.70%</b>	<b>19,481</b>	<b>1925</b>
<b>Elm Street Building</b>	<b>100.00%</b>	<b>39,157</b>	<b>1932</b>

# Questions?



# Status of Capital Projects Updates

May 5, 2016



# Armstrong Student Center Phase 2

Project Cost: \$23,600,000

Cost of Work: \$18,428,075

Completion Date/% Comp: July 2017/27%

Project Delivery Method: Construction Manager at Risk

Contingency/Balance: \$1,000,000/55%





# Gunlock Family Athletic Performance Center

Project Cost: \$23,000,000

Cost of Work: \$19,200,000

Completion Date/% Comp: November 2016/55%

Project Delivery Method: Construction Manager at Risk

Contingency/Balance: \$650,000/25%



# Gunlock Family Athletic Performance Center



# North Quad Renovation

Project Cost: \$98,300,000

Completion Date/% Comp: August 2016/85%

Contingency/Balance: \$8,397,813/75%

Cost of Work: \$79,380,873

Project Delivery Method: Design Build



# North Quad Renovation



# Shriver Center Renovations – Phase 1

Project Cost: \$20,000,000

Cost of Work: \$16,021,136

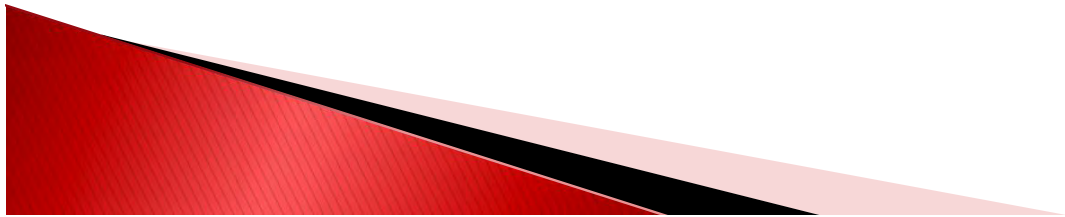
Completion Date: January 2017/43%

Project Delivery Method: Construction Manager at Risk

Contingency/Balance: \$624,987/36%



# Questions?



# Withrow Hall Residence Hall Project

May 5, 2016

# Withrow Hall Residence Hall Project

- ▶ Will preserve capacity at 8100 beds.
- ▶ More affordable and responsive to student needs than renovating Swing and possibly Wells Halls and/or constructing an addition to Clawson Hall.
- ▶ Will free sites for future academic buildings.
- ▶ Constructing now will permit coordination with tennis court project saving about \$2.75 million.
- ▶ Avoids price escalation for delayed renovations of Swing and possibly Wells Halls of 3% to 5% per year.
- ▶ Provides increased flexibility in meeting student demand and results in about \$2 million in added net revenue per year over leasing off-campus apartments.
- ▶ Avoids site improvement costs of \$250,000 for restoring the Withrow Hall site and will facilitate further site improvements at this site.

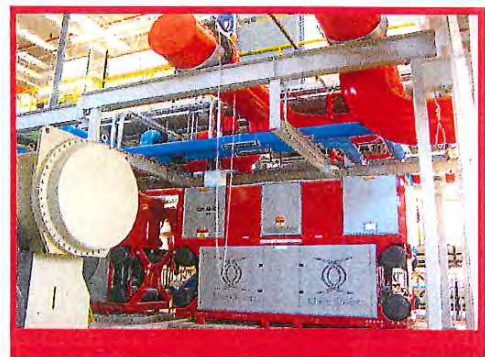


# Questions?



# 2015

## FACILITY CONDITION INDEX REPORT



## Facilities Condition Report for Fiscal Year 2015 (July 1, 2014 – June 30, 2015)

### Summary Report

This report updates, as of June 30, 2015, the estimate of capital renewal, plant adaptation, and deferred maintenance (reported as Estimated Total Work Accumulated) for Miami University's major facilities and utility distribution systems. It also includes a report of the expenditures during Fiscal Year 2015 on those facility projects addressing renovation and maintenance needs of the campuses as well as an estimated current replacement value (CRV) for each facility. In addition to the project expenditures during the fiscal year, it also considers projects currently in construction or with Board of Trustee (BOT) approval for financing the construction. Projects with BOT approval, but not yet expensed are shared to reflect the impact of these financial decisions. If only expensed work is shown, it would not be uncommon for BOT approval of a project to occur two or three years before the expense is identified in this report. While there was value in understanding the fiscal year in which projects were expensed, more value is derived from seeing the outcome of financial decisions in a timely manner. The column labeled "Facility Condition Index (FCI)" compares the estimated total work accumulated to the estimated current replacement value. Current replacement value and estimated total work accumulated reflect construction costs only. Total program cost including design fees, furniture and movable equipment, and other costs are often an additional 30% - 35% of construction cost.

As shown in Exhibit 1, Miami's total estimated current replacement value is more than \$3.1 billion. Of that, more than \$2.6 billion is in buildings, \$411 million is in utility infrastructure, and \$102 million is in walks, drives, and other exterior improvements. The total work accumulated is over \$880 million with \$730 million for buildings, \$121 million for utility infrastructure, and over \$33 million for walks and drives. The report also identifies target annual renewal spend for each building group and compares this to how much was spent for the current fiscal year. For buildings, the spend of more than \$70 million fell short of the target by \$7 million. This increases the backlog, or deferred spend. Exhibit 2 provides details by facility. This year's report organizes this information in a different way. The report shows the facilities with the highest FCI to the lowest in each category. The darker shade of red clearly identifies facilities with an FCI greater than 50 percent. The lighter shade of red denotes facilities with an FCI greater than 30 percent. Exhibit 3 shows the buildings in age groupings and the work accumulated for each grouping.

Miami has a goal of maintaining its Facilities Condition Index at less than 30 percent. The total FCI for Miami at the end of FY 2015 was 28.51 percent, an increase of 0.48 percent from FY 2014. Major new construction and renovations performed during this reporting period include the second phase of the Armstrong Student Center (Culler Hall), Gunlock Family Athletic Performance Center, the first phase of the Shriver Center, Clawson Hall, and Hamilton Hall. Significant utility infrastructure work occurred to support the new and renovated facilities – including an expansion of the Western Geothermal system. Other smaller building and system upgrades and a modest inflationary increase in the current replacement value also worked to offset further increases in the FCI. An annual investment of between 2.5 percent and 3 percent of the estimated current replacement value of the campus and its facilities is required toward the total work accumulated in order to offset the effects of inflation and aging. A smaller investment means the FCI will increase; a larger investment causes the FCI to decrease.

During FY 2015, Miami completed over \$78 million in renovation and maintenance projects. Miami also completed or purchased nearly \$35 million in new construction (Exhibit 4.) With the exception of the Gunlock facility and a storage building, the remaining projects comprising the new construction category are limited to elements improving the quality or usability of existing structures or systems. Exhibit 5 provides a list of buildings that were removed from the facilities list since the last report.

In addition to major renovation and construction expenditures reflected in the exhibits, annual routine expenditures contribute to the condition of the campuses. Although they are not necessarily reflected in the facility condition index, some of those expenditures in FY 2015 for Academic and Administrative buildings were:

- Facility operating and maintenance expenditures as a percent of CRV were 1.78 percent down from 1.83 percent. The industry goal is 4.5 to 5 percent.<sup>1</sup>
- Facility operating and maintenance expenditures as a percent of gross institutional expenditures were 7.82 percent down from 8.20 percent. The industry goal is 12 percent.<sup>1</sup>
- The annual facility operating expenditure per gross square foot was \$6.63 down from \$6.66.

## Basis of the Report

The Estimated Total Work Accumulated for Miami is based on an initial survey of twenty-two buildings representative of the age, use, style, and condition of various buildings on campus. Using industry standards for life expectancies, projected estimates were made of the total work accumulated for the remaining buildings. To confirm and adjust the estimates, six buildings were surveyed in 1996, seven buildings in 1998, five in 2002, five in 2003, five in 2004, five in 2005, three in 2006, and five in 2007. In 2014, adjustments were made to the total work accumulated relative to adjusted market-based current replacement value (CRV). Periodic studies are performed analyzing the cost per square foot to construct new facilities and compared to our existing estimates. The studies use Miami's cost of construction in recent projects and regional construction costs for similar facilities to ensure accuracy. In addition to adjustments in the estimates as the result of the periodic market based studies, the estimates are adjusted each year to reflect the increase in the age of the buildings and major repairs made to the buildings. Finally, both the estimated replacement value and the estimated total work accumulated are annually adjusted for inflation.

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

## Plant Account Funding and FCI

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

In order to have a better estimate of a building's real value, replacement values (CRV) are estimated against which capital renewal, plant adaptation, and deferred maintenance needs are compared. For example, Bachelor Hall was constructed in 1978 for \$5,350,000. Replacing Bachelor Hall in 2015 is estimated to cost \$37,665,583. However, it is estimated that \$17,013,770 would be needed in 2015 to simply return Bachelor Hall to a "like new" condition. Hence, Bachelor Hall's facility condition index is therefore estimated to be 45.17 percent.

## Definitions

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

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

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

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

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

<sup>1</sup> While operating and maintenance expenditures are below industry targets, there are several reasons for this. Recent renovations and new construction projects are diminishing the need for maintenance expenditures since such investments are being met through comprehensive renovation projects. Labor costs also are a major part of these expenditures and our Lean efforts have targeted reductions to facilities labor costs. This performance is also further justification for why these activities continue to be managed internally.

**MIAMI UNIVERSITY**  
**FACILITIES CONDITION INDEX**  
**SUMMARY**  
**FY 2015**

(July 1, 2014 - June 30, 2015)

Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Estimated Total Work Accumulated	Facility Condition Index (FCI)*	% Change From FY 14
<b>Buildings</b>					
Academic & Admin. Total	\$1,127,789,588	\$8,201,786	\$339,853,698	30.13%	0.95%
Auxiliary Total	493,657,936	32,896,734	92,238,535	18.68%	-1.94%
Res. & Dining Hall Total	760,934,474	27,821,747	204,063,677	26.82%	-1.74%
Hamilton Campus Total	104,414,863	1,191,606	43,977,924	42.12%	0.99%
Middletown Campus Total	99,172,953	449,318	50,483,851	50.90%	1.67%
Rental Properties Total	7,067,476	25,172	2,382,728	33.71%	1.13%
Southwest Book Depository	7,500,434	0	0	0.00%	0.00%
	<b>\$2,600,537,725</b>	<b>\$70,586,363</b>	<b>\$733,000,413</b>	<b>28.19%</b>	<b>0.52%</b>
<b>Infrastructure</b>					
Utility Distribution Total	\$411,334,433	\$4,285,963	\$121,010,110	29.42%	0.70%
Walks & Drives Total	102,316,572	3,560,983	33,721,551	32.96%	-1.40%
<b>Totals</b>	<b>\$3,114,188,729</b>	<b>\$78,433,309</b>	<b>\$887,732,074</b>	<b>28.51%</b>	<b>0.48%</b>

	Projects	New Construction
FY 15	\$78,433,309	\$34,815,066
FY 14	\$148,880,366	\$46,174,935
FY 13	\$58,242,086	\$175,173,129
FY 12	\$29,571,789	\$5,865,273
FY 11	\$22,719,588	\$1,215,644
FY 10	\$25,780,141	\$11,177,135
FY 09	\$14,706,295	\$74,745,495
FY 08	\$22,277,237	\$40,292,294
FY 07	\$13,508,408	\$35,690,815
FY 06	\$16,987,441	\$85,295,828

\* FCI = % Work Accumulated / Estimated Replacement Value

**MIAMI UNIVERSITY**  
**FACILITIES CONDITION INDEX**  
**SUMMARY**  
**FY 2015**  
(July 1, 2014 - June 30, 2015)

**MIAMI UNIVERSITY**  
**FACILITIES CONDITION INDEX**  
**SUMMARY**  
**FY 2015**

(July 1, 2014 - June 30, 2015)

Group	Estimated Current Replacement Value (CRV)	Target Annual Renewal Spend (3% CRV)	Actual Annual Renewal Spend	Difference (Amount Deferred)	Accumulated Difference (Total Deferred)	Facility Condition Index (FCI)
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**MIAMI UNIVERSITY**  
**FACILITIES CONDITION INDEX**  
**SUMMARY**  
**FY 2015**  
(July 1, 2014 - June 30, 2015)



**MIAMI UNIVERSITY FACILITIES CONDITION INDEX PROJECT DETAILS****FY 2015**

(July 1, 2014 - June 30, 2015)

<b>Building Group</b>	<b>Estimated Current Replacement Value (CRV)</b>	<b>Total Projects Completed</b>	<b>Total Work Accumulated</b>	<b>Facility Condition Index (FCI)</b>	<b>% Change from FY 2014</b>	<b>Gross Square Feet</b>	<b>Work per Square Foot</b>	<b>Year of Construction</b>
<b>ACADEMIC</b>								
Ecology Research Center	\$405,945	\$0	\$366,247	90.22%	2.13%	2,284	\$160.35	1969
Withrow Court	\$37,882,609	\$1,688	\$33,962,043	89.65%	2.12%	100,905	\$336.57	1931
Harrison Hall	\$16,067,165	\$246,120	\$10,045,335	62.52%	0.60%	47,476	\$211.59	1960
Art Building	\$17,609,039	\$701,151	\$9,228,593	52.41%	-1.85%	47,696	\$193.49	1985
Bachelor Hall	\$37,665,583	\$667,282	\$17,013,770	45.17%	0.36%	111,296	\$152.87	1979
Pearson Hall	\$75,141,849	\$427,315	\$30,553,987	40.66%	1.56%	177,071	\$172.55	1985
Hall Auditorium	\$14,938,102	\$18,944	\$5,609,292	37.55%	2.00%	37,190	\$150.83	1908
Boyd Science Building	\$17,449,179	\$58,138	\$6,506,083	37.29%	1.79%	47,263	\$137.66	1947
Center for Performing Arts	\$32,243,450	\$793,071	\$11,439,760	35.48%	-0.33%	82,812	\$138.14	1969
Phillips Hall	\$42,879,149	\$212,472	\$14,893,521	34.73%	1.63%	114,793	\$129.74	1962
Williams Hall	\$12,381,615	\$159,989	\$4,199,334	33.92%	0.84%	32,379	\$129.69	1959
Hiestand Hall	\$21,245,961	\$47,771	\$7,068,034	33.27%	1.90%	57,547	\$122.82	1958
Laws Hall	\$28,478,302	\$285,507	\$9,211,148	32.34%	1.13%	84,149	\$109.46	1959
Upham Hall	\$62,040,456	\$95,850	\$19,530,434	31.48%	1.97%	183,320	\$106.54	1949
Irvin Hall	\$18,711,296	\$431,901	\$5,758,992	30.78%	-0.18%	55,289	\$104.16	1925
Alumni Hall	\$33,100,754	\$66,707	\$9,789,966	29.58%	1.93%	89,657	\$109.19	1910
Hughes Laboratories	\$93,598,964	\$547,139	\$25,765,300	27.53%	1.54%	220,565	\$116.81	1970
MacMillan Hall	\$11,800,401	\$125,387	\$2,640,264	22.37%	1.07%	33,919	\$77.84	1923
McGuffey Hall	\$43,512,162	\$236,655	\$8,537,024	19.62%	1.58%	126,781	\$67.34	1909
Engineering Building	\$39,440,540	\$173,844	\$5,954,969	15.10%	1.69%	106,829	\$55.74	2006
Benton Hall	\$25,538,725	\$46,124	\$3,583,377	14.03%	1.95%	75,463	\$47.49	1968
Farmer School of Business	\$78,918,830	\$76,102	\$9,933,535	12.59%	2.03%	233,193	\$42.60	2009
Psychology Building	\$42,442,789	\$45,968	\$4,954,642	11.67%	2.02%	100,016	\$49.54	2006
Voice of America Learning Center (VOAL)	\$9,765,180	\$65,741	\$1,111,991	11.39%	1.45%	23,034	\$48.28	2008
Presser Hall	\$13,079,407	\$482,543	\$1,470,780	11.25%	-1.56%	35,427	\$41.52	1931
Kreger Hall	\$27,138,670	\$13,870	\$2,678,089	9.87%	2.08%	63,952	\$41.88	1931
Shideler Hall	\$37,091,759	\$0	\$3,589,891	9.68%	2.13%	91,018	\$39.44	1967
University Stables Classroom	\$117,239	\$11,657	\$9,652	8.23%	-7.81%	1,500	\$6.43	2008
<b>Academic Total</b>	<b>\$890,685,120</b>	<b>\$6,038,934</b>	<b>\$265,406,052</b>	<b>29.80%</b>	<b>0.88%</b>	<b>2,382,824</b>	<b>\$111.38</b>	
<b>ADMINISTRATIVE</b>								
East End	\$2,365,111	\$0	\$2,351,618	99.43%	2.13%	13,307	\$176.72	1954
Williams Hangar	\$2,924,741	\$0	\$2,185,537	74.73%	2.13%	16,257	\$134.44	1944
Art Museum	\$7,549,470	\$8,623	\$5,132,551	67.99%	2.01%	23,656	\$216.97	1978
Bonham House	\$2,498,725	\$0	\$1,527,195	61.12%	2.13%	7,830	\$195.04	1868
Joyner House	\$1,216,812	\$0	\$715,799	58.83%	2.13%	3,813	\$187.73	1910
Patterson Place	\$2,089,930	\$0	\$1,202,783	57.55%	2.13%	6,549	\$183.66	1898
Chestnut Fields Storage Barn	\$37,080	\$0	\$20,513	55.32%	2.13%	600	\$34.19	2002
Old Manse	\$2,145,138	\$2,651	\$1,163,810	54.25%	2.00%	6,722	\$173.13	1852

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
Hanna House	\$2,415,754	\$2,923	\$1,263,965	52.32%	2.01%	7,570	\$166.97	1964
Peffer Pavilion	\$31,488	\$0	\$15,761	50.05%	2.13%	60	\$262.69	1968
Kumler Chapel	\$3,101,547	\$0	\$1,521,044	49.04%	2.13%	9,719	\$156.50	1918
Wells Hall (Post Office)	\$1,302,044	\$0	\$618,883	47.53%	2.13%	4,962	\$124.72	1923
Grounds Storage Building (Formal Garden)	\$156,917	\$4,979	\$73,565	46.88%	-1.05%	598	\$123.02	1991
Glos Center	\$2,630,523	\$1,686	\$1,199,645	45.60%	2.06%	8,242	\$145.55	1930
University Archives	\$3,136,650	\$0	\$1,401,378	44.68%	2.13%	9,829	\$142.58	1964
Ecology Research Center Storage	\$409,500	\$0	\$182,954	44.68%	2.13%	2,304	\$79.41	1990
Nike Switchgear	\$145,742	\$0	\$65,114	44.68%	2.13%	845	\$77.06	1960
Nike Pumphouse	\$26,394	\$0	\$11,792	44.68%	2.13%	198	\$59.56	1960
Williams Transmitter	\$202,642	\$0	\$90,316	44.57%	2.13%	635	\$142.23	1986
Morris House Garage	\$53,320	\$0	\$23,681	44.41%	2.13%	367	\$64.53	1921
DeWitt Cabin	\$374,649	\$0	\$166,258	44.38%	2.13%	1,174	\$141.62	1805
Chemical Storage Building (Cole Storage)	\$343,916	\$0	\$149,812	43.56%	2.13%	1,935	\$77.42	1981
Nike Storage Bldg	\$108,374	\$0	\$46,975	43.35%	2.13%	802	\$58.57	1960
Cole Service Shop	\$497,656	\$0	\$213,361	42.87%	2.13%	2,800	\$76.20	1988
Simpson House Garage	\$54,387	\$0	\$23,061	42.40%	2.13%	408	\$56.52	1937
Murstein-Climer	\$6,383,398	\$42,328	\$2,703,774	42.36%	1.46%	20,004	\$135.16	1968
Tennis Storage North	\$13,730	\$0	\$5,767	42.00%	2.13%	103	\$55.99	1985
Langstroth House	\$969,812	\$0	\$400,429	41.29%	2.13%	3,039	\$131.76	1856
Ecology Research Metal	\$200,840	\$0	\$80,361	40.01%	2.13%	1,153	\$69.70	1972
Maintenance Warehouse (Hort Barn)	\$390,660	\$0	\$154,983	39.67%	2.13%	2,198	\$70.51	1938
Sawyer Gymnasium	\$3,624,907	\$2,002	\$1,357,886	37.46%	2.07%	11,359	\$119.54	1913
Sesquicentennial Chapel	\$1,975,684	\$1,718	\$729,837	36.94%	2.04%	6,191	\$117.89	1959
Cole Pole Barn	\$765,413	\$0	\$280,836	36.69%	2.13%	5,742	\$48.91	1975
Chestnut Fields Bus Maintenance Building	\$1,339,000	\$0	\$484,326	36.17%	2.13%	7,295	\$66.39	1996
Hazardous Waste Storage Bldg	\$122,637	\$0	\$43,797	35.71%	2.13%	920	\$47.60	1997
Western Lodge	\$1,127,838	\$0	\$397,017	35.20%	2.13%	3,352	\$118.44	1926
Satellite Antenna Farm	\$290,329	\$1,006	\$102,113	35.17%	1.78%	2,178	\$46.88	1996
Conrad Greenhouse	\$266,068	\$0	\$92,740	34.86%	2.13%	1,996	\$46.46	1925
Health Services Center	\$11,476,001	\$12,327	\$3,885,964	33.86%	2.02%	31,084	\$125.01	1996
Brown Road 5285 (DARS)	\$889,212	\$2,139	\$278,729	31.35%	1.89%	5,206	\$53.54	1968
King Library	\$55,897,093	\$454,584	\$16,732,813	29.94%	1.31%	175,198	\$95.51	1966
WRA Cabin	\$972,365	\$1,347	\$284,326	29.24%	1.99%	3,047	\$93.31	1936
Peabody Hall Offices	\$13,318,877	\$201,833	\$3,880,508	29.14%	0.61%	41,745	\$92.96	1871
Salt/Grounds Storage Barn	\$1,368,554	\$0	\$382,210	27.93%	2.13%	4,512	\$84.71	1995
616 E. Chestnut	\$302,299	\$2,891	\$84,417	27.92%	1.17%	2,001	\$42.19	1955
Western Maintenance	\$2,131,479	\$6,981	\$590,554	27.71%	1.80%	9,594	\$61.55	1924
Welding Shop	\$771,010	\$1,000	\$197,705	25.64%	2.00%	4,023	\$49.14	1996
University Stables Utility Building	\$34,987	\$0	\$8,887	25.40%	2.13%	400	\$22.22	2003
Pulley Carillon Tower	\$1,987,070	\$0	\$504,154	25.37%	2.13%	402	\$1,254.12	2001
Advancement Services Building	\$2,143,862	\$13,875	\$537,325	25.06%	1.48%	6,718	\$79.98	2000
Police Services Center	\$2,679,668	\$1,977	\$667,264	24.90%	2.05%	8,397	\$79.46	1999
Hoyt Hall	\$18,278,285	\$560,491	\$4,519,819	24.73%	-1.22%	63,337	\$71.36	1971
Roudebush Hall	\$14,087,112	\$16,359	\$3,469,985	24.63%	2.01%	49,919	\$69.51	1956

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
Campus Avenue Building	\$21,841,953	\$582,452	\$5,131,207	23.49%	-0.54%	65,793	\$77.99	1969
McGuffey Museum	\$1,228,620	\$0	\$270,535	22.02%	2.13%	5,413	\$49.98	1833
Recycling Center	\$367,629	\$0	\$73,612	20.02%	2.13%	1,152	\$63.90	1991
Fryman Farm House	\$249,760	\$0	\$49,741	19.92%	2.13%	3,000	\$16.58	1850
Simpson-Shade Guest House	\$1,288,636	\$0	\$218,399	16.95%	2.13%	3,349	\$65.21	1836
Cole Service Building	\$17,902,280	\$19,427	\$2,659,781	14.86%	2.02%	55,401	\$48.01	1958
Warfield Hall	\$6,686,997	\$19,645	\$956,054	14.30%	1.83%	23,696	\$40.35	1962
Fryman Farm Equipment Barn	\$166,507	\$0	\$21,345	12.82%	2.13%	2,790	\$7.65	1900
Nike Maintenance (Shooting Range)	\$207,949	\$0	\$25,394	12.21%	2.13%	1,576	\$16.11	1960
Lewis Place	\$4,467,358	\$192,622	\$521,128	11.67%	-2.18%	12,526	\$41.60	1839
Airport Metal Hangar	\$1,473,951	\$2,307	\$159,530	10.82%	1.97%	6,080	\$26.24	1944
Nike Transmitter Building	\$56,804	\$0	\$6,114	10.76%	2.13%	176	\$34.74	1960
Airport Radio Building	\$5,106	\$0	\$550	10.76%	2.13%	16	\$34.35	1966
University Stables Barn	\$1,298,712	\$2,676	\$122,618	9.44%	1.92%	18,370	\$6.67	2003
University Stables Storage Garage	\$41,163	\$0	\$1,726	4.19%	2.13%	575	\$3.00	2013
Beta Campanile	\$194,345	\$0	\$4,015	2.07%	2.07%	609	\$6.59	1940
<b>Administrative Total</b>	<b>\$237,104,468</b>	<b>\$2,162,851</b>	<b>\$74,447,646</b>	<b>31.40%</b>	<b>1.19%</b>	<b>802,817</b>	<b>\$7,145.83</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
<b>AUXILIARY</b>								
Yager Ticketbooth B NE	\$16,630	\$0	\$11,510	69.21%	2.13%	54	\$213.15	1983
Yager Pumphouse	\$165,952	\$0	\$97,267	58.61%	2.13%	420	\$231.59	1983
Yager Ticketbooth A NW	\$16,630	\$0	\$9,076	54.57%	2.13%	54	\$168.07	1983
Yager Miami Field Gate House A	\$56,204	\$0	\$30,598	54.44%	2.13%	146	\$209.58	1928
Yager Miami Field Gate House B	\$56,204	\$0	\$30,598	54.44%	2.13%	146	\$209.58	1928
Yager Miami Field Gate House C	\$56,204	\$0	\$30,598	54.44%	2.13%	146	\$209.58	1928
Yager Miami Field Gate House D	\$56,204	\$0	\$24,627	43.82%	2.13%	146	\$168.68	1928
Millett Hall	\$97,885,740	\$1,329,536	\$36,563,107	37.35%	0.77%	273,157	\$133.85	1968
Rec Sports Center	\$63,983,256	\$244,121	\$18,946,536	29.61%	1.75%	161,088	\$117.62	1994
Student Athlete Dev. Center	\$8,260,727	\$23,377	\$2,070,139	25.06%	1.84%	26,926	\$76.88	2001
Yager Ticketbooth South	\$74,748	\$0	\$16,502	22.08%	2.13%	418	\$39.48	2005
Yager Ticketbooth SE	\$43,969	\$0	\$9,707	22.08%	2.13%	153	\$63.44	2005
Yager Stadium East	\$12,316,715	\$11,734	\$2,665,450	21.64%	2.03%	25,385	\$105.00	2005
Yager Stadium West	\$26,728,795	\$142,781	\$5,371,592	20.10%	1.59%	70,183	\$76.54	1983
Women's Field Hockey	\$2,507,387	\$0	\$497,814	19.85%	2.13%	256	\$1,944.59	2006
Campus Avenue Garage	\$16,017,159	\$1,141	\$3,004,090	18.76%	2.12%	225,717	\$13.31	2006
Varsity Softball	\$6,590,372	\$1,157	\$1,202,303	18.24%	2.11%	5,256	\$228.75	2006
Hayden Park/McKie Field	\$9,947,618	\$0	\$1,807,485	18.17%	2.13%	9,170	\$197.11	2001
Child Development Center	\$5,628,965	\$415,747	\$978,834	17.39%	-5.26%	14,663	\$66.76	2002
Goggin Ice Center	\$50,240,068	\$111,575	\$8,574,925	17.07%	1.91%	176,074	\$48.70	2006
North Campus Garage	\$25,510,826	\$3,148	\$4,057,930	15.91%	2.12%	262,313	\$15.47	2005
Yager Ticketbooth SW	\$43,969	\$0	\$6,289	14.30%	2.13%	153	\$41.10	2005
Rider Track Storage Building	\$33,190	\$0	\$4,343	13.09%	2.13%	800	\$5.43	2009
Chestnut Fields Fieldhouse	\$1,390,500	\$1,141	\$146,783	10.56%	2.06%	6,140	\$23.91	2002
Marcum Conference Center	\$19,846,150	\$74,984	\$1,662,750	8.38%	1.75%	50,345	\$33.03	1982
Shriver Center	\$43,135,894	\$16,021,136	\$2,864,778	6.64%	-8.75%	151,894	\$18.86	1957
Cook Field Storage	\$377,680	\$0	\$15,837	4.19%	2.13%	680	\$23.29	2012
Indoor Sports Facility	\$12,952,250	\$0	\$267,553	2.07%	2.07%	90,920	\$2.94	2014
Armstrong Student Center	\$69,917,929	\$14,515,156	\$1,269,513	1.82%	-4.28%	221,028	\$5.74	2013
Gunlock Family Athlete Performance Cen	\$19,600,000	\$0	\$0	0.00%	0.00%	56,472	\$0.00	2016
ICA Storage Building	\$200,000	\$0	\$0	0.00%	0.00%	3,360	\$0.00	2015
<b>Auxiliary Total</b>	<b>\$493,657,936</b>	<b>\$32,896,734</b>	<b>\$92,238,535</b>	<b>18.68%</b>	<b>-1.94%</b>	<b>1,833,663</b>	<b>\$50.30</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
<b>RESIDENCE &amp; DINING HALLS</b>								
Elm Street Building	\$8,761,809	\$2,236	\$8,761,809	100.00%	0.00%	39,157	\$223.76	1932
Wilson Hall	\$5,394,189	\$14,721	\$4,461,235	82.70%	1.85%	19,481	\$229.00	1925
Swing Hall	\$13,905,939	\$134,438	\$11,393,792	81.93%	1.16%	50,221	\$226.87	1924
Minnich Hall	\$17,467,084	\$15,961	\$13,716,067	78.53%	2.04%	63,082	\$217.43	1962
Cook Place	\$1,264,697	\$2,813	\$975,508	77.13%	1.91%	5,652	\$172.60	1932
Wells Hall	\$11,449,881	\$8,870	\$8,340,081	72.84%	2.05%	41,351	\$201.69	1923
Scott Hall	\$20,366,451	\$23,980	\$14,431,238	70.86%	2.01%	73,553	\$196.20	1957
Mary Lyon Hall	\$7,157,179	\$56,675	\$4,997,211	69.82%	1.34%	25,848	\$193.33	1925
Thomson Hall	\$14,518,707	\$79,962	\$9,918,328	68.31%	1.58%	52,434	\$189.16	1963
Stanton Hall	\$14,054,631	\$14,347	\$9,324,506	66.34%	2.03%	50,758	\$183.71	1961
Richard Hall	\$22,079,600	\$14,735	\$14,570,857	65.99%	2.06%	79,740	\$182.73	1948
MacCracken Hall	\$22,318,282	\$177,145	\$11,951,737	53.55%	1.33%	80,602	\$148.28	1957
Dodds Hall	\$11,746,436	\$68,482	\$5,580,033	47.50%	1.54%	42,422	\$131.54	1961
Ogden Hall	\$18,873,832	\$21,685	\$8,935,254	47.34%	2.01%	61,401	\$145.52	1924
McKee Hall	\$7,328,301	\$244,271	\$3,409,743	46.53%	-1.21%	26,466	\$128.83	1904
Porter Hall	\$11,236,118	\$46,287	\$5,140,267	45.75%	1.72%	40,579	\$126.67	1956
Emerson Hall	\$18,746,616	\$108,978	\$8,361,755	44.60%	1.55%	67,703	\$123.51	1969
Tappan Hall	\$19,885,484	\$220,656	\$8,374,769	42.11%	1.02%	71,816	\$116.61	1970
Morris Hall	\$19,477,895	\$521,776	\$8,068,817	41.43%	-0.55%	70,344	\$114.71	1969
Havighurst Hall	\$19,735,961	\$273,306	\$7,314,840	37.06%	0.74%	71,276	\$102.63	1983
Peabody Hall (res. rooms)	\$11,756,958	\$215,904	\$2,913,861	24.78%	0.29%	42,460	\$68.63	1871
Harris Dining Hall	\$16,116,185	\$52,191	\$3,622,123	22.48%	1.80%	43,403	\$83.45	1961
Heritage Commons Tallawanda Hall	\$8,022,476	\$40,338	\$1,634,403	20.37%	1.62%	28,973	\$56.41	2005
Heritage Commons Reid Hall	\$8,351,704	\$34,518	\$1,687,969	20.21%	1.71%	30,162	\$55.96	2005
Heritage Commons Blanchard Hall	\$8,247,314	\$41,554	\$1,652,400	20.04%	1.62%	29,785	\$55.48	2005
Heritage Commons Logan Lodge	\$9,310,868	\$110,733	\$1,751,385	18.81%	0.94%	33,626	\$52.08	2005
Miami Inn	\$9,132,362	\$62,374	\$1,711,195	18.74%	1.44%	32,511	\$52.63	1986
Heritage Commons Fisher Hall	\$8,370,810	\$85,552	\$1,553,206	18.56%	1.11%	30,231	\$51.38	2005
Heritage Commons Pines Hall	\$7,977,342	\$116,671	\$1,464,719	18.36%	0.67%	28,810	\$50.84	2005
Heritage Commons Center	\$1,793,890	\$0	\$307,547	17.14%	2.13%	4,566	\$67.36	2005
Culinary Support Center	\$14,356,031	\$351,066	\$2,240,688	15.61%	-0.32%	61,477	\$36.45	2001
Dorsey Hall	\$14,358,661	\$0	\$1,547,432	10.78%	2.13%	51,856	\$29.84	1962
Collins Hall	\$10,717,494	\$0	\$1,014,129	9.46%	2.13%	38,706	\$26.20	1952
Symmes Hall	\$31,087,835	\$0	\$2,287,639	7.36%	2.13%	79,313	\$28.84	1939
Clawson Hall	\$16,447,483	\$9,010,000	\$1,155,914	7.03%	-59.27%	52,368	\$22.07	1946
Stoddard Hall	\$3,519,334	\$3,262	\$230,587	6.55%	2.03%	12,710	\$18.14	1836

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
McBride Hall	\$9,939,143	\$0	\$613,968	6.18%	2.13%	35,895	\$17.10	1952
Elliott Hall	\$3,491,922	\$10,030	\$149,765	4.29%	1.84%	12,611	\$11.88	1825
McFarland Hall	\$10,409,033	\$0	\$436,487	4.19%	2.13%	37,592	\$11.61	1959
Anderson Hall	\$13,775,245	\$3,804	\$573,840	4.17%	2.10%	49,749	\$11.53	1961
Bishop Hall	\$8,670,964	\$3,465	\$358,357	4.13%	2.09%	31,315	\$11.44	1912
Hillcrest Hall	\$20,401,616	\$18,071	\$837,440	4.10%	2.04%	73,680	\$11.37	2013
Stonebridge Hall	\$19,326,309	\$19,580	\$790,839	4.09%	2.03%	71,900	\$11.00	2013
Western Dining	\$17,885,822	\$18,266	\$731,749	4.09%	2.03%	46,000	\$15.91	2013
Beechwoods Hall	\$20,042,098	\$20,594	\$819,841	4.09%	2.02%	72,815	\$11.26	2013
Maplestreet Station	\$21,843,911	\$85,624	\$816,255	3.74%	1.74%	79,887	\$10.22	2013
Hahne Hall	\$32,121,038	\$11,843	\$1,116,734	3.48%	2.09%	83,270	\$13.41	1966
Etheridge Hall	\$22,404,951	\$156,980	\$744,423	3.32%	1.43%	80,915	\$9.20	2013
Hepburn Hall	\$17,431,919	\$22,343	\$337,746	1.94%	1.94%	62,955	\$5.36	1964
Martin Dining Hall	\$10,618,867	\$14,990	\$204,362	1.92%	1.92%	28,598	\$7.15	1965
Dennison Hall	\$16,875,482	\$32,144	\$316,451	1.88%	1.88%	69,359	\$4.56	1957
Brandon Hall	\$10,418,725	\$23,047	\$192,171	1.84%	1.84%	37,627	\$5.11	1959
Flower Hall	\$17,104,075	\$133,113	\$220,204	1.29%	1.29%	61,771	\$3.56	1966
Hamilton Hall	\$22,837,519	\$15,072,366	\$0	0.00%	-76.34%	67,946	\$0.00	1940
<b>Res. &amp; Dining Hall Total</b>	<b>\$760,934,474</b>	<b>\$27,821,747</b>	<b>\$204,063,677</b>	<b>26.82%</b>	<b>-1.74%</b>	<b>2,638,728</b>	<b>\$77.33</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
<b>HAMILTON CAMPUS</b>								
Hamilton Maintenance	\$408,795	\$0	\$298,943	73.13%	2.13%	1,281	\$233.37	1970
Knightsbridge Building	\$4,017,905	\$0	\$2,911,117	72.45%	2.13%	22,675	\$128.38	1984
Hamilton Maintenance Block Building	\$474,544	\$0	\$261,604	55.13%	2.13%	4,240	\$61.70	1980
Rentschler Library	\$14,499,309	\$28,055	\$7,965,074	54.93%	1.93%	45,436	\$175.30	1968
Mosler Hall	\$27,819,462	\$186,748	\$13,202,109	47.46%	1.46%	87,174	\$151.45	1969
Phelps Hall	\$16,471,483	\$877,399	\$6,802,867	41.30%	-3.20%	51,616	\$131.80	1972
Hamilton Gymnasium	\$7,088,657	\$1,320	\$2,924,486	41.26%	2.11%	22,213	\$131.66	1980
Wilks Conference Center	\$8,672,141	\$9,773	\$3,040,032	35.06%	2.01%	27,175	\$111.87	1997
Hamilton Maintenance Barn	\$166,507	\$37,393	\$51,068	30.67%	-20.33%	3,190	\$16.01	1980
Schwarm Hall	\$12,582,343	\$5,913	\$3,760,826	29.89%	2.08%	39,428	\$95.38	1996
Hamilton Chill Water System	\$2,242,295	\$0	\$649,047	28.95%	2.13%	0		0
University Hall	\$4,625,878	\$45,005	\$998,447	21.58%	1.15%	26,576	\$37.57	1984
Conservatory	\$5,345,544	\$0	\$1,112,304	20.81%	2.13%	7,293	\$152.52	2005
<b>Hamilton Campus Total</b>	<b>\$104,414,863</b>	<b>\$1,191,606</b>	<b>\$43,977,924</b>	<b>42.12%</b>	<b>0.99%</b>	<b>338,297</b>	<b>\$130.00</b>	
<b>MIDDLETOWN CAMPUS</b>								
Bennett Rec. Center	\$7,409,375	\$12,514	\$6,326,491	85.38%	1.96%	23,218	\$272.48	1972
Middletown Maintenance	\$613,672	\$1,480	\$477,956	77.88%	1.89%	1,923	\$248.55	1975
Finkelman Auditorium	\$11,617,241	\$11,870	\$7,786,512	67.03%	2.01%	30,077	\$258.89	1969
Thesken Hall	\$16,329,084	\$106,066	\$10,365,394	63.48%	1.48%	42,317	\$244.95	1968
Gardner-Harvey Library	\$8,334,510	\$1,629	\$4,509,645	54.11%	2.11%	26,117	\$172.67	1966
Johnston Hall	\$31,093,801	\$134,657	\$14,208,185	45.69%	1.69%	97,429	\$145.83	1966
Levey Science Building	\$18,703,385	\$15,620	\$5,542,673	29.63%	2.04%	38,151	\$145.28	1999
Middletown Chill Water System	\$2,744,210	\$0	\$697,062	25.40%	2.13%	0		0
Verity Lodge	\$2,327,676	\$165,482	\$569,934	24.49%	-4.98%	7,294	\$78.14	1943
<b>Middletown Campus Total</b>	<b>\$99,172,953</b>	<b>\$449,318</b>	<b>\$50,483,851</b>	<b>50.90%</b>	<b>1.67%</b>	<b>266,526</b>	<b>\$189.41</b>	

Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
<b>RENTAL PROPERTIES</b>								
101 Oberlin Court	\$241,523	\$0	\$113,092	46.82%	2.13%	1,520	\$74.40	1942
21 North University	\$430,522	\$0	\$188,468	43.78%	2.13%	2,631	\$71.63	1909
15 North University	\$717,536	\$0	\$299,962	41.80%	2.13%	2,618	\$114.58	1951
163 Shadowy Hills	\$431,906	\$0	\$174,558	40.42%	2.13%	3,485	\$50.09	1938
7 North Bishop	\$431,534	\$0	\$172,330	39.93%	2.13%	3,482	\$49.49	1961
305 South Patterson (Stancote)	\$376,632	\$0	\$149,350	39.65%	2.13%	3,039	\$49.14	1932
608 Brookview Court	\$148,382	\$9,113	\$42,962	39.65%	2.13%	1,749	\$24.56	1969
315 East Church	\$386,795	\$0	\$146,519	37.88%	2.13%	3,121	\$46.95	1914
5141 Oxford-Milford Road	\$586,698	\$0	\$214,089	36.49%	2.13%	4,734	\$45.22	1900
410 East Chestnut	\$378,863	\$0	\$135,154	35.67%	2.13%	3,057	\$44.21	1939
707 South Oak	\$211,058	\$0	\$72,225	34.22%	2.13%	1,703	\$42.41	1943
410-A East Chestnut	\$102,245	\$0	\$34,854	34.09%	2.13%	825	\$42.25	1939
4724 Bonham Road	\$412,697	\$7,821	\$134,457	32.58%	0.23%	3,330	\$40.38	1915
306 North University	\$126,164	\$0	\$38,419	30.45%	2.13%	1,018	\$37.74	1938
212 North Bishop	\$378,987	\$0	\$114,871	30.31%	2.13%	3,058	\$37.56	1910
612 Garrod Lane	\$253,691	\$0	\$61,447	24.22%	2.13%	2,047	\$30.02	1960
4780 Bonham Road	\$142,771	\$2,258	\$34,434	24.12%	0.55%	1,152	\$29.89	1918
349 South Patterson (Kelley)	\$477,389	\$0	\$103,449	21.67%	2.13%	3,852	\$26.86	1917
414 East Chestnut	\$360,273	\$0	\$77,231	21.44%	2.13%	2,907	\$26.57	1940
220 East High	\$471,813	\$5,980	\$74,857	15.87%	0.86%	3,807	\$19.66	1838
<b>Rental Properties Total</b>	<b>\$7,067,476</b>	<b>\$25,172</b>	<b>\$2,382,728</b>	<b>33.71%</b>	<b>1.13%</b>	<b>53,135</b>	<b>\$44.84</b>	
<b>Southwest Book Depository</b>	<b>\$7,500,434</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>0.00%</b>	<b>15,122</b>	<b>\$0.00</b>	<b>1994</b>
<b>Building Totals</b>	<b>\$2,600,537,725</b>	<b>\$70,586,363</b>	<b>\$733,000,413</b>	<b>28.19%</b>	<b>0.52%</b>	<b>8,331,112</b>	<b>\$88</b>	



Building Group	Estimated Current Replacement Value (CRV)	Total Projects Completed	Total Work Accumulated	Facility Condition Index (FCI)	% Change from FY 2014	Gross Square Feet	Work per Square Foot	Year of Construction
<b>UTILITY DISTRIBUTION SYSTEMS--OXFORD CAMPUS</b>								
Communication Systems	\$32,445,550	\$8,282	\$13,855,848	42.70%	1.86%			
Power Plant, Steam System	\$219,224,385	\$486,458	\$80,445,769	36.70%	1.91%			
Main Switchgear	\$261,790	\$0	\$89,940	34.36%	2.13%			
Campus Lights	\$8,181,315	\$9,239	\$2,498,887	30.54%	2.01%			
Natural Gas System	\$1,889,181	\$0	\$549,044	29.06%	2.13%			
North Chiller Plant/Switch House #6	\$25,036,917	\$278,885	\$6,061,245	24.21%	1.01%			
Fuel Storage	\$734,904	\$0	\$164,528	22.39%	2.13%			
Electrical Systems	\$55,369,945	\$790,795	\$12,009,855	21.69%	0.53%			
Sewer System	\$8,856,445	\$0	\$1,782,555	20.13%	2.13%			
Switch House #4	\$826,148	\$0	\$125,498	15.19%	2.13%			
Switch House #5	\$826,148	\$0	\$125,498	15.19%	2.13%			
McGuffey Substation Switch House #7	\$614,668	\$0	\$86,485	14.07%	2.13%			
Electric Generation Plant	\$13,017,913	\$1,177,247	\$1,479,536	11.37%	-6.92%			
Refrig Plant & Chilled Water System	\$22,454,614	\$1,406,596	\$1,290,552	5.75%	-4.14%			
Geothermal Well Field - Western Campus	\$2,970,520	\$0	\$124,564	4.19%	2.13%			
Geothermal Energy Plant - Western Cam	\$9,200,685	\$4,151	\$260,058	2.83%	0.76%			
Geothermal Distribution System - Wester	\$2,927,186	\$0	\$55,654	1.90%	-0.16%			
Domestic Water	\$6,240,217	\$124,309	\$4,594	0.07%	0.07%			
Switch House #2	\$255,904	\$0	\$0	0.00%	0.00%			
<b>Utility Distribution Total</b>	<b>\$411,334,433</b>	<b>\$4,285,963</b>	<b>\$121,010,110</b>	<b>29.42%</b>	<b>0.70%</b>			
<b>CAMPUS WALKS &amp; DRIVES</b>								
Airport/Ten/Bask	\$4,550,540	\$0	\$2,458,230	54.02%	2.13%			
Oxford Cam Asph	\$39,900,701	\$1,179,917	\$19,108,472	47.89%	-0.83%			
Tunnel Tops	\$10,446,562	\$11,636	\$2,453,771	23.49%	2.02%			
Oxford Cam Conc	\$34,148,767	\$1,942,651	\$7,761,956	22.73%	-3.67%			
Ham Cam Asph	\$846,521	\$0	\$180,120	21.28%	2.13%			
Yager Fields	\$7,454,321	\$0	\$1,190,914	15.98%	2.13%			
Midd Cam Conc	\$1,711,519	\$170,000	\$196,696	11.49%	-16.66%			
Midd Cam Asph	\$1,238,514	\$242,891	\$132,116	10.67%	-17.48%			
Ham Cam Conc	\$692,045	\$4,874	\$36,885	5.33%	1.42%			
Fryman Farm Gravel Parking Lot	\$395,317	\$0	\$16,577	4.19%	2.13%			
<b>Walks &amp; Drives Total</b>	<b>\$102,316,572</b>	<b>\$3,560,983</b>	<b>\$33,721,551</b>	<b>32.96%</b>	<b>-1.40%</b>			
<b>Infrastructure Totals</b>	<b>\$513,651,004</b>	<b>\$7,846,946</b>	<b>\$154,731,661</b>	<b>30.12%</b>	<b>0.27%</b>			
<b>Miami University Totals</b>	<b>\$3,114,188,729</b>	<b>\$78,433,309</b>	<b>\$887,732,074</b>	<b>28.51%</b>	<b>0.48%</b>	<b>8,415,386</b>	<b>\$105.49</b>	

<b>Building Group</b>	<b>Estimated Current Replacement Value (CRV)</b>	<b>Total Projects Completed</b>	<b>Total Work Accumulated</b>	<b>Facility Condition Index (FCI)</b>	<b>% Change from FY 2014</b>	<b>Gross Square Feet</b>	<b>Work per Square Foot</b>	<b>Year of Construction</b>
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**MIAMI UNIVERSITY**  
**AVERAGE COST PER SQUARE FOOT FOR BUILDINGS\***  
**FY 2015**  
 (July 1, 2014 - June 30, 2015)

<u>Year</u>	<u>Number of Buildings</u>	<u>Average Age</u>	<u>Gross Square Feet</u>	<u>Percentage of Gross Sq. Ft.</u>	<u>Total Work Remaining</u>	<u>Average Work Remaining Per Sq. Ft.</u>
<b>Educational and General Buildings</b>						
2010-	1	2	575	0.0%	\$1,726	\$3.00
2000-2009	10	10	491,062	15.4%	23,158,286	\$47.16
1990-1999	10	20	62,463	2.0%	6,093,510	\$97.55
1980-1989	6	30	230,240	7.2%	40,241,835	\$174.78
1970-1979	6	41	425,749	13.4%	52,792,638	\$124.00
1960-1969	20	51	724,815	22.8%	72,557,751	\$100.11
1900-1959	34	81	1,159,390	36.4%	135,607,166	\$116.96
Pre-1900	10	164	91,347	2.9%	9,400,786	\$102.91
E & G Total	97	63	3,185,641		\$339,853,698	\$106.68
<b>Residence and Dining Halls</b>						
2010-	6	2	425,197	16.1%	\$4,740,548	\$11.15
2000-2009	8	11	247,630	9.4%	12,292,318	\$49.64
1990-1999	0	0	0	0.0%	0	\$0.00
1980-1989	2	31	103,787	3.9%	9,026,035	\$86.97
1970-1979	1	45	71,816	2.7%	8,374,769	\$116.61
1960-1969	13	51	728,345	27.6%	62,591,947	\$85.94
1900-1959	21	76	994,172	37.7%	103,743,848	\$104.35
Pre-1900	3	171	67,781	2.6%	3,294,212	\$48.60
H & D Total	54	55	2,638,728		\$204,063,677	\$77.33
<b>Auxiliary</b>	31	25	1,833,663		\$92,238,535	\$50.30
<b>Rental Property</b>	20	86	53,135		\$2,382,728	\$44.84
<b>Hamilton Campus</b>	12	33	338,297		\$43,977,924	\$130.00
<b>Middletown Campus</b>	8	45	266,526		\$50,483,851	\$189.41
Miami University Total	222	56	8,315,990		\$733,000,413	\$88.14

\* Infrastructure not included

**MIAMI UNIVERSITY**  
**AVERAGE COST PER SQUARE FOOT FOR BUILDINGS\***  
**FY 2015**  
(July 1, 2014 - June 30, 2015)

**MIAMI UNIVERSITY**  
**NEW CONSTRUCTION PROJECTS**  
**COMPLETED IN FY 2015**  
 (July 1, 2014 - June 30, 2015)

<u>Building Name</u>	<u>Improvement</u>	<u>FY 2015 Improvement Value</u>
Oxford Campus Concrete	Irvin Drive Relocation	\$133,454
ICA Storage Building	New Construction	\$200,000
Communication Systems	Additional emergency phone towers	\$186,245
Gunlock Family Athlete Performance Center	New Construction	\$19,600,000
Armstrong Student Center	Addition	\$4,000,000
Clawson Hall	Additional HVAC	\$1,590,000
Hamilton Hall	Additional HVAC and usable space	\$4,023,618
Hoyt Hall	Addition of HVAC control in portions of the building	\$181,750
Geothermal Distribution System - Western Campus	Additional piping with system expansion	\$1,600,000
Geothermal Energy Plant - Western Campus	Additional equipment and system piping in building	\$2,900,000
Geothermal Well Field - Western Campus	Additional wells with system expansion	\$3,100,000
Electrical Systems	Redundant feeders installed to mission critical systems	\$400,000

**MIAMI UNIVERSITY**  
**NEW CONSTRUCTION PROJECTS**  
**COMPLETED IN FY 2015**  
(July 1, 2014 - June 30, 2015)

**Miami University  
Building Removals  
FY 2015**

(July 1, 2014 - June 30, 2015)

<b>Building Name</b>	<b>Estimated Replacement Cost at Removal</b>	<b>Total Work Remaining at Removal</b>	<b>% Remaining to Replacement Cost</b>	<b>FY of Construction (occupancy)</b>	<b>Sq Ft</b>	<b>Age at Removal</b>	<b>Removal Date</b>	<b>Removal Action</b>
406 East Chestnut	176,976	67,881	38.36%	1936	1428	79	2015	Demolished
11 North Bishop	437,615	180,595	43.40%	1961	3637	53	2014	Demolished (Evans Scholar Site)

Business Session  
Item 3bCole Service Building  
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(513) 529-7000  
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[www.pfd.muohio.edu](http://www.pfd.muohio.edu)

## **Status of Capital Projects Executive Summary May 5, 2016**

### 1. Projects completed:

No major projects were completed since the last report. Twenty-two projects under \$500,000 were completed since the last report.

### 2. Projects added:

One new major project and six projects under \$500,000 were added during this reporting period. The University has partnered with the Butler County Regional Transit Authority (BCRTA), the City of Oxford, and the Talawanda School District seeking a federal Transportation Investment Generating Economic Recovery (TIGER) grant to improve transportation infrastructure. If successful, the project will provide a maintenance, storage, and fueling facility with regional offices on our existing Chestnut Fields site. In addition, the grant seeks to create a comprehensive transit hub at our existing Shriver Center. The transit hub improves the level of services provided to the region and the campus. The project is designed in a manner that incorporates parking improvements in this dense region of our campus.

### 3. Projects in progress:

The second phase of Armstrong Student Center – the East Wing – is making good progress. The existing structure (Culler Hall) has been abated and appropriate interior spaces deconstructed. The new addition connecting the existing portion of Armstrong to the new East Wing is also underway. The North Quad Renovation remains on schedule. The project renovates four residence halls and one dining facility -- Flower, Hahne, Brandon, and Hepburn Halls, and Martin Dining Hall. Interior inspections and commissioning has begun in portions of the residence halls. Outside, hardscape work is occurring throughout the quad. Gunlock Family Athletic Performance Center has made great progress. Soon we will begin seeing the brick veneer on the outside of the building. The renovation of Shriver Center has also begun impacting spaces on all levels of the building.

Respectfully submitted,

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



Business Session  
Item 3b

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Miami University  
Physical Facilities Department  
Status of Capital Projects Report

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**Summary of Active Projects**

	<b><u>Number of Projects</u></b>	<b><u>Value</u></b>
<b>Under Construction</b>	<b>12</b>	<b>\$189,601,533</b>
<b>In Design</b>	<b>10</b>	<b>\$90,835,000</b>
<b>In Planning</b>	<b>3</b>	<b>\$28,000,000</b>
<b>Projects Under \$500,000</b>	<b>88</b>	<b>\$17,915,792</b>
	<b>Total</b>	<b>\$326,352,325</b>

**New Projects Over \$500,000**

**TIGER Grant Transportation Improvements**

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**Projects Completed Since Last Report**

**None**

**Total**

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Physical Facilities Department  
Status of Capital Projects Report

May 5, 2016  
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Miami University  
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Status of Capital Projects Report

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

**1. Armstrong Student Center, Phase 2, East Wing: (BOT Sep '15)**

Russell

This project will complete the Armstrong Student Center through the adaptive reuse of Culler Hall. 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 address needed rehabilitation to the core and shell of the Culler Hall building. The East Wing renovation of Culler Hall will be joined to the existing Armstrong Student Center by a two-story atrium link, creating a unified Armstrong Student Center. The renovation, addition, and connection will be executed in such a way that the Student Center will be perceived as one building comprised of distinct but complementary spaces.

The project is well underway. Most of the storm and sanitary sewer lines have been installed. The reinforced concrete deep footings and piers for the Atrium structure have been installed. Below-grade windows have been removed, the openings blocked in and the western face of the foundation waterproofed. The area between Armstrong Phase 1 and Culler Hall has been backfilled and the piers have been installed to support the structural steel framing. The structural steel is being fabricated. Steel erection is expected to begin in May.

On the interior of old Culler Hall, abatement is complete. The majority of interior demolition is complete. Under-slab plumbing rough-in is almost complete and the majority of the slab trenches patched back. Foundations have been reinforced, elevator shafts are being installed, and structural shear walls are being formed and placed. The space that will house the Student Senate is being totally gutted in preparation for the new tiered senate floor. The work is progressing on schedule and within the budget.



Under Construction

Miami University  
Physical Facilities Department  
Status of Capital Projects Report

**Armstrong Student Center, Phase 2, East Wing (continued):**



Delivery Method: Construction Manager at Risk

<b>Project Cost</b>	
Design and Administration	\$2,094,100
Cost of Work	\$18,428,075
Contingency	\$1,000,000
Owner Costs	\$2,077,825
Total	\$23,600,000

<b>Funding Source</b>	
Gifts	\$12,850,000
Local	\$7,975,000
HDRBS CR&R	\$2,600,000
University Buildings CR&R	\$175,000
Total	\$23,600,000

Contingency Balance: 55%  
Construction Complete: 27%  
Project Completion: July 2017

\*\$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

Under Construction

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

**2. Gunlock Family Athletic Performance Center: (BOT Jun '15)**

Morris

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

Construction is on schedule. Exterior envelope is close to dry-in. Exterior wall framing, sheathing and roof are near complete. Brick work is in progress. Interior masonry walls are near complete. The first floor rough-ins are complete and in progress on the second floor and penthouse. Interior partitioning is in progress. The geothermal field wells are complete, the vault installed and the ground loop piping complete. Elevator installation is in progress. First floor finishes are beginning.



Delivery Method: Construction Manager at Risk

Project Cost	
Design and Administration	\$2,050,000
Cost of Work	\$19,200,000
Contingency	\$650,000
Owner Costs	\$1,100,000
Total	\$23,000,000

Funding Source	
Gifts	\$23,000,000
Total	\$23,000,000

Contingency Balance: 25%  
Construction Complete: 55%  
Project Completion: November 2016

Under Construction



May 5, 2016  
Page 8

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

Under Construction

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

**3. North Quad Renovation: (BOT Sep '13)**

Christian

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. Hahne Hall will receive an addition to accommodate approximately 100 more beds. The work will include 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. The project will also include a replacement of the existing tunnel top adjacent to the project site.

Construction on all five buildings remains on schedule. Interior framing and MEP rough-in at Martin Dining Hall is complete. Finishes and kitchen equipment installation continue. The exterior envelope of the Hahne Addition is complete, including masonry, windows and roofing. The residence halls interior construction is nearly complete and the buildings are entering the final inspection and commissioning phase. Occupancy certificates are expected on schedule—Brandon and Hepburn by June 1, Hahne and Flower by July 1, and Martin Dining by August 1. For the site work, underground utility work is complete and hardscape is underway. The tunnel top replacement work is underway inside the tunnel with electrical system relocation, and the concrete work will commence in late May. In order to avoid re-working some of the hardscape, the North Quad project has also assumed some additional underground utility scope to support construction of the New Residence Hall project at the tennis court site.



Delivery Method: Design-Build

Project Cost	
Design and Administration	\$7,396,314
Construction	\$79,380,873
Contingency	\$8,397,813
Owner Costs	\$3,125,000
Total	\$98,300,000

Funding Source	
Bond Series 2012	\$5,000,000
Bond Series 2014	\$90,690,500
UEA CR&R	\$1,400,000
University Buildings CR&R	\$1,209,500
Total	\$98,300,000

Contingency Balance: 75%  
Construction Complete: 85%  
Project Completion: August 2016

Under Construction

**Miami University  
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**4. Shriver Center Renovations – Phase 1: (BOT Sep '15)**

Christian

As a result of many functions relocating to the new Armstrong Student Center, this project will initiate renovations of the Shriver Center. The scope of Phase 1 has evolved to include the following elements. *General Exterior:* Limited parking, delivery, and south entry modifications. *General Interior:* Mechanical, Electrical, and Plumbing upgrades, as well as whole-building fire protection and new passenger and freight elevators. *First Floor:* An admission welcome center including pre-function space, a 250-seat auditorium, and associated admission offices, counseling rooms, and support spaces; expanded bookstore retail space; a new convenience store; and renovated circulation and restrooms. *Second Floor:* Catering kitchen; an event planning and building management office suite; renovated main lobby, circulation and restrooms. *Third Floor:* Rinella Learning Center, Student Disability Services, and renovated circulation and restrooms.

The scope and schedule of a future Phase 2 continues to evolve and is focused around assigning functions to currently unassigned spaces that can both drive traffic to the building as well as generate revenue to support the new facility.

Construction remains on schedule. Interior framing, MEP rough-in, and finishes continue throughout the building. Replacement of underground sanitary sewer beneath the basement is complete, as is the chilled water system, which was re-activated in April for the return of warm weather. Elevator shafts and jack holes are complete for both the new passenger and service elevators.



Delivery Method: Construction Manager at Risk

Project Cost	
Design and Administration	\$2,003,877
Cost of Work	\$16,021,136
Contingency	\$624,987
Owner Costs	\$1,350,000
<b>Total</b>	<b>\$20,000,000</b>

Funding Source	
Univ. Bldg. CR&R	\$5,000,000
Local	\$10,850,000
Shriver Ctr. CR&R	\$4,050,000
UEA CR&R	\$100,000
<b>Total</b>	<b>\$20,000,000</b>

Contingency Balance: 36%  
Construction Complete: 43%  
Project Completion: January 2017

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

Under Construction

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**5. Western Campus Geothermal Infrastructure, Phase 2: (BOT Feb '16) (Previous Report – In Design) Heflin**

The University introduced geothermal heating and cooling on the Western Campus in the first phase of this project in 2013-2014. In the first phase, the heating and cooling needs of the new buildings constructed on the Western Campus were served by the new geothermal plant. The existing Western Campus buildings remain on the central heating plant. Plans were made for a future expansion of the geothermal system to convert existing buildings on Western Campus to geothermal in later phases.

The existing geothermal system will be expanded to include approximately 400 additional deep wells. The project will add 1,400 tons of available cooling capacity to the geothermal plant. This project will address the infrastructure needs for connecting five (5) existing buildings onto the Western Campus geothermal system – Havighurst, Child Development Center, Clawson, Hoyt and Presser. This project also includes the deconstruction of Mary Lyon Hall, located on the Western Campus.

The GMP facilitated negotiations occurred in February 2016. Bidding commenced in March and April. The first bid package beginning this spring will include the drilling of the well field located east of the Geothermal Energy Plant. Site piping and electrical infrastructure improvements will begin in May 2016. Deconstruction of Mary Lyon Hall will begin in mid-June 2016.



Delivery Method: Construction Manager at Risk

<b>Project Cost</b>	
Design and Administration	\$929,078
Construction	\$14,050,344
Contingency	\$931,648
Owner Costs	\$688,930
<b>Total</b>	<b>\$16,600,000</b>

<b>Funding Source</b>	
Local	\$15,540,000
Bond Series 2014	\$1,060,000
<b>Total</b>	<b>\$16,600,000</b>

Contingency Balance: 100%  
Construction Complete: 5%  
Project Completion: July 2017

Under Construction

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

**1. Hamilton Campus Gymnasium Roof Replacement 2016: (Previous Report – In Design)**

Moss

This project replaces the roof on the Hamilton Campus Gymnasium. The existing Ethylene Propylene Diene Membrane (EPDM) roof is well beyond its useful life. The roof will be replaced with a highly efficient Thermoplastic Polyolefin (TPO) product.

Construction is expected to begin in May with a substantial completion by August 1, 2016.

Delivery Method: Single Prime Contracting

<b>Project Cost</b>	
Design and Administration	\$40,000
Cost of Work	\$430,520
Contingency	\$43,000
Owner Costs	\$186,480
Total	\$700,000

<b>Funding Source</b>	
Local	\$700,000
Total	\$700,000

Contingency Balance: 100%  
Construction Complete: 0%  
Project Completion: August 2016

**2. King Library Improvements:**

Heflin

The removal of Withrow Court has necessitated relocation of University Archives. Improved operational efficiencies, facilities, and security is realized by co-locating the University Archives with the Special Collections area on the third floor of King Library. The work also includes a consolidation and improvement of the Howe Writing Center into a prominent location on the first floor of King Library and relocation of the IT offices within the facility.

The Howe Writing Center opened for use in early March 2016. Relocation of the archives materials from Withrow to King Library occurred in April 2016. **This will be the last report.**

Under Construction

**Miami University  
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**King Library Improvements (continued):**



Delivery Method: Single Prime Contracting

<b>Project Cost</b>	
Design and Administration	\$205,431
Cost of Work	\$1,312,802
Contingency	\$117,500
Owner Costs	\$85,000
<b>Total</b>	<b>\$1,720,733</b>

<b>Funding Source</b>	
Local	\$1,720,733
<b>Total</b>	<b>\$1,720,733</b>

Contingency Balance: 25%  
Construction Complete: 100%  
Project Completion: April 2016

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Under Construction

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**3. Middletown Campus – Gardner Harvey Library Renovation: (Previous Report – In Design)**

Morris

This project will add partitions on the first floor to allow for new study rooms, offices and a “maker space.” The project provides additional electrical panels and receptacles to support electronic devices presently in use, as well as provide for future expansion. Minor updates to IT infrastructure will also occur. The existing lift will be replaced with a new ADA compliant elevator.

The project has bid and is underway.

Delivery Method: Single Prime Contracting

Project Cost		Funding Source	
Design and Administration	\$70,700	State	\$877,500
Cost of Work	\$661,070	Local	\$3,000
Contingency	\$66,000		
Owner Costs	\$82,730		
Total	\$880,500	Total	\$880,500

Contingency Balance: 100%

Construction Complete: 0%

Project Completion: August 2016

(Elevator November 2016)

**4. Ogden Hall Roof Repairs 2016: (Previous Report – In Design)**

Moss

The copper valleys, flashing, downspouts and gutters in the center core (between the chimneys) are at the end of their useful life and will be replaced with this project. Approximately 20% of the existing barrel tile roof (in the center core between the chimneys) will be replaced. The balance of the roof tile is in good condition and will remain.

This project was bid in early April. Work will begin in May with a substantial completion by August 2016.

Delivery Method: Single Prime Contracting

Project Cost		Funding Source	
Design and Administration	\$40,000	HDRBS CR&R	\$750,000
Cost of Work	\$365,615		
Contingency	\$60,000		
Owner Costs	\$284,385		
Total	\$750,000	Total	\$750,000

Contingency Balance: 100%

Construction Complete: 0%

Project Completion: August 2016

Under Construction



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**5. Upham Hall First Floor Renovation: (Previous Report – In Design)**

Moss

This project will renovate the offices and corridors in the south wing of the first floor of Upham Hall. The renovation creates additional new space for the College of Arts and Science Academic Advising unit.

This project was bid in early April. Work will begin in May with a substantial completion by August 2016.

Delivery Method: Single Prime Contracting

Project Cost	
Design and Administration	\$55,800
Cost of Work	\$546,300
Contingency	\$70,000
Owner Costs	\$178,200
Total	\$850,300

Funding Source	
Local	\$850,300
Total	\$850,300

Contingency Balance: 100%

Construction Complete: 0%

Project Completion: August 2016

**6. Varsity Tennis Courts: (Previous Report – In Design)**

Cirrito

This project will construct a new tournament level outdoor tennis court complex. The new tennis courts are necessary to replace the existing courts being razed for construction of a residence hall. The project site is located northwest of Yager Stadium, immediately north of the existing field hockey field. The facility will include six (6) competitive level courts and two (2) practice courts including court lighting, scoreboard and viewing area.

The project is on schedule with a majority of site utilities installed. Court subbase installation is nearing completion. Asphalt paving will be commencing soon.



Under Construction

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**Varsity Tennis Courts (continued):**

Delivery Method: Design-Build

<b>Project Cost</b>	
Design and Administration	\$350,000
Cost of Work	\$1,450,000
Contingency	\$145,000
Owner Costs	\$55,000
Total	\$2,000,000

<b>Funding Source</b>	
Bond Series 2014	\$2,000,000
Total	\$2,000,000

Contingency Balance: 100%  
Construction Complete: 30%  
Project Completion: July 2016

**7. Yager Site/Infrastructure Improvements:**

Morris

This project removes and adds ductbanks and manholes to complete the loop connecting electric and telecommunications between the east and west sides of Yager stadium, as well as installing parking for TV trucks, handicapped and other parking for Yager Stadium. The project improves and integrates the parking and access roads impacting Yager West Stands, the proposed Varsity Tennis Court site, the Gunlock Family Athletic Performance Center, and the Dauch Indoor Sports Center.

Utility work has been performed in coordination with the foundation and slab of the Gunlock Family Athletic Performance Center. The electric duct bank is complete to provide power to the new tennis facility. The balance of the work is expected to occur during the Fall 2016.

Delivery Method: Construction Manager at Risk

<b>Project Cost</b>	
Design and Administration	\$12,000
Cost of Work	\$1,079,000
Contingency	\$25,000
Owner Costs	\$84,000
Total	\$1,200,00

<b>Funding Source</b>	
UEA CR&R	\$200,000
Gifts	\$1,000,000
Total	\$1,200,000

Contingency Balance: 100%  
Construction Complete: 60%  
Project Completion: November 2016

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In Design

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**IN DESIGN  
(Pre-Contract)**

**1. Clawson Hall Renovation: (BOT Feb '16)**

Heflin

This project will renovate Clawson Residence Hall as a continuation of the 2010 Housing and Dining Master Plan. Clawson Hall will receive an upgrade in the mechanical systems, fire suppression, energy efficiency, and minor interior renovations.

Early programming work had suggested an addition to Clawson Hall was worth pursuing. Schematic design estimates for the renovation and addition exceeded the budget. The age and design of the existing structure created several challenges and inefficiencies requiring a higher cost of construction. After careful review, the addition and full renovation is not recommended. A limited renovation of the existing structure is recommended. The recommended work improves heating, cooling, electrical, life safety systems, and is expected to extend the life of the facility. The limited renovation improves the student experience, but will not address all of needs as would a complete renovation or new construction.

The Clawson Hall design is progressing; bidding has commenced, and abatement and renovation work will begin in June 2016.

Delivery Method: Design-Build

Estimated Budget: \$15,000,000

Estimated Start: June 2016

Estimated Completion: August 2017

Funding Source	
Bond Series 2014	\$14,000,000
Local	\$1,000,000*
Total	\$15,000,000

\* A bid alternate will be considered in the GMP negotiations. The alternate will evaluate the possibility of adding program space for recreation/fitness. If the alternate is accepted, it will be funded locally through the Recreational Sports Center CR&R.

**2. Hamilton Hall Renovation: (BOT Jun '15)**

Porchowsky

This project will renovate Hamilton Residence Hall as a continuation of the 2010 Housing and Dining Master Plan. Hamilton Hall will receive a comprehensive interior renovation and upgrade of all building systems, fire suppression, energy efficiency, accessibility improvements, landscaping, and site utility connections.

The Hamilton Hall renovation will repurpose Hamilton Dining Hall, providing space for additional sorority suites and multipurpose space, in addition to improved common living areas for the residents. The increase in sorority space in Hamilton Hall provides necessary swing space during future housing renovations.

GMP negotiations were held in February, and the Design-Build contractor is awarding contracts. Work will begin in June 2016 and continue until the summer of 2017.

Delivery Method: Design-Build

Estimated Budget: \$23,000,000

Estimated Start: June 2016

Estimated Completion: August 2017

Funding Source	
Bond Series 2014	\$23,000,000
Total	\$23,000,000

In Design

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**3. Hughes Hall C-Wing Renovation:**

Porchowsky

The Hughes Hall C-Wing Renovation is an enabling project supporting the renovation of Pearson Hall. The project will provide flexible interdisciplinary swing space to house occupants of Pearson Hall as sections of the building are renovated. Once the renovation work in Pearson is completed, the labs will serve as interdisciplinary space and support specific needs in the College of Engineering and Computing.

The Design-Builder is currently working on construction documents and GMP negotiations will occur in June 2016.

Delivery Method: Design-Build  
Estimated Budget: \$11,000,000  
Estimated Start: August 2016  
Estimated Completion: July 2017

<b>Funding Source</b>	
Local	\$11,000,000
Total	\$11,000,000

**4. Hughes Hall Laboratories 141/161 Renovation:**

Moss

This project renovates Hughes Laboratories 141 and 161 lecture halls. Existing space will be better utilized, allowing the construction of two additional classrooms in the basement of Hughes Laboratories. The project includes new finishes, MEP systems, A/V and demonstration stations.

The project was bid in April. Work will begin in May 2016 with a substantial completion in December 2016.

Delivery Method: Single Prime Contracting  
Estimated Budget: \$1,400,000  
Estimated Start: May 2016  
Estimated Completion: December 2016

<b>Funding Source</b>	
Local	\$1,400,000
Total	\$1,400,000

**5. Irvin Hall Renovations 2016:**

Porchowsky

This project includes a combination of classroom modernization as well as deferred maintenance projects. This work will be completed using single prime contracting as well as state term contractors.

The work to be executed includes: replacing corridor ceilings and installing new LED lighting; upgrading HVAC controls for energy efficiency; replacing the fire alarm system; and modernizing three high-use classrooms.

Construction on the project will commence immediately after graduation and will be complete for the Fall semester.

Delivery Method: Single Prime Contracting  
Estimated Budget: \$1,170,000  
Estimated Start: May 2016  
Estimated Completion: August 2016

<b>Funding Source</b>	
Local	\$1,170,000
Total	\$1,170,000

In Design

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**6. Millett Hall Roof Replacement 2016:**

Moss

This project will replace the roof around the lower concourse of Millett Hall. The work will include correction of a flashing detail around the limestone columns and installation of additional roof drains.

The project was bid in April. Work will begin in May 2016 with a substantial completion by September 2016.

Delivery Method: Single Prime Contracting

Estimated Budget: \$2,000,000

Estimated Start: May 2016

Estimated Completion: September 2016

<b>Funding Source</b>	
Local	\$2,000,000
Total	\$2,000,000

**7. Minnich and Scott Halls Renovation:**

Heflin

This project will renovate two co-located residence halls in the Central Quad. Selection of these two residence halls aligns with progress on implementing the Utility Master Plan. The Scott Hall program will include new sorority suites, which creates swing space for sorority suites as the balance of the Central Quad residence halls are renovated.

Messer Construction was selected as the Design-Builder for this project.

Delivery Method: Design-Build

Estimated Budget: TBD

Estimated Start: May 2017

Estimated Completion: August 2018

<b>Funding Source</b>	
TBD	TBD
Total	TBD

**8. New Residence Hall – North Quad Tennis Court Site: (BOT Dec '15)**

Bell

The increase in student population has created a demand for on-campus beds beyond the Long Range Housing Master Plan's original projection. The Master Plan called for 7,100 beds total on campus. Current projections call for a demand of 8,100 beds on campus.

The site at the location of the varsity tennis courts was one of four sites originally identified in the Master Plan. This site can take advantage of utilities being upgraded in the current renovation of the North Quad. The program calls for approximately 350 beds. The new residence hall will be designed to the current design standards used on the other new residence halls built within the last three years. This residence hall will likely have a Neo-Georgian architectural style, utilizing materials seen on the other North Quad halls. The project will include hardscape/landscape design to integrate the new hall into the existing pedestrian and vehicular network in this area of campus.

Design development is complete. Construction documents are currently being prepared. The GMP submission is scheduled for June 2016.

Delivery Method: Construction Manager at Risk

Estimated Budget: \$36,500,000

Estimated Start: July 2016

Estimated Completion: July 2018

<b>Funding Source</b>	
Bond Series 2014	\$36,500,000
Total	\$36,500,000

In Design

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**9. Pearson Hall Renovations Phase 1:**

Porchowsky

Pearson Hall, built in 1985, serves the biological sciences including the Departments of Biology and Microbiology. This phased, occupied rehabilitation will renovate teaching and research labs, offices, common areas, mechanical, electrical, plumbing and fire systems, and circulation spaces. Because the building is occupied, the work is expected to occur over approximately four years.

Phase 1 is expected to address at least 50% of the necessary heating, cooling, and lab exhaust systems; replace electrical switchgear, modernize the public areas, and modernize approximately 50% of the teaching and research laboratories. The large lecture halls have been modernized in recent years and will not be impacted by this project.

The Criteria Architect is currently completing the schematic design. A Design-Build team has been selected and has begun constructability and phasing reviews of the design documents.

Delivery Method: Design-Build  
Estimated Budget: TBD  
Estimated Start: May 2017  
Estimated Completion: June 2021

<b>Funding Source</b>	
State Appropriations	TBD
Local	TBD
Total	TBD

**10. Upham Hall Emergency Generator Replacement and Unit Substation Consolidation:**

Patterson

This project will replace the existing diesel fueled emergency generator with a natural gas fueled unit located inside the building. The project will also consolidate the three existing Unit Substations into one large Unit Substation and change the medium voltage feeder to the building from 4 kV to 12.5 kV.

The project was bid in April. Work will begin in May 2016 and be complete by August 2016.

Delivery Method: Single Prime Contracting  
Estimated Budget: \$765,000  
Estimated Start: May 2016  
Estimated Completion: August 2016

<b>Funding Source</b>	
Local	\$765,000
Total	\$765,000

In Design

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

**1. Campus Avenue Building Lower Level Rehab:**

Christian

The CAB Lower Level Rehab project will allow the University to relocate and consolidate the offices of University Communications and Marketing into space vacated by Student Disability Services and Rinella Learning Center, which will relocate to the renovated Shriver Center. University Communications and Marketing is currently located in three separate buildings on campus: Glos Center, MacMillan Hall, and Williams Hall. The CAB project will also realign some of the remaining work groups with the Division of Enrollment Management and HOME, completing the University's goal of creating a one-stop service center for students.

Programming for HOME Office and University Communications is complete. Cost estimates are being developed prior to commencing with Schematic Design.

Proposed Budget: TBD

Desired Start: February 2017

Desired Completion: December 2017

<b>Funding Source</b>	
TBD	TBD
Total	TBD

**2. 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

<b>Funding Source</b>	
Hamilton Campus CR&R	TBD
Total	TBD

In Planning



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**3. TIGER Grant Transportation Improvements: (New Project This Report)**

Seibert

The University has partnered with the Butler County Regional Transit Authority (BCRTA), the City of Oxford, and the Talawanda School District (TSD) to seek a federal TIGER grant. The project is comprised of regional transportation improvements on two University-owned sites to create a comprehensive public transit system. At Chestnut Fields (the former Talawanda High School site), a new transit center with public lobby, ticketing, BCRTA offices, Talawanda School District bus staff, large vehicle maintenance, bus and large-format vehicle storage and related support spaces will create a new shared transit hub. The site will also have a large-format vehicle wash station, a centralized shared fueling center, and expanded parking for those using the hub. The site planning has been developed to provide a direct link for a future Amtrak platform and stop.

At Shriver Center, the plan calls for a central bus terminal that serves all outgoing BCRTA bus routes, private apartment shuttles, Barons bus, and visitor buses to an 8+ bus cuing hub, located one story under a new plaza to the south of Shriver Center. The terminal depot also has an underground access drive from Maple Street to Patterson Avenue to reduce pulsing and route times at a point of heavy congestion and density. Directly adjacent to the underground hub and pass thru, the university would take advantage of the site work to co-develop an approximately 300 car parking garage to support the transit hub, Admissions Office move to Shriver, as well as events at the CPA and the Armstrong Student Center.

The grant submission occurred in late April. The awards are recognized in the Fall 2016. If the grant award is successful, the project will use the design-build methodology. The project would require approximately one year for design and would take approximately 18 months to complete construction.

Delivery Method: Design-Build  
Estimated Budget: \$28,000,000  
Estimated Start: November 2017  
Estimated Completion: May 2019

<b>Funding Source</b>	
Federal DOT Grant	\$19,000,000
Local	\$9,000,000
Total	\$28,000,000

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**COMPLETED PROJECTS**

**No major projects completed since last report**

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

Project	Budget
Airport RSA Grading Project	\$128,320
Alumni Hall – High Bay Roof Replacement	\$250,000
Armstrong Student Center – Stair Tread Replacement	\$107,000
Bachelor Hall – Lecture Hall 102 Renovation	\$440,000
Bachelor Hall – Room 108 Conversion to Classroom	\$110,000
Benton Hall – Agile Classroom	\$50,000
Boyd Hall – Fashion Design Studio	\$105,375
Campus Avenue Water Main Work (in conjunction with City of Oxford)	\$150,000
Center for Performing Arts – Room 078 Dye Vat Installation	\$147,100
Central Campus Electrical Modifications – Phase II	\$230,665
Central Campus Utility Upgrade	\$498,000
Chestnut Fields – Fieldhouse Renovation for Club & Rec Sports	\$500,000
Chestnut Fields – Site Infrastructure and Utility Improvements	\$300,000
Classroom Chair Replacement (17 classrooms)	\$189,685
Cole Service Building Reconfiguration	\$187,310
E & G Buildings – Corridor Lighting Control	\$200,000
E & G Buildings – Fan Energy Upgrades	\$72,000
E & G Buildings – Heating Pumps Energy Upgrades	\$160,000
E & G Buildings – Relamping	\$350,000
E & G Buildings – Summer Painting – Building Exteriors 2014/2015	\$187,000
Edwards Parking Lot Rehabilitation	\$450,000
Emergency Phones Phase II	\$465,000
Emerson Hall Emergency Power Upgrades	\$125,000
Engineering Building – Fume Hood Exhaust Fan Resolution	\$100,000
Engineering Building – Second Floor Honors Suite	\$65,605
Farmer School of Business – Exterior Entrance Door Repairs	\$150,000
Farmer School of Business – Room 3075 Renovation	\$53,850
Goggin Ice Center – Stair Repair/Replacement	\$80,000
Hamilton Campus – One Stop Enrollment Management Center	\$260,160
Hamilton Campus – Rentschler Hall Entry Reconstruction	\$180,000
Hamilton Campus – Wilks & Schwarm Halls Building Automation Upgrade	\$200,000
Hamilton Campus – Wilks & Schwarm Halls Fire Alarm Upgrades	\$125,000
Hamilton Campus – Wilks & Schwarm LED Lighting Retrofit	\$90,000
Havighurst Hall – Lighting Upgrades 2016	\$345,750
Hayden Park – FF&E	\$180,000
Hiestand Hall – Exhaust Improvements	\$70,000
Hiestand Hall - Room 200 - Lab Refresh and Update	\$75,000
HDRBS – Exterior Summer Painting 2014	\$50,000
HDRBS – HVAC Improvements 2016	\$100,000
HDRBS – MEP Improvements 2016	\$400,000
HDRBS – Residence Halls 2x2 Lighting Retrofit	\$80,000
HUB Quad Engraved Brick Replacement	\$145,500
Hughes Hall Still Replacement	\$160,000
Irvin Drive Relocation	\$200,000
Irvin Hall – Classroom 10 Interior Finish Upgrades	\$330,000
Irvin Hall – Classroom 40 Renovation	\$385,000
Irvin Hall – Classrooms 50 & 60 Renovations	\$225,000
Irvin Hall – Room 126 A/V Upgrades	\$95,000

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Kreger Hall Furniture Package	\$300,000
Maplestreet Station – Sidewalk Remediation	\$235,000
Maplestreet Station – Starbucks Renovation	\$325,000
Marcum Conference Center –Building Window Replacement	\$104,000
McGuffey Drive – Water Line Extension	\$250,000
McGuffey Hall – Multipurpose Learning Center	\$131,680
McGuffey Hall – Room 128 - AV and Computer Equipment Installation	\$85,000
Middletown Campus – Bennett Rec Center Fire Alarm Upgrade	\$75,000
Middletown Campus – One Stop Enrollment Management Center	\$171,560
Middletown Campus – SWORD Drainage Improvements	\$162,300
Middletown Campus – SWORD Roof and Building Repair	\$395,000
Middletown Campus – SWORD Storm Water/Chiller Improvements	\$200,000
Middletown Campus – Thesken Hall Fire Alarm Upgrades	\$75,000
Middletown Campus – Verity Lodge Fire Alarm Upgrades	\$75,000
Millett Hall – Electrical Modifications – 4kv to 12.5kv Conversion	\$200,000
North Chiller Plant – Roof Replacement	\$200,000
Peabody Hall – Lighting and Mechanical Upgrades 2016	\$275,000
Pearson Hall Laboratory AV Upgrades	\$398,022
Pearson Hall Laboratory Upgrades (267 B-F, G, H)	\$145,850
Phillips Hall – Entryway Repairs	\$75,000
Phillips Hall – Gymnasium Netting, Room 30 Renovation	\$150,000
Presser Hall Stormwater Pond	\$262,250
Psychology Building – Room 36 Hood and Hall Modifications	\$55,000
Recreational Sports Center – Envelope Evaluation	\$145,000
Recreational Sports Center – Outdoor Pursuits Center	\$90,000
Recreational Sports Center – Scoreboard Replacement	\$500,000
Regional Campuses – Classroom Technology Upgrade 2015	\$306,000
Rental Property Demolition and Grounds Restoration (406 E. Chestnut Street)	\$160,000
Richard Hall – Electrical Modifications	\$235,000
Sawyer Gym Renovation	\$400,000
Softball Field Scoreboard Upgrade	\$136,810
South Refrigeration Plant Air Conditioning Upgrades	\$200,000
Upham Hall – Second Floor Renovation	\$320,000
Utility Group Control Automation Upgrades	\$200,000
Utility Group Network Reconfiguration	\$150,000
VOA – AV Upgrades	\$97,000
VOA – Exterior Repairs	\$100,000
Western Campus – Water Main Extension	\$332,000
Western Campus Bridge Reconstruction	\$400,000
Yager Stadium – Space for Tennis and Golf Teams	\$250,000

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

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

Project	Original Budget	Returned Funds
Art Building – Classroom 17 Upgrade	\$80,000	\$5,170
Art Building – Room 245 Upgrade	\$72,675	\$5,125
E & G Buildings – Elevator Repair and Renovation 2015	\$275,000	\$15,210
Engineering Building – Lab Improvements 2015	\$165,000	\$11,500
Engineering Building – SEAS – Paper Reconfiguration	\$75,000	\$20,110
Havighurst Hall - Controls Upgrade	\$210,000	\$2,750
Heritage Commons – Plumbing Upgrades 2015	\$195,000	\$3,125
HDRBS – Plumbing Improvements 2016	\$90,000	\$700
HDRBS – Residence Hall Signage	\$260,000	\$0
McGuffey Hall – Room 100 – EDP Clinic Redesign	\$90,000	\$0
McGuffey Hall – Rooms 407-408 Renovation	\$175,000	\$7,585
McGuffey Hall – Classroom Expansion (415-417)	\$55,000	\$4,625
North Campus Utility Improvements	\$400,000	\$0
Phillips Hall – Room 113 Cosmetic Improvements	\$66,000	\$90
Phillips Hall – Sensory Lab	\$120,000	\$0
Recreational Sports Center – Bouldering Cave Replacement	\$65,000	\$50
Recreational Sports Center – Hardscape Repairs	\$100,000	\$13,300
Recreational Sports Center – Volleyball Court Renovation	\$66,500	\$6,300
Steam Plant Water Softener Replacement	\$61,500	\$9,300
Tennis Courts Resurfacing	\$255,110	\$15
Western Residence Halls – Closet Additions	\$225,000	\$66,000
Yager Stadium – ICA Storage Building	\$240,000	\$14,900

May 5, 2016  
Page 30

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

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

**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.





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May 6, 2016  
Finance and Audit

### RESOLUTION 2016-38

WHEREAS, a section of US 27 running across the Miami University Oxford campus has undergone substantial improvements (“US 27 Road Improvements”);

WHEREAS, the US 27 Road Improvements required a relocation of existing overhead electrical power facilities;

WHEREAS, said relocation requires that the University grant a new utility easement to Duke Energy of Ohio, Inc. to construct, reconstruct and maintain these lines, a copy of which is attached to this Resolution and incorporated herein (“Utility Easement”);

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees approves the Utility Easement, subject to the terms and conditions set forth therein.

BE IT FURTHER RESOLVED that the Senior Vice President for Finance and Business Services be authorized to sign the UTILITY EASEMENT.

Approved by the Board of Trustees  
May 6, 2016

A handwritten signature in black ink, appearing to read 'T. O. Pickerill II', with a horizontal line extending to the right.

T. O. Pickerill II  
Secretary to the Board of Trustees

## GRANT OF EASEMENT

(Pt. Parcel #: H4000108000032, H4000108000033, H4000108000034, H4000110000003, H4000113000001, H4000113000002, and H4100108000031)

In consideration of the sum of One Dollar (\$1.00) and other good and valuable consideration, the receipt of which is hereby acknowledged, **THE TRUSTEES OF MIAMI UNIVERSITY**, (hereinafter referred to as "Grantor"), hereby grant(s) unto **DUKE ENERGY OHIO, INC.**, an Ohio corporation, with a mailing address of 139 East Fourth Street, Cincinnati, OH 45202 and its successors and assigns (hereinafter referred to as "Grantee"), a perpetual, non-exclusive easement, to construct, reconstruct, operate, patrol, maintain, repair, replace, relocate, add to, modify and remove electric and/or telecommunication overhead line or lines, including but not limited to, all necessary and convenient supporting structures (such as poles), wires, cables, guy wires with anchors, grounding systems, counterpoises, and all other appurtenances, fixtures and equipment (hereinafter referred to as the "Facilities") for the transmission and distribution of electrical energy, and for technological purposes (including but not limited to telecommunications), in, upon, over, along, under, through and across the following described real estate:

Situate in Section 26, Town 5 North, Range 1 East, in the City of Oxford, Butler County, State of Ohio, being part of the original land grant of Miami University founded by the February 17, 1809 Act of the Ohio Legislature, and being:

1): Outlots 52, 53, and the southerly 272.68 feet of Outlot 66 as the same are known and designated on the recorded plat of the Village of Oxford as conveyed to THE STATE OF OHIO FOR THE USE OF THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY OF OXFORD, OHIO from THE WESTERN COLLEGE FOR WOMEN by instrument dated July 31, 1958, and recorded in **Deed Book 674, Page 237**; and

2): part of Lot No. 795 of the Village of Oxford containing 60.008 acres, more or less, as conveyed to THE STATE OF OHIO FOR THE USE OF THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY OF OXFORD, OHIO from WALTER P. WORK, ET AL., by instrument dated November 25, 1966, and recorded in **Deed Book 858, Page 136**; and

3): two tracts of land containing 2.3 acres, more or less, and 2.8 acres, more or less, respectively as conveyed to THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY from ALICE WORK DUNSCOMBE by instrument dated July 11, 1955, and recorded in **Deed Book 608, Page 7**; and

4): an undivided one-half (½) interest in that tract of land conveyed to the PRESIDENT AND TRUSTEES OF MIAMI UNIVERSITY from MARY E. CORNELL, SUCCESSOR TRUSTEE, OF THE THOMAS E. FRUNDT REVOCABLE LIVING TRUST U/A DATED OCTOBER 29, 1992 by instrument dated March

9, 2006, and recorded in **Official Record Book 7712, Page 1601**; and 5): an undivided one-half (½) interest in that tract of land conveyed to the PRESIDENT AND TRUSTEES OF MIAMI UNIVERSITY from MARY E. CORNELL, SUCCESSOR TRUSTEE, OF THE ANNE J. FRUNDT REVOCABLE LIVING TRUST U/A DATED OCTOBER 29, 1992, AS AMENDED APRIL 27, 1998 AND DECEMBER 30, 2003 by instrument dated March 9, 2006, and recorded in **Official Record Book 7712, Page 1602**; all documents in the Office of the Recorder of Butler County, Ohio (hereinafter referred to as "Grantor's Property")

Said easement being that area indicated, relative to landmarks and property lines, shown on a drawing marked Exhibits "A1" and "A2", attached hereto and becoming a part hereof, and shall be further evidenced by the Facilities where constructed on Grantor's Property (hereinafter referred to as "the Easement Area").

This easement grant shall include, but not be limited to, the following respective rights and duties of Grantor and Grantee:

1. Grantee shall have the right of ingress and egress over the Easement Area, and over the adjoining land of Grantor's Property (using lanes, driveways, and adjoining public roads where practical as determined by Grantee).

2. Grantee shall have the right to cut down, clear, trim, remove, and otherwise control any trees, shrubs, overhanging branches, and/or other vegetation upon or over the Easement Area. Grantee shall also have the right to cut down, clear, trim, remove, and otherwise control any trees, shrubs, overhanging branches, and/or other vegetation which are adjacent to the Easement Area but only to the extent such vegetation may endanger, as reasonably determined by Grantee, the safe or reliable operation of the Facilities, or where such vegetation is trimmed consistent with generally accepted arboricultural practices.

3. Grantee shall have the right to allow third parties (a) to attach equipment to Grantee's Facilities and (b), to trench with Grantee's Facilities, and with either (a) or (b), any such equipment shall include, but not be limited to, wires, cables, and other fixtures; provided, that Grantor shall pursue any claim with the third party and not Grantee, if any such claim arises out of any third party's attachment.

4. To the best of Grantor's knowledge, the Easement Area and the adjoining land of Grantor's Property, have never been used to release, discharge, generate or store any toxic, hazardous, corrosive, radioactive or otherwise harmful substance or material.

5. Grantor shall not place, or permit the placement of, any obstructions, which may interfere with the exercise of the rights granted herein to Grantee. Grantee shall have the right to remove any such obstruction.

6. Grantee shall have the right to pile dirt and other material and to operate equipment upon the surface of the Easement Area and the adjoining land of Grantor's Property, *but only* during those times when Grantee is constructing, reconstructing, maintaining, repairing, replacing, relocating, adding to, modifying, or removing the Facilities.

7. Excluding the removal of vegetation and obstructions as provided herein, any physical damage to the surface area of the Easement Area and the adjoining land of Grantor's Property resulting from the exercise of the rights granted herein to Grantee, shall be promptly paid by Grantee, or repaired or restored by Grantee to a condition which is reasonably close to the condition it was in prior to the damage, all to the extent such damage is caused by Grantee or its contractors or employees. In the event that Grantee does not, in the opinion of Grantor, satisfactorily repair any damage, Grantor must, within ninety (90) days after such damage occurs, file a claim for such damage with Grantee at (a) 139 East Fourth Street, Cincinnati, OH 45202 Attn: Right of Way Services, or (b) by contacting an authorized Right of Way Services representative of Grantee.

8. Grantor shall have the right to use the Easement Area and the adjoining land of Grantor's Property in any manner which is consistent with the rights granted herein to Grantee, and shall comply with all applicable codes when making use of the land near the Facilities.

9. Notwithstanding anything to the contrary contained herein, Grantor shall not without the prior written consent of Grantee (a) construct or install, or permit the construction or installation of any building, house, or other above-ground structure, or portion thereof, upon the Easement Area; or (b) excavate or place, or permit the excavation or placement of any dirt or other material upon or below the Easement Area; or (c) cause, by excavation or placement of material, either on or off the Easement Area, a pond, lake, or similar containment vehicle that would result in the permanent retention of water in any manner within the Easement Area. This Grant does not prohibit Grantor from constructing a paved road, curbs, sidewalks, poured in-place mulch, retaining walls and paved parking surface upon the Easement Area.

10. Grantor warrants that it has the necessary authority and title to Grantor's Property to grant this easement to Grantee, and shall defend and hold Grantee harmless from the claim of any third party that Grantor does not have such authority or title.

11. The respective rights and duties herein of Grantor and Grantee shall inure to the benefit of, and shall be binding upon the respective successors, assigns, heirs, personal representatives, lessees, licensees, and/or tenants of Grantor and Grantee. Easement, Grantor and Grantee, as used herein, shall be deemed to be plural, when required to be so. The exercise of any or all of the rights and privileges of Grantee set forth herein, shall be at the sole discretion of Grantee.

**IN WITNESS WHEREOF**, Grantor has caused this Grant of Easement to be signed by its duly authorized representative(s), effective the \_\_\_\_\_ day of \_\_\_\_\_, 2016.

**THE TRUSTEES OF MIAMI UNIVERSITY**, Grantor

By: _____	By: _____
Name: _____	Name: _____
Title: _____	Title: _____

STATE OF \_\_\_\_\_ )  
 ) SS:  
 COUNTY OF \_\_\_\_\_ )

Personally appeared before me this day \_\_\_\_\_ and \_\_\_\_\_, duly authorized representative(s) of Grantor and acknowledged the signing of this Grant of Easement by \_\_\_\_\_ to be a voluntary act and deed for and on behalf of Grantor, and having been duly sworn/affirmed, state(s) that any representations contained therein are true to the best of \_\_\_\_\_ personal knowledge.

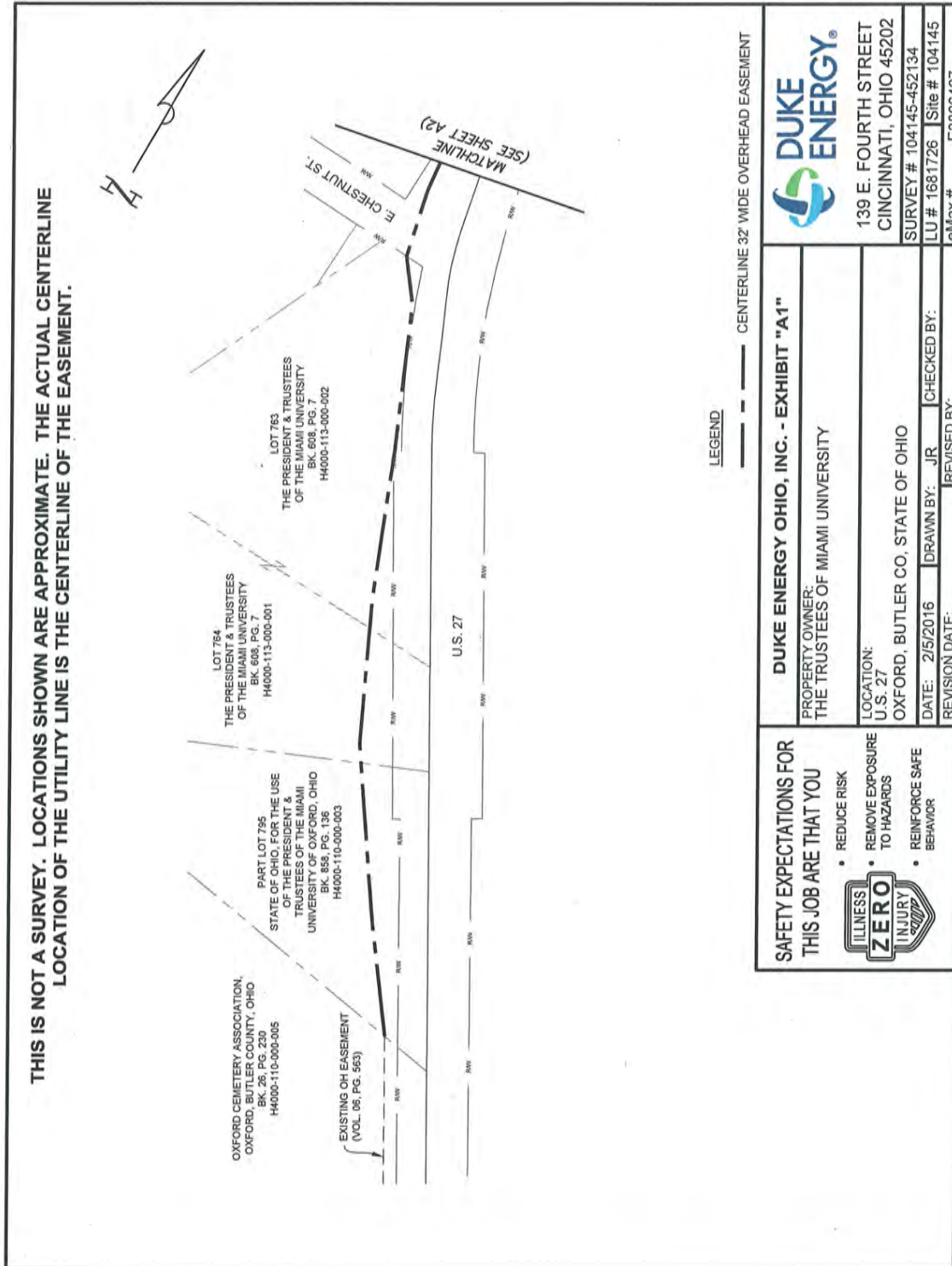
**WITNESS** my hand and notarial seal, this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

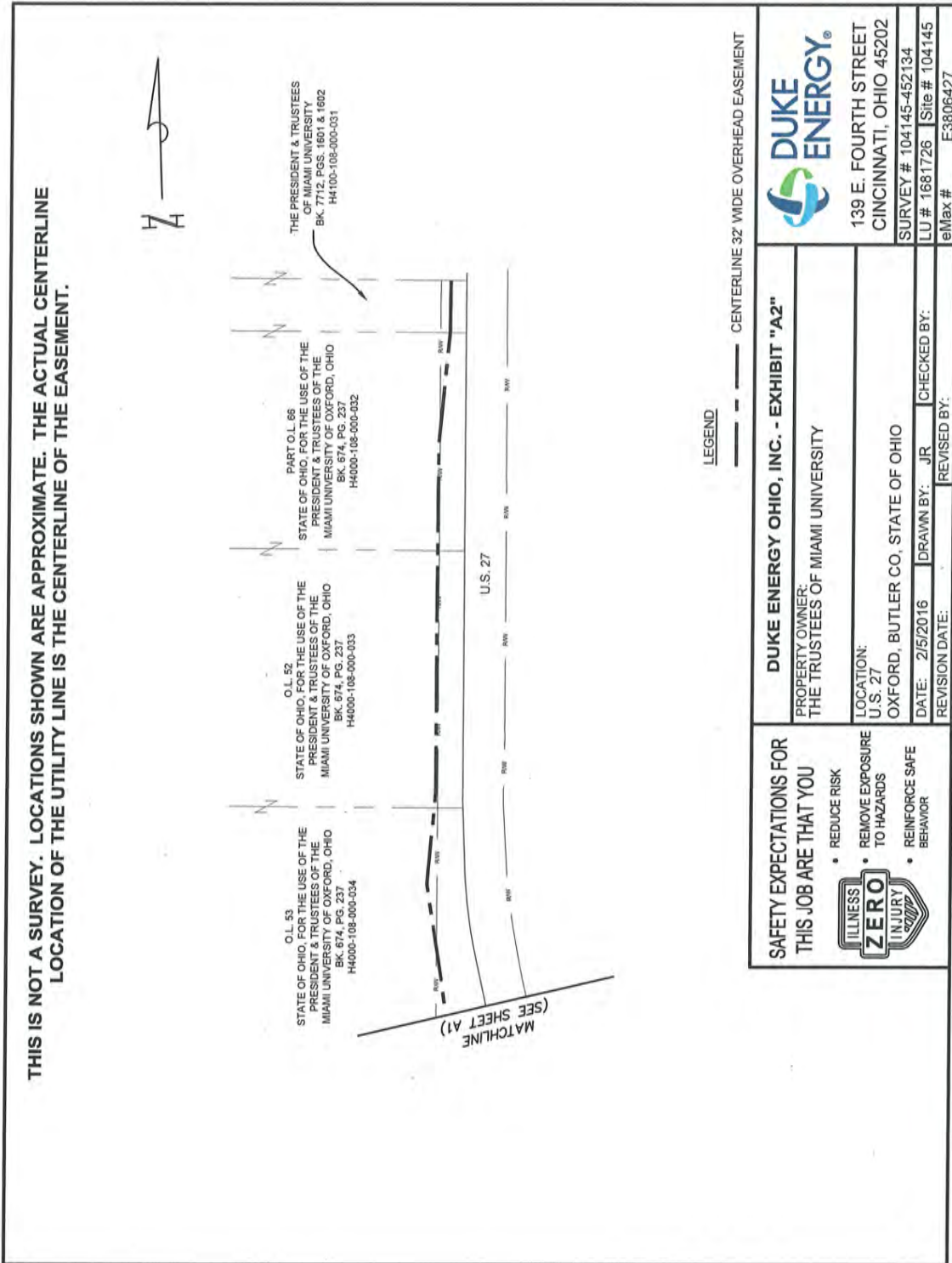
My Commission Expires: _____	Signed Name: _____
My County of Residence: _____	Printed Name: _____

This Instrument Prepared by Janice L. Walker, Attorney-at-Law, 139 E. Fourth St. Cincinnati, OH 45202.

*For Grantee's Internal Use:*

Emax #: E3806427  
 LU#1681726  
 Pole: BT207-345  
 Prep/Chk: TLM/ TLW Exec/Rec: \_\_\_\_\_  
 Prepared Date: February 16, 2016







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May 6, 2016  
Finance and Audit

### RESOLUTION R2016-39

WHEREAS, the Housing Master Plan called for 7100 beds on the Oxford campus upon completion of the plan; and

WHEREAS, on-campus housing demand has continued to grow during implementation of the Housing Master Plan's first and second phases generating unfavorable overflow conditions and leasing of off-campus housing in excess of 300 beds in the fall of 2015; and

WHEREAS, a study has shown that it is not cost effective to renovate Swing Hall or construct an addition to Clawson Hall as originally planned; and

WHEREAS, the recent Housing Master Plan projects an ongoing a demand of 8100 beds by 2017 generating a shortfall of 270 beds even with the construction of a new residence hall on the tennis court site; and

WHEREAS, construction of a second new residence hall is required to provide sufficient housing options; and

WHEREAS, the New North Withrow Hall Site Residence Hall project involves the construction of a new 270(+)-bed residence hall on the existing site of Withrow Court for occupancy in fall semester 2018; and

WHEREAS, Miami University has determined that reduced costs, speed of implementation, and coordination may be gained by using the Design Build project delivery method; and

WHEREAS, Miami University has identified bond funds in the amount of \$2,500,000 to advance the design, cost estimating, early site development needs, and preconstruction services required to develop a Guaranteed Maximum Price (GMP) for the new residence hall; and

WHEREAS, final approval of the project by the Board of Trustees will follow completion of the planning for this project;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer to proceed with the award of a contract for the preconstruction phase of the New North Quad Withrow Hall Site Residence Hall project which includes planning, design, estimating and all related preconstruction services necessary to prepare the Guaranteed Maximum Price (GMP) for a preconstruction phase budget not to exceed \$2,500,000.

Approved by the Board of  
Trustees  
May 6, 2016

T. O. Pickerill II  
Secretary to the Board of  
Trustees



Executive Summary  
for the  
North Quad Withrow Hall Site Residence Hall  
May 6, 2016

The Housing Master Plan included new residence halls on campus providing swing space for renovating existing residence halls and replacement beds for the reduced number of beds from the renovation and deconstruction of some existing residence halls. Upon completion of the multi-year plan, the housing capacity was expected to provide 7100 beds – essentially the same capacity prior to plan implementation. This was considered aggressive at the time given the incoming class had declined significantly over the previous year. Success in enrollment goals since then, improved student retention, growth of new international programs, and continued interest of upper-class students living in on-campus housing has required modification to the original bed count plan as enrollment on campus has reached a record level.

Throughout the implementation of the earlier phases of the Housing Master Plan, additional beds have been designed into the projects. In the East Quad Renovations, nearly 100 additional beds were added beyond the original Housing Master Plan estimates. An addition to Hahne Hall (nearing completion now) as part of the North Quad Renovation project is also adding over 100 beds.

Efforts have also been made to reduce the need for new beds by creating lower cost triples where appropriate sized rooms were available (approximately 75 were incorporated into the three new residence halls on Western Campus). Availability of on-campus housing for upper-class students has been reduced at times to accommodate the increased demand by freshmen and sophomores. Finally, modest use of off-campus apartments has enabled the increased demand to be accommodated when necessary. Unfortunately, leasing beds next to campus has not always been possible requiring some students to be housed almost 2 miles from campus.

Current housing demand is nearing 7700 beds, and it is anticipated that 8100 beds will be needed by fall semester of 2017 creating a shortfall of up to 600 beds with approximately 330 of the bed shortfall to be addressed by the new residence hall on the tennis court site. It is not feasible for a new residence hall to be constructed and ready for occupancy for the fall semester of 2017.

As shared with the Board in February, a 100-bed addition to Clawson Hall was not a cost effective solution. Review of upcoming hall modernizations in the Housing Master Plan found that Swing Hall is not cost effective to renovate. The Long Range Housing Master Plan has always included the deconstruction of some existing residence halls. Mary Lyon will be deconstructed in the summer of 2016 contributing to the fall 2017 bed shortfall. Wilson Hall is intended to be removed from the housing stock, but is not planned for deconstruction at this time. This creates the need for an additional 270 beds to reach the necessary 8100 beds on campus.

Several potential building sites were evaluated for constructing a new residence hall to meet the demand. The site where Withrow Hall is slated to be deconstructed this summer presents the best opportunity for a new residence hall. The location of the site offers close proximity to available dining facilities along with other benefits. Funding for this project will be bond funds for the Long Range Housing Master Plan.

<u>Project component:</u>	<u>Budget:</u>	<u>Funding Source:</u>
Est. Consulting Services:	\$2,500,000	Bond Series 2014
Est. Cost of Work:	\$32,300,000	Bond Series 2014
Est. Owner's Costs:	\$2,000,000	Bond Series 2014
Owner's Contingency:	\$1,700,000	Bond Series 2014
Total:	\$38,500,000	Bond Series 2014

May 6, 2016  
Finance and Audit

**TUITION ORDINANCE O2016-03**  
Instructional, General, Tuition, and Comprehensive Fees and Charges  
Regional Campus Undergraduate Students  
2016-2017 Academic Year

WHEREAS, the University is committed to providing affordable access to the highest quality education and services for its undergraduate students on the regional campuses; and

WHEREAS, the University is required by the Ohio General Assembly to maintain Ohio resident undergraduate tuition (combined instructional and general fees) for the 2016 and 2017 academic years at the amount charged in the 2014 – 2015 academic year; and

WHEREAS, the University is required to assess non-resident students a non-resident surcharge;

THEREFORE, BE IT ORDAINED: that the Board of Trustees approves no increase in tuition for the second consecutive year (combined instructional and general fees) for resident undergraduate students at the Hamilton and Middletown campuses; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves an increase of two percent (2.0%) in tuition (combined instructional and general fees and non-resident surcharge) for non-resident undergraduate students at the Hamilton and Middletown campuses as presented on the attached table; and

BE IT FURTHER ORDAINED: that the accompanying schedule for tuition for summer and winter terms for resident undergraduates on the Hamilton and Middletown campuses shall be discounted by 20% for online courses taken during these academic terms in accordance with the plan to lower the cost of attendance and provide students the opportunity to shorten the time to their degree; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves comprehensive tuition for non-resident students participating in the on-line programs presented on the attached table; and

BE IT FURTHER ORDAINED: that the President and Senior Vice President for Finance and Business Services and Treasurer are hereby authorized to establish fees consistent with this Ordinance and the State of Ohio Biennial Budget as enacted, including fees for part-time students and fees for summer terms; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Provost and Dean of the Regional Campuses to determine the allocation of the general fee between the Auxiliary Allocation and the Student Organization Allocation; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the Provost and Dean of the Regional Campuses to budget and expend, in accord with general university procedures, the Auxiliary Allocation and authorizes the Provost and Dean of the Regional Campuses to fund their respective student government organizations from the Student Organization Allocation; and

BE IT FURTHER ORDAINED: that the Board of Trustees authorizes the respective student governments to fund student organizations, in accordance with the student organization funding procedures, as the same may be amended from time to time and approved by the Dean of the Regional Campuses and the Provost.

Approved by the Board of Trustees  
May 6, 2016



T. O. Pickerill II  
Secretary to the Board of Trustees

**Miami University  
Regionals  
Fall 2016**

**Academic Year Full-Time  
(12 or more credit hours per Semester)**

	<u>FY 2016</u>	<u>FY 2017</u>	
<b>Resident Tuition</b>			
Lower Division	\$2,568.60	\$ 2,568.60	0%
Upper Division	\$3,891.60	\$ 3,891.60	0%
<b>Non Resident Tuition</b>			
Lower Division	\$7,350.72	\$ 7,497.72	2%
Upper Division	\$8,681.76	\$ 8,855.40	2%

**Summer and Winter - Part Time  
(Per credit hour)**

	<u>FY 2016</u>	<u>FY 2017</u>	
<b>Resident Tuition</b>			
Lower Division	\$ 207.00	\$ 207.00	0%
Upper Division	\$ 317.05	\$ 317.05	0%
<b>Non Resident Tuition</b>			
Lower Division	\$ 607.23	\$ 619.38	2%
Upper Division	\$ 717.28	\$ 729.43	2%

**Online Programs Non-Resident Tuition  
(Per credit hour)**

	<u>FY 2017</u>
RN-BSN Completion Program	\$ 350.00
Bachelor of Science in Commerce	\$ 350.00
Bachelor of Arts or Bachelor of Science, Liberal Studies	\$ 350.00
Associate of Applied Business	\$ 350.00

May 6, 2016  
Finance and Audit

**TUITION ORDINANCE O2016-04**  
Instructional, General, and Out of State Fees, and Comprehensive Charges  
Graduate Students at all Campuses  
2016-2017 Academic Year

WHEREAS, the University is committed to providing high quality and affordable education and services to its graduate students; and

WHEREAS, the Board of Trustees approves tuition (instructional and general fees) and an out-of-state surcharge for graduate students on all campuses; and

WHEREAS, the University has identified new graduate program offerings that have unique costs and market conditions; and

NOW, THEREFORE, BE IT ORDAINED: that the Board of Trustees approves a freeze in the standard graduate tuition for Ohio residents (must meet Miami University's residency regulations) and a two percent (2.0%) increase in the combined tuition and out-of-state surcharge for non-resident graduate students at all campuses as presented on the attached table; and

BE IT FURTHER ORDAINED: that the Board of Trustees approves a program specific comprehensive tuition fee for the graduate certificates and degrees that have unique costs and market conditions presented on the attached table: and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to amend tuition and student fees for Academic Year 2016-2017 to align with the provisions of the enacted State of Ohio biennial operating budget within the limits authorized by this ordinance; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services and Treasurer is hereby authorized to establish hourly rates consistent with this Ordinance and the State of Ohio Biennial Budget as enacted, including fees for part-time students and fees for summer terms.

Approved by the Board of Trustees  
May 6, 2016



T. O. Pickerill II  
Secretary to the Board of Trustees

**Miami University  
Graduate Tuition  
Fall 2016**

**Academic Year Full-Time (12 or more credit hours per semester)**

	<u>Ohio Resident</u>			<u>Nonresident</u>		
	<u>2015-2016</u>	<u>2016-17</u>	<u>% Change</u>	<u>2015-2016</u>	<u>2016-17</u>	<u>% Change</u>
Basic Instructional and General Fee	\$6,444.00	\$6,444.00		\$6,444.00	\$6,444.00	
Other General Fees:						
Technology Fee	168.00	168.00		168.00	168.00	
Facilities Fee	30.00	30.00		30.00	30.00	
Transit Fee	66.00	66.00		66.00	66.00	
Armstrong Student Center Fee	55.00	55.00		55.00	55.00	
Nonresident Surcharge	<u>N/A</u>	<u>N/A</u>		<u>8,066.52</u>	<u>8,356.80</u>	
Tuition	<u>\$6,763.00</u>	<u>\$6,763.00</u>	<u>0.00%</u>	<u>\$14,829.52</u>	<u>\$15,119.80</u>	<u>1.96%</u>

**Academic Year Part-Time (Per credit hour up to 11 credit hours)**

	<u>Ohio Resident</u>	<u>Nonresident</u>
	<u>2016-2017</u>	<u>2016-2017</u>
Basic Instructional and General Fee	\$537.00	\$537.00
Other General Fees:		
Technology Fee	14.00	14.00
Facilities Fee	2.50	2.50
Transit Fee	5.50	5.50
Armstrong Student Center Fee	4.58	4.58
Nonresident Surcharge	<u>N/A</u>	<u>696.40</u>
Tuition	<u>\$563.58</u>	<u>\$1,259.98</u>

**Summer and Winter Term- Part Time (Per credit hour)**

	<b><u>Ohio Resident</u></b>	<b><u>Nonresident</u></b>
	<b><u>2016-17</u></b>	<b><u>2016-17</u></b>
Basic Instructional and General Fee	\$510.76	\$510.76
Armstrong Student Center Fee	4.58	4.58
Nonresident Surcharge	<u>N/A</u>	<u>\$695.88</u>
	<u>\$515.34</u>	<u>1211.22</u>

**Program Specific Graduate Comprehensive Tuition (Per Credit Hour)**

	<b><u>2016-17</u></b>
<b>New Programs:</b>	
Ohio Writing Project Master of Arts in Teaching	\$280.00
Project Dragonfly Master of Arts and Teaching in Biological Sciences (Summer 2017 cohort)	\$270.00
Project Dragonfly Master of Arts in Biology (Summer 2017 cohort)	\$270.00
Master of Science in Criminal Justice	\$525.00
<b>Continuing Programs:</b>	
Graduate Certificate in Analytics	\$964.00
Low Residency Master of Fine Arts	\$759.00
Collaborative Master of Educational Psychology	\$760.00

May 6, 2016  
Finance and Audit

**ORDINANCE O2016-05**  
Miscellaneous Fees  
2016-2017 Academic Year

WHEREAS, Miami University is committed to providing affordable access to a high quality education and services for its students; and

WHEREAS, the University is authorized by the Ohio General Assembly to assess user fees for services not generally covered by tuition or not uniformly assessed to all students; and

WHEREAS, predictability in the cost of higher education is an important step to improving the affordability for students and families; and

WHEREAS, the University has adopted the Miami University Tuition Promise in accordance with Ohio Revised Code 3345.48 and is recommending a separate miscellaneous fee schedule for the first cohort under the Tuition Promise program while returning students will be assessed miscellaneous fees based on the historic fee schedule as modified by this ordinance;

NOW, THEREFORE, BE IT ORDAINED: that the Board of Trustees adopts the attached miscellaneous fees that will be in effect for academic year 2016-17, except as otherwise specified. The fees to apply to all campuses, unless otherwise specified; and

BE IT FURTHER ORDAINED: the miscellaneous fee schedule established for students enrolling for the first time in the Fall of 2016 will remain in effect for four years according to the provisions of the Miami University Tuition Promise,; and

BE IT FURTHER ORDAINED: that fees will be assessed based on the attached miscellaneous fee schedules. In case of dispute, fees must be paid in full unless specific arrangements have been authorized in writing by the Senior Vice President for Finance and Business Services or his designee; and

BE IT FURTHER ORDAINED: that the Senior Vice President for Finance and Business Services is authorized to approve changes in the fees stated above



and to approve new fees consistent with those stated above subject to annual confirmation by this Board.

Approved by the Board of Trustees  
May 6, 2016



T. O. Pickerill II  
Secretary to the Board of Trustees

**Miami University**  
**FY 2017 - Academic Year 2016-2017**  
**Miscellaneous Fees**

New Fee
Fee Increased
Clarification
Fee Decreased/Removed

**Table 1: Fees applying to students matriculating prior to Fall 2016**

Fee	Note	2015-2016	Proposed 2016-2017
<b>Admission Fee</b>			
Hamilton and Middletown Campuses		15.00	15.00
Oxford Campus Enrollment Fee	1	95.00	95.00
University Contract Confirmation Deposit	1	330.00	330.00
<b>American Culture and English</b>			
American Culture and English Program (ACE) program fee		500.00	1,000.00
Pre-Semester American Academic Culture (PAAC) program fee		500.00	750.00
<b>Application Fee</b>			
Oxford Campus-Admission to Graduate Degree Programs		50.00	50.00
Oxford Campus-Admission to Graduate Non-Degree Status		20.00	20.00
Oxford Campus-Admission to Undergraduate Programs		50.00	50.00
Oxford Campus-International Students		70.00	70.00
Oxford Campus-Transient Students		50.00	50.00
Oxford Campus-Unclassified Students		50.00	50.00
Hamilton and Middletown Campuses		20.00	20.00
<b>Bursar Miscellaneous Charges</b>			
Late Payment		150.00	150.00
Late Registration (each Monday after the final date, an additional \$27.00)		27.00	27.00
<b>Business School Premium</b>			
Oxford Campus Business School Courses, per credit hour		100.00	100.00
<b>CEC Premium</b>			
Oxford Campus College of Engineering and Computing Majors, full-time, taking 12 or more credit hours, per semester		300.00	300.00
Oxford Campus College of Engineering and Computing Majors, part-time, taking 1-11 credit hours, per credit hour		25.00	25.00
<b>Career Exploration and Testing Center Charges</b>			
Career Testing, each career assessment		16.00	16.00
Enrollment in EDL100 for Myers-Briggs and Strong Interest Testing (three standardized career assessments)		32.00	32.00
<b>Child Care Programs-Hamilton Campus-Faculty/Staff</b>			
Full-time Rate (4/5 day)		2,907/2,325	2,907/2,325
Registration, one child/each additional		50/30	50/30
Three Day Semester Rate		2,218/1,775	2,218/1,775
Two Day Semester Rate		1,683/1,346	1,683/1,346
<b>Child Care Programs-Hamilton Campus-Students</b>			
Full-time Rate (4/5 day)		2,600/2,080	2,600/2,080
Registration, one child/each additional		50/25	50/25
Three Day Semester Rate		1,912/1,530	1,912/1,530
Two Day Semester Rate		1,300/1,040	1,300/1,040
<b>Chinese Proficiency Tests - Confucius Institute</b>			
Chinese Proficiency Test (HSK, BCT, and YCT) -- fee based on candidate's level and test module		20.00 - 70.00	20.00 - 70.00
<b>Code of Conduct Violations</b>			
Code of Conduct Administration Charges, per incident		50.00	50.00
Ethics and Integrity Mandatory Program		200.00	200.00
<b>Commencement/Degree Application Fee</b>			
Associate's and Bachelor's Degrees	1	35.00	35.00
Certificate Program		10.00	10.00
Diploma Replacement (re-issue)-With Case, Master's		34.00	34.00
Diploma Replacement (re-issue)-With Case, Undergraduate		34.00	34.00
Diploma Replacement (re-issue)-Without Case		29.00	29.00
Doctoral Degree-Diploma and Hood		200.00	200.00
Master's and Specialist's Degrees	1	35.00	35.00
Thesis Microfilming and Binding		80.00	80.00
<b>Community Engagement and Services</b>			
Community Plunge (early move-in experience)		130.00	130.00
Service Learning Courses Utilizing Community Engagement and Services Office		50.00	50.00
<b>Compass Assessment-Hamilton and Middletown Campus</b>			
Compass Assessment Retake Fee-one per semester, per subject	1	10.00	10.00
<b>Computer Printing Charge</b>			
Computer Printing Charge-Black and White, per copy		0.10	0.10
Computer Printing Charge-Color, per copy		0.25	0.25
<b>Conference Fee</b>			
Perlmutter Conference No Show Fee		21.00	21.00
<b>Credit Workshops</b>			
iDiscovery Program Fee		150.00	200.00
<b>Data and Video Network</b>			
Fee for Non-warranty computer and associated repair (including labor)		Actual Cost	Actual Cost
Network copyright notification-First incident		100.00	100.00
Network copyright notification-Second incident and more		200.00	200.00
Workstation Remediation Fee for Non-Miami Laptops		100.00	100.00
<b>Data and Video Network-Technology Fee (Undergraduate and Graduate, Fall and Spring Semester Only)</b>			
Regional Campuses Network Fee-Per Semester		18.00	18.00
<b>Diversity Affairs</b>			

MADE Deposit		60.00	60.00
<b>E-Learning-Hamilton and Middletown Campus</b>			
All online, partially online (hybrid), and interactive video courses per credit hour		35.00	35.00
<b>English Department</b>			
English-Proficiency Exam		30.00	30.00
<b>English Language Center</b>			
English Language Center Intensive English Program Fee (19 contact hours)		6,600.00	6,600.00
English Language Center Program Fee		1,000.00	1,000.00
<b>Fine Arts Program Fee</b>			
Architecture/Interior Design Majors, per semester		50.00	50.00
Music Majors, per semester		50.00	50.00
<b>Goggin Ice Center</b>			
Intramural Leagues-Broomball (1 season with 8 games each)		175.00	175.00
Intramural Leagues-Broomball (10 games)		200.00	200.00
Intramural Leagues-Broomball (2 seasons with 6 games each)		150.00	155.00
Intramural Leagues-Hockey (1 seasons with 8 games each)		410.00	410.00
Intramural Leagues-Hockey (10 games)		500.00	500.00
Intramural Leagues-Hockey (2 seasons with 6 games each)		360.00	365.00
<b>Global Initiatives</b>			
Credit Workshop Instructional Fees Set by Vice President for Finance and Business Services or designee		-	-
International Sponsored Student Fee - Per Semester		500.00	500.00
International Student Exchange Student Deposit	9	1,000.00	1,000.00
International Student-One-week Spring Semester, undergraduate		55.00	-
International Student-One-week, graduate Student GR International Student Orientation and Integration Fee		55.00	100.00
International Student-Two-week-August, undergraduate UG International Student Orientation and Integration Fee		115.00	200.00
Non-credit Program Enrollment Fee		0.00 - 3,500.00	0.00 - 3,500.00
Non-credit Program Materials Fee		0.00 - 350.00	0.00 - 350.00
Study Abroad Administration Fee (Non-Miami organized programs)		125.00	175.00
Study Abroad/Away Administration Fee (Faculty-led Miami programs)		125.00	175.00
Workshop Administrative Fee		25.00	25.00
<b>Identification Card Replacement Charge</b>			
Identification Card Replacement Charge-Hamilton Campus		20.00	20.00
Identification Card Replacement Charge-Middletown Campus		20.00	20.00
Identification Card Replacement Charge-Oxford Campus		35.00	35.00
<b>International Student Exchange Deposit</b>			
Exchange Student Deposit-Business	9	1,000.00	1,000.00
<b>Intrafraternity Council</b>			
Sorority Recruitment		30.00	30.00
Fraternity Recruitment		30.00	30.00
<b>Learning Assistance Tutoring Charges</b>			
Learning Assistance-Oxford Campus-Tutoring sessions-no show fee		15.00	15.00
<b>Library Fines and Fees</b>			
3D Printing		\$0.25 per gram	\$0.25 per gram
Digital Translator Replacement Fee		160.00	160.00
Miami Libraries-Overdue Books, per book/per day		0.50	0.50
Miami Libraries-Overdue Books, per book maximum		15.00	15.00
Miami Libraries-Recalled Books, per book (student)/per day		0.75	0.75
Miami Libraries-Recalled Books, per book (student)/maximum		24.25	24.25
Miami Libraries-Overdue Reserved Materials, first hour		2.50	2.50
Miami Libraries-Overdue Reserved Materials, each additional hour		0.75	0.75
Miami Libraries-Overdue Reserved Materials, maximum		24.25	24.25
Miami Libraries-Replacement, per book, actual cost		actual cost	actual cost
Miami Libraries-Replacement, per book, minimum		75.00	75.00
Miami Libraries-Replacement, per book, cataloging and processing		30.00	30.00
Miami Libraries-Replacement, per book, billing		10.00	10.00
OhioLINK Overdue Books, per book/per day (1-30 days)		0.50	0.50
OhioLINK Overdue Books, per book/per day (31st day), late/overdue		35.00	35.00
OhioLINK Overdue Books, per book/Maximum		50.00	50.00
OhioLINK, Replacement, per book		75.00	75.00
OhioLINK, Replacement, per book, cataloging and processing fee,		25.00	25.00
Miscellaneous Library Fees-Storage locker keys (replacement)		7.00	7.00
Miscellaneous Library Fees-Private Study Carrels (re-key for lost key)		25.00	25.00
Laptop Computer or Digital Camera (in library use only)-Up to three hours (requires Miami ID and one other form of ID)		-	-
Laptop Computer or Digital Camera (in library use only)-Billing fee (non-refundable) (6)	4	25.00	25.00
Laptop Computer or Digital Camera (in library use only)-Overdue laptop, per hour (maximum of \$100.00)		5.00	5.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Windows		1,000.00	1,000.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Macintosh		1,300.00	1,300.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera		150.00	150.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera Accessories (at cost)		at cost	at cost
iPad-(in library use only)-Up to three hours (requires Miami ID and one other form of ID)		-	-
iPad-(in library use only)-Billing fee (non-refundable)	4	25.00	25.00
iPad-(in library use only)-Overdue iPad, per hour (maximum of \$100.00)		5.00	5.00
iPad-(in library use only)-Replacement charge iPad		900.00	900.00
Study Room Keys-Overdue charge, per hour		0.50	0.50
Study Room Keys-Maximum		15.00	15.00
Study Room Keys-Replacement Cost		10.00	10.00
Study Room Keys-Processing Fee		10.00	10.00
Network Cables-Overdue charge, per hour		0.50	0.50
Network Cables-Maximum		15.00	15.00
Network Cables-Replacement cost		5.00	5.00
Network Cables-Processing fee		10.00	10.00
Head Phones-Overdue charge, per hour		0.50	0.50

Head Phones-Maximum		15.00	15.00
Head Phones-Replacement cost		10.00	10.00
Head Phones-Processing fee		10.00	10.00
Microphone for Mac or PC (three hour loan; no charge)		-	-
Microphone for Mac or PC, Overdue charge, per hour		0.50	0.50
Microphone for Mac or PC, Maximum		15.00	15.00
Microphone for Mac or PC, Replacement cost		15.00	15.00
Microphone for Mac or PC, Processing fee		10.00	10.00
Firewire Cable (four hour loan; no charge)		-	-
Firewire Cable, Overdue charge, per hour		0.50	0.50
Firewire Cable, Maximum		15.00	15.00
Firewire Cable, Replacement cost		5.00	5.00
Firewire Cable, Processing fee		10.00	10.00
Video Monitor Cable (three hour loan; no charge)		-	-
Video Monitor Cable, Overdue charge, per hour		0.50	0.50
Video Monitor Cable, Maximum		15.00	15.00
Video Monitor Cable, Replacement cost		5.00	5.00
Video Monitor Cable, Processing fee		10.00	10.00
Portable DVD Player (four hour loan; no charge)		-	-
Portable DVD Player, Overdue charge, per hour		0.50	0.50
Portable DVD Player, Maximum		15.00	15.00
Portable DVD Player, Replacement cost		150.00	150.00
Portable DVD Player, Processing fee		10.00	10.00
Digital Voice Recorder (four hour loan; no charge)		-	-
Digital Voice Recorder, Overdue charge, per hour		0.50	0.50
Digital Voice Recorder, Maximum		15.00	15.00
Digital Voice Recorder, Replacement cost		65.00	65.00
Digital Voice Recorder, Processing fee		25.00	25.00
Laptop/data projector (24 hour loan; no charge)		-	-
Laptop/data projector, Overdue charge, per hour		0.50	0.50
Laptop/data projector, Maximum		15.00	15.00
Laptop/data projector, Replacement cost		500.00	500.00
Laptop/data projector, Processing fee		30.00	30.00
Portable Public Address System (24 hour loan; no charge)		-	-
Portable Public Address System, Overdue charge, per hour		0.50	0.50
Portable Public Address System, Maximum		15.00	15.00
Portable Public Address System, Replacement cost		100.00	100.00
Portable Public Address System, Processing fee		30.00	30.00
Camera Tripod (24 hour loan; no charge)		-	-
Camera Tripod, Overdue charge, per hour		0.50	0.50
Camera Tripod, Maximum		15.00	15.00
Camera Tripod, Replacement cost		30.00	30.00
Camera Tripod, Processing fee		10.00	10.00
Tripod Dolly (24 hour loan; no charge)		-	-
Tripod Dolly, Overdue charge, per hour		0.50	0.50
Tripod Dolly, Maximum		15.00	15.00
Tripod Dolly, Replacement cost		60.00	60.00
Tripod Dolly, Processing fee		10.00	10.00
Steady Cam (24 hour loan; no charge)		-	-
Steady Cam, Overdue charge, per hour		0.50	0.50
Steady Cam, Maximum		15.00	15.00
Steady Cam, Replacement cost		150.00	150.00
Steady Cam, Processing fee		10.00	10.00
Miscellaneous Items for Sale-Earplugs, per pair		0.25	0.25
Miscellaneous Items for Sale-DVD, blank		1.00	1.00
Miscellaneous Items for Sale-CD, blank		1.00	1.00
Miscellaneous Items for Sale-Data storage device (Jump Drive)		15.00	at cost
Miscellaneous Items for Sale-Batteries		at cost	at cost
Financial Calculator (24 hour loan; no charge)		-	-
Financial Calculator Overdue charge, per hour		0.50	0.50
Financial Calculator, Maximum		15.00	15.00
Financial Calculator, Replacement cost		60.00	60.00
Financial Calculator, Processing fee		10.00	10.00
Graphing Calculator (24 hour loan; no charge)		-	-
Graphing Calculator Overdue charge, per hour		0.50	0.50
Graphing Calculator, Maximum		15.00	15.00
Graphing Calculator, Replacement cost		130.00	130.00
Graphing Calculator, Processing fee		10.00	10.00
Nintendo 3Ds (24 hour loan; no charge)		-	-
Nintendo 3Ds Overdue charge, per hour		0.50	0.50
Nintendo 3Ds, Maximum		15.00	15.00
Nintendo 3Ds, Replacement cost		250.00	250.00
Nintendo 3Ds, Processing fee		10.00	10.00
<b>MUDEC</b>			
Mobile Internet Access and Telephone, per semester		185.00	185.00
Jumbo pass for MUDEC students, per semester		105.00	105.00
Student Activity Fee, per semester		85.00	85.00
MUDEC Study Tours, per semester		1,800.00	1,800.00
Orientation fee (one-time per student)		90.00	90.00
Room and Continental Breakfast (reside w/host family)-Fall Semester		1,835.00	1,835.00
Room and Continental Breakfast (reside w/host family)-Spring Semester		1,835.00	1,835.00
Partial Board (4 meal voucher per week), per academic year-semester		1,640.00	820.00

Deposit upon application for the academic year (no refund)		25.00	25.00
Housing deposit upon acceptance for the given semester	7	250.00	250.00
Luxembourg Student Residency Permit Fee, per semester		75.00	75.00
Study Abroad Administration Fee		125.00	125.00
<b>Music</b>			
Music-MUS 216, Applied Music for music theater minors		85.00	85.00
Music-Music lesson fees	2, 3	175.00	175.00
<b>Panhellenic</b>			
Sorority Recruitment - Late Registration		20.00	20.00
<b>Parking Fees and Fines-Hamilton and Middletown Campuses</b>			
Blocking any access road		15.00	15.00
Hazardous operation		75.00	75.00
Disregarding traffic control device		15.00	15.00
Failure to display parking permit		15.00	15.00
Illegal Parking-Parking in a restricted area		15.00	15.00
Illegal Parking-Parking on the grass		15.00	15.00
Illegal Parking-Parking by a non-handicapped driver in a space reserved for the handicapped		100.00	100.00
Speeding		30.00	30.00
Unregistered vehicle		10.00	10.00
<b>Parking Fees and Fines-Oxford Campus</b>			
Event Parking-Lot Attendant-charged to MU Departments/Organizations, per hour		25.00	25.00
Event Parking-Lot/Space Reservation Fee-charged to MU Departments/Organizations, fee per reserved space		1.00 - 5.00	1.00 - 5.00
Faculty and staff Garage permit, per year		375.00	425.00
Faculty and staff RED area annual permit, per year		75.00	125.00
Faculty and staff RED area annual permit, per year-2 person carpool		30.00	30.00
Faculty and staff RED area annual permit, per year-3 person carpool		-	-
Faculty and staff RED area daily permit, per day		2.00	2.00
Faculty and staff WHITE area annual permit, per year		-	-
Faculty, Staff, or Department Dedicated Parking Space		375.00	425.00
Failure to display valid permit/Improper display		35.00	35.00
Handicap Parking Violation		250.00	250.00
Illegal or improper parking (loading/service area, outside designated space, prohibited parking, prohibited yellow zone)		75.00	75.00
Illegal parking in restricted area		75.00	75.00
Illegal parking on grass/sidewalk		75.00	75.00
Impoundment/immobilization		200.00	200.00
Overtime at meter		10.00	10.00
Overtime at timed zone		25.00	25.00
Oxford campus parking garage rates-Campus Ave. garage-Daily maximum rate		10.00	10.00
Oxford campus parking garage rates-Campus Ave. garage-Garage Parking Vouchers		5.00	5.00
Oxford campus parking garage rates-Campus Ave. garage-Lost ticket fee		10.00	10.00
Oxford campus parking garage rates-Campus Ave. garage-Parking rate per first hour/per additional hours		1.00/5.00	1.00/5.00
Oxford campus parking garage rates-Engineering Bldg. garage-Daily maximum rate		15.00	15.00
Oxford campus parking garage rates-Engineering Bldg. garage-Garage Parking Vouchers		7.50	7.50
Oxford campus parking garage rates-Engineering Bldg. garage-Lost ticket fee		15.00	15.00
Oxford campus parking garage rates-Engineering Bldg. garage-Parking rate per first hour/per additional hours		1.50/1.00	1.50/1.00
Oxford campus parking garage rates-Event parking rate		5.00	5.00
Oxford campus parking garage rates-Overnight parking, per semester		495.00	520.00
Oxford campus parking garage rates-Replacement for Garage Access Card		5.00	5.00
Oxford campus students only-for a semester/academic year BLUE area permit		125.00/250.00	150.00/300.00
Oxford campus students only-for a semester/academic year YELLOW area permit		75.00/150.00	100.00/200.00
Oxford campus students only-for an academic year-Graduate Assistants-designated lots and student areas		75.00	125.00
Oxford campus students only-for each summer term		50.00	60.00
Oxford campus students only-for temporary permit (student - one week)		10.00	15.00
Oxford campus-Contractor-Grey parking permit-day		1.00	-
Oxford campus-Contractor-Grey parking permit-month		20.00	-
Oxford campus-Contractor-Grey parking permit-week		5.00	-
Oxford campus-Contractor-Red parking permit-day		3.00	3.00
Oxford campus-Contractor-Red parking permit-month		35.00	35.00
Oxford campus-Contractor-Red parking permit-week		10.00	10.00
Oxford campus-Visitor-parking permit-day		3.00	3.00
Oxford campus-Visitor-parking permit-month		35.00	35.00
Oxford campus-Visitor-parking permit-week		10.00	10.00
Reproduction/illegal use of decal		300.00	300.00
University Vehicles Parked in Red Permit Areas-Leased Vehicle		75.00	125.00
University Vehicles Parked in Red Permit Areas-Reserved Space		375.00	425.00
University Vehicles Parked in Red Permit Areas-State License Plate		75.00	125.00
Unregistered vehicle lookup		2.50	2.50
<b>Proficiency Examination</b>			
Per examination (including first credit hour)	8	70.00	70.00
Additional credit hours, each		35.00	35.00
<b>Program Fee</b>			
Summer Scholars Program Comprehensive Enrollment Fee (Deposit)	1	350.00	350.00
Summer Scholars Program Comprehensive Program Fee	1	1,000.00	1,100.00
<b>Recreational Sports Center</b>			
Second Year (Pre-semester) Adventure Trip		335.00	335.00
Equestrian-Club Team Riding Fee/Semester		925.00	925.00
Intramural Yearly Pass		60.00	60.00
Intramural Semester Pass		35.00	35.00
<b>Recreational Sports Center-Membership Fees</b>			
Branch campus (MUH-MUM), Couple-12 month pass		488.00	506.00
Branch campus (MUH-MUM), Family-12 month pass		596.00	617.00
Branch campus (MUH-MUM), Individual Plus-12 month pass		351.00	364.00

Branch campus (MUH-MUM), Individual-12 month pass		267.00	276.00
Emeritus/retiree (or spouse), Couple-12 month pass		632.00	674.00
Emeritus/retiree (or spouse), Family-12 month pass		771.00	823.00
Emeritus/retiree (or spouse), Individual Plus-12 month pass		455.00	485.00
Emeritus/retiree (or spouse), Individual-12 month pass		345.00	368.00
Faculty/Staff (eligible for medical benefits)-Couple, 12 month pass		842.00	842.00
Faculty/Staff (eligible for medical benefits)-Family, 12 month pass		1,028.00	1,028.00
Faculty/Staff (eligible for medical benefits)-Individual (or spouse), 12 month pass		460.00	460.00
Faculty/Staff (eligible for medical benefits)-Individual Plus, 12 month pass		606.00	606.00
Faculty/Staff (not eligible for medical benefits)-Couple, 12 month pass		758.00	758.00
Faculty/Staff (not eligible for medical benefits)-Family, 12 month pass		925.00	925.00
Faculty/Staff (not eligible for medical benefits)-Individual (or spouse), 12 month pass		414.00	414.00
Faculty/Staff (not eligible for medical benefits)-Individual Plus, 12 month pass		545.00	545.00
Membership Joining Fee-Family		75.00	75.00
Membership Joining Fee-Individual		50.00	50.00
Students-Oxford Full-time - included in general fee		-	-
Students-Oxford Part-time - included in general fee		-	-
<b>Residence Hall</b>			
Temporary ID Card Fee		15.00	15.00
<b>Residual ACT Testing Fee - Regional Campuses</b>			
Residual ACT Testing Fee			36.50
<b>Second year program offerings</b>			
Second Year Pre-semester or Trip Fee		50.00	50.00
<b>Special Course/Lab Charges-Hamilton Campus</b>			
Art-ART 102	2, 3	-	10.00
Art-ART 103	2, 3	-	10.00
Art-ART 104	2, 3	-	15.00
Art-ART 105	2, 3	-	10.00
Art-ART 106	2, 3	-	20.00
Art-ART 111	2, 3	30.00	30.00
Art-ART 121	2, 3	30.00	-
Art-ART 122	2, 3	30.00	30.00
Art-ART 147	2, 3	15.00	15.00
Art-ART 171	2, 3	30.00	
Art-ART 181	2, 3	10.00	10.00
Art-ART 221	2, 3	30.00	30.00
Art-ART 222	2, 3	30.00	30.00
Art-ART 231	2, 3	30.00	30.00
Art-ART 241	2, 3	30.00	30.00
Art-ART 255	2, 3	20.00	20.00
Art-ART 257	2, 3	30.00	30.00
Art-ART 271	2, 3	30.00	50.00
Art-ART 308E	2, 3	20.00	20.00
Art-ART 321	2, 3	30.00	30.00
Art-ART 322	2, 3	30.00	30.00
Art-ART 331	2, 3	30.00	30.00
Art-ART 341	2, 3	30.00	30.00
Art-ART 342	2, 3	30.00	30.00
Biology-BIO 115	2, 3	25.00	25.00
Biology-BIO 116	2, 3	25.00	25.00
Biology-BIO 161	2, 3	25.00	25.00
Biology-BIO 171	2, 3	25.00	25.00
Biology-BIO 172	2, 3	25.00	25.00
Computer and Information Technology (CIT) course fee	2, 3		50.00
Chemistry-CHM 111.L	2, 3	25.00	25.00
Chemistry-CHM 131	2, 3	25.00	25.00
Chemistry-CHM 144	2, 3	25.00	25.00
Chemistry-CHM 145	2, 3	25.00	25.00
Chemistry-CHM 231	2, 3	25.00	25.00
Chemistry-CHM 244	2, 3	25.00	25.00
Chemistry-CHM 245	2, 3	25.00	25.00
Chemistry-CHM 332	2, 3	25.00	25.00
Chemistry-CHM 364	2, 3	25.00	25.00
Engineering Technology (ENT) course fee	2, 3	-	50.00
Geology-GLG 115L	2, 3	25.00	25.00
Geology-GLG 311	2, 3	25.00	25.00
Microbiology-MBI 123	2, 3	25.00	25.00
Microbiology-MBI 161	2, 3	25.00	25.00
Nursing-NSG 313	2, 3	200.00	200.00
Nursing-NSG 352	2, 3	200.00	200.00
Nursing-NSG 354	2, 3	200.00	200.00
Nursing-NSG 362	2, 3	200.00	200.00
Nursing-NSG 364	2, 3	200.00	200.00
Nursing-NSG 420	2, 3	200.00	200.00
Nursing-NSG 431	2, 3	200.00	200.00
Nursing-NSG 452	2, 3	200.00	200.00
Nursing-NSG 462	2, 3	200.00	200.00
Nursing-NSG 464	2, 3	200.00	200.00
Physics-PHY 173 161	2, 3	25.00	25.00
Physics-PHY 174 162	2, 3	25.00	25.00
Physics-PHY 183 191	2, 3	25.00	25.00
Physics-PHY-184 192	2, 3	25.00	25.00

Teacher Education-EDT 181	2, 3	25.00	25.00
Teacher Education-EDT 182	2, 3	25.00	25.00
Nursing-NSG 104	2, 3	200.00	
Nursing-NSG 106	2, 3	200.00	
Nursing-NSG 116	2, 3	200.00	
Nursing-NSG 200	2, 3	200.00	
Nursing-NSG 205	2, 3	200.00	
Nursing-NSG 206	2, 3	200.00	
Nursing-NSG 216	2, 3	200.00	
Nursing-NSG 261	2, 3	200.00	200.00
Nursing-NSG 262	2, 3	200.00	200.00
STA 261 Electronic Resource Fee	2, 3	90.00	95.00
<b>Special Course/Lab Charges-Middletown Campus</b>			
Art-ART 102	2, 3		10.00
Art-ART 103	2, 3		10.00
Art-ART 104	2, 3		15.00
Art-ART 105	2, 3		10.00
Art-ART 106	2, 3		20.00
Art-ART 111	2, 3	30.00	30.00
Art-ART 121	2, 3	30.00	
Art-ART 122	2, 3	30.00	30.00
Art-ART 147	2, 3	15.00	15.00
Art-ART 171	2, 3	30.00	
Art-ART 181	2, 3	10.00	10.00
Art-ART 221	2, 3	30.00	30.00
Art-ART 222	2, 3	30.00	30.00
Art-ART 231	2, 3	30.00	30.00
Art-ART 241	2, 3	30.00	30.00
Art-ART 255	2, 3	20.00	20.00
Art-ART 257	2, 3	30.00	30.00
Art-ART 271	2, 3	30.00	50.00
Art-ART 308E	2, 3	20.00	20.00
Art-ART 321	2, 3	30.00	30.00
Art-ART 322	2, 3	30.00	30.00
Art-ART 331	2, 3	30.00	30.00
Art-ART 341	2, 3	30.00	30.00
Art-ART 342	2, 3	30.00	30.00
Biology-BIO 115	2, 3	25.00	25.00
Biology-BIO 116	2, 3	25.00	25.00
Biology-BIO 161	2, 3	25.00	25.00
Biology-BIO 171	2, 3	25.00	25.00
Biology-BIO 172	2, 3	25.00	25.00
Computer and Information Technology (CIT) course fee	2, 3		50.00
Chemistry-CHM 111.L	2, 3	25.00	25.00
Chemistry-CHM 131	2, 3	25.00	25.00
Chemistry-CHM 144	2, 3	25.00	25.00
Chemistry-CHM 145	2, 3	25.00	25.00
Chemistry-CHM 231	2, 3	25.00	25.00
Chemistry-CHM 244	2, 3	25.00	25.00
Chemistry-CHM 245	2, 3	25.00	25.00
Chemistry-CHM 332	2, 3	25.00	25.00
Chemistry-CHM 364	2, 3	25.00	25.00
Engineering Technology (ENT) course fee	2, 3	-	50.00
Geology-GLG 115L	2, 3	25.00	25.00
Geology-GLG 311	2, 3	25.00	25.00
Microbiology-MBI 123	2, 3	25.00	25.00
Microbiology-MBI 161	2, 3	25.00	25.00
Nursing-NSG 104	2, 3	200.00	
Nursing-NSG 106	2, 3	200.00	
Nursing-NSG 116	2, 3	200.00	
Nursing-NSG 200	2, 3	200.00	
Nursing-NSG 205	2, 3	200.00	
Nursing-NSG 206	2, 3	200.00	
Nursing-NSG 216	2, 3	200.00	
Nursing-NSG 261	2, 3	200.00	200.00
Nursing-NSG 262	2, 3	200.00	200.00
Nursing-NSG 313	2, 3	200.00	200.00
Nursing-NSG 352	2, 3	200.00	200.00
Nursing-NSG 354	2, 3	200.00	200.00
Nursing-NSG 362	2, 3	200.00	200.00
Nursing-NSG 364	2, 3	200.00	200.00
Nursing-NSG 420	2, 3	200.00	200.00
Nursing-NSG 431	2, 3	200.00	200.00
Nursing-NSG 452	2, 3	200.00	200.00
Nursing-NSG 462	2, 3	200.00	200.00
Nursing-NSG 464	2, 3	200.00	200.00
Physics-PHY 173 161	2, 3	25.00	25.00
Physics-PHY 174 162	2, 3	25.00	25.00
Physics-PHY 183 191	2, 3	25.00	25.00
Physics-PHY 184 192	2, 3	25.00	25.00
Teacher Education-EDT 181	2, 3	25.00	25.00
Teacher Education-EDT 182	2, 3	25.00	25.00

STA 261 Electronic Resource Fee	2, 3	90.00	95.00
<b>Special Course/Lab Charges-Oxford Campus</b>			
ACC 256 HBDI Assessment Fee	2, 3	8.00	8.00
ACC 695 HBDI Assessment Fee	2, 3	8.00	8.00
Art Department -MPF/MPT 282	2, 3	10.00	10.00
Art Department- ART 484/584	2, 3	10.00	10.00
Art Department - ART 485/585	2, 3	10.00	10.00
Art Department - ART 486/586	2, 3	10.00	10.00
Art Department - ART 487/587	2, 3	10.00	10.00
Art Department - ART 489/589	2, 3	10.00	10.00
Art Department-ART 102	2, 3	-	10.00
Art Department-ART 103	2, 3	-	10.00
Art Department-ART 104	2, 3	-	15.00
Art Department-ART 105	2, 3	-	10.00
Art Department-ART 106	2, 3	-	20.00
Art Department-ART 130	2, 3	-	55.00
Art Department-ART 131	2, 3	-	55.00
Art Department-ART 255	2, 3	-	100.00
Art Department-ART 343	2, 3	-	20.00
Art Department-ART 344	2, 3	-	20.00
Art Department-ART 345	2, 3	-	20.00
Art Department-ART 650	2, 3	-	100.00
Art Department -ART 111	2, 3	30.00	30.00
Art Department -ART 121	2, 3	30.00	30.00
Art Department -ART 140	2, 3	55.00	55.00
Art Department -ART 145	2, 3	25.00	25.00
Art Department -ART 146	2, 3	25.00	25.00
Art Department -ART 147	2, 3	20.00	20.00
Art Department -ART 149	2, 3	25.00	25.00
Art Department -ART 155	2, 3	15.00	15.00
Art Department -ART 160	2, 3	35.00	35.00
Art Department -ART 165	2, 3	45.00	45.00
Art Department -ART 170	2, 3	40.00	40.00
Art Department -ART 195	2, 3	30.00	30.00
Art Department -ART 221	2, 3	50.00	50.00
Art Department -ART 222	2, 3	50.00	50.00
Art Department -ART 231	2, 3	30.00	30.00
Art Department -ART 233	2, 3	10.00	10.00
Art Department -ART 235	2, 3	10.00	10.00
Art Department -ART 241	2, 3	75.00	75.00
Art Department -ART 251	2, 3	75.00	75.00
Art Department -ART 252	2, 3	75.00	75.00
Art Department -ART 254	2, 3	75.00	75.00
Art Department -ART 257	2, 3	100.00	100.00
Art Department -ART 261	2, 3	100.00	100.00
Art Department -ART 264	2, 3	100.00	100.00
Art Department -ART 271	2, 3	100.00	100.00
Art Department -ART 278	2, 3	10.00	10.00
Art Department -ART 281	2, 3	30.00	30.00
Art Department -ART 285	2, 3	10.00	10.00
Art Department -ART 286	2, 3	10.00	10.00
Art Department -ART 295	2, 3	30.00	30.00
Art Department -ART 296	2, 3	30.00	30.00
Art Department -ART 308	2, 3	30.00	30.00
Art Department -ART 309	2, 3	10.00	10.00
Art Department -ART 314	2, 3	10.00	10.00
Art Department -ART 315	2, 3	10.00	10.00
Art Department -ART 316	2, 3	10.00	10.00
Art Department -ART 317	2, 3	10.00	10.00
Art Department -ART 318	2, 3	10.00	10.00
Art Department -ART 319	2, 3	10.00	10.00
Art Department -ART 320A	2, 3	50.00	50.00
Art Department -ART 320C	2, 3	50.00	50.00
Art Department -ART 331	2, 3	30.00	30.00
Art Department -ART 332	2, 3	30.00	30.00
Art Department -ART 341	2, 3	100.00	100.00
Art Department -ART 342	2, 3	100.00	100.00
Art Department -ART 350	2, 3	30.00	30.00
Art Department -ART 351	2, 3	100.00	100.00
Art Department -ART 352	2, 3	100.00	100.00
Art Department -ART 354	2, 3	100.00	100.00
Art Department -ART 357	2, 3	100.00	100.00
Art Department -ART 358	2, 3	100.00	100.00
Art Department -ART 361	2, 3	100.00	100.00
Art Department -ART 362	2, 3	100.00	100.00
Art Department -ART 364	2, 3	100.00	100.00
Art Department -ART 365	2, 3	100.00	100.00
Art Department -ART 371	2, 3	100.00	100.00
Art Department -ART 372	2, 3	100.00	100.00
Art Department -ART 386	2, 3	10.00	10.00
Art Department -ART 389	2, 3	10.00	10.00
Art Department -ART 395	2, 3	30.00	30.00



Art Department -ART 421	2, 3	30.00	30.00
Art Department -ART 422	2, 3	30.00	30.00
Art Department -ART 431	2, 3	30.00	30.00
Art Department -ART 432	2, 3	30.00	30.00
Art Department -ART 441	2, 3	100.00	100.00
Art Department -ART 442	2, 3	100.00	100.00
Art Department -ART 450	2, 3	100.00	100.00
Art Department -ART 451	2, 3	100.00	100.00
Art Department -ART 452	2, 3	100.00	100.00
Art Department -ART 455	2, 3	10.00	10.00
Art Department -ART 457	2, 3	100.00	100.00
Art Department -ART 458	2, 3	100.00	100.00
Art Department -ART 461	2, 3	100.00	100.00
Art Department -ART 462	2, 3	100.00	100.00
Art Department -ART 464	2, 3	100.00	100.00
Art Department -ART 468	2, 3	10.00	10.00
Art Department -ART 469	2, 3	10.00	10.00
Art Department -ART 471	2, 3	100.00	100.00
Art Department -ART 472	2, 3	100.00	100.00
Art Department -ART 480	2, 3	10.00	10.00
Art Department -ART 492	2, 3	30.00	30.00
Art Department -ART 493	2, 3	30.00	30.00
Art Department -ART 495	2, 3	30.00	30.00
Art Department -ART 541	2, 3	100.00	100.00
Art Department -ART 542	2, 3	100.00	100.00
Art Department -ART 555	2, 3	10.00	10.00
Art Department -ART 557	2, 3	100.00	100.00
Art Department -ART 561	2, 3	100.00	100.00
Art Department -ART 562	2, 3	100.00	100.00
Art Department -ART 564	2, 3	100.00	100.00
Art Department -ART 568	2, 3	10.00	10.00
Art Department -ART 569	2, 3	10.00	10.00
Art Department -ART 571	2, 3	100.00	100.00
Art Department -ART 640	2, 3	100.00	100.00
Art Department -ART 660	2, 3	100.00	100.00
Art Department -ART 664	2, 3	100.00	100.00
Art Department -ART 670	2, 3	100.00	100.00
Art Department -ART 680	2, 3	10.00	10.00
Art Department -ART/IMS 259	2, 3	30.00	30.00
Art Department -ART/IMS 359	2, 3	30.00	30.00
Art Department -MPC 497	2, 3	10.00	10.00
Art Department -MPC 498/598	2, 3	10.00	10.00
Art Department -MPF 185	2, 3	10.00	10.00
Art Department -MPF 187	2, 3	10.00	10.00
Art Department -MPF 188	2, 3	10.00	10.00
Art Department -MPF 279	2, 3	10.00	10.00
Art Department -MPT 311	2, 3	10.00	10.00
Art Department -MPT 312	2, 3	10.00	10.00
Art Department -MPT 313	2, 3	10.00	10.00
Art Department -MPT 381	2, 3	10.00	10.00
Art Department -MPT 382	2, 3	10.00	10.00
Art Department -MPT 383	2, 3	10.00	10.00
Art Department -MPT 480M/580M	2, 3	10.00	10.00
Art Department -MPT 480W/580W	2, 3	10.00	10.00
Art Department -MPT/MPF 189	2, 3	10.00	10.00
Art Department-ART 320B	2, 3	50.00	50.00
Art Department-MPT 476/576	2, 3	10.00	10.00
BIO/MBI 115	2, 3	25.00	25.00
BIO/MBI 115H	2, 3	25.00	25.00
BIO/MBI 116	2, 3	25.00	25.00
BIO/MBI 424	2, 3	25.00	25.00
Biology-BIO 155	2, 3	25.00	25.00
Biology-BIO 161	2, 3	25.00	25.00
Biology-BIO 161H	2, 3	25.00	25.00
Biology-BIO 191	2, 3	25.00	25.00
Biology-BIO 201	2, 3	25.00	25.00
Biology-BIO 204	2, 3	25.00	25.00
Biology-BIO 205	2, 3	25.00	25.00
Biology-BIO 305	2, 3	25.00	25.00
Biology-BIO 305W	2, 3	25.00	25.00
Biology-BIO 311	2, 3	25.00	25.00
Biology-BIO 312	2, 3	25.00	25.00
Biology-BIO 314	2, 3	25.00	25.00
Biology-BIO 328	2, 3	25.00	25.00
Biology-BIO 333	2, 3	60.00	60.00
Biology-BIO 333W	2, 3	60.00	60.00
Biology-BIO 351	2, 3	25.00	25.00
Biology-BIO 351	2, 3	25.00	25.00
Biology-BIO 361	2, 3	25.00	25.00
Biology-BIO 364	2, 3	25.00	25.00
Biology-BIO 402	2, 3	25.00	25.00
Biology-BIO 403	2, 3	25.00	25.00

Biology-BIO 407	2, 3	25.00	25.00
Biology-BIO 407W	2, 3		25.00
Biology-BIO 408	2, 3	60.00	60.00
Biology-BIO 409	2, 3	25.00	25.00
Biology-BIO 410	2, 3	25.00	25.00
Biology-BIO 410W	2, 3		25.00
Biology-BIO 411	2, 3	25.00	25.00
Biology-BIO 415	2, 3	25.00	25.00
Biology-BIO 425	2, 3	25.00	25.00
Biology-BIO 429	2, 3	25.00	25.00
Biology-BIO 437	2, 3	25.00	-
Biology-BIO 453	2, 3	25.00	25.00
Biology-BIO 455	2, 3	25.00	25.00
Biology-BIO 458	2, 3	25.00	25.00
Biology-BIO 459	2, 3	25.00	25.00
Biology-BIO 463	2, 3	25.00	25.00
Biology-BIO 463W	2, 3		25.00
Biology-BIO 464	2, 3	25.00	25.00
Biology-BIO 465	2, 3	25.00	25.00
Biology-BIO 482	2, 3	25.00	25.00
Biology-BIO 482W	2, 3		25.00
Biology-BIO 483	2, 3	25.00	25.00
Botany-BOT 244, Lab Fee-Wine Course	2, 3	175.00	175.00
Chemistry - CHM 111L	2, 3	27.00	30.00
Chemistry - CHM 131	2, 3	27.00	-
Chemistry - CHM 144	2, 3	27.00	30.00
Chemistry - CHM 144H	2, 3	27.00	30.00
Chemistry - CHM 144M	2, 3	27.00	30.00
Chemistry - CHM 145	2, 3	27.00	30.00
Chemistry - CHM 145H	2, 3	27.00	30.00
Chemistry - CHM 145M	2, 3	27.00	30.00
Chemistry - CHM 231L	2, 3	27.00	30.00
Chemistry - CHM 244	2, 3	27.00	30.00
Chemistry - CHM 245	2, 3	27.00	30.00
Chemistry - CHM 254	2, 3	27.00	30.00
Chemistry - CHM 255	2, 3	27.00	30.00
Chemistry - CHM 332 332L	2, 3	27.00	30.00
Chemistry - CHM 364	2, 3	27.00	
Chemistry - CHM 375	2, 3	27.00	30.00
Chemistry - CHM 418	2, 3	27.00	30.00
Chemistry - CHM 438	2, 3	27.00	30.00
Chemistry - CHM 455	2, 3	27.00	
Chemistry - CHM 456	2, 3	27.00	30.00
Chemistry-CHM 419	2, 3	-	30.00
Clinical Experience -Teacher Education Early Childhood-EDT 574E	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 427	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 429A	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 432	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 434	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 445	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 527	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 529A	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 532	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 534	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Adolescent-EDT 545	2, 3	35.00	35.00
Clinical Experience -Teacher Education-ART 419	2, 3	280.00	280.00
Clinical Experience -Teacher Education-ART 419.I	2, 3	1,200.00	1,200.00
Clinical Experience -Teacher Education-ART 419.O	2, 3	800.00	800.00
Clinical Experience -Teacher Education-Early childhood-EDT 246E	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Early childhood-EDT 473E	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Early childhood-EDT 474E	2, 3	35.00	35.00
Clinical Experience -Teacher Education-EDP 419E	2, 3	130.00	-
Clinical Experience -Teacher Education-EDP 419E TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-EDP 419F	2, 3	130.00	136.00
Clinical Experience -Teacher Education-EDP 419F TPA Testing	2, 3	150.00	150.00
Clinical Experience -Teacher Education-EDP 419G	2, 3	130.00	-
Clinical Experience -Teacher Education-EDP 419G TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-EDP 419H	2, 3	130.00	-
Clinical Experience -Teacher Education-EDP 419H TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-EDP 605	2, 3	-	136.00
Clinical Experience -Teacher Education-EDP 605 TPA Testing	2, 3	-	150.00
Clinical Experience -Teacher Education-EDT 419.I-TPA Testing and Supervisor Travel	2, 3	1,200.00	1,200.00
Clinical Experience -Teacher Education-EDT 419.O-TPA Testing and Supervisor Travel	2, 3	1,200.00	1,200.00
Clinical Experience -Teacher Education-EDT 419A	2, 3	130.00	136.00
Clinical Experience -Teacher Education-EDT 419A TPA Testing	2, 3	150.00	150.00
Clinical Experience -Teacher Education-EDT 419E	2, 3	130.00	136.00
Clinical Experience -Teacher Education-EDT 419E TPA Testing	2, 3	150.00	150.00
Clinical Experience -Teacher Education-EDT 419M	2, 3	130.00	136.00
Clinical Experience -Teacher Education-EDT 419M TPA Testing	2, 3	150.00	150.00
Clinical Experience -Teacher Education-EDT 519	2, 3	130.00	136.00
Clinical Experience -Teacher Education-EDT 519 TPA Testing	2, 3	150.00	150.00
Clinical Experience -Teacher Education-EDT 519A	2, 3	130.00	136.00

Clinical Experience -Teacher Education-EDT 519A TPA Testing	2, 3	150.00	150.00
Clinical Experience -Teacher Education-KHN 419A	2, 3	130.00	-
Clinical Experience -Teacher Education-KHN 419A TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-KHN 419P	2, 3	130.00	-
Clinical Experience -Teacher Education-KHN 419P TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-Middle childhood-EDT 252M	2, 3	35.00	35.00
Clinical Experience -Teacher Education-Middle childhood-EDT 346M	2, 3	35.00	35.00
Clinical Experience -Teacher Education-MUS 175	2, 3	66.00	66.00
Clinical Experience -Teacher Education-MUS 355	2, 3	66.00	66.00
Clinical Experience -Teacher Education-MUS 359	2, 3	66.00	66.00
Clinical Experience -Teacher Education-MUS419	2, 3	330.00	330.00
EDL 195 Facilitation & Group Dynamics	2, 3	150.00	150.00
Entrepreneurship-ESP 252	2, 3	8.00	8.00
ESP 351 HBDI Assessment Fee	2, 3	8.00	8.00
Family Studies and Social Work -FSW 762	2, 3	40.00	40.00
Family Studies and Social Work -FSW 763	2, 3	40.00	40.00
Family Studies and Social Work-FSW 412	2, 3	75.00	75.00
Family Studies and Social Work-FSW 661	2, 3	40.00	40.00
Fashion Design-FAS 114	2, 3	-	40.00
Fashion Design-FAS 201	2, 3	-	30.00
Fashion Design-FAS 211	2, 3	-	30.00
Fashion Design-FAS 212	2, 3	-	40.00
Fashion Design-FAS 212B	2, 3	-	90.00
Geology-GLG 115L	2, 3	25.00	25.00
Geology-GLG 201	2, 3	25.00	25.00
Geology-GLG 204	2, 3	25.00	25.00
Geology-GLG 301	2, 3	25.00	25.00
Geology-GLG 322	2, 3	25.00	25.00
Geology-GLG 354	2, 3	25.00	25.00
Geology-GLG 357	2, 3	25.00	25.00
Geology-GLG 408	2, 3	25.00	25.00
Geology-GLG 428	2, 3	25.00	25.00
Geology-GLG 482	2, 3	25.00	25.00
IMS 351 all section	2, 3	-	65.00
Kinesiology and Health -KNH194L	2, 3	35.00	35.00
Kinesiology and Health -KNH 104	2, 3	138.00	150.00
Kinesiology and Health -KNH 182	2, 3	12.00	25.00
Kinesiology and Health -KNH 183.L	2, 3	80.00	25.00
Kinesiology and Health -KNH 184.L	2, 3	22.00	31.00
Kinesiology and Health -KNH 203	2, 3	138.00	150.00
Kinesiology and Health -KNH 244.L	2, 3	27.00	31.00
Kinesiology and Health -KNH 284	2, 3	-	25.00
Kinesiology and Health -KNH 285.L-Evaluation of Athletic Injuries to the Head, Neck and Torso	2, 3	25.00	25.00
Kinesiology and Health -KNH 287.L-Evaluation of Athletic Injuries to the Extremities	2, 3	25.00	25.00
Kinesiology and Health -KNH 288-Therapeutic Modalities	2, 3	25.00	25.00
Kinesiology and Health -KNH 289	2, 3	-	25.00
Kinesiology and Health -KNH 381.L	2, 3	27.00	31.00
Kinesiology and Health -KNH 382	2, 3	42.00	31.00
Kinesiology and Health -KNH 392	2, 3	25.00	-
Kinesiology and Health -KNH 404	2, 3	138.00	150.00
Kinesiology and Health -KNH 4532 Active Work Station	2, 3	35.00	35.00
Kinesiology and Health -KNH 468.L	2, 3	32.00	31.00
Kinesiology and Health -KNH 484	2, 3	-	25.00
Kinesiology and Health -KNH 568.L	2, 3	32.00	31.00
Kinesiology and Health -KNH 668	2, 3	26.00	31.00
Kinesiology and Health -KNH 681-Human Motor Control & Learning	2, 3	26.00	-
Kinesiology and Health -KNH 683	2, 3	41.00	31.00
Kinesiology and Health -KNH 688-Advanced Biomechanics	2, 3	32.00	31.00
Kinesiology and Health-Basketball Officiating Course-KNH 121	2, 3	140.00	140.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.E	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.F	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.G	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.H	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.I	2, 3	330.00	330.00
Kinesiology and Health-Goggin Ice Center Classes-(broomball, hockey, & skating)	2, 3	60.00	60.00
Kinesiology and Health-Volleyball Officiating Course-KNH 122	2, 3	140.00	140.00
Microbiology-MBI 123	2, 3	25.00	25.00
Microbiology-MBI 143	2, 3	25.00	25.00
Microbiology-MBI 201	2, 3	25.00	25.00
Microbiology-MBI 201H	2, 3	25.00	25.00
Microbiology-MBI 223	2, 3	25.00	25.00
Microbiology-MBI 333	2, 3	60.00	60.00
Microbiology-MBI 405	2, 3	25.00	25.00
Microbiology-MBI 415	2, 3	25.00	25.00
Microbiology-MBI 425	2, 3	25.00	25.00
Microbiology-MBI 435	2, 3	25.00	25.00
Microbiology-MBI 465	2, 3	25.00	25.00
Microbiology-MBI 475	2, 3	25.00	25.00
Microbiology-MBI 487	2, 3	30.00	30.00
Microbiology-MBI 488	2, 3	60.00	60.00
Microbiology-MBI 489	2, 3	60.00	60.00
MKT 301 HBDI Assessment Fee	2, 3	8.00	8.00

MKT 405 HBDI Assessment Fee	2, 3	8.00	8.00
MKT 622 HBDI Assessment Fee	2, 3	8.00	8.00
Music-MUS 100E, Marching Band-Fall Semester Only	2, 3	105.00	105.00
Music-MUS 112, Lab Choir	2, 3	20.00	20.00
Music-MUS 232A	2, 3	22.00	22.00
Music-MUS 232B	2, 3	22.00	22.00
Online Calculus Prep Course-MTH149	2, 3	350.00	
Online Chemistry Prep Course-CHM149	2, 3	350.00	350.00
Outdoor Pursuit Center Courses-KNH 150.A	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.B	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.C	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.J	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.K	2, 3	300.00	300.00
Physics-PHY 103	2, 3	25.00	25.00
Physics-PHY 161	2, 3	25.00	25.00
Physics-PHY 162	2, 3	25.00	25.00
Physics-PHY 191	2, 3	25.00	25.00
Physics-PHY 191H	2, 3		25.00
Physics-PHY 192	2, 3	25.00	25.00
Physics-PHY 286	2, 3	25.00	25.00
Physics-PHY 293	2, 3	25.00	25.00
Physics-PHY 294	2, 3	25.00	25.00
Physics-PHY 423	2, 3	25.00	25.00
Physics-PHY 441	2, 3	25.00	25.00
Physics-PHY 442	2, 3	25.00	25.00
Physics-PHY 471	2, 3	25.00	25.00
Psychology- PSY 351	2, 3		50.00
School Psychology Testing Library Fee	2, 3	50.00	50.00
Speech Pathology and Audiology-SPA 605	2, 3	100.00	100.00
Speech Pathology and Audiology-SPA 750	2, 3	100.00	100.00
STA 261 Electronic Resource Fee	2, 3	90.00	95.00
Theatre-THE 131 Field Trip Fee	2, 3	17.00	17.00
Theatre-THE 151	2, 3	75.00	75.00
Theatre-THE 210E Puppetry Supplies Fee	2, 3	55.00	55.00
Theatre-THE 253 Supplies	2, 3	12.00	12.00
Theatre-THE 258 Supply Fee	2, 3	100.00	100.00
Theatre-THE 455F Advanced problems in advanced mask up and mask design	2, 3	200.00	200.00
<b>Student Counseling Services</b>			
Therapy/Counseling, per session (firs three sessions covered by student general fund)		25.00	25.00
Psychiatric services - initial psychiatric evaluation		40.00	40.00
Psychiatric services - follow-up/medical check		40.00	25.00
Attentional Problem Evaluation		25.00	25.00
Counseling Session-no show any session		25.00	25.00
Counseling Session-no show (Psychiatric follow-up)		25.00	25.00
<b>Student Health Services</b>			
Appointment No-Show Fee		20.00	20.00
Fee charged for services is based on two times (2x) the State of Ohio Medicaid reimbursement schedule Student health services charges health insurance plans for usual and customary rates per industry practice		-	-
Insurance Waiver - Late Processing Fee		35.00	35.00
Miscellaneous OTC Personal Health Products		.10 - .50	.10 - .50
<b>Student Legal Services</b>			
Student Legal Services, per year		20.00	20.00
<b>Student Orientation Program</b>			
Confirmation Deposit (Oxford Pathway program)		95.00	95.00
Orientation Meal (per person)		30.00	30.00
Orientation Housing per night		27.75	28.50
Pre-Semester Pilot Program		250.00	250.00
Regional Orientation & Registration Fee (S.O.A.R) NOTE: Non-Refundable		40.00	40.00
<b>Substance Abuse Violations</b>			
Chemical abuse education program		200.00	200.00
Substance abuse assessments		250.00	250.00
Two hour substance abuse program		150.00	150.00
<b>Test Administration Fee</b>			
CLEP		20.00	20.00
Distance Learning Exam		20.00	20.00
MAT Exam		20.00	20.00
<b>Theatre</b>			
General Admission-Students required to attend for class (THE 191)		6.00	6.00
<b>Transcript</b>			
Special orders, per copy		12.00	12.00
Regular orders, per copy		8.00	8.00
<b>Wilks Leadership Institute</b>			
Scholar Leader Winter Immersion Service Experience (WISE) deposit		75.00	75.00
LeaderShape participant fee		150.00	150.00
Wilks Leadership Workshop Fee		35.00	35.00
Wilks U-Lead Housing Fee		Actual housing cost	Actual housing cost
Wilks U-Lead Participant Fee		125.00	125.00

**Notes:**

- (1) Non-refundable.
- (2) Subject to partial refund of fee paid upon withdrawal as determined by the Vice President for Finance and Business Services.
- (3) In addition to the instructional and general fees, and the tuition surcharge, if applicable.
- (4) Billing fee is instituted when the maximum overdue fine of \$100.00 is reached, at which point the item is presumed lost, the replacement billing process commences, and replacement charges are applied.
- (5) MU faculty, staff, and students receive a 25% discount w/valid ID.
- (6) Students pay one-third of the posted fee for services.
- (7) The \$250 deposit is applied against the semester charge for room and continental breakfast. The fee is non-refundable if the student withdraws from the program after the 30-day grace period.
- (8) A student is charged \$70 for the examination, which includes the first credit hour if they are awarded credit. \$35 is charged for each additional credit hour.
- (9) \$400 is non-refundable if a student does not enroll.

**Miami University**  
**FY 2017 - Academic Year 2016-2017**  
**Miscellaneous Fees**

New Fee
Fee Increased
Clarification
Fee Decreased/Removed

**Table 2: Fees applying to Miami Tuition Promise Fall 2016 cohort**

Fee	Note	2015-2016	Proposed 2016-2017
<b>Admission Fee</b>			
Hamilton and Middletown Campuses		15.00	15.00
Oxford Campus Enrollment Fee	1	95.00	95.00
University Contract Confirmation Deposit	1	330.00	330.00
<b>American Culture and English</b>			
American Culture and English Program (ACE) program fee		500.00	1,000.00
Pre-Semester American Academic Culture (PAAC) program fee		500.00	750.00
<b>Application Fee</b>			
Oxford Campus-Admission to Graduate Degree Programs		50.00	50.00
Oxford Campus-Admission to Graduate Non-Degree Status		20.00	20.00
Oxford Campus-Admission to Undergraduate Programs		50.00	50.00
Oxford Campus-International Students		70.00	70.00
Oxford Campus-Transient Students		50.00	50.00
Oxford Campus-Unclassified Students		50.00	50.00
Hamilton and Middletown Campuses		20.00	20.00
<b>Bursar Miscellaneous Charges</b>			
Late Payment		150.00	150.00
Late Registration (each Monday after the final date, an additional \$27.00)		27.00	27.00
<b>Business School Premium</b>			
Oxford Campus Business School Courses, per credit hour		100.00	110.00
<b>CEC Premium</b>			
Oxford Campus College of Engineering and Computing Majors, full-time, taking 12 or more credit hours, per semester		300.00	400.00
Oxford Campus College of Engineering and Computing Majors, part-time, taking 1-11 credit hours, per credit hour		25.00	33.25
<b>Career Exploration and Testing Center Charges</b>			
Career Testing, each career assessment		16.00	16.00
Enrollment in EDL100 for Myers-Briggs and Strong Interest Testing (three standardized career assessments)		32.00	32.00
<b>Child Care Programs-Hamilton Campus-Faculty/Staff</b>			
Full-time Rate (4/5 day)		2,907/2,325	2,907/2,325
Registration, one child/each additional		50/30	50/30
Three Day Semester Rate		2,218/1,775	2,218/1,775
Two Day Semester Rate		1,683/1,346	1,683/1,346
<b>Child Care Programs-Hamilton Campus-Students</b>			
Full-time Rate (4/5 day)		2,600/2,080	2,600/2,080
Registration, one child/each additional		50/25	50/25
Three Day Semester Rate		1,912/1,530	1,912/1,530
Two Day Semester Rate		1,300/1,040	1,300/1,040
<b>Chinese Proficiency Tests - Confucius Institute</b>			
Chinese Proficiency Test (HSK, BCT, and YCT) -- fee based on candidate's level and test module		20.00 - 70.00	20.00 - 70.00
<b>Code of Conduct Violations</b>			
Code of Conduct Administration Charges, per incident		50.00	50.00
Ethics and Integrity Mandatory Program		200.00	200.00
<b>Commencement/Degree Application Fee</b>			
Certificate Program		10.00	10.00
Diploma Replacement (re-issue)-With Case, Master's		34.00	34.00
Diploma Replacement (re-issue)-With Case, Undergraduate		34.00	34.00
Diploma Replacement (re-issue)-Without Case		29.00	29.00
Doctoral Degree-Diploma and Hood		200.00	200.00
Master's and Specialist's Degrees	1	35.00	35.00
Thesis Microfilming and Binding		80.00	80.00
<b>Community Engagement and Services</b>			
Community Plunge (early move-in experience)		130.00	130.00
Service Learning Courses Utilizing Community Engagement and Services Office		50.00	50.00
<b>Compass Assessment-Hamilton and Middletown Campus</b>			
Compass Assessment Retake Fee-one per semester, per subject	1	10.00	10.00
<b>Computer Printing Charge</b>			
Computer Printing Charge-Black and White, per copy		0.10	0.10
Computer Printing Charge-Color, per copy		0.25	0.25
<b>Conference Fee</b>			
PerImutter Conference No Show Fee		21.00	21.00
<b>Credit Workshops</b>			
iDiscovery Program Fee		150.00	200.00
<b>Data and Video Network</b>			
Fee for Non-warranty computer and associated repair (including labor)		Actual Cost	Actual Cost
Network copyright notification-First incident		100.00	100.00
Network copyright notification-Second incident and more		200.00	200.00
Workstation Remediation Fee for Non-Miami Laptops		100.00	100.00
<b>Data and Video Network-Technology Fee (Undergraduate and Graduate, Fall and Spring Semester Only)</b>			
Regional Campuses Network Fee-Per Semester		18.00	18.00
<b>Diversity Affairs</b>			
MADE Deposit		60.00	60.00

<b>E-Learning-Hamilton and Middletown Campus</b>			
All online, partially online (hybrid), and interactive video courses per credit hour		35.00	35.00
<b>English Department</b>			
English-Proficiency Exam		30.00	30.00
<b>English Language Center</b>			
English Language Center Intensive English Program Fee (19 contact hours)		6,600.00	6,600.00
English Language Center Program Fee		1,000.00	1,000.00
<b>Fine Arts Program Fee</b>			
Architecture/Interior Design Majors, per semester		50.00	50.00
Music Majors, per semester		50.00	50.00
<b>Goggin Ice Center</b>			
Intramural Leagues-Broomball (1 season with 8 games each)		175.00	175.00
Intramural Leagues-Broomball (10 games)		200.00	200.00
Intramural Leagues-Broomball (2 seasons with 6 games each)		150.00	155.00
Intramural Leagues-Hockey (1 seasons with 8 games each)		410.00	410.00
Intramural Leagues-Hockey (10 games)		500.00	500.00
Intramural Leagues-Hockey (2 seasons with 6 games each)		360.00	365.00
<b>Global Initiatives</b>			
Credit Workshop Instructional Fees Set by Vice President for Finance and Business Services or designee		-	-
International Sponsored Student Fee - Per Semester		500.00	500.00
International Student Exchange Student Deposit	9	1,000.00	1,000.00
International Student-One-week Spring Semester, undergraduate		55.00	-
International Student One-week, graduate Student GR International Student Orientation and Integration Fee		55.00	100.00
International Student Two-week August, undergraduate UG International Student Orientation and Integration Fee		115.00	200.00
Non-credit Program Enrollment Fee		0.00 - 3,500.00	0.00 - 3,500.00
Non-credit Program Materials Fee		0.00 - 350.00	0.00 - 350.00
Study Abroad Administration Fee (Non-Miami organized programs)		125.00	175.00
Study Abroad/Away Administration Fee (Faculty-led Miami programs)		125.00	175.00
Workshop Administrative Fee		25.00	25.00
<b>Identification Card Replacement Charge</b>			
Identification Card Replacement Charge-Hamilton Campus		20.00	20.00
Identification Card Replacement Charge-Middletown Campus		20.00	20.00
Identification Card Replacement Charge-Oxford Campus		35.00	35.00
<b>International Student Exchange Deposit</b>			
Exchange Student Deposit-Business	9	1,000.00	1,000.00
<b>Intrafraternity Council</b>			
Sorority Recruitment		30.00	30.00
Fraternity Recruitment		30.00	30.00
<b>Learning Assistance Tutoring Charges</b>			
Learning Assistance-Oxford Campus-Tutoring sessions-no show fee		15.00	15.00
<b>Library Fines and Fees</b>			
3D Printing		\$0.25 per gram	\$0.25 per gram
Digital Translator Replacement Fee		160.00	160.00
Miami Libraries-Overdue Books, per book/per day		0.50	0.50
Miami Libraries-Overdue Books, per book maximum		15.00	15.00
Miami Libraries-Recalled Books, per book (student)/per day		0.75	0.75
Miami Libraries-Recalled Books, per book (student)/maximum		24.25	24.25
Miami Libraries-Overdue Reserved Materials, first hour		2.50	2.50
Miami Libraries-Overdue Reserved Materials, each additional hour		0.75	0.75
Miami Libraries-Overdue Reserved Materials, maximum		24.25	24.25
Miami Libraries-Replacement, per book, actual cost		actual cost	actual cost
Miami Libraries-Replacement, per book, minimum		75.00	75.00
Miami Libraries-Replacement, per book, cataloging and processing		30.00	30.00
Miami Libraries-Replacement, per book, billing		10.00	10.00
OhioLINK Overdue Books, per book/per day (1-30 days)		0.50	0.50
OhioLINK Overdue Books, per book/per day (31st day), late/overdue		35.00	35.00
OhioLINK Overdue Books, per book/Maximum		50.00	50.00
OhioLINK, Replacement, per book		75.00	75.00
OhioLINK, Replacement, per book, cataloging and processing fee,		25.00	25.00
Miscellaneous Library Fees-Storage locker keys (replacement)		7.00	7.00
Miscellaneous Library Fees-Private Study Carrels (re-key for lost key)		25.00	25.00
Laptop Computer or Digital Camera (in library use only)-Up to three hours (requires Miami ID and one other form of ID)		-	-
Laptop Computer or Digital Camera (in library use only)-Billing fee (non-refundable) (6)	4	25.00	25.00
Laptop Computer or Digital Camera (in library use only)-Overdue laptop, per hour (maximum of \$100.00)		5.00	5.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Windows		1,000.00	1,000.00
Laptop Computer or Digital Camera (in library use only)-Replacement charge laptop - Macintosh		1,300.00	1,300.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera		150.00	150.00
Laptop Computer or Digital Camera (in library use only)-Replacement Charge-Digital Camera Accessories (at cost)		at cost	at cost
iPad-(in library use only)-Up to three hours (requires Miami ID and one other form of ID)		-	-
iPad-(in library use only)-Billing fee (non-refundable)	4	25.00	25.00
iPad-(in library use only)-Overdue iPad, per hour (maximum of \$100.00)		5.00	5.00
iPad-(in library use only)-Replacement charge iPad		900.00	900.00
Study Room Keys-Overdue charge, per hour		0.50	0.50
Study Room Keys-Maximum		15.00	15.00
Study Room Keys-Replacement Cost		10.00	10.00
Study Room Keys-Processing Fee		10.00	10.00
Network Cables-Overdue charge, per hour		0.50	0.50
Network Cables-Maximum		15.00	15.00
Network Cables-Replacement cost		5.00	5.00
Network Cables-Processing fee		10.00	10.00
Head Phones-Overdue charge, per hour		0.50	0.50
Head Phones-Maximum		15.00	15.00

Head Phones-Replacement cost		10.00	10.00
Head Phones-Processing fee		10.00	10.00
Microphone for Mac or PC (three hour loan; no charge)		-	-
Microphone for Mac or PC, Overdue charge, per hour		0.50	0.50
Microphone for Mac or PC, Maximum		15.00	15.00
Microphone for Mac or PC, Replacement cost		15.00	15.00
Microphone for Mac or PC, Processing fee		10.00	10.00
Firewire Cable (four hour loan; no charge)		-	-
Firewire Cable, Overdue charge, per hour		0.50	0.50
Firewire Cable, Maximum		15.00	15.00
Firewire Cable, Replacement cost		5.00	5.00
Firewire Cable, Processing fee		10.00	10.00
Video Monitor Cable (three hour loan; no charge)		-	-
Video Monitor Cable, Overdue charge, per hour		0.50	0.50
Video Monitor Cable, Maximum		15.00	15.00
Video Monitor Cable, Replacement cost		5.00	5.00
Video Monitor Cable, Processing fee		10.00	10.00
Portable DVD Player (four hour loan; no charge)		-	-
Portable DVD Player, Overdue charge, per hour		0.50	0.50
Portable DVD Player, Maximum		15.00	15.00
Portable DVD Player, Replacement cost		150.00	150.00
Portable DVD Player, Processing fee		10.00	10.00
Digital Voice Recorder (four hour loan; no charge)		-	-
Digital Voice Recorder, Overdue charge, per hour		0.50	0.50
Digital Voice Recorder, Maximum		15.00	15.00
Digital Voice Recorder, Replacement cost		65.00	65.00
Digital Voice Recorder, Processing fee		25.00	25.00
Laptop/data projector (24 hour loan; no charge)		-	-
Laptop/data projector, Overdue charge, per hour		0.50	0.50
Laptop/data projector, Maximum		15.00	15.00
Laptop/data projector, Replacement cost		500.00	500.00
Laptop/data projector, Processing fee		30.00	30.00
Portable Public Address System (24 hour loan; no charge)		-	-
Portable Public Address System, Overdue charge, per hour		0.50	0.50
Portable Public Address System, Maximum		15.00	15.00
Portable Public Address System, Replacement cost		100.00	100.00
Portable Public Address System, Processing fee		30.00	30.00
Camera Tripod (24 hour loan; no charge)		-	-
Camera Tripod, Overdue charge, per hour		0.50	0.50
Camera Tripod, Maximum		15.00	15.00
Camera Tripod, Replacement cost		30.00	30.00
Camera Tripod, Processing fee		10.00	10.00
Tripod Dolly (24 hour loan; no charge)		-	-
Tripod Dolly, Overdue charge, per hour		0.50	0.50
Tripod Dolly, Maximum		15.00	15.00
Tripod Dolly, Replacement cost		60.00	60.00
Tripod Dolly, Processing fee		10.00	10.00
Steady Cam (24 hour loan; no charge)		-	-
Steady Cam, Overdue charge, per hour		0.50	0.50
Steady Cam, Maximum		15.00	15.00
Steady Cam, Replacement cost		150.00	150.00
Steady Cam, Processing fee		10.00	10.00
Miscellaneous Items for Sale-Earplugs, per pair		0.25	0.25
Miscellaneous Items for Sale-DVD, blank		1.00	1.00
Miscellaneous Items for Sale-CD, blank		1.00	1.00
Miscellaneous Items for Sale-Data storage device (Jump Drive)		15.00	at cost
Miscellaneous Items for Sale-Batteries		at cost	at cost
Financial Calculator (24 hour loan; no charge)		-	-
Financial Calculator Overdue charge, per hour		0.50	0.50
Financial Calculator, Maximum		15.00	15.00
Financial Calculator, Replacement cost		60.00	60.00
Financial Calculator, Processing fee		10.00	10.00
Graphing Calculator (24 hour loan; no charge)		-	-
Graphing Calculator Overdue charge, per hour		0.50	0.50
Graphing Calculator, Maximum		15.00	15.00
Graphing Calculator, Replacement cost		130.00	130.00
Graphing Calculator, Processing fee		10.00	10.00
Nintendo 3Ds (24 hour loan; no charge)		-	-
Nintendo 3Ds Overdue charge, per hour		0.50	0.50
Nintendo 3Ds, Maximum		15.00	15.00
Nintendo 3Ds, Replacement cost		250.00	250.00
Nintendo 3Ds, Processing fee		10.00	10.00
<b>MUDEC</b>			
Mobile Internet Access and Telephone, per semester		185.00	185.00
Jumbo pass for MUDEC students, per semester		105.00	105.00
Student Activity Fee, per semester		85.00	85.00
MUDEC Study Tours, per semester		1,800.00	1,800.00
Orientation fee (one-time per student)		90.00	90.00
Room and Continental Breakfast (reside w/host family)-Fall Semester		1,835.00	1,835.00
Room and Continental Breakfast (reside w/host family)-Spring Semester		1,835.00	1,835.00
Partial Board (4 meal voucher per week), per academic year semester		1,640.00	820.00
Deposit upon application for the academic year (no refund)		25.00	25.00



Housing deposit upon acceptance for the given semester	7	250.00	250.00
Luxembourg Student Residency Permit Fee, per semester		75.00	75.00
Study Abroad Administration Fee		125.00	125.00
<b>Music</b>			
Music-MUS 216, Applied Music for music theater minors		85.00	85.00
Music-Music lesson fees	2, 3	175.00	175.00
<b>Panhellenic</b>			
Sorority Recruitment - Late Registration		20.00	20.00
<b>Parking Fees and Fines-Hamilton and Middletown Campuses</b>			
Blocking any access road		15.00	15.00
Hazardous operation		75.00	75.00
Disregarding traffic control device		15.00	15.00
Failure to display parking permit		15.00	15.00
Illegal Parking-Parking in a restricted area		15.00	15.00
Illegal Parking-Parking on the grass		15.00	15.00
Illegal Parking-Parking by a non-handicapped driver in a space reserved for the handicapped		100.00	100.00
Speeding		30.00	30.00
Unregistered vehicle		10.00	10.00
<b>Parking Fees and Fines-Oxford Campus</b>			
Event Parking-Lot Attendant-charged to MU Departments/Organizations, per hour		25.00	25.00
Event Parking-Lot/Space Reservation Fee-charged to MU Departments/Organizations, fee per reserved space		1.00 - 5.00	1.00 - 5.00
Faculty and staff Garage permit, per year		375.00	425.00
Faculty and staff RED area annual permit, per year		75.00	125.00
Faculty and staff RED area annual permit, per year-2 person carpool		30.00	30.00
Faculty and staff RED area annual permit, per year-3 person carpool		-	-
Faculty and staff RED area daily permit, per day		2.00	2.00
Faculty and staff WHITE area annual permit, per year		-	-
Faculty, Staff, or Department Dedicated Parking Space		375.00	425.00
Failure to display valid permit/Improper display		35.00	35.00
Handicap Parking Violation		250.00	250.00
Illegal or improper parking (loading/service area, outside designated space, prohibited parking, prohibited yellow zone)		75.00	75.00
Illegal parking in restricted area		75.00	75.00
Illegal parking on grass/sidewalk		75.00	75.00
Impoundment/immobilization		200.00	200.00
Overtime at meter		10.00	10.00
Overtime at timed zone		25.00	25.00
Oxford campus parking garage rates-Campus Ave. garage-Daily maximum rate		10.00	10.00
Oxford campus parking garage rates-Campus Ave. garage-Garage Parking Vouchers		5.00	5.00
Oxford campus parking garage rates-Campus Ave. garage-Lost ticket fee		10.00	10.00
Oxford campus parking garage rates-Campus Ave. garage-Parking rate per first hour/per additional hours		1.00/.50	1.00/.50
Oxford campus parking garage rates-Engineering Bldg. garage-Daily maximum rate		15.00	15.00
Oxford campus parking garage rates-Engineering Bldg. garage-Garage Parking Vouchers		7.50	7.50
Oxford campus parking garage rates-Engineering Bldg. garage-Lost ticket fee		15.00	15.00
Oxford campus parking garage rates-Engineering Bldg. garage-Parking rate per first hour/per additional hours		1.50/1.00	1.50/1.00
Oxford campus parking garage rates-Event parking rate		5.00	5.00
Oxford campus parking garage rates-Overnight parking, per semester		495.00	520.00
Oxford campus parking garage rates-Replacement for Garage Access Card		5.00	5.00
Oxford campus students only-for a semester/academic year BLUE area permit		125.00/250.00	150.00/300.00
Oxford campus students only-for a semester/academic year YELLOW area permit		75.00/150.00	100.00/200.00
Oxford campus students only-for an academic year-Graduate Assistants-designated lots and student areas		75.00	125.00
Oxford campus students only-for each summer term		50.00	60.00
Oxford campus students only-for temporary permit (student - one week)		10.00	15.00
Oxford campus-Contractor-Grey parking permit-day		1.00	-
Oxford campus-Contractor-Grey parking permit-month		20.00	-
Oxford campus-Contractor-Grey parking permit-week		5.00	-
Oxford campus-Contractor-Red parking permit-day		3.00	3.00
Oxford campus-Contractor-Red parking permit-month		35.00	35.00
Oxford campus-Contractor-Red parking permit-week		10.00	10.00
Oxford campus-Visitor-parking permit-day		3.00	3.00
Oxford campus-Visitor-parking permit-month		35.00	35.00
Oxford campus-Visitor-parking permit-week		10.00	10.00
Reproduction/illegal use of decal		300.00	300.00
University Vehicles Parked in Red Permit Areas-Leased Vehicle		75.00	125.00
University Vehicles Parked in Red Permit Areas-Reserved Space		375.00	425.00
University Vehicles Parked in Red Permit Areas-State License Plate		75.00	125.00
Unregistered vehicle lookup		2.50	2.50
<b>Proficiency Examination</b>			
Per examination (including first credit hour)	8	70.00	70.00
Additional credit hours, each		35.00	35.00
<b>Program Fee</b>			
Summer Scholars Program Comprehensive Enrollment Fee (Deposit)	1	350.00	350.00
Summer Scholars Program Comprehensive Program Fee	1	1,000.00	1,100.00
<b>Recreational Sports Center</b>			
Second Year (Pre-semester) Adventure Trip		335.00	335.00
Equestrian-Club Team Riding Fee/Semester		925.00	925.00
Intramural Yearly Pass		60.00	60.00
Intramural Semester Pass		35.00	35.00
<b>Recreational Sports Center-Membership Fees</b>			
Branch campus (MUH-MUM), Couple-12 month pass		488.00	506.00
Branch campus (MUH-MUM), Family-12 month pass		596.00	617.00
Branch campus (MUH-MUM), Individual Plus-12 month pass		351.00	364.00
Branch campus (MUH-MUM), Individual-12 month pass		267.00	276.00

Emeritus/retiree (or spouse), Couple-12 month pass		632.00	674.00
Emeritus/retiree (or spouse), Family-12 month pass		771.00	823.00
Emeritus/retiree (or spouse), Individual Plus-12 month pass		455.00	485.00
Emeritus/retiree (or spouse), Individual-12 month pass		345.00	368.00
Faculty/Staff (eligible for medical benefits)-Couple, 12 month pass		842.00	842.00
Faculty/Staff (eligible for medical benefits)-Family, 12 month pass		1,028.00	1,028.00
Faculty/Staff (eligible for medical benefits)-Individual (or spouse), 12 month pass		460.00	460.00
Faculty/Staff (eligible for medical benefits)-Individual Plus, 12 month pass		606.00	606.00
Faculty/Staff (not eligible for medical benefits)-Couple, 12 month pass		758.00	758.00
Faculty/Staff (not eligible for medical benefits)-Family, 12 month pass		925.00	925.00
Faculty/Staff (not eligible for medical benefits)-Individual (or spouse), 12 month pass		414.00	414.00
Faculty/Staff (not eligible for medical benefits)-Individual Plus, 12 month pass		545.00	545.00
Membership Joining Fee-Family		75.00	75.00
Membership Joining Fee-Individual		50.00	50.00
Students-Oxford Full-time - included in general fee		-	-
Students-Oxford Part-time - included in general fee		-	-
<b>Residence Hall</b>			
Temporary ID Card Fee		15.00	15.00
<b>Residual ACT Testing Fee - Regional Campuses</b>			
Residual ACT Testing Fee			36.50
<b>Second year program offerings</b>			
Second Year Pre-semester or Trip Fee		50.00	50.00
<b>Special Course/Lab Charges-Hamilton Campus</b>			
Art-ART 102	2, 3	-	10.00
Art-ART 103	2, 3	-	10.00
Art-ART 104	2, 3	-	15.00
Art-ART 105	2, 3	-	10.00
Art-ART 106	2, 3	-	20.00
Art-ART 111	2, 3	30.00	30.00
Art-ART 121	2, 3	30.00	-
Art-ART 122	2, 3	30.00	30.00
Art-ART 147	2, 3	15.00	15.00
Art-ART 171	2, 3	30.00	
Art-ART 181	2, 3	10.00	10.00
Art-ART 221	2, 3	30.00	30.00
Art-ART 222	2, 3	30.00	30.00
Art-ART 231	2, 3	30.00	30.00
Art-ART 241	2, 3	30.00	30.00
Art-ART 255	2, 3	20.00	20.00
Art-ART 257	2, 3	30.00	30.00
Art-ART 271	2, 3	30.00	50.00
Art-ART 308E	2, 3	20.00	20.00
Art-ART 321	2, 3	30.00	30.00
Art-ART 322	2, 3	30.00	30.00
Art-ART 331	2, 3	30.00	30.00
Art-ART 341	2, 3	30.00	30.00
Art-ART 342	2, 3	30.00	30.00
Biology-BIO 115	2, 3	25.00	25.00
Biology-BIO 116	2, 3	25.00	25.00
Biology-BIO 161	2, 3	25.00	25.00
Biology-BIO 171	2, 3	25.00	25.00
Biology-BIO 172	2, 3	25.00	25.00
Computer and Information Technology (CIT) course fee	2, 3		50.00
Chemistry-CHM 111.L	2, 3	25.00	25.00
Chemistry-CHM 131	2, 3	25.00	25.00
Chemistry-CHM 144	2, 3	25.00	25.00
Chemistry-CHM 145	2, 3	25.00	25.00
Chemistry-CHM 231	2, 3	25.00	25.00
Chemistry-CHM 244	2, 3	25.00	25.00
Chemistry-CHM 245	2, 3	25.00	25.00
Chemistry-CHM 332	2, 3	25.00	25.00
Chemistry-CHM 364	2, 3	25.00	25.00
Engineering Technology (ENT) course fee	2, 3	-	50.00
Geology-GLG 115L	2, 3	25.00	25.00
Geology-GLG 311	2, 3	25.00	25.00
Microbiology-MBI 123	2, 3	25.00	25.00
Microbiology-MBI 161	2, 3	25.00	25.00
Nursing-NSG 313	2, 3	200.00	200.00
Nursing-NSG 352	2, 3	200.00	200.00
Nursing-NSG 354	2, 3	200.00	200.00
Nursing-NSG 362	2, 3	200.00	200.00
Nursing-NSG 364	2, 3	200.00	200.00
Nursing-NSG 420	2, 3	200.00	200.00
Nursing-NSG 431	2, 3	200.00	200.00
Nursing-NSG 452	2, 3	200.00	200.00
Nursing-NSG 462	2, 3	200.00	200.00
Nursing-NSG 464	2, 3	200.00	200.00
Physics-PHY 473 161	2, 3	25.00	25.00
Physics-PHY 474 162	2, 3	25.00	25.00
Physics-PHY 483 191	2, 3	25.00	25.00
Physics-PHY-484 192	2, 3	25.00	25.00
Teacher Education-EDT 181	2, 3	25.00	25.00

Teacher Education-EDT 182	2, 3	25.00	25.00
Nursing-NSG 104	2, 3	200.00	
Nursing-NSG 106	2, 3	200.00	
Nursing-NSG 116	2, 3	200.00	
Nursing-NSG 200	2, 3	200.00	
Nursing-NSG 205	2, 3	200.00	
Nursing-NSG 206	2, 3	200.00	
Nursing-NSG 216	2, 3	200.00	
Nursing-NSG 261	2, 3	200.00	200.00
Nursing-NSG 262	2, 3	200.00	200.00
STA 261 Electronic Resource Fee	2, 3	90.00	95.00
<b>Special Course/Lab Charges-Middletown Campus</b>			
Art-ART 102	2, 3		10.00
Art-ART 103	2, 3		10.00
Art-ART 104	2, 3		15.00
Art-ART 105	2, 3		10.00
Art-ART 106	2, 3		20.00
Art-ART 111	2, 3	30.00	30.00
Art-ART 121	2, 3	30.00	
Art-ART 122	2, 3	30.00	30.00
Art-ART 147	2, 3	15.00	15.00
Art-ART 171	2, 3	30.00	
Art-ART 181	2, 3	10.00	10.00
Art-ART 221	2, 3	30.00	30.00
Art-ART 222	2, 3	30.00	30.00
Art-ART 231	2, 3	30.00	30.00
Art-ART 241	2, 3	30.00	30.00
Art-ART 255	2, 3	20.00	20.00
Art-ART 257	2, 3	30.00	30.00
Art-ART 271	2, 3	30.00	50.00
Art-ART 308E	2, 3	20.00	20.00
Art-ART 321	2, 3	30.00	30.00
Art-ART 322	2, 3	30.00	30.00
Art-ART 331	2, 3	30.00	30.00
Art-ART 341	2, 3	30.00	30.00
Art-ART 342	2, 3	30.00	30.00
Biology-BIO 115	2, 3	25.00	25.00
Biology-BIO 116	2, 3	25.00	25.00
Biology-BIO 161	2, 3	25.00	25.00
Biology-BIO 171	2, 3	25.00	25.00
Biology-BIO 172	2, 3	25.00	25.00
Computer and Information Technology (CIT) course fee	2, 3		50.00
Chemistry-CHM 111.L	2, 3	25.00	25.00
Chemistry-CHM 131	2, 3	25.00	25.00
Chemistry-CHM 144	2, 3	25.00	25.00
Chemistry-CHM 145	2, 3	25.00	25.00
Chemistry-CHM 231	2, 3	25.00	25.00
Chemistry-CHM 244	2, 3	25.00	25.00
Chemistry-CHM 245	2, 3	25.00	25.00
Chemistry-CHM 332	2, 3	25.00	25.00
Chemistry-CHM 364	2, 3	25.00	25.00
Engineering Technology (ENT) course fee	2, 3	-	50.00
Geology-GLG 115L	2, 3	25.00	25.00
Geology-GLG 311	2, 3	25.00	25.00
Microbiology-MBI 123	2, 3	25.00	25.00
Microbiology-MBI 161	2, 3	25.00	25.00
Nursing-NSG 104	2, 3	200.00	-
Nursing-NSG 106	2, 3	200.00	-
Nursing-NSG 116	2, 3	200.00	-
Nursing-NSG 200	2, 3	200.00	-
Nursing-NSG 205	2, 3	200.00	-
Nursing-NSG 206	2, 3	200.00	-
Nursing-NSG 216	2, 3	200.00	-
Nursing-NSG 261	2, 3	200.00	200.00
Nursing-NSG 262	2, 3	200.00	200.00
Nursing-NSG 313	2, 3	200.00	200.00
Nursing-NSG 352	2, 3	200.00	200.00
Nursing-NSG 354	2, 3	200.00	200.00
Nursing-NSG 362	2, 3	200.00	200.00
Nursing-NSG 364	2, 3	200.00	200.00
Nursing-NSG 420	2, 3	200.00	200.00
Nursing-NSG 431	2, 3	200.00	200.00
Nursing-NSG 452	2, 3	200.00	200.00
Nursing-NSG 462	2, 3	200.00	200.00
Nursing-NSG 464	2, 3	200.00	200.00
Physics-PHY 473 161	2, 3	25.00	25.00
Physics-PHY 474 162	2, 3	25.00	25.00
Physics-PHY 483 191	2, 3	25.00	25.00
Physics-PHY 484 192	2, 3	25.00	25.00
Teacher Education-EDT 181	2, 3	25.00	25.00
Teacher Education-EDT 182	2, 3	25.00	25.00
STA 261 Electronic Resource Fee	2, 3	90.00	95.00

<b>Special Course/Lab Charges-Oxford Campus</b>			
ACC 256 HBDI Assessment Fee	2, 3	8.00	8.00
ACC 695 HBDI Assessment Fee	2, 3	8.00	8.00
Art Department -MPF/MPT 282	2, 3	10.00	11.00
Art Department- ART 484/584	2, 3	10.00	11.00
Art Department - ART 485/585	2, 3	10.00	11.00
Art Department - ART 486/586	2, 3	10.00	11.00
Art Department - ART 487/587	2, 3	10.00	11.00
Art Department - ART 489/589	2, 3	10.00	11.00
Art Department-ART 102	2, 3	-	10.00
Art Department-ART 103	2, 3	-	10.00
Art Department-ART 104	2, 3	-	15.00
Art Department-ART 105	2, 3	-	10.00
Art Department-ART 106	2, 3	-	20.00
Art Department-ART 130	2, 3	-	55.00
Art Department-ART 131	2, 3	-	55.00
Art Department-ART 255	2, 3	-	100.00
Art Department-ART 343	2, 3	-	20.00
Art Department-ART 344	2, 3	-	20.00
Art Department-ART 345	2, 3	-	20.00
Art Department-ART 650	2, 3	-	100.00
Art Department -ART 111	2, 3	30.00	32.00
Art Department -ART 121	2, 3	30.00	32.00
Art Department -ART 140	2, 3	55.00	58.00
Art Department -ART 145	2, 3	25.00	26.00
Art Department -ART 146	2, 3	25.00	26.00
Art Department -ART 147	2, 3	20.00	21.00
Art Department -ART 149	2, 3	25.00	26.00
Art Department -ART 155	2, 3	15.00	16.00
Art Department -ART 160	2, 3	35.00	37.00
Art Department -ART 165	2, 3	45.00	47.00
Art Department -ART 170	2, 3	40.00	42.00
Art Department -ART 195	2, 3	30.00	32.00
Art Department -ART 221	2, 3	50.00	53.00
Art Department -ART 222	2, 3	50.00	53.00
Art Department -ART 231	2, 3	30.00	32.00
Art Department -ART 233	2, 3	10.00	11.00
Art Department -ART 235	2, 3	10.00	11.00
Art Department -ART 241	2, 3	75.00	79.00
Art Department -ART 251	2, 3	75.00	79.00
Art Department -ART 252	2, 3	75.00	79.00
Art Department -ART 254	2, 3	75.00	79.00
Art Department -ART 257	2, 3	100.00	105.00
Art Department -ART 261	2, 3	100.00	105.00
Art Department -ART 264	2, 3	100.00	105.00
Art Department -ART 271	2, 3	100.00	105.00
Art Department -ART 278	2, 3	10.00	11.00
Art Department -ART 281	2, 3	30.00	32.00
Art Department -ART 285	2, 3	10.00	11.00
Art Department -ART 286	2, 3	10.00	11.00
Art Department -ART 295	2, 3	30.00	32.00
Art Department -ART 296	2, 3	30.00	32.00
Art Department -ART 308	2, 3	30.00	32.00
Art Department -ART 309	2, 3	10.00	11.00
Art Department -ART 314	2, 3	10.00	11.00
Art Department -ART 315	2, 3	10.00	11.00
Art Department -ART 316	2, 3	10.00	11.00
Art Department -ART 317	2, 3	10.00	11.00
Art Department -ART 318	2, 3	10.00	11.00
Art Department -ART 319	2, 3	10.00	11.00
Art Department -ART 320A	2, 3	50.00	53.00
Art Department -ART 320C	2, 3	50.00	53.00
Art Department -ART 331	2, 3	30.00	32.00
Art Department -ART 332	2, 3	30.00	32.00
Art Department -ART 341	2, 3	100.00	105.00
Art Department -ART 342	2, 3	100.00	105.00
Art Department -ART 350	2, 3	30.00	32.00
Art Department -ART 351	2, 3	100.00	105.00
Art Department -ART 352	2, 3	100.00	105.00
Art Department -ART 354	2, 3	100.00	105.00
Art Department -ART 357	2, 3	100.00	105.00
Art Department -ART 358	2, 3	100.00	105.00
Art Department -ART 361	2, 3	100.00	105.00
Art Department -ART 362	2, 3	100.00	105.00
Art Department -ART 364	2, 3	100.00	105.00
Art Department -ART 365	2, 3	100.00	105.00
Art Department -ART 371	2, 3	100.00	105.00
Art Department -ART 372	2, 3	100.00	105.00
Art Department -ART 386	2, 3	10.00	11.00
Art Department -ART 389	2, 3	10.00	11.00
Art Department -ART 395	2, 3	30.00	32.00
Art Department -ART 421	2, 3	30.00	32.00

Art Department -ART 422	2, 3	30.00	32.00
Art Department -ART 431	2, 3	30.00	32.00
Art Department -ART 432	2, 3	30.00	32.00
Art Department -ART 441	2, 3	100.00	105.00
Art Department -ART 442	2, 3	100.00	105.00
Art Department -ART 450	2, 3	100.00	105.00
Art Department -ART 451	2, 3	100.00	105.00
Art Department -ART 452	2, 3	100.00	105.00
Art Department -ART 455	2, 3	10.00	11.00
Art Department -ART 457	2, 3	100.00	105.00
Art Department -ART 458	2, 3	100.00	105.00
Art Department -ART 461	2, 3	100.00	105.00
Art Department -ART 462	2, 3	100.00	105.00
Art Department -ART 464	2, 3	100.00	105.00
Art Department -ART 468	2, 3	10.00	11.00
Art Department -ART 469	2, 3	10.00	11.00
Art Department -ART 471	2, 3	100.00	105.00
Art Department -ART 472	2, 3	100.00	105.00
Art Department -ART 480	2, 3	10.00	11.00
Art Department -ART 492	2, 3	30.00	32.00
Art Department -ART 493	2, 3	30.00	32.00
Art Department -ART 495	2, 3	30.00	32.00
Art Department -ART 541	2, 3	100.00	105.00
Art Department -ART 542	2, 3	100.00	105.00
Art Department -ART 555	2, 3	10.00	11.00
Art Department -ART 557	2, 3	100.00	105.00
Art Department -ART 561	2, 3	100.00	105.00
Art Department -ART 562	2, 3	100.00	105.00
Art Department -ART 564	2, 3	100.00	105.00
Art Department -ART 568	2, 3	10.00	11.00
Art Department -ART 569	2, 3	10.00	11.00
Art Department -ART 571	2, 3	100.00	105.00
Art Department -ART 640	2, 3	100.00	105.00
Art Department -ART 660	2, 3	100.00	105.00
Art Department -ART 664	2, 3	100.00	105.00
Art Department -ART 670	2, 3	100.00	105.00
Art Department -ART 680	2, 3	10.00	11.00
Art Department -ART/IMS 259	2, 3	30.00	32.00
Art Department -ART/IMS 359	2, 3	30.00	32.00
Art Department -MPC 497	2, 3	10.00	11.00
Art Department -MPC 498/598	2, 3	10.00	11.00
Art Department -MPF 185	2, 3	10.00	11.00
Art Department -MPF 187	2, 3	10.00	11.00
Art Department -MPF 188	2, 3	10.00	11.00
Art Department -MPF 279	2, 3	10.00	11.00
Art Department -MPT 311	2, 3	10.00	11.00
Art Department -MPT 312	2, 3	10.00	11.00
Art Department -MPT 313	2, 3	10.00	11.00
Art Department -MPT 381	2, 3	10.00	11.00
Art Department -MPT 382	2, 3	10.00	11.00
Art Department -MPT 383	2, 3	10.00	11.00
Art Department -MPT 480M/580M	2, 3	10.00	11.00
Art Department -MPT 480W/580W	2, 3	10.00	11.00
Art Department -MPT/MPF 189	2, 3	10.00	11.00
Art Department-ART 320B	2, 3	50.00	53.00
Art Department-MPT 476/576	2, 3	10.00	11.00
BIO/MBI 115	2, 3	25.00	25.00
BIO/MBI 115H	2, 3	25.00	25.00
BIO/MBI 116	2, 3	25.00	25.00
BIO/MBI 424	2, 3	25.00	25.00
Biology-BIO 155	2, 3	25.00	25.00
Biology-BIO 161	2, 3	25.00	25.00
Biology-BIO 161H	2, 3	25.00	25.00
Biology-BIO 191	2, 3	25.00	25.00
Biology-BIO 201	2, 3	25.00	25.00
Biology-BIO 204	2, 3	25.00	25.00
Biology-BIO 205	2, 3	25.00	25.00
Biology-BIO 305	2, 3	25.00	25.00
Biology-BIO 305W	2, 3	25.00	25.00
Biology-BIO 311	2, 3	25.00	25.00
Biology-BIO 312	2, 3	25.00	25.00
Biology-BIO 314	2, 3	25.00	25.00
Biology-BIO 328	2, 3	25.00	25.00
Biology-BIO 333	2, 3	60.00	60.00
Biology-BIO 333W	2, 3	60.00	60.00
Biology-BIO 351	2, 3	25.00	25.00
Biology-BIO 351	2, 3	25.00	25.00
Biology-BIO 361	2, 3	25.00	25.00
Biology-BIO 364	2, 3	25.00	25.00
Biology-BIO 402	2, 3	25.00	25.00
Biology-BIO 403	2, 3	25.00	25.00
Biology-BIO 407	2, 3	25.00	25.00

Biology-BIO 407W	2, 3		25.00
Biology-BIO 408	2, 3	60.00	60.00
Biology-BIO 409	2, 3	25.00	25.00
Biology-BIO 410	2, 3	25.00	25.00
Biology-BIO 410W	2, 3		25.00
Biology-BIO 411	2, 3	25.00	25.00
Biology-BIO 415	2, 3	25.00	25.00
Biology-BIO 425	2, 3	25.00	25.00
Biology-BIO 429	2, 3	25.00	25.00
Biology-BIO 437	2, 3	25.00	-
Biology-BIO 453	2, 3	25.00	25.00
Biology-BIO 455	2, 3	25.00	25.00
Biology-BIO 458	2, 3	25.00	25.00
Biology-BIO 459	2, 3	25.00	25.00
Biology-BIO 463	2, 3	25.00	25.00
Biology-BIO 463W	2, 3		25.00
Biology-BIO 464	2, 3	25.00	25.00
Biology-BIO 465	2, 3	25.00	25.00
Biology-BIO 482	2, 3	25.00	25.00
Biology-BIO 482W	2, 3		25.00
Biology-BIO 483	2, 3	25.00	25.00
Botany-BOT 244, Lab Fee-Wine Course	2, 3	175.00	175.00
Chemistry - CHM 111L	2, 3	27.00	30.00
Chemistry - CHM 131	2, 3	27.00	-
Chemistry - CHM 144	2, 3	27.00	30.00
Chemistry - CHM 144H	2, 3	27.00	30.00
Chemistry - CHM 144M	2, 3	27.00	30.00
Chemistry - CHM 145	2, 3	27.00	30.00
Chemistry - CHM 145H	2, 3	27.00	30.00
Chemistry - CHM 145M	2, 3	27.00	30.00
Chemistry - CHM 231L	2, 3	27.00	30.00
Chemistry - CHM 244	2, 3	27.00	30.00
Chemistry - CHM 245	2, 3	27.00	30.00
Chemistry - CHM 254	2, 3	27.00	30.00
Chemistry - CHM 255	2, 3	27.00	30.00
Chemistry - CHM 332 332L	2, 3	27.00	30.00
Chemistry - CHM 364	2, 3	27.00	-
Chemistry - CHM 375	2, 3	27.00	30.00
Chemistry - CHM 418	2, 3	27.00	30.00
Chemistry - CHM 438	2, 3	27.00	30.00
Chemistry - CHM 455	2, 3	27.00	-
Chemistry - CHM 456	2, 3	27.00	30.00
Chemistry-CHM 419	2, 3	-	30.00
Clinical Experience -Teacher Education Early Childhood-EDT 574E	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 427	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 429A	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 432	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 434	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 445	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 527	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 529A	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 532	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 534	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Adolescent-EDT 545	2, 3	35.00	37.00
Clinical Experience -Teacher Education-ART 419	2, 3	280.00	294.00
Clinical Experience -Teacher Education-ART 419.I	2, 3	1,200.00	1,260.00
Clinical Experience -Teacher Education-ART 419.O	2, 3	800.00	840.00
Clinical Experience -Teacher Education-Early childhood-EDT 246E	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Early childhood-EDT 473E	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Early childhood-EDT 474E	2, 3	35.00	37.00
Clinical Experience -Teacher Education-EDP 419E	2, 3	130.00	-
Clinical Experience -Teacher Education-EDP 419E TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-EDP 419F	2, 3	130.00	143.00
Clinical Experience -Teacher Education-EDP 419F TPA Testing	2, 3	150.00	325.00
Clinical Experience -Teacher Education-EDP 419G	2, 3	130.00	-
Clinical Experience -Teacher Education-EDP 419G TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-EDP 419H	2, 3	130.00	-
Clinical Experience -Teacher Education-EDP 419H TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-EDP 605	2, 3	-	143.00
Clinical Experience -Teacher Education-EDP 605 TPA Testing	2, 3	-	325.00
Clinical Experience -Teacher Education-EDT 419.I-TPA Testing and Supervisor Travel	2, 3	1,200.00	1,200.00
Clinical Experience -Teacher Education-EDT 419.O-TPA Testing and Supervisor Travel	2, 3	1,200.00	1,200.00
Clinical Experience -Teacher Education-EDT 419A	2, 3	130.00	143.00
Clinical Experience -Teacher Education-EDT 419A TPA Testing	2, 3	150.00	325.00
Clinical Experience -Teacher Education-EDT 419E	2, 3	130.00	143.00
Clinical Experience -Teacher Education-EDT 419E TPA Testing	2, 3	150.00	325.00
Clinical Experience -Teacher Education-EDT 419M	2, 3	130.00	143.00
Clinical Experience -Teacher Education-EDT 419M TPA Testing	2, 3	150.00	325.00
Clinical Experience -Teacher Education-EDT 519	2, 3	130.00	143.00
Clinical Experience -Teacher Education-EDT 519 TPA Testing	2, 3	150.00	325.00
Clinical Experience -Teacher Education-EDT 519A	2, 3	130.00	143.00
Clinical Experience -Teacher Education-EDT 519A TPA Testing	2, 3	150.00	325.00

Clinical Experience -Teacher Education-KHN 419A	2, 3	130.00	-
Clinical Experience -Teacher Education-KHN 419A TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-KHN 419P	2, 3	130.00	-
Clinical Experience -Teacher Education-KHN 419P TPA Testing	2, 3	300.00	-
Clinical Experience -Teacher Education-Middle childhood-EDT 252M	2, 3	35.00	37.00
Clinical Experience -Teacher Education-Middle childhood-EDT 346M	2, 3	35.00	37.00
Clinical Experience -Teacher Education-MUS 175	2, 3	66.00	69.00
Clinical Experience -Teacher Education-MUS 355	2, 3	66.00	69.00
Clinical Experience -Teacher Education-MUS 359	2, 3	66.00	69.00
Clinical Experience -Teacher Education-MUS419	2, 3	330.00	347.00
EDL 195 Facilitation & Group Dynamics	2, 3	150.00	150.00
Entrepreneurship-ESP 252	2, 3	8.00	8.00
ESP 351 HBDI Assessment Fee	2, 3	8.00	8.00
Family Studies and Social Work -FSW 762	2, 3	40.00	40.00
Family Studies and Social Work -FSW 763	2, 3	40.00	40.00
Family Studies and Social Work-FSW 412	2, 3	75.00	75.00
Family Studies and Social Work-FSW 661	2, 3	40.00	40.00
Fashion Design-FAS 114	2, 3	-	40.00
Fashion Design-FAS 201	2, 3	-	30.00
Fashion Design-FAS 211	2, 3	-	30.00
Fashion Design-FAS 212	2, 3	-	40.00
Fashion Design-FAS 212B	2, 3	-	90.00
Geology-GLG 115L	2, 3	25.00	25.00
Geology-GLG 201	2, 3	25.00	25.00
Geology-GLG 204	2, 3	25.00	25.00
Geology-GLG 301	2, 3	25.00	25.00
Geology-GLG 322	2, 3	25.00	25.00
Geology-GLG 354	2, 3	25.00	25.00
Geology-GLG 357	2, 3	25.00	25.00
Geology-GLG 408	2, 3	25.00	25.00
Geology-GLG 428	2, 3	25.00	25.00
Geology-GLG 482	2, 3	25.00	25.00
IMS 351 all section	2, 3	-	65.00
Kinesiology and Health - KNH194L	2, 3	35.00	35.00
Kinesiology and Health -KNH 104	2, 3	138.00	150.00
Kinesiology and Health -KNH 182	2, 3	12.00	26.00
Kinesiology and Health -KNH 183.L	2, 3	80.00	26.00
Kinesiology and Health -KNH 184.L	2, 3	22.00	33.00
Kinesiology and Health -KNH 203	2, 3	138.00	150.00
Kinesiology and Health -KNH 244.L	2, 3	27.00	33.00
Kinesiology and Health -KNH 284	2, 3	-	26.00
Kinesiology and Health -KNH 285.L-Evaluation of Athletic Injuries to the Head, Neck and Torso	2, 3	25.00	26.00
Kinesiology and Health -KNH 287.L-Evaluation of Athletic Injuries to the Extremities	2, 3	25.00	26.00
Kinesiology and Health -KNH 288-Therapeutic Modalities	2, 3	25.00	26.00
Kinesiology and Health -KNH 289	2, 3	-	26.00
Kinesiology and Health -KNH 381.L	2, 3	27.00	33.00
Kinesiology and Health -KNH 382	2, 3	42.00	33.00
Kinesiology and Health -KNH 392	2, 3	25.00	-
Kinesiology and Health -KNH 404	2, 3	138.00	150.00
Kinesiology and Health -KNH 4532 Active Work Station	2, 3	35.00	35.00
Kinesiology and Health -KNH 468.L	2, 3	32.00	33.00
Kinesiology and Health -KNH 484	2, 3	-	26.00
Kinesiology and Health -KNH 568.L	2, 3	32.00	33.00
Kinesiology and Health -KNH 668	2, 3	26.00	33.00
Kinesiology and Health -KNH 681-Human Motor Control & Learning	2, 3	26.00	-
Kinesiology and Health -KNH 683	2, 3	41.00	33.00
Kinesiology and Health -KNH 688-Advanced Biomechanics	2, 3	32.00	33.00
Kinesiology and Health-Basketball Officiating Course-KNH 121	2, 3	140.00	140.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.E	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.F	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.G	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.H	2, 3	330.00	330.00
Kinesiology and Health-Equestrian Center Classes-KNH 150.I	2, 3	330.00	330.00
Kinesiology and Health-Goggin Ice Center Classes-(broomball, hockey, & skating)	2, 3	60.00	60.00
Kinesiology and Health-Volleyball Officiating Course-KNH 122	2, 3	140.00	140.00
Microbiology-MBI 123	2, 3	25.00	25.00
Microbiology-MBI 143	2, 3	25.00	25.00
Microbiology-MBI 201	2, 3	25.00	25.00
Microbiology-MBI 201H	2, 3	25.00	25.00
Microbiology-MBI 223	2, 3	25.00	25.00
Microbiology-MBI 333	2, 3	60.00	60.00
Microbiology-MBI 405	2, 3	25.00	25.00
Microbiology-MBI 415	2, 3	25.00	25.00
Microbiology-MBI 425	2, 3	25.00	25.00
Microbiology-MBI 435	2, 3	25.00	25.00
Microbiology-MBI 465	2, 3	25.00	25.00
Microbiology-MBI 475	2, 3	25.00	25.00
Microbiology-MBI 487	2, 3	30.00	30.00
Microbiology-MBI 488	2, 3	60.00	60.00
Microbiology-MBI 489	2, 3	60.00	60.00
MKT 301 HBDI Assessment Fee	2, 3	8.00	8.00
MKT 405 HBDI Assessment Fee	2, 3	8.00	8.00

MKT 622 HBDI Assessment Fee	2, 3	8.00	8.00
Music-MUS 100E, Marching Band-Fall Semester Only	2, 3	105.00	105.00
Music-MUS 112, Lab Choir	2, 3	20.00	20.00
Music-MUS 232A	2, 3	22.00	23.00
Music-MUS 232B	2, 3	22.00	23.00
Online Calculus Prep Course-MTH149	2, 3	350.00	-
Online Chemistry Prep Course-CHM149	2, 3	350.00	350.00
Outdoor Pursuit Center Courses-KNH 150.A	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.B	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.C	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.J	2, 3	240.00	240.00
Outdoor Pursuit Center Courses-KNH 150.K	2, 3	300.00	300.00
Physics-PHY 103	2, 3	25.00	25.00
Physics-PHY 161	2, 3	25.00	25.00
Physics-PHY 162	2, 3	25.00	25.00
Physics-PHY 191	2, 3	25.00	25.00
Physics-PHY 191H	2, 3		25.00
Physics-PHY 192	2, 3	25.00	25.00
Physics-PHY 286	2, 3	25.00	25.00
Physics-PHY 293	2, 3	25.00	25.00
Physics-PHY 294	2, 3	25.00	25.00
Physics-PHY 423	2, 3	25.00	25.00
Physics-PHY 441	2, 3	25.00	25.00
Physics-PHY 442	2, 3	25.00	25.00
Physics-PHY 471	2, 3	25.00	25.00
Psychology- PSY 351	2, 3		50.00
School Psychology Testing Library Fee	2, 3	50.00	50.00
Speech Pathology and Audiology-SPA 605	2, 3	100.00	100.00
Speech Pathology and Audiology-SPA 750	2, 3	100.00	100.00
STA 261 Electronic Resource Fee	2, 3	90.00	95.00
Theatre-THE 131 Field Trip Fee	2, 3	17.00	17.00
Theatre-THE 151	2, 3	75.00	75.00
Theatre-THE 210E Puppetry Supplies Fee	2, 3	55.00	55.00
Theatre-THE 253 Supplies	2, 3	12.00	12.00
Theatre-THE 258 Supply Fee	2, 3	100.00	100.00
Theatre-THE 455F Advanced problems in advanced mask up and mask design	2, 3	200.00	200.00
<b>Student Counseling Services</b>			
Therapy/Counseling, per session (firs three sessions covered by student general fund)		25.00	25.00
Psychiatric services - initial psychiatric evaluation		40.00	40.00
Psychiatric services - follow-up/medical check		40.00	25.00
Attentional Problem Evaluation		25.00	25.00
Counseling Session-no show any session		25.00	25.00
Counseling Session-no show (Psychiatric follow-up)		25.00	25.00
<b>Student Health Services</b>			
Appointment No-Show Fee		20.00	20.00
Fee charged for services is based on two times (2x) the State of Ohio Medicaid reimbursement schedule Student health services charges health insurance plans for usual and customary rates per industry practice		-	-
Insurance Waiver - Late Processing Fee		35.00	35.00
Miscellaneous OTC Personal Health Products		.10 - .50	.10 - .50
<b>Student Legal Services</b>			
Student Legal Services, per year		20.00	
<b>Student Orientation Program</b>			
Confirmation Deposit (Oxford Pathway program)		95.00	95.00
Orientation Meal (per person)		30.00	30.00
Orientation Housing per night		27.75	28.50
Pre-Semester Pilot Program		250.00	250.00
Regional Orientation & Registration Fee (S.O.A.R) NOTE: Non-Refundable		40.00	40.00
<b>Substance Abuse Violations</b>			
Chemical abuse education program		200.00	200.00
Substance abuse assessments		250.00	250.00
Two hour substance abuse program		150.00	150.00
<b>Test Administration Fee</b>			
CLEP		20.00	20.00
Distance Learning Exam		20.00	20.00
MAT Exam		20.00	20.00
<b>Theatre</b>			
General Admission-Students required to attend for class (THE 191)		6.00	6.00
<b>Transcript</b>			
Special orders, per copy		12.00	12.00
Regular orders, per copy		8.00	8.00
<b>Wilks Leadership Institute</b>			
Scholar Leader Winter Immersion Service Experience (WISE) deposit		75.00	75.00
LeaderShape participant fee		150.00	150.00
Wilks Leadership Workshop Fee		35.00	35.00
Wilks U-Lead Housing Fee		Actual housing cost	Actual housing cost
Wilks U-Lead Participant Fee		125.00	125.00



**Notes:**

- (1) Non-refundable.
- (2) Subject to partial refund of fee paid upon withdrawal as determined by the Vice President for Finance and Business Services.
- (3) In addition to the instructional and general fees, and the tuition surcharge, if applicable.
- (4) Billing fee is instituted when the maximum overdue fine of \$100.00 is reached, at which point the item is presumed lost, the replacement billing process commences, and replacement charges are applied.
- (5) MU faculty, staff, and students receive a 25% discount w/valid ID.
- (6) Students pay one-third of the posted fee for services.
- (7) The \$250 deposit is applied against the semester charge for room and continental breakfast. The fee is non-refundable if the student withdraws from the program after the 30-day grace period.
- (8) A student is charged \$70 for the examination, which includes the first credit hour if they are awarded credit. \$35 is charged for each additional credit hour.
- (9) \$400 is non-refundable if a student does not enroll.

**Miami University**  
**Finance and Audit Committee**  
**FY 2016 Forecasted Operating Results**  
**Projections Based upon Activity through March 31, 2015**

**OXFORD**

The projection for the Oxford General Fund based on performance through March is a surplus of approximately \$26.6 million. This surplus does not include the investment loss currently being projected and explained below. 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 \$9.8 million over the \$317.3 million budget. Gross instructional revenue (including the out-of-state surcharge) is forecast to be \$10.4 million higher than budget and financial aid is forecast to be \$1.1 million over budget. The projections include billing from summer, fall, winter and spring terms. 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 summer terms of calendar year 2016.

The Oxford campus state appropriation is forecast to be \$1.9 million over the \$58.5 million budget. The original university budget was based on the Governor's introduced budget. The estimates included in this report are based on the final revisions made by the Ohio Department of Higher Education that incorporate updated degree and enrollment information from each of the campuses. The Conference Committee budget signed by the Governor incorporated additional resources to help offset the impact of the state imposed tuition freeze on resident tuition.

Investment income booked through March 31, 2015 was approximately \$3,267,000. 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 March 31, an unrealized loss of \$12,371,500 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 in the attached schedules.

Other revenue categories are projected as budgeted.

**Expenditures and Transfers**

Employee salaries for the Oxford campus are projected to be \$6.6 million under budget. The healthcare and staff benefits expense are projected to be \$2.7 million under budget based on the salary projection but this estimate does not reflect a forecast of claims experience. Through the first nine months of the fiscal year medical claims, including high cost claims, were lower than budget. Similarly, prescription drug costs for regular claims as well as high cost claims were below budget. While the forecast health care costs for the year remain below budget, the claims experience for the fiscal year has been higher compared to FY 2015 as a result of high cost claims. Graduate assistant

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fee waivers and categorical undergraduate scholarships and fee waivers are projected \$905,133 and \$749,147 less than budgeted, respectively. Departmental support budgets are projected to be \$7.5 million over the original budget reflecting spending of carryforward balances on capital projects and the movement of resources to designated funds. Finally, the intercollegiate athletics auxiliary is on track to end the year in deficit. The final financial outcome for ICA will depend on proceeds from Red and White gift funds and the fiscal year-end benefit reconciliation.

Savings in departmental salaries are projected above budget; therefore the forecast estimates a transfer to departmental budgetary carryforward of \$4.7 million. At the end of FY15, departments on the Oxford Campus underspent these categories by \$12.3 million.

**HAMILTON & MIDDLETOWN**

The Hamilton campus student fee revenue (instructional, out-of-state, general, and other) is estimated to be \$0.5 million below budget. The instructional fee, out-of-state surcharge, general fee and other student revenue for the Middletown campus are forecast to be \$1.8 million above budget. The performance of Middletown revenues is attributable to higher than budgeted enrollments for international students. Expenditures on both campuses are currently forecast slightly below budget due to lower spending on compensation than budgeted.

The state subsidy for the Hamilton campus is expected to be \$78,547 above budget and Middletown campus forecast is to be \$328,283 above budget. As noted above, the forecast was updated to reflect Ohio Department of Higher Education mid-year estimates for the fiscal year.

Overall, the General Fund for Hamilton is projected to end the fiscal year with a \$195,075 deficit while the Middletown campus is projected to have an operating surplus of approximately \$2.2.

**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  
FY2016 Forecast  
**Oxford General Fund Only**  
As of March 31, 2016

	Original <u>Budget</u>	March End-of-Year <u>Forecast</u>	March Budget to <u>Forecast</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge	\$ 340,112,881	\$ 350,521,181	\$ 10,408,300
Less Cohort Financial Aid Discount	\$ 58,947,656	\$ 60,007,867	\$ 1,060,211
Net Instructional Fee & Out-of-State Surcharge	<u>\$ 281,165,225</u>	<u>\$ 290,513,314</u>	<u>\$ 9,348,089</u>
General	\$ 32,539,258	\$ 32,987,110	\$ 447,852
Other Student Revenue	\$ 3,601,500	\$ 3,601,500	\$ -
<i>Tuition, Fees and Other Student Charges</i>	<u>\$ 317,305,983</u>	<u>\$ 327,101,924</u>	<u>\$ 9,795,941</u>
State Appropriations	\$ 58,489,038	\$ 60,413,643	\$ 1,924,605
Investment Income	\$ 4,325,000	\$ 4,325,000	\$ -
Other Revenue	\$ 1,444,000	\$ 1,444,000	\$ -
<b>Total Revenues</b>	<b><u>\$ 381,564,021</u></b>	<b><u>\$ 393,284,567</u></b>	<b><u>\$ 11,720,546</u></b>
<b>EXPENDITURES:</b>			
Salaries	\$ 168,085,747	\$ 161,451,020	\$ (6,634,727)
Benefits	\$ 32,480,774	\$ 31,073,651	\$ (1,407,123)
Healthcare Expense	\$ 29,545,024	\$ 28,265,083	\$ (1,279,941)
Graduate Assistant, Fellowships & Fee Waivers	\$ 30,779,703	\$ 29,874,570	\$ (905,133)
Undergraduate Scholarships & Student Waivers	\$ 12,608,758	\$ 11,859,611	\$ (749,147)
Utilities	\$ 13,314,644	\$ 13,314,644	\$ -
Departmental Support Expenditures	\$ 27,883,845	\$ 35,415,471	\$ 7,531,626
Multi-year Expenditures	\$ 5,671,742	\$ 5,671,742	\$ -
<b>Total Expenditures</b>	<b><u>\$ 320,370,237</u></b>	<b><u>\$ 316,925,792</u></b>	<b><u>\$ (3,444,445)</u></b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	\$ (30,151,928)	\$ (30,151,928)	\$ -
Capital, Renewal & Replacement	\$ (7,980,000)	\$ (7,980,000)	\$ -
Debt Service	\$ (5,222,213)	\$ (5,222,213)	\$ -
Support for VOALC (50%)	\$ (577,383)	\$ (577,383)	\$ -
Other Miscellaneous Operational Transfers	\$ (849,727)	\$ (849,727)	\$ -
<b>Total Debt Service and Transfers</b>	<b><u>\$ (44,781,251)</u></b>	<b><u>\$ (44,781,251)</u></b>	<b><u>\$ -</u></b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ 16,412,533	\$ 31,577,524	\$ 15,164,991
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Savings	\$ -	\$ -	\$ -
Departmental Budgetary Carryforward	\$ -	\$ (4,660,896)	\$ (4,660,896)
Reserve for Investment Fluctuations	\$ -	\$ -	\$ -
Reserve for Future Budgets	\$ -	\$ -	\$ -
<b>Net Increase/(Decrease) in Fund Balance</b>	<b><u>\$ 16,412,533</u></b>	<b><u>\$ 26,916,628</u></b>	<b><u>\$ 10,504,095</u></b>

MIAMI UNIVERSITY  
FY2016 Forecast  
**Hamilton General Fund Only**  
As of March 31, 2016

	Original <u>Budget</u>	March End-of-Year <u>Forecast</u>	March Budget to <u>Forecast</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge	\$ 18,297,106	\$ 18,520,391	\$ 223,285
Less Continuing & New Scholarships	\$ 723,638	\$ 1,369,489	\$ 645,851
Net Instructional Fee & Out-of-State Surcharge	\$ 17,573,468	\$ 17,150,902	\$ (422,566)
General	\$ 1,072,238	\$ 1,010,350	\$ (61,888)
Other Student Revenue	\$ 193,500	\$ 193,500	\$ -
<i>Tuition, Fees and Other Student Charges</i>	\$ 18,839,206	\$ 18,354,752	\$ (484,454)
State Appropriations	\$ 7,134,467	\$ 7,213,014	\$ 78,547
Investment Income	\$ 50,000	\$ 50,000	\$ -
Other Revenue	\$ 79,500	\$ 79,500	\$ -
<b>Total Revenues</b>	<b>\$ 26,103,173</b>	<b>\$ 25,697,266</b>	<b>\$ (405,907)</b>
<b>EXPENDITURES:</b>			
Salaries	\$ 14,148,308	\$ 14,148,308	\$ -
Allowance for Unspent Salaries	\$ (552,558)	\$ (982,610)	\$ (430,052)
Benefits	\$ 2,649,355	\$ 2,649,355	\$ -
Allowance for Unspent Benefits	\$ (206,325)	\$ (209,153)	\$ (2,828)
Healthcare Expense	\$ 2,222,218	\$ 2,222,218	\$ -
Graduate Assistant Fee Waivers	\$ -	\$ -	\$ -
Utilities	\$ 696,000	\$ 629,917	\$ (66,083)
Departmental Support Expenditures	\$ 4,895,627	\$ 4,895,627	\$ -
Multi-year Expenditures	\$ -	\$ (13,170)	\$ (13,170)
<b>Total Expenditures</b>	<b>\$ 23,852,625</b>	<b>\$ 23,340,492</b>	<b>\$ (512,133)</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	\$ (435,461)	\$ (435,461)	\$ -
Capital, Renewal & Replacement	\$ -	\$ -	\$ -
Unrestricted Allocated Funds	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -
Support for VOALC (25%)	\$ (288,691)	\$ (288,691)	\$ -
Support for Middletown	\$ (1,827,697)	\$ (1,827,697)	\$ -
Other Miscellaneous Operational Transfers	\$ -	\$ -	\$ -
<b>Total Debt Service and Transfers</b>	<b>\$ (2,551,849)</b>	<b>\$ (2,551,849)</b>	<b>\$ -</b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ (301,301)	\$ (195,075)	\$ 106,226
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Savings	\$ -	\$ -	\$ -
Departmental Budgetary Carryforward	\$ -	\$ -	\$ -
Reserve for Investment Fluctuations	\$ -	\$ -	\$ -
Reserve for Future Budgets	\$ -	\$ -	\$ -
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ (301,301)</b>	<b>\$ (195,075)</b>	<b>\$ 106,226</b>

MIAMI UNIVERSITY  
FY2016 Forecast  
**Middletown General Fund Only**  
As of March 31, 2016

	Original <u>Budget</u>	March End-of-Year <u>Forecast</u>	March Budget to <u>Forecast</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge	\$ 11,250,720	\$ 13,022,616	\$ 1,771,896
Less Continuing & New Scholarships	\$ 865,638	\$ 807,733	\$ (57,905)
Net Instructional Fee & Out-of-State Surcharge	\$ 10,385,082	\$ 12,214,883	\$ 1,829,801
General	\$ 630,283	\$ 586,256	\$ (44,027)
Other Student Revenue	\$ 80,700	\$ 80,700	\$ -
<i>Tuition, Fees and Other Student Charges</i>	<u>\$ 11,096,065</u>	<u>\$ 12,881,839</u>	<u>\$ 1,785,774</u>
State Appropriations	\$ 4,753,491	\$ 5,081,774	\$ 328,283
Investment Income	\$ 50,000	\$ 50,000	\$ -
Other Revenue	\$ 70,402	\$ 70,402	\$ -
<b>Total Revenues</b>	<b><u>\$ 15,969,958</u></b>	<b><u>\$ 18,084,015</u></b>	<b><u>\$ 2,114,057</u></b>
<b>EXPENDITURES:</b>			
Salaries	\$ 10,554,776	\$ 10,554,776	\$ -
Allowance for Unspent Salaries	\$ (977,394)	\$ (981,006)	\$ (3,612)
Benefits	\$ 2,115,923	\$ 2,115,923	\$ -
Allowance for Unspent Benefits	\$ (377,274)	\$ (344,514)	\$ 32,760
Healthcare Expense	\$ 1,581,503	\$ 1,581,503	\$ -
Graduate Assistant Fee Waivers	\$ -	\$ -	\$ -
Utilities	\$ 453,500	\$ 338,718	\$ (114,782)
Departmental Support Expenditures	\$ 3,745,301	\$ 3,745,301	\$ -
Multi-year Expenditures	\$ -	\$ 36,768	\$ 36,768
<b>Total Expenditures</b>	<b><u>\$ 17,096,335</u></b>	<b><u>\$ 17,047,469</u></b>	<b><u>\$ (48,866)</u></b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	\$ (157,837)	\$ (157,837)	\$ -
Capital, Renewal & Replacement	\$ -	\$ -	\$ -
Unrestricted Allocated Funds	\$ -	\$ -	\$ -
Debt Service	\$ (254,792)	\$ (254,792)	\$ -
Support for VOALC (25%)	\$ (288,691)	\$ (288,691)	\$ -
Support From Hamilton	\$ 1,827,697	\$ 1,827,697	\$ -
Other Miscellaneous Operational Transfers	\$ -	\$ -	\$ -
<b>Total Debt Service and Transfers</b>	<b><u>\$ 1,126,377</u></b>	<b><u>\$ 1,126,377</u></b>	<b><u>\$ -</u></b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ -	\$ 2,162,923	\$ 2,162,923
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Savings	\$ -	\$ -	\$ -
Departmental Budgetary Carryforward	\$ -	\$ -	\$ -
Reserve for Investment Fluctuations	\$ -	\$ -	\$ -
Reserve for Future Budgets	\$ -	\$ -	\$ -
<b>Net Increase/(Decrease) in Fund Balance</b>	<b><u>\$ -</u></b>	<b><u>\$ 2,162,923</u></b>	<b><u>\$ 2,162,923</u></b>

MIAMI UNIVERSITY  
FY2016 Forecast  
**Voice of America Learning Center General Fund Only**  
As of March 31, 2016

	Original <u>Budget</u>	March End-of-Year <u>Forecast</u>	March Budget to <u>Forecast</u>
<b>REVENUES:</b>			
Instructional & OOS Surcharge	\$ -	\$ -	\$ -
Less Continuing & New Scholarships	\$ -	\$ -	\$ -
Net Instructional Fee & Out-of-State Surcharge	\$ -	\$ -	\$ -
General	\$ -	\$ -	\$ -
Other Student Revenue	\$ -	\$ -	\$ -
<i>Tuition, Fees and Other Student Charges</i>	\$ -	\$ -	\$ -
State Appropriations	\$ -	\$ -	\$ -
Investment Income	\$ -	\$ -	\$ -
Other Revenue	\$ 35,000	\$ 35,000	\$ -
<b>Total Revenues</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ -</b>
<b>EXPENDITURES:</b>			
Salaries	\$ 230,955	\$ 230,955	\$ -
Benefits	\$ 48,982	\$ 48,982	\$ -
Healthcare Expense	\$ 44,555	\$ 44,555	\$ -
Graduate Assistant Fee Waivers	\$ -	\$ -	\$ -
Utilities	\$ 59,900	\$ 59,900	\$ -
Departmental Support Expenditures	\$ 288,323	\$ 288,323	\$ -
Multi-year Expenditures	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 672,715</b>	<b>\$ 672,715</b>	<b>\$ -</b>
<b>DEBT SERVICE AND TRANSFERS:</b>			
General Fee	\$ -	\$ -	\$ -
Capital, Renewal & Replacement	\$ (35,300)	\$ (35,300)	\$ -
Unrestricted Allocated Funds	\$ -	\$ -	\$ -
Debt Service	\$ (481,750)	\$ (481,750)	\$ -
Support for VOALC Transfers	\$ 1,154,765	\$ 1,154,765	\$ -
Other Miscellaneous Operational Transfers	\$ -	\$ -	\$ -
<b>Total Debt Service and Transfers</b>	<b>\$ 637,715</b>	<b>\$ 637,715</b>	<b>\$ -</b>
<i>Net Revenues/(Expenditures) Before Adjustments</i>	\$ -	\$ -	\$ -
<b>ADJUSTMENTS:</b>			
Departmental Budgetary Savings	\$ -	\$ -	\$ -
Departmental Budgetary Carryforward	\$ -	\$ -	\$ -
Reserve for Investment Fluctuations	\$ -	\$ -	\$ -
Reserve for Future Budgets	\$ -	\$ -	\$ -
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**MIAMI UNIVERSITY**  
**Financial Analysis - by Operational Unit**  
**FY2016 / FY2015 / FY2014**

	FY2014	FY2015	FY16	Thru March Year To Date			FY 2016	
	Year-end Actual	Year-end Actual	Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b><u>College of Arts &amp; Sciences</u></b>								
Salary	\$ 48,100,556	\$ 49,577,235	\$ 53,009,961	\$ 39,705,622	\$ 38,732,934	\$ 37,436,125	75%	3%
Benefits	\$ 12,682,905	\$ 13,531,242	\$ 17,854,044	\$ 13,649,605	\$ 13,224,469	\$ 12,517,191	76%	3%
Scholarships & Fellowships	\$ 9,103,717	\$ 8,688,453	\$ 10,674,846	\$ 5,176,170	\$ 5,196,587	\$ 5,921,763	48%	0%
Departmental Support Expenses	\$ 4,221,714	\$ 2,887,680	\$ 7,121,064	\$ 3,784,738	\$ 3,152,589	\$ 3,095,200	53%	20%
<b>Total Expenses</b>	<b>\$ 74,108,892</b>	<b>\$ 74,684,610</b>	<b>\$ 88,659,915</b>	<b>\$ 62,316,135</b>	<b>\$ 60,306,579</b>	<b>\$ 58,970,279</b>	<b>70%</b>	<b>3%</b>
<b><u>College of Education, Health, and Society</u></b>								
Salary	\$ 12,132,366	\$ 12,660,948	\$ 13,618,903	\$ 10,111,535	\$ 9,795,236	\$ 9,278,587	74%	3%
Benefits	\$ 3,149,679	\$ 3,555,743	\$ 4,683,030	\$ 3,517,603	\$ 3,353,410	\$ 3,113,170	75%	5%
Scholarships & Fellowships	\$ 1,716,761	\$ 1,607,878	\$ 2,091,474	\$ 820,461	\$ 818,794	\$ 1,064,665	39%	0%
Departmental Support Expenses	\$ 1,474,216	\$ 1,051,840	\$ 2,545,220	\$ 1,014,389	\$ 1,002,532	\$ 1,111,195	40%	1%
<b>Total Expenses</b>	<b>\$ 18,473,022</b>	<b>\$ 18,876,409</b>	<b>\$ 22,938,627</b>	<b>\$ 15,463,988</b>	<b>\$ 14,969,972</b>	<b>\$ 14,567,617</b>	<b>67%</b>	<b>3%</b>
<b><u>College of Engineering and Computing</u></b>								
Salary	\$ 6,565,594	\$ 6,622,190	\$ 6,617,666	\$ 5,886,899	\$ 5,265,236	\$ 5,122,963	89%	12%
Benefits	\$ 1,879,312	\$ 1,954,333	\$ 2,482,294	\$ 2,145,327	\$ 1,937,933	\$ 1,864,929	86%	11%
Scholarships & Fellowships	\$ 619,839	\$ 505,709	\$ 597,564	\$ 289,171	\$ 284,858	\$ 354,262	48%	2%
Departmental Support Expenses	\$ 697,737	\$ 525,757	\$ 611,159	\$ 576,889	\$ 469,811	\$ 597,529	94%	23%
<b>Total Expenses</b>	<b>\$ 9,762,482</b>	<b>\$ 9,607,989</b>	<b>\$ 10,308,683</b>	<b>\$ 8,898,286</b>	<b>\$ 7,957,838</b>	<b>\$ 7,939,683</b>	<b>86%</b>	<b>12%</b>
<b><u>Farmer School of Business</u></b>								
Salary	\$ 17,708,566	\$ 20,391,366	\$ 19,570,620	\$ 15,619,141	\$ 15,829,721	\$ 13,507,724	80%	-1%
Benefits	\$ 6,002,199	\$ 5,990,636	\$ 7,587,531	\$ 5,805,983	\$ 5,863,865	\$ 5,011,998	77%	-1%
Scholarships & Fellowships	\$ 505,930	\$ 494,014	\$ 896,346	\$ 495,139	\$ 486,316	\$ 269,357	55%	2%
Departmental Support Expenses	\$ 2,036,979	\$ 1,176,750	\$ 3,301,666	\$ 1,499,783	\$ 1,685,573	\$ 1,582,123	45%	-11%
<b>Total Expenses</b>	<b>\$ 26,253,674</b>	<b>\$ 28,052,766</b>	<b>\$ 31,356,163</b>	<b>\$ 23,420,046</b>	<b>\$ 23,865,475</b>	<b>\$ 20,371,202</b>	<b>75%</b>	<b>-2%</b>
<b><u>College of Creative Arts</u></b>								
Salary	\$ 8,985,802	\$ 9,117,628	\$ 9,629,033	\$ 7,337,499	\$ 7,122,034	\$ 6,955,194	76%	3%
Benefits	\$ 2,481,081	\$ 2,692,484	\$ 3,523,179	\$ 2,628,163	\$ 2,527,238	\$ 2,413,043	75%	4%
Scholarships & Fellowships	\$ 1,385,329	\$ 1,273,236	\$ 1,548,234	\$ 742,407	\$ 745,242	\$ 831,421	48%	0%
Departmental Support Expenses	\$ 1,471,030	\$ 722,677	\$ 1,202,567	\$ 761,596	\$ 707,080	\$ 1,381,448	63%	8%
<b>Total Expenses</b>	<b>\$ 14,323,242</b>	<b>\$ 13,806,025</b>	<b>\$ 15,903,013</b>	<b>\$ 11,469,665</b>	<b>\$ 11,101,594</b>	<b>\$ 11,581,106</b>	<b>72%</b>	<b>3%</b>



MIAMI UNIVERSITY  
Financial Analysis - by Operational Unit  
FY2016 / FY2015 / FY2014

	FY2014	FY2015	FY16	Thru March Year To Date			FY 2016	
	Year-end Actual	Year-end Actual	Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b><u>Dolibois European Center - Luxemburg</u></b>								
Salary	\$ 1,027,975	\$ 929,736	\$ 1,223,639	\$ 585,899	\$ 639,710	\$ 698,035	48%	-8%
Benefits	\$ 275,645	\$ 261,895	\$ 446,785	\$ 222,779	\$ 225,357	\$ 246,741	50%	-1%
Scholarships & Fellowships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	0%
Utilities	\$ 49,101	\$ 27,203	\$ 35,220	\$ 21,802	\$ 22,978	\$ 21,672	62%	-5%
Departmental Support Expenses	\$ 328,037	\$ 228,264	\$ 351,000	\$ 253,684	\$ 258,778	\$ 224,204	72%	-2%
<b>Total Expenses</b>	<b>\$ 1,680,758</b>	<b>\$ 1,447,098</b>	<b>\$ 2,056,644</b>	<b>\$ 1,084,164</b>	<b>\$ 1,146,823</b>	<b>\$ 1,190,652</b>	<b>53%</b>	<b>-5%</b>
<b><u>Graduate School</u></b>								
Salary	\$ 1,580,813	\$ 2,420,009	\$ 2,361,004	\$ 1,805,956	\$ 1,894,901	\$ 1,165,702	76%	-5%
Benefits	\$ 495,789	\$ 495,082	\$ 587,467	\$ 458,061	\$ 456,865	\$ 419,323	78%	0%
Scholarships & Fellowships	\$ 13,879,476	\$ 14,873,780	\$ 12,808,216	\$ 14,772,332	\$ 14,784,862	\$ 13,588,928	115%	0%
Departmental Support Expenses	\$ 309,072	\$ 252,783	\$ 548,851	\$ 249,908	\$ 254,452	\$ 200,915	46%	-2%
<b>Total Expenses</b>	<b>\$ 16,265,150</b>	<b>\$ 18,041,654</b>	<b>\$ 16,305,538</b>	<b>\$ 17,286,257</b>	<b>\$ 17,391,080</b>	<b>\$ 15,374,868</b>	<b>106%</b>	<b>-1%</b>
<b><u>Other Provost Departments</u></b>								
Salary	\$ 8,211,049	\$ 7,848,019	\$ 8,985,298	\$ 6,209,726	\$ 6,048,269	\$ 5,835,203	69%	3%
Benefits	\$ 2,390,578	\$ 2,709,275	\$ 3,615,269	\$ 2,474,408	\$ 2,401,448	\$ 2,307,329	68%	3%
Scholarships & Fellowships	\$ 1,245,328	\$ 528,507	\$ 109,910	\$ 593,726	\$ 537,152	\$ 1,074,763	540%	11%
Utilities	\$ 308	\$ 395	\$ -	\$ -	\$ 338	\$ 308	0%	-100%
Departmental Support Expenses	\$ 5,474,550	\$ 5,912,645	\$ 6,424,579	\$ 5,081,342	\$ 5,042,752	\$ 5,711,970	79%	1%
<b>Total Expenses</b>	<b>\$ 17,321,813</b>	<b>\$ 16,998,841</b>	<b>\$ 19,135,056</b>	<b>\$ 14,359,202</b>	<b>\$ 14,029,959</b>	<b>\$ 14,929,573</b>	<b>75%</b>	<b>2%</b>
<b><u>Total Provost Office</u></b>								
Salary	\$ 104,312,721	\$ 109,567,131	\$ 115,016,124	\$ 87,262,277	\$ 85,328,041	\$ 79,999,533	76%	2%
Benefits	\$ 29,357,188	\$ 31,190,690	\$ 40,779,599	\$ 30,901,929	\$ 29,990,585	\$ 27,893,724	76%	3%
Scholarships & Fellowships	\$ 28,456,380	\$ 27,971,577	\$ 28,726,590	\$ 22,889,406	\$ 22,853,811	\$ 23,105,159	80%	0%
Utilities	\$ 49,409	\$ 27,598	\$ 35,220	\$ 21,802	\$ 23,316	\$ 21,980	62%	-6%
Departmental Support Expenses	\$ 16,013,335	\$ 12,758,396	\$ 22,106,106	\$ 13,222,329	\$ 12,573,567	\$ 13,904,584	60%	5%
<b>Total Expenses</b>	<b>\$ 178,189,033</b>	<b>\$ 181,515,392</b>	<b>\$ 206,663,639</b>	<b>\$ 154,297,743</b>	<b>\$ 150,769,320</b>	<b>\$ 144,924,980</b>	<b>75%</b>	<b>2%</b>

MIAMI UNIVERSITY  
Financial Analysis - by Operational Unit  
FY2016 / FY2015 / FY2014

	FY2014	FY2015	FY16	Thru March Year To Date			FY 2016	
	Year-end Actual	Year-end Actual	Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b><u>Physical Facilities</u></b>								
Salary	\$ 11,617,710	\$ 11,940,718	\$ 12,794,937	\$ 8,994,224	\$ 8,935,189	\$ 8,540,975	70%	1%
Benefits	\$ 3,641,987	\$ 3,741,925	\$ 5,130,523	\$ 3,611,426	\$ 3,544,011	\$ 3,380,812	70%	2%
Utilities	\$ 12,886,292	\$ 13,159,466	\$ 13,279,424	\$ 9,911,320	\$ 9,945,728	\$ 9,686,381	75%	0%
Scholarships & Fellowships	\$ 6,930	\$ 2,423	\$ 27,162	\$ -	\$ -	\$ 7,334	0%	0%
Departmental Support Expenses	\$ 771,857	\$ 781,433	\$ 300,562	\$ 71,024	\$ 962,442	\$ 834,253	24%	-93%
<b>Total Expenses</b>	<b>\$ 28,924,776</b>	<b>\$ 29,625,965</b>	<b>\$ 31,532,608</b>	<b>\$ 22,587,994</b>	<b>\$ 23,387,370</b>	<b>\$ 22,449,755</b>	<b>72%</b>	<b>-3%</b>
<b><u>Other Finance &amp; Business Services Departments</u></b>								
Salary	\$ 7,788,857	\$ 8,035,713	\$ 8,203,199	\$ 5,585,960	\$ 5,877,495	\$ 5,671,472	68%	-5%
Benefits	\$ 2,417,137	\$ 2,470,382	\$ 3,311,193	\$ 2,243,141	\$ 2,352,153	\$ 2,272,437	68%	-5%
Departmental Support Expenses	\$ 1,910,247	\$ 1,201,466	\$ 2,201,227	\$ 1,647,472	\$ 1,572,569	\$ 1,860,053	75%	5%
<b>Total Expenses</b>	<b>\$ 12,116,241</b>	<b>\$ 11,707,561</b>	<b>\$ 13,715,619</b>	<b>\$ 9,476,573</b>	<b>\$ 9,802,217</b>	<b>\$ 9,803,962</b>	<b>69%</b>	<b>-3%</b>
<b><u>Enrollment Management &amp; Student Success</u></b>								
Salary	\$ 4,980,451	\$ 6,139,014	\$ 6,826,677	\$ 4,952,508	\$ 3,995,615	\$ 3,588,062	73%	24%
Benefits	\$ 1,560,108	\$ 1,943,430	\$ 2,754,236	\$ 1,978,675	\$ 1,596,928	\$ 1,435,575	72%	24%
Scholarships & Fellowships	\$ 55,511,208	\$ 62,640,323	\$ 72,548,488	\$ 70,619,918	\$ 60,466,834	\$ 53,242,449	97%	17%
Departmental Support Expenses	\$ 2,688,059	\$ 2,713,887	\$ 3,581,483	\$ 2,807,660	\$ 2,653,771	\$ 2,178,116	78%	6%
<b>Total Expenses</b>	<b>\$ 64,739,826</b>	<b>\$ 73,436,654</b>	<b>\$ 85,710,884</b>	<b>\$ 80,358,761</b>	<b>\$ 68,713,148</b>	<b>\$ 60,444,202</b>	<b>94%</b>	<b>17%</b>
<b><u>President</u></b>								
Salary	\$ 3,864,846	\$ 4,060,901	\$ 4,219,652	\$ 3,061,875	\$ 2,865,809	\$ 2,726,773	73%	7%
Benefits	\$ 1,196,472	\$ 1,230,793	\$ 1,705,869	\$ 1,232,634	\$ 1,132,761	\$ 1,080,238	72%	9%
Departmental Support Expenses	\$ 5,182,721	\$ 3,957,743	\$ 3,960,578	\$ 2,675,202	\$ 2,802,585	\$ 3,531,014	68%	-5%
<b>Total Expenses</b>	<b>\$ 10,244,039</b>	<b>\$ 9,249,437</b>	<b>\$ 9,886,099</b>	<b>\$ 6,969,711</b>	<b>\$ 6,801,155</b>	<b>\$ 7,338,025</b>	<b>71%</b>	<b>2%</b>
<b><u>Student Affairs</u></b>								
Salary	\$ 5,220,016	\$ 5,031,600	\$ 6,624,312	\$ 4,130,220	\$ 4,270,176	\$ 3,936,709	62%	-3%
Benefits	\$ 1,540,516	\$ 1,550,085	\$ 2,494,316	\$ 1,578,813	\$ 1,602,281	\$ 1,464,325	63%	-1%
Scholarships & Fellowships	\$ 953,072	\$ 907,265	\$ 1,033,877	\$ 346,008	\$ 382,242	\$ 512,970	33%	-9%
Departmental Support Expenses	\$ (1,281,496)	\$ (1,788,320)	\$ (1,675,187)	\$ (1,066,207)	\$ (1,179,902)	\$ (877,088)	64%	-10%
<b>Total Expenses</b>	<b>\$ 6,432,108</b>	<b>\$ 5,700,630</b>	<b>\$ 8,477,318</b>	<b>\$ 4,988,834</b>	<b>\$ 5,074,797</b>	<b>\$ 5,036,916</b>	<b>59%</b>	<b>-2%</b>

**MIAMI UNIVERSITY**  
**Financial Analysis - by Operational Unit**  
**FY2016 / FY2015 / FY2014**

	FY2014	FY2015	FY16	Thru March Year To Date			FY 2016	
	Year-end Actual	Year-end Actual	Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b><u>University Advancement</u></b>								
Salary	\$ 4,018,665	\$ 4,127,538	\$ 4,406,315	\$ 3,163,300	\$ 3,055,500	\$ 2,974,647	72%	4%
Benefits	\$ 1,313,240	\$ 1,312,412	\$ 1,780,629	\$ 1,261,340	\$ 1,217,331	\$ 1,178,888	71%	4%
Departmental Support Expenses	\$ 641,339	\$ 350,349	\$ 410,520	\$ 298,997	\$ 371,118	\$ 613,335	73%	-19%
<b>Total Expenses</b>	<b>\$ 5,973,244</b>	<b>\$ 5,790,299</b>	<b>\$ 6,597,464</b>	<b>\$ 4,723,637</b>	<b>\$ 4,643,949</b>	<b>\$ 4,766,870</b>	<b>72%</b>	<b>2%</b>
<b><u>Information Technology</u></b>								
Salary	\$ 7,759,854	\$ 7,195,604	\$ 8,705,000	\$ 5,315,030	\$ 5,455,606	\$ 5,689,731	61%	-3%
Benefits	\$ 2,489,482	\$ 2,278,002	\$ 3,525,525	\$ 2,149,603	\$ 2,206,291	\$ 2,299,088	61%	-3%
Departmental Support Expenses	\$ 2,585,768	\$ 1,714,435	\$ 3,208,904	\$ 2,363,788	\$ 1,640,327	\$ 1,950,753	74%	44%
<b>Total Expenses</b>	<b>\$ 12,835,104</b>	<b>\$ 11,188,041</b>	<b>\$ 15,439,429</b>	<b>\$ 9,828,421</b>	<b>\$ 9,302,224</b>	<b>\$ 9,939,572</b>	<b>64%</b>	<b>6%</b>
<b><u>Centrally Budgeted Funds</u></b>								
Salary	\$ -	\$ 626	\$ 1,289,530	\$ 4,803	\$ 2,250	\$ -	0%	0%
Benefits	\$ 5,537	\$ 11,123	\$ 543,908	\$ 10,295	\$ 11,110	\$ 4,408	2%	0%
Departmental Support Expenses	\$ 819,405	\$ 849,447	\$ 5,700,655	\$ 787,627	\$ 936,607	\$ 687,444	14%	-16%
<b>Total Expenses</b>	<b>\$ 672,155</b>	<b>\$ 861,196</b>	<b>\$ 7,534,093</b>	<b>\$ 802,725</b>	<b>\$ 949,967</b>	<b>\$ 691,852</b>	<b>11%</b>	<b>-15%</b>
<b><u>Grand Total</u></b>								
Salary	\$ 149,563,120	\$ 156,098,845	\$ 168,085,746	\$ 122,470,197	\$ 119,785,681	\$ 113,127,902	73%	2%
Benefits	\$ 43,521,667	\$ 45,728,842	\$ 62,025,798	\$ 44,967,856	\$ 43,653,451	\$ 41,009,495	72%	3%
Scholarships & Fellowships	\$ 84,927,590	\$ 91,521,588	\$ 102,336,117	\$ 93,855,332	\$ 83,702,887	\$ 76,867,912	92%	12%
Utilities	\$ 12,935,701	\$ 13,187,064	\$ 13,314,644	\$ 9,933,122	\$ 9,969,044	\$ 9,708,361	75%	0%
Departmental Support Expenses	\$ 29,331,235	\$ 22,538,836	\$ 34,123,106	\$ 22,807,892	\$ 22,333,084	\$ 24,682,464	67%	2%
Admin Service Charge	\$ (7,639,099)	\$ (8,079,403)	\$ (8,106,724)	\$ (6,080,041)	\$ (6,066,802)	\$ (5,735,577)	75%	0%
Multi Year Accounts	\$ 4,680,725	\$ 5,110,493	\$ 5,671,742	\$ 3,646,172	\$ 3,499,248	\$ 2,852,670	0%	4%
<b>Total Expenses</b>	<b>\$ 317,320,939</b>	<b>\$ 326,106,265</b>	<b>\$ 377,450,429</b>	<b>\$ 291,600,530</b>	<b>\$ 276,876,593</b>	<b>\$ 262,513,227</b>	<b>77%</b>	<b>5%</b>

Note: Excludes Transfers

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2016/FY2015/FY2014**

	FY2014	FY2015	FY2016	Thru March YTD			FY 2016	
	Year-end Actual	Year-end Actual	Original Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b>Residence &amp; Dining Halls</b>								
Revenue	88,831,152	95,376,089	99,106,340	99,298,164	95,561,255	88,769,076	100%	4%
General Fee Support	-	-	-	-	-	-		
<b>Total Sources</b>	<b>88,831,152</b>	<b>95,376,089</b>	<b>99,106,340</b>	<b>99,298,164</b>	<b>95,561,255</b>	<b>88,769,076</b>	<b>100%</b>	<b>4%</b>
Salary	15,344,766	15,732,386	14,198,818	11,572,402	12,031,222	11,290,396	82%	-4%
Benefits	3,938,126	4,046,864	4,470,242	3,884,912	3,839,053	3,673,060	87%	1%
Utilites	5,614,894	6,179,598	6,191,844	4,586,859	4,756,697	4,182,633	74%	-4%
Charge Outs	(407,594)	(2,695,243)	(2,668,480)	(1,901,225)	(1,962,966)	(152,291)	71%	-3%
Operating Expenses	29,339,543	33,518,415	37,369,828	28,346,538	25,650,015	22,035,612	76%	11%
Inventory Purchases		13,939	44,500	77,407	10,000	21,093	174%	
Debt Service	22,303,542	30,866,290	33,909,606	25,433,229	23,152,805	16,378,033	75%	10%
<b>Total Uses</b>	<b>76,133,276</b>	<b>87,662,249</b>	<b>93,516,358</b>	<b>72,000,121</b>	<b>67,476,825</b>	<b>57,428,537</b>	<b>77%</b>	<b>7%</b>
Net Before Non-Mandatory Transfers	12,697,875	7,713,839	5,589,982	27,298,043	28,084,430	31,340,539	488%	-3%
Net Transfers	(12,261,837)	(7,706,422)	(5,589,982)	(4,381,153)	(5,833,677)	(6,949,801)	78%	-25%
Net Total	436,038	7,417	-	22,916,890	22,250,753	24,390,739		3%
<b>Shriver Center</b>								
Revenue	25,637,661	26,044,832	27,031,621	18,823,839	19,391,363	20,541,653	70%	-3%
General Fee Support	855,000	855,000	872,081	654,058	641,250	641,250	75%	2%
<b>Total Sources</b>	<b>26,492,661</b>	<b>26,899,832</b>	<b>27,903,702</b>	<b>19,477,897</b>	<b>20,032,613</b>	<b>21,182,903</b>	<b>70%</b>	<b>-3%</b>
Salary	4,714,092	4,232,203	4,330,943	2,946,692	3,174,593	3,756,960	68%	-7%
Benefits	1,080,457	1,046,556	1,362,910	948,194	999,836	1,076,078	70%	-5%
Utilities	508,405	413,065	455,429	291,964	319,875	398,039	64%	-9%
Charge Outs	(20,371)	(688,444)	(637,937)	(477,836)	(670,982)	-	75%	0%
Operating Expenses	3,354,456	5,247,135	5,012,470	3,204,501	3,346,865	2,269,091	64%	-4%
Inventory Purchases	14,371,431	14,127,443	14,348,714	11,361,827	11,101,538	11,442,697	79%	2%
Debt Service	57,760	47,326	47,196	35,442	35,537	43,608	75%	0%
<b>Total Uses</b>	<b>24,066,231</b>	<b>24,425,284</b>	<b>24,919,725</b>	<b>18,310,783</b>	<b>18,307,263</b>	<b>18,986,473</b>	<b>73%</b>	<b>0%</b>
Net Before Non-Mandatory Transfers	2,426,430	2,474,548	2,983,977	1,167,114	1,725,350	2,196,430	39%	-32%
Net Transfers	(2,303,909)	(2,416,642)	(2,983,977)	(2,148,536)	(692,187)	(883,388)	72%	210%
Net Total	122,521	57,906	-	(981,421)	1,033,163	1,313,041		-195%

MIAMI UNIVERSITY  
Financial Analysis - Auxiliary Units (Oxford Campus)  
FY2016/FY2015/FY2014

	FY2014	FY2015	FY2016	Thru March YTD			FY 2016	
	Year-end Actual	Year-end Actual	Original Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b><u>Marcum Conference Center</u></b>								
Revenue	2,058,362	1,428,869	1,511,562	1,079,459	989,690	1,619,343	71%	9%
General Fee Support	-	-	-	-	-	-		
Total Sources	2,058,362	1,428,869	1,511,562	1,079,459	989,690	1,619,343	71%	9%
Salary	955,142	535,093	568,490	354,760	414,278	815,592	62%	-14%
Benefits	203,847	144,168	178,235	123,950	144,794	272,908	70%	-14%
Utilities	176,623	137,654	207,448	122,934	108,199	132,181	59%	14%
Charge Outs	(7,087)	(43,000)	46,652	89,856	(43,000)	(18,750)	193%	
Operating Expenses	631,942	454,496	485,314	363,992	354,426	501,231	75%	3%
Inventory Purchases	5,198	24,525	1,500	544	99	393	36%	447%
Debt Service	5,092	-	-	-	-	3,823		
Total Uses	1,970,757	1,252,936	1,487,639	1,056,036	978,796	1,707,378	71%	8%
Net Before Non-Mandatory Transfers	87,605	175,932	23,923	23,424	10,894	(88,034)	98%	115%
Net Transfers	(18,533)	(141,119)	(23,923)	(17,945)	(68,338)	(2,100)	75%	-74%
Net Total	69,071	34,813	-	5,479	(57,444)	(90,134)		-110%
<b><u>Intercollegiate Athletics</u></b>								
Revenue	5,383,708	5,987,974	6,385,883	3,779,182	3,912,866	4,023,595	59%	-3%
General Fee Support	15,735,046	16,107,965	17,370,318	12,397,740	11,933,474	11,686,284	71%	4%
Designated Revenue	383,955	692,406	590,374	586,922	726,768	455,022	99%	-19%
Restricted Revenue	1,226,906	1,112,975	1,877,805	963,034	660,662	728,388	51%	46%
Total Sources	22,729,614	23,901,320	26,224,380	17,726,877	17,233,769	16,893,290	68%	3%
Salary	7,688,808	7,618,940	7,692,515	5,763,771	5,701,227	5,784,677	75%	1%
Benefits	2,373,843	2,314,442	2,979,737	2,227,593	2,222,133	2,210,743	75%	0%
Utilities	8,800	9,869	2,500	8,762	7,251	7,748	350%	21%
Charge Outs	(117,760)	(123,173)	-	(81,410)	(94,438)	(87,455)		
Operating Expenses	12,088,308	13,628,179	13,309,551	13,520,397	12,986,718	11,432,743	102%	4%
Inventory Purchases	-	-	-	-	-	-		
Debt Service	-	-	-	-	-	-		
Designated Expense	436,248	746,950	590,374	616,122	598,043	500,985	104%	3%
Restricted Expense	1,392,619	1,349,553	1,877,805	822,048	908,677	671,096	44%	-10%
Total Uses	23,870,866	25,544,760	26,452,482	22,877,283	22,329,611	20,520,538	86%	2%
Net Before Non-Mandatory Transfers	(1,141,252)	(1,643,440)	(228,102)	(5,150,406)	(5,095,842)	(3,627,248)	2258%	1%
Net Transfers	1,632,054	895,565	228,102	870,602	908,066	1,337,459	382%	-4%
Net Total	490,802	(747,875)	-	(4,279,804)	(4,187,776)	(2,289,789)		2%

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2016/FY2015/FY2014**

	FY2014	FY2015	FY2016	Thru March YTD			FY 2016	
	Year-end Actual	Year-end Actual	Original Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b>Recreation Center</b>								
Revenue	2,820,137	3,191,209	3,157,940	2,503,245	2,563,583	2,244,924	79%	-2%
General Fee Support	4,501,401	3,706,729	3,754,534	2,815,901	2,780,047	3,376,051	75%	1%
Total Sources	7,321,538	6,897,938	6,912,474	5,319,146	5,343,630	5,620,975	77%	0%
Salary	2,569,186	2,660,057	2,824,883	2,017,777	2,025,908	1,925,456	71%	0%
Benefits	532,432	599,473	784,656	545,000	538,055	516,215	69%	1%
Utilities	758,041	717,230	746,260	582,750	524,753	549,382	78%	11%
Operating Expenses	1,059,016	1,429,918	1,461,648	1,185,931	1,110,955	737,723	20%	7%
Inventory Purchases	187,544	312,791	248,000	289,355	231,271	183,200	0%	25%
Debt Service	1,393,469	-	-			1,046,105		
Total Uses	6,499,687	5,719,468	6,065,447	4,620,812	4,430,942	4,958,081	76%	4%
Net Before Non-Mandatory Transfers	821,851	1,178,470	847,027	698,334	912,688	662,894	82%	-23%
Net Transfers	(726,064)	(1,105,247)	(847,027)	(648,973)	(603,935)	(236,373)	77%	7%
Net Total	95,787	73,223	-	49,361	308,753	426,521		-84%
<b>Goggin Ice Arena</b>								
Revenue	3,518,776	3,529,955	3,463,860	3,360,873	3,196,166	3,233,023	97%	5%
General Fee Support	2,238,736	2,182,739	2,201,527	1,651,145	1,637,054	1,679,052	75%	1%
Total Sources	5,757,512	5,712,694	5,665,387	5,012,018	4,833,220	4,912,075	88%	4%
Salary	1,225,713	1,156,649	1,238,055	885,573	885,963	937,901	72%	0%
Benefits	309,369	323,471	419,513	301,723	300,080	310,504	72%	1%
Utilities	997,729	950,515	1,082,318	818,710	728,933	789,352	76%	12%
Charge Outs	-	-	-	-	-	-		
Operating Expenses	356,378	414,371	461,340	363,460	283,513	253,760	79%	28%
Inventory Purchases	221,049	203,240	170,000	127,781	143,985	180,220	75%	-11%
Debt Service	2,043,168	2,039,936	2,030,650	1,340,140	1,531,891	1,535,689	66%	-13%
Total Uses	5,153,404	5,088,182	5,401,876	3,837,386	3,874,365	4,007,425	71%	-1%
Net Before Non-Mandatory Transfers	604,108	624,512	263,511	1,174,632	958,855	904,650	446%	23%
Net Transfers	(557,937)	(579,832)	(263,511)	(198,286)	(213,923)	(193,453)	75%	-7%
Net Total	46,171	44,681	-	976,346	744,932	711,197		31%

**MIAMI UNIVERSITY**  
**Financial Analysis - Auxiliary Units (Oxford Campus)**  
**FY2016/FY2015/FY2014**

	FY2014	FY2015	FY2016	Thru March YTD			FY 2016	
	Year-end Actual	Year-end Actual	Original Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b><u>Parking and Transportation</u></b>								
Revenue	4,130,539	3,999,221	4,521,824	4,029,264	3,685,398	3,716,037	89%	9%
General Fee Support	200,000	200,003	199,000	149,248	150,002	150,000	75%	-1%
Total Sources	4,330,539	4,199,224	4,720,824	4,178,512	3,835,400	3,866,037	89%	9%
Salary	448,533	429,872	454,048	241,709	318,927	342,317	53%	-24%
Benefits	132,777	130,932	166,395	88,727	118,452	129,213	53%	-25%
Utilities	-	-	-	-	-	-		#DIV/0!
Charge Outs	(15,575)	(19,603)	(17,500)	(66,584)	(11,658)	(11,657)	380%	471%
Operating Expenses	1,798,245	1,903,328	2,046,390	1,295,862	1,196,036	1,262,151	63%	8%
Inventory Purchases	-	-	-	-	-	-		#DIV/0!
Debt Service	1,937,403	1,716,098	1,710,121	1,165,249	1,288,801	1,289,372	68%	-10%
Total Uses	4,301,383	4,160,626	4,359,454	2,724,962	2,910,558	3,011,396	63%	-6%
Net Before Non-Mandatory Transfers	29,155	38,597	361,370	1,453,550	924,842	854,641	402%	57%
Net Transfers	11,171	(64,355)	(361,370)	(271,033)	(48,268)	83,378	75%	462%
Net Total	40,326	(25,758)	-	1,182,517	876,574	938,019		35%
<b><u>Utility Enterprise</u></b>								
Revenue	-	-	-	-	-	-		
Total Sources	-	-	-	-	-	-		
Salary	1,154,576	1,258,056	1,417,016	986,742	916,879	838,019	70%	8%
Benefits	382,306	425,303	570,474	397,543	370,070	338,458	70%	7%
Utilities	10,821,135	10,470,089	12,159,507	7,033,759	7,044,478	8,143,982	58%	0%
Charge Outs	-	-	(40,000)	(798)	-	(4,715)	2%	
Expense Recovery	(22,515,171)	(23,175,972)	(23,734,159)	(17,562,813)	(17,523,038)	(17,409,108)	74%	0%
Operating Expenses	1,384,738	1,216,450	1,723,506	902,203	865,601	996,311	52%	4%
Inventory Purchases	331	-	-	-	-	-		
Debt Service	2,428,526	2,407,322	2,406,788	1,768,912	1,807,910	1,829,580	73%	-2%
Total Uses	(6,343,559)	(7,398,751)	(5,496,868)	(6,474,452)	(6,518,100)	(5,267,472)	118%	-1%
Net Before Non-Mandatory Transfers	6,343,559	7,398,751	5,496,868	6,474,452	6,518,100	5,267,472	118%	-1%
Net Transfers	(6,274,088)	(6,964,248)	(5,496,868)	(4,242,649)	(4,119,576)	(3,927,851)	77%	3%
Net Total	69,471	434,503	-	2,231,803	2,398,524	1,339,621		-7%

MIAMI UNIVERSITY  
Financial Analysis - Auxiliary Units (Oxford Campus)  
FY2016/FY2015/FY2014

	FY2014	FY2015	FY2016	Thru March YTD			FY 2016	
	Year-end Actual	Year-end Actual	Original Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b>Student Health Services</b>								
Revenue	1,736,418	1,853,078	2,252,538	1,835,432	1,549,319	1,511,736	81%	18%
General Fee Support	624,649	477,049	-		357,787	468,487		-100%
<b>Total Sources</b>	<b>2,361,067</b>	<b>2,330,127</b>	<b>2,252,538</b>	<b>1,835,432</b>	<b>1,907,106</b>	<b>1,980,222</b>	<b>81%</b>	<b>-4%</b>
Salary	985,363	865,807	726,763	542,053	684,804	755,837	75%	-21%
Benefits	305,503	274,447	294,343	219,532	277,125	303,544	75%	-21%
Utilities	1,682	5,398	5,892	3,934	3,434	-	67%	15%
Charge Outs	-	-	-	-	-	-		
Operating Expenses	500,155	723,080	1,075,347	730,661	411,908	362,722	68%	77%
Inventory Purchases	133,673	109,335	140,000	84,296	97,150	102,651	60%	-13%
Debt Service	-	-	-	-	-	-		
<b>Total Uses</b>	<b>1,926,377</b>	<b>1,978,067</b>	<b>2,242,345</b>	<b>1,580,477</b>	<b>1,474,422</b>	<b>1,524,754</b>	<b>70%</b>	<b>7%</b>
<b>Net Before Non-Mandatory Transfers</b>	<b>434,690</b>	<b>352,060</b>	<b>10,193</b>	<b>254,955</b>	<b>432,684</b>	<b>455,469</b>	<b>2501%</b>	<b>-41%</b>
Net Transfers	(83,411)	(165,439)	(10,193)	(7,642)	(49,078)	(62,558)	75%	-84%
<b>Net Total</b>	<b>351,279</b>	<b>186,621</b>	<b>-</b>	<b>247,313</b>	<b>383,606</b>	<b>392,910</b>		<b>-36%</b>
<b>Armstrong - Student Affairs</b>								
Revenue	1,690,773	3,778,234	3,915,177	3,718,166	3,571,250	1,653,224	95%	4%
General Fee Support	-	699,997	841,160	630,872	524,998		75%	20%
<b>Total Sources</b>	<b>1,690,773</b>	<b>4,478,231</b>	<b>4,756,337</b>	<b>4,349,038</b>	<b>4,096,248</b>	<b>1,653,224</b>	<b>91%</b>	<b>6%</b>
Salary	141,593	334,192	388,710	250,264	244,032	77,841	64%	3%
Benefits	36,952	66,444	85,837	58,565	57,988	20,963	68%	1%
Utilities	140,881	275,395	324,692	198,718	202,571	88,483	61%	-2%
Charge Outs	-	-	-	-	-	-		
Operating Expenses	185,098	701,089	724,448	541,510	518,904	97,697	75%	4%
Inventory Purchases	-	-	-	-	-	-		
Debt Service	553,299	2,407,128	2,454,491	1,840,868	1,794,204	-	75%	
<b>Total Uses</b>	<b>1,057,823</b>	<b>3,784,248</b>	<b>3,978,178</b>	<b>2,889,925</b>	<b>2,817,699</b>	<b>284,983</b>	<b>73%</b>	<b>3%</b>
<b>Net Before Non-Mandatory Transfers</b>	<b>632,949</b>	<b>693,983</b>	<b>778,159</b>	<b>1,459,114</b>	<b>1,278,548</b>	<b>1,368,241</b>	<b>188%</b>	<b>14%</b>
Net Transfers	(581,623)	(647,121)	(778,159)	(899,778)	(700,867)	(160,659)	116%	28%
<b>Net Total</b>	<b>51,326</b>	<b>46,862</b>	<b>-</b>	<b>559,336</b>	<b>577,681</b>	<b>1,207,582</b>		<b>-3%</b>



MIAMI UNIVERSITY  
Financial Analysis - Auxiliary Units (Oxford Campus)  
FY2016/FY2015/FY2014

	FY2014	FY2015	FY2016	Thru March YTD			FY 2016	
	Year-end Actual	Year-end Actual	Original Budget	FY2016	FY2015	FY2014	% of '16 Budget	% Change from '15 YTD
<b>Other Auxiliary</b>								
Revenue	184,396	193,706	181,106	103,112	124,718	100,590	57%	-17%
General Fee Support	4,541,070	5,163,646	920,294	4,683,239	3,728,294	3,426,383	509%	26%
<b>Total Sources</b>	<b>4,725,466</b>	<b>5,357,353</b>	<b>1,101,400</b>	<b>4,786,351</b>	<b>3,853,012</b>	<b>3,526,973</b>	<b>435%</b>	<b>24%</b>
Salary	67,328	66,003	71,061	51,564	49,602	49,411	73%	4%
Benefits	17,139	18,744	23,270	17,423	16,908	16,437	75%	3%
Utilities	-	-	-	-	-	-		
Charge Outs	-	-	-	-	-	-		
Operating Expenses	465,205	815,995	539,058	474,237	582,077	340,274	88%	-19%
Inventory Purchases	-	-	100	-	-	-	0%	
Debt Service	349,947	345,510	345,255	227,554	259,462	262,999	66%	-12%
<b>Total Uses</b>	<b>899,618</b>	<b>1,246,252</b>	<b>978,744</b>	<b>770,778</b>	<b>908,049</b>	<b>669,121</b>	<b>79%</b>	<b>-15%</b>
Net Before Non-Mandatory Transfers	3,825,848	4,111,101	122,656	4,015,573	2,944,964	2,857,852	3274%	36%
Net Transfers	(3,972,012)	(4,486,650)	(122,656)	(3,939,337)	(3,045,268)	(2,848,251)	3212%	29%
Net Total	(146,164)	(375,550)	-	76,236	(100,304)	9,601		-176%
<b>Total Auxiliary</b>								
Revenue	137,079,353	145,383,166	151,527,851	138,530,736	134,545,607	127,413,200	91%	3%
General Fee Support	28,695,902	29,393,128	26,158,914	22,982,203	21,752,906	21,427,507	88%	6%
Designated Revenue	383,955	692,406	590,374	586,922	726,768	455,022	99%	-19%
Restricted Revenue	1,226,906	1,112,975	1,877,805	963,034	660,662	728,388	51%	46%
<b>Total Sources</b>	<b>167,386,115</b>	<b>176,581,676</b>	<b>180,154,944</b>	<b>163,062,895</b>	<b>157,685,943</b>	<b>150,024,117</b>	<b>91%</b>	<b>3%</b>
Salary	35,349,959	34,889,259	33,911,302	25,613,306	26,447,435	26,574,408	76%	-3%
Benefits	9,330,996	9,390,845	11,335,612	8,813,160	8,884,493	8,868,122	78%	-1%
Utilities	19,913,727	19,158,812	21,175,890	13,648,390	13,696,192	14,291,801	64%	0%
Expense Recovery	(22,515,171)	(23,175,972)	(23,734,159)	(17,562,813)	(17,523,038)	(17,409,108)	74%	0%
Charge Outs	(568,387)	(3,569,463)	(3,317,265)	(1,252,066)	(1,672,088)	462,855	38%	-25%
Operating Expenses	51,199,848	60,052,456	64,208,900	50,032,715	46,427,334	39,734,791	78%	8%
Inventory Purchases	14,919,226	14,791,271	14,952,814	11,941,210	11,584,043	11,930,254	80%	3%
Debt Service	31,072,206	39,829,612	42,904,107	31,811,393	29,870,610	22,389,209	74%	6%
Designated Expense	436,248	746,950	590,374	616,122	598,043	500,985	104%	3%
Restricted Expense	1,392,619	1,349,553	1,877,805	822,048	908,677	671,096	44%	-10%
<b>Total Uses</b>	<b>140,531,273</b>	<b>153,463,323</b>	<b>163,905,380</b>	<b>124,483,465</b>	<b>119,221,701</b>	<b>108,014,413</b>	<b>76%</b>	<b>4%</b>
Net Before Non-Mandatory Transfers	26,854,843	23,118,353	16,249,564	38,579,430	38,464,242	42,009,704	237%	0%
Net Transfers	(25,215,609)	(23,381,510)	(16,249,564)	(15,884,729)	(14,467,051)	(13,843,597)	98%	10%
Net Total	1,639,233	(263,157)	-	22,694,701	23,997,191	28,166,107		-5%

# FY 2017 Budget Planning

May 5, 2016

# Preliminary FY2017 Tuition Assumptions

	<u>Oxford</u>	<u>Hamilton &amp; Middletown</u>
Undergraduate Tuition Changes:		
Continuing – Non Resident	1.96%	2%
Continuing – Resident	0%	0%
Tuition Promise – Non Resident	4.87%	NA
Tuition Promise – Resident	2.74%	NA
Graduate Tuition Changes:		
Non Resident	2%	NA
Resident	0%	NA

# FY17 Oxford Undergraduate Fall Class

Fall Class – First Time Students	3,700
Other Incoming Students	
Transfer Students	215
Relocated Students	252
American Culture & English (ACE) Students	300
Oxford Pathway Program Students (TOP)	<u>40</u>
	807
Total Fall Class & Other Students	4,507

# Oxford Campus

## FY17 Undergraduate Financial Aid

<b>Change in Undergraduate Financial Aid Budget from FY16 to FY17 Budget</b>	<b>\$12.8M</b>
• Net cost of new cohort replacing exiting cohort in Red Hawk Merit Guarantee	\$9.0M
• Increased investment in need based aid	\$2.6M
• Impact of improved student retention	\$1.0M
• Impact of tuition change on budgeted aid programs	\$0.2M

# Regional Campuses FY2017 Budget Assumptions

## **Enrollment**

Fall Class – First Time Students	1,756
Fall Class – Transfer Students	572
Other Incoming Students (CCP/ELC/Relocates)	366

## **Revenues**

State Share of Instruction - Change from FY16	0%
Change in Investment Income	\$0

## **Expenses**

Salary Increment Pool	3%
Health Care Trend	3%
Undergraduate Scholarships (Increase)	3%
Utilities Trend	2%
Non-Personnel Inflation	0%
Estimated Cost to Implement changes to Fair Labor Standards Act	\$0.25M
Staff Benefit Rate	No Change

<b>Regionals Long Range Budget Assumptions</b>				
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
<b>Revenues</b>				
Undergraduate Resident Tuition	0%	2%	2%	2%
Undergraduate Non Resident Tuition	2%	2%	2%	2%
Graduate Tuition	0%	2%	2%	2%
State Subsidy	0%	0%	0%	0%
<b>Expenses</b>				
Salaries	3%	3%	3%	3%
Benefits	3%	3%	3%	3%
Healthcare	3%	3%	3%	3%
Operations	0%	0%	0%	0%
Utilities	2%	2%	2%	2%
Scholarships	3%	3%	3%	3%
Indirect Charge (% of revenues)	7%	7%	7%	7%

## Regional Application and Enrollment Projection for First Time and Transfer Students

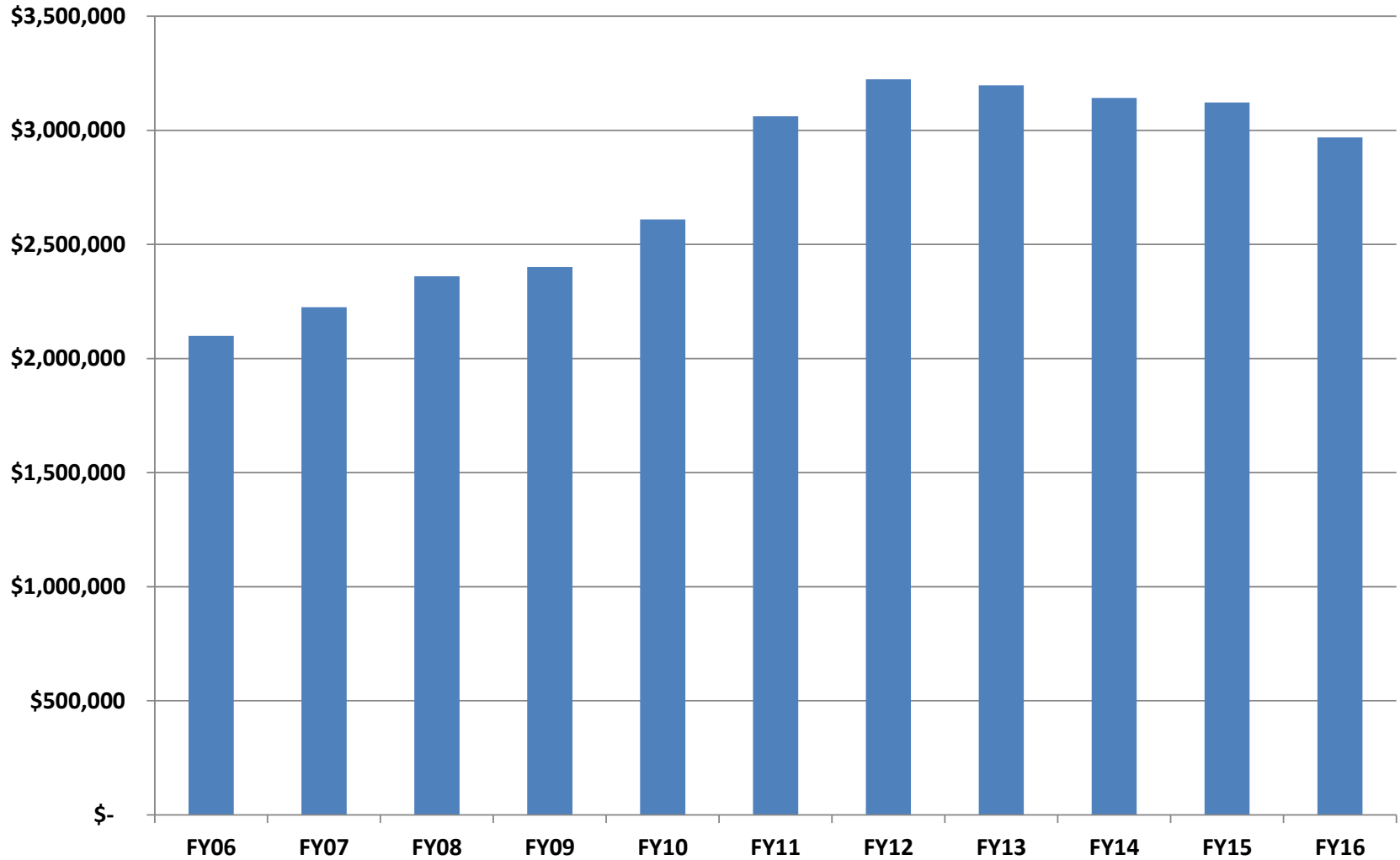
	Actual			Projection			
<b>First Time Students</b>	Fall'13	Fall'14	Fall'15	Fall'16	Fall'17	Fall'18	Fall'19
Applications	1,859	1,803	1,729	1,756	1,756	1,756	1,756
Change from prior year		-3%	-4%	2%	0%	0%	0%
Applicants Enrolled	1,260	1,209	1,036	1,052	1,052	1,052	1,052
Yield Rate	68%	67%	60%	60%	60%	60%	60%
Budgeted FTEs	1,187	1,125	988	1,003	1,003	1,003	1,003
Change from prior year		-5%	-12%	2%	0%	0%	0%

	Actual			Projection			
<b>Transfer Students</b>	Fall'13	Fall'14	Fall'15	Fall'16	Fall'17	Fall'18	Fall'19
Applications	666	564	519	572	572	572	572
Change from prior year		-15%	-8%	10%	0%	0%	0%
Applicants Enrolled	386	318	279	307	307	307	307
Yield Rate	58%	56%	54%	54%	54%	54%	54%
Budgeted FTEs	279	216	188	207	207	207	207
Change from prior year		-23%	-13%	10%	0%	0%	0%



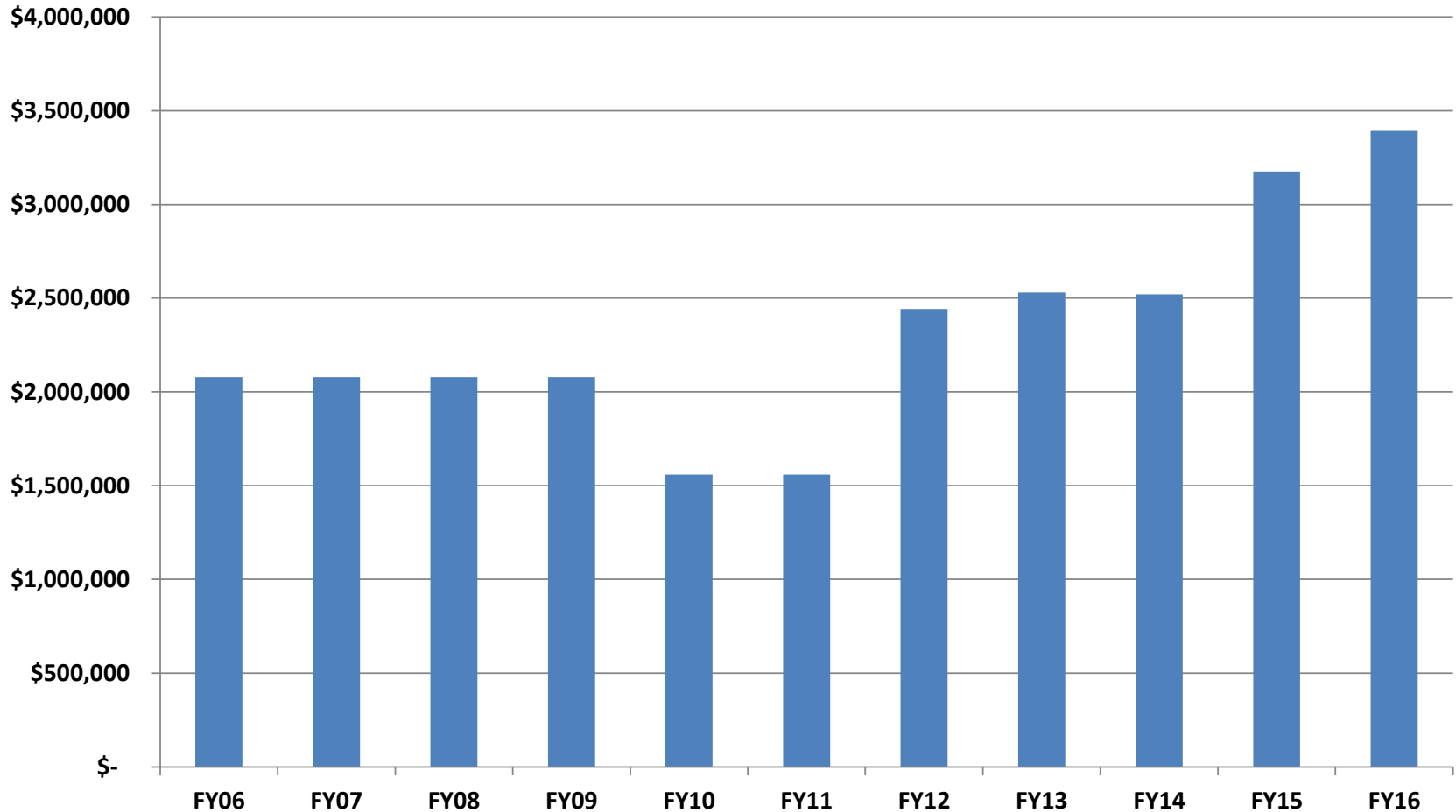
# Administrative Service Charge

Charge is 7% of Tuition & State Subsidy Revenue



# Cross Campus Instructional Fee "True-up"

Instructional revenues allocated to the regionals for Oxford campus students taking regional courses net of instructional revenue from regional students taking courses on the Oxford campus



## Miami University

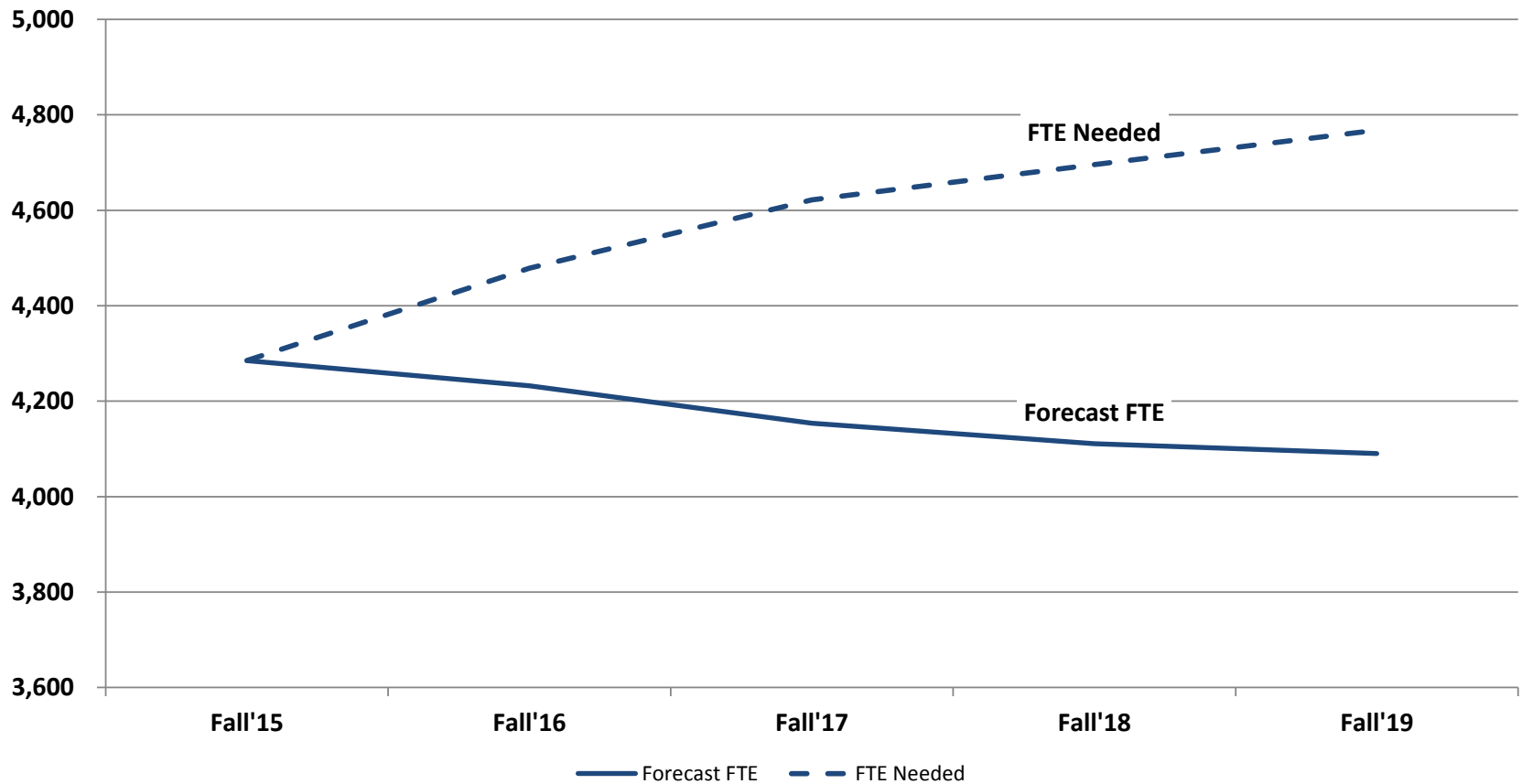
### Combined Campus - College of Professional Studies and Applied Sciences

#### Five year budget forecast

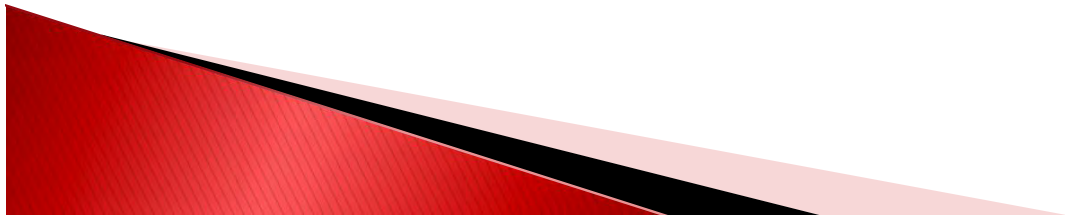
	Budget FY16	Projection FY16	Estimate FY17	Estimate FY18	Estimate FY19	Estimate FY20
<b>Revenue:</b>						
Instructional	\$ 24,848,950	\$ 24,635,082	\$ 22,803,864	\$ 22,707,392	\$ 22,883,584	\$ 23,265,106
Non-Resident Surcharge	654,506	1,808,029	1,554,933	1,586,031	1,617,752	1,650,107
Cross Campus Revenue	2,506,758	3,464,697	3,000,000	3,000,000	3,000,000	3,000,000
ELC -- Special Rate	1,537,612	1,635,200	2,956,800	2,688,000	2,777,600	2,822,400
Sub-Total Instructional and Surcharge	29,547,826	31,543,008	30,315,597	29,981,424	30,278,936	30,737,613
General Fee	1,702,521	1,596,606	1,508,579	1,507,599	1,522,781	1,549,618
<b>Total Tuition</b>	<b>31,250,347</b>	<b>33,139,614</b>	<b>31,824,176</b>	<b>31,489,023</b>	<b>31,801,717</b>	<b>32,287,231</b>
Scholarships and Waivers	1,589,276	2,177,222	1,589,276	1,621,062	1,653,483	1,686,552
Net Tuition Revenue	29,661,071	30,962,392	30,234,900	29,867,961	30,148,234	30,600,679
Other Student Fees	274,200	274,200	274,200	279,684	285,278	290,983
State Investment in Instruction	11,162,958	11,569,788	11,162,958	11,162,958	11,162,958	11,162,958
Other from State (PSEOP)	725,000	725,000	725,000	725,000	725,000	725,000
Other Revenue	249,902	249,902	249,902	249,902	249,902	249,902
<b>Total Revenue</b>	<b>42,073,131</b>	<b>43,781,282</b>	<b>42,646,960</b>	<b>42,285,505</b>	<b>42,571,372</b>	<b>43,029,522</b>
<b>Expenditures:</b>						
Salaries	24,703,084	24,703,084	26,075,677	26,857,947	27,663,685	28,493,596
Allowance for Unspent Salaries	(1,529,952)	(1,963,616)	(1,564,116)	(1,611,039)	(1,659,370)	(1,709,151)
Benefits	4,425,888	4,425,888	4,662,862	4,802,748	4,946,830	5,095,235
Healthcare Expense	4,143,111	4,143,111	4,267,404	4,395,426	4,527,289	4,663,108
Allowance for Unspent Benefits	(583,599)	(553,667)	(596,631)	(614,530)	(632,965)	(651,954)
Operating Expense	5,671,996	5,671,996	5,696,996	5,696,996	5,696,996	5,696,996
Utilities	1,149,500	968,635	1,108,490	1,130,660	1,153,273	1,176,338
Branch Campus Indirect Charge	2,968,931	2,968,931	3,009,099	2,985,639	3,007,527	3,041,513
<b>Total Expenditures</b>	<b>40,948,959</b>	<b>40,364,362</b>	<b>42,659,782</b>	<b>43,643,847</b>	<b>44,703,265</b>	<b>45,805,681</b>
<b>Transfers:</b>						
Non-Mandatory CR&R	(1,170,680)	(1,170,680)	(1,170,680)	(1,170,680)	(1,170,680)	(1,170,680)
Mandatory (debt service)	(254,792)	(254,792)	(274,494)	(272,156)	(274,127)	(271,091)
<b>Total Net Transfers:</b>	<b>(1,425,472)</b>	<b>(1,425,472)</b>	<b>(1,445,174)</b>	<b>(1,442,836)</b>	<b>(1,444,807)</b>	<b>(1,441,771)</b>
<b>Operating Surplus/(Deficit) before New Initiatives</b>	<b>(301,300)</b>	<b>1,991,448</b>	<b>(1,457,996)</b>	<b>(2,801,178)</b>	<b>(3,576,701)</b>	<b>(4,217,929)</b>
<b>Surplus/(Deficit)</b>	<b>(301,300)</b>	<b>1,991,448</b>	<b>(1,457,996)</b>	<b>(2,801,178)</b>	<b>(3,576,701)</b>	<b>(4,217,929)</b>

# Budget FTEs Needed to Eliminate Forecast Regional Deficits

FTE growth needed above budget:  
Fall 16=247; Fall 17=468; Fall 18=585; Fall 19=678



# Questions?



# Preliminary FY2017 Tuition Assumptions

	<u>Oxford</u>	<u>Hamilton &amp; Middletown</u>
Undergraduate Tuition Changes:		
Continuing – Non Resident	1.96%	2%
Continuing – Resident	0%	0%
Tuition Promise – Non Resident	4.87%	NA
Tuition Promise – Resident	2.74%	NA
Graduate Tuition Changes:		
Non Resident	2%	NA
Resident	0%	NA

# Oxford Campus FY17 Undergraduate Fall Class

Fall Class – First Time Students	3,700
Other Incoming Students	
Transfer Students	215
Relocated Students	252
American Culture & English (ACE) Students	300
Oxford Pathway Program Students (TOP)	<u>40</u>
	807
Total Fall Class & Other Students	4,507

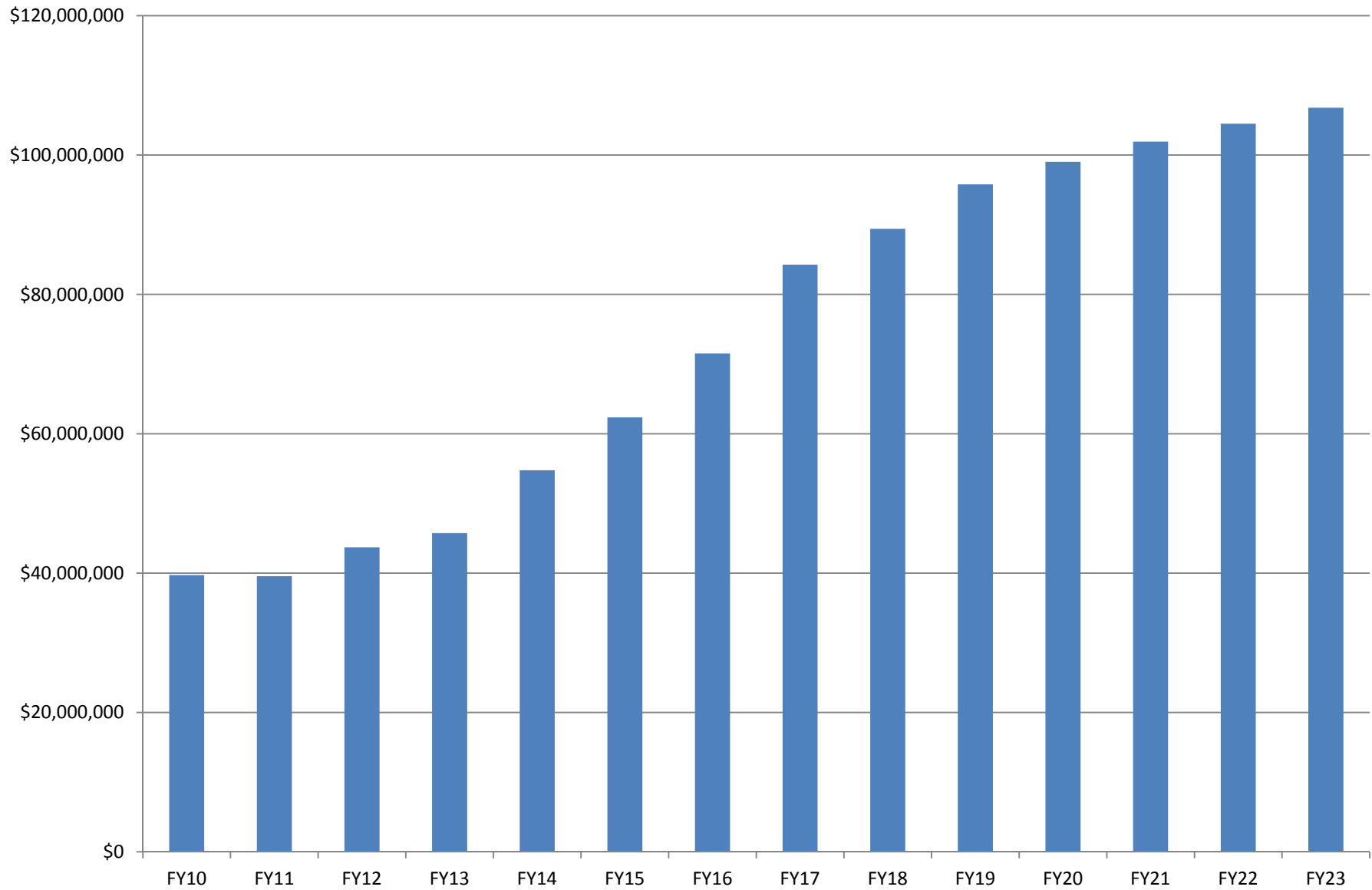
# Oxford Campus

## FY17 Undergraduate Financial Aid

Change in Undergraduate Financial Aid Budget from FY16 to FY17 Budget	\$12.8M
• Net cost of new cohort replacing exiting cohort in Red Hawk Merit Guarantee	\$9.0M
• Increased investment in need based aid	\$2.6M
• Impact of improved student retention	\$1.0M
• Impact of tuition change on budgeted aid programs	\$0.2M



### Oxford Campus Undergraduate Financial Aid FY2010 - FY2023 (excludes OLS/ORS)



<b>Miami 2020 Productivity Targets</b>			
<b>Unrestricted E&amp;G Supported Units</b>	<b>.5% Actuals FY16</b>	<b>.5% Targets</b>	
		<b>FY17</b>	<b>FY18</b>
Office of the President	\$ 50,315	\$ 50,064	\$ 49,813
Provost	\$ 53,047	\$ 52,781	\$ 52,517
College of Arts & Science	\$ 376,610	\$ 374,727	\$ 372,854
Farmer School of Business	\$ 139,545	\$ 138,848	\$ 138,153
Education, Health & Society	\$ 97,810	\$ 97,321	\$ 96,834
College of Engineering & Computing	\$ 47,879	\$ 47,639	\$ 47,401
College of Creative Arts	\$ 69,361	\$ 69,014	\$ 68,669
Research Graduate School	\$ 16,199	\$ 16,118	\$ 16,038
University Library	\$ 54,242	\$ 53,971	\$ 53,701
Enrollment Management & Student Success	\$ 46,312	\$ 46,081	\$ 45,850
Finance Business Services	\$ 65,679	\$ 65,351	\$ 65,024
Physical Facilities	\$ 88,388	\$ 87,946	\$ 87,506
Utilities	\$ 66,731	\$ 66,397	\$ 66,065
Information Technology Services	\$ 75,285	\$ 74,909	\$ 74,534
Student Affairs	\$ 41,251	\$ 41,045	\$ 40,839
University Advancement	\$ 32,247	\$ 32,086	\$ 31,925
Subtotal	\$ 1,320,901	\$ 1,314,298	\$ 1,307,723
<b>General Fee Supported Units</b>	<b>.5% Actuals</b>	<b>.5% Targets</b>	
Shriver Center	\$ 4,275	\$ 4,254	\$ 4,232
Goggin Ice Center	\$ 10,914	\$ 10,859	\$ 10,805
Rec Sports Center	\$ 18,534	\$ 18,441	\$ 18,349
ICA (excluding Scholarships)	\$ 83,490	\$ 83,072	\$ 82,657
Transportation Services	\$ 1,000	\$ 995	\$ 990
Student Health Services	\$ 2,385	\$ 2,373	\$ 2,361
Subtotal	\$ 120,597	\$ 119,994	\$ 119,394
<b>Total</b>	<b>\$ 1,441,499</b>	<b>\$ 1,434,292</b>	<b>\$ 1,427,117</b>

# Oxford Campus - Long Range Budget Assumptions

Assumption	FY2017	FY2018	FY2019 to FY2023
<b>Enrollment</b>			
Incoming Class – First Time Students	3,700	3,700	3,700
Enrollment mix – Non-Resident	44%	44%	44%
Other Incoming Students	807	807	807
<b>Expenses</b>			
Salary Increment Pool	3%	3%	3%
Health Care Trend	3%	3%	3%
Utilities Trend	3%	3%	3%
Non-Personnel Inflation	2%	2%	2%
Estimated Cost to Implement changes to Fair Labor Standards Act	\$2.0M	\$2.0	\$2.0M
Staff Benefit Rate	No Change	No Change	No Change
<b>Undergraduate Tuition</b>			
Continuing Non-Resident	2%	2%	2%
Continuing Resident	0%	2%	2%
Tuition Promise Non-Resident	4.87%	2%	2%
Tuition Promise Cohort Resident	2.9%	2%	2%
<b>Graduate Tuition</b>			
Non-Resident	2%	2%	2%
Resident	0%	2%	2%
<b>Other Revenues</b>			
Change in Investment Income	\$1.0M	\$1.0M	\$1.7M-\$3.7M
State Share of Instruction	4%	0%	2%
Winter Term	Reaches capacity	Tuition growth only	Tuition growth only
Other student charges	2%	2%	2%
Incremental revenue from Initiatives	\$6,734,435	\$4,720,228	\$2,288,389

Oxford Campus Long Range Budget Forecast FY2016 - FY2023										
	FY2015 Actual	FY 2016 Budget	FY 2016 Est	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>Revenue</b>										
<b>Undergraduate Net Instructional Revenue</b>										
UG Total Instructional Fee	\$ 293,758,207	\$ 304,320,069	\$ 315,995,835	\$ 327,814,095	\$ 341,753,714	\$ 353,352,444	\$ 357,122,979	\$ 363,289,329	\$ 370,843,273	\$ 379,068,355
UG Total Financial Aid	\$ 62,346,281	\$ 71,556,414	\$ 71,867,478	\$ 84,270,789	\$ 89,423,749	\$ 95,788,013	\$ 99,035,830	\$ 101,923,939	\$ 104,500,327	\$ 106,781,203
UG Total Net Instructional Revenue	\$ 231,411,926	\$ 232,763,655	\$ 244,128,357	\$ 243,543,306	\$ 252,329,965	\$ 257,564,431	\$ 258,087,149	\$ 261,365,390	\$ 266,342,947	\$ 272,287,152
<b>Graduate Net Instructional Revenue</b>										
GR Total Instructional Fee	\$ 35,502,892	\$ 35,369,320	\$ 34,525,346	\$ 35,975,031	\$ 36,694,531	\$ 37,428,422	\$ 38,176,991	\$ 38,940,530	\$ 39,719,341	\$ 40,513,728
GR Total Financial Aid	\$ 32,502,303	\$ 30,283,225	\$ 29,874,570	\$ 31,389,193	\$ 31,978,090	\$ 32,611,430	\$ 33,223,994	\$ 33,882,128	\$ 34,519,313	\$ 35,203,225
GR Total Net Instructional Revenue	\$ 3,000,589	\$ 5,086,095	\$ 4,650,776	\$ 4,585,838	\$ 4,716,441	\$ 4,816,992	\$ 4,952,996	\$ 5,058,403	\$ 5,200,028	\$ 5,310,502
<b>Total Net Instructional Revenue</b>										
Total Instructional Fee	\$ 329,261,098	\$ 339,689,389	\$ 350,521,181	\$ 363,789,126	\$ 378,448,245	\$ 390,780,867	\$ 395,299,970	\$ 402,229,859	\$ 410,562,614	\$ 419,582,083
Total Financial Aid	\$ 94,848,584	\$ 101,839,639	\$ 101,742,048	\$ 115,659,982	\$ 121,401,839	\$ 128,399,443	\$ 132,259,824	\$ 135,806,067	\$ 139,019,640	\$ 141,984,428
Total Net Instructional Revenue	\$ 234,412,515	\$ 237,849,750	\$ 248,779,134	\$ 248,129,144	\$ 257,046,406	\$ 262,381,424	\$ 263,040,145	\$ 266,423,792	\$ 271,542,975	\$ 277,597,654
<b>Other Student Revenue</b>										
UG General Fees	\$ 30,164,433	\$ 30,656,224	\$ 31,205,189	\$ 31,873,191	\$ 32,984,602	\$ 34,008,062	\$ 34,346,760	\$ 34,919,567	\$ 35,646,676	\$ 36,432,432
GR General Fees	\$ 2,099,069	\$ 1,878,677	\$ 1,781,921	\$ 1,781,921	\$ 1,817,559	\$ 1,853,911	\$ 1,890,989	\$ 1,928,809	\$ 1,967,385	\$ 2,006,732
State Support	\$ 56,080,674	\$ 58,489,038	\$ 60,413,643	\$ 62,830,189	\$ 62,830,189	\$ 64,086,792	\$ 65,368,528	\$ 65,368,528	\$ 66,675,899	\$ 68,009,417
Investment Income	\$ 5,967,422	\$ 4,325,000	\$ 4,325,000	\$ 5,325,000	\$ 6,325,000	\$ 8,000,000	\$ 8,000,000	\$ 9,000,000	\$ 9,000,000	\$ 10,000,000
Other Student Charges	\$ 2,235,001	\$ 3,601,500	\$ 3,601,500	\$ 3,601,500	\$ 3,601,500	\$ 3,601,500	\$ 3,601,500	\$ 3,601,500	\$ 3,601,500	\$ 3,601,500
All other Revenue	\$ 2,789,414	\$ 1,444,000	\$ 1,444,000	\$ 1,472,880	\$ 1,502,338	\$ 1,532,384	\$ 1,563,032	\$ 1,594,293	\$ 1,626,179	\$ 1,658,702
<b>Total Revenue Sources</b>	<b>\$ 333,748,528</b>	<b>\$ 338,244,189</b>	<b>\$ 351,550,387</b>	<b>\$ 355,013,825</b>	<b>\$ 366,107,593</b>	<b>\$ 375,464,073</b>	<b>\$ 377,810,955</b>	<b>\$ 382,836,489</b>	<b>\$ 390,060,613</b>	<b>\$ 399,306,438</b>
<b>Expense</b>										
Salaries	\$ 157,370,492	\$ 162,103,356	\$ 155,378,997	\$ 172,896,213	\$ 183,735,995	\$ 193,789,127	\$ 200,116,382	\$ 206,648,863	\$ 213,393,188	\$ 220,356,188
Promotion & Tenure and Faculty Market Increase	\$ 1,107,000	\$ 1,190,000	\$ 1,190,000	\$ 1,204,100	\$ 1,218,623	\$ 513,582	\$ 528,989	\$ 544,859	\$ 561,205	\$ 578,041
Health Care	\$ 28,098,354	\$ 29,811,722	\$ 28,259,812	\$ 31,479,933	\$ 33,421,041	\$ 35,136,154	\$ 36,190,238	\$ 37,275,945	\$ 38,394,224	\$ 39,546,050
Other Benefits	\$ 29,966,707	\$ 32,214,076	\$ 31,089,952	\$ 33,345,130	\$ 33,723,035	\$ 33,031,305	\$ 33,031,305	\$ 33,031,305	\$ 33,031,305	\$ 33,031,305
Utilities	\$ 13,333,451	\$ 13,381,375	\$ 13,381,375	\$ 13,782,816	\$ 14,196,301	\$ 14,622,190	\$ 15,060,855	\$ 15,512,681	\$ 15,978,062	\$ 16,457,403
Non-Personnel Expenses	\$ 31,903,553	\$ 32,133,319	\$ 39,664,945	\$ 34,450,740	\$ 36,433,246	\$ 37,264,167	\$ 38,063,993	\$ 38,881,307	\$ 39,658,933	\$ 40,452,111
Capital Expense & Other Transfers	\$ 9,320,414	\$ 9,407,110	\$ 9,407,110	\$ 9,407,110	\$ 9,407,110	\$ 9,407,110	\$ 9,407,110	\$ 9,407,110	\$ 9,407,110	\$ 9,407,110
Debt Service	\$ 5,617,889	\$ 5,222,213	\$ 5,222,213	\$ 7,583,758	\$ 7,547,441	\$ 7,556,678	\$ 7,250,075	\$ 7,226,863	\$ 7,220,867	\$ 7,190,406
General Fee Allocation	\$ 28,777,847	\$ 30,151,928	\$ 30,151,928	\$ 30,984,003	\$ 32,131,052	\$ 33,190,864	\$ 33,566,640	\$ 34,177,267	\$ 34,942,952	\$ 35,768,056
Sub-Total Expense	\$ 305,495,706	\$ 315,615,099	\$ 313,746,332	\$ 335,133,803	\$ 351,813,843	\$ 364,511,175	\$ 373,215,587	\$ 382,706,199	\$ 392,587,844	\$ 402,786,670
Productivity Savings	\$ -	\$ (522,965)	\$ (522,965)	\$ (1,837,261)	\$ (3,144,986)	\$ (3,144,986)	\$ (3,144,986)	\$ (3,144,986)	\$ (3,144,986)	\$ (3,144,986)
New Investments - Central	\$ -	\$ 5,168,371	\$ 5,168,371	\$ 5,623,065	\$ 2,026,178	\$ 54,542	\$ 56,034	\$ -	\$ -	\$ -
New Investments - Divisional	\$ -	\$ 1,581,125	\$ 1,581,125	\$ 2,050,005	\$ 2,744,091	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expense</b>	<b>\$ 305,495,706</b>	<b>\$ 321,841,630</b>	<b>\$ 319,972,863</b>	<b>\$ 340,969,612</b>	<b>\$ 353,439,126</b>	<b>\$ 361,420,731</b>	<b>\$ 370,126,635</b>	<b>\$ 379,561,213</b>	<b>\$ 389,442,858</b>	<b>\$ 399,641,684</b>
<b>Surplus / (Deficit)</b>	<b>\$ 28,252,821</b>	<b>\$ 16,402,559</b>	<b>\$ 31,577,524</b>	<b>\$ 14,044,213</b>	<b>\$ 12,668,468</b>	<b>\$ 14,043,342</b>	<b>\$ 7,684,320</b>	<b>\$ 3,275,276</b>	<b>\$ 617,755</b>	<b>\$ (335,246)</b>

# Regional Campuses FY2017 Budget Assumptions

## **Enrollment**

Fall Class – First Time Students	1,756
Fall Class – Transfer Students	572
Other Incoming Students (CCP/ELC/Relocates)	366

## **Revenues**

State Share of Instruction - Change from FY16	0%
Change in Investment Income	\$0

## **Expenses**

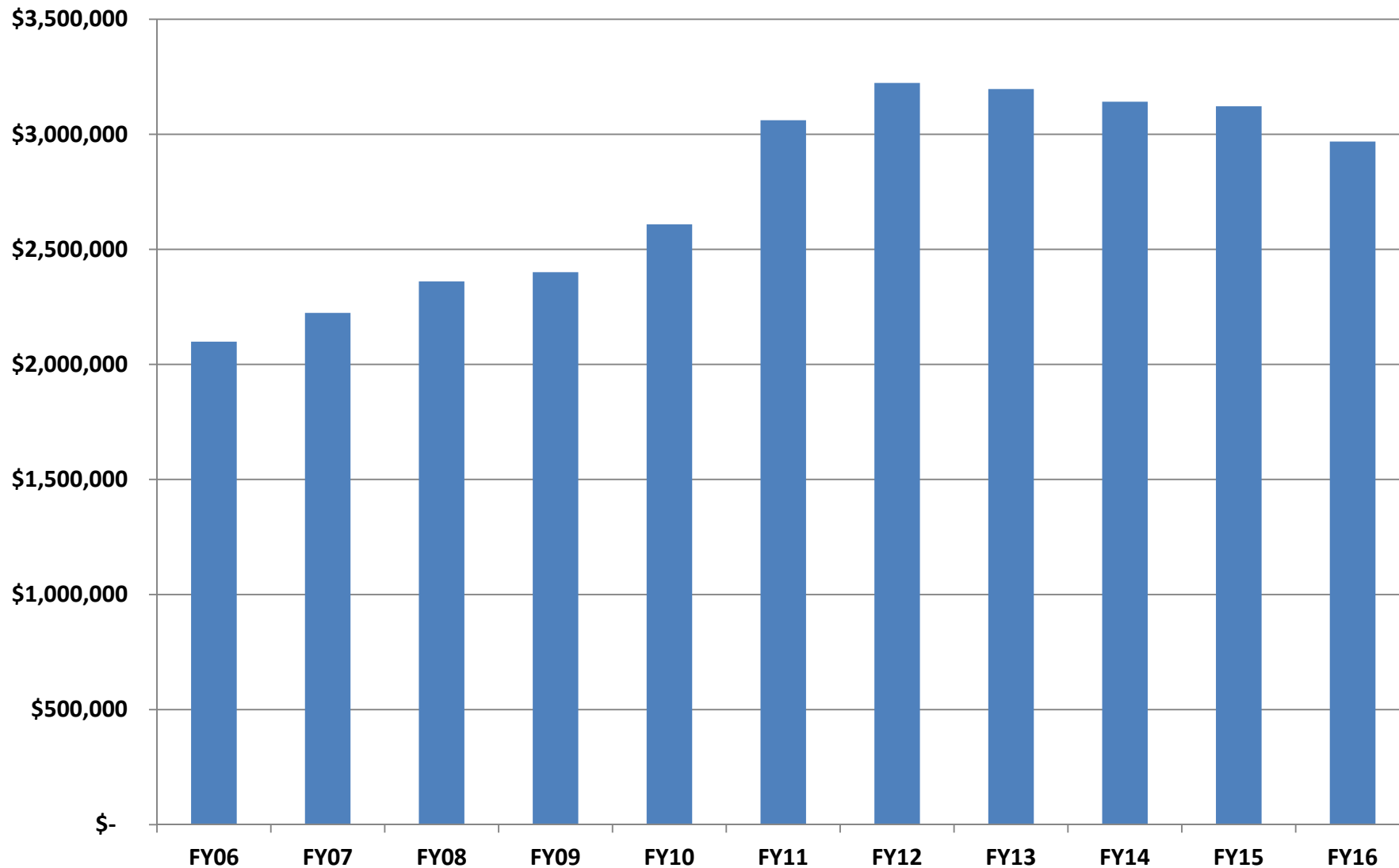
Salary Increment Pool	3%
Health Care Trend	3%
Undergraduate Scholarships (Increase)	3%
Utilities Trend	2%
Non-Personnel Inflation	0%
Estimated Cost to Implement changes to Fair Labor Standards Act	\$0.25M
Staff Benefit Rate	No Change

<b>Regionals Long Range Budget Assumptions</b>				
	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
<b>Revenues</b>				
Undergraduate Resident Tuition	0%	2%	2%	2%
Undergraduate Non Resident Tuition	2%	2%	2%	2%
Graduate Tuition	0%	2%	2%	2%
State Subsidy	0%	0%	0%	0%
<b>Expenses</b>				
Salaries	3%	3%	3%	3%
Benefits	3%	3%	3%	3%
Healthcare	3%	3%	3%	3%
Operations	0%	0%	0%	0%
Utilities	2%	2%	2%	2%
Scholarships	3%	3%	3%	3%
Indirect Charge (% of revenues)	7%	7%	7%	7%

<b>Regional Application and Enrollment Projection for First Time and Transfer Students</b>							
	<b>Actual</b>			<b>Projection</b>			
<b>First Time Students</b>	Fall'13	Fall'14	Fall'15	Fall'16	Fall'17	Fall'18	Fall'19
Applications	1,859	1,803	1,729	1,756	1,756	1,756	1,756
Change from prior year		-3%	-4%	2%	0%	0%	0%
Applicants Enrolled	1,260	1,209	1,036	1,052	1,052	1,052	1,052
Yield Rate	68%	67%	60%	60%	60%	60%	60%
Budgeted FTEs	1,187	1,125	988	1,003	1,003	1,003	1,003
Change from prior year		-5%	-12%	2%	0%	0%	0%
	<b>Actual</b>			<b>Projection</b>			
<b>Transfer Students</b>	Fall'13	Fall'14	Fall'15	Fall'16	Fall'17	Fall'18	Fall'19
Applications	666	564	519	572	572	572	572
Change from prior year		-15%	-8%	10%	0%	0%	0%
Applicants Enrolled	386	318	279	307	307	307	307
Yield Rate	58%	56%	54%	54%	54%	54%	54%
Budgeted FTEs	279	216	188	207	207	207	207
Change from prior year		-23%	-13%	10%	0%	0%	0%

# Administrative Service Charge

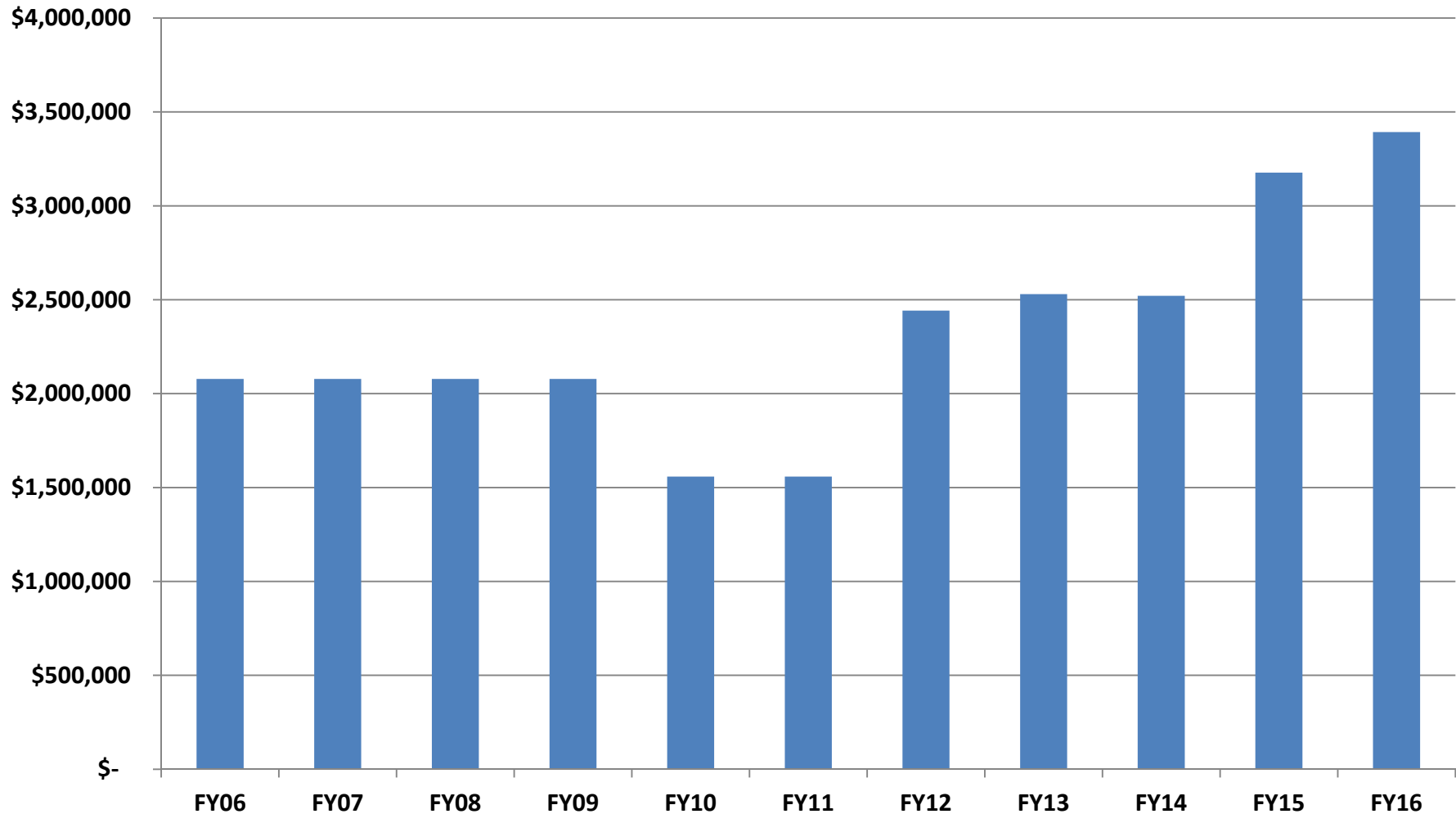
Charge is 7% of Tuition & State Subsidy Revenue





# Cross Campus Instructional Fee "True-up"

Instructional revenues allocated to the regionals for Oxford campus students taking regional courses net of instructional revenue from regional students taking courses on the Oxford campus



Miami University						
Combined Campus - College of Professional Studies and Applied Sciences						
Five year budget forecast						
	Budget	Projection	Estimate	Estimate	Estimate	Estimate
	FY16	FY16	FY17	FY18	FY19	FY20
<b>Revenue:</b>						
Instructional	\$ 24,848,950	\$ 24,635,082	\$ 22,803,864	\$ 22,707,392	\$ 22,883,584	\$ 23,265,106
Non-Resident Surcharge	654,506	1,808,029	1,554,933	1,586,031	1,617,752	1,650,107
Cross Campus Revenue	2,506,758	3,464,697	3,000,000	3,000,000	3,000,000	3,000,000
ELC -- Special Rate	1,537,612	1,635,200	2,956,800	2,688,000	2,777,600	2,822,400
Sub-Total Instructional and Surcharge	29,547,826	31,543,008	30,315,597	29,981,424	30,278,936	30,737,613
General Fee	1,702,521	1,596,606	1,508,579	1,507,599	1,522,781	1,549,618
<b>Total Tuition</b>	<b>31,250,347</b>	<b>33,139,614</b>	<b>31,824,176</b>	<b>31,489,023</b>	<b>31,801,717</b>	<b>32,287,231</b>
Scholarships and Waivers	1,589,276	2,177,222	1,589,276	1,621,062	1,653,483	1,686,552
Net Tuition Revenue	29,661,071	30,962,392	30,234,900	29,867,961	30,148,234	30,600,679
Other Student Fees	274,200	274,200	274,200	279,684	285,278	290,983
State Investment in Instruction	11,162,958	11,569,788	11,162,958	11,162,958	11,162,958	11,162,958
Other from State (PSEOP)	725,000	725,000	725,000	725,000	725,000	725,000
Other Revenue	249,902	249,902	249,902	249,902	249,902	249,902
<b>Total Revenue</b>	<b>42,073,131</b>	<b>43,781,282</b>	<b>42,646,960</b>	<b>42,285,505</b>	<b>42,571,372</b>	<b>43,029,522</b>
<b>Expenditures:</b>						
Salaries	24,703,084	24,703,084	26,075,677	26,857,947	27,663,685	28,493,596
Allowance for Unspent Salaries	(1,529,952)	(1,963,616)	(1,564,116)	(1,611,039)	(1,659,370)	(1,709,151)
Benefits	4,425,888	4,425,888	4,662,862	4,802,748	4,946,830	5,095,235
Healthcare Expense	4,143,111	4,143,111	4,267,404	4,395,426	4,527,289	4,663,108
Allowance for Unspent Benefits	(583,599)	(553,667)	(596,631)	(614,530)	(632,965)	(651,954)
Operating Expense	5,671,996	5,671,996	5,696,996	5,696,996	5,696,996	5,696,996
Utilities	1,149,500	968,635	1,108,490	1,130,660	1,153,273	1,176,338
Branch Campus Indirect Charge	2,968,931	2,968,931	3,009,099	2,985,639	3,007,527	3,041,513
<b>Total Expenditures</b>	<b>40,948,959</b>	<b>40,364,362</b>	<b>42,659,782</b>	<b>43,643,847</b>	<b>44,703,265</b>	<b>45,805,681</b>
<b>Transfers:</b>						
Non-Mandatory	(1,170,680)	(1,170,680)	(1,170,680)	(1,170,680)	(1,170,680)	(1,170,680)
CR&R						
Mandatory (debt service)	(254,792)	(254,792)	(274,494)	(272,156)	(274,127)	(271,091)
<b>Total Net Transfers:</b>	<b>(1,425,472)</b>	<b>(1,425,472)</b>	<b>(1,445,174)</b>	<b>(1,442,836)</b>	<b>(1,444,807)</b>	<b>(1,441,771)</b>
<b>Operating Surplus/(Deficit) before New Initiatives</b>	<b>(301,300)</b>	<b>1,991,448</b>	<b>(1,457,996)</b>	<b>(2,801,178)</b>	<b>(3,576,701)</b>	<b>(4,217,929)</b>
<b>Surplus/(Deficit)</b>	<b>(301,300)</b>	<b>1,991,448</b>	<b>(1,457,996)</b>	<b>(2,801,178)</b>	<b>(3,576,701)</b>	<b>(4,217,929)</b>

# Review of Investment Performance

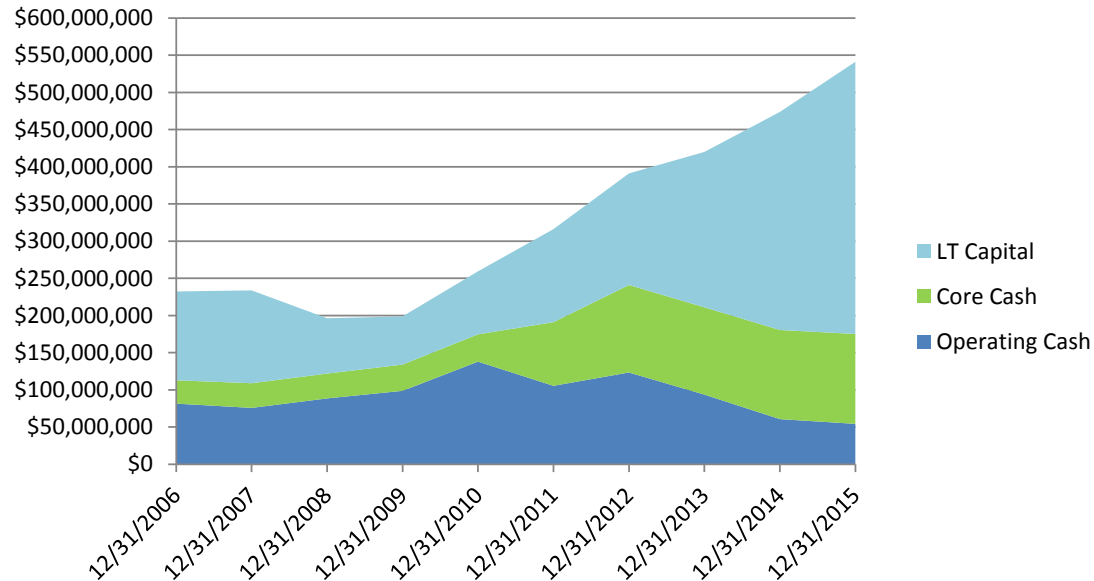
May 5, 2016

# Miami University Non-Endowment Pool

	Value	% of Pool
<b>OPERATING CASH</b>	<b>54,227,928</b>	<b>10.0%</b>
<b>CORE CASH</b>	<b>120,853,221</b>	<b>22.3%</b>
<b>LONG-TERM CAPITAL</b>		
Debt	141,728,643	26.2%
Absolute Return	224,220,538	41.4%
	-----	-----
<b>Total Long-Term Capital</b>	<b>365,949,181</b>	<b>67.6%</b>
<b>Total</b>	<b>541,030,330</b>	<b>100%</b>

# Miami University Non-Endowment Asset Allocation History

	Operating Cash	% of Total	Core Cash	% of Total	LT Capital	% of Total	Total
<b>12/31/2006</b>	\$81,414,534	35%	\$31,396,961	14%	\$119,425,784	51%	\$232,237,279
<b>12/31/2007</b>	\$75,682,996	32%	\$33,170,606	14%	\$124,813,382	53%	\$233,666,984
<b>12/31/2008</b>	\$88,425,696	45%	\$33,398,550	17%	\$74,405,226	38%	\$196,229,472
<b>12/31/2009</b>	\$98,620,113	50%	\$35,273,901	18%	\$64,827,603	33%	\$198,721,617
<b>12/31/2010</b>	\$137,893,579	53%	\$36,670,138	14%	\$84,753,985	33%	\$259,317,702
<b>12/31/2011</b>	\$105,357,919	33%	\$85,613,905	27%	\$125,093,579	40%	\$316,065,403
<b>12/31/2012</b>	\$123,296,832	32%	\$117,626,692	30%	\$150,058,340	38%	\$390,981,864
<b>12/31/2013</b>	\$93,540,666	22%	\$117,393,463	28%	\$208,933,222	50%	\$419,867,351
<b>12/31/2014</b>	\$60,585,436	13%	\$119,846,311	25%	\$293,189,211	62%	\$473,620,958
<b>12/31/2015</b>	\$54,227,928	10%	\$120,853,221	22%	\$365,949,181	68%	\$541,030,330



# Miami University Non-Endowment Performance History

<b>Rates of Return</b>						
	<b>Operating Cash</b>	<b>Core Cash</b>	<b>Long-Term Capital</b>	<b>Total Non-Endowment</b>	<b>Budgeted Earnings</b>	<b>Investment Reserves</b>
<b>2006</b>	5.7%	4.4%	14.8%	<b>9.8%</b>	\$5,610,000	\$14,850,000
<b>2007</b>	5.5%	5.6%	4.7%	<b>4.5%</b>	\$7,795,000	\$14,850,000
<b>2008</b>	1.9%	0.7%	-27.0%	<b>-12.4%</b>	\$9,814,000	(\$1,829,544)
<b>2009</b>	1.4%	5.9%	10.5%	<b>6.6%</b>	\$8,625,000	(\$26,503,194)
<b>2010</b>	0.2%	4.1%	6.9%	<b>3.2%</b>	\$4,428,000	(\$20,866,624)
<b>2011</b>	0.1%	4.6%	-0.3%	<b>1.2%</b>	\$4,428,000	(\$12,892,902)
<b>2012</b>	0.1%	2.6%	9.9%	<b>4.8%</b>	\$4,395,000	(\$4,319,908)
<b>2013</b>	0.1%	-0.1%	6.8%	<b>3.0%</b>	\$4,391,000	\$5,505,327
<b>2014</b>	0.1%	2.2%	3.9%	<b>2.8%</b>	\$4,391,000	\$20,844,546
<b>2015</b>	0.0%	0.9%	0.0%	<b>-0.1%</b>	\$4,355,000	\$23,874,823

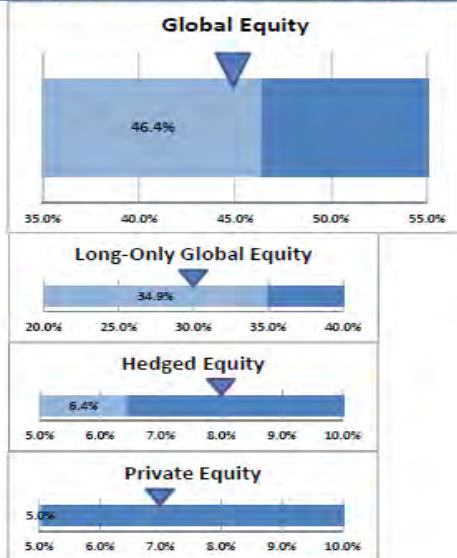
	<b><u>Non-Endowment</u></b>	<b><u>91-Day T-Bills</u></b>
<b>3-year:</b>	1.9%	0.0%
<b>5-year:</b>	2.3%	0.1%
<b>7-year:</b>	3.0%	0.1%
<b>10-year:</b>	2.1%	1.1%

# Endowment Strategic Allocation

- Consider risk as well as assets
- Understand drivers of returns & sources of risk
- Realize how assets interact within strategies
- Introduce new strategic categories
- Define the role & risk of each category
- Tighten strategic ranges
- Provide a tool for portfolio decision making
- Implement new Strategic Allocation Policy

# Endowment Strategic Allocation

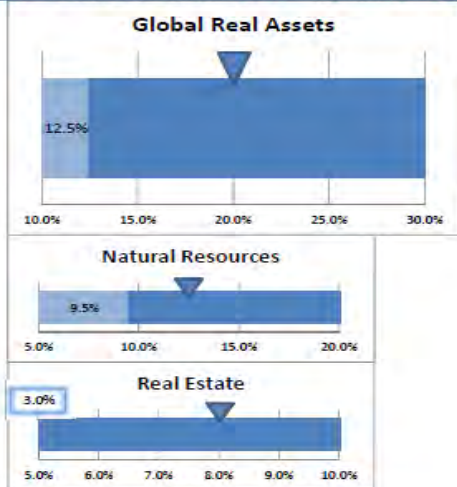
**GLOBAL EQUITY - Role: total return; Risk: declines of global equity markets**



**GLOBAL DEBT - Role: total return & equity risk mitigation; Risk: inflation/rising interest rates**



**GLOBAL REAL ASSETS - Role: total return & inflation protection; Risk: deflation**



**DIVERSIFYING STRATEGIES - Role: total return & diversification; Risk: active management/skill**

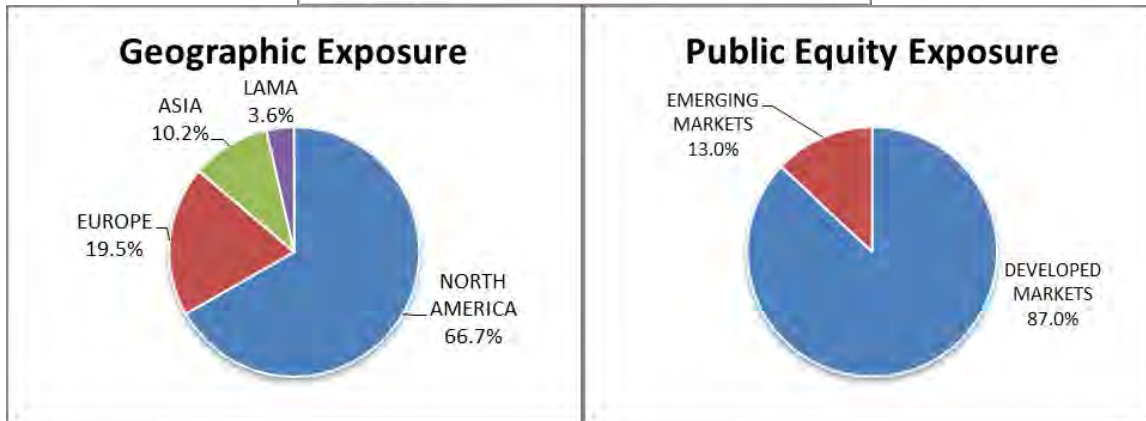
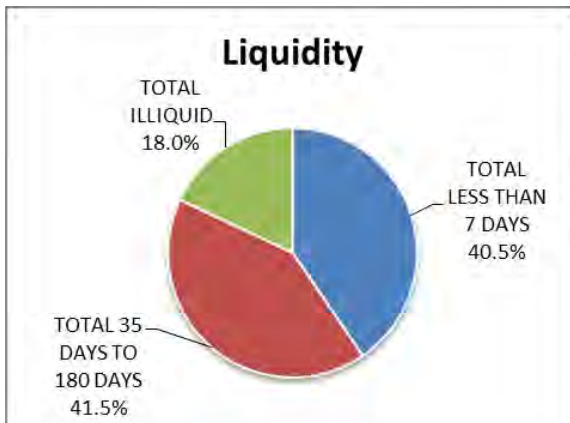




# Miami University & Foundation Endowment

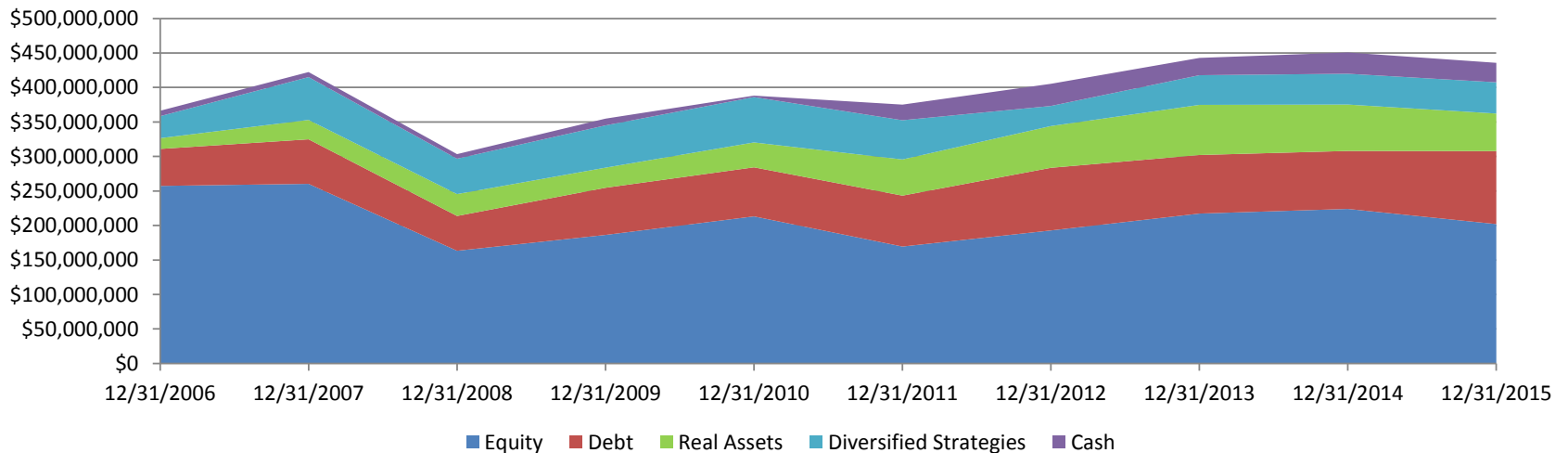
<b>ASSET CATEGORY</b>	<b>MARKET VALUE</b>	<b>% OF TOTAL</b>	<b>STRATEGIC RANGE</b>
Long-Only Global Equity	152,321,300	35.0%	20%-40%
Hedged Equity	28,087,746	6.5%	5%-10%
Private Equity	21,524,175	4.9%	5%-10%
<b>Global Equity</b>	<b>201,933,221</b>	<b>46.4%</b>	<b>35% - 55%</b>
Interest Rate Sensitive	21,757,052	5.0%	5%-20%
Credit Sensitive	84,013,394	19.3%	5%-20%
<b>Global Debt</b>	<b>105,770,446</b>	<b>24.3%</b>	<b>10% - 30%</b>
Natural Resources	41,288,833	9.5%	5%-20%
Real Estate	13,008,547	3.0%	5%-10%
<b>Global Real Assets</b>	<b>54,297,380</b>	<b>12.5%</b>	<b>10% - 30%</b>
<b>Diversifying Strategies</b>	<b>45,131,941</b>	<b>10.4%</b>	<b>5% - 25%</b>
<b>Cash</b>	<b>28,233,197</b>	<b>6.5%</b>	<b>0%-10%</b>
<b>Total Portfolio</b>	<b>435,366,185</b>	<b>100%</b>	

# Miami University & Foundation Endowment



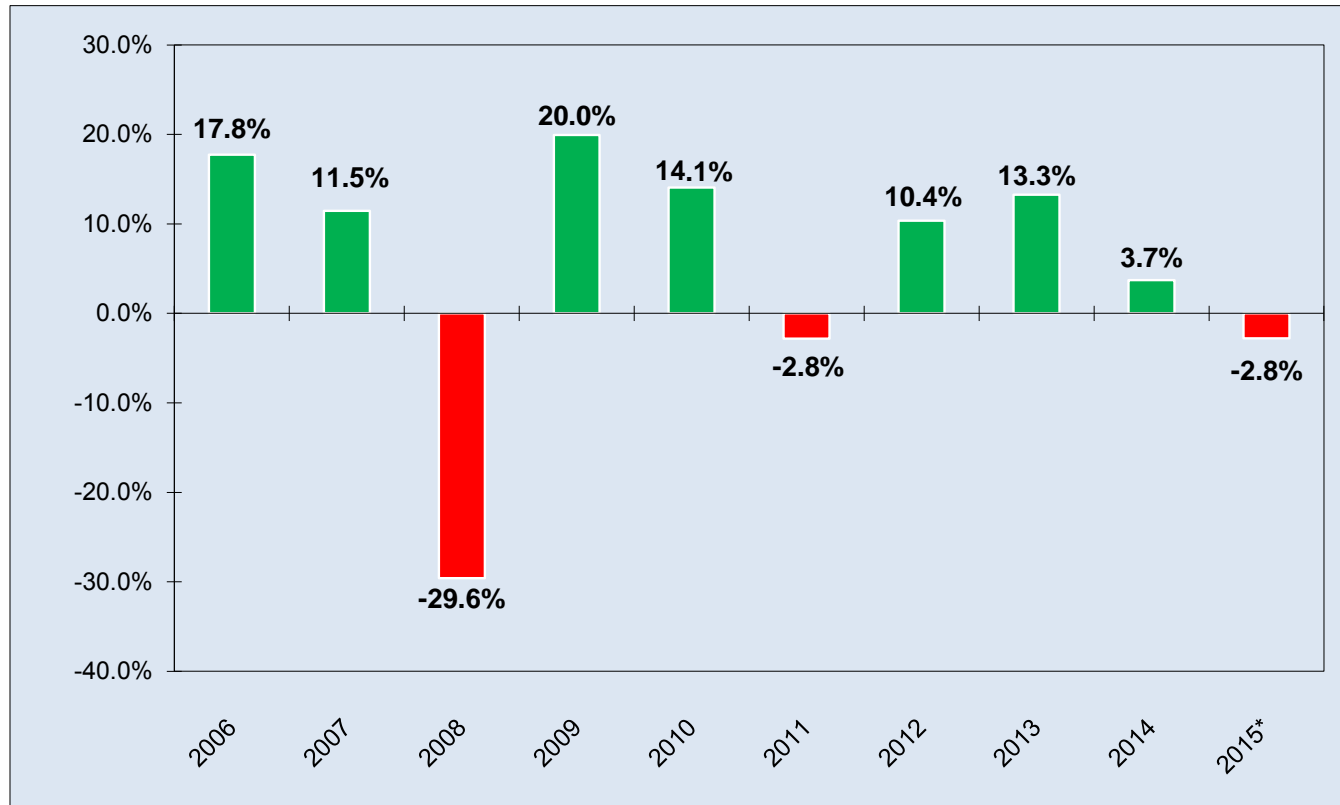
# Miami University & Foundation Endowment Asset Allocation History

	Equity	% of Total	Debt	% of Total	Real Assets	% of Total	Diversified Strategies	% of Total	Cash	% of Total	Total
12/31/2006	\$ 257,319,065	70%	\$ 53,609,664	15%	\$ 15,562,915	4%	\$ 31,894,821	9%	\$ 7,836,385	2%	\$ 366,186,231
12/31/2007	\$ 260,288,442	62%	\$ 64,565,384	15%	\$ 28,081,086	7%	\$ 62,073,979	15%	\$ 7,305,305	2%	\$ 422,271,969
12/31/2008	\$ 163,309,028	54%	\$ 50,421,624	17%	\$ 31,763,803	10%	\$ 51,271,086	17%	\$ 6,613,667	2%	\$ 303,379,208
12/31/2009	\$ 186,275,438	53%	\$ 68,371,956	19%	\$ 29,129,930	8%	\$ 61,275,749	17%	\$ 9,757,285	3%	\$ 354,810,358
12/31/2010	\$ 213,156,909	55%	\$ 71,117,393	18%	\$ 36,046,872	9%	\$ 65,727,937	17%	\$ 2,108,918	1%	\$ 390,540,324
12/31/2011	\$ 169,457,559	45%	\$ 73,793,008	20%	\$ 52,409,167	14%	\$ 56,835,998	15%	\$ 22,659,368	6%	\$ 375,155,100
12/31/2012	\$ 192,781,911	48%	\$ 90,778,113	22%	\$ 60,505,233	15%	\$ 29,138,153	7%	\$ 32,096,547	8%	\$ 405,259,431
12/31/2013	\$ 217,238,695	49%	\$ 84,885,156	19%	\$ 72,663,819	16%	\$ 42,996,081	10%	\$ 25,018,317	6%	\$ 442,802,068
12/31/2014	\$ 223,962,056	50%	\$ 84,030,852	19%	\$ 67,260,746	15%	\$ 44,630,120	10%	\$ 30,835,356	7%	\$ 450,809,292
12/31/2015	\$ 202,009,910	46%	\$ 105,793,983	24%	\$ 54,420,773	13%	\$ 45,278,083	10%	\$ 28,211,729	6%	\$ 435,366,185



As of 12/31/2015

# Miami University & Foundation Endowment Calendar Year Performance History



	<u>MU/MUF</u>	<u>Custom Benchmark</u>
<b>3-year:</b>	4.6%	4.3%
<b>5-year:</b>	4.2%	4.3%
<b>7-year:</b>	7.7%	8.0%
<b>10-year:</b>	4.5%	4.5%

\* 2015 performance is preliminary & excludes private capital

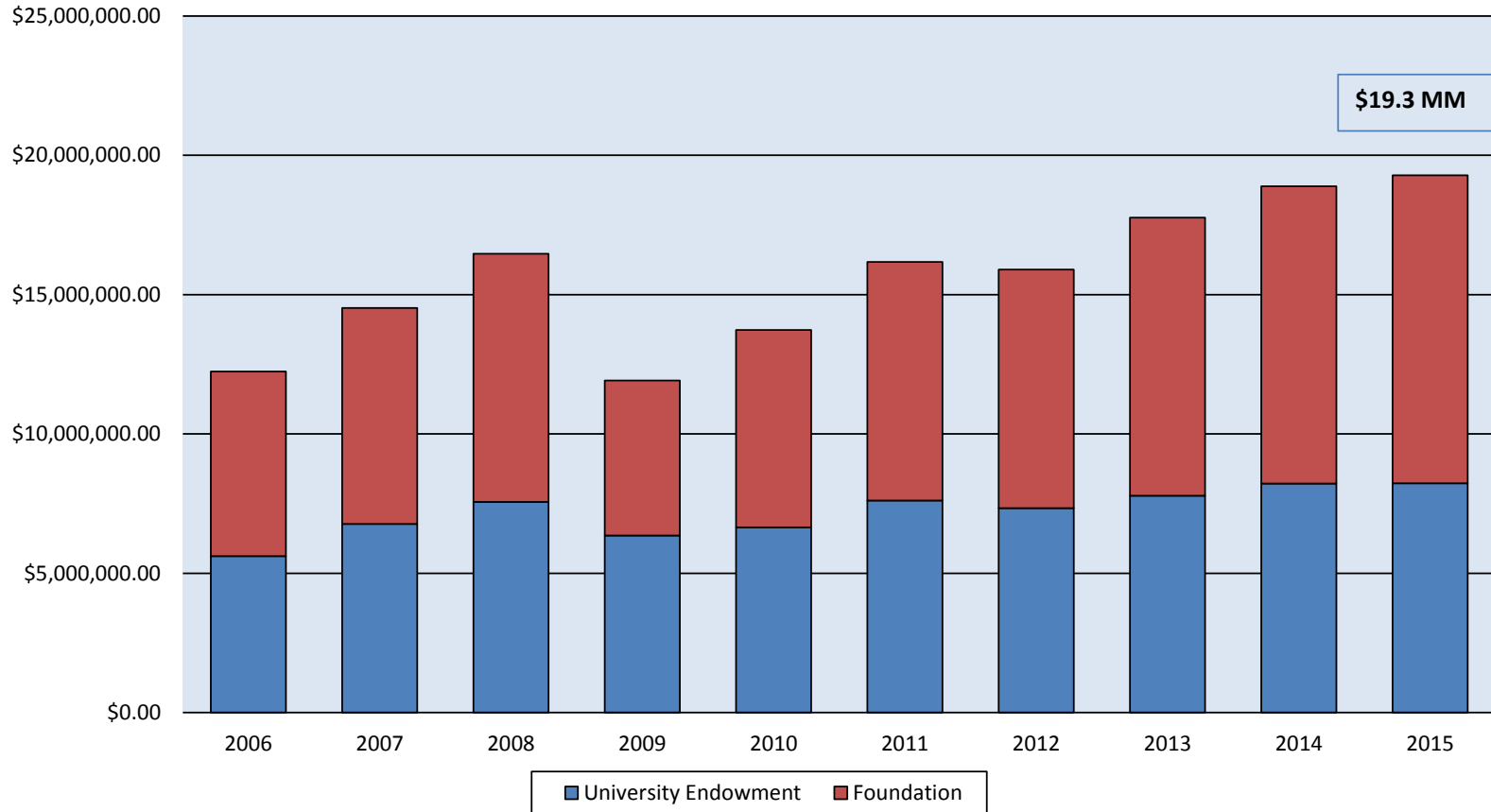
As of 12/31/2015

# Global Capital Markets Performance History

	Highest														Lowest	
2015	Private RE 13.3%	Private Equity 5.3%	Public RE 2.8%	U.S. Large Cap 1.4%	U.S. Bonds 0.5%	Int'l Eq -0.8%	Hedged Equity -0.9%	Div Strategies -1.1%	U.S. Mid Cap -2.4%	U.S. Small Cap -4.4%	High Yield -4.5%	Int'l Bonds -4.8%	Emerging Markets -14.9%	Commod -24.7%	MLPs -32.6%	
5-year annual	U.S. Large Cap 12.6%	Private Equity 12.3%	Private RE 12.2%	Public RE 11.9%	U.S. Mid Cap 11.4%	U.S. Small Cap 9.2%	High Yield 5.0%	Int'l Eq 3.6%	U.S. Bonds 3.2%	Hedged Equity 2.6%	Div Strategies 2.3%	MLPs 1.5%	Int'l Bonds -1.2%	Emerging Markets -4.8%	Commod -13.5%	
10-year annual	Private Equity 9.7%	MLPs 8.7%	U.S. Mid Cap 8.0%	Private RE 7.8%	Public RE 7.4%	U.S. Large Cap 7.3%	High Yield 7.0%	U.S. Small Cap 6.8%	U.S. Bonds 4.5%	Div Strategies 4.1%	Emerging Markets 3.6%	Hedged Equity 3.5%	Int'l Bonds 3.3%	Int'l Eq 3.0%	Commod -6.4%	
20-year annual	Private Equity 12.6%	Public RE 10.9%	U.S. Mid Cap 10.2%	Private RE 9.9%	Hedged Equity 8.7%	U.S. Large Cap 8.2%	U.S. Small Cap 8.0%	Div Strategies 7.7%	High Yield 6.7%	U.S. Bonds 5.3%	Emerging Markets 5.2%	Int'l Eq 4.4%	Int'l Bonds 3.9%	Commod -6.4%		

As of 12/31/2015

# Miami University & Foundation Endowment Annual Earnings Distributions

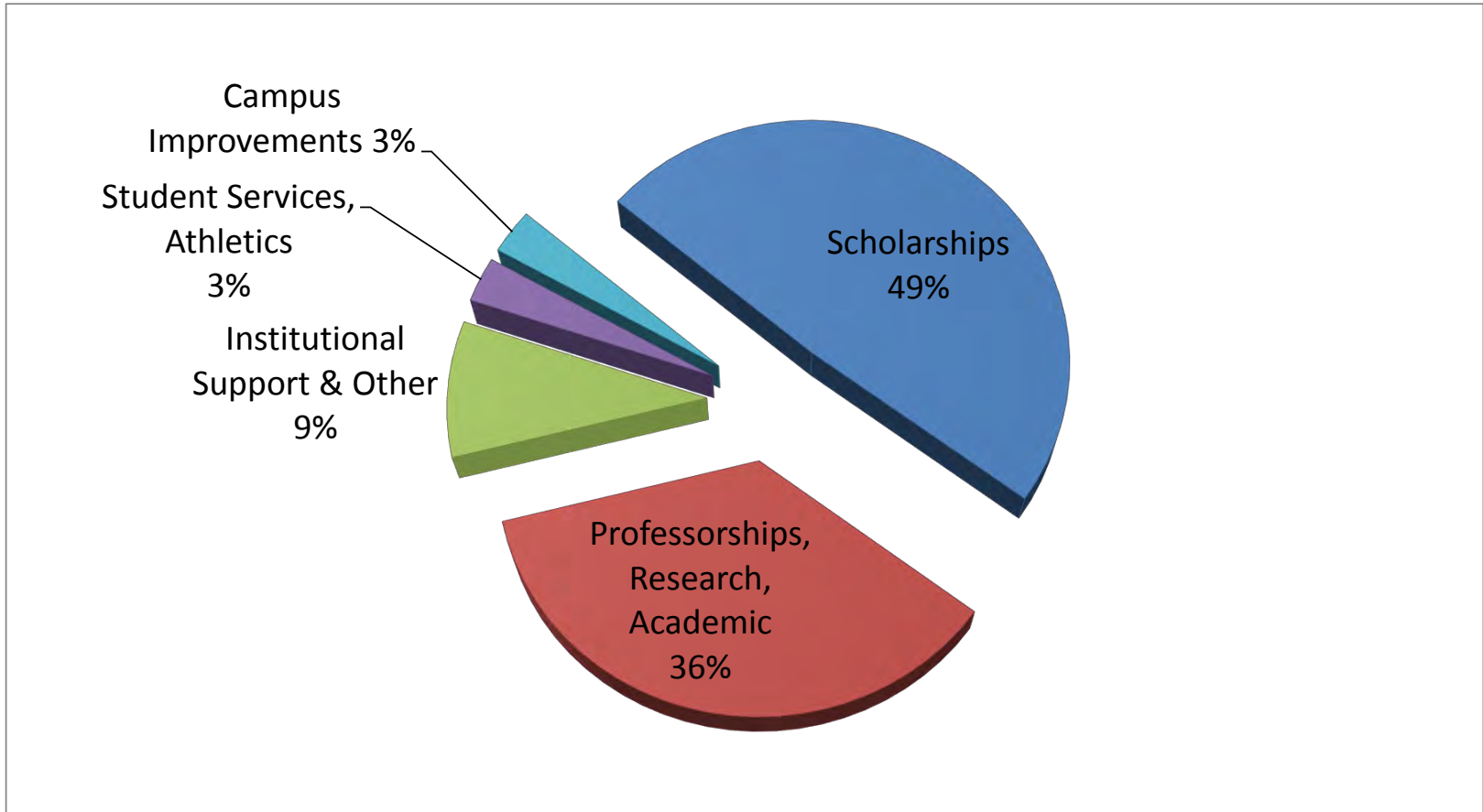


# Miami University & Foundation Endowment FY2016 Annual Earnings Distributions

As of 12/31/2015, preliminary estimates of approximately 2,200 endowments include:

- 277 Underwater Funds
  - \$1.6 million distribution shortfall
- 327 Partial Distributions
  - \$1.7 million distribution shortfall
- Total \$3.3 million distribution shortfall
  - About half effects financial aid

# Miami University & Foundation Endowment Programs Supported by Endowments





# Questions?

# Miami University Non-Endowment Pool

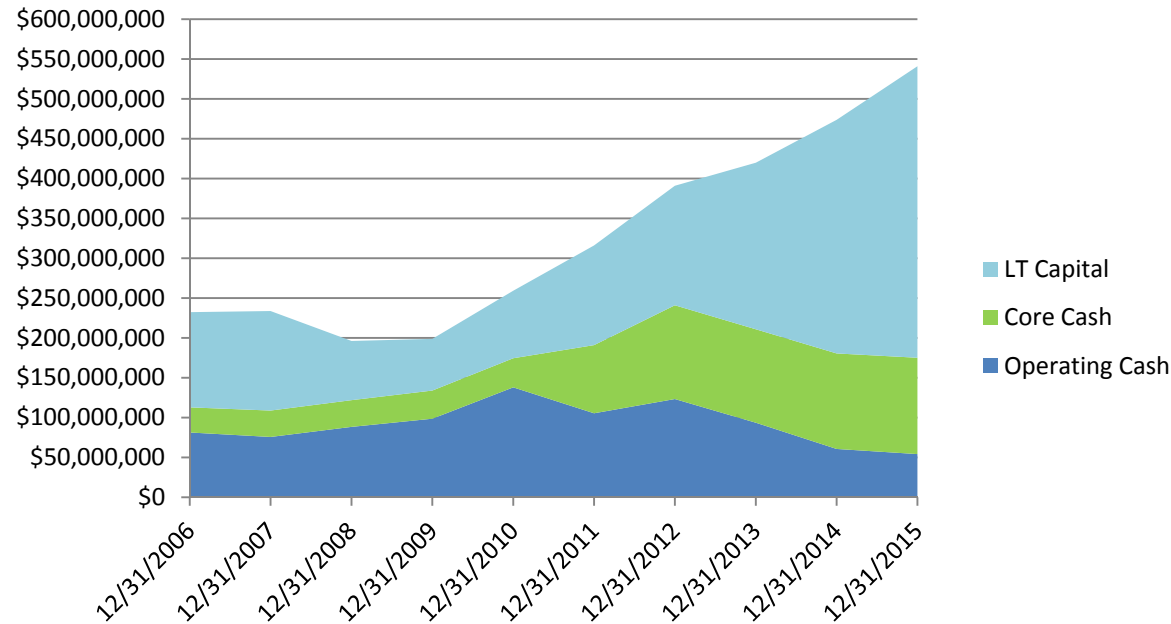
	Value	% of Pool
<b>OPERATING CASH</b>	<b>54,227,928</b>	<b>10.0%</b>
<b>CORE CASH</b>	<b>120,853,221</b>	<b>22.3%</b>
<b>LONG-TERM CAPITAL</b>		
<b>Debt</b>	<b>141,728,643</b>	<b>26.2%</b>
<b>Absolute Return</b>	<b>224,220,538</b>	<b>41.4%</b>
	-----	-----
<b>Total Long-Term Capital</b>	<b>365,949,181</b>	<b>67.6%</b>
<b>Total</b>	<b>541,030,330</b>	<b>100%</b>

As of 12/31/2015

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# Miami University Non-Endowment Asset Allocation History

	Operating Cash	% of Total	Core Cash	% of Total	LT Capital	% of Total	Total
<b>12/31/2006</b>	\$81,414,534	35%	\$31,396,961	14%	\$119,425,784	51%	\$232,237,279
<b>12/31/2007</b>	\$75,682,996	32%	\$33,170,606	14%	\$124,813,382	53%	\$233,666,984
<b>12/31/2008</b>	\$88,425,696	45%	\$33,398,550	17%	\$74,405,226	38%	\$196,229,472
<b>12/31/2009</b>	\$98,620,113	50%	\$35,273,901	18%	\$64,827,603	33%	\$198,721,617
<b>12/31/2010</b>	\$137,893,579	53%	\$36,670,138	14%	\$84,753,985	33%	\$259,317,702
<b>12/31/2011</b>	\$105,357,919	33%	\$85,613,905	27%	\$125,093,579	40%	\$316,065,403
<b>12/31/2012</b>	\$123,296,832	32%	\$117,626,692	30%	\$150,058,340	38%	\$390,981,864
<b>12/31/2013</b>	\$93,540,666	22%	\$117,393,463	28%	\$208,933,222	50%	\$419,867,351
<b>12/31/2014</b>	\$60,585,436	13%	\$119,846,311	25%	\$293,189,211	62%	\$473,620,958
<b>12/31/2015</b>	\$54,227,928	10%	\$120,853,221	22%	\$365,949,181	68%	\$541,030,330



As of 12/31/2015

# Miami University Non-Endowment Performance History

<b>Rates of Return</b>						
	<b>Operating Cash</b>	<b>Core Cash</b>	<b>Long-Term Capital</b>	<b>Total Non-Endowment</b>	<b>Budgeted Earnings</b>	<b>Investment Reserves</b>
<b>2006</b>	5.7%	4.4%	14.8%	<b>9.8%</b>	\$5,610,000	\$14,850,000
<b>2007</b>	5.5%	5.6%	4.7%	<b>4.5%</b>	\$7,795,000	\$14,850,000
<b>2008</b>	1.9%	0.7%	-27.0%	<b>-12.4%</b>	\$9,814,000	(\$1,829,544)
<b>2009</b>	1.4%	5.9%	10.5%	<b>6.6%</b>	\$8,625,000	(\$26,503,194)
<b>2010</b>	0.2%	4.1%	6.9%	<b>3.2%</b>	\$4,428,000	(\$20,866,624)
<b>2011</b>	0.1%	4.6%	-0.3%	<b>1.2%</b>	\$4,428,000	(\$12,892,902)
<b>2012</b>	0.1%	2.6%	9.9%	<b>4.8%</b>	\$4,395,000	(\$4,319,908)
<b>2013</b>	0.1%	-0.1%	6.8%	<b>3.0%</b>	\$4,391,000	\$5,505,327
<b>2014</b>	0.1%	2.2%	3.9%	<b>2.8%</b>	\$4,391,000	\$20,844,546
<b>2015</b>	0.0%	0.9%	0.0%	<b>-0.1%</b>	\$4,355,000	\$23,874,823

	<u>Non-Endowment</u>	<u>91-Day T-Bills</u>
<b>3-year:</b>	1.9%	0.0%
<b>5-year:</b>	2.3%	0.1%
<b>7-year:</b>	3.0%	0.1%
<b>10-year:</b>	2.1%	1.1%

As of 12/31/2015

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# Endowment Strategic Allocation

- Consider risk as well as assets
- Understand drivers of returns & sources of risk
- Realize how assets interact within strategies
- Introduce new strategic categories
- Define the role & risk of each category
- Tighten strategic ranges
- Provide a tool for portfolio decision making
- Implement new Strategic Allocation Policy



# Endowment Strategic Allocation



As of 12/31/2015

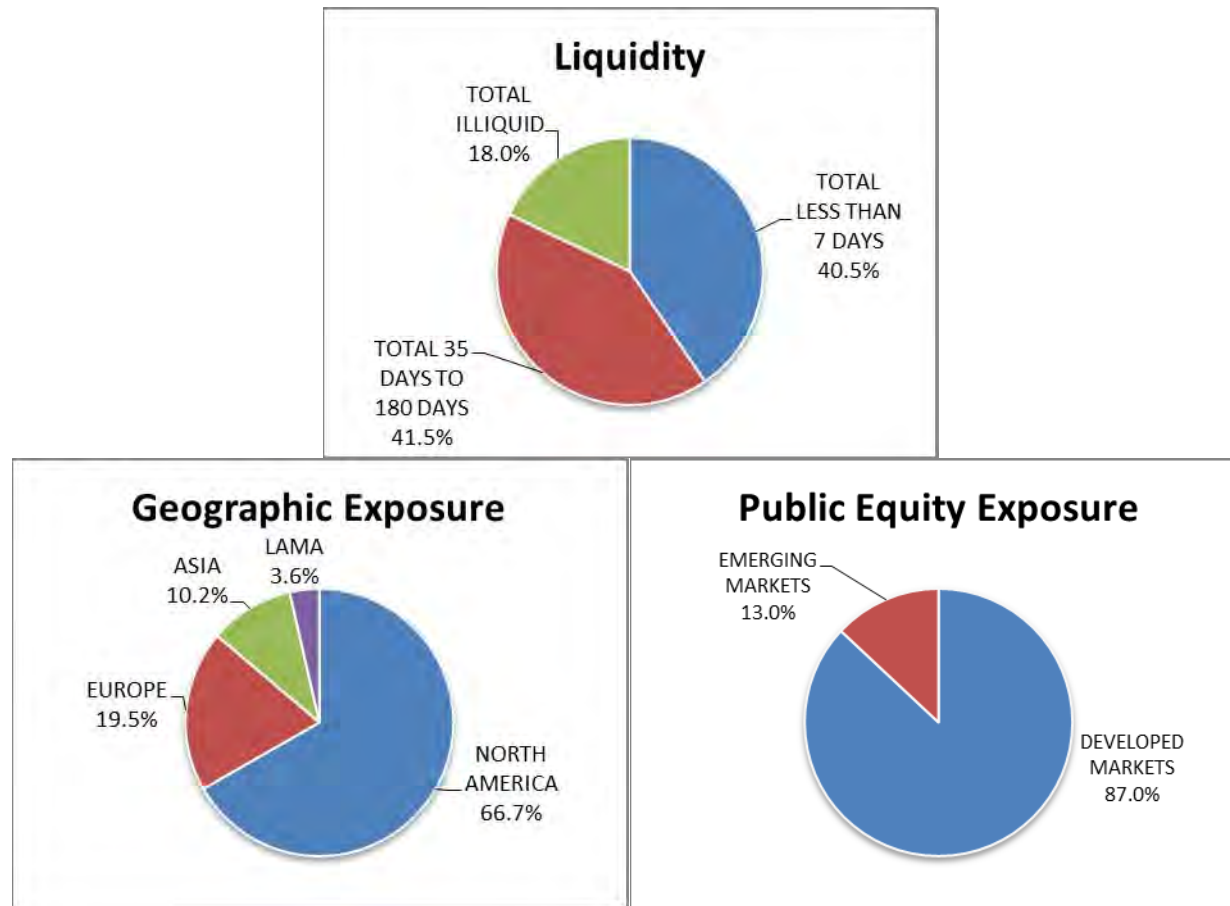
# Miami University & Foundation Endowment

ASSET CATEGORY	MARKET VALUE	% OF TOTAL	STRATEGIC RANGE
Long-Only Global Equity	152,321,300	35.0%	20%-40%
Hedged Equity	28,087,746	6.5%	5%-10%
Private Equity	21,524,175	4.9%	5%-10%
<b>Global Equity</b>	<b>201,933,221</b>	<b>46.4%</b>	<b>35% - 55%</b>
Interest Rate Sensitive	21,757,052	5.0%	5%-20%
Credit Sensitive	84,013,394	19.3%	5%-20%
<b>Global Debt</b>	<b>105,770,446</b>	<b>24.3%</b>	<b>10% - 30%</b>
Natural Resources	41,288,833	9.5%	5%-20%
Real Estate	13,008,547	3.0%	5%-10%
<b>Global Real Assets</b>	<b>54,297,380</b>	<b>12.5%</b>	<b>10% - 30%</b>
<b>Diversifying Strategies</b>	<b>45,131,941</b>	<b>10.4%</b>	<b>5% - 25%</b>
<b>Cash</b>	<b>28,233,197</b>	<b>6.5%</b>	<b>0%-10%</b>
<b>Total Portfolio</b>	<b>435,366,185</b>	<b>100%</b>	

As of 12/31/2015

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# Miami University & Foundation Endowment



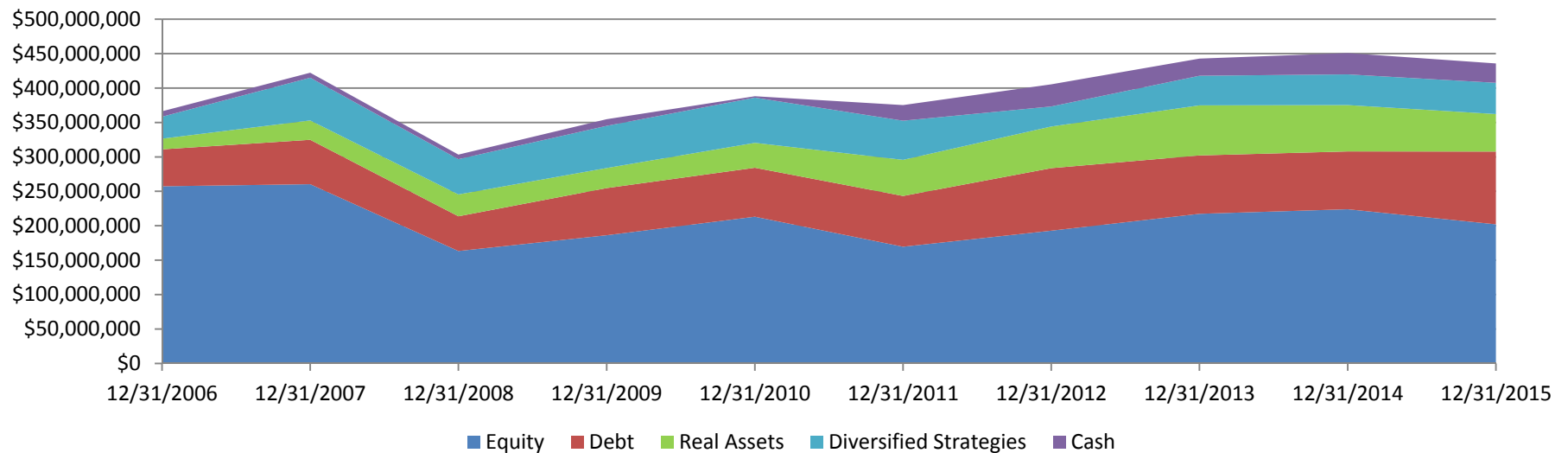
As of 12/31/2015





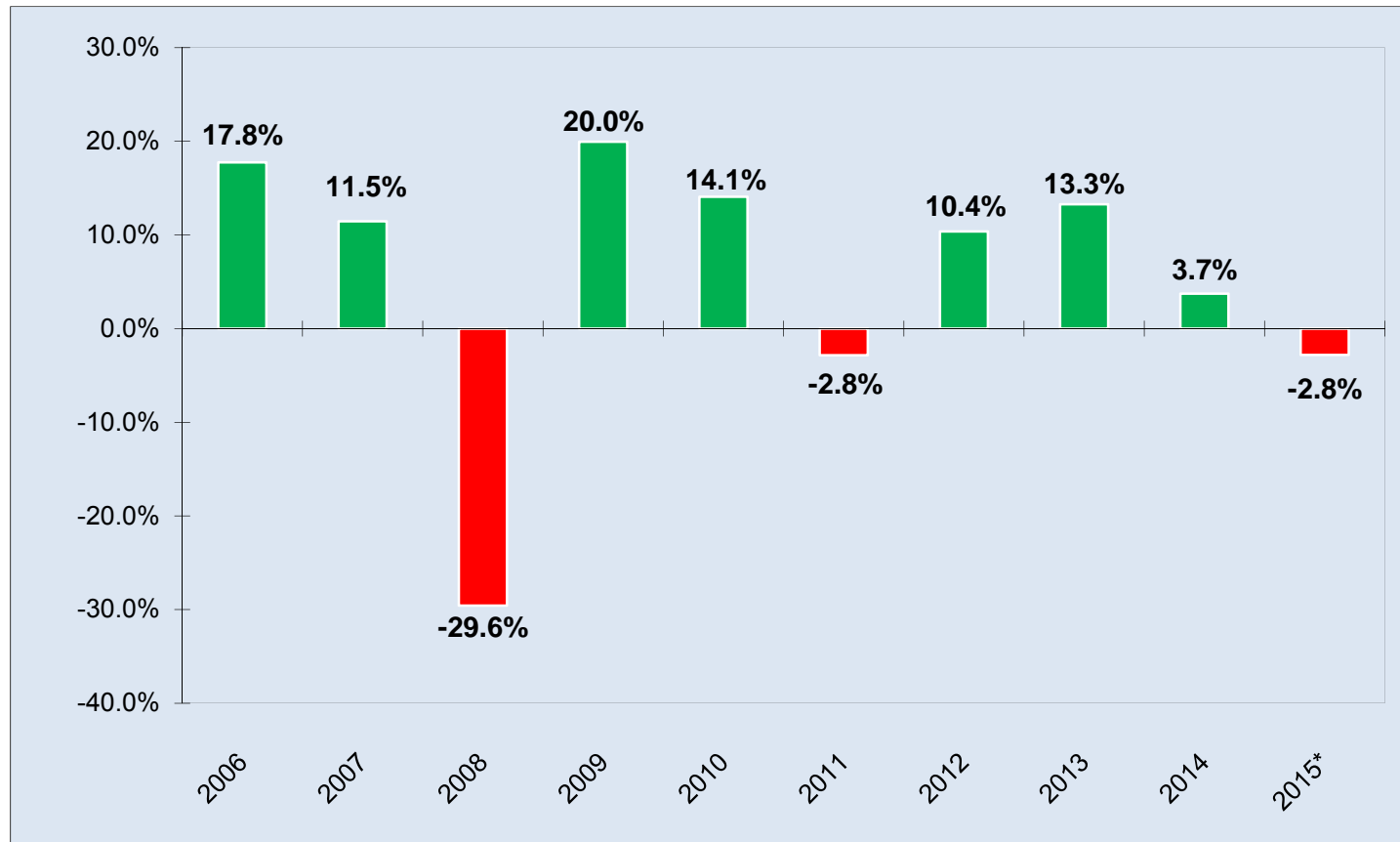
# Miami University & Foundation Endowment Asset Allocation History

	Equity	% of Total	Debt	% of Total	Real Assets	% of Total	Diversified Strategies	% of Total	Cash	% of Total	Total
12/31/2006	\$ 257,319,065	70%	\$ 53,609,664	15%	\$ 15,562,915	4%	\$ 31,894,821	9%	\$ 7,836,385	2%	\$ 366,186,231
12/31/2007	\$ 260,288,442	62%	\$ 64,565,384	15%	\$ 28,081,086	7%	\$ 62,073,979	15%	\$ 7,305,305	2%	\$ 422,271,969
12/31/2008	\$ 163,309,028	54%	\$ 50,421,624	17%	\$ 31,763,803	10%	\$ 51,271,086	17%	\$ 6,613,667	2%	\$ 303,379,208
12/31/2009	\$ 186,275,438	53%	\$ 68,371,956	19%	\$ 29,129,930	8%	\$ 61,275,749	17%	\$ 9,757,285	3%	\$ 354,810,358
12/31/2010	\$ 213,156,909	55%	\$ 71,117,393	18%	\$ 36,046,872	9%	\$ 65,727,937	17%	\$ 2,108,918	1%	\$ 390,540,324
12/31/2011	\$ 169,457,559	45%	\$ 73,793,008	20%	\$ 52,409,167	14%	\$ 56,835,998	15%	\$ 22,659,368	6%	\$ 375,155,100
12/31/2012	\$ 192,781,911	48%	\$ 90,778,113	22%	\$ 60,505,233	15%	\$ 29,138,153	7%	\$ 32,096,547	8%	\$ 405,259,431
12/31/2013	\$ 217,238,695	49%	\$ 84,885,156	19%	\$ 72,663,819	16%	\$ 42,996,081	10%	\$ 25,018,317	6%	\$ 442,802,068
12/31/2014	\$ 223,962,056	50%	\$ 84,030,852	19%	\$ 67,260,746	15%	\$ 44,630,120	10%	\$ 30,835,356	7%	\$ 450,809,292
12/31/2015	\$ 202,009,910	46%	\$ 105,793,983	24%	\$ 54,420,773	13%	\$ 45,278,083	10%	\$ 28,211,729	6%	\$ 435,366,185



As of 12/31/2015

# Miami University & Foundation Endowment Calendar Year Performance History



	<u>MU/MUF</u>	<u>Custom Benchmark</u>
<b>3-year:</b>	4.6%	4.3%
<b>5-year:</b>	4.2%	4.3%
<b>7-year:</b>	7.7%	8.0%
<b>10-year:</b>	4.5%	4.5%

\* 2015 performance is preliminary & excludes private capital

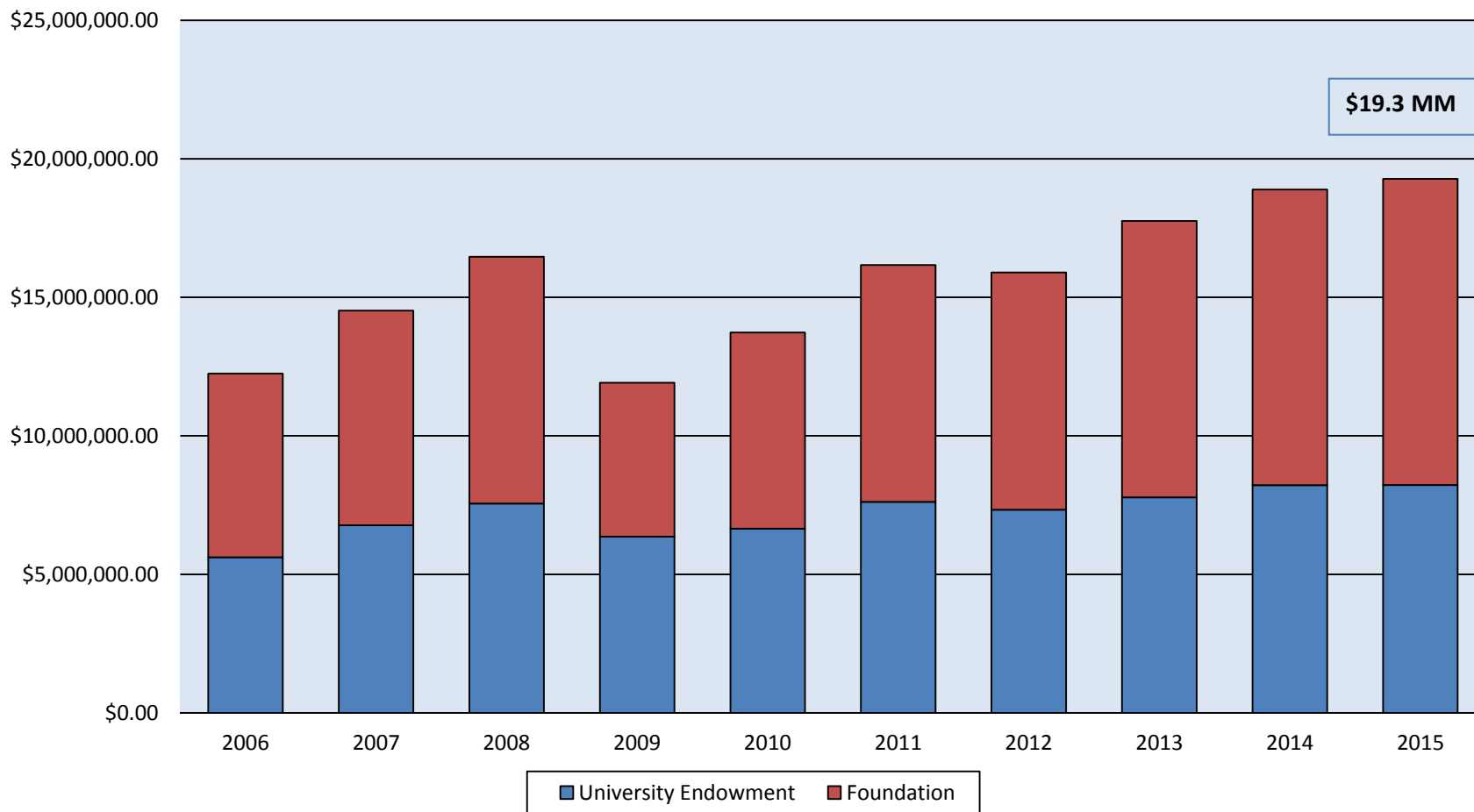
As of 12/31/2015

# Global Capital Markets Performance History

	Highest														Lowest	
2015	Private RE 13.3%	Private Equity 5.3%	Public RE 2.8%	U.S. Large Cap 1.4%	U.S. Bonds 0.5%	Int'l Eq -0.8%	Hedged Equity -0.9%	Div Strategies -1.1%	U.S. Mid Cap -2.4%	U.S. Small Cap -4.4%	High Yield -4.5%	Int'l Bonds -4.8%	Emerging Markets -14.9%	Commod -24.7%	MLPs -32.6%	
5-year annual	U.S. Large Cap 12.6%	Private Equity 12.3%	Private RE 12.2%	Public RE 11.9%	U.S. Mid Cap 11.4%	U.S. Small Cap 9.2%	High Yield 5.0%	Int'l Eq 3.6%	U.S. Bonds 3.2%	Hedged Equity 2.6%	Div Strategies 2.3%	MLPs 1.5%	Int'l Bonds -1.2%	Emerging Markets -4.8%	Commod -13.5%	
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As of 12/31/2015

# Miami University & Foundation Endowment Annual Earnings Distributions



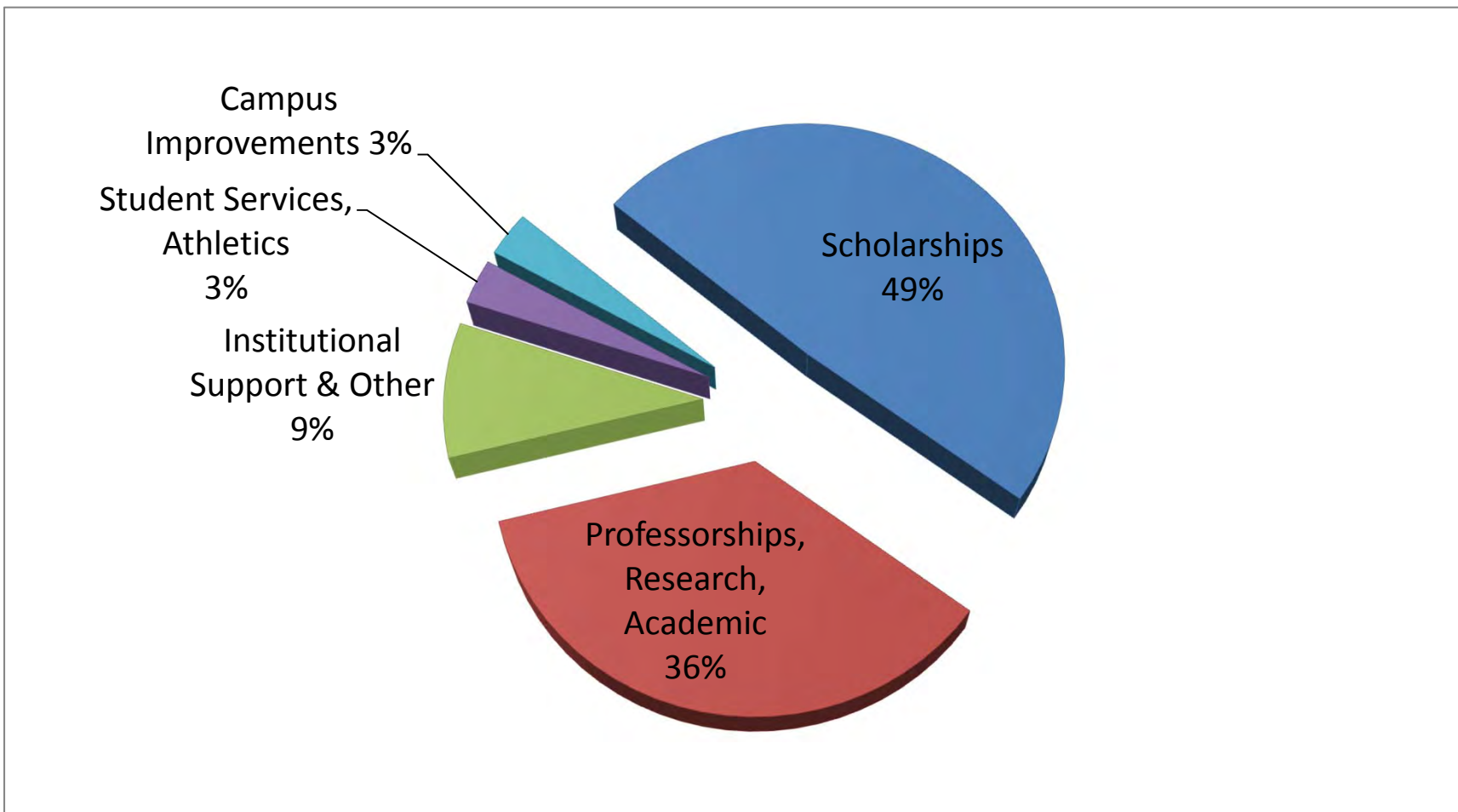
As of 6/30/2015

## Miami University & Foundation Endowment FY2016 Annual Earnings Distributions

As of 12/31/2015, preliminary estimates of approximately 2,200 endowments include:

- 277 Underwater Funds
  - \$1.6 million distribution shortfall
- 327 Partial Distributions
  - \$1.7 million distribution shortfall
- Total \$3.3 million distribution shortfall
  - About half effects financial aid

# Miami University & Foundation Endowment Programs Supported by Endowments



As of 6/30/2015

# Ohio Task Force on Affordability and Efficiency

May 5, 2016

# Ohio Task Force on Affordability and Efficiency Objectives

- ▶ Improve affordability and student outcomes through increased productivity and efficiency.
- ▶ Set five year targets for increased efficiency.
- ▶ Complete assessment by June 30, 2016
- ▶ Board of Trustees to adopt recommendations and goals by July 31, 2016



# Focus Areas

- ▶ Procurement policy
- ▶ Target group purchasing for copiers/printers, computers, travel services, outbound shipping, scientific supplies and equipment and office supplies
- ▶ Identify non-core assets
- ▶ Consider outsourcing or other operational changes for providing dining, student housing, student health insurance, child care, IT help desk, janitorial services, landscaping, facility maintenance, real estate management and parking.

# Focus Areas

- ▶ Identify affinity partnerships and sponsorships
- ▶ Prepare ten year cost diagnostic
- ▶ Review span of control and organizational structure
- ▶ Evaluate State of Ohio Data Center for providing data center or disaster recovery services
- ▶ Review space utilization
- ▶ Improve textbook affordability and explore lower cost alternatives

# Focus Areas

- ▶ Improve time to degree and graduation rate
- ▶ Reduce standard number of credit hours to graduate
- ▶ Improve advising
- ▶ Better utilize summer term
- ▶ Develop pathway agreements with community colleges
- ▶ Evaluate competency based education
- ▶ Evaluate duplicative programs
- ▶ Improve students' financial literacy regarding student loans

# Questions?

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Master Recommendation One-</b></p> <p>All savings must be directed to students. Allowable uses are: reduction in the cost of attendance, student financial aid, student success services, affordability and efficiency investments, and improvements to high demand/high value programs.</p>	<p>David Creamer David Ellis Fiscal Priorities</p>	<p>Budget office will work with the Fiscal Priorities Committee to develop a tracking and monitoring system. Guidance from the Department of Higher Education will need to be incorporated into this system.</p>	<p>New resources and savings will be directed to growing student scholarships.</p>
<p><b>Master Recommendation Two-</b></p> <p>Each university must set a five year efficiency savings and new resources goal to be accomplished for fiscal years 2017-2021.</p> <p>An efficiency review must be completed by July 1, 2016 with an implementation plan adopted by the Board of Trustees within 30 days. Redeployable dollars are to be tracked and reported annually to the Department of Higher Education (HB 64 Sec. 369.560).</p>	<p>David Creamer Ted Pickerill Fiscal Priorities</p>	<p>A. David Creamer will work with Fiscal Priorities to develop the goal that also must align with the 2020 Plan.</p> <p>B. Several of Ohio's public colleges and universities are engaging consultants to assist with their assessments. Our plan is to build on the Accenture study working with the responsible person for each recommendation to analyze all of the identified areas and in conjunction with Fiscal Priorities to consolidate the individual assessments into a single report and implementation plan. In a few situations outside vendors or consultants will be used to assist with an assessment.</p>	<p>The five year goal is to grow student scholarships by \$30 million. Updated 4/13/16</p>
<p><b>Strategic Procurement- Campus Contracts 3A</b></p> <p>Each university must require that its employees use prime contracts for good and services that are purchased.</p>	<p>David Creamer Bill Shawver Fiscal Priorities</p>	<p>Policy will be developed for BOT approval in June. Update on the progress toward the assessment and the implementation plan will be provided to the Finance and Audit Committee at the February and May meetings.</p>	<p>A draft procurement policy has been prepared that requires the adoption of the IUC-PG purchasing agreements. Updated 4/13/16</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Strategic Procurement- Collaborative Contracts 3B</b></p> <p>Ohio's public colleges and universities must develop new and/or strengthen joint purchasing agreements for copier/printer services, computer hardware, travel services, outbound shipping, scientific supplies and equipment, and office supplies and equipment.</p>	<p>David Creamer Bill Shawver IUC Purchasing Group</p>	<p>The IUC Purchasing Group is leading this initiative.</p>	<p>Several meetings have been conducted with the IUC-Purchasing Group; a full-time purchasing coordinator is to be hired by the IUC; strategies have been developed by the IUC-PG for all of the targeted goods and services and Miami intends to fully participate in these group purchasing efforts. A status report has been prepared for each commodity. Updated 4/13/16</p>
<p><b>Assets and Operations- Asset Review 4A</b></p> <p>Each institution must conduct an assessment of its non-core assets to determine their market value if sold, leased or otherwise repurposed.</p>	<p>David Creamer Cody Powell Bill Shawver</p>	<p>A. The first assesment will be done internally. B. Selective consulting services may be needed to fully accomplish this expectation.</p>	<p>A preliminary list of opportunities has been prepared; the review of parking assets will not be completed until late April or early May. In addition to the new opportunities, a list of non-core assets that have already been monetized or improved has been prepared. Updated 4/13/16</p>
<p><b>Assets and Operations- Operations Review 4B</b></p> <p>Each institution must conduct an assessment of non-academic operations that might be run more efficiently by a regional cooperative, private entity, or other entity.</p> <p>The review must include dining, housing, student health insurance, child care, IT help desk, janitorial, landscaping, facility maintenance, real-estate management and parking.</p>	<p>David Creamer Peter Natale Cody Powell Kim Kinsel John McCandless Dawn Fahner</p>	<p>Most of these operations will need to be assessed independent of each other.</p> <p>A. Industry benchmarks will be evaluated with the help of a vendor for janitorial, landscaping, and facility maintenance. B. Health Center(including insurance) and child care already contracted with providers. C. Parking consultant retained to perform a review of these operations. D. IT is completing the assessment of its help desk.</p>	<p>All of the assessments have been completed or are in process. The assessment of the parking operation is due to be completed by the end of April or early May. The completion date for the help desk assessment has not yet been determined. All other assessments have been completed. Preliminary recommendations for the completed assessments have been prepared. Updated 4/26/16.</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Assets and Operations- Affinity Partnerships and Sponsorships 4C</b></p> <p>Institutions must, on determining assets and operations that are to be retained, evaluate opportunities for affinity relationships and sponsorships that can support students, faculty and staff.</p>	<p>David Creamer</p>	<p>Action plan still needs to be developed. Opportunities are unclear.</p>	<p>No new opportunities are likely to be recommended. Recent partnerships and sponsorships have been summarized along with the recent actions involving other non-core assets. Updated 4/13/16.</p>
<p><b>Administrative Cost Reforms-Cost Diagnostic 5A</b></p> <p>Each university must produce a cost diagnostic to identify the cost drivers along with priority areas that offer the best opportunities for increased efficiencies.</p> <p>This diagnostic must over a ten year period identify key drivers of cost and revenue by administrative function and academic programs; distribution of employee costs among units; changes in revenue sources; span of control for managers; and priority steps that would reduce overhead costs while preserving quality.</p>	<p>David Creamer David Ellis Dawn Fahner Fiscal Priorities</p>	<p>A. Financial data for ten years will be assembled for evaluation as requested. It will be compiled and evaluated by functional areas and by expense object.</p> <p>B. David Creamer will work with Fiscal Priorities to analyze the data and identify opportunities.</p> <p>C. The 2020 productivity expectations and targets will be included in the priority steps.</p> <p>D. The Accenture span of control study will be used as the starting point for the span of control review. Fiscal Priorities will assist with analyzing the data and identifying possible initiatives.</p>	<p>The cost data has been compiled and shared with fiscal priorities. A preliminary assessment of the cost diagnostic has also been prepared. Updated 4/13/16.</p>
<p><b>Administrative Cost Reforms-Productivity Measure 5B</b></p> <p>The Ohio Department of Higher Education is to develop a common measurement of administrative productivity that can be adopted across Ohio's public colleges and universities.</p>	<p>Vice Chancellor IUC</p>	<p>N/A</p>	<p>A productivity measure has been developed by the Ohio Department of Higher Education but has not been shared with the Universities. Updated 4/13/16.</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Administrative Cost Reforms- Organizational Structure 5C</b></p> <p>Each university is to review its organizational structure in line with best practices to identify opportunities to streamline and reduce costs including the adoption of shared services.</p>	<p>David Creamer Fiscal Priorities</p>	<p>A. The Accenture study will serve as the starting point.</p> <p>B. Miami organizational structure will be compared to other structures for comparable universities.</p> <p>C. Fiscal Priorities will assist with the analysis and recommendations.</p>	<p>An analysis of the span of control and the University's organizational structure have been completed. A preliminary assessment and possible recommendations have also been prepared.</p> <p style="text-align: center;">Updated 4/13/16.</p>
<p><b>Administrative Cost Reforms- Data Centers 5E</b></p> <p>Each university must develop a plan to move their primary or disaster recovery data centers to the State of Ohio Computer Center.</p>	<p>Peter Natale</p>	<p>Miami's Chief Information Officer is working with the other IUC-CIOs to develop options and costs to migrate disaster recovery services for Ohio's public colleges and universities to the State of Ohio Computing Center.</p>	<p>Assessment of critical functions and an update to Miami's IT's disaster recovery plan are in process. IUC-CIOs are waiting on Oarnet to develop cost options for increased bandwidth and disaster recovery equipment to be able to accommodate the Ohio Task Force recommendation. The cost of providing this service at the State of Ohio Computing Center and the cost for subscribers has still not been determined. Updated 4/26/2016.</p>



**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Administrative Cost Reforms- Space Utilization 5F</b></p> <p>Each university must study the utilization of its campus and employ a system that encourages optimization of physical spaces.</p>	<p>Phyllis Callahan David Creamer Lindsay Carpenter Cody Powell David Sauter</p>	<p>Miami had undertaken the study of its space utilization prior to the Ohio Task Force recommendation. While opportunities for greater efficiency appear to exist, the work to date has identified the need for a comprehensive review that will require consulting services to accomplish. This task will be identified as a future opportunity that will require further analysis. In the interim and in anticipation of this comprehensive review, Miami's Division of Enrollment Management and Student Success Office and the University Registrar, in consultation with the Provost's Office, have begun to examine course and classroom data to: (1) broadly understand how we currently schedule and utilize instructional and meeting spaces across campus, and (2) identify additional potential multi-use spaces that could be used more comprehensively. Further, preliminary work is being done to better consolidate and centralize how classroom and meeting spaces on campus are scheduled with the eventual goal of using one scheduling system. Finally, the University Registrar is making improvements to how courses are identified by schedule type and delivery mode, which is information that typically informs the type of instructional space required.</p>	<p>A consultant specializing in this area will need to be retained. It is expected that this will be identified as a future opportunity. Updated 4/26/16.</p>
<p><b>Textbook Affordability- Negotiate Cost 6A</b></p> <p>Professional negotiators must be assigned to assist faculty in obtaining the best deals. Faculty must consider both cost and quality in selecting course materials.</p>	<p>Jen Bazeley Jen Waller David Creamer Kim Kinsel</p>	<p>Miami intends to abandon its traditional bookstore model for providing textbooks and select an E-bookstore partner to provide textbooks and course materials. It is expected that this will result in a 15%-25% savings for students.</p>	<p>An RFP was issued for an E-bookstore partner in January. The University is currently negotiating with e-Campus and Amazon to provide textbooks and course materials. Student savings of 15-25% over campus bookstore are expected. Updated 4/26/16.</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Textbook Affordability- Standardize Materials 6B</b></p> <p>Institutions must encourage academic departments to choose common materials, including digital materials, for courses serving large enrollments.</p>	<p>Jen Bazeley Jen Waller David Creamer Kim Kinsel</p>	<p>Open Educational Resources Committee was formed to address this issue.</p>	<p>Gathered and analyzed bookstore data from Spring 2015. (Data included ISBNs, titles, department, course, section, instructor, cost (both new and used), and enrollment (estimated and actual). Computed two separate Enrollment X value metrics using the actual enrollment of the course rather than the projected enrollment (one if everyone buys new; one if everyone buys used). A pivot table was created on the more conservative (i.e. used cost) to see the to-student-cost across textbooks. Downloadable data is available on the Resources tab of the OER website (see the box labeled Data – Spring 2015 Textbooks). These data allowed us to better understand where the “high impact” courses are at Miami.</p>
<p><b>Textbook Affordability- Digital Capabilities 6C</b></p> <p>Institutions must participate in a consortium to develop digital tools and materials including open educational resources.</p>	<p>Phyllis Callahan Jen Bazeley Jen Waller</p>	<p>Open Educational Resources Committee was formed to address this issue.</p>	<p>A report is being prepared by a committee co-chaired by these two librarians; See website:<a href="http://libguides.lib.miamioh.edu/OER">http://libguides.lib.miamioh.edu/OER</a>.</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Time to Degree- Education Campaign 7A</b></p> <p>Each university must develop a coordinated campaign to educate its full-time undergraduates about the course loads needed to graduate on time (4 years).</p>	<p>Phyllis Callahan Michael Kabbaz</p>	<p>Students' degree paths are provided in multiple ways: (1) Degree Audit Report which provides a term-by-term plan for the student's degree program(s) and alerts students as to which requirements have been met, are in progress or still need to be met; (2) academic plan developed in consultation with the academic advisor and in the UNV 101 course; (3) General Bulletin which includes requirements for each degree program; and (4) the EAB Student Success Collaborative which provides information to the academic advisor when students are not making progress toward completing their primary major in a timely manner, allowing for more proactive advising / intervention.</p>	<p>This recommendation was also made by Miami's Efficiency Advisory Committee this past summer. After completing a pilot in two of the six academic divisions at Miami, the EAB Student Success Collaborative will be launched university-wide in fall 2016.</p>
<p><b>Time to Degree- Graduation Incentive 7B</b></p> <p>Universities should consider establishing financial incentives to encourage full-time students to take at least 15 credit hours per semester.</p>	<p>Phyllis Callahan Michael Kabbaz David Creamer</p>	<p>N/A</p>	<p>The University's Efficiency Advisory committee rejected this idea this past summer. An incoming freshman student already takes 15.7 credit hours on average.</p>

**Action Steps to Reduce College Costs  
Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Time to Degree- Standardize Credits for Degree 7C</b></p> <p>Institutions should streamline graduation requirements so that most bachelor's degree programs can be completed within four years or less with exceptions allowed for accreditation or quality considerations.</p>	<p align="center">Phyllis Callahan</p>	<p>Miami has taken and is currently taking steps to increase college completion and time-to-degree rates. Miami's general education program (Global Miami Plan) was revised in 2015 to include fewer credit hour requirements. Over 60% of academic programs developed pathways for completion in three years, and pathways were placed on a public website. (<a href="https://miamioh.edu/academics/three-year-pathways/index.html">https://miamioh.edu/academics/three-year-pathways/index.html</a>.) Finally, we are currently working on reducing our credit hour requirement for graduation from its current 128 credit hour requirement to 124 credit hours.</p>	<p>A. The reduction in the required Miami Plan credit hours has been approved by the University Senate.</p> <p>B. The process for reducing the number of credit hours to graduate in most majors is underway.</p> <p>C. The new graduation policy will be implemented beginning fall 2017.</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Time to Degree- Data-driven Advising 7D</b></p> <p>Institutions should enhance academic advising services so that students benefit from both high impact, personalized consultations and data systems that broadly identify risk factors that hinder student success.</p>	<p style="text-align: center;">Phyllis Callahan Michael Kabbaz</p>	<p>A new comprehensive academic advising plan has been developed and will be implemented beginning fall 2016. The plan includes consistent advising philosophy, required advising milestones, clear outcomes. Additionally, Miami is currently implementing (Summer 2016) EAB's Student Success Collaborative software advising platform across all undergraduate academic programs to assist with identifying students most 'at-risk' for not graduating on-time. This technology will provide information that will allow advisors the opportunity to intervene and to provide preemptive support to students based on actionable and student specific data. Additionally, advisors can use this software to track advising sessions, take and record notes, and identify students for advising interventions. This comprehensive advising plan includes annual assessment of advising efforts using multiple measures (national surveys, graduation/retention rates, advisor training completion rates, and internal surveys).</p>	<p>The first annual assessment report was created in April 2016 with suggested steps for improvement to be implemented beginning fall 2016.</p>
<p><b>Time to Degree- Summer Programs 7E</b></p> <p>Each campus must develop plans to evaluate utilization rates for summer sessions and consider opportunities to increase activity. In particular, universities should consider adding summer-session options for high demand classes and bottleneck courses.</p>	<p style="text-align: center;">Phyllis Callahan Michael Kabbaz</p>	<p>Miami actively reviews high-demand courses for possible expansion, both summer and winter terms, along with discontinuation of low enrollment courses.</p>	<p>Miami's implementation of waitlisting is to begin in fall 2016 and will enable an improved assessment of in-demand courses.</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Time to Degree- Pathway Agreements 7F</b></p> <p>Ohio's public universities should continue to develop agreements that create seamless pathways for students who begin their education at community or technical colleges.</p>	<p>Michael Kabbaz</p>	<p>Miami has taken significant steps to increase its partnerships and articulation agreements with two- and four-year institutions, including a new website and partnership database and approval protocol. Current articulation agreements are in place with Sinclair and Columbus State CC. Miami continues to expand program guides to create more academic program connections (2+2) at each location.</p>	<p>Currently developing a new articulation agreement with Cincinnati State. Discussions also being held with Tri-C &amp; Lakeland CC. Please see these websites for a listing of existing agreements: <a href="https://miamioh.edu/regionals/academics/academic-division/articulation-transfer/index.html">https://miamioh.edu/regionals/academics/academic-division/articulation-transfer/index.html</a> and <a href="https://miamioh.edu/partnerships/ed-institutions/postsecondary-partners/existing-postsecondary-agreements/index.html">https://miamioh.edu/partnerships/ed-institutions/postsecondary-partners/existing-postsecondary-agreements/index.html</a>. Partnership agreements and the quality of partnerships are reviewed annually by a university-level committee.</p>
<p><b>Time to Degree- Competency Based Education 7G</b></p> <p>Institutions should consider developing or expanding programs that measure student success based on demonstrated competencies instead of the amount of time students spend studying a subject.</p>	<p>Phyllis Callahan IUC- Provosts</p>	<p>N/A</p>	
<p><b>Duplicative Programs- Program Review 8</b></p> <p>Universities should consider consolidating programs that exist at other colleges and universities in their geographic area.</p>	<p>Phyllis Callahan IUC- Provosts</p>	<p>The IUC provosts group has submitted reports regarding low enrollment courses and considered consolidating programs.</p>	<p>Miami University does not offer any competency-based degree programs at this time and has no immediate plans for development of such degree programs. University of Cincinnati, Ohio State University and Miami University are exploring opportunities for collaboration on offering foreign language classes. Miami and Ohio University (Classics Departments) are already engaged in a cooperative venture that puts Miami and OU students virtually in the same classroom. (<a href="http://miamioh.edu/cas/academics/departments/classics/">http://miamioh.edu/cas/academics/departments/classics/</a>)</p>

**Action Steps to Reduce College Costs**  
**Ohio Task Force on Affordability and Efficiency**

Business Session  
Item 10

Recommendation	Responsible Person	Action Plan	Status of Action Plan
<p><b>Co-Located Campuses 9</b></p> <p>Miami does not have a regional campus that is co-located with an Ohio public community or technical college.</p>	N/A	N/A	N/A
<p><b>Policy Reform- Financial Advising 10A</b></p> <p>Students ultimately determine how much to borrow, but universities must help to better educate students about their choices by providing financial literacy services.</p>	Michael Kabbaz Brent Shock	A similar recommendation was made by the University's Efficiency Advisory Committee this past summer. An approach is being developed by enrollment management.	Developed a website for students to track student loan debt. Students log in and obtain loan debt history, total borrowing costs, and anticipated monthly repayment amounts upon graduation. Developed an associated loan counseling protocol based on students' borrowing patterns (low, medium, & high risk). Implementation to begin by summer 2016. Financial literacy programming and outreach efforts under development (fall 2016).
<p><b>Policy Reform- Obstacles 10B</b></p> <p>The Ohio Department of Higher Education and/or the Ohio General Assembly should seek to remove any obstacles in policy, rule or statute to reduce costs and improve the quality of a student's education.</p>	Ohio Department of Higher Education Ohio General Assembly IUC	N/A	N/A
<p><b>Policy Reform- Real Estate Sales 10C</b></p> <p>Ohio law should be updated to streamline the process for public universities to sell, convey, lease or enter into real estate easements.</p>	Ohio General Assembly IUC	N/A	N/A
<p><b>Policy Reform- Insurance Pools 10D</b></p> <p>The IUC- Insurance Consortium can be administered more efficiently through an improved legal framework. Ohio law should be modified to provide the authority granted to political subdivisions (ORC2744.081).</p>	IUC-IC IUC- General Counsels Ohio General Assembly	N/A	N/A

<b>DRAFT</b>					
<b>Forward Twelve Month Agenda</b>					
<u>Agenda Item</u>	<u>April Spring Meeting</u>	<u>June End of Year Meeting</u>	<u>September Beginning of Year Meeting</u>	<u>December Fall Meeting</u>	<u>February Winter Meeting</u>
<b><u>Committee Structure:</u></b>					
• Committee Priority Agenda	x	x	x	x	x
• Committee Self-Assessment		x			
<b><u>Strategic Matters and Significant Topics Affecting Miami:</u></b>					
• Annual Campaign Update		x			
• Annual Report on the State of IT	x				
• Health Benefit Strategic Indicators	x				
• Guaranteed Tuition				x	
• Strategic Update on Enrollment Planning			x		
• New Revenue Initiatives					x
• Governor's Task Force Report on Affordability and Efficiency	x	x			x
<b><u>Regular Agenda Items:</u></b>					
• Enrollment Report	x	x	x	x	x
• Report on Year-to-Date Operating Results	x	x		x	x
• Approval of Minutes of Previous Meeting	x	x	x	x	x
• Annual Report on Operating Results			x		
<b><u>Finance and Accounting Agenda:</u></b>					
• Budget Planning for New Year	x				x
• Ten Year Budget Plan					x
• Appropriation Ordinance (Budget)		x			
• Tuition and Fee Ordinance		x		x	
• Miscellaneous Fee Ordinance	x				
• Room and Board Ordinance				x	
• Review of Financial Statements			x	x	
• Annual State of Ohio Fiscal Watch Report	x				
• PMBA Tuition Proposal					
• Regional Campuses Long-term Budget Plan		x	x		
• Update the Long-term Budget Plan--Oxford Campus		x	x		x
<b><u>Audit and Compliance Agenda:</u></b>					
• Planning Meeting with Independent Auditors	x				
• Management Letter and Other Required Communications				x	
• Annual Planning Meeting with Internal Auditor				x	
• Annual Report by Internal Auditor		x			
• Annual Compliance Report	x				
• Risk Assessment Report	x				

(over)



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

# ADMISSION UPDATE

## Board of Trustees Meeting May 5, 2016

### Finance and Audit Committee



# Key Enrollment Goals

## *Fall 2016*

### First-Year Objectives

- » Meet 3,650 first-year target
- » Manage divisional enrollment targets
- » Maintain quality
- » Increase selectivity
- » Increase non-resident enrollment
- » Increase ethnic/racial diversity

### Other Enrollment Objectives

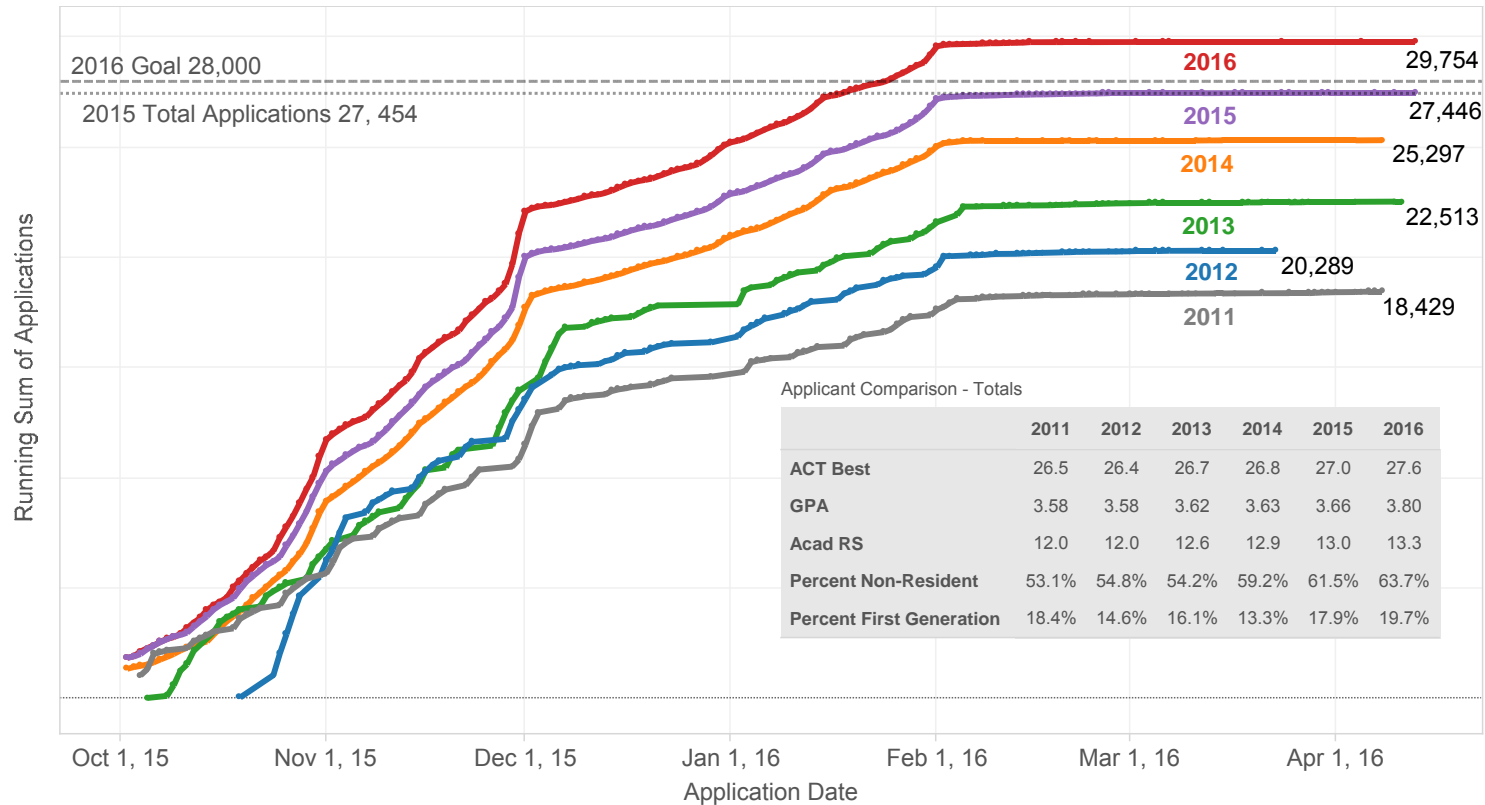
- » Maintain ACE Program enrollment
- » Maintain transfer enrollment
- » Meet Net Tuition Revenue targets



# Application and Key Indicator History

## Fall 2016

Applicants



Applicant Comparison - Totals

	2011	2012	2013	2014	2015	2016
ACT Best	26.5	26.4	26.7	26.8	27.0	27.6
GPA	3.58	3.58	3.62	3.63	3.66	3.80
Acad RS	12.0	12.0	12.6	12.9	13.0	13.3
Percent Non-Resident	53.1%	54.8%	54.2%	59.2%	61.5%	63.7%
Percent First Generation	18.4%	14.6%	16.1%	13.3%	17.9%	19.7%



Enrollment Research and Analysis

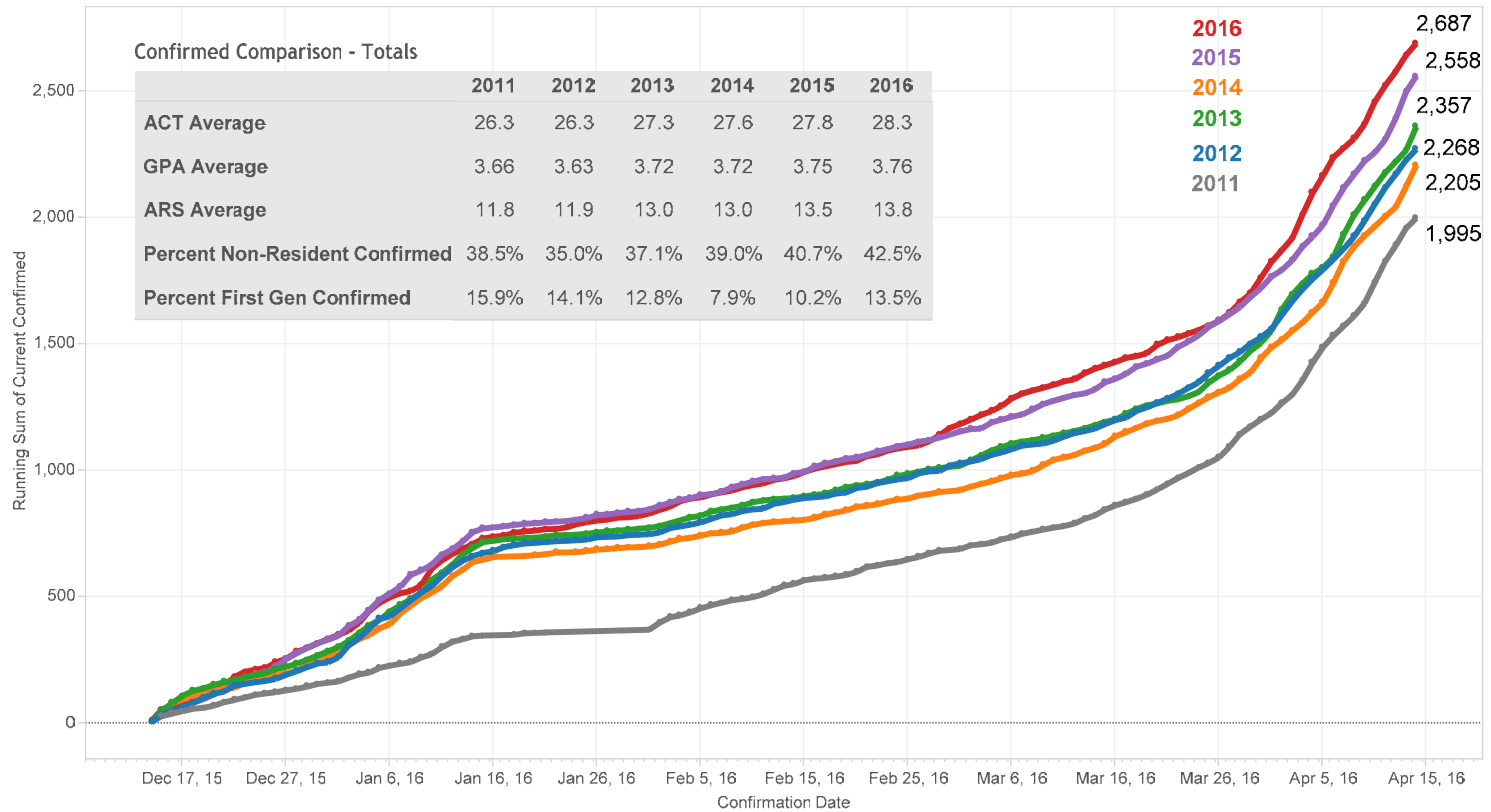
Data as of 4.15.2016

MiamiOH.edu

# Confirmations and Key Indicator History

## Fall 2016

Confirmed



Enrollment Research and Analysis

Data as of 4.15.2016

MiamiOH.edu



# *Board of Trustees*

May 5-6, 2016



MIAMI UNIVERSITY

# *University Advancement Report*

**Tom Herbert, J.D.**

*Vice President, University Advancement  
Executive Director, Miami University Foundation*



MIAMI UNIVERSITY

# *Topics*

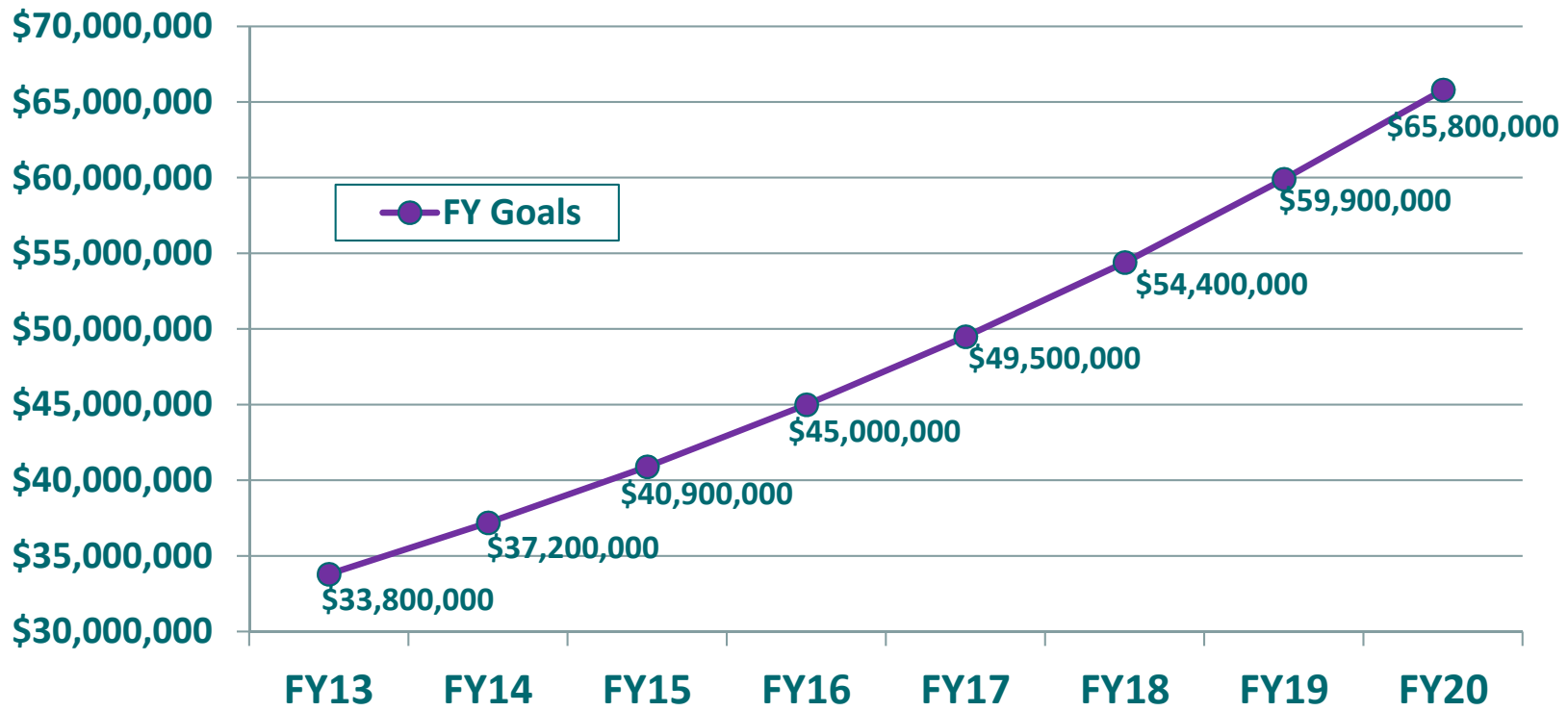
- 2020 Plan Fundraising Update
- Fundraising Focus in FY'16
- Update of New Advancement Initiatives



# *2020 Plan Fundraising Update*



# 2020 Plan Fundraising Update



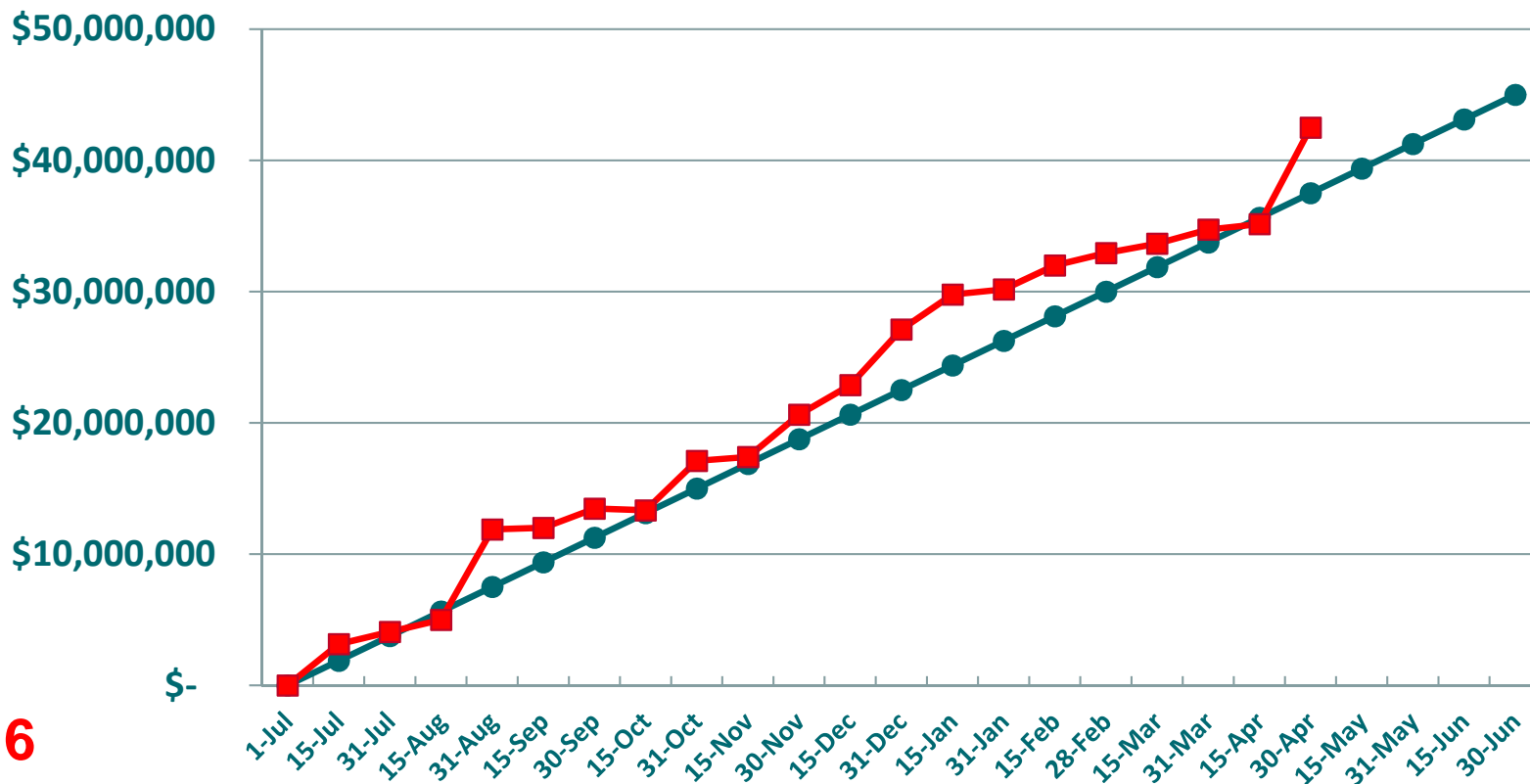
# *2020 Plan Fundraising Update*

FY'16:

- Goal : \$45,000,000
- Raised to date: \$42,500,000 (94% of goal)

# 2020 Plan Fundraising Update

**FY'16**



# *Fundraising Focus FY'16*

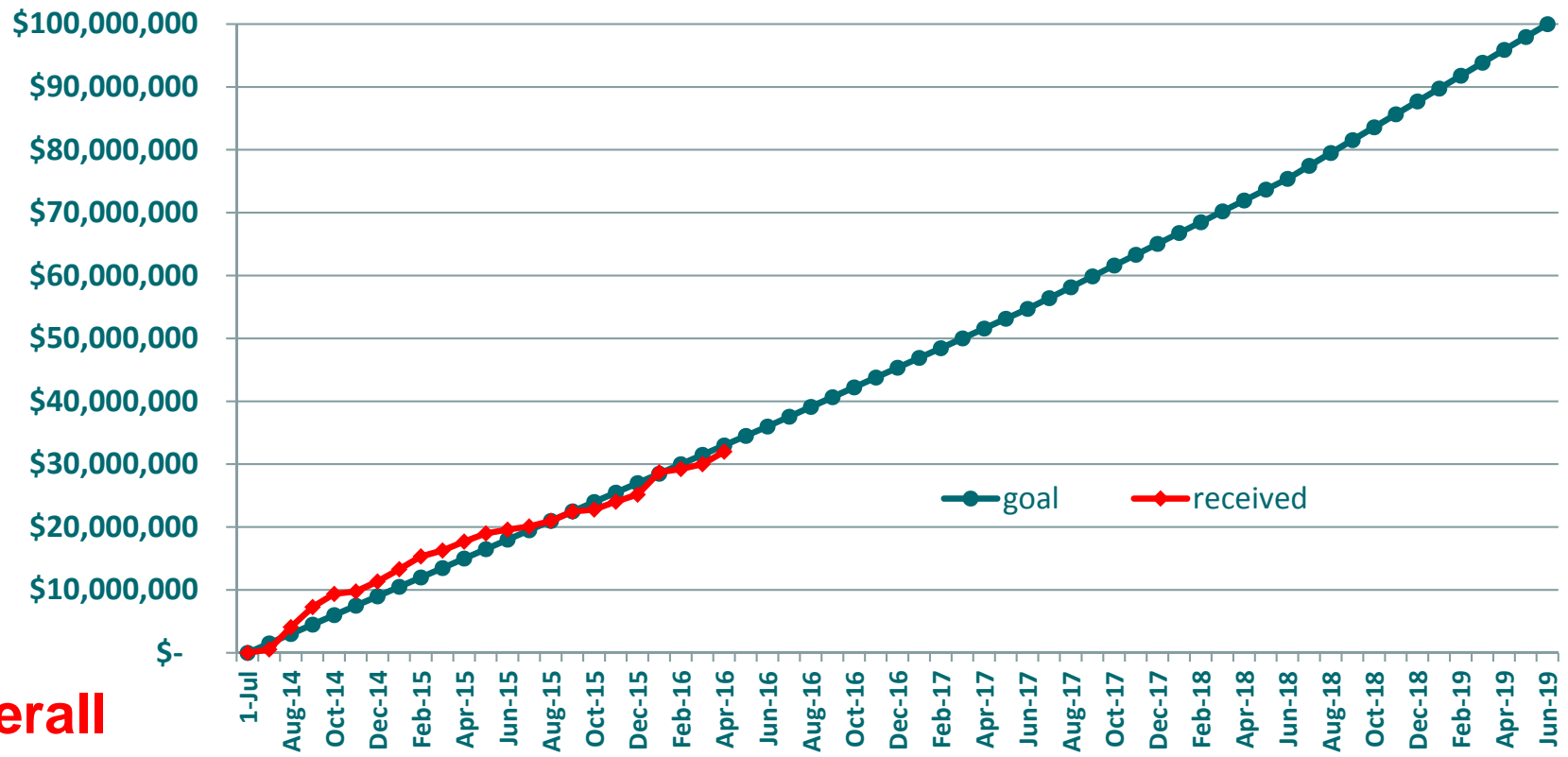


## ***Miami Promise Scholarship Campaign goals***

- FY'15: \$18.0 million -- \$19.8 million raised
- FY'16: \$18.0 million -- \$12.2 million received to date
- FY'17: \$18.7 million
- FY'18: \$20.7 million
- FY'19: \$24.6 million

# Miami Promise Scholarship Campaign

Overall



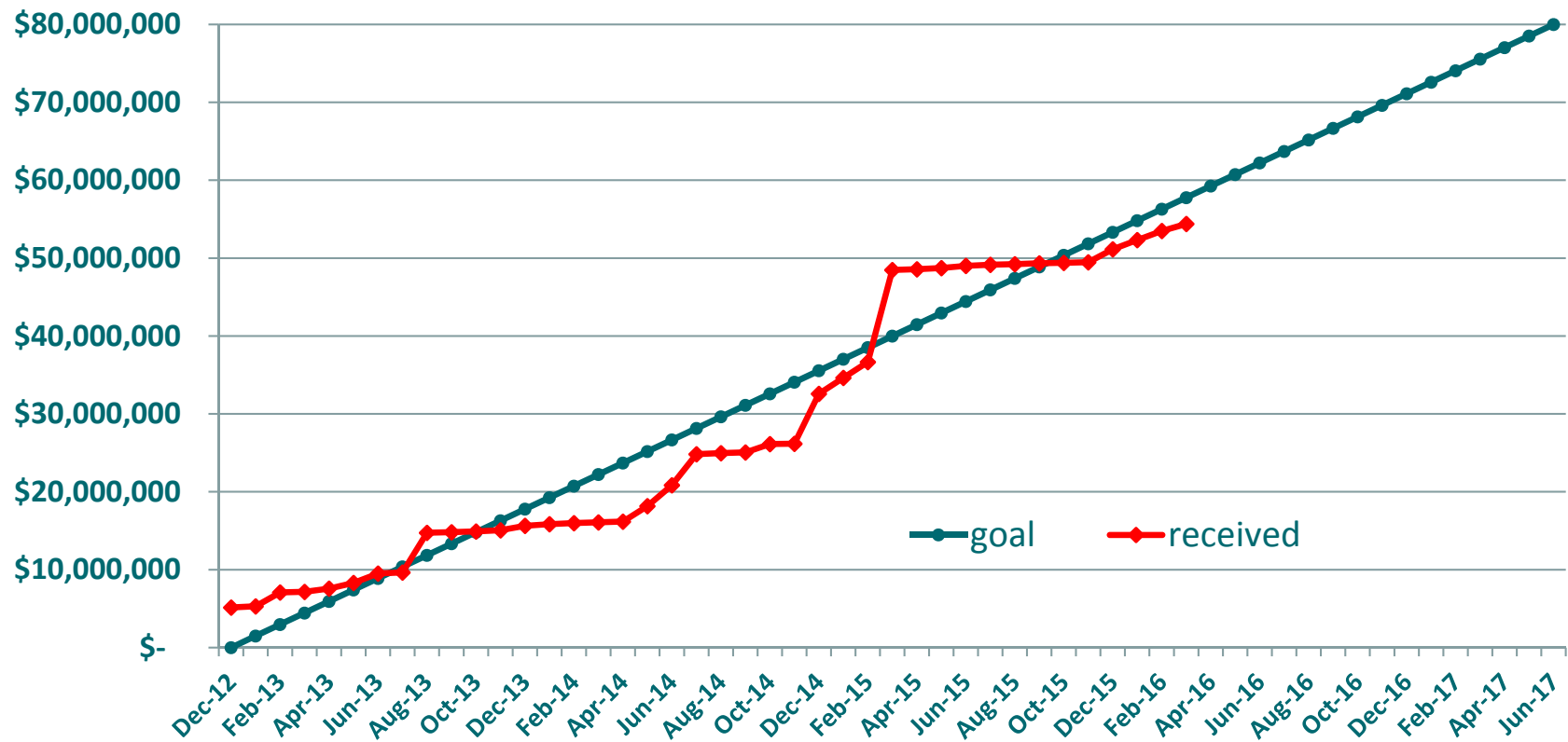
# *Graduating Champions Campaign*

- \$80 million campaign publicly announced
- Raised \$54.4 million to date





# Graduating Champions Campaign



## *The Humanities Center*

- Fundraising target: \$1.5 million (NEH Challenge Grant, by July 2019)
- FY'15 Fundraising goal of \$150,000 achieved
- Raised to date: \$473,000
- Goal to qualify for \$150,000 FY'16 match: \$450,000
- Total raised this FY: \$323,000

# ***New Advancement Initiatives***

- What is next?
  - Wealth Screening
    - Refreshed database prospect/donor information
    - First phase complete
  - Crowdsourcing Implementation
    - Beta testing currently
  - Staff Additions
    - IT, Alumni Relations, Communications – in process

# *Pride of Case V Awards*

## #MoveInMiami

- Gold/Platinum finalist – Best Practices in Fundraising
- Gold – Best Program in Annual Giving

## Graduating Champions Campaign Case Statement

- Gold – Best Program in Cultivation Publications

## Be Mine Miami, tumblr

- Gold – Best Use of Social Media

# *Pride of Case V Awards*

## #MUThankU (Day Without Donors)

- Bronze – Best Collaborative Program

## Endowment Annual Report

- Bronze – Best Program in Donor Recognition

## Giving Tribute

- Bronze – Best Tabloid/Newsletter

# *Thank you!*



To: Finance and Audit Committee *Barbara K. Jena*

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

Subject: **Internal Audit & Consulting Services** - IACS Reporting Update

Date: April 15, 2016

Although audit issues remain, progress has been made by the IT Services (ITS) and Enrollment Management & Student Success (EMSS) divisions to address them. ITS received the requested funding to address the three IT security audit issues. The Assistant VP for Security, Compliance & Risk Management expects to have the vulnerability management tool purchased and fully operational by mid-May, and to have sufficient data to be audited for compliance against standards by the end of the fiscal year. Full implementation is expected by August 2016 for the remaining two IT issues. More information can be found on page 2, lines 1-3.

Pertaining to EMSS and the Regional Campuses, IACS completed a follow-up of the Audit of Academic Record Updates. One audit issue (moderate risk level) was closed pertaining to minimizing the number of delinquent grade submissions. IACS met with Registrar management to discuss possible options for resolving audit issues without waiting for the automated solution. More information can be found on pages 2 and 3, lines 4-7.

**Audit Issue Status**

Risk Level	Open audit	Added	Closed	Open audit
	issues			issues
	1/29/2016			4/15/2016
High	7	0	0	7

Attachment

Cc: David K. Creamer

**Open Internal Audit Issues**

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
1	117.1 - Securing Confidential Information-Procedure Review- 1/2015	1/16/2015	8/19/2016	High	IT Services	It is recommended that IT Services work with Human Resources and Academic Personnel management to: 1. require that all new employees (including students) receive appropriate training regarding Miami's information security practices; 2. require that all employees (including students) receive appropriate updates on information security annually; 3. provide appropriate employees with clear documentation detailing the approved mediums for communicating Personally Identifiable Information; and, 4. establish procedures to hold employees who have received training accountable by receiving appropriate disciplinary action for violating Miami's information security practices.	Joe Bazeley, Assistant VP for Security, Compliance & Risk Management	Management concurred and stated 4/2016 that the requested central funding has been provided to purchase the security awareness training (objectives one and two). The discounted pricing window negotiated by REN-ISAC (an organization whose mission is to aid and promote cybersecurity operational protection and response within the research and higher education communities) closed, but another will open in June. IT Services (ITS) expects to have the training purchased and implemented by 8/19/16. Objectives three and four are addressed in the MU Confidential Data Guidelines and Technical Standards document, posted on the ITS website. Plans are to communicate the guidelines as policy in the MUPIM 2016-17 update.
2	117.2 - Securing Confidential Information- Procedure Review- 1/2015	1/16/2015	8/31/2016	High	IT Services	It is recommended that IT Services management continue to investigate and implement methods to detect and correct exposed Personally Identifiable Information (PII). IT Services should work with General Counsel to define PII.	Joe Bazeley, Assistant VP for Security, Compliance & Risk Management	Management concurred and stated 4/2016 that the requested central funding has been provided to purchase tools to scan for PII both in Miami's on-premise file shares and in Google Drive space. IT Services (ITS) expects to be operational by 6/30/2016. ITS has brought the issue of scanning all documents before the Senate's IT Policy Committee and does not anticipate this delaying full implementation by 8/31/2016.
3	137.1 - IT Vulnerability Management - 1/2016	1/9/2016	6/30/2016	High	IT Services	A process should be in place to detect, classify by risk level, and timely remediate vulnerabilities to Miami-owned computing devices. IACS recommends IT Services fully establish and maintain a process to timely remediate vulnerabilities to Miami-owned computing devices.	Joe Bazeley, Assistant VP for Security, Compliance & Risk Management	Management concurred and stated 4/2016, "The manual processes are operational, albeit highly resource-intensive. Requested central funding has been provided to purchase a superior vulnerability management tool. We expect to have the tool purchased and fully operational by 5/13/16, and to have sufficient data to be audited for compliance against the standards by 6/30/16."
4	104.1 - Audit of Academic Record Updates - 7/2015	7/28/2015	5/13/2016	High	Enrollment Management & Student Success	IACS recommends that the Office of the University Registrar work with the Office of Student Financial Assistance to revise current procedures for determining withdrawal dates to align with federal regulation 34 CFR § 668.22. The University Registrar should work with the Office of the Provost to enforce the procedures as needed.	David Sauter, University Registrar	IACS completed a follow-up audit 4/2016. The Registrar's Office stated that this issue was partially resolved 9/10/2015 with a procedure improvement for those withdrawals that occur as a result of a student's last class being dropped via the faculty photo roster; however, procedures for determining withdrawal dates to align with federal regulation have not been revised for official and medical withdrawals.  IACS met with Registrar staff 3/2016 to discuss methods to resolve this issue completely without waiting for the automated solution. In this meeting, the Registrar staff agreed to begin referring to the criteria specified in items i-iv in 34 CFR § 668.22(c) to determine a student's withdrawal date, if possible. Due to other priorities, the Registrar staff has not confirmed if this resolution was possible and implemented. As such, the audit issue remains open.
5	104.2 - Audit of Academic Record Updates - 7/2015	7/28/2015	5/13/2016	High	Enrollment Management & Student Success	IACS recommends that appropriate policies and procedures be established to document if a student began attendance in any class. In order to obtain and maintain such documentation consistently and timely, the Office of the University Registrar should work with the Office of Student Financial Assistance and the Office of the Provost in designing and enforcing the policies and procedures.	David Sauter, University Registrar	IACS completed a follow-up audit 4/2016. An automated solution to document if a student began attendance in any class has not been yet achievable. The Registrar's Office stated that this issue was partially resolved 9/10/2015 with a procedure improvement for those withdrawals that occur as a result of a student's last class being dropped via the faculty photo roster. In addition, IACS verified that Student Financial Assistance has interim manual measures in place to determine if a student began attendance by contacting faculty in cases where students drop all courses via web or are cancelled by Bursar for non-payment. However, interim manual measures are not in place in cases of official and medical withdrawals. As such, the audit issue remains open.



**Open Internal Audit Issues**

Line	Audit Name And Date	Date Opened	Date Due	Risk Level	Division	Recommendation	Responsible Person	Management Response and Status
6	104.3 - Audit of Academic Record Updates - 7/2015	7/28/2015	5/13/2016	High	Enrollment Management & Student Success	<p>IACS recommends the Office of the University Registrar:</p> <p>a. Standardize and improve withdrawal policies and procedures as follows:</p> <ul style="list-style-type: none"> <li>i. Create a standardized withdrawal form for all campuses and withdrawal scenarios. The form should include information such as reason for withdrawal, last date of attendance or never attended information, registrar's date of receipt, processor and date posted. This form should be completed by registrar staff if not provided otherwise and supporting documentation attached.</li> <li>ii. Retain all withdrawal documents in a central location either electronically or in paper form.</li> <li>iii. Process withdrawal requests in the timeframe required by departmental procedures.</li> </ul> <p>b. Define Withdrawal and Enrollment Status codes and their use to improve input accuracy and consistency.</p> <p>c. Retrain employees who process withdrawals, including the Office of Student Financial Assistance and Global Initiatives, to gain proficiency in the established policies and procedures, and to minimize inaccurate input, incomplete documentation and non-execution of required procedures.</p>	David Sauter, University Registrar	IACS completed a follow-up audit 4/2016. Management stated that the creation of a standardized withdrawal form, retraining, and processing timeframes has been delayed until the completion of the related Lean project. However, while awaiting IT resources to implement automation, a standardized withdrawal form has been created by Student Success and management stated that it was implemented on the Oxford campus for official withdrawals during the current 201620 term. The Registrar agreed to facilitate the implementation of the form on the regional campuses as well and retain withdrawal documents in a central location. Registrar management also stated that withdrawal processing procedures have been updated to describe the use for Enrollment Status and Withdrawal codes. IACS will perform another follow-up review after these actions have been taken and receiving copies of the procedures. This issue remains open.
7	104.4 - Audit of Academic Record Updates - 7/2015	7/28/2015	5/13/2016	High	Enrollment Management & Student Success	<p>IACS recommends the Office of the University Registrar continue working with IT Services to automate the grade change process. The automated process should be used by all campuses and include these features:</p> <ul style="list-style-type: none"> <li>a. email confirmations to the student and the instructor of record</li> <li>b. workflow approvals</li> <li>c. required fields such as the reason for the change</li> <li>d. capability to attach supporting documentation if applicable</li> <li>e. audit trail data such as registrar's date of receipt, processor and date posted</li> <li>f. trend analysis to detect possible fraud</li> </ul>	David Sauter, University Registrar	IACS completed a follow-up audit 4/2016. Management stated that an automated grade change submission process is in development; however, implementation is awaiting assignment of IT resources. Interim measures have not been implemented to manually email grade change notifications to faculty and students due to the large number. Management is considering manual email notifications for higher risk grade changes (i.e., grade to another grade). This issue remains open.

**REPORT ON CASH AND INVESTMENTS**  
**Finance and Audit Committee**  
**Miami University**  
**May 5, 2016**

Non-Endowment Fund

For the second fiscal quarter ending December 31, 2015, the non-endowment's return was flat. Slight gains in long-term capital strategies were offset by slight losses in short-term bond strategies. The return for the calendar year was -0.1%. A summary of performance is attached.

At December 31, the operating cash balance was over \$54 million. During the quarter, internal loans totaling \$33,752,541 were made to provide bridge financing for Oxford campus construction projects that will be funded by multi-year gift pledges. These interest bearing loans for the Gunlock Family Athletic Performance Center and Armstrong Student Center East Wing are reflected in the Long-Term Capital Debt Investments category in the table below, though the loans will be drawn from cash during the construction process.

<b>Current Funds</b>	<b>Fair Value</b>	<b>% of Portfolio</b>
Operating Cash:		
Short-term Investments*	\$ 54,227,928	10.0%
Core Cash:		
Intermediate-term Investments	\$120,853,221	22.3%
Long-Term Capital:		
Debt Investments	\$141,728,643	26.2%
Absolute Return	<u>\$224,220,538</u>	<u>41.4%</u>
Total Long-Term Capital	\$365,949,181	67.6%
<b>Total Current Fund Investments</b>	<b>\$541,030,330</b>	<b>100.0%</b>

\*includes bank account balances not included on performance report

Endowment Fund

The endowment fund preliminary return was +1.3% for the second fiscal quarter ending December 31, 2015. This figure excludes the December quarter results for the private capital investments, which report on a significant time lag. Preliminary results for the full calendar year were -2.8%. Final performance for the 2015 first fiscal quarter, after receiving all the private capital valuations, was -6.2%. Results during the recent

quarter reflected significant volatility in the global public equity market and continued drawdowns in the global natural resources market.

The Miami University Foundation Investment Committee met on February 26, 2016 in Bonita Springs, FL. Please see the attached performance report for additional endowment related details. At this meeting, the investment committee approved an increase to the diversifying strategies category within the strategic allocation framework. The increase will take the allocation from approximately 10% to 15% of the portfolio over the next several months. The 15% allocation represents the mid-point of the strategic range. The increase will be funded from cash. Diversifying strategies are generally intended to have low correlation to the rest of the portfolio.

### Bond Project Funds

Construction activity continued steadily through the fall and winter. Approximately \$25.2 million in draws were made during the December quarter. As of December 31, 2015, the balances were as follows:

### **Plant Funds**

Series 2011 Bond Project Fund	\$ 5,282,559
Series 2012 Bond Project Fund	\$ 14,385,690
Series 2014 Bond Project Fund	<u>\$102,199,534</u>
<b>Total Plant Funds</b>	<b>\$121,867,783</b>

### Attachments

Non-endowment Performance Summary as of 12/31/2015  
MUF Treasurer's Report as of 12/31/2015

## Miami University Non-Endowment

## Summary of Investment Performance

Report for Periods Ending December 31, 2015

	Annualized							Since Inception	Date	Market Value
	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr			
<b>Total Composite</b>	<b>0.0%</b>	<b>-1.3%</b>	<b>-0.1%</b>	<b>1.9%</b>	<b>2.3%</b>	<b>3.0%</b>	<b>2.1%</b>	<b>3.3%</b>	6/02	\$529,025,977
<b>Operating Cash</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.3</b>	<b>1.5</b>	<b>1.7</b>	6/02	75,976,116
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	0.1	0.1	1.1	1.3		
<b>BlackRock</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>-</b>	<b>0.1</b>	10/08	464,127
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	0.1	0.1	-	0.1		
<b>Star Ohio</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>1.6</b>	<b>1.8</b>	6/02	32,987,119
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	0.1	0.1	1.1	1.3		
<b>Chase Savings</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>	<b>-</b>	<b>0.2</b>	10/08	27,430,492
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	0.1	0.1	-	0.1		
<b>STAROhio Plus</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.2</b>	7/12	15,094,378
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	-	-	-	0.1		
<b>Core Cash</b>	<b>-0.4</b>	<b>0.3</b>	<b>0.9</b>	<b>1.0</b>	<b>2.0</b>	<b>2.8</b>	<b>3.0</b>	<b>3.1</b>	6/02	120,853,221
Barclays 1-3 Yr U.S. Gov't Bond Index	-0.4	-0.1	0.6	0.5	0.7	1.1	2.5	2.5		
<b>Bartlett A</b>	<b>-0.4</b>	<b>-0.1</b>	<b>0.5</b>	<b>0.3</b>	<b>0.7</b>	<b>1.3</b>	<b>2.4</b>	<b>2.4</b>	6/02	23,034,202
Barclays 1-3 Yr U.S. Gov't Bond Index	-0.4	-0.1	0.6	0.5	0.7	1.1	2.5	2.5		
<b>Bartlett B</b>	<b>-0.5</b>	<b>0.5</b>	<b>1.3</b>	<b>1.1</b>	<b>2.5</b>	<b>3.5</b>	<b>4.0</b>	<b>3.9</b>	6/02	30,349,762
Barclays 1-3 Yr U.S. Gov't Bond Index	-0.4	-0.1	0.6	0.5	0.7	1.1	2.5	2.5		
<b>Commonfund Intermediate Bond Fund</b>	<b>-0.2</b>	<b>0.1</b>	<b>0.9</b>	<b>0.9</b>	<b>1.9</b>	<b>3.7</b>	<b>2.1</b>	<b>2.4</b>	6/02	6,269,076
Barclays 1-5 Yr Treasury Index	-0.7	0.0	0.9	0.6	1.2	1.4	3.0	2.9		
<b>M.D. Sass - 3 Year</b>	<b>-0.5</b>	<b>0.4</b>	<b>1.1</b>	<b>1.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.5</b>	1/11	30,163,147
Barclays Interim. Gov't Bond Index	-0.8	0.4	1.2	0.8	-	-	-	2.0		
<b>M.D. Sass - 2 Year</b>	<b>-0.1</b>	<b>0.2</b>	<b>0.8</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.1</b>	9/12	31,037,034
Barclays Interim. Gov't Bond Index	-0.8	0.4	1.2	0.8	-	-	-	0.8		
<b>Long Term Capital</b>	<b>0.2</b>	<b>-2.1</b>	<b>0.0</b>	<b>3.5</b>	<b>4.0</b>	<b>5.2</b>	<b>2.2</b>	<b>4.5</b>	6/02	332,196,640
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	10.7	4.8	6.7		
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	1.4	3.2	4.1	4.5	4.6		

## Miami University Non-Endowment

### Summary of Investment Performance

Report for Periods Ending December 31, 2015

	Annualized							Since Inception	Date	Market Value
	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr			
<b>Public Debt</b>	<b>0.4%</b>	<b>-1.1%</b>	<b>-0.3%</b>	<b>1.6%</b>	<b>3.8%</b>	<b>5.8%</b>	<b>5.2%</b>	<b>5.1%</b>	6/02	\$107,976,101
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	1.4	3.2	4.1	4.5	4.6		
<b>Bartlett C</b>	<b>-0.5</b>	<b>0.9</b>	<b>1.2</b>	<b>1.4</b>	<b>3.1</b>	<b>4.3</b>	<b>4.7</b>	<b>4.7</b>	6/02	22,286,877
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	1.4	3.2	4.1	4.5	4.6		
<b>Beach Point Loan Fund</b>	<b>-0.1</b>	<b>0.0</b>	<b>2.6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.5</b>	1/13	27,603,492
CS Leveraged Loan Index	-2.0	-3.2	-0.4	-	-	-	-	2.3		
<b>Commonfund High Quality Bond Fund</b>	<b>-0.4</b>	<b>0.5</b>	<b>0.8</b>	<b>2.1</b>	<b>4.1</b>	<b>6.5</b>	<b>5.4</b>	<b>5.4</b>	6/02	27,128,792
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	1.4	3.2	4.1	4.5	4.6		
<b>Templeton Global Total Return Fund</b>	<b>2.2</b>	<b>-4.8</b>	<b>-4.6</b>	<b>-0.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.3</b>	5/11	30,956,940
Barclays Multiverse	-0.9	-0.4	-3.3	-1.7	-	-	-	0.2		

## Miami University Non-Endowment

## Summary of Investment Performance

Report for Periods Ending December 31, 2015

## Annualized

	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr	Since Inception	Date	Market Value
<b>Absolute Return</b>	<b>0.1%</b>	<b>-2.5%</b>	<b>0.1%</b>	<b>5.6%</b>	<b>4.3%</b>	<b>5.0%</b>	<b>0.6%</b>	<b>3.6%</b>	6/02	\$224,220,539
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	10.7	4.8	6.7		
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	1.4	3.2	4.1	4.5	4.6		
<b>ABS Investment Management</b>	<b>2.6</b>	<b>-0.1</b>	<b>4.1</b>	<b>9.4</b>	<b>5.9</b>	<b>-</b>	<b>-</b>	<b>6.5</b>	5/09	26,884,037
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	-	-	9.9		
HFRI Fund of Funds Index	0.6	-3.0	-0.4	3.9	2.1	-	-	3.4		
<b>Beach Point Total Return Fund</b>	<b>-2.7</b>	<b>-5.8</b>	<b>-2.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.8</b>	3/13	22,059,380
ML High Yield Bond Index	-2.2	-7.0	-4.6	-	-	-	-	0.7		
HFRI Event Driven Index	0.3	-5.2	-2.9	-	-	-	-	2.3		
<b>Evanston Weatherlow Fund</b>	<b>1.2</b>	<b>-3.2</b>	<b>1.6</b>	<b>6.6</b>	<b>4.4</b>	<b>-</b>	<b>-</b>	<b>6.4</b>	5/09	25,493,866
HFRI Fund of Funds Index	0.6	-3.0	-0.4	3.9	2.1	-	-	3.4		
S&P 500 Index	7.0	0.2	1.4	15.1	12.6	-	-	15.3		
<b>GEM Realty Securities LP</b>	<b>-1.6</b>	<b>-5.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-6.6</b>	4/15	23,340,497
MSCI U.S. REIT Index	6.7	8.5	-	-	-	-	-	3.1		
HFRI Equity Hedge Index	1.9	-4.5	-	-	-	-	-	-4.5		
<b>Lighthouse Diversified Fund</b>	<b>2.1</b>	<b>-0.1</b>	<b>3.2</b>	<b>7.4</b>	<b>5.4</b>	<b>-</b>	<b>-</b>	<b>5.9</b>	5/10	26,490,067
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	-	-	9.0		
HFRI Fund of Funds Index	0.6	-3.0	-0.4	3.9	2.1	-	-	2.9		
<b>Rimrock High Income PLUS Fund</b>	<b>-3.4</b>	<b>-4.7</b>	<b>-3.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-2.7</b>	9/14	24,162,523
Barclays U.S. Corporate High Yield Index	-2.1	-6.8	-4.5	-	-	-	-	-4.4		
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	-	-	-	-	1.9		
<b>Sandler Offshore</b>	<b>1.8</b>	<b>3.3</b>	<b>6.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.8</b>	3/13	26,431,451
MSCI AC World Index	5.0	-4.9	-2.4	-	-	-	-	6.0		
HFRI Equity Hedge Index	1.9	-4.5	-0.8	-	-	-	-	3.5		
<b>SCS Opportunities</b>	<b>1.0</b>	<b>-0.7</b>	<b>0.1</b>	<b>5.8</b>	<b>3.8</b>	<b>-</b>	<b>-</b>	<b>4.5</b>	5/09	25,258,336
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	-	-	9.9		
HFRI Fund of Funds Index	0.6	-3.0	-0.4	3.9	2.1	-	-	3.4		
<b>SkyBridge Series G</b>	<b>-0.3</b>	<b>-6.6</b>	<b>-3.7</b>	<b>4.6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.1</b>	4/12	24,100,382
MSCI AC World Index	5.0	-4.9	-2.4	7.7	-	-	-	7.7		
HFRI Fund of Funds Index	0.6	-3.0	-0.4	3.9	-	-	-	3.7		

**Miami University Non-Endowment**  
**Summary of Investment Performance**  
Report for Periods Ending December 31, 2015

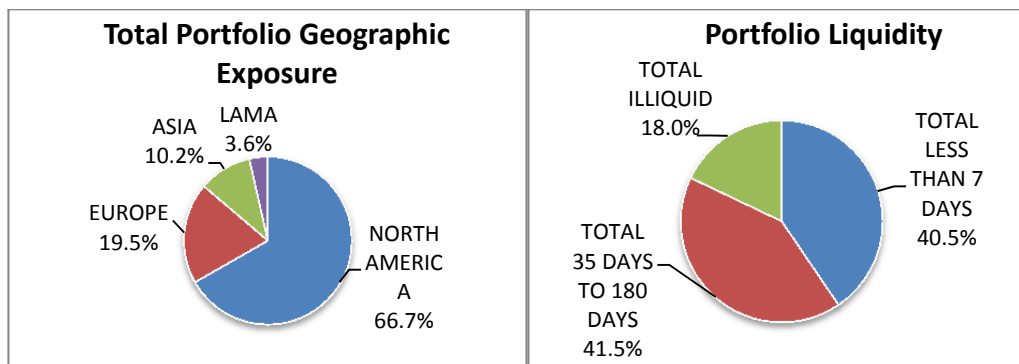
**Footnotes:**

- \* 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  
December 31, 2015**

The preliminary December 31, 2015 market value for the Miami University Foundation totaled \$435,366,185. Some of the private programs have not yet reported December 31 values. The following table summarizes the Foundation's strategic allocation compared with the strategic ranges.

ASSET CATEGORY	MARKET VALUE	% OF TOTAL	STRATEGIC RANGE
Long-Only Global Equity	152,321,300	35.0%	20%-40%
Hedged Equity	28,087,746	6.5%	5%-10%
Private Equity	21,524,175	4.9%	5%-10%
<b>Global Equity</b>	<b>201,933,221</b>	<b>46.4%</b>	<b>35% - 55%</b>
Interest Rate Sensitive	21,757,052	5.0%	5%-20%
Credit Sensitive	84,013,394	19.3%	5%-20%
<b>Global Debt</b>	<b>105,770,446</b>	<b>24.3%</b>	<b>10% - 30%</b>
Natural Resources	41,288,833	9.5%	5%-20%
Real Estate	13,008,547	3.0%	5%-10%
<b>Global Real Assets</b>	<b>54,297,380</b>	<b>12.5%</b>	<b>10% - 30%</b>
<b>Diversifying Strategies</b>	<b>45,131,941</b>	<b>10.4%</b>	<b>5% - 25%</b>
<b>Cash</b>	<b>28,233,197</b>	<b>6.5%</b>	<b>0%-10%</b>
<b>Total Portfolio</b>	<b>435,366,185</b>	<b>100%</b>	



During the second quarter of fiscal year 2016, the value of the combined endowment investment pool increased from \$431.3 million to \$435.4 million. Preliminary investment returns were positive for the quarter. New cash gifts to the Miami University and the Miami University Foundation endowments totaled \$6,020,779 for the quarter, bringing the fiscal year to date total to \$7,072,538.

The investment committee met in November in Oxford. The committee adopted a new strategic allocation policy which includes new categories, sub-categories, and strategic ranges, with which to make allocation decisions. The staff and consultants recommended and the committee approved the following actions:

- i. Partial redemption (1% of total portfolio market value) from Virtus Global Opportunities to be allocated to Virtus Emerging Markets
- ii. Addition to Eagle Global MLP in the amount of 1% of total portfolio market value, funded from cash
- iii. \$10 million initial commitment to GEM Realty Evergreen Fund, funded from cash



- iv. Partial redemptions from both Canyon and GoldenTree (1% of total portfolio market value each) to be reallocated to Templeton Global Total Return (1% of total portfolio market value) and cash (1% of total portfolio market value).

The committee will next meet in Oxford on November 4<sup>th</sup>.

Preliminary investment returns were +1.3% for the December quarter, excluding the private programs which report on a significant time lag. Investment performance for the recent quarter was largely driven by the positive returns in the global public equity markets. For the calendar year, preliminary returns were -2.8%. Global real assets were significant detractors, while the hedged equity managers posted positive results for the 2015 calendar year.

The final results for the first fiscal quarter ending September 30, 2015 were -6.2%. Every allocation category contributed negative returns to the portfolio with public real assets as the largest detractor, hampered by the continued decline in oil and other commodity prices.

The tables on the following pages report each underlying manager's returns for multiple time periods, including the preliminary second fiscal quarter.

Respectfully submitted,

Ellen Schubert  
Treasurer

**Miami University Foundation**  
**Summary of Investment Performance**  
 Report for Periods Ending December 31, 2015  
 (Preliminary)

Annualized

	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr	Since Inception	Date	Market Value
<b>Total Composite</b>	<b>0.9%</b>	<b>-5.3%</b>	<b>-2.7%</b>	<b>4.6%</b>	<b>4.2%</b>	<b>7.7%</b>	<b>4.5%</b>	<b>9.0%</b>	4/93	\$435,366,185
MUF Custom Index 1	2.0	-5.2	-3.5	4.3	4.3	8.0	4.5	-		
CPI + 5.5%	1.4	2.6	5.9	6.5	7.1	7.3	7.4	7.7		
<b>Total Composite ex. Private Capital</b>	<b>1.3</b>	<b>-5.6</b>	<b>-2.8</b>	<b>4.6</b>	<b>3.5</b>	<b>8.4</b>	<b>4.5</b>	<b>5.9</b>	12/96	367,941,432
<b>Global Equity</b>	<b>3.3</b>	<b>-4.1</b>	<b>-0.4</b>	<b>7.2</b>	<b>5.3</b>	<b>9.4</b>	<b>5.3</b>	<b>6.1</b>	3/95	201,933,221
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	10.7	4.8	6.4		
S&P 500 Index	7.0	0.2	1.4	15.1	12.6	14.8	7.3	9.1		
<b>Global Equity ex-Private Capital</b>	<b>4.1</b>	<b>-4.0</b>	<b>-0.5</b>	<b>6.8</b>	<b>4.2</b>	<b>9.0</b>	<b>4.5</b>	<b>5.7</b>	12/96	180,409,046
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	10.7	4.8	5.6		
<b>Public Equity</b>	<b>4.7</b>	<b>-4.1</b>	<b>-0.7</b>	<b>6.5</b>	<b>4.1</b>	<b>9.5</b>	<b>4.5</b>	<b>5.7</b>	12/96	152,321,300
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	10.7	4.8	5.6		
S&P 500 Index	7.0	0.2	1.4	15.1	12.6	14.8	7.3	7.5		
<b>Barings</b>	<b>4.2</b>	<b>-5.8</b>	<b>0.3</b>	<b>8.1</b>	-	-	-	<b>8.1</b>	12/12	25,066,773
MSCI AC World Index	5.0	-4.9	-2.4	7.7	-	-	-	7.7		
<b>Harris Oakmark Global Fund</b>	<b>5.9</b>	<b>-5.5</b>	<b>-4.4</b>	-	-	-	-	<b>0.9</b>	10/13	18,746,082
MSCI AC World Index	5.0	-4.9	-2.4	-	-	-	-	2.2		
<b>Lateef Investment Management</b>	<b>7.5</b>	<b>-1.0</b>	<b>2.9</b>	<b>12.2</b>	<b>11.5</b>	<b>15.0</b>	-	<b>6.5</b>	10/07	18,740,841
Russell 3000 Index	6.3	-1.4	0.5	14.7	12.2	15.0	-	5.8		
<b>Lone Cascade</b>	<b>1.4</b>	<b>-8.3</b>	<b>-1.2</b>	-	-	-	-	<b>0.9</b>	12/13	4,435,802
MSCI AC World Index	5.0	-4.9	-2.4	-	-	-	-	0.8		
<b>PIMCO RAE Fundamental Global Inst'l</b>	<b>2.2</b>	<b>-8.4</b>	-	-	-	-	-	<b>-8.1</b>	3/15	24,495,025
MSCI AC World Index	5.0	-4.9	-	-	-	-	-	-4.6		
<b>Virtus Emerging Opportunities</b>	<b>1.3</b>	<b>-8.9</b>	<b>-8.5</b>	<b>-3.3</b>	-	-	-	<b>0.4</b>	8/11	13,628,496
MSCI Emerging Markets Index	0.7	-17.4	-14.9	-6.8	-	-	-	-3.6		
<b>Virtus Global Opportunities</b>	<b>4.9</b>	<b>1.3</b>	<b>4.8</b>	<b>9.1</b>	-	-	-	<b>11.1</b>	10/11	26,013,279
MSCI AC World Index	5.0	-4.9	-2.4	7.7	-	-	-	8.5		
<b>William Blair Global Leaders Fund</b>	<b>7.3</b>	<b>-2.0</b>	<b>2.8</b>	-	-	-	-	<b>5.5</b>	10/13	21,195,002
MSCI AC World Index	5.0	-4.9	-2.4	-	-	-	-	2.2		

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	Annualized							Since Inception	Date	Market Value
	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr			
<b>Hedged Equity</b>	<b>0.9%</b>	<b>-3.0%</b>	<b>0.9%</b>	<b>8.4%</b>	<b>5.2%</b>	<b>6.1%</b>	<b>2.9%</b>	<b>3.3%</b>	12/01	\$28,087,746
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	10.7	4.8	5.8		
HFRI Equity Hedge Index	1.8	-4.5	-0.9	4.9	2.6	6.6	3.5	4.8		
<b>JHL Capital</b>	<b>10.5</b>	<b>6.6</b>	<b>3.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8.5</b>	11/14	10,595,504
DJ/CS HFI Long/Short Equity	1.6	0.0	3.6	-	-	-	-	3.6		
S&P 500 Index	7.0	0.2	1.4	-	-	-	-	1.0		
<b>Marble Arch Offshore Fund</b>	<b>-5.3</b>	<b>-7.1</b>	<b>5.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11.4</b>	10/14	10,845,630
S&P 500 Index	7.0	0.2	1.4	-	-	-	-	3.3		
<b>Starboard Value</b>	<b>-2.0</b>	<b>-9.6</b>	<b>-8.3</b>	<b>7.4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.3</b>	4/12	6,646,612
MSCI AC World Index	5.0	-4.9	-2.4	7.7	-	-	-	7.7		
HFRI Equity Hedge Index	1.8	-4.5	-0.9	4.9	-	-	-	4.3		
<b>Private Equity</b>	<b>-2.0</b>	<b>-5.5</b>	<b>0.0</b>	<b>9.0</b>	<b>10.4</b>	<b>11.0</b>	<b>10.2</b>	<b>9.8</b>	3/95	21,524,175
Thomson One All Private Equity Index	0.0	-0.9	5.3	11.6	11.0	11.9	10.1	14.5		
MSCI AC World Index	5.0	-4.9	-2.4	7.7	6.1	10.7	4.8	6.4		
<b>Commonfund International Private Equity III</b>	<b>0.0</b>	<b>-6.6</b>	<b>5.7</b>	<b>1.1</b>	<b>2.3</b>	<b>6.7</b>	<b>8.6</b>	<b>2.6</b>	6/00	74,341
<b>Commonfund Private Equity IV</b>	<b>0.0</b>	<b>-6.8</b>	<b>-4.2</b>	<b>8.2</b>	<b>13.3</b>	<b>14.8</b>	<b>13.0</b>	<b>9.4</b>	6/00	95,610
<b>Commonfund Private Equity V</b>	<b>0.0</b>	<b>2.0</b>	<b>14.4</b>	<b>13.3</b>	<b>12.6</b>	<b>13.7</b>	<b>11.1</b>	<b>-2.2</b>	3/02	522,734
<b>Goldman Sachs Private Equity Offshore 2004</b>	<b>0.0</b>	<b>-0.3</b>	<b>-1.3</b>	<b>9.0</b>	<b>8.5</b>	<b>10.4</b>	<b>-3.8</b>	<b>-3.8</b>	11/05	1,444,127
<b>Goldman Sachs Private Equity Partners IX</b>	<b>0.0</b>	<b>-2.5</b>	<b>9.3</b>	<b>11.3</b>	<b>11.1</b>	<b>8.0</b>	<b>-</b>	<b>-0.9</b>	8/07	6,807,217
<b>Hamilton Lane Co-Investment Fund II</b>	<b>-2.2</b>	<b>-8.0</b>	<b>-4.1</b>	<b>13.5</b>	<b>15.8</b>	<b>12.3</b>	<b>-</b>	<b>1.7</b>	2/08	8,027,862
<b>Hamilton Lane Secondary Fund II</b>	<b>-10.6</b>	<b>-12.6</b>	<b>-10.3</b>	<b>3.9</b>	<b>9.0</b>	<b>7.2</b>	<b>-</b>	<b>7.0</b>	10/08	2,307,419
<b>Pomona Capital VI</b>	<b>0.0</b>	<b>-2.0</b>	<b>0.5</b>	<b>2.7</b>	<b>5.6</b>	<b>2.6</b>	<b>-5.3</b>	<b>-5.2</b>	9/05	1,719,398
<b>Commonfund Venture Capital IV</b>	<b>0.0</b>	<b>-5.3</b>	<b>-5.4</b>	<b>-2.1</b>	<b>1.5</b>	<b>5.3</b>	<b>5.6</b>	<b>3.0</b>	3/99	222,759
<b>Commonfund Venture Capital V</b>	<b>0.0</b>	<b>-7.1</b>	<b>-10.2</b>	<b>-2.9</b>	<b>-0.6</b>	<b>1.4</b>	<b>1.5</b>	<b>-6.1</b>	1/00	302,708
<b>Global Debt</b>	<b>-0.7</b>	<b>-3.8</b>	<b>-1.2</b>	<b>4.6</b>	<b>5.7</b>	<b>10.9</b>	<b>5.7</b>	<b>6.3</b>	12/96	105,770,447
Blended Index <sup>2</sup>	-0.9	-0.4	-3.3	-1.7	1.0	2.7	3.8	4.7		
<b>Global Debt ex-Private Capital</b>	<b>-0.8</b>	<b>-3.8</b>	<b>-0.9</b>	<b>4.3</b>	<b>5.4</b>	<b>11.3</b>	<b>6.0</b>	<b>6.2</b>	12/96	98,003,482
Blended Index <sup>2</sup>	-0.9	-0.4	-3.3	-1.7	1.0	2.7	3.8	4.7		

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	Annualized							Since Inception	Date	Market Value
	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr			
<b>Public Debt</b>	<b>1.0%</b>	<b>-2.6%</b>	<b>-1.6%</b>	<b>0.8%</b>	<b>3.5%</b>	<b>6.2%</b>	<b>5.2%</b>	<b>5.8%</b>	12/96	\$32,632,658
Blended Index <sup>2</sup>	-0.9	-0.4	-3.3	-1.7	1.0	2.7	3.8	4.7		
<b>Beach Point Loan Fund</b>	<b>-0.1</b>	<b>0.0</b>	<b>2.6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.5</b>	1/13	10,875,605
CS Leveraged Loan Index	-2.0	-3.2	-0.4	-	-	-	-	2.3		
<b>Commonfund High Quality Bond Fund</b>	<b>-0.4</b>	<b>0.4</b>	<b>0.6</b>	<b>2.0</b>	<b>3.9</b>	<b>6.3</b>	<b>5.3</b>	<b>5.8</b>	10/00	2,459,015
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	1.4	3.2	4.1	4.5	5.1		
<b>Templeton Global Total Return</b>	<b>2.2</b>	<b>-4.8</b>	<b>-4.6</b>	<b>-0.1</b>	<b>3.3</b>	<b>-</b>	<b>-</b>	<b>3.4</b>	10/10	19,298,038
Barclays Multiverse Index	-0.9	-0.4	-3.3	-1.7	1.0	-	-	0.5		
<b>Hedged Debt</b>	<b>-1.5</b>	<b>-4.3</b>	<b>-0.6</b>	<b>6.5</b>	<b>6.5</b>	<b>15.1</b>	<b>-</b>	<b>7.7</b>	6/06	65,370,824
HFRI Relative Value Index	-0.2	-2.8	-0.3	3.6	4.2	8.1	-	5.3		
<b>Beach Point Total Return</b>	<b>-2.7</b>	<b>-5.5</b>	<b>-2.1</b>	<b>3.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.1</b>	8/12	11,413,907
ML High Yield Bond Index	-2.2	-7.0	-4.6	1.6	-	-	-	2.9		
HFRI Event Driven Index	-0.6	-6.0	-3.7	3.1	-	-	-	4.2		
<b>Canyon</b>	<b>-1.1</b>	<b>-4.8</b>	<b>-2.7</b>	<b>5.5</b>	<b>5.7</b>	<b>13.0</b>	<b>-</b>	<b>7.2</b>	6/06	25,278,170
ML High Yield Bond Index	-2.2	-7.0	-4.6	1.6	4.8	12.6	-	6.8		
HFRI Event Driven Index	-0.6	-6.0	-3.7	3.1	2.9	7.1	-	3.9		
<b>GoldenTree</b>	<b>-1.5</b>	<b>-3.3</b>	<b>1.9</b>	<b>9.0</b>	<b>8.3</b>	<b>18.1</b>	<b>-</b>	<b>8.7</b>	6/06	28,678,747
ML High Yield Bond Index	-2.2	-7.0	-4.6	1.6	4.8	12.6	-	6.8		
HFRI Event Driven Index	-0.6	-6.0	-3.7	3.1	2.9	7.1	-	3.9		
<b>Private Debt</b>	<b>0.0</b>	<b>-3.7</b>	<b>-4.1</b>	<b>7.3</b>	<b>7.7</b>	<b>9.7</b>	<b>4.2</b>	<b>7.3</b>	6/03	7,766,965
Thomson One Distressed Index	0.0	-1.8	1.7	8.7	9.2	13.8	9.4	11.9		
<b>Commonfund Distressed Debt II</b>	<b>0.0</b>	<b>-12.4</b>	<b>-18.8</b>	<b>-7.4</b>	<b>-0.6</b>	<b>4.8</b>	<b>0.5</b>	<b>4.3</b>	6/03	467,370
<b>Commonfund Distressed Debt III</b>	<b>0.0</b>	<b>-5.8</b>	<b>-4.1</b>	<b>3.4</b>	<b>5.4</b>	<b>7.7</b>	<b>-</b>	<b>0.4</b>	5/06	2,383,618
<b>Goldman Sachs Distressed Opportunities</b>	<b>0.0</b>	<b>-1.6</b>	<b>-2.4</b>	<b>12.3</b>	<b>10.8</b>	<b>8.6</b>	<b>-</b>	<b>4.7</b>	6/08	4,915,977

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	Annualized							Since Inception	Date	Market Value
	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr			
<b>Global Real Assets</b>	-3.3%	-14.9%	-15.6%	-2.3%	0.9%	-0.4%	-0.4%	4.9%	9/95	\$54,297,379
<b>Public Real Assets</b>	<b>-10.3</b>	<b>-37.6</b>	<b>-39.4</b>	<b>-7.3</b>	-	-	-	<b>-1.1</b>	10/11	16,163,766
Blended Index <sup>3</sup>	1.2	-12.7	-18.4	0.4	-	-	-	2.6		
CPI + 5%	1.3	2.4	5.4	6.0	-	-	-	6.2		
<b>Eagle Global MLP</b>	<b>-11.6</b>	<b>-37.8</b>	<b>-39.7</b>	<b>-3.2</b>	-	-	-	<b>2.1</b>	10/11	12,612,388
Alerian MLP Index	-2.8	-24.3	-32.6	-3.4	-	-	-	-0.1		
<b>RS Global Natural Resources</b>	<b>-6.1</b>	<b>-36.3</b>	<b>-38.0</b>	-	-	-	-	<b>-24.6</b>	6/13	3,551,378
S&P North America Nat'l Resources Index	-1.8	-21.0	-24.3	-	-	-	-	-9.4		
<b>Private Real Assets</b>	<b>0.0</b>	<b>-3.4</b>	<b>-3.2</b>	<b>0.7</b>	<b>2.4</b>	<b>0.6</b>	<b>0.4</b>	<b>5.3</b>	9/95	38,133,613
Thomson One Private Real Estate Index	0.0	2.0	8.0	12.1	11.0	5.6	4.7	9.7		
S&P GSSI Natural Resources Index	-1.8	-21.0	-24.3	-7.3	-5.5	3.6	1.5	-		
NCREIF Timberland Index	1.9	2.6	5.0	8.4	6.8	4.1	6.9	7.8		
<b>Private Real Estate Composite</b>	<b>0.0</b>	<b>-0.2</b>	<b>2.7</b>	<b>7.1</b>	<b>6.7</b>	<b>-1.8</b>	-	<b>-13.8</b>	5/06	13,008,546
Metropolitan Real Estate Partners IV	0.0	-0.5	-0.1	6.3	4.2	0.8	-	-13.0	5/06	2,225,457
Penn Square Global Real Estate	0.0	-3.3	-2.5	2.5	3.4	2.9	-	-5.1	1/08	4,188,315
Penn Square Global Real Estate II	0.0	0.6	7.3	13.4	-32.9	-	-	-72.9	2/10	2,308,039
WCP Real Estate IV	0.0	3.1	-	-	-	-	-	6.3	3/15	4,286,735
<b>Private Natural Resources Composite</b>	<b>0.0</b>	<b>-5.0</b>	<b>-6.1</b>	<b>-2.3</b>	<b>0.1</b>	<b>1.6</b>	<b>4.6</b>	<b>7.4</b>	9/95	25,125,067
Commonfund Energy III	0.0	-30.7	-24.8	-4.6	3.2	5.7	9.9	12.8	9/95	67,688
Commonfund Natural Resources V	0.0	-12.7	-18.5	-6.9	0.3	3.5	5.8	-10.0	9/03	1,232,140
Commonfund Natural Resources VI	0.0	-12.1	-14.0	0.1	3.4	5.8	-5.0	4.8	9/05	1,035,248
Commonfund Natural Resources VII	0.0	-10.4	-11.9	-1.7	2.1	3.5	-	-10.6	1/07	2,122,022
Commonfund Natural Resources VIII	0.0	-2.9	-2.3	1.7	-2.3	-0.3	-	-0.3	11/08	6,875,218
Goldman Sachs Concentrated Energy	0.0	-16.8	-20.5	-18.3	-8.2	-7.0	-	-6.3	4/08	2,672,199
Timbervest II	0.0	-0.1	-0.8	2.0	1.1	0.8	-	0.2	5/07	7,643,977
Timbervest III	0.0	0.4	1.2	6.4	4.7	-	-	4.7	12/10	3,476,575

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	Qtr	FYTD	1Yr	3Yr	5Yr	7Yr	10Yr	Since Inception	Date	Market Value
<b>Diversifying Strategies</b>	<b>-0.1%</b>	<b>-3.3%</b>	<b>1.1%</b>	<b>5.3%</b>	<b>3.3%</b>	<b>6.6%</b>	<b>5.3%</b>	<b>5.8%</b>	3/04	\$45,131,941
HFRI Fund Weighted Composite Index	0.7	-3.5	-1.1	3.6	2.3	5.8	4.1	4.7		
<b>Evanston Weatherlow Fund</b>	<b>1.2</b>	<b>-3.2</b>	<b>1.6</b>	<b>6.6</b>	<b>4.3</b>	<b>7.3</b>	<b>5.8</b>	<b>6.2</b>	3/04	23,292,694
S&P 500 Index	7.0	0.2	1.4	15.1	12.6	14.8	7.3	7.4		
Barclays U.S. Aggregate Bond Index	-0.6	0.7	0.5	1.4	3.2	4.1	4.5	4.2		
<b>Sandler Capital</b>	<b>1.8</b>	<b>3.1</b>	<b>6.1</b>	<b>4.8</b>	-	-	-	<b>3.5</b>	4/12	11,524,403
MSCI AC World Index	5.0	-4.9	-2.4	7.7	-	-	-	7.7		
HFRI Equity Hedge Index	1.8	-4.5	-0.9	4.9	-	-	-	4.3		
<b>Strategic Value Partners</b>	<b>-5.1</b>	<b>-9.7</b>	<b>-4.9</b>	-	-	-	-	<b>2.9</b>	2/13	10,314,844
ML High Yield Bond Index	-2.2	-7.0	-4.6	-	-	-	-	1.1		
HFRI ED: Distressed/Restructuring Index	-3.4	-8.7	-8.2	-	-	-	-	0.1		
<b>Cash</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	-	-	-	<b>0.1</b>	6/11	28,233,197
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	-	-	-	0.1		
<b>Star Ohio MUF</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	-	-	-	<b>0.0</b>	6/11	13,695,003
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	-	-	-	0.1		
<b>Star Ohio University</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	-	-	-	<b>0.0</b>	6/11	114,295
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	-	-	-	0.1		
<b>Star Ohio Plus</b>	-	-	-	-	-	-	-	-	12/15	5,237,529
U.S. 91-Day Treasury Bills	-	-	-	-	-	-	-	-		
<b>BlackRock Cash</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	-	-	-	<b>0.0</b>	6/11	32,815
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	-	-	-	0.1		
<b>Chase University</b>	<b>0.0</b>	<b>0.1</b>	<b>0.2</b>	<b>0.2</b>	-	-	-	<b>0.2</b>	6/11	3,135,092
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	-	-	-	0.1		
<b>Chase MUF</b>	<b>0.0</b>	<b>0.1</b>	<b>0.3</b>	<b>0.2</b>	-	-	-	<b>0.2</b>	6/11	6,018,463
U.S. 91-Day Treasury Bills	0.0	0.0	0.1	0.0	-	-	-	0.1		

**Miami University Foundation**  
**Summary of Investment Performance**  
Report for Periods Ending December 31, 2015

**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.

<sup>1</sup> MUF Custom Index is currently comprised of: 45.0% MSCI AC World Index, 7.5% NCREIF Property Index, 15.0% HFRI Fund Weighted Composite Index, 3.0% Alerian MLP Index, 20.0% Barclays Multiverse TR, 3.0% Bloomberg Commodity Index, and 6.5% S&P North America Nat Resources Index. Please see Appendix for benchmark history.

<sup>2</sup> Blended Index is currently comprised of: 100.0% Barclays Multiverse TR. Please see Appendix for benchmark history.

<sup>3</sup> Blended Index is comprised of: 33.3% Alerian MLP Index, 33.4% FTSE NAREIT All Equity Index, and 33.3% S&P North America Nat Resources Index.

Lean Project Update  
**Lean Project Update**  
as of 4/1/2016

MU-Lean Project Status Totals					Completed Projects			
Division	Active	Completed	Future	Total	Cost Avoidance	Cost Reduction	Revenue Generated	Total
Finance and Business Services	170	745	53	968	\$13,286,161	\$5,309,477	\$4,549,696	\$23,145,334
Procurement Realized*					\$8,839,570	\$3,347,294	\$978,205	\$13,165,069
President+Intercollegiate Athletics	1	2	0	3	\$2,540	\$150,000	\$1,015	\$153,555
Advancement	4	9	1	14	\$37,000	\$213,790	\$100,000	\$350,790
Enrollment	9	25	0	34	\$336,853	\$0	\$37,705	\$374,558
Information Technology Services	1	17	0	18	\$433,113	\$0	\$4,180	\$437,293
Provost (including regionals)	9	9	0	18	\$2,338,367	\$0	\$0	\$2,338,367
<b>Lean Project Total - MU</b>	<b>194</b>	<b>807</b>	<b>54</b>	<b>1055</b>	<b>\$25,273,604</b>	<b>\$9,020,561</b>	<b>\$5,670,801</b>	<b>\$39,964,966</b>

\*Procurement Realized through December 31, 2015. Procurement increment reported quarterly- October 2015 through December 2015.

MU-Lean Project Changes since 1-4-16 report					Newly Completed Projects since 1-4-16 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*	6	78	3	87	\$2,016,515	\$229,146	\$113,414	\$2,359,075
Procurement Realized*					\$486,577	\$107,486	\$71,478	\$665,541
President+Intercollegiate Athletics	0	1	0	1	\$0	\$0	\$0	\$0
Advancement	1	1	0	2	\$0	\$0	\$0	\$0
Enrollment	-2	1	0	-1	\$6,975	\$0	\$0	\$6,975
Information Technology Services	-4	3	-1	-2	\$0	\$0	\$0	\$0
Provost (including regionals)	0	2	0	2	\$0	\$0	\$0	\$0
<b>Lean Project Total - MU</b>	<b>1</b>	<b>86</b>	<b>2</b>	<b>89</b>	<b>\$2,510,067</b>	<b>\$336,632</b>	<b>\$184,892</b>	<b>\$3,031,591</b>



Reporting Update  
Item 6

## Dashboard Report - Miami University



Description	2009	2010	2011	2012	2013	2014	2015	Aggregate Trend
<b>Total Claims</b>	\$40,207,412	\$37,348,945	\$41,106,166	\$37,092,126	\$32,624,109	\$31,184,310	\$35,441,540	-11.85%
Less: Coins, Co-Pays & Deductibles	\$5,360,174	\$4,840,215	\$5,273,073	\$4,919,308	\$4,502,363	\$4,540,068	\$5,175,438	-3.45%
Less: Employee Premium	\$2,943,745	\$2,833,043	\$2,775,423	\$3,912,384	\$4,926,035	\$6,156,670	\$6,169,046	109.56%
<b>Net Cost</b>	\$31,903,493	\$29,675,687	\$33,057,670	\$28,260,434	\$23,195,711	\$20,487,572	\$24,097,057	-24.47%
<b>Member Type</b>								
Total # of Members	8,120	7,699	7,546	7,431	6,795	6,598	6,582	-18.94%
Benefit Eligible Employees (including COBRA) AVG	3,481	3,336	3,160	3,074	3,325	3,348	3,396	-2.43%
Cost per Employee (Full)	\$11,551	\$11,196	\$13,008	\$12,065	\$9,813	\$9,315	\$10,435	-9.7%
Cost per Covered Lives (Full)	\$4,952	\$4,851	\$5,447	\$4,991	\$4,801	\$4,726	\$5,385	8.7%
Cost per Employee (Net)	\$9,165	\$8,896	\$10,461	\$9,192	\$6,977	\$6,120	\$7,095	-22.6%
Cost per Covered Life (Net)	\$3,929	\$3,854	\$4,381	\$3,803	\$3,414	\$3,105	\$3,661	-6.8%
Employee Share of Premium	7.3%	7.6%	6.8%	10.5%	15.1%	19.7%	17.4%	
Employee Total Contribution	20.7%	20.5%	19.6%	23.8%	28.9%	34.3%	32.0%	
Total Claims Trend	12.6%	-7.1%	10.1%	-9.8%	-12.0%	-15.9%	13.7%	
Net Cost Trend	12.6%	-7.0%	11.4%	-14.5%	-17.9%	-27.5%	17.6%	
Employee Trend (Full)	22.3%	-3.1%	16.2%	-7.3%	-18.7%	-22.8%	12.0%	
Covered Lives Trend (Full)	16.1%	-2.0%	12.3%	-8.4%	-3.8%	-5.3%	13.9%	
Employee Trend (Net)	23.1%	-2.9%	17.6%	-12.1%	-24.1%	-33.4%	15.9%	
Covered Life Trend (Net)	16.7%	-1.9%	13.7%	-13.2%	-10.2%	-18.3%	17.9%	
Total Rx Spend (including Specialty)								
PMPY				\$996	\$772	\$866	\$946	
PEPY				\$2,338	\$1,751	\$1,919	\$2,083	
Specialty Rx PMPY	\$164	\$166	\$144	\$200	\$233	\$293	\$241	
Specialty Rx PEPY	\$275	\$388	\$343	\$484	\$529	\$649	\$531	
Major Claims over \$50,000	\$10,176,723	\$10,508,199	\$13,159,917	\$8,951,453	\$7,349,975	\$7,551,254	\$10,002,439	
Major Claims Lives	91	89	90	86	76	75	74	
Major Claims: % Covered Lives	1.1%	1.2%	1.2%	1.2%	1.1%	1.1%	1.1%	
Major Claims: % Net Cost	31.9%	35.4%	39.8%	31.7%	31.7%	36.9%	41.5%	
Major Claims over \$500,000				\$653,375	\$0	\$0	\$1,964,875	
Major Claims Lives				1	0	0	3	
Major Claims: % Covered Lives				0.0%	0.0%	0.0%	0.0%	
Major Claims: % Net Cost				2.3%	0.0%	0.0%	8.2%	
Medical Claims Per Member				9.5	11.3	10.6	10.3	
Total \$ Per Medical Claim				\$283	\$284	\$280	\$331	
Medical \$ per Member				\$2,676	\$3,212	\$2,967	\$3,403	
Rx \$ per Member				\$720	\$772	\$866	\$946	
Total \$ per Member				\$3,396	\$3,984	\$3,833	\$4,349	
Unclassified/Faculty Raise Pool (FY)								

This annual dashboard is prepared by Horan using data provided by Miami University, Humana and UMR. While Horan reviews the data provided for reasonableness and consistency, we cannot verify its accuracy.

**TABLE 1**  
**FY 2015 FINANCIAL RATIO ANALYSIS**  
**INSTITUTIONAL RATIOS AND SCORES (INCLUDING ASSOCIATED IMPACTS OF GASB 68)**

Institution	Composite Score	Viability		Net Income		Primary Reserve	
		Ratio*	Score	Ratio	Score	Ratio	Score
<b>UNIVERSITIES</b>							
BOWLING GREEN	0.70	-24.1%	0.00	-0.9%	1.00	-9.2%	1.00
CENTRAL STATE	1.00	-129.6%	0.00	26.2%	5.00	-41.6%	0.00
CLEVELAND STATE	0.80	-29.7%	0.00	3.6%	4.00	-23.6%	0.00
KENT STATE	2.10	13.1%	1.00	3.5%	4.00	9.8%	2.00
MIAMI	4.10	47.1%	2.00	16.8%	5.00	53.0%	5.00
NEOMED	2.60	47.5%	2.00	-8.7%	0.00	26.6%	4.00
OHIO STATE	3.10	43.6%	2.00	7.9%	5.00	24.6%	3.00
OHIO UNIVERSITY	1.50	-4.2%	0.00	7.1%	5.00	-2.8%	1.00
SHAWNEE STATE	0.20	-139.5%	0.00	-2.8%	1.00	-35.3%	0.00
AKRON	0.20	-45.5%	0.00	-1.0%	1.00	-43.5%	0.00
CINCINNATI	1.50	-3.3%	0.00	6.4%	5.00	-3.2%	1.00
TOLEDO	0.20	-34.5%	0.00	-3.7%	1.00	-11.5%	0.00
WRIGHT STATE	0.00	-160.9%	0.00	-6.0%	0.00	-39.8%	0.00
YOUNGSTOWN STATE	0.20	-123.3%	0.00	-0.2%	1.00	-42.2%	0.00
<b>COMMUNITY COLLEGES</b>							
BELMONT TECH	2.50	N/A	5.00	30.3%	5.00	-19.2%	0.00
CINCINNATI STATE	0.20	-186.4%	0.00	-2.1%	1.00	-89.2%	0.00
CLARK STATE	0.20	-149.2%	0.00	-2.8%	1.00	-56.6%	0.00
COLUMBUS STATE	0.40	-762.5%	0.00	1.0%	2.00	-35.2%	0.00
COTC	0.60	-27770.9%	0.00	1.6%	3.00	-18.5%	0.00
CUYAHOGA	1.00	-42.5%	0.00	6.8%	5.00	-21.3%	0.00
EDISON STATE	0.40	-238.2%	0.00	0.4%	2.00	-43.1%	0.00
HOCKING	0.60	-211.3%	0.00	1.7%	3.00	-97.5%	0.00
JAMES RHODES STATE	0.80	-311.1%	0.00	3.2%	4.00	-41.7%	0.00
EASTERN GATEWAY	0.20	-932.6%	0.00	-0.8%	1.00	-89.6%	0.00
LAKELAND	0.60	-218.4%	0.00	2.4%	3.00	-104.9%	0.00
LORAIN	1.00	-44.6%	0.00	5.7%	5.00	-28.3%	0.00
MARION TECH	2.50	N/A	5.00	5.0%	5.00	-92.8%	0.00
NORTH CENTRAL	1.00	-4443.9%	0.00	8.7%	5.00	-69.9%	0.00
NORTHWEST STATE	1.70	N/A	5.00	-1.0%	1.00	-46.9%	0.00
OWENS STATE	0.20	-3168.0%	0.00	-0.2%	1.00	-113.5%	0.00
RIO GRANDE	3.60	N/A	5.00	2.5%	3.00	20.2%	3.00
SINCLAIR	2.20	N/A	5.00	-1.6%	1.00	-5.7%	1.00
SOUTHERN STATE	0.40	-71.1%	0.00	0.5%	2.00	-47.9%	0.00
STARK STATE	1.00	-1368.2%	0.00	8.7%	5.00	-60.1%	0.00
TERRA STATE	0.00	-288.2%	0.00	-8.4%	0.00	-90.3%	0.00
WASHINGTON STATE	2.30	N/A	5.00	4.0%	4.00	-41.9%	0.00
ZANE STATE (MATC)	0.00	-259.6%	0.00	-7.5%	0.00	-64.9%	0.00

\* The viability ratio is not calculated for campuses that do not have long-term plant debt. In such instances, a viability score of 5.0 is automatically assigned.

NOTE: Pursuant to administrative rule (126:3-1-01) established in response to Senate Bill 6 of the 122nd General Assembly, a composite score of or below 1.75 for two consecutive years results in an institution being placed on fiscal watch. For the purposes of this determination, the Chancellor will utilize composite scores excluding associated impacts of GASB 68.

Data source: FY 2015 Audited Financial Statements  
As of: April, 2016

NEW GASB 34/35 Format (Including Associated Impacts of GASB 68)	A	B	C		D	E	F	Primary Reserve		Viability		Net Income		Composite Score
	Expendable Net Assets	Plant Debt	Revenues, Operating + Nonoperating		Operating Expenses	Nonoperating Expenses	Change in Total Net Assets	Ratio	Score	Ratio	Score	Ratio	Score	Score, FY15
			Net of negative revenues (expenses)	State Capital Appropriations & Other Capital		(Asset Disposal)	= C - (D + E)	= A / D		= A / B		= F / C		
<b>UNIVERSITIES</b>														
BOWLING GREEN	(\$32,379,201)	\$134,457,569	\$336,575,425	\$12,546,804	\$352,154,972	\$0	(\$3,032,743)	(0.092)	1	(0.241)	0	(0.009)	1	0.70
CENTRAL STATE	(\$21,252,840)	\$16,403,259	\$49,992,059	\$19,305,429	\$51,113,046	\$0	\$18,184,442	(0.416)	0	(1.296)	0	0.262	5	1.00
CLEVELAND STATE	(\$70,977,407)	\$239,322,461	\$311,573,118	\$59,621	\$300,342,387	\$0	\$11,290,352	(0.236)	0	(0.297)	0	0.036	4	0.80
KENT STATE	\$66,226,000	\$505,173,000	\$696,442,000	\$3,845,000	\$676,114,000	\$0	\$24,173,000	0.098	2	0.131	1	0.035	4	2.10
MIAMI	\$293,152,062	\$622,306,800	\$637,759,796	\$27,505,429	\$553,192,694	\$0	\$112,072,531	0.530	5	0.471	2	0.168	5	4.10
NEOMED	\$20,412,857	\$43,012,814	\$68,390,452	\$2,114,300	\$76,659,501	\$0	(\$6,154,749)	0.266	4	0.475	2	(0.087)	0	2.60
OHIO STATE	\$1,195,549,000	\$2,743,351,000	\$5,151,307,000	\$130,761,000	\$4,863,264,000	\$0	\$418,804,000	0.246	3	0.436	2	0.0793	5	3.10
OHIO UNIVERSITY	(\$22,669,565)	\$543,347,988	\$741,618,798	\$18,788,760	\$706,476,683	\$272,925	\$53,657,950	(0.028)	1	(0.042)	0	0.071	5	1.50
SHAWNEE STATE	(\$21,765,828)	\$15,602,553	\$59,754,672	\$213,636	\$61,617,285	\$6,668	(\$1,655,645)	(0.353)	0	(1.395)	0	(0.028)	1	0.20
AKRON	(\$206,272,265)	\$453,581,325	\$459,961,107	\$9,429,390	\$473,894,340	\$396,108	(\$4,899,951)	(0.435)	0	(0.455)	0	(0.010)	1	0.20
CINCINNATI	(\$34,686,000)	\$1,060,120,000	\$1,139,489,000	\$32,684,000	\$1,096,632,000	\$0	\$75,541,000	(0.032)	1	(0.033)	0	0.064	5	1.50
TOLEDO	(\$103,023,000)	\$298,187,000	\$851,308,000	\$11,144,000	\$894,453,000	\$146,000	(\$32,147,000)	(0.115)	0	(0.345)	0	(0.037)	1	0.20
WRIGHT STATE	(\$153,540,609)	\$95,429,869	\$358,981,062	\$6,452,873	\$385,421,388	\$2,037,468	(\$22,024,921)	(0.398)	0	(1.609)	0	(0.060)	0	0.00
YOUNGSTOWN STATE	(\$83,599,384)	\$67,819,444	\$192,478,221	\$7,309,729	\$198,296,635	\$1,879,076	(\$387,761)	(0.422)	0	(1.233)	0	(0.002)	1	0.20
<b>COMMUNITY COLLEGES</b>														
BELMONT TECH	(\$2,380,735)	\$0	\$12,428,268	\$5,325,263	\$12,380,339		\$5,373,192	(0.192)	0	N/A	5	0.303	5	2.50
CINCINNATI STATE	(\$79,227,492)	\$42,510,954	\$86,278,489	\$751,289	\$88,840,247	\$0	(\$1,810,469)	(0.892)	0	(1.864)	0	(0.021)	1	0.20
CLARK STATE	(\$21,541,073)	\$14,440,000	\$36,180,067	\$813,647	\$38,042,479	\$0	(\$1,048,765)	(0.566)	0	(1.492)	0	(0.028)	1	0.20
COLUMBUS STATE	(\$64,618,470)	\$8,475,000	\$180,840,041	\$4,730,990	\$183,790,618	\$0	\$1,780,413	(0.352)	0	(7.625)	0	0.010	2	0.40
COTC	(\$5,187,056)	\$18,678	\$28,481,129	\$62,500	\$28,089,874	\$7,028	\$446,727	(0.185)	0	(277.709)	0	0.016	3	0.60
CUYAHOGA	(\$62,805,380)	\$147,774,706	\$308,314,598	\$7,313,677	\$294,268,227	\$0	\$21,360,048	(0.213)	0	(0.425)	0	0.068	5	1.00
EDISON STATE	(\$7,259,819)	\$3,047,498	\$16,427,828	\$490,326	\$16,850,052	\$0	\$68,102	(0.431)	0	(2.382)	0	0.004	2	0.40
HOCKING	(\$44,244,819)	\$20,937,434	\$45,720,411	\$428,295	\$45,374,345		\$774,361	(0.975)	0	(2.113)	0	0.017	3	0.60
JAMES RHODES STATE	(\$11,645,561)	\$3,743,334	\$27,498,879	\$1,361,486	\$27,936,371		\$923,994	(0.417)	0	(3.111)	0	0.032	4	0.80
EASTERN GATEWAY	(\$17,082,162)	\$1,831,736	\$19,920,814	\$0	\$19,066,231	\$1,010,360	(\$155,777)	(0.896)	0	(9.326)	0	(0.008)	1	0.20
LAKELAND	(\$67,746,850)	\$31,020,000	\$65,318,571	\$863,598	\$64,565,165	\$0	\$1,617,004	(1.049)	0	(2.184)	0	0.024	3	0.60
LORAIN	(\$29,534,772)	\$66,165,000	\$107,282,388	\$3,390,335	\$104,374,848	\$22,970	\$6,274,905	(0.283)	0	(0.446)	0	0.057	5	1.00
MARION TECH	(\$15,192,276)	\$0	\$17,043,421	\$189,167	\$16,367,769	\$0	\$864,819	(0.928)	0	N/A	5	0.050	5	2.50
NORTH CENTRAL	(\$16,398,954)	\$369,024	\$23,695,406	\$1,980,002	\$23,454,301	\$0	\$2,221,107	(0.699)	0	(44.439)	0	0.087	5	1.00
NORTHWEST STATE	(\$12,719,667)	\$0	\$26,304,347	\$606,576	\$27,113,228	\$74,058	(\$276,363)	(0.469)	0	N/A	5	(0.010)	1	1.70
OWENS STATE	(\$101,627,303)	\$3,207,962	\$85,403,286	\$4,053,966	\$89,547,375	\$57,209	(\$147,332)	(1.135)	0	(31.680)	0	(0.002)	1	0.20
RIO GRANDE	\$3,556,251	\$0	\$17,551,453	\$533,708	\$17,628,930	\$0	\$456,231	0.202	3	N/A	5	0.025	3	3.60
SINCLAIR	(\$9,358,765)	\$0	\$156,163,690	\$4,351,341	\$163,065,613	\$0	(\$2,550,582)	(0.057)	1	N/A	5	(0.016)	1	2.20
SOUTHERN STATE	(\$12,408,167)	\$17,459,086	\$25,329,043	\$709,311	\$25,913,974	\$0	\$124,380	(0.479)	0	(0.711)	0	0.005	2	0.40
STARK STATE	(\$49,836,653)	\$3,642,542	\$85,581,330	\$5,223,265	\$82,905,012	\$0	\$7,899,583	(0.601)	0	(13.682)	0	0.087	5	1.00
TERRA STATE	(\$16,700,733)	\$5,795,000	\$16,981,054	\$79,695	\$18,495,068	\$0	(\$1,434,319)	(0.903)	0	(2.882)	0	(0.084)	0	0.00
WASHINGTON STATE	(\$6,147,242)	\$0	\$15,026,409	\$241,173	\$14,658,913	\$0	\$608,669	(0.419)	0	N/A	5	0.040	4	2.30
ZANE STATE (MATC)	(\$17,352,865)	\$6,685,510	\$23,783,459	\$1,112,359	\$26,749,743	\$11,557	(\$1,865,482)	(0.649)	0	(2.596)	0	(0.075)	0	0.00

**TABLE 1**  
**FY 2015 FINANCIAL RATIO ANALYSIS**  
**INSTITUTIONAL RATIOS AND SCORES (EXCLUDING ASSOCIATED IMPACTS OF GASB 68)**

Institution	Composite Score	Viability		Net Income		Primary Reserve	
		Ratio*	Score	Ratio	Score	Ratio	Score
<b>UNIVERSITIES</b>							
BOWLING GREEN	3.40	119.1%	4.00	-1.5%	1.00	45.2%	4.00
CENTRAL STATE	2.30	28.0%	1.00	26.0%	5.00	9.0%	2.00
CLEVELAND STATE	3.20	44.7%	2.00	2.8%	3.00	35.4%	4.00
KENT STATE	4.00	93.1%	3.00	2.6%	3.00	69.0%	5.00
MIAMI	4.40	91.5%	3.00	16.1%	5.00	102.0%	5.00
NEOMED	3.70	120.3%	4.00	-9.6%	0.00	66.9%	5.00
OHIO STATE	4.70	121.2%	4.00	7.3%	5.00	67.9%	5.00
OHIO UNIVERSITY	3.90	63.0%	3.00	6.3%	5.00	48.4%	4.00
SHAWNEE STATE	3.40	117.5%	4.00	-3.6%	1.00	29.5%	4.00
AKRON	2.80	37.2%	2.00	-2.3%	1.00	35.1%	4.00
CINCINNATI	3.60	45.3%	2.00	5.7%	5.00	43.4%	4.00
TOLEDO	3.10	94.4%	3.00	-4.5%	1.00	31.2%	4.00
WRIGHT STATE	2.40	93.1%	3.00	-7.0%	0.00	22.8%	3.00
YOUNGSTOWN STATE	3.10	75.8%	3.00	-1.1%	1.00	25.7%	4.00
<b>COMMUNITY COLLEGES</b>							
BELMONT TECH	5.00	N/A	5.00	29.7%	5.00	107.8%	5.00
CINCINNATI STATE	2.30	47.8%	2.00	-3.4%	1.00	22.6%	3.00
CLARK STATE	3.10	93.6%	3.00	-4.8%	1.00	34.9%	4.00
COLUMBUS STATE	4.20	1528.8%	5.00	-0.7%	1.00	69.4%	5.00
COTC	4.40	97085.3%	5.00	0.3%	2.00	63.7%	5.00
CUYAHOGA	3.90	93.4%	3.00	5.5%	5.00	46.3%	4.00
EDISON STATE	3.40	217.2%	4.00	-0.5%	1.00	38.9%	4.00
HOCKING	2.50	41.3%	2.00	0.3%	2.00	18.8%	3.00
JAMES RHODES STATE	4.30	329.0%	5.00	3.2%	4.00	44.1%	4.00
EASTERN GATEWAY	2.90	196.9%	4.00	-2.7%	1.00	18.6%	3.00
LAKELAND	2.30	42.3%	2.00	-3.1%	1.00	19.2%	3.00
LORAIN	3.70	62.2%	3.00	4.9%	4.00	39.1%	4.00
MARION TECH	3.80	N/A	5.00	3.4%	4.00	21.8%	3.00
NORTH CENTRAL	4.00	1067.5%	5.00	8.3%	5.00	16.7%	3.00
NORTHWEST STATE	3.70	N/A	5.00	-2.3%	1.00	32.1%	4.00
OWENS STATE	0.70	-15.4%	0.00	-1.4%	1.00	-0.5%	1.00
RIO GRANDE	3.60	N/A	5.00	2.5%	3.00	21.8%	3.00
SINCLAIR	4.20	N/A	5.00	-2.8%	1.00	75.0%	5.00
SOUTHERN STATE	2.80	44.7%	2.00	-1.8%	1.00	29.4%	4.00
STARK STATE	4.50	767.1%	5.00	7.4%	5.00	33.2%	4.00
TERRA STATE	2.90	88.4%	3.00	-9.5%	0.00	27.4%	4.00
WASHINGTON STATE	4.60	N/A	5.00	2.8%	3.00	52.5%	5.00
ZANE STATE (MATC)	2.40	71.5%	3.00	-8.8%	0.00	17.7%	3.00

\* The viability ratio is not calculated for campuses that do not have long-term plant debt. In such instances, a viability score of 5.0 is automatically assigned.

NOTE: Pursuant to administrative rule (126:3-1-01) established in response to Senate Bill 6 of the 122nd General Assembly, a composite score of or below 1.75 for two consecutive years results in an institution being placed on fiscal watch. For the purposes of this determination, the Chancellor will utilize composite scores excluding associated impacts of GASB 68.

Data source: FY 2015 Audited Financial Statements  
As of: April, 2016

	A	B	C		D	E	F	Primary Reserve		Viability		Net Income		Composite Score
NEW GASB 34/35 Format (Excluding Associated Impacts of GASB 68)	Expendable Net Assets	Plant Debt	Revenues, Operating + Nonoperating		Operating Expenses	Nonoperating Expenses	Change in Total Net Assets	Ratio	Score	Ratio	Score	Ratio	Score	Score, FY15
			Net of negative revenues (expenses)	State Capital Appropriations & Other Capital		(Asset Disposal)	= C - (D + E)	= A / D		= A / B		= F / C		
<b>UNIVERSITIES</b>														
BOWLING GREEN	\$160,097,673	\$134,457,569	\$336,575,425	\$12,546,804	\$354,336,749	\$0	(\$5,214,520)	0.452	4	1.191	4	(0.015)	1	3.40
CENTRAL STATE	\$4,593,733	\$16,403,259	\$49,992,059	\$19,305,429	\$51,269,915	\$0	\$18,027,573	0.090	2	0.280	1	0.260	5	2.30
CLEVELAND STATE	\$107,093,545	\$239,322,461	\$311,573,118	\$59,621	\$302,793,828	\$0	\$8,838,911	0.354	4	0.447	2	0.028	3	3.20
KENT STATE	\$470,533,000	\$505,173,000	\$696,442,000	\$3,845,000	\$682,039,000	\$0	\$18,248,000	0.690	5	0.931	3	0.026	3	4.00
MIAMI	\$569,307,011	\$622,306,800	\$637,759,796	\$27,505,429	\$558,338,408	\$0	\$106,926,817	1.020	5	0.915	3	0.161	5	4.40
NEOMED	\$51,735,437	\$43,012,814	\$68,390,452	\$2,114,300	\$77,301,176	\$0	(\$6,796,424)	0.669	5	1.203	4	(0.096)	0	3.70
OHIO STATE	\$3,325,631,000	\$2,743,351,000	\$5,151,307,000	\$130,761,000	\$4,897,654,000	\$0	\$384,414,000	0.679	5	1.212	4	0.0728	5	4.70
OHIO UNIVERSITY	\$342,370,562	\$543,347,988	\$741,618,798	\$18,788,760	\$712,556,966	\$272,925	\$47,577,667	0.484	4	0.630	3	0.063	5	3.90
SHAWNEE STATE	\$18,340,209	\$15,602,553	\$59,754,672	\$213,636	\$62,111,586	\$6,668	(\$2,149,946)	0.295	4	1.175	4	(0.036)	1	3.40
AKRON	\$168,638,610	\$453,581,325	\$459,961,107	\$9,429,390	\$479,901,895	\$396,108	(\$10,907,506)	0.351	4	0.372	2	(0.023)	1	2.80
CINCINNATI	\$480,237,000	\$1,060,120,000	\$1,139,489,000	\$32,684,000	\$1,105,502,000	\$0	\$66,671,000	0.434	4	0.453	2	0.057	5	3.60
TOLEDO	\$281,444,000	\$298,187,000	\$851,308,000	\$11,144,000	\$900,949,000	\$146,000	(\$38,643,000)	0.312	4	0.944	3	(0.045)	1	3.10
WRIGHT STATE	\$88,806,422	\$95,429,869	\$358,981,062	\$6,452,873	\$389,132,744	\$2,037,468	(\$25,736,277)	0.228	3	0.931	3	(0.070)	0	2.40
YOUNGSTOWN STATE	\$51,410,345	\$67,819,444	\$192,478,221	\$7,309,729	\$200,029,633	\$1,879,076	(\$2,120,759)	0.257	4	0.758	3	(0.011)	1	3.10
<b>COMMUNITY COLLEGES</b>														
BELMONT TECH	\$13,450,937	\$0	\$12,428,268	\$5,325,263	\$12,480,976		\$5,272,555	1.078	5	N/A	5	0.297	5	5.00
CINCINNATI STATE	\$20,316,101	\$42,510,954	\$86,278,489	\$751,289	\$89,985,085	\$0	(\$2,955,307)	0.226	3	0.478	2	(0.034)	1	2.30
CLARK STATE	\$13,522,039	\$14,440,000	\$36,180,067	\$813,647	\$38,755,476	\$0	(\$1,761,762)	0.349	4	0.936	3	(0.048)	1	3.10
COLUMBUS STATE	\$129,568,828	\$8,475,000	\$180,840,041	\$4,730,990	\$186,790,446	\$0	(\$1,219,415)	0.694	5	15.288	5	(0.007)	1	4.20
COTC	\$18,133,590	\$18,678	\$28,481,129	\$62,500	\$28,447,829	\$7,028	\$88,772	0.637	5	970.853	5	0.003	2	4.40
CUYAHOGA	\$138,072,586	\$147,774,706	\$308,314,598	\$7,313,677	\$298,141,989	\$0	\$17,486,286	0.463	4	0.934	3	0.055	5	3.90
EDISON STATE	\$6,618,913	\$3,047,498	\$16,427,828	\$490,326	\$16,994,555	\$0	(\$76,401)	0.389	4	2.172	4	(0.005)	1	3.40
HOCKING	\$8,650,902	\$20,937,434	\$45,720,411	\$428,295	\$46,020,757	\$0	\$127,949	0.188	3	0.413	2	0.003	2	2.50
JAMES RHODES	\$12,315,297	\$3,743,334	\$27,498,879	\$1,361,486	\$27,930,986	\$0	\$929,379	0.441	4	3.290	5	0.032	4	4.30
EASTERN GATEWAY	\$3,607,004	\$1,831,736	\$19,920,814	\$0	\$19,443,703	\$1,010,360	(\$533,249)	0.186	3	1.969	4	(0.027)	1	2.90
LAKELAND	\$13,119,241	\$31,020,000	\$65,318,571	\$863,598	\$68,219,811	\$0	(\$2,037,642)	0.192	3	0.423	2	(0.031)	1	2.30
LORAIN	\$41,187,701	\$66,165,000	\$107,282,388	\$3,390,335	\$105,231,461	\$22,970	\$5,418,292	0.391	4	0.622	3	0.049	4	3.70
MARION TECH	\$3,623,645	\$0	\$17,043,421	\$189,167	\$16,641,911	\$0	\$590,677	0.218	3	N/A	5	0.034	4	3.80
NORTH CENTRAL	\$3,939,386	\$369,024	\$23,695,406	\$1,980,002	\$23,551,505	\$0	\$2,123,903	0.167	3	10.675	5	0.083	5	4.00
NORTHWEST STATE	\$8,823,622	\$0	\$26,304,347	\$606,576	\$27,449,374	\$74,058	(\$612,509)	0.321	4	N/A	5	(0.023)	1	3.70
OWENS STATE	(\$494,565)	\$3,207,962	\$85,403,286	\$4,053,966	\$90,687,938	\$57,209	(\$1,287,895)	(0.005)	1	(0.154)	0	(0.014)	1	0.70
RIO GRANDE	\$3,840,934	\$0	\$17,551,453	\$533,708	\$17,640,716	\$0	\$444,445	0.218	3	N/A	5	0.025	3	3.60
SINCLAIR	\$123,751,590	\$0	\$156,163,690	\$4,351,341	\$164,976,309	\$0	(\$4,461,278)	0.750	5	N/A	5	(0.028)	1	4.20
SOUTHERN STATE	\$7,798,397	\$17,459,086	\$25,329,043	\$709,311	\$26,513,479	\$0	(\$475,125)	0.294	4	0.447	2	(0.018)	1	2.80
STARK STATE	\$27,940,743	\$3,642,542	\$85,581,330	\$5,223,265	\$84,121,919	\$0	\$6,682,676	0.332	4	7.671	5	0.074	5	4.50
TERRA STATE	\$5,121,171	\$5,795,000	\$16,981,054	\$79,695	\$18,676,448	\$0	(\$1,615,699)	0.274	4	0.884	3	(0.095)	0	2.90
WASHINGTON STATE	\$7,784,641	\$0	\$15,026,409	\$241,173	\$14,836,030	\$0	\$431,552	0.525	5	N/A	5	0.028	3	4.60
ZANE STATE (MATC)	\$4,778,214	\$6,685,510	\$23,783,459	\$1,112,359	\$27,066,241	\$11,557	(\$2,181,980)	0.177	3	0.715	3	(0.088)	0	2.40

## **FITCH AFFIRMS MIAMI UNIVERSITY (OH) REVS AT 'AA'; OUTLOOK STABLE**

Fitch Ratings-New York-18 April 2016: Fitch Ratings has affirmed the 'AA' rating on \$542.4 million of general receipts revenue bonds issued by Miami University (MU).

The Rating Outlook is Stable.

### **SECURITY**

General receipts revenue bonds are secured by a pledge of the university's general receipts, which are primarily composed of tuition and fees, net auxiliary revenues, revenues from educational activities, unrestricted gifts and investment income.

### **KEY RATING DRIVERS**

**STRONG OPERATING PROFILE:** The 'AA' rating reflects MU's healthy student demand and strong academic reputation. Miami has established a consistent track record of positive operating margins due to favorable enrollment trends and conservative financial management.

**SOUND FINANCIAL CUSHION:** MU's unrestricted cash and investments have nearly doubled over the past five years. These resources provide a sound cushion relative to operating expenses and debt that is in line with or better than that of peers in the rating category. Including restricted endowments, MU's total supporting investments total roughly \$1 billion.

**HIGH BUT MANAGEABLE DEBT BURDEN:** Maximum annual debt service (MADS) accounts for a moderately high 8.7% of operating revenue. However, MU's structurally balanced operations generate MADS coverage consistently over 2x. Fitch believes MU's strong operations support the additional debt contemplated over the next few years to fund certain revenue-generating auxiliary projects.

### **RATING SENSITIVITIES**

**ENROLLMENT MANAGEMENT:** Miami University's (MU) operating revenues are concentrated (76%) in student tuition and fees. Deterioration of MU's healthy demand profile or stable enrollment trends could negatively pressure the rating.

**ADDITIONAL DEBT:** Fitch believes MU has some additional debt capacity at the current rating level. However, new borrowing materially in excess of currently contemplated amounts could negatively affect the rating.

### **CREDIT PROFILE**

MU is the second oldest public university in the state of Ohio, having been established in 1809 and opening in 1824. The university's well-maintained main campus offers a traditional undergraduate experience in Oxford, OH, approximately 35 miles north of Cincinnati. MU also maintains two small regional campuses in Hamilton and Middletown, OH, a learning center in West Chester, OH and a European campus in Luxembourg. MU is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, which recently renewed Miami's accreditation through 2025.

## HEALTHY DEMAND PROFILE

Enrollment trends are healthy at the main Oxford campus. Headcount increased to 19,076 in fall 2015 and has grown at a consistent but manageable pace since fall 2011 (2.3% per year on average). Management believes current enrollment levels are appropriate for MU and expects additional growth to be modest. Undergraduates account for over 85% of enrollment, and most are full-time. MU had a strong fall 2015 admissions cycle, yielding well ahead of budget. Miami's strong academic reputation and continued marketing efforts have driven higher applications and increasing selectivity and student quality over the past five years. In addition, interest from out-of-state students remains strong; these students, who accounted for over 40% of the fall 2015 class, offset declining numbers of Ohio high school graduates and also pay higher tuition rates.

## STRONG FINANCIAL PERFORMANCE

MU has generated consistently strong financial results over the past five years; operating margins have averaged 8.6% since fiscal 2011, including 11.4% in fiscal 2015. Healthy demand and enrollment trends have driven steady growth in net tuition and fees averaging 6% per year over that period. Management is conservative and conducts sophisticated long-range planning. A strategic budget initiative focused on new revenue sources and operating efficiency produced approximately \$47 million in structural budgetary improvements over five years and reversed what had been a trend of negative operating results through 2009.

Miami's financial performance depends heavily on student-generated tuition and fees, which accounted for 76.4% of fiscal 2015 operating revenues. Net tuition revenue growth may slow in coming years as enrollment stabilizes and the university moves to a 4-year guaranteed tuition model (beginning in fall 2016). Fitch believes MU's sound demand profile and high degree of financial flexibility largely mitigate the risks of this revenue concentration. Appropriations from the state of Ohio ('AA+'/'Stable') make up a relatively small 11.1% of operating revenues. State appropriations remain below pre-recession levels but are now improving.

## SOUND BALANCE SHEET CUSHION

MU's balance sheet cushion has grown significantly over time and is now similar to or stronger than that of rating category peers. Available funds (AF, defined as cash and investments less certain restricted net assets, adjusted to exclude unspent bond proceeds) have nearly doubled over the past five years to \$601 million at June 30, 2015. These resources provide a sound cushion relative to operating expenses (108.7%) and debt (91.4%). Management does not currently expect to draw down these reserves materially to fund near-term capital investments.

MU also has another \$460 million of restricted endowment funds held by the university and the Miami University Foundation, which are not included in available funds. These investments are not spendable but produce income to support MU's operations and mission. The foundation distributed approximately \$25 million to the university in fiscal 2015.

## HIGH BUT MANAGEABLE DEBT BURDEN

The university's debt burden is moderately high, offset by strong cash flow and a conservative debt structure. MADS of \$54.5 million (2019) is equal to 8.7% of fiscal 2015 operating revenues. MU's debt burden has grown since 2010 because it has largely debt-funded its plan to renovate or replace its student housing and dining facilities.

Debt service remains manageable in light of strong MADS coverage of 2.6x in fiscal 2015 and over 2x in each of the past three years. MU has a fully fixed-rate and moderately front-loaded debt

structure. In addition, recent debt has funded revenue-generating projects, and internal budgeting guidelines require that such projects are self-supporting.

Capital projects over the five years may total as much as \$300 million, and MU is considering some additional debt in the next one to two years for student housing to accommodate greater than expected enrollment growth. Fitch considers contemplated debt and capital plans consistent with the current rating level. However, material expansion of debt or capital plans without a commensurate increase in revenues or resources to fund such obligations could negatively pressure the rating.

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Applicable Criteria

Revenue-Supported Rating Criteria (pub. 16 Jun 2014)

[https://www.fitchratings.com/creditdesk/reports/report\\_frame.cfm?rpt\\_id=750012](https://www.fitchratings.com/creditdesk/reports/report_frame.cfm?rpt_id=750012)

U.S. College and University Rating Criteria (pub. 12 May 2014)

[https://www.fitchratings.com/creditdesk/reports/report\\_frame.cfm?rpt\\_id=748013](https://www.fitchratings.com/creditdesk/reports/report_frame.cfm?rpt_id=748013)

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