

**BOARD OF TRUSTEES
MIAMI UNIVERSITY
Minutes of the August 9 and 10, 2017, Board of Trustees Retreat
Nationwide Conference Center,
100 Green Meadows Drive South
Lewis Center, Ohio 43035**

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

The two-day, August 9 and 10, 2017 retreat was called to order at 10:00 a.m. on Wednesday, August 9, 2017, in the Nationwide Conference Center, Lewis Center, Ohio, with Board Chair Mark Ridenour presiding. Roll was taken with a quorum of voting members attending. In addition to the Board members, others, including President Crawford, members of the executive cabinet, the deans, and the Foundation Board Chair were also present.

Present: John W. Altman (National Trustee)	Terry Hershey (National Trustee)
Jagdish K. Bhati	Hallie Jankura (Student Trustee)
Alexandra Boster (Student Trustee)	Dennis Lieberman
David H. Budig	John C. Pascoe (arrived at 12:00 p.m.)
Robert E. Coletti (National Trustee)	Diane Perlmutter (National Trustee)
Sandra D. Collins	Mark E. Ridenour
C. Michael Gooden (National Trustee)	Rodrick Robinson
Thomas W. Gunlock	Robert W. Shroder

Absent: John C. Pascoe arrived at 12:00 p.m.

General Comment

No resolutions or ordinances were brought before the Board for a vote.

Wednesday, August 9, 2017

The Board began the public session with Chair Ridenour welcoming all to the meeting. The Board then considered the following topics (the topic, presenter and a brief summary for each are provided below):

VISION FOR MIAMI UNIVERSITY, Gregory Crawford

Miami University has enjoyed a sustained upward trajectory of academic excellence for years, identified as an original Public Ivy, regularly ranked at the top in undergraduate teaching, acclaimed for producing Fortune 500 CEOs. A transformative plan will propel Miami into the next decade with an aggressive campaign and fundraising strategy in the coming year to empower a new strategic planning process. The focus is meaningful connectivity – building partnerships and harnessing synergies across campus disciplines and units as well as across the state, the nation, and the world. Overarching strategies involve accelerating academic excellence

and research competitiveness while building upon the foundation of community engagement and cross-disciplinary endeavors, within the framework of a holistic, sustainable financial model.

VISION AND ORGANIZATION AROUND TRANSDISCIPLINARY PROBLEMS – COLLABORATION & CONVERGENCE, Phyllis Callahan

The organization of academic units is evolving. Although universities historically organized around conventional disciplines, i.e. departments, today's environment requires organization around problems and challenges, often converging multiple and sometimes seemingly disparate disciplines. The most transformative academic priorities focus on connectivity, interdisciplinarity, and transdisciplinarity – creating collaboration, cross-fertilization, and intellectual convergence across divisions that equips graduates with the characteristics and values necessary for success in the 21st century. Strategies including building transdisciplinary excellence that build on curricular and research strengths, that facilitate collaboration across centers/institutes, divisions, departments, faculty, and organizational structures are needed to solve complex problems that fall outside of traditional disciplines. This vision aligns with the University's ethos and values – a distinctive student-centric nature and a commitment to diversity. Miami will identify resources to execute this vision within a sustainable financial model, including grant and campaign opportunities.

ENHANCING RESEARCH/SCHOLARSHIP, ACCELERATING BUSINESS DEVELOPMENT & ADVANCED PROFESSIONAL EXPERIENCES, Phyllis Callahan and Jim Oris

Undergraduate research is integral to Miami's pedagogical principles, and value creation beyond publications is an aspiration. A liberal arts education and all undergraduate degrees are enhanced through select graduate degrees, graduate professional training and leveraging the research enterprise through entrepreneurship, commercialization and technology transfer. Academic priorities will enhance research productivity by engaging students in addressing major problems with interdisciplinary approaches, sometimes yielding results that find value in society and the marketplace. We strive to double research funding by increasing corporate and foundation-based funding, establishing relevant professional training programs at the masters' level, and building a robust platform to commercialize and transfer discoveries to the marketplace. Revenue from grants, contracts, tuition, and, potentially, royalty and equity partnerships will help us achieve this goal; the projected revenue will be forecast in financial models.

PREMIER SCHOLARSHIP AND HIGH ABILITY CURRICULUM, Michael Kabbaz and Phyllis Callahan

Miami University's academic profile has increased each year so that today's competition are schools with a higher academic reputation than those of a few years ago. Continuing to elevate this profile and advancing the diversification of the student body requires providing immersive and integrated co-curricular activities and programs of top academic quality. These programs need to be distinctive within the University's mission, unique in the higher education marketplace, and more attractive than the competitors'. Benchmarked programs have revealed strategies for premier and attractive programs for exceptional students. Achieving this requires the programmatic and physical infrastructure for premiere/honors programs that attract national recognition and prestige for Miami, ensuring diversity and including need-based and merit-based

scholarships. Finances for such programs will come primarily through an aggressive campaign strategy, and repurposing/leveraging of current investment to meet future enrollment goals.

FUTURE OF CAREER EXPLORATION, INTERNSHIPS, AND EXPERIENTIAL LEARNING, Michael Kabbaz, Phyllis Callahan and Jayne Brownell

Competition in higher education is fierce among top academic schools; uniqueness matters. At public universities, states are placing a high priority on employment, internships, and the economic relevance of degrees. Strategies involve creating opportunities for applied experiential learning linked to career development within a career curriculum that includes diversity, mock interviews, alumni engagement, and positioning for top internship and job placement opportunities. The Career Center will provide personalized career development programming linked to and in partnership with specific academic programs and majors, with connections to industry for advanced training and preparation for the job market that integrates the theoretical and the practical. Every student can be empowered with a meaningful and high-level internship or applied professional research experience before graduation. This ambitious approach to implementing a truly integrated and personalized career community beginning immediately upon student enrollment will be funded through a student fee permitted by the state to grow and sustain the effort, and it will also be an attractive campaign target.

A TRULY INTEGRATED RESIDENTIAL EXPERIENCE THROUGH COLLABORATION, Jayne Brownell

With the cost of residential campuses, and so many alternate options for students – online education, urban campuses, living at home, and off-campus housing - residential offerings must add value to the student experience, and be innovative and distinct. Decades ago, Miami led the nation in creating living learning communities truly integrated with academics, Miami is determined to regain its status as the leading innovative residential campus. Miami is reimagining the student experience to foster a place for ongoing formal and informal expression of the University's intellectual life; re-envisioning learning communities, student experiences, and cohorting; articulating core values of Love and Honor to integrate the liberal arts education, intellect, character, and ethical conduct (especially personal responsibility); building community through leadership and interactions among diverse students with a sense of belonging and camaraderie; and practicing the university's student-centered focus where they live, including engagement with faculty and staff, such as mentoring and career services. Financing comes through repurposing investment, redirecting existing resources, and campaign opportunities.

BUILDING A SAFE & HEALTHY STUDENT COMMUNITY, Jayne Brownell and Mike Curme

All students and families expect a residential campus to be a safe place to live, study, recreate, and socialize. Demands on student health centers have mushroomed, largely in counseling and psychiatric care. Numerous student health concerns plague campuses nationwide, from alcohol and drug abuse to sexual assault and interpersonal violence. Any discussion of residential and student life must incorporate health and safety. Supporting students' health and wellness in a coordinated, proactive fashion to help them thrive and enhance academic success, retention, and graduation is of primary importance to Miami University. Informed by a benchmark study and review, Miami will integrate programs and services across divisions; work with students and the

broader community; and promote physical and mental health (including fitness and nutrition), informed sexual and drug/alcohol decision-making, prevention and response related to sexual and interpersonal violence, and general personal wellbeing. Faculty with expertise in student affairs, mental health, sexual and interpersonal violence, and alcohol will be engaged. The financial model includes third-party payers (insurance), potential campaign opportunities to enhance Miami's ongoing services and infrastructure, and redirecting existing resources to higher-priority objectives involving student health.

GUEST SPEAKER, Michael B. Poliakoff, President American Council of Trustees and Alumni.

Dr. Poliakoff emphasized the value of a liberal education and highlighted the challenges facing higher education today

The Board ended the public session at 6:00 p.m., to reconvene the next morning at 8:00 a.m.

Thursday, August 10, 2017

At 8:00 a.m., the retreat reconvened at the Nationwide Conference Center, Lewis Center, Ohio, with Chair Mark Ridenour presiding. All members were present.

Present: John W. Altman (National Trustee)	Terry Hershey (National Trustee)
Jagdish K. Bhati	Hallie Jankura (Student Trustee)
Alexandra Boster (Student Trustee)	Dennis Lieberman
David H. Budig	John C. Pascoe
Robert E. Coletti (National Trustee)	Diane Perlmutter (National Trustee)
Sandra D. Collins	Mark E. Ridenour
C. Michael Gooden (National Trustee)	Rodrick Robinson
Thomas W. Gunlock	Robert W. Shroder

Absent: None

The Board continued the public session, considering the following topics (the topic, presenter and a brief summary for each are provided below):

BUILDING COMMUNITY, ATHLETICS AND BEYOND, David Saylor

To thrive, a university must foster community, shared experience, and a sense of solidarity. One important aspect of community is athletics, building loyalty, common cause, and camaraderie on campus, within the university's community, with its alumni, and beyond. The overarching vision and campaign strategy involves supporting the five pillars of the ICA Graduating Champions mission – Education, Collaboration, Community, Competitive Excellence and Integrity. Strategies involve highlighting MU “true student-athletes” serving the local communities off-campus, and fully integrating on-campus with academics, including the residential experience, aiming to build the most robust community for students and student-athletes so they can succeed in the classroom and leadership positions while establishing a widely-recognized fan experience that brings Miami people together across all spectrums. This includes how space can create community and unity as well as how athletics can play a pivotal

role in creating the place and experience. The financial model includes potential campaign opportunities, and the use of existing resources.

BUILDING RELATIONSHIPS WITH STATE AND FEDERAL GOVERNMENTS, Randi Thomas

In a time of increased skepticism of higher education, low state government funding, and increased regulation and oversight, Miami continues to identify how to work with the state and federal government to advance its mission. With the low and sometimes declining level of state financial support, Miami must function much like a private institution because it works off a tuition revenue model that is largely cash flow driven. But Miami is a public university with obligations and responsibilities to the state and community. Miami continues to develop relationships with state and federal officials articulating and advancing the University's relevance to today's economy; and being a state and federal leader focused on the University's role in the future and its financial benefit as a vital investment to the state, the nation, and our global society. Strategies include high visibility at the Statehouse and on Capitol Hill including visits by students, university leadership, faculty and staff; leveraging parents and alumni with state and federal connections; planning events, campus tours, and candidate forums; a strong social media presence; positioning Miami faculty as experts on relevant state and federal issues; and showcasing the Miami undergraduate experience and Miami's return on investment. Finances will be from existing resources.

DIVERSITY AND INCLUSION – THE PATHWAY TO INCLUSIVE EXCELLENCE. STRATEGIES FOR ENROLLMENT, RECRUITING, AND DIVERSITY, Ron Scott and Michael Kabbaz

The Miami Vision is to move diversity and inclusion beyond a focus on numbers of faculty staff and students and programs to a multilayered, fully integrated and seamless environment where we achieve excellence in learning, research and teaching, student development, local and global community engagement, and workforce development. The goal will be to focus on creating an environment where members of the community, including students, faculty, and staff, engage and learn from, and where ways to build and support diversity across the campus is reflected in all decision-making and action and aligned with and communicated in our values and culture. This is against a backdrop where demographic changes in the United States, including an increase in Hispanic and Asian populations as the white majority declines to a minority around 2050, mean that Miami's 2025 class will look very different from today. The changes will impact the university in many ways, including the financial model, scholarships, and other critical factors. Strategies will leverage diversity to attract and retain the best students, staff, and faculty to an environment that challenges each student (faculty and staff member) to achieve academically at high levels, and for each member of the campus to contribute to learning and knowledge development. Miami will recruit and enroll students in this new environment with strategies to remain competitive, including its well-established commitment to diversity and welcoming people who are different. Inclusive excellence will involve a universal and principled commitment to make diversity and inclusion integral to all units and all levels. Financial strategies include scholarships through the campaign and repurposing and balancing need- and merit-based scholarships to boost diversity, but this will only be achieved if every member of this community feels as if this is their institution and home.

ADVANCING THE UNIVERSITY THROUGH PHILANTHROPY/EXTERNAL RELATIONS, Thomas Herbert and David Creamer

Aspirations to achieve \$1B or more in Miami's upcoming campaign and to grow the endowment to over \$1B is critical to future success in the context of state funding levels, and will advance the university and its aspirations. Miami will undertake the most aggressive campaign in its history to realize the university's mission and to help establish a sustainable business model for the future that includes transformative ideas, goals, plans, and initiatives. These funds might release Education and General (E&G) dollars with a significant impact on the university. The financial model will take a holistic, high-level perspective incorporating the costs, revenues, repurposing options, state funding possibilities, and campaign opportunities of the plans presented. Aggressive plans to achieve the \$1B goal include the role of corporate and foundation relations and how to grow this area; how to raise more large gifts and enhance the participation rate of alumni; and highlighting the non-financial contributions that alumni can make for the university (e.g. mentoring, internships, etc.) to enhance the Miami brand.

FORWARD AGENDA, CLOSING COMMENTS, Chair Ridenour

Chair Ridenour and Finance Committee Chair Altman discussed financial challenges and the five-year budget, and informed the Board that it will be a continuing topic on future agendas.

The Trustees provided their final thoughts, then following a motion, second and unanimous voice vote, the Board adjourned the retreat at 2:30 p.m.



Theodore O. Pickerill II
Secretary to the Board of Trustees