



BOARD OF TRUSTEES
 ROUDEBUSH HALL ROOM 212
 OXFORD, OHIO 45056
 (513) 529-6225 MAIN
 (513) 529-3911 FAX
 WWW.MIAMIOH.EDU

**BOARD OF TRUSTEES
 MIAMI UNIVERSITY
 Minutes of the Academic and Student Affairs Committee Meeting
 June 21, 2018, 8:00 a.m.
 Marcum Conference Center, Room 180/6
 Miami University, Oxford Campus**

The Academic and Student Affairs Committee of the Miami University Board of Trustees met on June 21, 2018 in the Marcum Conference Center, on the Miami University, Oxford Campus. The meeting was called to order at 8:00 a.m. by Committee Chair Terry Hershey, a majority of members were present constituting a quorum. Attending with Chair Hershey were committee members; Trustees, Thomas Gunlock, Zac Haines, John Pascoe, Mark Ridenour, and Robert Shroder, National Trustee Diane Perlmutter, and Student Trustee Megan Cremeans; along with non-committee members; Trustees David Budig, and Sandra Collins, and National Trustee John Altman. Committee member, Student Trustee Hallie Jankura was absent.

In addition to the Trustees, President Crawford; Phyllis Callahan, Provost and Executive Vice President for Academic Affairs; David Creamer, Senior Vice President for Finance and Business Services and Treasurer; Michael Kabbaz, Senior Vice President for Enrollment Management and Student Success; Jayne Brownell, Vice President for Student Affairs; and Michele Sparks, Chief Marketing and Communications Officer (effective July 1, 2018) were in attendance. Also present to address or assist the Committee were: Susan Schaurer, Assistant Vice President and Director of Admission; and Ted Pickerill, Executive Assistant to the President and Secretary to the Board of Trustees; along with many members of the Miami University community, present to observe.

Public Business Session

Chair Hershey opened the public session, welcomed everyone to the meeting, and recognized Michele Sparks, who will become Chief Marketing and Communications Officer on July 1, 2018.

Approval of the Prior Meeting's Minutes

Trustee Pascoe then moved, Trustee Haines seconded, and by unanimous voice vote, the minutes of the prior meeting were approved.

Reports

The Committee received a written reports from Associated Student Government.

The ASG report is included as Attachment A.

Student Affairs Reports

Vice President Brownell updated the Committee on the progress of new student Orientation which was currently ongoing. She also informed them to two major staffing changes. The first being Dean of Students Mike Curme's return to the faculty, and the selection of Dr. Kimberly Moore, from Loyola University in Chicago, to become Dean of Students later in the summer. She also informed them of the replacement for retiring staff member Susan Vaughn. The new Director of the Office for Community Standards (formerly the Office of Student Ethics and Conflict Resolution (OSECR)) will be Ann James, from Northern Kentucky University, who begins in July 2018.

Student Affairs Written Reports

The following written reports were provided:

- Student Affairs "Good News," Attachment B

Enrollment Management and Student Success Reports

Admission Update

Senior Vice President Michael Kabbaz and Assistant Vice President Susan Schaurer provided an enrollment update covering confirmation trends, and 2018 vs. 2017 first-year key metrics. Senior Vice President Kabbaz outlined the challenges facing Miami, relaying that even with increased scholarship offers, overall yield fell, with the greatest challenge being with the Business School.

From 2011 to 2018, the academic profile of admitted students has increased, and such students have many alternatives when considering their choice of college, which has contributed to the decreasing yield. SVP Kabbaz emphasized that it is therefore imperative for total applications to grow in order to maintain class size and profile. He also relayed that academic quality is the number one consideration for prospective college students, which underscores the importance of maintaining a strong entering student academic profile.

AVP Schaurer presented the fall 2018 confirmations by residency, and division, along with the projected fall 2018 incoming enrollment, which exceeds 3,900. She then updated the Committee on key initiatives for fall 2019, which include efforts to increase both applications and yield. Plans include increased recruitment staff, an enhanced campus visit experience, and quality off-campus events. Other efforts include advancing the application deadline to allow a publicized admission decision date of December 15, and creating a new pathway to Oxford to allow distant/out-of-state students to reside in Oxford but begin with classes at the Regional Campuses, with a full transition to Oxford in the spring. Also, new for fall 2019, to provide more assurance regarding financial support, the graduated merit scholarship program has been reintroduced.

Academic Affairs Reports

Provost Update

Provost Callahan informed the committee that they would receive an update from the Deans at the retreat in the afternoon.

Academic Affairs Written Reports

The following written reports were provided:

- Academic Affairs “Good News”, Attachment D

Adjournment

With no additional business to come before the Committee, National Trustee Perlmutter moved, Trustee Pascoe seconded, and by unanimous voice vote, with all in favor, none opposed, the Committee adjourned at 9:45 a.m.



Theodore O. Pickerill II
Secretary to the Board of Trustees



Annika Fowler
 Secretary for Academic Affairs
 Associated Student Government
 fowlerak@miamioh.edu

TO: Board of Trustees Academic/Student Affairs Committee
 FROM: Annika Fowler
 DATE SUBMITTED: June 10, 2018

Ladies and Gentlemen of the Board,

After one year in the position of Secretary for Academic Affairs, I look forward to another term and reporting to you again this year on the work of Associated Student Government. To reintroduce myself: my name is Annika Fowler, and I am a rising junior from Dublin, Ohio, double majoring in Finance and Political Science with minors in Spanish and Latin American Studies. I am also a member of the University Honors Program. This will be my third year serving in ASG and second on Executive Cabinet.

Again this year, I will chair the Academic Affairs Coalition within ASG, which will consist of Academic Student Senators and at-large student members. We will meet to discuss and act on student concerns and areas of improvement to enhance the academic experience for all students on campus. I plan to address several academic topics along with the coalition this year:

- Textbook affordability - continuing to expand the number of textbooks available in the university library system beyond the Top 25 most popular classes
 - Advocating for open educational resources and affordability initiatives at the state level in conjunction with the Office of Institutional Relations
- Co-Curricular Transcript – investigating the possibility of documentation for potential employers on outside the classroom involvement
- Peer Priority Registration – advocating for implementation of a peer priority system for students and Honors students to ensure fairness in registering for classes
- UNV 101 – incorporating diversity, inclusion, and bias training & curriculum into all sections of this introductory course

Additionally, I will provide the undergraduate voice and serve on Liberal Education Council, Academic Policy Committee, Academic Program Review Committee, Undergraduate Research Committee, Library Committee, Open Educational Resources (OER) Committee, and the Council for Undergraduate Curriculum.

Outside of academic life, ASG looks forward to addressing many other aspects of student life, including dining, residence life, funding student organizations with the new Red Brick Rewards System, high-risk alcohol consumption, and mental health awareness, among others. We will host another Mental Health Forum in the fall, bringing in a guest speaker and continuing our pursuit of the goal to end the stigma surrounding mental illness. Additionally, we are eager to collaborate with student organizations on campus such as the Diversity Affairs Council and It's On Us for larger initiatives.

I'm very excited to work with a new Executive Cabinet under the leadership of Student Body President Meaghan Murtagh and Student Body Vice President Vincent Smith. ASG and the greater student body sincerely appreciate all that you do for our outstanding institution. We look forward to working throughout the year and reporting our efforts to you. Thank you for your dedication to Miami University.

Love and Honor,

Annika Fowler
 Secretary for Academic Affairs

News and Updates

From the Division of Student Affairs Student Life

Our biggest update, as indicated above, is a new name for our division. The newly named Division of Student Life better represents who we are and what we offer students. An updated mission statement, a refreshed vision, and some reorganization has led to a more nimble, fluid and creative division.

The Division of Student Life creates transformational opportunities, inclusive environments, and meaningful connections that maximize student growth, learning, and success.

Dean of Students

Dr. Kimberly Moore will start as the new Associate Vice President for Student Life & Dean of Students on July 23, 2018. Kimberly brings 15 years of progressively responsible student affairs experience in student conduct, student activities, sorority and fraternity life, off-campus student life, crisis management, and retention and academic support services. In her most recent role as Assistant Dean of Students at Loyola University Chicago, Kimberly served the campus community through advocacy, support, and the advisement of the Student Government of Loyola Chicago. Kimberly has a bachelor's degree from Saint Mary's College (Notre Dame, IN), a master's in higher education from Loyola University Chicago, and a doctorate in leadership for the Advancement of Learning and Service in Higher Education from Cardinal Stritch University.

Office of Community Standards

The Office of Ethics and Student Conflict Resolution (frequently shortened to "OESCR") is also getting a new name. The new Office of Community Standards reflects a shift in focus for the office, emphasizing a more proactive, educational approach based on our community's values and expectations.

The office will also welcome a new director, Ann James, on July 18, 2018. Ann earned a master's degree in student development from Appalachian State University. Over the last 18 years, she has served effectively in a wide range of student life positions at Georgia State University and, most recently, Northern Kentucky University (NKU), where she currently serves as Senior Associate Dean of Students and Director of Student Conduct, Rights, and Advocacy. Ann also serves as NKU's Deputy Title IX Coordinator and is a member of the senior leadership team for the Division of Student Affairs.

Rinella Learning Center Ribbon Cutting

On May 2, 2018, we celebrated the Bernard B. Rinella, Jr. Learning Center's new space on the third floor of Shriver Center with a ribbon-cutting ceremony. While the Center officially moved to Shriver when renovations were completed in January 2017, the ribbon-cutting was saved for a time when Bernie and Gloria Rinella could be on campus. The remodel of Shriver's third floor includes bright vaulted hallways, a technology enriched seminar room, transitional tutoring spaces to accommodate both individual and group tutoring, twenty individualized testing rooms, and a suite of offices housing both the Rinella Learning Center and the Miller Center for Student Disability Services.



THE JUNE 2018 REPORT FOCUSES ON YEAR-END REPORTING.

Division of Student Life: We bring learning to life.

STUDENT LIFE REPORT

Academic Support

Academic Partners Celebration

The Division hosted our inaugural Student Life Academic Partners Reception on May 2, 2018, in the Shriver Center to celebrate all the ways our faculty partners have collaborated with and supported Student Life departments this year to create a vibrant community for students at Miami.

When each office in the Division was asked to submit their collaborations with Academic Affairs, we were excited to identify more than 450 faculty partnerships. Offices then nominated standout partners to be recognized at the celebration, where about 50 faculty and staff members gathered for a light reception and brief comments.

450

FACULTY PARTNERSHIPS
WITH THE DIVISION
OF STUDENT LIFE
IN 2017-18

Student Life and Faculty Partnerships Spotlight

The Armstrong Student Center

partnered with **Leslie Stoel** (Marketing) to shape the implementation and vision of the "pop up shop" concept in the east wing of the building. Her students created business plans for week-long ventures in the space; some will implement these concepts in the fall. Her input was a significant catalyst in moving the space from an empty room for rent to a dynamic, flexible concept that facilitates student learning.



The Office of Community Standards

regularly engages faculty in appeals hearings. **Gerald Granderson** (Economics) has heard countless appeals during his tenure as Appeals Board Chair. He provides a detailed, thorough response to all cases, giving each case the time and respect required. He always ensures that students' voices are heard throughout the process, and takes care to help students understand the decision of the Appeals Board through his responses.



The Student Counseling Service

collaborates with faculty on several initiatives. **Dr. April Smith** (Psychology) has been a key member of the Eating Disorder Treatment Team, providing valuable clinical consultation and research. She also serves as the lead coordinator for the Body Project, a program about body acceptance. Further, Dr. Smith serves on the Suicide Prevention Team, helping to coordinate large programs such as the Suicide Prevention Week and Stress Less Week.



Training for Faculty / Staff

Several Student Life offices provide workshops and training for staff and faculty outside of their own department. During the 2017-18 year, Student Life provided 161 training opportunities to a total of 5,780 faculty and staff attendees. These ranged from Safe Zone training through **LGBTQ* Services**, to mandatory reporting training on harassment, discrimination, and sexual misconduct and interpersonal violence through the **Office of Student Wellness**, to crisis management for student organization advisors through the **Office of Student Activities**, to supporting diverse students in academic advising through the **Rinella Learning Center**.

161

TRAINING OPPORTUNITIES
FOR FACULTY AND STAFF
OFFERED BY THE DIVISION

5,780

FACULTY AND STAFF
ATTENDEES OF TRAINING
OPPORTUNITIES IN 2017-18

Growth in Disability Services Utilization

There has been a 38% increase in the number of students registered with the **Miller Center for Student Disability Services** in the past three years. We have also seen a 40% increase in the number of courses with accommodation requests and an 82% increase in the number of individual accommodation requests. Contributing factors to increased service utilization include:

- More centralized and welcoming office location.
- Improved communication/visibility of services offered.
- Increase in students with psychological disabilities.
- Increase in students requesting temporary services due to illness and injury.

STUDENT LIFE REPORT

Engagement and Leadership



Traveling Leadership Program

We are proud to develop outstanding student leaders who are prepared to become productive members of society. The **Office of Diversity Affairs** assists multicultural students by recruiting diverse students to attend conferences that focus on the development of culturally inclusive leaders. The Cultural Center hosted trips to the following conferences this year:

- Ohio Latino Student Summit at the University of Cincinnati (13 students)
- Regional Black Student Symposium at Northern Kentucky University (14 students)
- Midwest Asian American Student Union Conference at The Ohio State University (8 students)
- United States Hispanic Leadership Institute in Chicago, IL (6 students)
- The Big XII Conference on Black Student Government at Baylor University in Waco, TX (8 students)

Collegiate Leadership Competition

In April, the **Wilks Leadership Institute** hosted nine teams from seven universities at the Regional Collegiate Leadership Competition, held on campus. The Collegiate Leadership Competition (CLC) is a non-profit college leadership program that creates a dynamic practice field where students apply what they're learning in a context that stretches them to the boundaries of their leadership knowledge, skills, and abilities. CLC makes leadership a real, tangible experience for the future of corporate and organizational leaders.



Student Engagement and Leadership (SEAL) Ambassadors

SEAL Ambassadors are peer mentors out of the **Office of Student Activities and Cliff Alexander Office of Fraternity & Sorority Life**. Their services include constitution reviews for student organizations, workshops, consultations with organizational leaders, and one-on-one meetings with students seeking involvement opportunities. In 2014 there were four SEAL Ambassadors. Since then, the demand for services has grown rapidly. The SEALs met with 381 organizations in 2017-18, up from 130 in 2016-17 - an increase of 193%. With new opportunities to help organizations through Red Brick Rewards, the SEALs are forming an Affiliated Student Organization. They will recruit 15 ambassadors to join the existing team, allowing them to reach even more students. One of their major new initiatives this fall is social gatherings for organizations based on their interest category to foster collaboration among groups.

Better Together Week

In honor of National Better Together Day on April 10, 2018, the **Office of Community Engagement and Service** and the Religious, Spiritual, and Secular Initiatives Committee host an annual week of programming focused on interfaith understanding and social justice. Ten different Miami offices, student organizations, and community groups offered nine events that fostered engagement between different religious, spiritual, or secular perspectives around justice issues.

Alternative Spring Break (ASBs)

ASBs are unique, student-led, multi-day service immersion experiences that occur during Spring Break. **The Office of Community Engagement's** ASB program began in March 2017 in collaboration with International Student & Scholar Services as a way to serve international students who remain in their residence halls over spring break (also open to all students). This year we expanded to two trips— one in Oxford and one in Columbus, OH. Each trip focused on a specific social issue; 22 student participants completed a total of 560 service hours during the programs.

STUDENT REFLECTION

“ I learned more about food insecurity, and the structures that work to combat the issue, how they are funded, how they operate, and how they reach out to the community and volunteers. This experience also led me to reflect on my personal food choices and made me think about how to make a reasonably healthy meal at the lowest cost. ”

STUDENT LIFE REPORT

Belonging and Transition

Welcoming Diverse Students

The **Office of Diversity Affairs** is very intentional about making a connection with our Latinx and Asian American student populations to enhance their connection to campus. This year, the office hosted a Fiesta Latinx Reception for students, staff and faculty, with approximately 50 people in attendance. They also lead MADE@Miami, a three-day pre-semester experience for first-year students who are ready to make the most out of Miami. MADE promotes qualities valued by the university community—**Mentoring, Achievement, Diversity, and Excellence**. In August 2017, 135 incoming students attended the program.



Spring 2018 Assessment of Living and Learning (ALL) Results

The ALL survey is sent annually to all on-campus residents in two parts (fall and spring) by the **Office of Residence Life**. 2,116 students responded to the Spring 2018 survey. Highlights related to belonging and transition include:

- 96% agreed that they feel safe in their residential community
- 86% agreed that they are having a positive experience in their residential community
- 91% agreed that their identities are affirmed and supported on campus
- 78% shared that they always or often feel like they belong at Miami

Welcome Weekend and First 50 Days

The **Office of Orientation and Transition Programs** coordinates 50 days of programming to start the academic year, covering 400+ programs to support new student transitions and collaborating with more than 70 campus partners. The expanded program helps to increase belonging and decrease loneliness and homesickness at the start of the year.

Health and Wellness

Highlights for Health and Wellness since the May 2018 Report:

Registration kiosks have been installed at **Student Health Services**. These will allow patrons to check themselves in for appointments, and also allow pre-check-ins via a mobile phone prior to the appointment.

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In partnership with Equitas Health, over 50 free and confidential HIV tests were administered in the **Women*s & LGBTQ* Center** this year.

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The **Office of Community Standards** reports a significant decrease in the number of alcohol violations this year from last year.

Charge	2016-17	2017-18	% change
Intoxication	429	307	-28.4%
Prohibited Use of Alcohol	560	347	-38.0%

Contributing factors to the decrease might include:

- Charging “complicity” instead of “possession” when an underage student is in the presence of alcohol but not drinking
- There may be fewer students who drink to severe intoxication
- There may be fewer occasions of large numbers of students pre-gaming in residence hall rooms

Staff Accomplishments

Lincoln Walburn, Associate Director of the Armstrong Student Center, was awarded the Daniel M. Maxwell Dissertation of the Year Award by the Association of College Unions International in March 2018. The dissertation is titled “The act of becoming a college student: A case study of student veterans’ experiences pre-during-post military service.”

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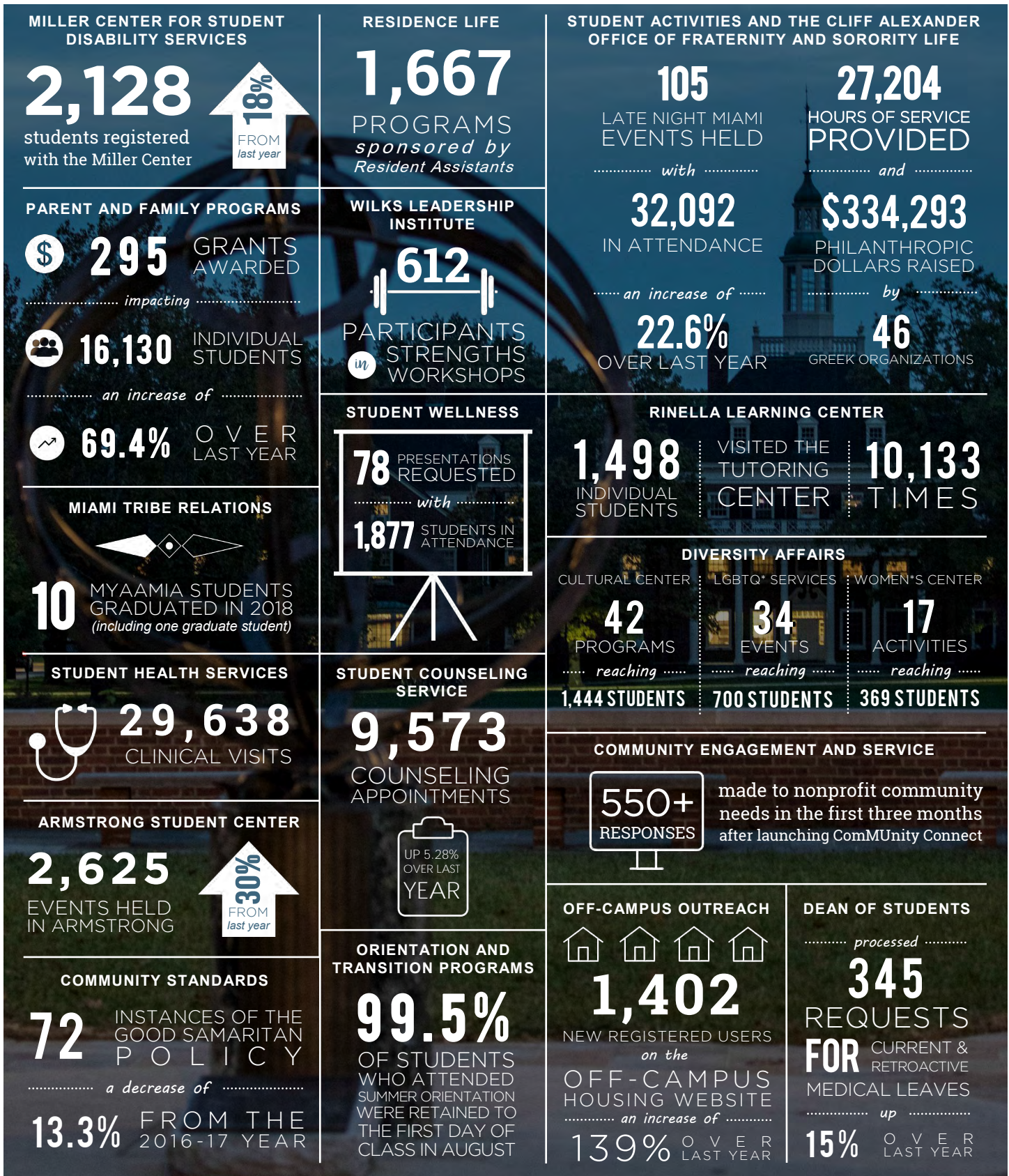
Dr. Vicka Bell-Robinson, Director of Residence Life, with recent Miami alum Erin Slater '17, received the Robert P. Cooke Talking Stick Article of the Year Award from the Association of College and University Housing Officers—International in June 2018. The title of their article is “Outside the bubble: Strategies for integrating current events, politics, and social movements into supervision”.

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Erik Sorenson, Assistant Director of Residence Life received the Research and Publication Award from the Association of College and University Housing Officers—International in June 2018. The award recognizes a significant contribution to the body of knowledge related to the campus housing profession.

STUDENT LIFE REPORT

By the Numbers, 2017-2018





Enrollment Management & Student Success
June 21, 2018

Agenda

- » 2018 Enrollment Overview & Assessment
- » 2019 Enrollment Planning & Strategic Initiatives
- » Questions and Discussion



FALL 2018 PROJECTED ENROLLMENT

October 15, 2018

Total Pre-Melt Confirmations: 4,204

Current Active Confirmations: 4,080

Resident: 2,417

Non-Resident: 1,325

International: 338

Expected first-year class range on October 15, 2018:

6.0% melt: 3,952

6.2% melt: 3,943

6.5% melt: 3,931

6.8% melt: 3,918

Data as of 6.19.2018

FALL 2018 vs. FALL 2011

Application Trends

- » Applications: 18,482 vs. 30,123, or a 63% growth
- » Quality (ACT): 26.4 vs. 27.6, or an increase of 1.2 points
- » Domestic Diversity: 2,157 vs. 5,524, or a 156% increase
- » Residency
 - » Domestic Non-Resident: 7,934 vs. 13,423, or a 69% increase
 - » International: 1,894 vs. 4,655, or a 145% increase
 - » Ohio: 8,657 vs. 12,045, or a 39% increase

USNWR TOP 100 INSTITUTIONS

Public Institutions

US News Rank	Institution Name	Applications	Admits	Enrolled	Admit Rate	Yield
21	University of California-Los Angeles	97,112	17,473	6,545	18.0%	37.5%
42	University of California-San Diego	84,208	30,028	5,748	35.7%	19.1%
21	University of California-Berkeley	82,561	13,975	6,182	16.9%	44.2%
42	University of California-Irvine	77,816	31,630	6,551	40.6%	20.7%
37	University of California-Santa Barbara	77,112	27,581	4,996	35.8%	18.1%
46	University of California-Davis	68,553	28,981	5,762	42.3%	19.9%
28	University of Michigan-Ann Arbor	55,504	15,871	6,689	28.6%	42.1%
52	Pennsylvania State University-Main Campus	52,974	29,878	8,499	56.4%	28.4%
81	University of California-Santa Cruz	49,181	28,452	4,221	57.9%	14.8%
69	University of Minnesota-Twin Cities	49,129	21,820	5,880	44.4%	26.9%
56	Purdue University-Main Campus	49,007	27,427	7,399	56.0%	27.0%
56	The University of Texas at Austin	47,511	19,182	8,719	40.4%	45.5%
54	Ohio State University-Main Campus	44,845	24,265	7,938	54.1%	32.7%
56	University of Washington-Seattle Campus	43,517	19,733	6,475	45.3%	32.8%
75	University of Massachusetts-Amherst	40,822	24,364	4,679	59.7%	19.2%
52	University of Illinois at Urbana-Champaign	38,093	22,881	7,592	60.1%	33.2%
81	Michigan State University	37,480	24,641	8,190	65.7%	33.2%
69	Rutgers University-New Brunswick	36,677	20,884	6,466	56.9%	31.0%
56	University of Connecticut	35,980	17,560	3,822	48.8%	21.8%
97	Stony Brook University	34,999	14,233	2,934	40.7%	20.6%
30	University of North Carolina at Chapel Hill	34,889	9,400	4,228	26.9%	45.0%
69	Texas A & M University-College Station	34,780	23,361	10,142	67.2%	43.4%
90	Indiana University-Bloomington	34,646	27,272	7,673	78.7%	28.1%
90	University of Colorado Boulder	34,047	26,087	6,439	76.6%	24.7%
46	University of Wisconsin-Madison	32,839	17,281	6,430	52.6%	37.2%
25	University of Virginia-Main Campus	32,377	9,668	3,683	29.9%	38.1%
87	SUNY at Binghamton	32,139	13,056	2,708	40.6%	20.7%
34	Georgia Institute of Technology-Main Campus	30,528	7,868	2,877	25.8%	36.6%
61	University of Maryland-College Park	30,291	14,557	4,551	48.1%	31.3%
42	University of Florida	30,118	13,836	6,842	45.9%	49.5%
78	Miami University-Oxford	29,771	19,463	3,799	65.4%	19.5%

USNWR TOP 100 INSTITUTIONS

Public Institutions

2018 US News Rank	Institution Name	Applications	Admits	Enrolled	Admit Rate	Yield
78	Miami University-Oxford	29,771	19,463	3,799	65.4%	19.5%
68	University of Pittsburgh-Pittsburgh Campus	29,175	16,165	3,954	55.4%	24.5%
81	Florida State University	29,027	16,840	6,282	58.0%	37.3%
78	University of Iowa	28,494	23,967	5,643	84.1%	23.5%
81	North Carolina State University at Raleigh	26,451	12,568	4,388	47.5%	34.9%
97	University at Buffalo	26,001	15,440	4,103	59.4%	26.6%
69	Virginia Polytechnic Institute and State University	25,000	17,718	5,929	70.9%	33.5%
81	University of Delaware	24,456	16,998	4,382	69.5%	25.8%
67	Clemson University	23,506	11,881	3,684	50.5%	31.0%
54	University of Georgia	22,694	12,232	5,433	53.9%	44.4%
97	University of Vermont	22,476	15,495	2,496	68.9%	16.1%
97	University of Oklahoma-Norman Campus	14,391	10,194	4,198	70.8%	41.2%
32	College of William and Mary	14,382	5,253	1,507	36.5%	28.7%
75	Colorado School of Mines	12,284	4,957	976	40.4%	19.7%
97	SUNY College of Environmental Science and Forestry	1,651	895	328	54.2%	36.6%

Miami = 29,771
Public Rank #31 of 45



Sources: 2018 USNWR rankings; IPEDs, 2016 dataset

USNWR TOP 100 INSTITUTIONS

Private Institutions

2018 US News Rank	Institution Name	Applications	Admits	Enrolled	Admit Rate	Yield
30	New York University	60,724	19,351	6,139	31.9%	31.7%
37	Boston University	57,441	16,907	3,552	29.4%	21.0%
21	University of Southern California	54,280	9,022	3,068	16.6%	34.0%
40	Northeastern University	51,063	14,747	2,676	28.9%	18.1%
14	Cornell University	44,965	6,337	3,316	14.1%	52.3%
61	Fordham University	44,816	20,268	2,199	45.2%	10.8%
5	Stanford University	43,997	2,118	1,739	4.8%	82.1%
2	Harvard University	39,041	2,110	1,663	5.4%	78.8%
8	University of Pennsylvania	38,918	3,674	2,491	9.4%	67.8%
5	Columbia University in the City of New York	37,009	2,526	1,567	6.8%	62.0%
11	Northwestern University	35,100	3,743	1,985	10.7%	53.0%
75	Baylor University	34,636	13,758	3,503	39.7%	25.5%
46	University of Miami	32,528	12,267	2,066	37.7%	16.8%
14	Vanderbilt University	32,442	3,487	1,601	10.7%	45.9%
14	Brown University	32,390	3,014	1,681	9.3%	55.8%
40	Tulane University of Louisiana	32,006	8,162	1,856	25.5%	22.7%
9	Duke University	31,671	3,430	1,723	10.8%	50.2%
3	University of Chicago	31,484	2,499	1,591	7.9%	63.7%
3	Yale University	31,445	1,988	1,367	6.3%	68.8%
61	Syracuse University	30,923	16,179	3,712	52.3%	22.9%



Miami = 29,771
Imputed Rank #21 of 58

2018 US News Rank	Institution Name	Applications	Admits	Enrolled	Admit Rate	Yield
1	Princeton University	29,303	1,911	1,306	6.5%	68.3%
18	Washington University in St Louis	29,197	4,827	1,776	16.5%	36.8%
32	Boston College	28,956	9,017	2,359	31.1%	26.2%
94	Drexel University	28,532	21,298	2,327	74.6%	10.9%
11	Johns Hopkins University	27,852	3,576	1,367	12.8%	38.2%
56	George Washington University	25,488	10,249	2,525	40.2%	24.6%
37	Case Western Reserve University	23,115	8,192	1,264	35.4%	15.4%
25	Carnegie Mellon University	21,189	4,601	1,552	21.7%	33.7%
11	Dartmouth College	20,675	2,190	1,121	10.6%	51.2%
87	University of Denver	20,322	10,867	1,399	53.5%	12.9%
29	Tufts University	20,223	2,889	1,336	14.3%	46.2%
20	Georgetown University	19,997	3,369	1,574	16.8%	46.7%
78	Texas Christian University	19,972	7,506	1,888	37.6%	25.2%
21	Emory University	19,924	5,039	1,358	25.3%	26.9%
97	Rochester Institute of Technology	19,824	10,889	2,604	54.9%	23.9%
18	University of Notre Dame	19,505	3,654	2,046	18.7%	56.0%
69	American University	19,325	5,008	1,679	25.9%	33.5%
5	Massachusetts Institute of Technology	19,020	1,511	1,110	7.9%	73.5%
42	Rensselaer Polytechnic Institute	18,524	8,215	1,691	44.3%	20.6%
14	Rice University	18,236	2,785	981	15.3%	35.2%
34	University of Rochester	17,485	6,213	1,461	35.5%	23.5%
46	Villanova University	17,272	7,514	1,678	43.5%	22.3%
90	University of San Diego	14,413	7,406	1,133	51.4%	15.3%
27	Wake Forest University	14,006	4,249	1,306	30.3%	30.7%
46	Lehigh University	13,403	3,499	1,249	26.1%	35.7%
61	Southern Methodist University	13,250	6,482	1,522	48.9%	23.5%
90	Marquette University	13,136	11,079	2,005	84.3%	18.1%
94	Saint Louis University	12,772	8,269	1,530	64.7%	18.5%
61	Brigham Young University-Provo	12,739	6,520	5,246	51.2%	80.5%
34	Brandeis University	11,351	3,796	841	33.4%	22.2%
46	Pepperdine University	11,111	4,097	743	36.9%	18.1%
61	Worcester Polytechnic Institute	10,468	5,071	1,120	48.4%	22.1%
87	University of Tulsa	8,089	2,990	717	37.0%	24.0%
81	Clark University	7,914	4,331	548	54.7%	12.7%
69	Stevens Institute of Technology	7,409	2,898	737	39.1%	25.4%
10	California Institute of Technology	6,855	553	235	8.1%	42.5%
94	Yeshiva University	1,673	849	541	50.7%	63.7%

Sources: 2018 USNWR rankings; IPEDs, 2016 dataset

FALL 2018 vs. FALL 2011

Admit Trends

- » Offers of Admission: 13,703 vs. 22,453, or a 63% increase

- » Residency
 - » Domestic Non-Resident: 6,281 vs. 10,986, or a 74% increase
 - » International: 765 vs. 2,534, or a 231% increase
 - » Ohio: 6,657 vs. 8,933, or a 34% increase

FALL 2018 vs. FALL 2011

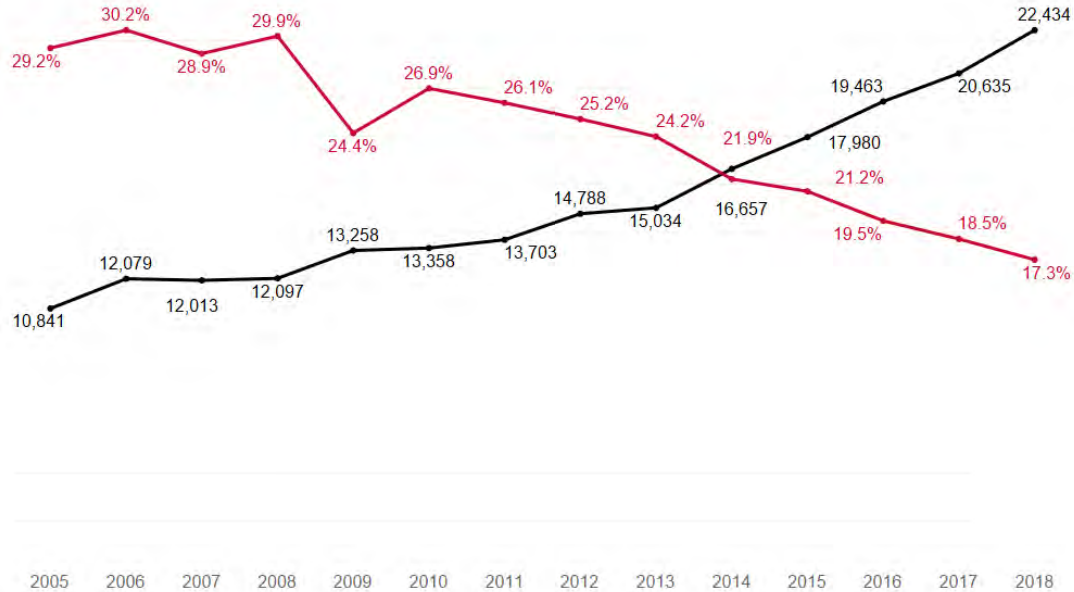
Enrollment Trends

- » Enrolled: 3,581 vs. 3,943*, or a 10.1% increase
- » Yield: 26.1% vs. 17.5%, or an 8.6% decrease
- » Residency Yield
 - » Domestic Non-Resident: 19.2% vs 11.5%, or a 7.7% decrease
 - » International: 18.6% vs. 11.8%, or a 6.8% decrease
 - » Ohio: 33.6% vs. 26.3%, or a 7.3% decrease

*Estimated Fall 2018 Final

YIELD RATE & ADMIT TRENDS

2005 - 2018



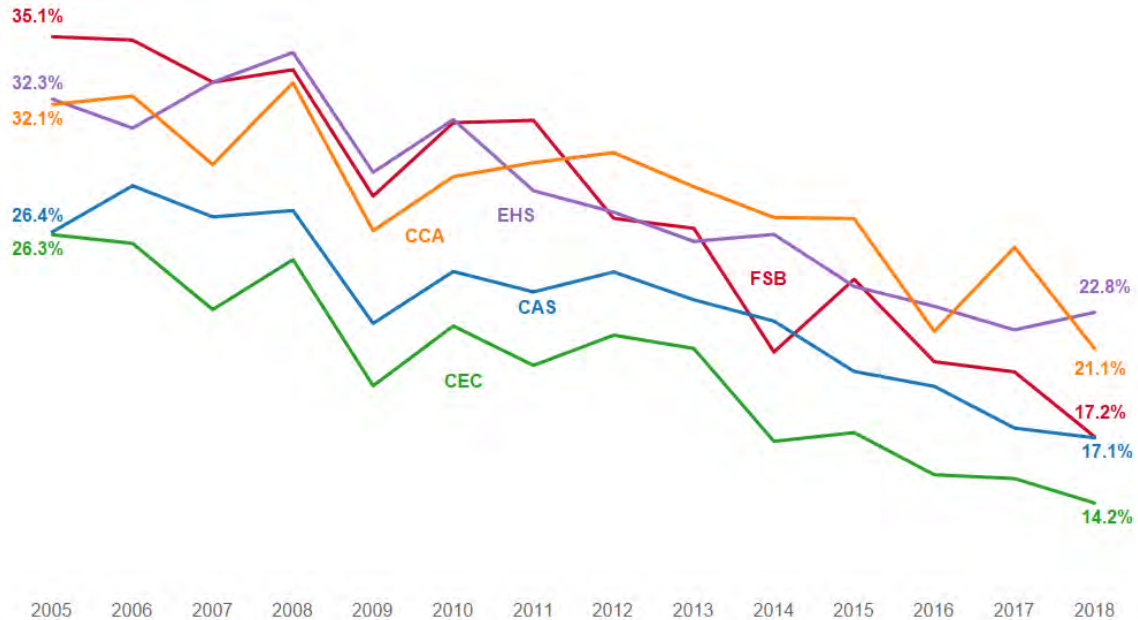
Enrollment Research and Analytics

Numbers for 2018 are current/estimate; all other data are final.



YIELD RATES BY DIVISION

2005 - 2018



Numbers for 2018 are current/estimate; all other data are final.

ENROLLED & YIELD TRENDS

Fall 2017 vs. Fall 2018

Division:	2017		2018		Change '17 vs '18	
	Enrolled	Yield	Enrolled	Yield	Enrolled	Yield
CAS	1,893	18.3%	1,990	18.0%	97	-0.3%
CCA	210	26.3%	211	22.0%	1	-4.3%
CEC	486	16.1%	504	15.3%	18	-0.8%
EHS	382	22.3%	435	23.5%	53	1.2%
FSB	981	20.6%	883	17.9%	(98)	-2.7%
CLAAS	N/A	N/A	61	16.8%	N/A	N/A

ASU2	2017	2018	Change
Enrolled	409	387	(22)
Yield	26.1%	22.4%	-3.7%

Data are year-to-date as of 6/13/18

ENROLLED & YIELD TRENDS

Fall 2017 vs. Fall 2018

	2017		2018		Change '17 vs '18	
	Enrolled	Yield	Enrolled	Yield	Enrolled	Yield
Residency:						
Ohio	2,228	30.1%	2,418	27.0%	190	-3.1%
Domestic Non-Resident	1,356	12.4%	1,326	12.0%	(30)	-0.4%
International	368	15.5%	340	13.4%	(28)	-2.1%
Enrolled	3,952	20.2%	4,084	18.2%	132	-2.0%

Data are year-to-date as of 6/13/18

FALL 2019 & BEYOND

Enrollment Observations

- » Flat applications (non-resident) with declining yields aren't sustainable. While non-resident growth is a priority, we still need 50% (or more) of enrollment from Ohio to meet our diversity and quality goals, thus causing an NTR reduction (assuming current approach awarding).
- » Divisional goals need to be recalibrated/aligned with market realities (assuming static academic program offerings).

FALL 2019 & BEYOND

Enrollment Observations

- » Institutional aid strategies (cost drivers) and enrollment goals need to be aligned and prioritized – NTR, Quality, and Diversity
 - » Divisional enrollment targets
 - » Non-resident % (working assumption: international is flat and ACE is declining)
 - » Diversity objectives (ethnic/racial, Ohio socio-economic)
 - » Quality (ACT) – maintain a 28.0 ACT

- » The cost to enroll a lower quality cohort (28.0 vs. 28.3) increased (i.e., scholarship spend up with declining yields) compared to previous years.

FALL 2019 ENROLLMENT PLANNING

Considerations

- » #1 priority for Strategic Enrollment Management and Marketing unit within EMSS is to grow quality, actionable, non-resident applications.
- » Yields will continue to decline, especially among domestic non-resident and international admits.
- » Application increase, particularly non-resident, is the only option to offset declining yields (assuming static aid awarding methodology).

FALL 2019 ENROLLMENT PLANNING

Key Decisions

- » Is safeguarding a 28.0 ACT a priority? If so, is Miami willing to increase the institutional scholarship spend for FY20?
 - » Alternatively, decreasing quality – ACT from 28.0 to a 27.5 – would likely create significantly more NTR.
 - » At the same time, what is the long-term national and global market demand for a less selective public institution located in the Midwest?

- » Is safeguarding diversity a priority? If so, is Miami willing to sustain the same (likely increase) institutional scholarship spend for FY20?

FALL 2019

Application Generation Strategies

- » **Increase Student Search prospects with a focus on increasing high-ability, non-resident students**
 - » Expand into new markets in HS Clusters that have been top performers for Miami over the last five years
 - » For Fall 2019, we purchased 236,466 names in January 2018, **an increase of 78,561 names or 68.8%** compared to the junior purchase the year prior
 - » For Fall 2020, we purchased 137,100 names in January 2018, **an increase of 32,115 or 30.6%** compared to the sophomore purchase the year prior

FALL 2019

Application Generation Strategies

- » **Increase recruitment staff and associated activities**
 - » Increase regional team from 7 to 8 (Boston added / expansion of Northeast efforts)
 - » Increase coverage in Chicagoland area and surrounding states – one dedicated recruiter to two
 - » Expansion of campus-based recruitment team – enhance presence in contiguous states and other key markets with growth potential including TN and TX
 - » Expansion of international recruitment staff

- » **Enhance campus visit experience and increase off-campus events**
 - » Create ongoing and standardized divisional visit opportunities
 - » Increase off-campus yield programming in key domestic non-resident and international markets

FALL 2019

Application Generation Strategies

- » **Inaugurate the Presidential Fellows Program**
 - » Premier academic scholarship consisting of Tuition & Fees, Room & Board, and a one-time enhancement fund of \$5000
 - » On-campus selection process including overnight event for students and parents
 - » Students would be groomed for national fellowships and other coveted distinctions

- » **Introduce application processes for Miami's honors programs – the University Honors Program (UHP) and the University Academic Scholars Program (UASP)**
 - » Single application that allows students to apply to UHP, UASP, and the Presidential Fellows Program
 - » Provides the opportunity for strategic outreach and specialized invitation to the highest ability students and their parents

FALL 2019

Application Generation Strategies

- » **Launch an admission-specific digital and social media communication strategy**

- » **Enhance targeted communication efforts**
 - » Honors/University Academic Scholars Program
 - » Merit Guarantee
 - » Nursing
 - » FSB

- » **Launch two additional application platforms**
 - » Coalition Application
 - » Common Application for transfer students

FALL 2019

Application Generation Strategies

- » **Implement a National Pathways Program**
 - » Partnership between Oxford and the Regionals to increase Ohio and domestic non-resident enrollment
 - » Modeled after current Pathways Program, but with an Oxford-based residential component
 - » Estimated enrollment for inaugural cohort: 50-100 students

- » **Introduce an earlier application deadline**
 - » Provides the opportunity to clearly convey decision release dates
 - » Aligns Miami deadlines with peer, competitor, and aspirant institutions
 - » Allows for earlier financial aid awarding in an immensely competitive landscape

- » **Reintroduce the *Merit Guarantee* scholarship grid**

MIAMI APPLICATION DEADLINES

PRIORITY CONSIDERATION DECEMBER 1ST

APPLICATION
DEADLINE

DECISION
NOTIFICATION

CONFIRMATION
DEADLINE

EARLY DECISION

NOVEMBER
1

DECEMBER
1

JANUARY
15

EARLY ACTION I

NOVEMBER
1

DECEMBER
15

MAY
1

EARLY ACTION II

DECEMBER
1

FEBRUARY
1

MAY
1

REGULAR DECISION

FEBRUARY
1

MARCH
15

MAY
1

TEST
SCOREHIGH SCHOOL GPA
4.00 SCALESCHOLARSHIP RANGE
OHIO RESIDENTSCHOLARSHIP RANGE
NON-OHIO RESIDENTACT: 33+
SAT: 1450+

3.50+

HALF TO FULL TUITION
\$32,000 - \$60,000
(\$8,000 - \$15,000 ANNUALLY)HALF TO FULL TUITION
\$72,000 - \$144,000
(\$18,000 - \$36,000 ANNUALLY)ACT: 30-32
SAT: 1360-1440

3.50+

\$20,000 - \$48,000
(\$5,000 - \$12,000 ANNUALLY)\$44,000 - \$80,000
(\$11,000 TO \$20,000 ANNUALLY)ACT: 28-29
SAT: 1300-1350

3.50+

\$8,000 - \$32,000
(\$2,000 - \$8,000 ANNUALLY)\$28,000 - \$60,000
(\$7,000 - \$15,000 ANNUALLY)ACT: 27
SAT: 1260-1290

3.50+

\$4,000 - \$12,000
(\$1,000 - \$3,000 ANNUALLY)\$16,000 - \$40,000
(\$4,000 - \$10,000 ANNUALLY)

QUESTIONS & DISCUSSION



GOOD NEWS FROM ACADEMIC AFFAIRS

May 2018 – June 2018

Denise Krallman recognized for service to institutional research

May 09, 2018 - Denise Krallman, director of institutional research, was recently awarded a certificate for outstanding service to the field by the Ohio Association for Institutional Research and Planning (OAIRP) at its spring 2018 conference at Miami University. This award serves to recognize Krallman's many years of leadership in institutional research organizations, such as the Ohio Association for Institutional Research, the North East Association for Institutional Research and the National Association for Institutional Research.

At Miami, Krallman provides information on students, faculty and staff for university planning, policymaking and decision-making activities through statistical analysis, data analysis and report generation. She is also the liaison between the university and the Ohio Board of Regents on higher education information data issues, the U.S. Department of Education-NCES and the National Student Clearinghouse. Krallman is retiring in October.

Miami expanding Nursing program to meet the demand

May 10, 2018 - Twenty years ago, Mark Ball considered going into nursing but ended up changing his mind because of what he perceived as a gender stereotype. Instead, he got a job driving heavy equipment. "I was good at it, it was good money, but I hated it," said Ball, 42, of Oxford. "There were no people interactions." With his kids now teenagers, Ball is back in school, pursuing what he always wanted to - become a nurse. Now in his third year of Miami University's bachelor of science in nursing (BSN) program, he is proud to be part of the changing face of nursing. Nationally, men now make up about 13 percent of the high-demand field.

Since 2012 at Miami, eight to 15 men on average have been part of the program of 80 students, said Paula Harrison, assistant chair of the department of nursing and associate professor of nursing. Typically, 40 nursing students make up each cohort on the Middletown and Hamilton campuses, although Miami's nursing program is growing. A new cohort of 61 nursing students (including 10 males) will be based on the Oxford campus beginning this fall to meet a growing student demand.

"Nursing is a 'people' profession, rather than a woman's profession and perceptions are changing," Harrison said. "Male nursing students bring a unique perspective and set of skills that provide us with diverse student cohorts." Ball said his only regret is that he didn't start in the nursing program sooner because he loves it, especially interacting with patients during clinicals at Mercy Health - Fairfield Hospital.

"All these professors here want to see you succeed, whether you're starting out at 18 years old or coming back at 40," said Ball, vice president of the Miami Nursing Students Association and secretary of a Miami Men in Nursing chapter that became active this year. At Miami's May 19 commencement, Christian McLaughlin graduated magna cum laude with a bachelor's in nursing.

He had started in pre-law at Miami but switched career paths because he likes how nursing offers so many specialty areas such as cardiac, neurology, oncology, psychiatric and trauma. "You can be sort of a jack-of-all-trades and work various units in health care or you can find your passion and specialize in a specific unit," he said.

McLaughlin, 25, of Franklin, already has a job lined up with Cincinnati Children's Hospital Medical Center, where he began working as a patient care assistant through Miami a year ago. He noted that Children's carries the prestigious Magnet designation from the American Nurses Credentialing Center's program, "so being able to accept an RN position there as my first job is a dream come true." "I enjoy helping others and I believe a good conversation and positive attitude can go a long way, but I also enjoy the science and critical thinking that is required in the clinical setting," he said.

Bill Lecher, assistant vice president of the Division of Patient Services at Children's, a top three pediatric medical center in the nation, said they have a strong focus on improving gender diversity and inclusion of its nursing workforce. More than 250 male nurses work there.

"We have intentionally focused on increasing the number of men in pediatric nursing at our hospital," he said. "While only three percent of the pediatric nurses statewide are men, at Cincinnati Children's seven percent of the nurses are men."

Like Miami, Cincinnati Children's has been a partner and supporter of the American Association for Men in Nursing and actively participates with the local chapter, Lecher said.

Commencement 2018 includes NFL's Brandon Brooks and more than 4,000 graduates

May 13, 2018 - Miami University celebrated its 2018 graduates during its 179th [commencement ceremony](#) on Saturday, May 19, at Yager Stadium. Alumnus and Philadelphia Eagles Super Bowl champion Brandon Brooks gave the commencement address. Brooks (Miami '11), an integral part of the team that won the 2018 Super Bowl, was also named to the NFL's Pro Bowl last season.

GOOD NEWS FROM ACADEMIC AFFAIRS

May 2018 – June 2018

The 6-foot-5-inch Milwaukee native played for Miami from 2008-2011 and earned second-team All-Mid-American Conference honors three of those years. Beyond his athletic accomplishments, Brooks' community involvement, continued pursuit of advanced higher education, and public support for mental health awareness distinguish him among other NFL stars. Brooks received an honorary doctor of laws degree at the ceremony.

President Gregory Crawford presided over the ceremony. Degrees awarded include 73 certificates, 98 associates, 3,497 bachelor's, 373 master's and 15 doctorates, for a total of 4,056. The class of 2018 has a promising outlook based on survey results of 2016-2017 Miami graduates who report record high employment results.

The success rates include all students who are employed (including the military), in school, or engaged in volunteer/service programs (e.g., Peace Corps, VISTA), and are based on our 2016-17 graduates.

- Oxford bachelor's: 97.3 percent success rate
- Regional bachelor's: 95.8 percent success rate
- Master's degree recipients: 97.4 percent
- Doctoral degree recipients: 100 percent

Cathy Bishop-Clark named dean of Miami University Regionals

May 23, 2018 - Cathy Bishop-Clark, interim dean and associate provost, has been appointed by Miami University's Board of Trustees as associate provost and dean of Miami University Regionals, College of Liberal Arts and Applied Science, effective July 1.

She has served as interim dean since July 1, 2016. During her 29 years of service to Miami, Bishop-Clark served as chair of computer and information technology (2011-2013), associate dean (2009-2011) and assistant dean (2007-2009) at the Middletown campus and received the Miami University E. Phillips Knox Teaching Award (2008). She is professor of computer and information technology.

Provost Phyllis Callahan said, "Dr. Bishop-Clark has extensive knowledge of and experience on the Regional campuses. She has established excellent, collaborative relationships with her colleagues and fellow deans and she has been successful during a time of transition and growth on the Regional campuses. President Crawford and I look forward to continuing to work with Dr. Bishop-Clark as the Regional campuses continue to move forward."

Bishop-Clark co-chaired the committee to implement the College of Professional Studies and Applied Sciences, the first new academic division created at Miami in more than 40 years. She also spearheaded the implementation of the health information major, the first bachelor's degree in computer and information technology, and facilitated the development of five other new bachelor degree programs.

Currently the Regionals offer 17 forward-focused bachelor's degree options across the regional campuses and online, plus pathways to 100+ majors that may be completed at the Oxford campus.

Miami's digital game design program scores top rankings in national lists

Jun 06, 2018 - The Miami University [digital game studies program](#) is ranked in the top 25 percent of schools, both public and private, in the United States by Animation Career Review. Nationally, Miami ranks No. 17 among schools offering a games-related bachelor's degree. Among national public schools, it ranks No. 18. Overall nationally, both public and private schools, Miami ranks No. 39. In the Midwest, Miami ranks No. 7 and in Ohio No. 2.

The digital game studies program at Miami is interdisciplinary, with collaboration among the Armstrong Institute for Interactive Media Studies; the departments of English, computer science and software engineering and teacher education; and the University Libraries. Animation Career Review provides information to professionals seeking schools, colleges and training programs in the animation, design and gaming fields.

The criteria used in the 2018 ranking was:

- Academic reputation
- Admission selectivity
- Depth and breadth of the program
- Value as it relates to tuition and indebtedness
- Geographic location

In March, Miami and its [Armstrong Institute for Interactive Media Studies Game Center](#) climbed nine spots in the [Princeton Review's 2018 Top Schools](#) for Game Design list, ranking No. 16 overall and third among all public universities