

**MIAMI UNIVERSITY**  
**BOARD OF TRUSTEES**  
**Minutes of the Board of Trustees Meeting**  
**Oxford Campus, Marcum Conference Center, Rooms 180-186**  
**Friday, June 22, 2018**

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

The meeting was called to order at 9:00 a.m. in the Marcum Conference Center, on the Oxford Campus with the Board Chair, Mr. Mark Ridenour, presiding. The roll was called with a majority of Trustees present, constituting a quorum. In addition to the Board members; President Greg Crawford, Provost Phyllis Callahan, Senior Vice Presidents David Creamer, Tom Herbert, and Michael Kabbaz; and Vice President Jayne Brownell were also present; as were; Robin Parker, General Counsel; Mark Sullivan, Chair of the Foundation Board; and Ted Pickerill Secretary to the Board of Trustees. Members of the faculty, staff, student body, and community were also in attendance.

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

**Comments from the Public**

There were no requests to address the Board.

**Public Study Session**

**Intercollegiate Athletics Update**

Director of Athletics, David Saylor, updated the Board on athletics, and student athlete achievements and success during Academic Year 2017-2018. He highlighted staffing transitions, including the return of D'Angelo Solomon to Miami, in the new role of Associate AD for Revenue Generation. He shared the academic success of Miami's student athletes, who averaged a 3.33 GPA for fall 2017, and a 3.18 for spring 2018, the 27<sup>th</sup> straight semester above a 3.00. He also highlighted achievement on the field and court, informing the Board of Field Hockey's NCAA tournament win over Stanford, and of both Men's and Women's basketball

advancing to post-season tournaments. He then shared a list of the many community service activities of our student athletes.

AD Sayler concluded with an overview of the strategic plan which ICA, in conjunction with many campus partners outside of athletics, developed during the past year. He then took questions and was asked about compliance. He stated it is stressed at all times, and that no major violation will ever be tolerated.

Chair Ridenour then thanked AD Sayler for the update.

*AD Sayler's ICA presentation is included as Attachment A.*

### **Public Business Session**

Chair Ridenour began by thanking National Trustee Gooden for his six years of service to the Board. Board regulations limit the term of National Trustees to two, three-year terms, with National Trustee Gooden's second term set to expire on June 30, 2018.

### **Approval of Prior Meeting Minutes**

Trustee Shroder moved, Trustee Budig seconded, and by voice vote, the minutes of the prior meeting of the Board of Trustees were unanimously approved, with all voting in favor and none opposed.

### **Consent Calendar**

Resolutions on the Consent Calendar, included:

- Designation of Emerita/Emeritus
- VP for Communications and Marketing
- Election of Michele Sparks as the VP for Communications and Marketing, and Chief Marketing and Communications Officer
- VP for Institutional Diversity and Inclusion
- Election of Ron Scott as the VP for Institutional Diversity and Inclusion

Trustee Shroder moved, Trustee Pascoe seconded, and by voice vote, the resolutions presented on the Consent Calendar were unanimously approved, with all voting in favor and none opposed.

*All resolutions from the Consent Calendar are included as Attachment B*

### **Comments by the Chair**

Chair Mark Ridenour relayed the following information:

Good morning and welcome to this meeting of the Miami University Board of Trustees.

Since our last meeting we enjoyed an exceptional Commencement Ceremony. For a while it appeared the weather could be a problem, but in the end it was a beautiful afternoon, with remarks from an inspiring alumnus, and an unexpected opportunity for all of us to participate in the Philadelphia Eagles fan experience. Go Eagles! Go RedHawks!

More recently, Miami hosted nearly 1,200 Ohio high school students to participate in Buckeye Boys State. The program is an eight-day, hands-on educational experience in the operation of Ohio government, from city, county and state level management, to running for office. Buckeye Boys State is the largest such program in the nation, with nearly 600 high schools represented. The delegates are all outstanding students, and it is wonderful for them to experience this exceptional program, in exceptional facilities and an exceptional setting.

This is Miami's second year to host Buckeye Boys State and we hope that this becomes an ongoing relationship which lasts for many, many years into the future.

Next month, Miami will host a slightly larger group when 1,300 middle and high school students come to Oxford for the National Junior Classical League's (NJCL) national conference. Attendees will compete in areas such as; graphic arts, creative arts, a Latin brain bowl, mythology, Ancient Greek and Roman history, as well as running, swimming, track and other sports. The convention runs from July 23 to July 28.

Hosting such events is good not only for Miami, but for Oxford as well, with many of the attendees' parents and families enjoying time uptown. Efforts to join the city and the university are called Town Gown, and I'd like to ask Ted to give us a brief update on this area. A couple of weeks ago, I called Ted and he was at that school up north in Columbus, attending the International Town Gown Association annual conference.

At the time I thought an update to the Board on this area would be beneficial, so Ted could you please tell us a bit about Town and Gown for Miami and Oxford?

Ted Pickerill relayed:

Thank you Chair Ridenour, it is wonderful to have this opportunity. Our strong relations with the City of Oxford actually date back decades, and include examples such as the Coalition for a Healthy Community, which began over twenty years ago to address high-risk alcohol behavior by youth. The Student Community Relations Commission, organized through City Council. And, of course, the Walk-Abouts which bring Miami and Oxford together to welcome returning students as neighbors uptown. And the relationship continues today, with examples such as MOVE - Miami and Oxford Value Exercise - hosted monthly by the Crawfords at Lewis Place, to Enjoy Oxford's (the Oxford Visitor Bureau) First-Year Takeover where new students are encouraged to explore Oxford.

While Miami and Oxford have worked together for years, it was really only rather recently when we became more fully aware of the International Town and Gown Association (ITGA), which brings together many cities and universities to discuss their challenges, their solutions, and to learn from each other. Recent attendance at this annual conference by a

significant Oxford - Miami contingent has inspired deeper relations and led to Miami hosting only the second-ever Ohio Town Gown Conference. And this past May, at the annual ITGA Conference, Miami and Oxford participated in seven presentation sessions to the ITGA community. I'd like to highlight the topics of a few of those sessions to provide examples of our interactions:

*"Building Partnerships to Help College Students in Recovery Succeed,"* which explored the City and the University's relationship with The Haven at College, a recovery firm with collaborative ties to The Hazelden Betty-Ford Foundation that is helping to keep recovering students enrolled in their first-choice college, while also helping to change campus culture.

*"Facilitating Higher Quality Town-Gown Relationships through Data-Driven Alcohol Prevention Planning Efforts,"* presented by a panel of experts which included our Dean of Students, Mike Curme.

I cannot say enough about Dean Curme and all he does for Miami, our students and our community. If we did name a Miami citizen of the year, it would be Dean Curme, hands down. Mike may be transitioning this year, but he is not retiring, so we can all look forward to continuing to work with Mike in the future, in whatever ways his returning role as a faculty member will bring. Thank you, Mike.

*"Constructing a Sustainable Town Gown Partnership,"* which discussed the formation and activities of Oxford - Miami's Town Gown Initiative Team, which brings together University and City members regularly, including Miami Ambassador Dr. Renate Crawford, to help improve our community.

*"The good neighbor policy – a strategy to reduce high impact/high visibility house parties off-campus,"* which is a program to address and reduce off-campus noise, litter, and nuisance party citations.

*"Raising Champions - Role Models On and Off the Court,"* which described how, through collaboration and shared goals, Miami University, Oxford, and the Talawanda School District have created opportunities for athletes and students to interact in very intentional and meaningful ways.

You may wonder, is the weather always so sunny? Of course there are bumps, but I'd like to think that instead of the thunderstorms some cities and universities may experience, we only see occasional showers.

Chair Ridenour then continued:

Thank you Ted for that update. While we often get focused in on our own issues, it is good to know that in the area of Town and Gown relations there is an organization that can assist us in learning from each other, and it is impressive to know that Miami and Oxford are viewed as such leaders and contributors in this regard.

Finally, I would like to offer our deep gratitude to the Foundation Board. It is likely not evident to all, but there has been significant work to select an Outside CIO to help maximize the growth of our endowment. In particular, Foundation Chair Mark Sullivan, the Investment Committee, and its Chair Mary Ann Casati, are all to be commended for their incredible efforts.

Thank you everyone, that concludes my remarks.

Love and Honor.

## **Reports, Ordinances and Resolutions**

### **President's Report**

President Crawford relayed the following information:

It has only been a short three weeks since we last met. Alumni Weekend was absolutely phenomenal. Miami faculty offered 28 lectures for Alumni College over the weekend, including special sessions to celebrate Luxembourg's fiftieth anniversary, and an incredible new symposium on Diversity and Inclusion. Next month, Renate and I will be traveling to Switzerland to spend more time with Miami Alumni. August will bring in a new initiative called MI-LEAD. It is an executive leadership program for Miami leaders to train and prepare for future leadership roles. The MI-LEAD fellows will be nominated by senior campus leaders to participate in a day and a half long workshop on leadership, followed by 2-3 luncheons throughout the academic year for informal leadership discussions. The central themes of the workshop component are the values and philosophies of leadership and their practical implementation. In addition, the Fellows will be expected to engage with senior leaders on campus during the year and stay connected through social media.

Because not much time has passed since we last met, I thought I would play a year in review of short videos stitched together, many prepared by UCM, on some memorable Miami Moments during 2017-18. On behalf of Miami University and our leadership team, thank you for your service and another wonderful year for Miami.

President Crawford then shared several videos to highlight some significant achievements and events which occurred during the academic year.

*President Crawford's presentation, which lists the videos, is included as Attachment C.*

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

With no Senate meetings since the last meeting of the Board, there was no report from University Senate.

### **Report of the Student Body President**

With the University in Summer Session, there was no report from the Student Body

President.

## **Academic and Student Affairs Committee**

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

Committee Chair Terry Hershey relayed the following information:

The Academic and Student Affairs Committee met yesterday in Marcum Conference Center on the Oxford Campus. During the meeting, no resolutions were considered.

The Committee received written reports from student leaders. The Committee heard from the Provost, the Senior Vice President for Enrollment Management and Student Success, and from the Vice President for Student Affairs. The Committee received a presentation on Enrollment Management, and also reviewed written reports, which will be available in the meeting's minutes.

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. He emphasized that it is 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 the academic profile of entering students.

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 contain initiatives to increase both applications and yield. Efforts 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, then fully 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.

Thank you, that concludes my report.

### **Resolutions**

There no resolutions presented from the Academic and Student Affairs Committee.

## **Finance and Audit Committee**

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

Committee Chair John Altman relayed the following information:

The Finance and Audit Committee met yesterday at the Marcum Conference Center. The Committee considered one resolution and received several reports at the meeting. The resolution is recommended for approval later in this meeting.

The Committee began the meeting with a construction update from Cody Powell. While it has only been a month since the Committee last met, the Oxford campus is busy with construction activity as four residence halls are in the final stages of being completed for fall occupancy and three are in the early stages of a 12 month renovation. Major pedestrian and roadway improvements at the southern entrance to campus and near Withrow Court are under construction for completion prior to the beginning of the fall semester. Mr. Powell also discussed with the Committee a major project being planned by Duke Energy for the installation of high voltage electric lines on campus. The Committee re-affirmed the input it provided at the September meeting that re-routing these lines away from the heart of campus is the most desirable outcome.

The Investment Subcommittee of the Board of Trustees met prior to the Finance and Audit Committee meeting on Wednesday afternoon. The Subcommittee is in the final stages of planning for the transition to Strategic Investment Group's oversight of the investment of the non-endowment. The Subcommittee discussed with representatives of Strategic Investment Group the new Investment Policy Statement and unanimously recommended it to the Committee for approval. The new policy statement, if adopted, will guide the investment of the non-endowment beginning in July. The asset allocation changes required by the new policy statement are expected to be fully implemented prior to the end of the fall semester.

Lastly, the Committee continued its discussion of the negative budget forecasts that are projected for as soon as the 2020 or the 2021 budget. In closing this discussion, I asked the members of the Committee, the balance of the Board of Trustees, for their thoughts on how the University should proceed and additionally asked Trustee Armstrong to close the discussion by summarizing the problem and providing a summary of the steps the University must take. Our mantra remains "Not on our watch."

For its September meeting, the Committee expects to receive a report on what was accomplished over the summer, further refinements in the long-term budget forecasts, a summary of the immediate revenue generation and cost saving actions being taken, an update on the actions that are expected to be accomplished by the end of the 2018-19 academic year and in place for the fall 2019 semester, and a status report on the development of longer term strategies and how Boldly Creative can be used to accomplish these longer-term goals.

While Miami benefits today from a stronger reputation and financial position than the hundreds of universities facing similar challenges, correcting these negative financial trends will

take time and we must not waste these advantages by moving too slowly.

Mr. Chairman, this concludes the report for the Finance and Audit Committee.

## **Ordinances and Resolutions**

### **Investment Policy**

Senior Vice President Creamer spoke in support of the resolution, and Chair Ridenour explained that the transition to an Outside CIO begins on July 1, 2018, and that the Investment Policy is a critical element to guide the Outside CIO, Strategic Investment Group. Chair Ridenour then thanked Trustee Budig for his work on the selection of an Outside CIO.

Trustee Bhati then moved, Trustee Shroder seconded, and by voice vote, the resolution was unanimous approved.

*The Finance and Audit Committee Resolution is included as Attachment D.*

### **Student Trustee Reports**

Student Trustee Cremeans relayed the following information:

It doesn't seem like long since we were last here...When the majority of students were last in Oxford, they were celebrating the joyous occasion that is commencement, surrounded by family and friends as they wished Mother Miami farewell.

The Class of 2018 was delighted to have been given their commencement address by Mr. Brandon Brooks, Miami Alumnus and Philadelphia Eagles Super Bowl Champion. His beautiful address remarked on mental health, determination, and dreaming big in America. Students resonated with his message, especially his closing line: "Persevere, work hard, and keep fighting for what you believe. And remember, we're all in this together and we're all trying our best to do what we think is right because we all love America—and Miami University."

One such example of Miami students living out Mr. Brook's address are those students participating in the Inside Washington Summer Program. I met briefly with some of these students while in Washington D.C a few weeks ago. (Hallie says hi.) Students are earning not only 8 hours of academic credit, but an unbeatable learning experience, where following small-group meetings with politicians, journalists, and Washington experts, they are submerged into rigorous internships in areas they are most passionate about. While they remark that they are very tired, these Inside Washington students are taking advantage of the full Miami experience.

"You see, Miami has ample opportunities-- you just have to jump in." That is what rising sophomore Marquis Barbel told me when we were talking about his summer project. He is here, in Oxford, spending his summer with lab rats. His research investigates how rats deal with stress in enriched vs. unenriched environments as it might pertain to opioids. The different environments simulate socioeconomic class. It is his hope that his research might contribute to



solving the opioid crisis in America. As a young scientist, his pragmatism, creativity, and critical thinking are all a part of Miami's commitment to a high quality liberal arts education.

Outside of the lab and into the field, we see Miami students embarking on more community-centered projects. Miami's Institute for Food Farm produces fresh, organically certified food on three acres of Miami land. This year, around 60 subscribers to a community sustained agriculture service hosted by the Farm will receive fresh produce, including three types of kale and a half dozen types of lettuce. As undergraduate and graduate students alike work together to responsibly and sustainably grow and harvest these fresh foods, they are reaffirming the Miami emphasis on a sense of responsibility to our global future.

Miami students also show a deep sense of reverence and respect towards one another. This is evidenced by the upperclassmen commitment to welcoming incoming freshman with open arms. I see this on campus every week as freshman orientation groups walk about campus. They are led by SOULs, or Student Orientation Undergraduate Leaders, who are excited to help incoming students transition to Miami. Jannie Kamara is a SOUL this year and when I asked her about her experience, she said, "We have a saying that every day is day one and I believe in that saying because each and every session is different because each and every student is different." Jannie sees the diversity of the Miami student body, and like her classmates, is excited to listen and learn from difference.

Miami's students contribute to each other's learning by sharing their unique experiences. One such student is Jared Brum. Jared is a husband, father, veteran, and student. Jared is an exemplary Miami student, who in his commitment to his studies is taking classes in Oxford, online, and at the Hamilton regional campus. As an undergraduate here, he is investigating sensing methods in fuel spills. He hopes that his research will provide valuable information for clean-up crews to evaluate fuels spills in an efficient, cost-effective way so they can begin remediation efforts faster. His work is yet another way in which our students are at the forefront of finding creative solutions to the world's challenges.

In closing, I would like to extend a word of congratulations and thanks to Mike Gooden. Your quiet command and service to Miami University and students like myself does not go unnoticed or unappreciated.

Thank you. This concludes my report.

### **Other Business**

#### **Recognition of National Trustee C. Michael Gooden**

Chair Ridenour began with praise for National Trustee Gooden, and his dedicated service to Miami University and the Board of Trustees. Trustee Shroder followed, telling all of how they are both from Youngstown, and that they began together at the same Board meeting. He was followed by many other Trustees who all shared words of respect and gratitude. They thanked him for his military service to the nation, and praised his dedication, friendship, leadership, and untiring commitment to diversity and inclusion.

National Trustee Gooden then thanked them for their kind words and told of how Miami may not be easy to reach, but it is worth the time and travel to arrive. He first arrived while enlisted in the Navy, and he found Miami special, saying once you got to Miami, you were in an environment that was a community, with a student experience second to none. Upon graduation, he departed Miami, now a commissioned officer, ready to take on any challenge. Being an African American naval officer in the late 1960's and 1970's was a challenge, but Miami had instilled a confidence in his ability to compete and succeed.

He stated how he appreciated the Board's willingness to be open to differing viewpoints, helping preserve the student experience that is so very special, one where they can flourish to be all they can be. He then thanked all for the opportunity to serve.

National Trustee Gooden was met with a standing ovation from the Board of Trustees and all in attendance.

Trustee Shroder then moved, Trustee Budig seconded, and by unanimous voice vote, the resolution of appreciation for National Trustee C. Michael Gooden, was approved.

#### **RESOLUTION R2018-51**

##### Resolution of Appreciation for C. Michael Gooden

WHEREAS, C. Michael Gooden was appointed a National Trustee in 2012, and reappointed for a second term in 2015; and

WHEREAS, the Board of Trustee Regulations set the maximum length of service at six years, which concludes on June 30, 2018; and

WHEREAS, National Trustee Gooden graduated from Miami University in 1972, with a degree in Applied Science, and later was awarded an Honorary Doctor of Science from Miami University in 1993; and

WHEREAS, Mike continued his education, earning a Master of Science in Engineering from The Moore School at the University of Pennsylvania; and

WHEREAS, Mike served his nation with honor, courage and commitment for 25 years in the United States Navy, participating in the Navy Enlisted Scientific Education Program while attending Miami University; and

WHEREAS, he was later honored by the Alumni of Miami's Naval Reserve Officer Training Corps as the 1994 Admiral Sidney W. Souers Distinguished Alumni Award Recipient, for distinguishing himself as a naval officer, and as co-founder, Chairman of the Board, and CEO of Integrated Systems Analysts, Inc.; and

WHEREAS, Mike has served the engineering and business professions, and the community, as the director or chair of; the Greater Washington Board of Trade, the Northern Virginia Minority Business and Professional Association, the National Coalition of Minority Businesses, and the Smithsonian Institution Libraries; and

WHEREAS, he has further served the nation and his community through organizations such as; the Professional Services Council, the American Society of Naval Engineers, the U.S. Chamber of Commerce, the Board of Overseers for the School of Engineering and Applied Science at the University of Pennsylvania, the National Technical Association, the National Science Foundation, and many others, including the United Negro College Fund Advisory Board, and the Northern Virginia Community College Educational Foundation Advisory Board; and

WHEREAS, Mike has also untiringly served his Alma Mater as a College of Engineering and Computing (CEC) Dean's Ambassador, a member of the CEC Advisory Council, service on the Business Advisory Council, as a Commencement Speaker, and as host of the CEC sponsored National Technical Association annual conference; and

WHEREAS, during his tenure of service as a Miami University National Trustee, Miami has seen phenomenal growth in physical facilities, a strengthened student academic profile, growth in Miami's student diversity, the Dedication of the College of Engineering and Computing's Garland Hall, and recognition by U.S. News and World Report that Miami is both our nation's most efficient university for producing high quality results, and the top public university in its commitment to undergraduate education; and

WHEREAS, the Miami University Trustees, faculty, staff, and students will miss Mike's strong commitment to inclusive excellence, his great wisdom, significant experience, and extraordinary insight.

NOW, THEREFORE BE IT RESOLVED, that the members of Miami University's Board of Trustees do hereby express their sincere gratitude and deepest appreciation for C. Michael Gooden's service and leadership; and

BE IT FURTHER RESOLVED, that the members of this Board offer their best wishes for his continued good health and success in all future endeavors, and extend a warm and open invitation to Mike and Diane to visit often in the years ahead.

Done, by the Miami University Board of Trustees, this Twenty-Second Day of June, Two Thousand Eighteen, at Miami University, in the City of Oxford, County of Butler, State of Ohio, during the Two Hundred and Ninth year of the University's Charter.

*National Trustee Gooden's Resolution of Appreciation is included as Attachment E.*

### **Written Reports**

Tom Herbert, Vice President for Advancement submitted a written report which is included as Attachment F.

### **Executive Session**

Trustee Bhati moved, Trustee Haines seconded, and by unanimous roll call vote, with nine voting in favor and none opposed, the Board convened to Executive Session for the following topics: consult with counsel, pending litigation, and matters required to be kept confidential, trade secrets; as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

### **Adjournment of Meeting**

Following Executive Session, the Board returned to public session, and with no other business to come before the Board, Trustee Robinson moved, Trustee Budig seconded, and by unanimous voice vote, the Board adjourned at 12:45 p.m.



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



# BOARD OF TRUSTEES PRESENTATION – INTERCOLLEGIATE ATHLETICS



*June 22, 2018*

# Agenda

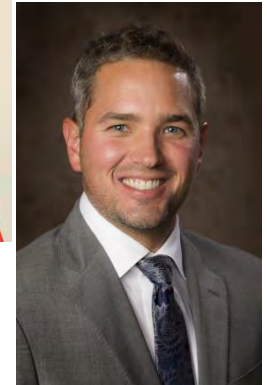
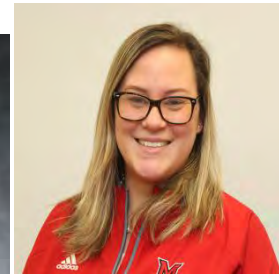


1. Personnel Updates
2. NCAA MBB Revenue – Academics
3. Graduation Rates
4. Academic Success
5. Title IX and Gender Equity
6. Athletic Accomplishments
7. Conference Progress
8. Community and Campus Engagement
9. Community Service
10. Strategic Plan
11. Graduating Champions Campaign
12. Adjournment

# Staff Update Snapshot



- **Tori Irvin**  
*Assistant Director of Marketing*
- **Nick Petraglia**  
*Director of External Relations*
- **D'Angelo Solomon**  
*Associate AD for Revenue Generation*
- **Jon Schemmel**  
*Associate AD for Development*
- **Katie Sherman**  
*Assistant Director of Athletic Events*
- **TBA**  
*First-Ever ICA-Based Psychologist*



# Coaching Update Snapshot



- **Courtney Sirmans**  
*Head Soccer Coach*
- **Peter Mannino**  
*Associate Head Coach*
- **Spence Nowinsky**  
*Co-Defensive Coordinator*
- **Football, Hockey,  
Soccer, Swimming,  
Tennis, Volleyball and  
Women's Basketball**  
*Assistant Coaches*





# NCAA MBB Revenue – Academics



## Miami University (Ohio) 2018 NCAA Division I Academic Unit Eligibility Report Final Report

The information contained in this report provides a detailed summary of the calculations used in determining whether your institution met one of the three benchmarks to be eligible for the academic unit.

Benchmark Standard	Explanation	Data	Calculation	Outcome
GSR	The Graduation Success Rate for the most recently available year is equal to or greater than 90 percent based on the single-year rate of all student-athletes at the individual level.	Cohort: 85 Left Eligible with athletics eligibility remaining: 14 Graduated: 67 Exclusion: 0 Did not Graduate/Did not Leave Eligible: 4	Cohort: $85 - 0 - 14 = 71$ Number of Graduates: 67 GSR: $(67/71)*100 = 94$	Benchmark Met
FGR	The difference between the student-athlete and student body percentages in the most recently published Federal Graduation Rate is equal to or greater than 13 percentage points.	SA FGR: 78 Student Body FGR: 78	$78 - 78 = 0\%$	Benchmark Not Met
APR	Division I APR for the previous year is equal to or greater than 985. The average of single-year rates for all teams is used to determine eligibility for this standard.	MBA: 1,000 MBB: 960 MCC: 1,000 MFB: 975 MGO: 1,000 MIH: 1,000 MSW: 1,000 MTR: 1,000 WBB: 1,000 WCC: 1,000 WFH: 1,000 WSB: 1,000 WSO: 990 WSW: 1,000 WTE: 1,000 WTR: 1,000 WVB: 979 Total Number of Teams = 17  * For purposes of calculating the academic unit, indoor and outdoor track and field are considered one sport in determining the number of sports sponsored by the institution.	$(1000 + 960 + 1000 + 975 + 1000 + 1000 + 1000 + 1000 + 1000 + 1000 + 1000 + 1000 + 1000 + 1000 + 990 + 1000 + 1000 + 1000 + 979) / 17 = 994$	Benchmark Met

# Federal Graduation Rates



Category	2014	2015	2016	2017	2018
All Students	81%	79%	80%	78%	<b>79%</b>
Male Students	78%	76%	77%	77%	76%
Female Students	83%	82%	82%	82%	82%
All Student-Athletes	82%	74%	73%	78%	<b>85%</b>
Male Student-Athletes	77%	63%	70%	76%	79%
Female Student-Athletes	89%	84%	79%	80%	90%

# Graduation Success Rates – 2017 (2010 Cohort)



	Miami	Akron	Ball St.	BGSU	Buffalo	CMU	EMU	Kent St.	NIU	Ohio	Toledo	WMU
Total GSR	91	82	87	92	81	82	83	86	86	86	87	82
<b>Total Fed Rate</b>	<b>77</b>	67	71	73	67	61	64	71	66	75	69	67
Baseball	96	n/a	87	90	75	74	87	100	82	76	89	67
Basketball-M	78	71	73	100	73	75	91	77	88	85	69	78
CC/Track-M	87	89	n/a	100	76	62	67	76	n/a	100	83	n/a
<b>Football</b>	<b>85</b>	66	71	82	67	72	67	77	84	74	79	71
Golf-M	83	67	100	86	n/a	n/a	80	88	86	100	78	n/a
<b>Swimming-M</b>	<b>91</b>	n/a	87	n/a	88	n/a	82	n/a	n/a	n/a	n/a	n/a
Basketball-W	93	100	100	100	93	100	83	92	91	79	100	80
CC/Track-W	90	85	81	88	96	90	92	92	90	96	95	85
Field Hockey	93	n/a	100	n/a	n/a	95	n/a	100	n/a	90	n/a	n/a
Soccer-W	96	96	96	100	88	96	88	96	100	100	100	100
<b>Softball</b>	<b>100</b>	94	90	94	88	94	94	95	93	100	81	81
<b>Swimming-W</b>	<b>100</b>	95	96	100	100	n/a	95	n/a	n/a	100	96	n/a
<b>Tennis-W</b>	<b>100</b>	100	88	100	100	n/a	100	n/a	86	n/a	100	100
<b>Volleyball-W</b>	<b>100</b>	100	100	100	100	100	100	83	100	92	100	100

# Academic Success



## Fall 2017

- **Semester Department GPA: 3.33 – Highest in ICA history**
- 70% Student-Athletes earned a 3.0 term GPA or higher
- 35 Student-Athlete's earned a 4.0

## Spring 2018

- Semester Department GPA: 3.18
- 68% Student-Athletes earned a 3.0 term GPA or higher
- 38 Student-Athlete's earned a 4.0

**27 straight semesters with a Departmental GPA of a 3.0 or higher.**



# Academic Success



16 of 19 Programs Achieved Team GPA's of 3.0 or higher in 2017-18  
(Fall *and* Spring semesters combined):

- **Baseball – 3.00; Field Hockey – 3.46; Golf – 3.15; Ice Hockey – 3.14; Men's Track & Field – 3.11; Men's Cross Country – 3.25; Soccer – 3.50; Softball – 3.43; Synchronized Skating – 3.49; Tennis – 3.50; Volleyball – 3.52; Women's Basketball – 3.61; Women's Swimming & Diving – 3.50; Women's Indoor and Outdoor Track & Field – 3.48; Women's Cross Country – 3.46**



# Title IX and Gender Equity



## Percent

- Female Students Overall  
50.14%
- Female Student-Athletes  
51.36%
- Male Students Overall  
49.86%
- Male Student-Athletes  
48.64%

## Number

8,598

340

8,549

322



# Athletic Accomplishments



## Volleyball:

- MAC Regular Season Champions
- MAC Tournament Champions

## Field Hockey:

- MAC Regular Season Champions
- MAC Tournament Champions

**Baseball** and **Tennis** both competed in their conference championship final.



# Athletic Accomplishments



**Men's Basketball:** Won most games since 2011 and qualified for CBI, first postseason tournament since 2011.

**Women's Basketball:** Recorded best turnaround in nation for a first-year head coach, winning 10 more games than a year ago. Received an at-large bid to WNIT.

**Field Hockey:** Went undefeated in MAC play (6-0) for the first time in team history. Won first ever NCAA Tournament game, beating Stanford, 2-1.

**Baseball:** Won most games since 2010, including a program-record 6 walk-off wins.





# Individual Conference Champions/Awards



**Women's Swimming & Diving:** **Pei Lin** won her fourth straight MAC Championship in the 3-meter dive; **Ella Moynihan** won the 500-yard freestyle for the second straight year (setting MAC record in race) and the 200-yard freestyle.



**Men's Swimming:** **Hutch Blackstone** won the 200-yard breaststroke.

**Women's Track and Field:** **Maria Scavuzzo** (10km) and **Olivia Bechtel, Kalliopi Kountouri, Gabby Maslowski** and **Emily Hooker** (4x400 relay) won MAC outdoor titles.



**Men's Track and Field:** **Chris Torpy** (1500m) and **Sean Torpy** (800m) won MAC Outdoor titles.

# Individual Conference Champions/Awards



**Field Hockey:** **Paula Portugal** was named MAC Player of the Year, First Team All-NFHCA West Region and named Second Team All-American by NFHCA and Synapse Sports. **Leonor Berlie** was named MAC Freshman of the Year, Second Team All-NFHCA West Region. **Inako Puzo** was named MAC Head Coach of the Year.

**Women's Diving:** **Pei Lin** advanced to the NCAA Championships for a fourth straight year, finishing fifth in the nation (3-meter). Named MAC Co-Diver of the Year. Lin graduates with 7 All-American awards, the most in Miami history for swimming and diving.

**Men's Track and Field:** **Chris Torpy** qualified for NCAA Championships in 1500m and earned All-American Honorable Mention status.



# Individual Conference Champions/Awards



**Women's Track and Field:** **Maria Scavuzzo** set a school and MAC meet record in the 10km and named MAC Outstanding Track Performer.

**De'Sean Turner** named MAC Men's Track Co-Assistant Coach of the Year.

**Golf:** **Patrick Flavin** earned an at-large bid to the NCAA Regional, named Sportsman of the Year and First-Team All-MAC for fourth straight year. Only second golfer in MAC history to be named to first team all four seasons. **Charlie Nikitas** named MAC Freshman of the Year.

**Men's Basketball:** **Nike Sibande** earned MAC Freshman of the Year.



# Individual Conference Champions/Awards



**Tennis:** **Nelli Ponomareva** was named MAC Player of the Year.

**Volleyball:** **Olivia Rusek** was named MAC Co-Player of the Year and **Katie Tomasic** was selected as CoSIDA Academic All-American Second Team.

**Baseball:** **Adrian Texidor** was named MAC Defensive Player of the Year. **Zach Spears** (Pirates), **Nick Ernst** (Yankees) and **Hayden Senger** (Mets) were all selected in the Major League Baseball Draft.



# Conference Progress



**Reese and Jacoby MAC Standings:** Finished 3<sup>rd</sup> in Reese (men) and 2<sup>nd</sup> in Jacoby (women) Cup standings; highest combined finish by programs since 2005.

<u>Year</u>	<u>Men</u>	<u>Women</u>
2012-13	12 <sup>th</sup>	1 <sup>st</sup>
2013-14	11 <sup>th</sup>	3 <sup>rd</sup>
2014-15	11 <sup>th</sup>	3 <sup>rd</sup>
2015-16	10 <sup>th</sup>	4 <sup>th</sup>
2016-17	7 <sup>th</sup>	3 <sup>rd</sup>
2017-18	3 <sup>rd</sup>	2 <sup>nd</sup>



# Community and Campus Engagement



**RedHawk Council:** Won Best Collaborative Event Award from Office of Student Activities for Dr. Jackson Katz's lecture on Sexual Violence Prevention.

**International Coaching Honors:** **Ricky Rosas** (tennis) and **K.R. Li** (diving) were selected to coach the Mexican and US national teams, respectively, in Fed Cup and FINA World Cup competition.



**International Hosts:** ICA's Human Performance and Wellness division hosted two professionals from China in year one of a collaborative exchange program.

**Women's Basketball:** Miami Foundation Student Philanthropist of the Year Award winners for helping raise \$40,000 for Luna Cares, an Oxford charity that supports women diagnosed with cancer.



# Community and Campus Engagement



**Red & White Club:** 100% participation of student-athletes gave...for the 5<sup>th</sup> straight year.

**MAC Medal of Excellence:** **Katie Tomasic** (volleyball) won this year's award from the conference.

**Commencement:** Super Bowl winning and Pro Bowl offensive lineman **Brandon Brooks** delivered the 2018 commencement speech to this year's graduating class.

**President's Distinguished Service Awards:** 2 of 18 winners were student-athletes - **Bre Safer** (skating) for her work with Opening Minds through Art and **Morgan Rice** (track) for volunteer hours with the Oxford Fire Department.



# Community Service



Student-athletes set a **NEW record** for serving others with **4,775** hours invested in the local community. Football led with the most hours (1,170), while skating and softball had the highest averages at 24.5 and 28 hours per student-athlete, respectively.

Partners included:

Be the Match

Best Buddies

Blankets for Children

Borderline Volleyball Club Coaching

Boys/Girls Clubs

Cancer Survivors Picnic

Childcare at Cobblestone Church

Cincinnati Children's Hospital

Convocation

Dragonfly Foundation

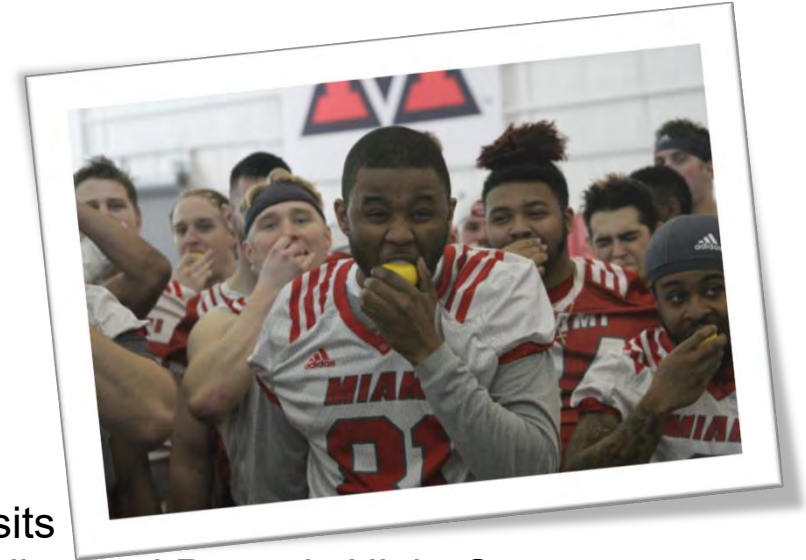




# Community Service



Free Softball Kids Camp  
Goals for Life Game and Programming  
Hamilton Elementary Field Day  
Hamilton Food Pantry  
HOPE Mission House  
Interfaith Center  
Jr. RedHawks  
Kids Fest at Miami  
Kiwanis Food Drive and Pancake Breakfast  
Knolls Grandparents Day Fair and Oxford Visits  
Kramer Carnival, Elementary Field Day, Reading and Parent's Night Out  
Kroger Bagging  
Lemons for Leukemia  
Leonard Howell Park Renovation  
Leukemia Lymphoma Light the Night Walk



# Community Service



Love. Honor. Care. T-shirt Sale and Donations

Luna Cares

MAC Pen Pal Letters

Marshall Elementary Kickball

McCullough Hyde Cancer Fundraising and Hospital Volunteerism

Memorial Run for Victims of 9/11 with ROTC

Miami Connections and Move In Day

Mini U.

Mother/Son Dance

MOVE Bootcamp

National Girls & Women in Sport Day Clinics

Open Hands Food Pantry

Oxford Beer/Wine Festival Set-Up/Take Down

Oxford Chamber of Commerce and Awards Banquet

Oxford Diversity Festival

Oxford Empty Bowls



# Community Service



Puerto Rico Disaster Relief Effort  
Raking Leaves for Oxford's Elders  
Reading with the RedHawks  
Rico's Ristorante  
SAY Soccer Oxford Event  
Senior Citizen Day at the Knolls  
Shooting for Smiles  
St. Mary's Church  
Susan G. Komen Race for the Cure Run  
Team Impact and Local Youth Support – Liam, Tyler and Quintin  
Tutoring at Hamilton Community Center  
Uptown Carnival



# Strategic Plan Highlights



- Embarked on first new strategic plan in nearly a decade.
- With record-breaking GPAs, competitive success, fundraising, community service and job placement, progress has been persistent and notable. The foundation is laid for us to build upon...
- Concentration on five Values: Education, Community, Competitive Excellence, Collaboration and Love & Honor.
- Objectives focused on creating an environment that values student development and character; committed to student-athlete well-being and holistic development while maximizing the Miami Experience and highlighting Miami's Values.



# Strategic Plan Core Components



- **Collaboration:** Embrace the Block M and focus on brand communication and standards while providing compelling stories and narratives.
- **Education:** Maintain exceptional academics and graduation rates while providing the highest levels of technological and staff support. This should include alumni involvement, student-athlete leadership programming, on-campus partnerships and career placement.
- **Competitive Excellence:** Accumulate 25 conference championships in a five-year period and annually achieve at least one signature accomplishment.



# Strategic Plan Core Components



- **Community:** Collaborate with internal and external stakeholders to invest in and advance athletic facilities and infrastructure for the highest level of competition while serving as responsible stewards for available resources.
- **Love & Honor:** Provide a continuous and fluid evaluation process with open dialogue on expectations of excellence in education that mirror the University's "I Am Miami" and "Code of Love & Honor".



# Strategic Plan Participants



More than **75** individuals collaborated on the strategic planning process.

**Non-Departmental Staff Participants Included:** **Vince Frieden** (Library), **Beth Cavanaugh** (UCM), **Debbie Coleman** (Marketing), **Dr. Renate Crawford** (President's Office), **Michael Kabbaz** (Enrollment Management & Student Success), **Dr. Scott Sportsman** (Enrollment Management & Student Success), **Dr. Bob Applebaum** (Sociology & Gerontology), **Dr. Tammy Kernodle** (Music), **Blaire Mikesell** (SLAM), **Dr. Jim Stearns** (FSB), **Dr. Ron Scott** (President's Office), **Tom Stork** (Student Financial Assistance), **Dr. Melissa Chase** (Kinesiology & Health), **Dr. Othello Harris** (Sociology & Gerontology), **Brad Bundy** (University Advancement), **Brad Clark** (Physical Facilities), **Robert Bell** (Planning, Architecture & Engineering), **John Seibert** (Planning, Architecture & Engineering), **Jeremy Davis** (Physical Facilities), **Dr. David Shrider** (Finance) and **Steve Snyder** (Community).

**Student-Athlete Participants Included:** **Zach Hovey**, **Katie Coverdale**, **Nate Trawick**, **Alyssa Hedric**, **Olivia Rusek**, **Paul Moses**, **Randy Heideman** and **Katie Tomasic**.

# Graduating Champions Campaign



**Golf:** Completed scholarship endowment of program.

**Cross Country:** Obtained endowment of Head Coaching position.

**Scholarship:** Record \$21-plus million in scholarship support.

**Overall:** Surpassed goal of \$70 million and approaching stretch goal of \$80 million.







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

June 22, 2018  
Consent Calendar

**RESOLUTION R2018-45**

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

Kim Suellau  
Director of Global Business Programs  
Farmer School of Business

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

James Lipnickey  
Director of Regional Tech Services  
Regional Campuses

*Approved by the Board of Trustees  
June 22, 2018*

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



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June 22, 2018  
Consent Calendar

### RESOLUTION R2018-46

WHEREAS, Miami University provides one of the best undergraduate experiences in the nation, enhanced by superior, select graduate programs; and

WHEREAS, professional expertise is vital in publically advancing the mission of Miami University, and in promoting awareness of the University's prominent role within State, National and International higher education.

NOW, THEREFORE BE IT RESOLVED, that the position of Associate Vice President for Communications and Marketing, is now redesignated as Vice President for Communications and Marketing, and Chief Marketing and Communications Officer; and

BE IT FURTHER RESOLVED, that the Secretary to the Board of Trustees is directed and authorized to adjust the Regulations of the Board of Trustees to reflect this change

*Approved by the Board of Trustees  
June 22, 2018*

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



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June 22, 2018  
Consent Calendar

**RESOLUTION R2018-47**

BE IT RESOLVED: that the Board of Trustees, upon the recommendation of the President, hereby elects Michele Sparks as Vice President for Communications and Marketing, and Chief Marketing and Communications Officer, to become effective July 1, 2018.

*Approved by the Board of Trustees  
June 22, 2018*

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



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June 22, 2018  
Consent Calendar

### RESOLUTION R2018-48

WHEREAS, Miami University is committed to diversity and inclusion, and respect for the dignity of others, the rights and property of others, and the right of others to hold and express disparate beliefs, as fundamental, core values of Miami University; and

WHEREAS, it is a primary goal of Miami University achieve inclusive excellence, and a welcoming environment where each member of the Miami community has an opportunity to be involved and included in every aspect of the campus experience; and

WHEREAS, the Mission of Miami University includes instilling in its students an appreciation of diverse views, and a sense of responsibility to our global future; and

WHEREAS, the Office of Institutional Diversity is charged with promoting these essential values and indispensable goals.

NOW, THEREFORE BE IT RESOLVED, that the position of Associate Vice President for Institutional Diversity, is now redesignated as Vice President for Institutional Diversity and Inclusion; and

BE IT FURTHER RESOLVED, that the Secretary to the Board of Trustees is directed and authorized to adjust the Regulations of the Board of Trustees to reflect this change.

*Approved by the Board of Trustees  
June 22, 2018*

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



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June 22, 2018  
Consent Calendar

**RESOLUTION R2018-49**

BE IT RESOLVED: that the Board of Trustees, upon the recommendation of the President, hereby elects Ronald Scott as Vice President for Institutional Diversity and Inclusion, to become effective July 1, 2018.

*Approved by the Board of Trustees  
June 22, 2018*

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

# TELLING THE MIAMI STORY – ON VIDEO

## *PRESIDENT GREGORY P. CRAWFORD – JUNE 2018*



# 'JOURNEYS' – RAISING SUICIDE AWARENESS



# 'JOURNEYS' – CONQUERING THE APPALACHIAN TRAIL





# BRANDON BROOKS – A SUPER BOWL SHOUT-OUT



# BRITT CASEY – FINISHING FAST



# FREEDOM SUMMER OF '64 AWARD – JOHN LEWIS



# SCIENCE FRIDAY – LIVE FROM MIAMI UNIVERSITY!



# LAUNCHING 'TIGERLAND' AT CONVOCATION 2018



# MIAMI MOCK TRIAL – NATIONAL CHAMPIONS!



# COMMENCEMENT 2018 – BRANDON BROOKS INSPIRATION



# TELLING THE MIAMI STORY





*Approved by the Board of Trustees  
June 22, 2018*



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

**Miami University  
Resolution R2018-50**

WHEREAS, the Board of Trustees of Miami University adopted Resolution R2015-45 on May 1, 2015, to update and amend the Non-Endowment Funds Investment Policy; and

WHEREAS, the Board of Trustees adopted Resolution R2018-19 on December 8, 2017, that suspended Section C of the Non-Endowment Funds Investment Policy until new investment objective and risk parameters can be adopted by the Investment Sub-Committee; and

WHEREAS, the Board of Trustees adopted Resolution R2018-18 on December 8, 2017 amending the Non-Endowment Funds Annual Expenditure Policy; and

WHEREAS, Miami University has contracted with Strategic Investment Group (SIG) to serve as the university's chief investment officer and in this role SIG has worked with the administration and the Investment Sub-Committee to develop the proposed investment policy statement, the asset allocation targets, ranges and benchmarks, and the annual expenditure policy; and

WHEREAS, the Senior Vice President for Finance and Business Services of the University, with the concurrence of the Investment Sub-Committee and the Finance and Audit Committee, has recommended revising and combining the two previous policies as stated below;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees approves the amended Non-Endowment Funds Investment Policy; and

BE IT FURTHER RESOLVED that this Resolution supersedes and replaces Resolution R2018-18 and Resolution R2018-19.

**MIAMI UNIVERSITY  
INVESTMENT POLICY STATEMENT - NON-ENDOWMENT  
Updated June 2018**

## MIAMI UNIVERSITY

### Investment Policy Statement – Non-Endowment

JUNE 2018

#### **I. Purpose**

This Investment Policy Statement (“IPS”) is intended to serve as a governing framework for the management of the Non-Endowment assets of Miami University. All University funds derived from the sources enumerated in Ohio Revised Code 3345.05 (A) (hereafter referred to as the “Non-Endowment”), shall for investment purposes be designated into one of three pools: 1) the University’s Operating Cash (Tier 1); 2) the University’s Core Cash Sub-Account (Tier 2); and 3) the University’s Long-Term Capital Sub-Account (Tier 3). In addition, the Board of Trustees of Miami University (the “Board”) may designate some of these funds as quasi-endowments, which for investment purposes shall be invested with the University’s endowment pool according to the Pooled Investment Agreement between the University and the Miami University Foundation and the endowment investment policy (Appendix A).

The investment of the Non-Endowment is subject to and shall be made in accordance with ORC 3345.05 (C) (1), with at least twenty-five percent of the average amount of the investment portfolio over the course of the previous fiscal year invested in securities of the United States government or of its agencies or instrumentalities, the treasurer of state's pooled investment program, obligations of Ohio or any political subdivision of Ohio, certificates of deposit of any national bank located in Ohio, written repurchase agreements with any eligible Ohio financial institution that is a member of the federal reserve system or federal home loan bank, money market funds, or bankers acceptances maturing in two hundred seventy days or less which are eligible for purchase by the federal reserve system, as a reserve. The Non-Endowment assets in excess of the twenty-five percent may be pooled with other University funds and invested in accordance with Ohio Revised Code Section 1715.52 (UPMIFA).

#### **II. Roles and Responsibilities**

**Board of Trustees.** The IPS has been adopted by the Board upon the recommendation of the Board’s Finance and Audit Committee (“Finance & Audit”) which serves as the Investment Committee required by Ohio Revised Code 3345.05.

The Board has delegated implementation of this policy to an investment subcommittee comprised of Board members (the “Committee”). To assist with the investment program the Committee has retained the services of an outsourced Chief Investment Officer (the “OCIO”) which satisfies the requirements of Ohio Revised Code Section 3345.05 (D) (1).

The IPS will guide the activities and decisions of the Board, as well as, the Committee, the staff of Miami University (the “Staff”), and the OCIO in managing the assets of the Non-Endowment.

**Committee.** The Committee shall oversee the investment and administration of the Non-Endowment. The Committee, in conjunction with the OCIO, establishes policies and guidelines consistent with this IPS designed to position the Non-Endowment to achieve its objectives with a prudent level of risk. The Committee delegates its authority to make investment decisions to the OCIO in accordance with the Investment Management Agreement dated May 16, 2018, which is incorporated herein by reference. The Committee shall report at least semi-annually to the Board. Revisions to the IPS may be recommended by the Committee and approved by the Board as necessary. Specific responsibilities of the Committee include:

- submitting for Board approval an IPS, setting forth, among other things, the roles and responsibilities of the Board, the Committee, the Staff, the OCIO, and any other advisors or service providers as deemed appropriate by the Committee
- submitting for Board approval, following consultation with the OCIO, investment guidelines and objectives for the investment of the assets, including asset allocation target exposures, permissible ranges (i.e., minimum and maximum allocations to each asset class), and the benchmarks against which the performance of each asset class, and the portfolio as a whole, will be evaluated;
- delegating specific administrative and operational responsibilities relating to the investment and reinvestment of the Non-Endowment assets
- monitoring compliance with the IPS
- reviewing periodically the following:
  - Investment performance, including comparisons to objectives and benchmarks
  - Asset allocation for the Non-Endowment
  - Fees paid in support of the management of the Non-Endowment
- overseeing the OCIO or other advisor(s) who shall have the responsibility, and may have discretion, for implementing investment strategies in accordance with the guidelines set forth in the IPS
- communicating with the OCIO and any other advisor(s) any changes in the risk profile and characteristics of Miami University that may impact the investment objectives and guidelines of the Non-Endowment
- overseeing other service providers to the Non-Endowment, including the custodian of Non-Endowment assets
- proposing to the Board such amendments to the IPS as it, in consultation with the OCIO and any other advisor, deems appropriate

**Staff.** The Staff is responsible for overseeing the operations of the Non-Endowment investment program. Specific responsibilities of the Staff include:

- directing oversight of the budgeting, investing, forecasting, and monitoring associated with the Tier 1 Operating Cash portfolio
- serving as the day-to-day contact with the OCIO including communicating planned contributions and withdrawals, transfers of funds, and liquidity needs
- specifying the appropriate strategy for the transfer of funds among the Non-Endowment investment tiers
- identifying division carry forward balances, donor gifts, and other unrestricted funds that can be quasi-endowed
- managing constituent relationships
- monitoring third party service providers (e.g., auditors, custodian, consultants)
- providing administration, reporting, accounting, audit and tax support for the Non-Endowment operations
- providing support to the Committee
- ensuring compliance with Ohio Revised Code Section 3345.05 (C)(1)
- maintaining the official minutes and records of the Committee

**Outsourced Chief Investment Officer.** The OCIO will have day-to-day responsibility and discretion for investing a designated portion of the Non-Endowment assets (specifically Tiers 2 and 3). The OCIO will report to the Committee on a regular basis in accordance with the investment management agreement (“Investment Management Agreement”) that governs the relationship. Specific responsibilities include:

- advising the Committee on the adoption of, and any amendments to, the IPS
- overseeing the implementation of the investment program on a discretionary basis, including the selection and monitoring of commingled investment vehicles, the appointment of sub-advisers, and the direct management of assets not allocated to investment vehicles or sub-advisers, in accordance with the guidelines and asset allocation ranges as set forth in the Investment Management Agreement
- periodically reviewing and recommending to the Committee any changes or modifications of the IPS, including the investment guidelines and objectives, to the Committee
- taking all necessary actions with respect to the hiring and termination of sub-advisers, and the subscription to and withdrawal from, commingled investment vehicles, including reviewing and executing investment management agreements and subscription documents
- setting investment guidelines for sub-advisers and monitoring their compliance therewith
- meeting with sub-advisers and evaluating their investment performance

- meeting with the Committee at least quarterly or at other intervals as reasonably agreed with the Committee
- interacting with the custodian and other relevant service providers to the Non-Endowment, as necessary to perform its investment management services
- assisting the Staff in meeting its reporting and administrative requirements
- providing reporting and performance monitoring as necessary for the Committee to perform its oversight responsibilities

### **III. Fiduciary Duties**

In fulfilling its responsibilities described herein, each of the Board, the Committee and the OCIO is a fiduciary to the Non-Endowment and shall act in accordance with UPMIFA. Among other things, UPMIFA requires each person managing an institutional portfolio to do so in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

### **IV. Objectives: Non-Endowment Investment Program**

The primary objective of the Non-Endowment investment program is to ensure adequate operating liquidity for the University. Liquidity needs are actively managed in a three-pool structure that allows for differentiation among investment risks and returns.

For investment strategy purposes, the University's Non-Endowment and Foundation Endowment portfolios should be considered together. The liquidity, risk, and return characteristics of the combined pools provide the opportunity to more effectively deploy capital and improve the overall risk-adjusted returns of both investment programs.

The investment of Non-Endowment assets will be guided by the objective of earning market rates of return while accepting a low level of market risk. The portfolio's asset allocation will be statistically modeled using historical and projected risk and return characteristics of the portfolio's asset classes. The Tiers are constructed to adequately meet the University's projected budgetary needs and Ohio Revised Code requirements with low risk and liquid investments in Tier 1, with progressively higher expected returns at higher risk profiles in Tiers 2 and 3.

The Committee has adopted asset allocation targets and permissible ranges, set forth in Exhibit 1, that are designed to meet this objective provided that markets deliver equilibrium returns consistent with normal market conditions. A benchmark index has been assigned to each asset class, as set forth in Exhibit 1. The combination of the benchmark index assigned to each asset class, weighted in accordance with the target allocation to that asset class, forms the "Policy Benchmark" against which the portfolio's overall performance will be measured. Each Tier seeks to achieve performance (net of management fees) that exceeds the performance of the applicable Policy Benchmark (net

of assumed passive management fees and rebalancing costs) over rolling five- and ten-year periods.

## **V. Investment Objectives: Non-Endowment Tiers**

### **TIER 1 - University Operating Cash**

- Objective: To meet the day-to-day cash obligations of the University, provide a liquid and low investment risk source of funds when needed, and meet Ohio Revised Code requirements for public funds.
- Investments: Includes bank deposits, other cash vehicles, and eligible investments under ORC 3345.05 (C) (1).
- Tier Size: The targeted minimum cash balance held in Tier 1 is budgeted each fiscal year by the University staff and is confirmed every six months. The minimum balance will be two times the average monthly negative cash balance of the preceding fiscal year.

### **TIER 2 - University Core Cash Sub-Account**

- Objective: To provide a liquid source of funds in the event the Tier 1 pool is insufficient to meet the University's operating cash needs, while providing an opportunity for incremental returns with modest volatility. This Sub-Account also houses funds earmarked for specific future disposition by the University that are likely to require target date maturity matching.
- Investments: Include U.S. Treasury and government agency securities generally with an average weighted maturity of between zero and two years for the baseline allocation. May include eligible investments under ORC 3345.05(C)(1).
- Tier Size: The targeted balance within this Sub-Account is confirmed during each fiscal year budgeting cycle and verified every six months. The balance generally should not fall below two times the average monthly negative cash balance of the preceding fiscal year.

### **TIER 3 - University Long-Term Capital Sub-Account**

- Objective: To provide "endowment-like" long-term risk-adjusted returns on assets that would be expended by the University only in the unlikely event of severe financial exigency.
- Investments: Include public equity, absolute return and hedged strategies, open-ended real estate funds, futures-based commodity strategies, and diversified global fixed income securities. May include eligible investments under ORC

- 3345.05(C)(1). While these funds are expected to have less liquid fund structures, private capital investments will be excluded from consideration unless approved by the Committee.
- Tier Size: This Sub-Account has no size restrictions and generally receives deposits of residual operating cash not deployed in Tiers 1 and 2.

## **VI. Asset Allocation**

To achieve the investment objectives of this IPS, an asset allocation study was conducted and shared with the Committee. It was used to establish percentage targets and ranges for each asset class eligible for investments within Tiers 2 and 3. The asset allocation study analyzed the expected return, risk, and correlation of several asset classes as well as, the expected return and risk of various hypothetical portfolios comprising these asset classes. The expected return and risk characteristics of various portfolios were evaluated in terms of the future expected efficiency of achieving the investment objectives of the Non-Endowment.

Based upon this analysis, asset allocation policies, including ranges for each asset class, were defined. The asset allocation policies are contained in the investment guidelines set forth in Exhibits 1 and 2.

## **VII. Risk Management**

The Tier 2 Sub-Account will emphasize liquidity and low volatility in keeping with the portfolio's objective of serving as a cash buffer for the University's short-term operating cash needs. The appropriate duration target and range will be agreed to by the Committee and OCIO and specified in Exhibit 1.

Investments in the Tier 3 Sub-Account will be broadly diversified across and within asset classes in order to seek to minimize the impact of adverse asset class and security-specific shocks, and to avoid excessive portfolio volatility. An appropriate target range for the annual standard deviation of the Tier 3 policy portfolio will be agreed on by the Committee and OCIO as specified in Exhibit 2. Meeting the "endowment-like" long-term return objectives of the Non-Endowment program requires the OCIO to regularly monitor and manage market risks associated with the overall portfolio as well as individual asset classes. Specific investments will also be reviewed and aggregated, as available from each manager, on a regular basis to ensure that the portfolio does not maintain unwarranted concentration risks with respect to any single factor or security at the manager level, asset class level and portfolio level.

Leverage is also monitored to ensure that the intended exposure is in line with parameters determined by the OCIO to be appropriate for a specific strategy and/or asset class. In addition, the portfolio will seek to maintain sufficient liquidity, at all times, to meet the ongoing distribution needs of the Non-Endowment, to rebalance the portfolio, and to capture tactical opportunities. The source of monies for such liquidity needs will be based on rebalancing and cost considerations.

### **VIII. Performance Monitoring and Evaluation**

The performance of the Non-Endowment, component asset classes, Sub-Advisers and investment vehicles will be monitored by the OCIO on an ongoing basis and reviewed by the Committee at least quarterly. Investment returns are to be measured net of all fees, including investment manager and the OCIO fee. The OCIO will provide a summary of returns versus stated benchmarks for short-term and long-term periods. The OCIO will meet with the Committee regularly to provide a review of performance and risk, a discussion of market conditions and a summary of the current positioning of the portfolio.

### **IX. Annual Expenditure Policy**

A reserve for investment fluctuations will be maintained in order to buffer the portfolio from short-term capital market fluctuations. The target balance of the reserve for future investment fluctuations is determined using the statistical drawdown of the previous fiscal year-end Non-Endowment pool, plus one year of budgeted Non-Endowment investment earnings.

Each year, the University budget office shall budget investment earnings based on a reasonable assessment of the interest rate and capital markets environment and any funding to be added to the reserve for investment fluctuations.

Any earnings in excess of this budgeted level shall be allocated 100% to the reserve for investment fluctuations, unless otherwise determined by the Board of Trustees. In the event the earnings are short of the budgeted amount, the difference shall be drawn from the reserve for investment fluctuations.

The target amount of the reserve for investment fluctuations shall be reviewed at least annually to determine its sufficiency and to establish a future target. The review should include estimated losses modelled at one, two, and three standard deviations of the combined allocations to Tiers 1 and 2.



## **X. Conflicts of Interest**

The Committee shall take reasonable measures to assess the independence of the OCIO, and any other service providers to the Non-Endowment. Any actual or potential conflicts of interest relating to any of the foregoing, or to any member of the Board or Committee, shall be disclosed and addressed in accordance with UPMIFA, Ohio's Ethics laws as applicable, and any conflict of interest policy adopted by Miami University.

## **XI. Investment Guidelines**

Sub-advisers who are appointed to manage accounts for the Non-Endowment will be provided investment guidelines as determined by the OCIO. In general, the guidelines will stipulate the types of securities in which the account may invest, general characteristics for the portfolio and/or the performance benchmark and objectives. The specific guidelines may vary depending upon the asset class or sub-asset class. Commingled investment vehicles will be governed by their offering memorandum and other constituent documents.

**Exhibit 1****MIAMI UNIVERSITY – NON-ENDOWMENT (TIER 2)****Policy Allocation Targets, Ranges and Benchmarks***JUNE 2018*

<i>Asset Category</i>	<i>Policy Allocation</i>	<i>Policy Ranges</i>		<i>Benchmark Indices <sup>(1)</sup></i>
		<i>-</i>	<i>+</i>	
<b>Fixed Income</b>	<b>100.0%</b>	<b>-10.0%</b>	<b>0.0%</b>	
U.S. Treasury & Gov't Agency Securities	100.0%	-10.0%	0.0%	<i>ICE BAML 0-2 Year Treasury Index</i>
<b>Cash</b>	<b>0.0%</b>	<b>0.0%</b>	<b>10.0%</b>	<i>Citigroup 3 Month Treasury Bill Index</i>
<b>Total</b>	<b>100%</b>			

## Footnotes:

(1) The Policy Benchmark will be reported both gross and net of assumed passive management fees and rebalancing costs.

(2) Targeted Duration for the Baseline Allocation: a range of +/- 0.5 years will be targeted around the duration of the benchmark. For example, should the ICE BAML 0-2 Year Treasury Index carry a duration of 1 year, a target range of 0.5 and 1.5 years will be targeted.

(3) Should this sub-account house funds earmarked for special university projects requiring target date matching, the University Staff will establish an estimated draw schedule and the OCIO will invest in U.S. Treasury and government/agency securities accordingly.

## Exhibit 2

### MIAMI UNIVERSITY – NON-ENDOWMENT (TIER 3)

#### Policy Allocation Targets, Ranges and Benchmarks

JUNE 2018

Asset Category	Policy Allocation	Policy Ranges -                      +		Benchmark Indices <sup>(1)</sup>
<b>Equities</b>	<b>54.0%</b>	<b>-10.0%</b>	<b>+10%</b>	
U.S. Equities	27.0%	-10.0%	+10%	<i>Russell 3000 Index</i>
Non-U.S. Equities	18.0%	-10.0%	+10%	<i>MSCI World ex-US Investable Market Index (IMI) (Net) <sup>(2)</sup></i>
Emerging Market Equities	9.0%	-9.0%	+10%	<i>MSCI Emerging Markets Index (Net) <sup>(2)</sup></i>
<b>Alternatives (Net) <sup>(3)(4)</sup></b>	<b>12.0%</b>	<b>-12.0%</b>	<b>+10%</b>	
Hedge Funds (Net) <sup>(4)</sup>	12.0%	-12.0%	+10%	<i>HFRX Equal Weighted Strategies Index</i>
Hedge Funds (Gross)	22.0%	-22.0%	+5%	
Portable Alpha Overlay	10.0%	-10.0%	+10%	
<b>Real Assets</b>	<b>10.0%</b>	<b>-7.0%</b>	<b>+13%</b>	
Real Estate	3.0%	-3.0%	+5%	<i>NCREIF Fund Index - Open End Diversified Core Equity Index</i>
Commodities	3.0%	-3.0%	+6%	<i>S&amp;P GSCI Total Return Index</i>
TIPS	4.0%	-4.0%	+6%	<i>Bloomberg Barclays 1-10 Year U.S. TIPS Index</i>
<b>Fixed Income <sup>(4)</sup></b>	<b>24.0%</b>	<b>-10.0%</b>	<b>+10%</b>	
U.S. Investment Grade Fixed Income <sup>(5)</sup>	21.5%	-15.0%	+10%	<i>Bloomberg Barclays U. S. Aggregate Index</i>
U.S. High Yield Bonds	2.5%	-2.5%	+10%	<i>BofA Merrill Lynch High Yield Cash Pay Index</i>
Non-U.S. Fixed Income	0.0%	0.0%	+10%	<i>Citigroup Non-USD World Government Bond Index Hedged</i>
<b>Cash</b>	<b>0.0%</b>	<b>0.0%</b>	<b>+20%</b>	<i>Citigroup 3 Month Treasury Bill Index</i>
<b>Total</b>	<b>100%</b>			

#### Footnotes:

- (1) The Policy Benchmark will be reported both gross and net of assumed passive management fees and rebalancing costs.
- (2) Indices are net of dividend withholding tax.
- (3) (Net) indicates that allocations are net of portable alpha strategies. The maximum gross allocation to hedge funds, including those overlaid in portable alpha strategies, is 27%.
- (4) U.S. Fixed Income includes physical holdings of Treasuries, corporates and synthetic fixed income achieved through portable alpha strategies.
- (5) For purposes of assessing compliance with the minimum of the policy range, fixed income will be deemed to include the allocation to cash.
- (6) The targeted annual standard deviation range is 10-12%.

**Appendix A**

**MIAMI UNIVERSITY FOUNDATION INVESTMENT POLICY**  
**most recent version as adopted by the Foundation Board of Directors**

[\[AVAILABLE UPON REQUEST\]](#)



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

June 22, 2018  
Other Business

## RESOLUTION R2018-51

### Resolution of Appreciation for C. Michael Gooden

WHEREAS, C. Michael Gooden was appointed a National Trustee in 2012, and reappointed for a second term in 2015; and

WHEREAS, the Board of Trustee Regulations set the maximum length of service at six years, which concludes on June 30, 2018; and

WHEREAS, National Trustee Gooden graduated from Miami University in 1972, with a degree in Applied Science, and later was awarded an Honorary Doctor of Science from Miami University in 1993; and

WHEREAS, Mike continued his education, earning a Master of Science in Engineering from The Moore School at the University of Pennsylvania; and

WHEREAS, Mike served his nation with honor, courage and commitment for 25 years in the United States Navy, participating in the Navy Enlisted Scientific Education Program while attending Miami University; and

WHEREAS, he was later honored by the Alumni of Miami's Naval Reserve Officer Training Corps as the 1994 Admiral Sidney W. Souers Distinguished Alumni Award Recipient, for distinguishing himself as a naval officer, and as co-founder, Chairman of the Board, and CEO of Integrated Systems Analysts, Inc.; and

WHEREAS, Mike has served the engineering and business professions, and the community, as the director or chair of; the Greater Washington Board of Trade, the Northern Virginia Minority Business and Professional Association, the National Coalition of Minority Businesses, and the Smithsonian Institution Libraries; and

WHEREAS, he has further served the nation and his community through organizations such as; the Professional Services Council, the American Society of Naval Engineers, the U.S. Chamber of Commerce, the Board of Overseers for the School of Engineering and Applied Science at the University of Pennsylvania, the National Technical Association, the National Science Foundation, and many others, including the United Negro College Fund Advisory Board, and the Northern Virginia Community College Educational Foundation Advisory Board; and

WHEREAS, Mike has also untiringly served his Alma Mater as a College of Engineering and Computing (CEC) Dean's Ambassador, a member of the CEC Advisory Council, service on the Business Advisory Council, as a Commencement Speaker, and as host of the CEC sponsored National Technical Association annual conference; and

WHEREAS, during his tenure of service as a Miami University National Trustee, Miami has seen phenomenal growth in physical facilities, a strengthened student academic profile, growth in Miami's student diversity, the Dedication of the College of Engineering and Computing's Garland Hall, and recognition by U.S. News and World Report that Miami is both our nation's most efficient university for producing high quality results, and the top public university in its commitment to undergraduate education; and

WHEREAS, the Miami University Trustees, faculty, staff, and students will miss Mike's strong commitment to inclusive excellence, his great wisdom, significant experience, and extraordinary insight.

NOW, THEREFORE BE IT RESOLVED, that the members of Miami University's Board of Trustees do hereby express their sincere gratitude and deepest appreciation for C. Michael Gooden's service and leadership; and

BE IT FURTHER RESOLVED, that the members of this Board offer their best wishes for his continued good health and success in all future endeavors, and extend a warm and open invitation to Mike and Diane to visit often in the years ahead.

Done, by the Miami University Board of Trustees, this Twenty-Second Day of June, Two Thousand Eighteen, at Miami University, in the City of Oxford, County of Butler, State of Ohio, during the Two Hundred and Ninth year of the University's Charter.

*Approved by the Board of Trustees  
June 22, 2018*



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

# Board of Trustees

June 22, 2018



MIAMI UNIVERSITY

# University Advancement Report

**Tom Herbert, J.D.**

Senior Vice President, University Advancement  
President, Miami University Foundation



MIAMI UNIVERSITY



# FY'18 Fundraising Progress

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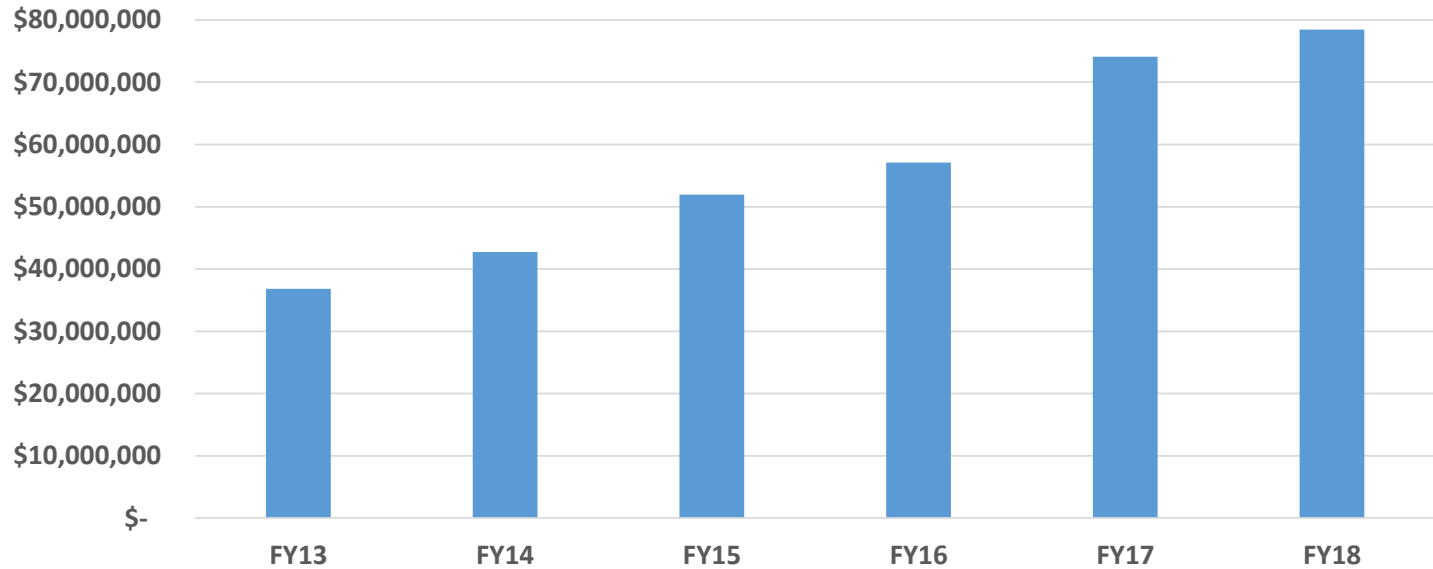
- » Goal: \$80 million
- » Raised to date: \$81 million (101% of goal)

# Three-year rolling averages

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- FY'13: \$36.8 million
- FY'14: \$42.7 million
- FY'15: \$51.9 million
- FY'16: \$57.1 million
- FY'17: \$74.1 million
- FY'18: \$78.8 million

# Three-year rolling averages



# Miami Promise Scholarship Campaign

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- » Goal: \$100 million
- » Raised to date: \$134.8 million (135% of goal)

# Miami Promise Scholarship Campaign Goals

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- » FY'15: \$18.0 million -- \$19.8 million raised
- » FY'16: \$18.0 million -- \$30.3 million raised
- » FY'17: \$18.7 million -- \$29.4 million raised
- » FY'18: \$20.7 million -- \$55.2 million raised to date
- » FY'19: \$24.6 million

# Graduating Champions Campaign

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- » Goal: \$70 million
- » Raised to date: \$74.6 million



# Farmer School of Business Campaign

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- » Five year campaign for \$250 million
- » Timeline: July 1, 2016 – June 30, 2021
- » Silent phase
- » Raised to date: \$60 million

# The Humanities Center

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- » Fundraising target: \$1.5 million (NEH Challenge Grant, by July '19)
- » Met or surpassed all goals so far: FY'16, FY'17, FY'18
- » Raised to date: \$1,390,464
- » \$109,536 to raise (by July 2019) to complete the challenge



# \$1B Campaign Progress Report

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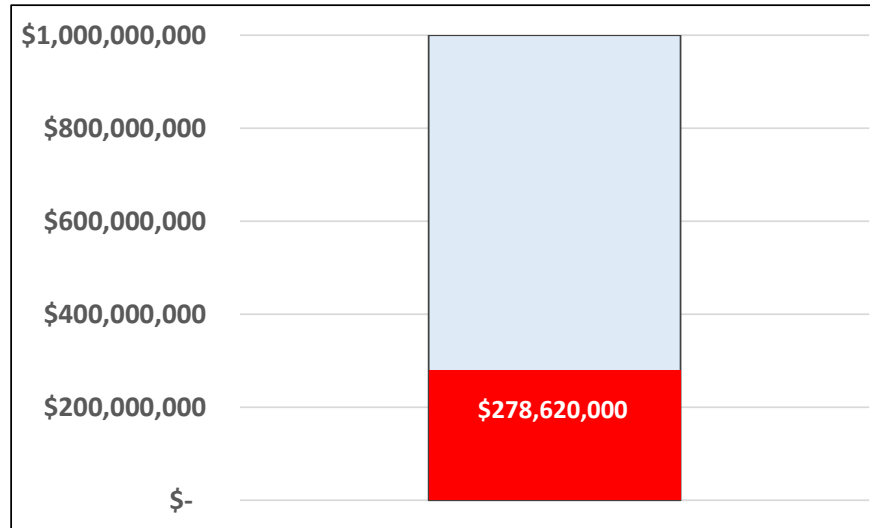
» Campaign to date:

» Goal: \$1 billion

» Raised to date: \$278.6 million (28% of goal)

# \$1B Campaign Progress Report

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# Key Advancement Hires

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- » Kim Tavares – AVP for Alumni Relations
- » Beth Cavanaugh – AVP for Communication, Marketing, Events
- » Kirk Bogard – AVP of Dev, Farmer School of Business
- » Randy Pratt – AVP of Dev, Principal Gifts & Presidential Priorities
- » Ryan Elias – AVP of Dev, Corporate & Foundation Relations

Total hires in FY'18: 33

# Thank you!

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