February 21 and 22, 2019
BOARD OF TRUSTEES
ROUDEBUSH HALL ROOM 212
OXFORD, OHIO 45056
(513) 529-6225 MAIN
(513) 529-3911 FAX
WWW.MIAMIOH.EDU

MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Oxford Campus, Marcum Conference Center, Rooms 180-186
Thursday, February 21, 2019

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 joint meeting of Board of Trustee's Academic and Student Affairs Committee, and Finance and Audit Committee.

The meeting was called to order at 11:15 a.m. in the Marcum Conference Center, on the Oxford Campus with the Board Vice Chair, Thomas Gunlock presiding. Roll was called with a majority of each committee present, constituting a quorum. In addition to the committee members; President Greg Crawford, Provost Phyllis Callahan, Senior Vice Presidents David Creamer, Thomas Herbert, and Michael Kabbaz; and Vice Presidents Jayne Brownell, Ronald Scott, David Seidl and Michele Sparks were also present; as was Robin Parker, General Counsel; and Ted Pickerill, Executive Assistant to the President and Secretary to the Board of Trustees. Also attending, to make presentations to the Committees, were Associate Vice President for Admission, Susan Schaurer; and Associate Vice President for Facilities Planning and Operations, Cody Powell. Additional members of the Miami Community were also in attendance to observe or assist.

Roll call of Trustees:

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

Absent: None

Capital Projects and Construction

Associate Vice President for Facilities Planning and Operations, Cody Powell updated the Committees on Capital projects, which are proceeding on-time. One project includes a Starbucks, and he informed the Committees that the Starbucks is franchised to Miami and is part of dining operations.

He stated that the renovation of Glos is complete and Advancement has moved into the building. MacCracken, Richards and Porter Halls are progressing, with completion expected by

the summer.

He was asked about fire resistance for the buildings, replying that they are fully sprinkled, and partitioned, with dampened ventilation and masonry construction, to typically give the buildings a one hour rating.

The multi-phase Pearson Hall project continues and is tracking ahead of schedule.

The South Chiller Plant conversion is also progressing. This project will allow a shift to reduce dependence on the larger, less efficient boilers. He stated they expect completion early, by approximately August instead of September.

AVP Powell also highlighted several smaller, non-capital projects. Explaining that many of these are planned for the summer – they include classroom upgrades, technology upgrades, sidewalks, etc., in most cases, these are projects best completed when fewer students are on campus and fewer classrooms in use.

AVP Powell's presentation is included as Attachment A.

Enrollment Update

Associate Vice President for Admission, Susan Schaurer, provided an overview of Fall 2019 admissions to date. She stated applications overall are slightly down, with the largest decrease being in international student applications, and students with lower ACT scores, applications from high-scoring ACT applicants are up, likely due to the new Presidential Fellows Scholarship Program.

She stated the applicant pool has the highest profile ever, and the highest ever percent of domestic students of color.

She stated the reduction in International applications is a national trend. The Office of Admission has increased international travel and recruiting efforts in Africa and Vietnam and is showing results through increased applications from those areas, with Vietnam actually growing by 95% over last year.

The Committees discussed the reduction in applications from China. It was speculated that several factors, beyond the current immigration debate, could be contributing, such as the increased number of top-tier universities now available in China, greater opportunities for post-graduation work visas in other nations, and a reduction in available entrepreneurial capital in China.

SVP Schaurer then presented information on applications by state and applications by division. She stated that there have been more offers of admission, but without a reduction in academic profile. To date, Miami is up approximately 5% overall in offers of admission, with confirmations to date trending up, but she cautioned it is still early in cycle.

AVP Schaurer's presentation is included as Attachment B.

Executive Session

Trustee Bhati moved, Trustee Pascoe seconded, and by unanimous roll call vote, with nine voting in favor and none opposed, the combined Committees convened into Executive Session for Personnel Matters, the promotion of public employees, and matters required to be kept confidential, Trade Secrets, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Other Business

The Board returned to public session.

Adjournment of Meeting

With no other business to come before the Board, following a motion, second and unanimous voice vote, the Board adjourned at 1:15 p.m.

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

Status of Capital Projects Updates

February 21, 2019

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

Glos Center Renovation

Project Cost: $1,850,000

Completion Date/% Comp: February 2019/100%

Contingency/Balance: $126,000/28%

Cost of Work: $1,400,000

Project Delivery Method: Single Prime

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

Glos Center Renovation

MacCracken, Richard, and Porter Halls Renovations

Project Cost: $71,700,000

Completion Date/% Comp: July 2019/60%

Contingency/Balance: $5,635,815/85%

Cost of Work: $57,613,808

Project Delivery Method: Design-Build

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

MacCracken, Richard, and Porter Halls Renovations

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

MacCracken, Richard, and Porter Halls Renovations

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

Pearson Hall Renovations, Phase 2

Project Cost: $30,000,000

Cost of Work: $25,238,135

Completion Date/% Comp: August 2020/37%

Project Delivery Method: Design-Build

Contingency/Balance: $1,500,000/100%

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

Pearson Hall Renovations, Phase 2

South Chiller Plant Conversion

Project Cost: $21,250,000

Completion Date/% Comp: December 2019/60%

Contingency/Balance: $1,000,000/77%

Cost of Work: $18,500,000

Project Delivery Method: Construction Manager at Risk

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

Summer Projects – Under $500,000

- Classroom upgrades and technology improvements

- Repairs and upgrades in residential spaces

- Repairs and upgrades in dining facilities

- Infrastructure repairs and replacements

- Grounds and hardscape repairs and improvements

- Energy efficiency projects

91 projects with an average cost of $215,000 per project

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

Questions?

MIAMI UNIVERSITY
PHYSICAL FACILITIES DEPARTMENT

ENROLLMENT UPDATE

Board of Trustees Meeting
Academic and Student Life Committee
February 21, 2019

Enrollment Management & Student Success

MIAMI UNIVERSITY

Key Enrollment Goals
Fall 2019

First-Year Objectives
- Increase applications for admission to exceed 31,000
- Enroll a cohort of 3,900 first-year students
    - Increase domestic non-resident enrollment
    - Maintain international enrollment of 300
- Increase diversity
    - Racial/ethnic
    - Socioeconomic
    - College-going status
- Maintain quality
- Manage divisional enrollment targets, including an enrolling cohort of 80 CLAAS students

Other Enrollment Objectives
- Enroll a cohort of 200 ACE students
- Enroll a cohort of 200 transfer students
- Meet Net Tuition Revenue targets

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Application and Key Indicator History
Fall 2019
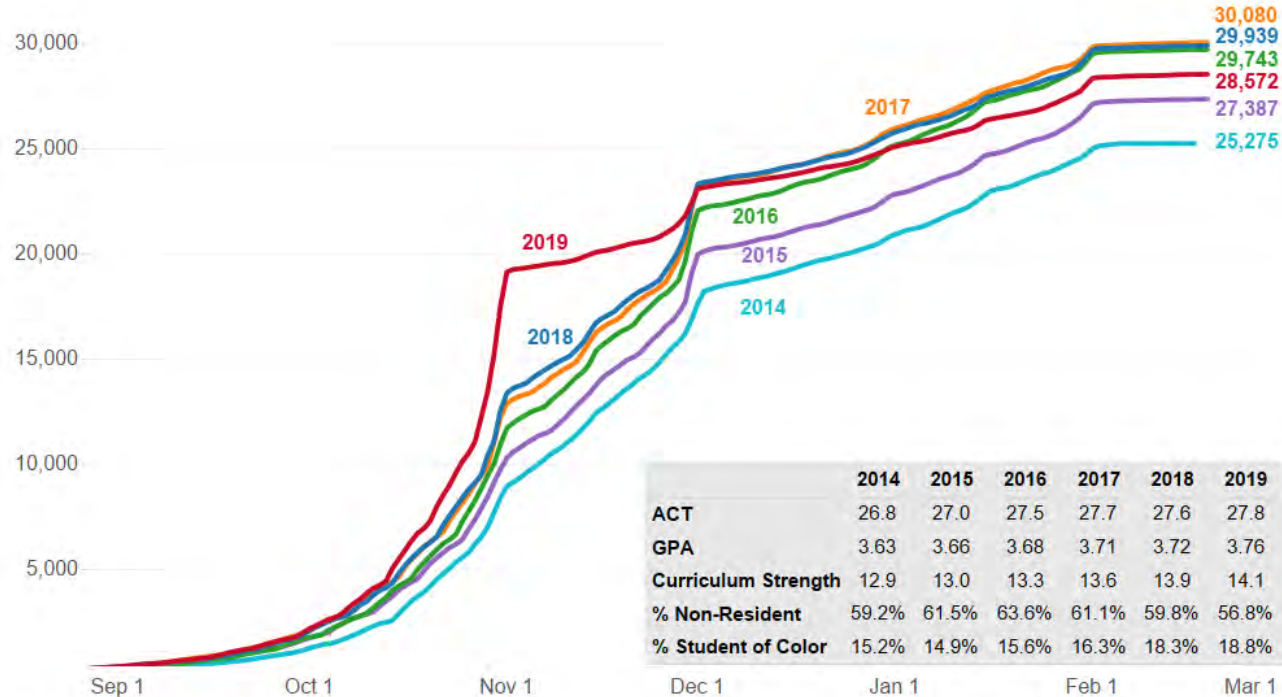
	2014	2015	2016	2017	2018	2019
ACT	26.8	27.0	27.5	27.7	27.6	27.8
GPA	3.63	3.66	3.68	3.71	3.72	3.76
Curriculum Strength	12.9	13.0	13.3	13.6	13.9	14.1
% Non-Resident	59.2%	61.5%	63.6%	61.1%	59.8%	56.8%
% Student of Color	15.2%	14.9%	15.6%	16.3%	18.3%	18.8%

Enrollment Research and Analytics

Data as of 02.20.2019

ORIGINAL PUBLIC IVY

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Fall 2019 Applications
by Residency

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Non-Resident	18,369	17,910	16,237	-11.6%	-9.3%
Domestic Non-Resident	13,792	13,362	12,812	-7.1%	-4.1%
International	4,577	4,548	3,425	-25.2%	-24.7%
Ohio Resident	11,711	12,029	12,335	5.3%	2.5%
Total	**30,080**	**29,939**	**28,572**	**-5.0%**	**-4.6%**

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Applications
Greatest Increases by Country

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Nepal	30	31	68	126.7%	119.4%
Ethiopia	25	24	43	72.0%	79.2%
Vietnam	143	178	279	95.1%	56.7%
Nigeria	9	15	23	155.6%	53.3%
Pakistan	66	42	58	-12.1%	38.1%
Brazil	21	14	18	-14.3%	28.6%
India	188	165	182	-3.2%	10.3%

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Applications
Greatest Decreases by Country

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
United Arab Emirates	16	21	2	-87.5%	-90.5%
Mexico	24	26	9	-62.5%	-65.4%
Taiwan	34	35	15	-55.9%	-57.1%
Jamaica	4	19	10	150.0%	-47.4%
Hong Kong S.A.R.	15	19	11	-26.7%	-42.1%
China	3,662	3,620	2,287	-37.5%	-36.8%

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Applications
Greatest Increases by State

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
North Carolina	154	123	170	10.4%	38.2%
Tennessee	209	199	250	19.6%	25.6%
Colorado	364	335	363	-0.3%	8.4%
Florida	177	153	163	-7.9%	6.5%
Kentucky	511	465	492	-3.7%	5.8%
California	743	613	642	-13.6%	4.7%
Virginia	345	357	371	7.5%	3.9%

Data as of 02.20.2019

ORIGINAL PUBLIC IVY

MiamiOH.edu

Fall 2019 Applications
Greatest Decreases by State

	2017	2018	2019	∆ 2017 to 2019	∆ 2018 to 2019
Minnesota	362	351	278	-23.2%	-20.8%
Georgia	202	264	212	5.0%	-19.7%
Connecticut	579	594	503	-13.1%	-15.3%
Texas	204	208	186	-8.8%	-10.6%
Indiana	1,040	1,075	971	-6.6%	-9.7%
Maryland	495	445	407	-17.8%	-8.5%
Illinois	3,367	3,486	3,205	-4.8%	-8.1%

Data as of 02.20.2019

ORIGINAL PUBLIC IVY

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Fall 2019 Applications
by Division

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Arts and Science	12,744	12,223	11,777	-7.6%	-3.6%
Business	8,943	8,401	7,582	-15.2%	-9.7%
Engineering and Computing	4,233	4,246	4,116	-2.8%	-3.1%
Education, Health and Society	2,935	2,721	2,495	-15.0%	-8.3%
Creative Arts	1,225	1,439	1,371	11.9%	-4.7%
CLAAS (Nursing)	--	909	1,231	--	35.4%
Total	**30,080**	**29,939**	**28,572**	**-5.0%**	**-4.6%**

Data as of 02.20.2019

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Admit and Key Indicator History
Fall 2019

	2014	2015	2016	2017	2018	2019
ACT	28.5	28.7	29.2	29.2	28.8	28.8
GPA	3.83	3.85	3.89	3.89	3.88	3.89
Curriculum Strength	14.6	14.7	15.0	15.1	15.0	15.0
% Non-Resident	56.2%	57.7%	58.9%	61.5%	57.9%	56.4%
% Student of Color	13.6%	13.7%	14.3%	14.9%	15.4%	15.9%
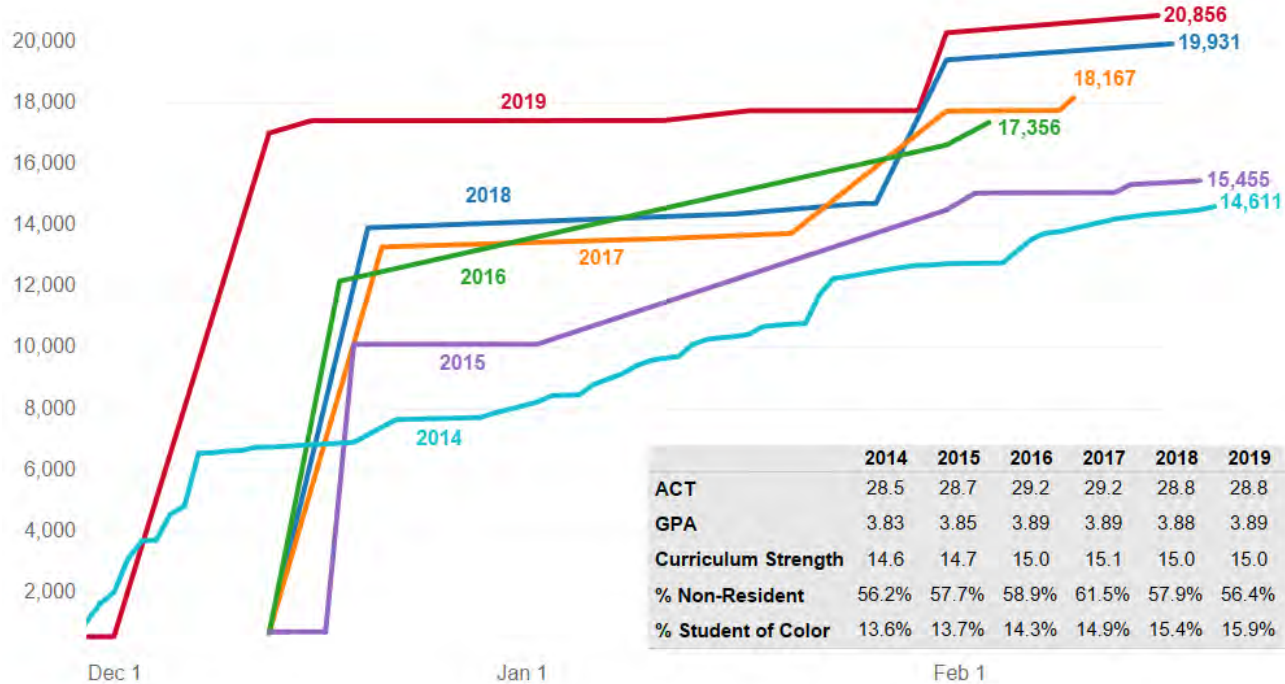
Enrollment Research and Analytics

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Admits
by Residency

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Non-Resident	11,173	11,534	11,769	5.3%	2.0%
Domestic Non-Resident	10,302	10,215	10,473	1.7%	2.5%
International	871	1,319	1,296	48.8%	-1.7%
Ohio Resident	6,994	8,397	9,087	29.9%	8.2%
Total	**18,167**	**19,931**	**20,856**	**14.8%**	**4.6%**

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Admits
by Division

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Arts and Science	8,956	9,747	9,519	6.3%	-2.3%
Business	4,295	4,392	5,235	21.9%	19.2%
Engineering and Computing	2,654	2,915	3,051	15.0%	4.7%
Education, Health and Society	1,600	1,696	1,708	6.8%	0.7%
Creative Arts	662	829	899	35.8%	8.4%
CLAAS (Nursing)	--	352	444	--	26.1%
Total	**18,167**	**19,931**	**20,856**	**14.8%**	**4.6%**

Data as of 02.20.2019

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Confirmation and Key Indicator History
Fall 2019
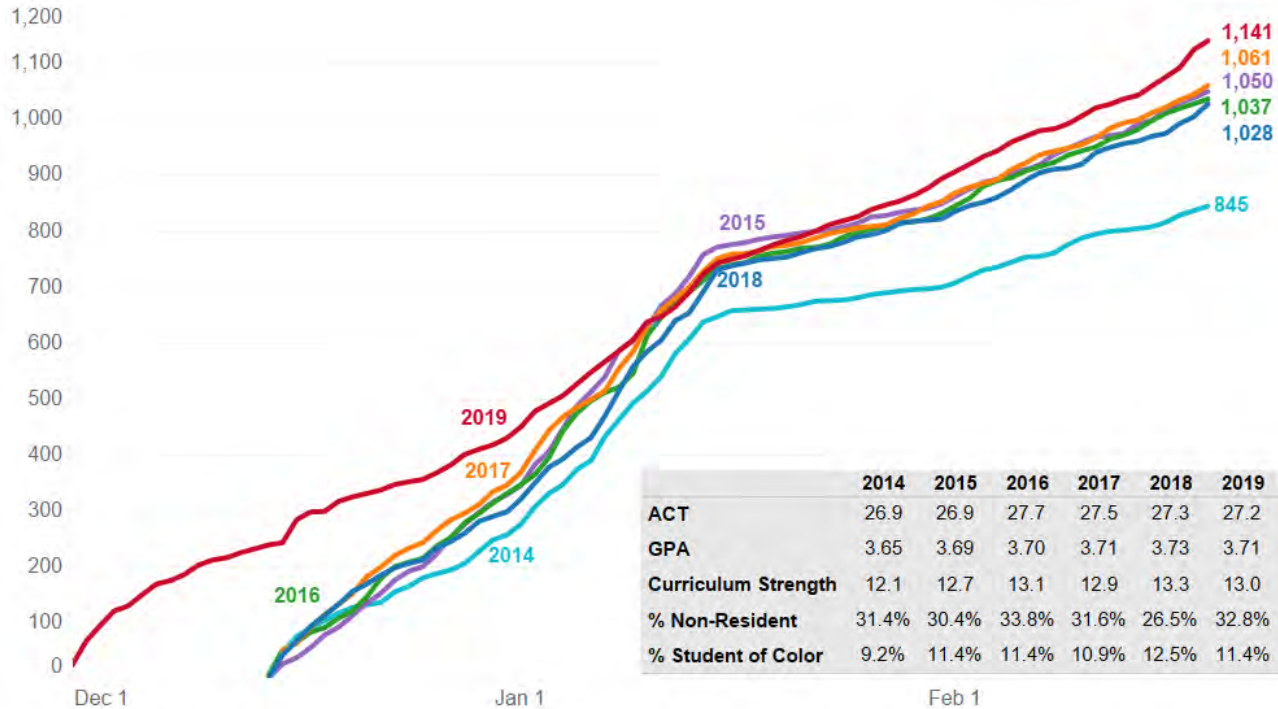
	2014	2015	2016	2017	2018	2019
ACT	26.9	26.9	27.7	27.5	27.3	27.2
GPA	3.65	3.69	3.70	3.71	3.73	3.71
Curriculum Strength	12.1	12.7	13.1	12.9	13.3	13.0
% Non-Resident	31.4%	30.4%	33.8%	31.6%	26.5%	32.8%
% Student of Color	9.2%	11.4%	11.4%	10.9%	12.5%	11.4%

Enrollment Research and Analytics

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Confirmations
by Residency

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Non-Resident	335	272	374	11.6%	37.5%
Domestic Non-Resident	327	270	362	10.7%	34.1%
International	8	2	12	50.0%	500.0%
Ohio Resident	726	756	767	5.6%	1.5%
Total	**1,061**	**1,028**	**1,141**	**7.5%**	**11.0%**

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Confirmations
By Country

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
China	6	2	6	0.0%	200.0%
Vietnam			3		
India	1		1	0.0%	
Canada			1		
Nigeria			1		
South Korea	1			-100.0%	

Data as of 02.20.2019

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Fall 2019 Confirmations
Greatest Increases by State

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Kentucky	14	13	25	78.6%	92.3%
Illinois	102	65	108	5.9%	66.2%
Michigan	24	19	29	20.8%	52.6%
New York	12	10	13	8.3%	30.0%
Connecticut	16	13	15	-6.3%	15.4%
Indiana	31	19	21	-32.3%	10.5%

Data as of 02.20.2019

MiamiOH.edu

Fall 2019 Confirmations
Greatest Decreases by State

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Maryland	7	13	8	14.3%	-38.5%
Minnesota	6	8	6	0.0%	-25.0%
Wisconsin	8	4	3	-62.5%	-25.0%
New Jersey	12	14	11	-8.3%	-21.4%
Virginia	4	5	4	0.0%	-20.0%

Data as of 02.20.2019

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Fall 2019 Confirmations
by Division

	2017	2018	2019	Δ 2017 to 2019	Δ 2018 to 2019
Arts and Science	521	526	500	-4.0%	-4.9%
Business	242	194	311	28.5%	60.3%
Engineering and Computing	93	90	102	9.7%	13.3%
Education, Health and Society	147	156	127	-13.6%	-18.6%
Creative Arts	58	52	67	15.5%	28.8%
CLAAS (Nursing)	--	10	34	--	240.0%
Total	**1,061**	**1,028**	**1,141**	**7.5%**	**11.0%**

Data as of 02.20.2019

MiamiOH.edu

QUESTIONS?

MIAMI UNIVERSITY

MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Oxford Campus, Marcum Conference Center, Rooms 180-186
Friday, February 22, 2019

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, Trustee David Budig, 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, Thomas Herbert, and Michael Kabbaz; and Vice Presidents Jayne Brownell, Ronald Scott, David Seidl and Michele Sparks were also present; as were; Robin Parker, General Counsel; 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) Zachary Haines
C. Michael Armstrong (National Trustee) Terry Hershey (National Trustee)
Jagdish K. Bhati Hallie Jankura (Student Trustee)
David H. Budig John C. Pascoe
Megan Cremeans (Student Trustee) Diane Perlmutter (National Trustee)
Robert E. Coletti (National Trustee) Mark E. Ridenour
Sandra D. Collins Rodrick Robinson
Thomas W. Gunlock Robert W. Shroder

Absent: None

Comments from the Public

There were no requests to address the Board.

Public Study Session

Chair Budig welcomed everyone to the meeting, recognizing the Jankuras, who were attending their daughter's final meeting as a Trustee, and former Trustee Dennis Lieberman, who was also in attendance.

Strategic Planning Update

Bob Applebaum, and Julia Guichard, co-chairs of the Strategic Planning Steering Committee updated the Board on the organizational structure of the steering committee and the progress to date. They stated Phase 1, which included the creation of a website and meetings with the president, provost and other campus leaders, faculty assembly, and academic administrators, is complete. Phase 2, which includes open and targeted listening sessions,

receiving and responding to input via the website, and extensive review of strategies and reports, is in progress. The final Phase is upcoming and will include a final plan and recommendations, with the draft shared with the community, and later delivered to the President, and finally to the Board of Trustees, at the June meeting.

They concluded by sharing some of what they had heard during the listening sessions to date.

The Strategic Planning presentation is included as Attachment A.

Promotion and Tenure

Provost Callahan highlighted several of the faculty and librarians being considered for promotion and/or tenure or continuing contract later in the meeting. She stated that the granting of tenure, promotion and continuing contract are among the most important decisions made at the University, as the excellence of a university begins with outstanding faculty. She explained that the promotion and tenure process at Miami University involves a comprehensive review by external peers and internal reviews by the department, the division, the University Promotion and Tenure Committee, the Provost and the President. The faculty recommended to the Board for promotion and tenure are outstanding teacher-scholars.

She then highlighted several faculty who were representative of the breadth and depth of the faculty's expertise, commitment and achievements.

Provost Callahan's presentation with highlights is included as Attachment B.

Public Business Session

Approval of Prior Meeting Minutes

Trustee Haines moved, Trustee Bhati 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
- Campus Naming
- Remediation Report to the State of Ohio
- Award of Honorary Degrees

Trustee Bhati moved, Trustee Ridenour seconded*,* and by voice vote, the resolutions 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 C

Comments by the Chair

Chair David Budig relayed the following information:

Good morning and welcome to this meeting of the Miami University Board of Trustees. I would like to begin by recognizing and thanking Trustee Mark Ridenour. We are all deeply grateful for his devoted service as Chair over the past two years and for guiding the Board through ever-challenging times. Thank you Mark, and thank you as well to Trustee Bob Shroder for his dedicated service as Vice Chair.

At our February meeting, we typically must give a send-off to one of our State Trustees as they end their nine year term on Miami's Board. I would like to recognize and thank Trustee Jagdish Bhati. Jagdish joined the Board in 2010 and his term expires before our next meeting. We can only hope that the Governor appoints someone as deeply caring about Miami as Trustee Bhati. Jagdish, you are an exceptional Miami ambassador and as a Miami parent, we hope to continue to see you frequently about campus.

Also departing is Student Trustee Hallie Jankura who is finalizing her two-year term with the Board. Hallie, you have served your fellow students incredibly well and your candor and commitment will be deeply missed.

We will further celebrate and recognize both of you later this morning with resolutions of appreciation.

Unfortunately, we also have one other person who has announced they will be leaving Miami, after a remarkable 30 year career. Provost Phyllis Callahan has indicated her intent to retire and while a specific date is yet to be determined, I wanted to thank her now and let her know how greatly appreciated she is by the entire Miami community. During her tenure as Provost, much has been achieved and she will be deeply missed. Once she has set the official date, we will have an opportunity to more properly celebrate her wonderful career at a later Board meeting.

Now on to news other than those who are leaving us!

The Strategic Planning effort we heard about this morning is critical to the future path of Miami's success and direction. I would like to recognize and thank Bob and Julia for agreeing to lead this significant effort. This process is incredibly important and I have great confidence in both of them, I look forward to their continued updates, and to receiving the strategic planning report this summer.

Miami is such a special university, and one of the most extraordinary traditions is the celebration of Miami Mergers. There have been nearly 30,000 mergers to date, with at least one in every State, and across the globe in more than a dozen nations. Each year, Miami Mergers are celebrated and recognized with a special Valentine's Day card, with nearly 14,000 sent out this year – and I have heard from many that this year's card was one of the best ever. I would like to provide an interesting statistic – over 50% of the Trustees on Miami's Board (eight in total) are Miami Mergers and received those special Valentine Day cards! Hallie and Megan, I excluded you from this statistic sample as it is too early for you to receive these cards, however you should

learn a valuable lesson from the example set by your fellow Trustees. Miami Mergers are an important part of Miami tradition and our proud past, and I am certain this tradition will continue well into the future.

There is no doubt Miami is unique and special but it is not immune to the challenges facing higher education today; declining international student applications, lowering Ohio high school graduations, a rising cost to educate our students, and limited means to increase revenues.

While daunting, we cannot allow ourselves to fixate only upon the challenges and negatives. To meet these headwinds requires confidence and optimism; to ensure Miami's bright future, we must also celebrate our accomplishments and achievements, highlight our success, and thank and recognize those who have contributed, and understand that we will overcome the challenges as we always have.

Let us begin by celebrating our academic excellence and reputation. Miami is ranked, for the ninth consecutive year, by U.S. News and World Report as a top ten university for undergraduate education, with the likes of Princeton, William and Mary, and Brown.

Miami was again ranked, for the 11th consecutive year, as a top university for Entrepreneurship by the Princeton Review and Entrepreneurship Magazine, this year placing 14th overall and 7th among public universities.

Among non-doctorate granting programs nationwide, U.S. News ranks our engineering program 15th among public universities.

The Farmer School of Business once again now ranks first in Ohio, and 17th nationally amongst public universities, by Poets and Quants.

In Game Design, the Princeton Review places Miami 16th overall and third nationally among public universities.

Design Intelligence ranks our Architecture program 14th nationally, among universities our size.

And we continue to lead in study abroad, with 55% of our students studying away or abroad, placing Miami 4th nationally among public institutions.

But we are not resting on these laurels - much is taking place now and much has occurred in just the past two years under Greg's leadership. Last year, we reinstituted nursing on the Oxford campus, receiving over 900 applications for approximately 50 positons. This year we saw the creation of a new degree in Games and Simulation, and today we will consider a new Master of Science in Business Analytics - these are creative degrees designed to meet the changing needs of the future.

We have also seen Boldly Creative implemented - $50M to fund innovative programs and projects in areas such as Big Data and health sciences.

We have partnered with Wright Patterson's Air Force Research Laboratory to

commercialize their patent portfolio.

We have seen the successful conclusion of Miami 2020 (ahead of schedule I might add) - and the launch of our next strategic planning process, the one which Julia and Bob updated us on today. We have also again been recognized by U.S. News and World Report as the most efficient university in the nation for achieving more for our students with fewer dollars that any other major university.

We have seen incredible Diversity and Inclusion efforts, including the world debut of Wil Haygood's Tigerland, the award of the first ever Freedom Summer of '64 Award to Civil Rights icon, Congressman John Lewis, the dedication of the Veterans Tribute, and other signature Alumni events, such as the one at the Freedom Center last year, and the recent Holocaust event at the Museum Center in Cincinnati.

We have seen record-setting fundraising years, and the recognition of our own Mike Armstrong with the Ernest T. Stewart Award as the alumni volunteer of the year.

We have seen our first Truman Scholar since 2003 and our first ever Macarthur "Genius" fellowship award.

We are now training our future leaders through the new MI_LEAD leadership program and recognizing those who serve through new Diversity and Inclusion awards.   And of course, we are celebrating all through the One Miami weekend.

Yes, the challenges facing Miami and higher education are quite severe, but we have a bright future ahead, and there will always be new challenges. We are fortunate today to have the incredibly strong leadership we need to not only get us through until tomorrow, but to arrive stronger and more highly regarded than ever before. I believe there is much we can be optimistic about.

The words of Abraham Lincoln, who dealt with significant national challenges during his Presidency, are appropriate; "The most reliable way to predict your future is to create it."

It is up to all Miamians to work together and create what our future will look like as we address our challenges.

Thank you everyone and that concludes my remarks.

Love and Honor

Reports, Ordinances and Resolutions

President's Report

President Crawford updated the Board on several recent, special events, including the Love, Honor, Care basketball game, community bootcamp, and honoring Miami Alumnus and former Trustee, Wayne Embry. He then shared with them much of the information and strategies recently presented to Faculty Assembly. He offered four points of discussion:

- Dynamic changes in higher education
- Financial and future challenges
- Short and medium-term strategies
- Medium and long-term strategies

He concluded by stating Miami is well-positioned to advance and thrive and that we must be proactive as a "Uni-versity" working together as One Miami to:

- Assess and strategically build to stay relevant
- Refocus, focus and align our resources
- Be transformative, even disruptive, in higher education

President Crawford's presentation is included as Attachment D.

Report of the Chair of University Senate Executive Committee

Dana Cox, Chair-Elect of the Senate Executive Committee updated the Board on Senate efforts since the December meeting of the Board.

A written reported is included as Attachment E.

Report of the Student Body President

Meaghan Murtagh provided the following update:

I hope you all are having a great new year so far. ASG has been off to a busy start! Today I am excited to present you with our current initiatives and updates.

Since I last spoke to you, Vice President Vincent Smith and I have decided to focus on improving the overall health and wellness of Miami students. We are teaming up with the Center for Health and Wellness to make drug disposal bags available to students. This March we will be pushing a drug disposal campaign to distribute biodegradable drug disposal bags across campus residence halls and to our off-campus students. Our goal is to reduce prescription drug misuse and explain the effects it has on one's body.

In addition, I am encouraging our student leaders to give back to the Oxford community. The Associated Student Government will be participating in this year's Fresh Air Fair this April. Our organization will volunteer at the event in addition to participating in games with the children. We are also hoping to team up with the Talawanda School District for the Talawanda Step Challenge to promote physical activity and a healthy lifestyle.

In regards to our efforts with sexual assault and interpersonal violence and prevention, Vincent and I are continuing to meet on a regular basis with 17 students with diverse backgrounds to brainstorm initiatives to improve our campus safety. We are still working to implement the position of a safety chair in every organization to ensure every student has a reliable resource for information. We will be presenting our idea to the President's Coalition in

the next couple of weeks.

Thank you for your time today and I look forward to finishing out this semester!

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair Diane Perlmutter relayed the following information:

The Academic and Student Affairs Committee met yesterday in Laws Hall. During the meeting, one resolution was considered.

The Committee received written reports from the University Senate and 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 Life. The Committee received presentations on several topics, and also reviewed written reports, which will be available in the meeting's minutes.

The Provost, Senior Vice President Kabbaz, and Vice President Brownell, led an integrated dialogue on Student Success and At-Risk Populations. They informed the committee about areas, such as: retention and graduation rates; Miami's approach to student success; retention and graduation of first-generation students; and future efforts to enhance student success.

Vice President Brownell then updated the committee on Student Life matters, and the Committee received a presentation from Rebecca Baudry Young on student wellness. Ms. Baudry Young updated the Committee on student use of alcohol, and efforts to address, respond to, and reduce dangerous behavior.

Senior Vice President Kabbaz then provided an update on Enrollment Management and Student Success. During a mid-day meeting, the entire Board received an update from Assistant Vice President Susan Schaurer on Admissions. Ms. Schaurer reported on applications, admissions and confirmations to date. She stated applications overall are down, particularly by international students, while confirmations are trending upward, but she cautioned that it is still quite early in the process.

Next, Provost Callahan presented a proposed resolution to create a new degree – a Master of Science in Business Analytics; for which, the committee voted unanimously to recommend approval here today. She then presented an update on the Boldly Creative process, and highlighted the proposals being considered.

The College of Creative Arts hosted the meeting, and the Committee received a college update from Dean Mullenix, along with a presentation on the Armstrong Institute for Interactive Media Studies, which included input from several students, informing the Committee on how

they, personally, have been impacted by the program.

The meeting concluded with a tour of the Armstrong Interactive Media Studies area of Laws Hall.

Resolutions

Promotion and Tenure

Provost Callahan spoke in support of the resolution, then Trustee Bhati moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved.

Master of Science in Business Analytics

Provost Callahan spoke in support of the resolution, stating that was a joint effort by the Farmer School of Business, Statistics, and Information Systems and Analytics, and that it includes a degree and a credential option. Trustee Bhati then moved, Trustee Ridenour seconded, and by voice vote, the resolution was unanimously approved.

The resolutions are included as Attachment F.

Finance and Audit Committee

Report of the Committee Chair

Chair Armstrong thanked former committee chair John Altman for his service, then relayed to the Board:

The Finance and Audit Committee met yesterday at the Marcum Conference Center. The Committee considered one ordinance and seven resolutions at the meeting. All eight items are recommended for approval later in today's meeting.

The majority of yesterday's meeting was devoted to the Committee's ongoing discussion of the long-term financial outlook for the University. This same discussion is taking place at governing board meetings throughout much of higher education today. Concerns about affordability, major demographic changes, reduced interest from international students, state support, technological changes, changing academic program interests, and the reduced return on investment from a college education are not easily solved and suggest that higher education is facing a long period of transformative change.

At yesterday's meeting, the Committee discussed the proposed budget plan that is important to making progress on these issues. The plan is intended to address any near-term budget issues that may arise from changing enrollment patterns and to provide financial resources for new academic priorities. The changes associated with the plan will be difficult to implement and may be criticized at times, but there must be a plan that ensures sufficient financial resources exist for Miami to offer the kinds of academic programs and services current and future students will demand and for the University to remain financially viable. The Committee encourages the adoption of the resolution that you will consider immediately

following my report.

The committee also received a calendar year progress report from Tom Herbert on the comprehensive campaign. It was great to hear about the early success of the campaign but the University must continue to emphasize fundraising and achieve even greater success if our goals of offering an exceptional academic experience that every talented student can afford is to be met. I cannot express strongly enough how important this campaign is to the future of Miami and the success of our students.

Anytime an ordinance affecting the cost of attending Miami University is presented for consideration by the Committee, it is important that the increase is essential to meeting the needs of our students. One of the most important aspects of the room and board ordinance is that students enrolled at Miami since fall 2016 will see no change in their room and board cost as a result of this ordinance due to the Miami Tuition Promise. In actuality, many students will see a decline in some costs due to the elimination of the $85 per semester charge for enhanced internet access as all students will now receive this level of service without an additional fee.

After deliberation by the Committee, the room and board ordinance is recommended for your approval.

Finally, there are several additional resolutions affecting two residence hall projects, the sale of surplus real estate, annexation of the University Airport by the City of Oxford, and routine issues affecting university policies that are all recommended for approval.

Mr. Chairman, that concludes the report of the Finance and Audit Committee.

Ordinances and Resolutions

The Finance and Audit Committee Ordinances and Resolutions are included as Attachment G.

Ordinance

Room and Board

Senior Vice President Creamer spoke in support of the ordinance. Trustee Bhati then moved, Trustee Robinson seconded, and by roll call vote, the resolution was unanimously approved, with nine voting in favor and none opposed.

Resolutions

Long-Term Budget Plan

Senior Vice President Creamer spoke in support of the resolution, stating it is presented as directed in the Strategic Direction Resolution of December 2018. Trustee Bhati then moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved.

Dodds Hall Renovation
Stanton Hall Renovation

Chair Budig proposed considering the Dodds Hall and Stanton Hall Resolutions in one vote. Hearing no objections, they were considered together, and Senior Vice President Creamer spoke in support of both. Trustee Haines then moved, Trustee Ridenour seconded, and by voice vote, the resolutions were unanimously approved.

Sale of Real Estate

Senior Vice President Creamer spoke in support of the resolution, explaining that a Governor's Task Force had directed the review of non-essential capital assets to determine is any could be monetized and the funds used more effectively. This resolution does that, by authorizing the sale of several non-essential properties. Trustee Bhati then moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved.

Annexation of the University Airport

Senior Vice President Creamer spoke in support of the resolution, explaining that it would allow the City of Oxford to control speed limits in the vicinity of the new Oxford community swimming pool. Trustee Ridenour then moved, Trustee Haines seconded, and by voice vote, the resolution was unanimously approved.

Quasi-Endowment Policy

Senior Vice President Creamer spoke in support of the resolution, explaining it would allow for the automatic investment of undesignated gifts as quasi endowments. Trustee Haines then moved, Trustee Ridenour seconded, and by voice vote, the resolution was unanimously approved.

Committee and Internal Audit Charter

Senior Vice President Creamer spoke in support of the resolution, explaining the changes were to incorporate recommendations from an external audit, which would provide for better oversight. Trustee Bhati then moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved.

The Finance and Audit Committee Resolutions are included as Attachment G.

Student Trustee Reports

Student Trustee Jankura relayed the following information:

Another semester is underway, and students are keeping busy!

This month Miamians are celebrating Black History Month. Weekly lectures on race, sports, and social justice have taken place each Monday. Dr. Andy Rice, assistant professor of comparative media studies gave a lecture on the history of Miami student activism, reflecting on

the Black Protest Movement at Miami in 1970, led in part by Miami alumnus Larry Clark. Step Afrika! performed a step show, where performers use their bodies as instruments, making sounds through footsteps, claps, and spoken word. The Black History Month Banquet took place Wednesday night with keynote speaker and Miami doctoral student Courtney Allen. The theme of the dinner was, "I'm Black and I'm Proud."

Student activists David Hogg and Alex Wind visited Miami's Oxford campus last week to share their experiences and share with students how they can become activists in their own ways. Alex and David discussed many issues that young adults today care deeply about, including gun violence, genocide, and youth voting. They answered questions about being survivors of the tragic shooting at Marjory Stoneman Douglas High School in Parkland, Florida, and how they've turned their circumstances into a platform to spread awareness for issues they care about.

We've spoken in depth this week about our upcoming 2023 cohort. Students working as tour guides in in the Office of Admissions play an integral role in showing prospective students the Miami experience, and for the remainder of the semester, they will be dedicating a lot of time to the Make it Miami events. Tour guide manager Lindsay Griffing said that the goal of Miami tour guides is to share an authentic look into student life at Miami. Lindsay said, "we want all prospective students to really see themselves living here. It's not facts and figures that make a prospective student's college choice, it's fit. We aim to show accepted students that they can find their fit at Miami."

Before I conclude my report for the final time, I'd like to take this opportunity to say thank you. When I applied for this position, I had no clue what I was getting myself into, but it has been incredible. Thank you to the Trustees for your tireless dedication to Miami. Each of your unique perspectives add depth to the conversations and decisions that take place in this room. You have all taught me invaluable lessons about leadership, strategic planning, and making tough decisions. It has been an honor to get to know each of you and share the experiences and priorities of my peers with you.

Trustee Ridenour, watching you serve as chairman for most of my time here has instilled in me the importance of being fair, efficient, and kind, and I am so grateful to have you as a role model. Chairman Budig, thank you for your endless commitment as a leader for Miami. My fellow students are lucky to have you. But I am happy to be getting out of here before I can do anything else that you can use against me. And I promise that I will *maybe* never jaywalk when I know you're in town.

Megan, you're an incredible student leader and have challenged us all in amazing ways. Thank you for your friendship and your camaraderie.

To President Crawford, thank you for innovative leadership and the President's Executive Cabinet for all of your impossibly hard work. When I first sat in this chair, I was blown away by everything that happens behind the scenes so that I can earn my degree. You all make some very tough decisions, and students are thriving because of it.

I would be mistaken to not especially thank Dr. Brownell and the Division of Student Life. Throughout my time at Miami, the division has provided me with the support and resources

that have allowed me to be happy and confident and ready for whatever journey is next. Dr. Brownell is one of Miami's biggest assets, and you really are just one of the best women, and I aspire to be like you.

Thank you! That concludes my report.

Student Trustee Cremeans relayed the following information:

As a Miami University student, one of the most rewarding experiences is creating relationships with talented and devoted alumni. I was fortunate to have a fellowship with one of our alumni over J-Term. On my first day, I was told that if there was one thing I took away from the experience it was that Miami is a family and that the Miami family always supports one another.

I know my mentor is correct in saying this, but it came to me again when speaking with a peer who began his Miami career at Miami Hamilton, but now commutes to the Oxford campus. A political science major, he recently completed the Ohio Public Leaders Fellowship. The Ohio Public Leaders program is a signature program that provides a stipend, training, and a mentor to a small number of students. This year, seventeen students had practical, co-curricular experiences that enhanced their understanding of the inner-workings of state and local government institutions. This prestigious opportunity provided him with the chance to work with the men and women of the Oxford Police Department under the mentorship of Police Chief John Jones, a graduate of 1999. His work in the fellowship is immediately impactful to the Oxford community and Miami family. He documented city properties in the Mile Square to address property maintenance. In doing so, his work benefits the first responders that help our community thrive. I asked him about his experiences at Miami and the Miami family. He tells me that he values a Miami education because it engages students to utilize their critical thinking skills, which will benefit him and other students to become well informed citizenry and to possess the ability to solve the problems of today and tomorrow.

I would like to highlight another student working to better communities with a Miami education. He is part of the literal Miami family, as his mother and both sisters attended. He will be graduating in the fall and moving to Baltimore to complete a four-year residency in the Urban Teachers program with Johns-Hopkins. While getting his Master's in Math Education and Special Education, he will be teaching in an urban classroom. His work epitomizes the passion of the Miami family to serve and to lead with compassion and pragmatism as well as Love and Honor. He says, *"Love and Honor" has been in my mind ever since I received the ever so coveted Miami Acceptance letter in the mail. I can proudly say I've grown my "family" when attending Miami, while at the same time being taught by some of the greatest teachers in not only America but in the whole world. Miami has been preparing me to become a teacher by bettering my knowledge of controversial topics which need to be discussed inside of the classroom. Having a liberal education gave me diversity in learning that teachers now in society need to know and need to teach to next generations of democratic citizens."*

Quickly, I want to share a moment of appreciation for Trustee Jagdish Bhati. Your passion for Miami is extraordinary and your willingness to lead with a question and pursue the very best for our students will be missed.

Lastly, I want to feature a member of the Miami family that has had a tremendous and lasting impact on not just our institution, but also on myself. Hallie Jankura is currently attending her final Board meeting on the Miami University Board of Trustees. Her devotion to Miami is in many ways unparalleled. She is a champion for students, advocating for the best possible student experience Miami can offer. She is thoughtful, deliberate, and committed. She puts in the time to push for diversity and inclusion, student wellness, and overall excellence. Certainly, she has pushed us all to be better leaders and to take better care of one another as part of the Miami family. Hallie, I am so grateful for your guidance, leadership, and friendship. Thank you for being a part of our wonderful Miami family.

Mr. Chairman, this concludes my report.

Other Business

National Trustee Altman took a moment to highlight the book *A Farm Kid's Journey* by form Trustee and Board Chair Roger L. Howe, which each of the trustees had received. He stated:

When I arrived on Miami's beautiful campus, in the Fall of 1956, there was only one method of transportation! At least legally! Namely, rental bicycles that one could use to explore Oxford, and the Ohio countryside.

Roger Howe '57 had co-founded "The Bike Center" in uptown Oxford, where I first met him.

As the years went by, Roger became the quintessential Miami University alum sharing his time, treasure, and talent in almost innumerable roles with his Alma Mater.

To name a few: Business Advisory Council, Foundation Board, Board of Trustees including three years as Chairman, and until his Fall '18 retirement Roger was the longest serving member of our Farmer School Board of Visitors, where we once again renewed our long friendship.

When our mutual friend, Dr. David Hodge, President Emeritus, brought Roger's "A Farm Kid's Journey: A Memoir" to my attention, I was captivated not only by Roger's scholarly approach, and the richness of his writing, but also the wonderful previously untold stories of rural Ohio and Miami University. After all, would we expect anything less than a 442 page work from one whose name, along with his wife Joyce also '57, adorns the "Howe Center for Writing Excellence."

I urged Roger to find a way to allow a wider audience to peruse his five year undertaking.

As a result, a second soft cover edition was commissioned and accompanies this letter as just one more gift from Roger Howe to his Alma Mater.

I am honored that he has allowed me to share his work with you.

Resolution of Appreciation to Trustee Jagdish Bhati

Trustee Shroder moved, Trustee Robinson seconded, and by voice vote, the resolution was unanimously approved.

RESOLUTION R2019-30
Resolution of Appreciation for
Jagdish K. Bhati

WHEREAS, Jagdish K. Bhati was appointed a Miami University Trustee on March 5, 2010; and

WHEREAS, Ohio law sets the length of this appointment, which expires on February 28th, 2019; and

WHEREAS, Jagdish K. Bhati has thoughtfully and ardently served Miami University as a member, and Treasurer of the Board of Trustees, and as a tireless Miami supporter and parent; and

WHEREAS, Jagdish earned degrees in Electronics Engineering, Electronics and Communications Engineering, and a Master's Degree in Electrical and Computer Engineering, and has published "A Quick System Parameter Monitor for Small Power Networks," and "Nation-wide Computerized Educational Information Network;" and

WHEREAS, he tirelessly serves his colleagues, and seeks out ways to aid and assist others to succeed; he has been a member of the Lucent Technical Support Services Employee Reward and Recognition Program, the EMEA Kenan/CSG Systems Professional Service Group Leadership Team, the Lucent Saudi Arabia Team Excellence Award Program, and President of the Cincinnati Bell Managers' Club; and

WHEREAS, Jagdish also seeks to serve his community; as an member of the BB&T Bank Advisory Board, as Secretary/Treasurer of the Asian Indian Alliance, and as Director of Interact for Health; and

WHEREAS, Jagdish K. Bhati is also a successful business leader, leading Optimum Management as President and Chief Executive Officer, for more than ten years; and

WHEREAS, Jagdish is a tireless and devoted supporter of Miami University, proclaiming the value and quality of a Miami education and the Miami experience, throughout the area and beyond; and

WHEREAS, Jagdish K. Bhati has steadfastly applied his many leadership skills as a Trustee. During Jagdish's tenure Miami created the 2020 Strategic Plan, which has been instrumental in Miami being recognized by U.S. News and World Report as both our nation's most efficient university for producing high quality results, and a top university in its commitment to undergraduate education; and

WHEREAS, the sound strategic planning and financial leadership during Jagdish's tenure enabled an unprecedented transformation of the Oxford campus. The renovation and expansion of numerous existing buildings, the rebirth of Gaskill and Rowan Halls to become the Armstrong Student Center, and the construction of entirely new facilities, such as eight residence and dining halls, have enhanced the student experience for many generations to come; and

WHEREAS, the Miami Trustees, faculty, staff, and students will miss Jagdish's strong commitment to service, wisdom, experience, and extraordinary insight;

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University's Board of Trustees do hereby express their sincere gratitude and deepest appreciation for Jagdish K. Bhati'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 an open invitation to Jagdish and Seema to visit often in the years ahead.

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

Trustee Bhati thanked Chair Budig and President Crawford and then relayed to the Board:

It has been both my highest honor and privilege to serve on the Miami University Board for the past nine years. I have had the opportunity to meet so many incredibly dedicated and humble people.

While I sincerely thank everyone that I have had the pleasure to cross paths with during my time here. There are a few people whom I would like to specifically thank:

- Dr. Creamer and his team have put Miami University in one of the best financial positions possible.
- Provost Callahan has led the academic programs at Miami to be one of the most accomplished universities in the region.
- Michael Kabbaz has innovatively taken data analytics to help Miami attract the best and brightest applicants.
- Robin Parker has kept Miami on the right legal and moral foot.
- Jayne Brownell has helped thousands of students smoothly transition to college and find their place on campus.
- Tom Herbert and his team continue to provide critical and much needed endowment support for student scholarships.
- Athletic Director Saylor, for allowing me to work with him during mid-2014 to convince/commit one of the largest contributions over 12 years to our athletic department, by one of the largest healthcare networks in our region.
- Our Student Trustees Megan Cremeans and Hallie Jankura have provided insight about the perspective of our students and contributed significantly to our discussions.

- Ted Pickerill for providing unwavering support to all matters that come his way.

To all the members with whom I have served with on the Board, your unique experiences, effort, time, and resources are changing the lives of students every day, especially Trustee Armstrong, Trustee Altman and Trustee Coletti for their commitment and personal resources to help support economic mobility for those who need it the most!

It is exciting to know that Miami is in the best hands, especially with both President and Ambassador Crawford's leadership strengthening student relationships, growing our STEM fields and promoting the unique value of a liberal arts education.

I am grateful for the opportunity to have spent the last nine years at Miami. I will truly miss you all and I offer my unwavering support for anything you need.

Love and Honor.

The Trustees, including former Trustee Lieberman, responded, praising and thanking Trustee Bhati, calling him a great friend and mentor, and one of the kindest people they have ever met– the epitome of Love and Honor.

Trustee Bhati then received a standing ovation from the Board and all in attendance.

Resolution of Appreciation to Student Trustee Hallie Jankura

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

RESOLUTION R2019-31
Resolution of Appreciation for
Hallie Jankura

WHEREAS, Hallie Jankura's term as a student member of the Miami University Board of Trustees ends on February 28, 2019.

NOW, THEREFORE BE IT RESOLVED; that the members of the Board of Trustees do hereby express to Hallie their appreciation for her service to this Board and to the Miami University student body, and offer her their best wishes for good health and good fortune in all future endeavors.

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

Member of the Board then praised Hallie and thanked her for her service. They stated she was one willing to step out of her comfort zone, and will go far. Chair Budig also recognized and thanked her parents who were in attendance.

Trustee Jankura then received a standing ovation from the Board and all in attendance.

The resolutions are provided as Attachment H.

Written Reports

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

<u>Adjournment</u>

Trustee Bhati moved, Trustee Ridenour seconded, and by unanimous voice vote, the Board adjourned at 11:15 a.m.

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

Public Meeting of the Board of Trustees

At 12:00 p.m. 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 Presidents Jayne Brownell, Ronald Scott, David Seidl and Michele Sparks were also present; as were; Robin Parker, General Counsel; and Ted Pickerill, Secretary to the Board of Trustees and Executive Assistant to the President. Additional members of the President's Cabinet were also in attendance.

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

Absent: None

Executive Session

Trustee Bhati moved, Trustee Gunlock seconded, and by unanimous roll call vote, with nine voting in favor and none opposed, the Board convened to Executive Session to consult with counsel, review pending litigation, and for personnel matters, the hiring of public employees, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Other Business

The Board returned to public session.

Adjournment of Meeting

With no other business to come before the Board, Trustee Ridenour moved, Trustee Bhati seconded, and by unanimous voice vote, the Board adjourned at 1:00 p.m.

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

STRATEGIC PLANNING — MOVING FORWARD
BOARD OF TRUSTEES — FEBRUARY 22, 2019

Things Never Stay the Same ...

Duke's School of Movie Palace Operations: Students were trained (for class credit & a wage during the Depression!) to be movie theater ushers!

A REMINDER: ORGANIZATIONAL STRUCTURE

RESEARCH & SCHOLARLY SUCCESS

TRANSFORMATIVE STUDENT EXPERIENCE

ACADEMIC EXCELLENCE

STRATEGIC PLANNING STEERING & INTEGRATION COMMITTEE

FINANCIAL & RESOURCE SUSTAINABILITY

NATIONAL UNIVERSITY

DIVERSITY, INCLUSION & COMMUNITY

PHASE 1 — NOVEMBER & DECEMBER

- Five sessions with the president, provost, all deans, EMSS, Student Life

- Steering committee and all subcommittee participants meeting with president and provost (70 participants)

- Faculty Assembly presentation to university community

- Establishment of Strategic Planning website with recommendation portal

- Presentation and exercise with academic administrators

PHASE 2 – JANUARY THROUGH MARCH

- 10 public listening sessions, including two on the regional campuses

- 13 targeted listening sessions with chairs of each division, University Senate, Student Life, Library staff, UPAC & CPAC

- Monitoring and responding to ideas through plan website

- Weekly subcommittee meetings and biweekly steering committee meetings

- Extensive review of strategies and reports by subcommittee and steering committee members

WHAT WILL HAPPEN IN PHASE 3?

- March **–** Subcommittee reports submitted

- April **–** Steering Committee coalesces around plan recommendations.

- May **–** Final plan drafted and reviewed by steering committee, subcommittees, president & provost

- May/June **–** Recommendations presented to the university community

- June **–** Final plan delivered to President Crawford and then to Board of Trustees

LISTENING SESSIONS THEMES SO FAR

- Participants appreciate the need for a solid plan.

- Miamians want to be involved in shaping our future.

- **Some feel that Miami's culture inhibits innovation.**

- Some are skeptical about whether this plan will result in major strategic changes **– some mistrust of the "other."**

- There is broad support for **Miami's liberal education model.**

- There is no magic wand **–** but lots of good ideas!

Promotion and Tenure Recommendations

Board of Trustees
February 22, 2019

MIAMI UNIVERSITY

Candidates for Promotion and Tenure

Promotion to Full Professor

Denise Taliaferro Baszile

Ron Becker

Jennifer Blue

John Bowblis

Martha Castañeda

Christopher Cheek

Yu-Fang Cho

Kate de Medeiros

Amanda McVety

Jeong-Hoi Koo

Gokhan Sahin

Stephen Quaye

Valerie Ubbes

Tenure

Hongmei Li

Jennifer Rode

Suzanne Stricklin

Leslie Stoel

Promotion to Associate Librarian

Carrie Girton

Tenure and Promotion to Associate Professor

Katherine Abbott	Jonathan Kunstman
Katherine Batchelor	Jeff Kuznekoff
Karen Brown	Michele Navakas
Kristen Budd	Alexandru Alin Pogan
Amelie Davis	Andrew Paluch
Robert De Schutter	Barbara Oswald
Scott Friend	Andrea Righi
Mack Hagood	Amy Roberts
Frank Huang	Brody Ruihley
Yao "Henry" Jin	Eric Stenstrom
Seonjin Kim	Chris Sutter
Dominik Konkolewicz	Sarah Watt

MIAMI UNIVERSITY

Martha Castañeda

Teacher Education
College of Education, Health & Society
Candidate for Promotion to Full Professor

Joined Miami in 2007 as an Assistant Professor
Tenured and promoted to Associate Professor in 2013

B.A., Spanish, University of South Florida
M.A., Spanish Linguistics, University of Florida
Ph.D., Second Language Acquisition & Instructional Technology,
University of South Florida

MIAMI UNIVERSITY

Kate de Mederios
Sociology and Anthropology
College of Arts and Science
Candidate for Promotion to Full Professor

Joined Miami in 2011 as an Assistant Professor
Tenured and promoted to Associate Professor in 2015
B.A., English and American Literature, Northwestern University
M.S., Gerontology, University of Texas Medical Branch at Galveston
Ph.D., Gerontology, University of Maryland, Baltimore

M
MIAMI UNIVERSITY

Jeong-Hoi Koo

Mechanical and Manufacturing Engineering
College of Engineering and Computing
Candidate for Promotion to Full Professor

Joined Miami in 2005 as an Assistant Professor
Tenured and promoted to Associate Professor in 2011
B.S.E., Mechanical Engineering, Chungnam National University, Korea
M.S., Mechanical Engineering, South Dakota State University
Ph.D., Mechanical Engineering, Virginia Tech

M
MIAMI UNIVERSITY

Jennifer Rode

Nursing
College of Liberal Arts and Applied Science
Candidate for Tenure

Joined Miami in 2005 as an Adjunct Instructor of Nursing

Associate Professor of Nursing in 2013

B.S., Business Administration, Marquette University

B.S., Nursing, Loyola University, Chicago

M.S., Nursing, Adult Nursing Practitioner, Indiana University

Ph.D., Nursing, University of Cincinnati

MIAMI UNIVERSITY

Katherine Batchelor

Teacher Education
College of Education, Health and Society
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2014 as an Assistant Professor

B.A., Eastern Michigan University

M. Ed., Kent State University

Ph.D., Kent State University

MIAMI UNIVERSITY

Frank Huang

Music
College of Creative Arts
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2013 as an Assistant Professor
Bachelor of Music in Performance, Juilliard
Masters of Music in Performance, Juilliard
Doctor of Musical Arts in Performance, The Cleveland Institute of Music

MIAMI UNIVERSITY

Jeff Kuznekoff

Interdisciplinary & Communications Studies
College of Liberal Arts and Applied Science
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2013 as an Assistant Professor
B.A, Communications Studies, Marist College
M.S., Communications, Illinois State University
Ph.D., Communications Studies, Ohio University

M
MIAMI UNIVERSITY

Michele Navakas

English
College of Arts and Science
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2014 as an Assistant Professor

B.A., English, Boston University

M.A., English, University of California, Irvine

Ph.D., English, University of California, Irvine

MIAMI UNIVERSITY

Andrew Paluch

Chemical, Paper, & Biomedical Engineering
College of Engineering and Computing
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2013 as an Assistant Professor

B.A., Mathematics, SUNY University at Buffalo

B.S., Chemical Engineering, SUNY University at Buffalo

M.S., Chemical Engineering, University of Notre Dame

Ph.D., Chemical Engineering, University of Notre Dame

MIAMI UNIVERSITY

Chris Sutter

Management and Leadership
Farmer School of Business
Candidate for Tenure & Promotion to Associate Professor

Joined Miami in 2013 as an Assistant Professor

B.A., Latin American Studies, Brigham Young University

M.B.A., Marriot School of Management, Brigham Young University

Ph.D., Business Administration, Fisher College of Business, The Ohio State University

MIAMI UNIVERSITY

Carrie Girton

University Libraries
Public Services Librarian
Candidate for Associate Librarian

Joined Miami in 2012 as an Assistant Librarian
B.S. in Christian Education and Bible, Kentucky Christian University
M.S., Library Science, University of Kentucky

M
MIAMI UNIVERSITY

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

February 22, 2019
Consent Calendar

RESOLUTION R2019 - 17

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

Mark McBride
Economics

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:

Cynthia Ripberger
Finance and Business Services

Donna Rohlfer
Finance and Business Services

Brenda Smith
Student Services
College of Liberal Arts and Applied Science

Approved by the Board of Trustees
February 22, 2019

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

MIAMI UNIVERSITY
OXFORD, OH · EST. 1809

February 22, 2019
Consent Calendar

RESOLUTION R2019 - 18

BE IT RESOLVED: that the Board of Trustees hereby approves the following naming recommendation of the Committee for Naming Campus Facilities:

John W. Altman Institute for Entrepreneurship

Approved by the Board of Trustees
February 22, 2019

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

MIAMI UNIVERSITY
OXFORD, OH · EST. 1809

February 22, 2019
Consent Calendar

RESOLUTION R2019-19

BE IT RESOLVED: that the Board of Trustees hereby accepts and approves the attached Annual Report of Remedial Education at Miami University, and directs the Provost and Executive Vice President to submit the report to the Ohio Department of Higher Education.

Approved by the Board of Trustees
February 22, 2019

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

2018 University Remediation Report

Name of University:	Miami University

Ohio Revised Code Section 3345.062 requires the president of each state university to issue a report by December 31, 2017, and each thirty-first day of December thereafter, regarding the remediation of students. The report must include the following areas:

1. The number of enrolled students that require remedial education (*FY18 actual*).

Number of Students	Description (if needed)
802	All first-time students entering fall 2018 with one or more scores indicating need for remediation. The threshold ACT scores indicating the need for remediation are reading less than 22, English less than 18, and math less than 22. This includes Oxford Scholastic Enhancement Program (SEP,) Oxford American Culture and English Program (ACE,) and Regional campus students.

2. The cost of remedial coursework that the state university provides (*FY18 actual*).

Please select the type of cost in the following areas and describe.
 - **Costs to the university**: Please include a description of all university resources allocated in support of and/or on behalf of remedial education, including but not limited to costs associated with the following: faculty & staff, buildings/classrooms, administration, and additional student advising, among others.
 - **Costs to the student**: Please include a description of tuition paid by students in pursuit of remedial education.
 - **Costs to the state**: Please include a description of state resources provided to your institution in support of remedial education. (*See Appendix A containing this information for all state universities*.)

Cost Type	Amount	Description
Costs to the university	938,544	Instructional costs for remedial courses for FY 2018
Costs to the university	1,782,522	Estimated costs of Advising & Learning Center on the Regional Campuses for FY 2018 multiplied by the percent of students on the Regionals needing some form of remedial education
Costs to the state	81,317.72	State share of instruction for remedial courses for FY 2018
Costs to the student	2,568.60	Tuition and fees for Regional full-time students in first semester
	16,277.50	Tuition and fees for Oxford ACE full-time students in first semester
	7,368.00	Tuition and fees for Oxford SEP full-time students in first semester

3. The specific areas of remediation provided by the university.

Subject Area	Description
Writing	ENG007 Fundamentals of Writing (3 credits)
Blended English	ENG007/ENG111 - Corequisite, development course plus College English Course taken concurrently (5 credits)
Reading	EDT002 College Reading II (3 credits)
Quantitative Reasoning	MTH049 Math Literacy (Quantitative Reasoning) 4 pre-college credits
Math	MTH 025 Algebra for Precalculus (Math for STEM) 5 pre-college credits
Academic Support	Miami Regionals offer a range of support programs for students with high academic need, including: College Readiness Program (intensive support for math, reading, writing), co-remediation study skills courses that can be paired with commonly enrolled general education courses, tutoring/mentoring and career development guidance, TRiO program, online financial aid course, technology workshops, and first-year experience course (UNV 101).

4. Causes for remediation.

Please select all that are relevant from the following categories and provide detail.
 - **Lack of student preparation at the K-12 level**
 - **Prescriptive placement policies** (over reliance on a single assessment measure)
 - **Deferred entry into higher education** (adult students returning to higher education)
 - **Other** (any other cause identified by the university)

Cause	Description
Lack of student preparation	High percentages of incoming students on the regional campsues have academic need stemming from attending less rigorous high schools, challenging family situations, and lack of study skills and a college mindset.
Lack of student preparation	Many incoming students on the regional campuses have poor technology skills due to out-of-date or nonexistent technology at home, antiquated word processing software, and computers riddled with viruses.
Other	For most students on the Regional campuses, future jobs are of utmost priority. Yet, because Miami stresses a liberal arts approach to higher education, the correlation between academic pathways and career pathways seems murky to students.
Other	All students on the regional campuses commute to school, and many have significant family and work commitments. Most students come to campus, attend class and leave which means that they have little opportunity to build meaningful relationships with faculty and advisors nor take advantage of support services available on the campuses.

MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

February 22, 2019
Consent Calendar

RESOLUTION R2019 - 20

BE IT RESOLVED: That the Board of Trustees delegates to the Chair of the Board of Trustees, David Budig, the authority to approve, on behalf of the full Board of Trustees, the award of any Honorary Degree, which has been duly reviewed and approved by the Awards and Recognition Committee, University Senate, and the President

BE IT FURTHER RESOLVED: That this authority is limited in duration, to expire upon the next convening of the Miami University Board of Trustees, currently scheduled for May, 2019.

Approved by the Board of Trustees
February 22, 2019

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

Board of Trustees Meeting February 2019

AGB Board of Trustees Award

Love Honor Care Game (Saturday)

Knolls of Oxford Exercise Bootcamp

Honoring Wayne Embry

Four Points of Discussion

(#1) Dynamic Changes in Higher Education

(#2) Financial & Future Challenges

(#3) Short & Medium-Term Strategies

(#4) Medium & Long-Term Strategies

Board of Trustees Resolution

- Affordability (Scholarship Priority)

- Rapid & Responsive Adjustments

- Innovation in Teaching & Learning

- Integration Across Programs & Campuses

- 5-Year Budget Plan

Resolution December 14, 2018

Point 1: Dynamic Changes in Higher Education
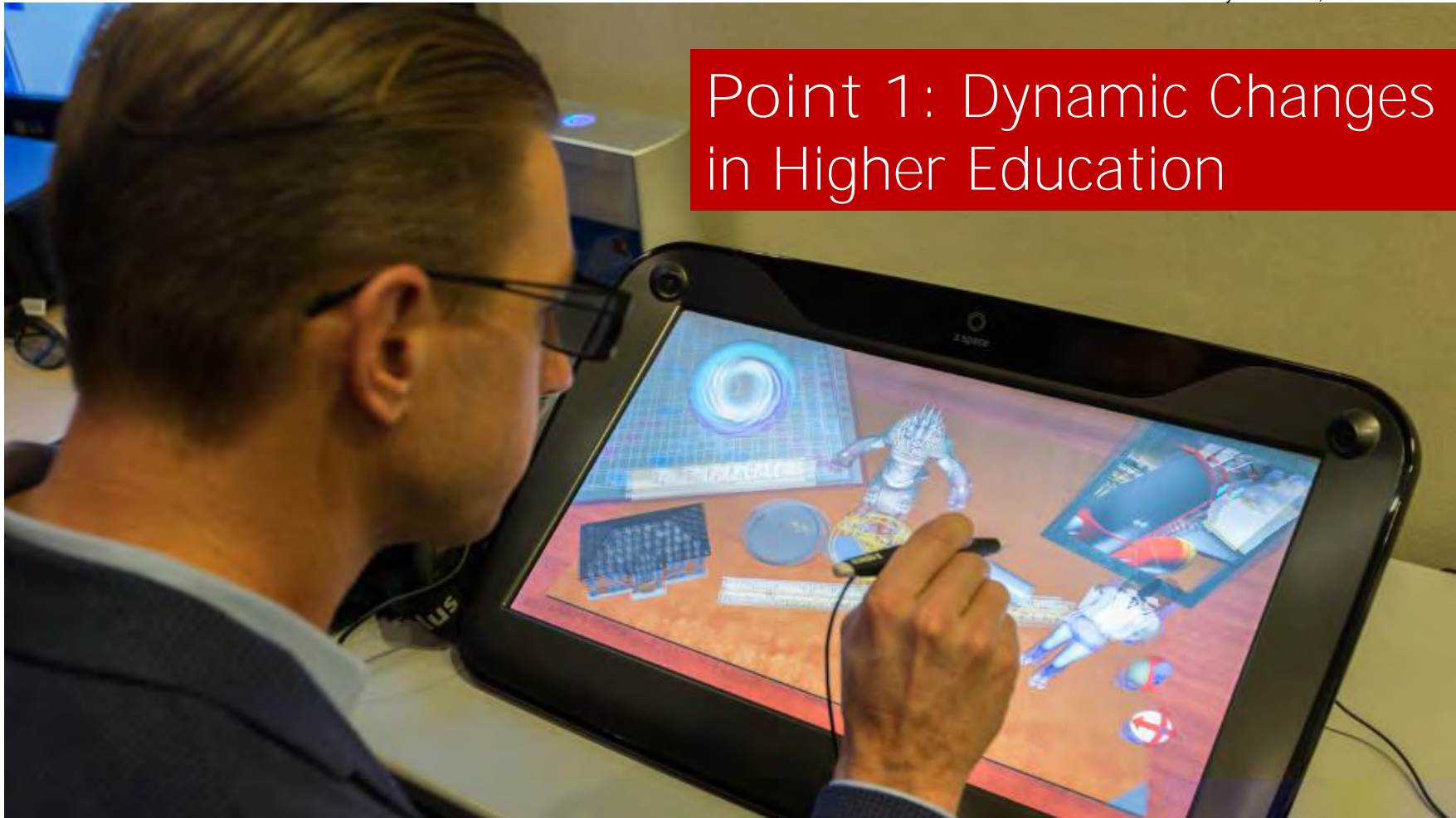
National Higher Education Dynamics

- Closures & Consolidations

- Degree & Program Elimination

- Budget Reductions

- Significant Tuition Discounting

- Applications Down, Missed Classes

- Negative Perceptions

The Washington Post
Democracy Dies in Darkness

Grade Point | Perspective

Higher education is headed for a supply and demand crisis

By Jeffrey J. Selingo
January 28, 2018 at 1:30 PM

State of Ohio

Investment

Dollars (unadjusted)

FY 2005	FY 2019
$61.4 M	$64.0 M

Oxford only

% of Total Budget

FY 2005	FY 2019
15.6 %	8.5 %

Affordability

MU Cost of Attendance

FY 2005	FY 2019
$21,688	$32,798

Tuition model change 2012

Ohio Household Median Income

2005	2019
$ 54,728	$54,021

Great Reputation & Institution

Great institutions are not immune to impending volatility, but great institutions plan & position themselves accordingly.

Miami is Well Positioned:

- **Nat'l & Distinctive Academic Reputation**

- Extraordinary Faculty & Staff

- Impressive Physical Infrastructure

- Boldly Creative, Campaign & Strategic Plan

Point 2: Our Financial & Future Challenges

Our Top 3 Expenses & Revenue

$$\text{Net (\$)} = \text{Revenue} - \text{Expenses}$$
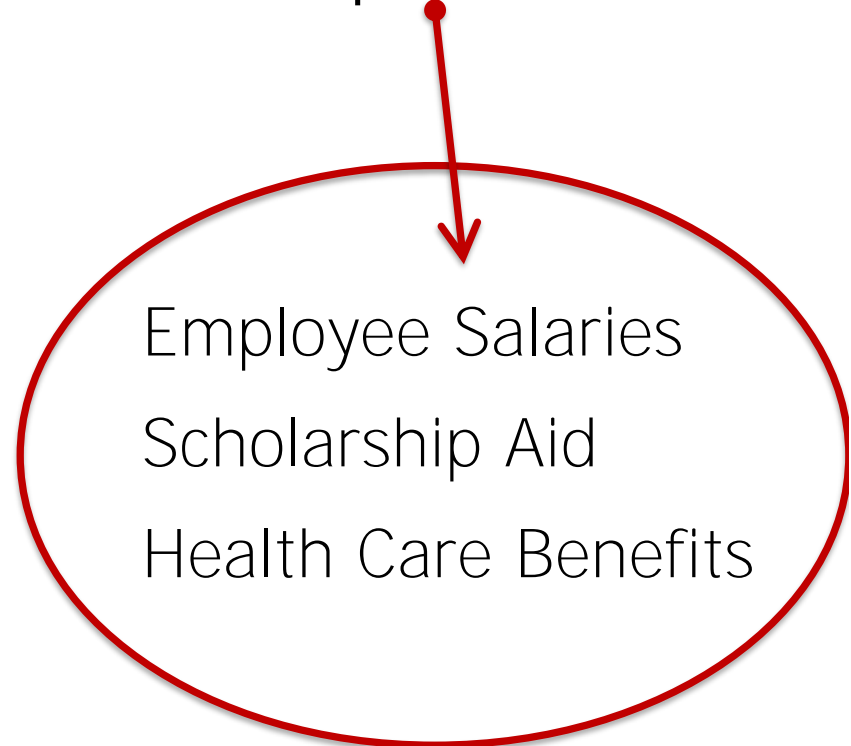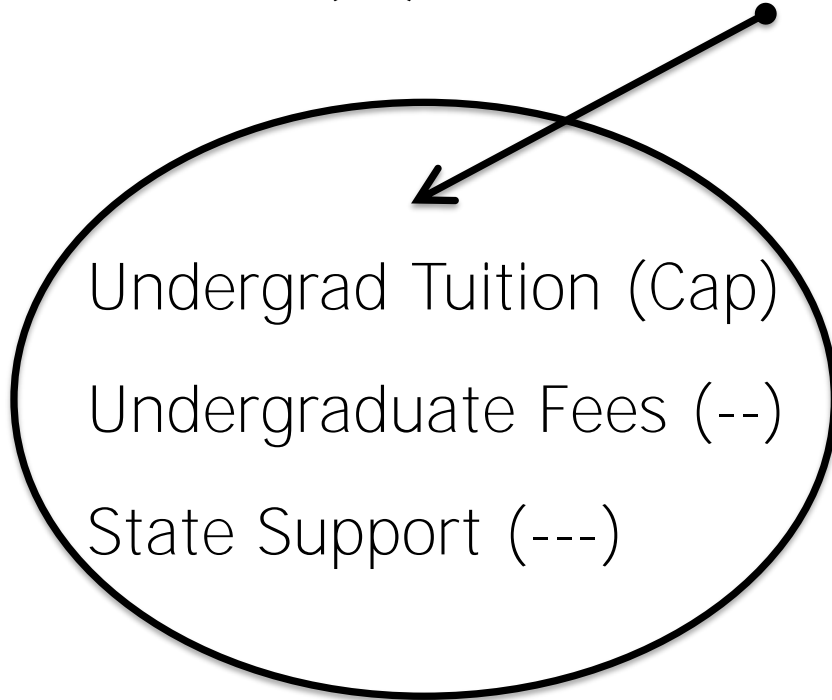
Undergrad Tuition (Cap)

Undergraduate Fees (--)

State Support (---)

Employee Salaries

Scholarship Aid

Health Care Benefits

Stark Reality in Higher Education

Stark Reality in Higher Education

Stark Reality in Higher Education

Net ($)

Net ($) = Revenue — Expenses

Structural & Dynamic
(postpones, not a permanent fix)

Surplus (+)

Deficit (—)

Reductions

Time (years)
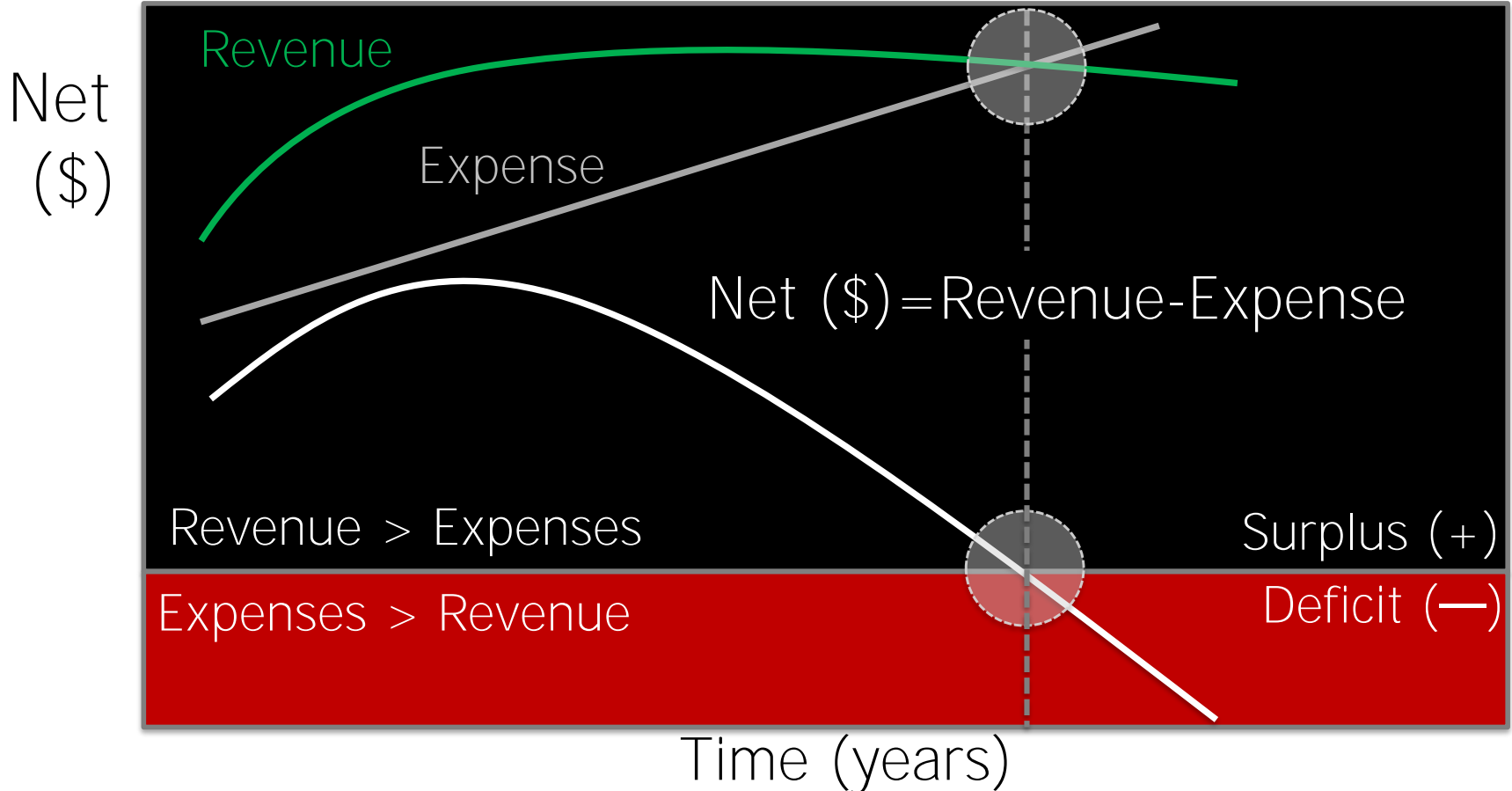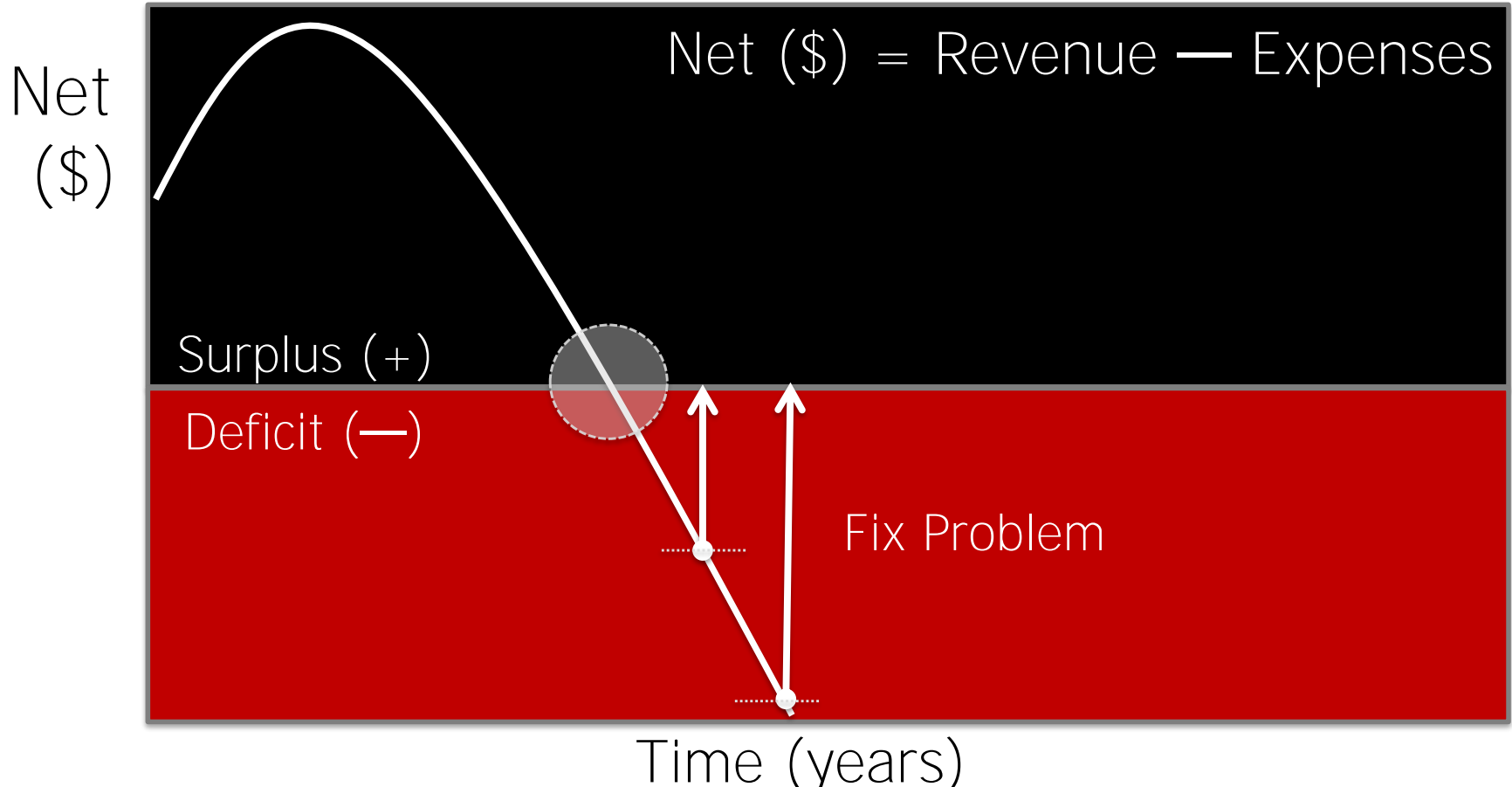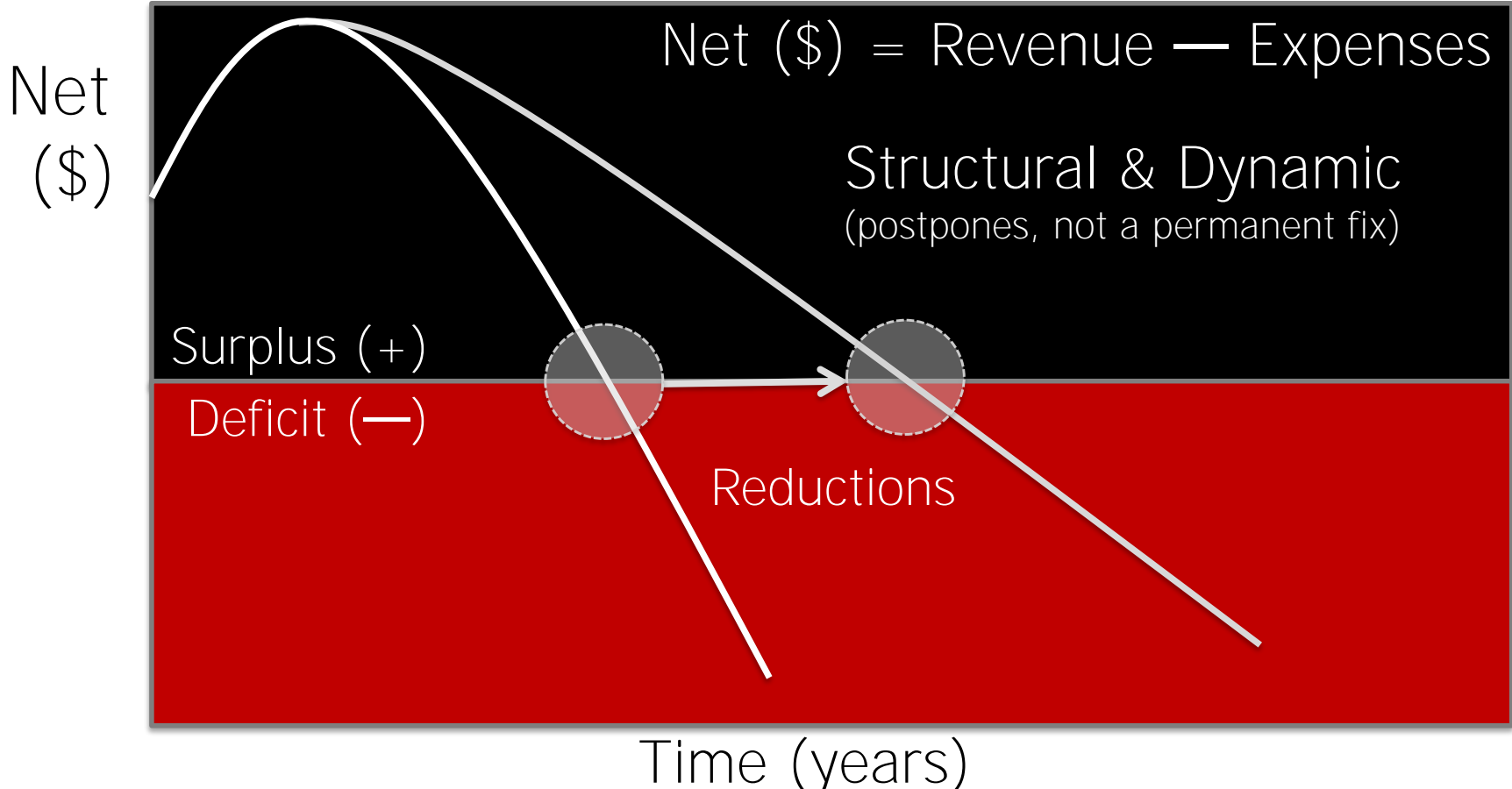
Must Create Positive Growth Opportunities

Net ($) = Revenue ——— Expenses

Net ($)

Inflection Point

New Strategies

Surplus (+)

Deficit (——)

Time (years)
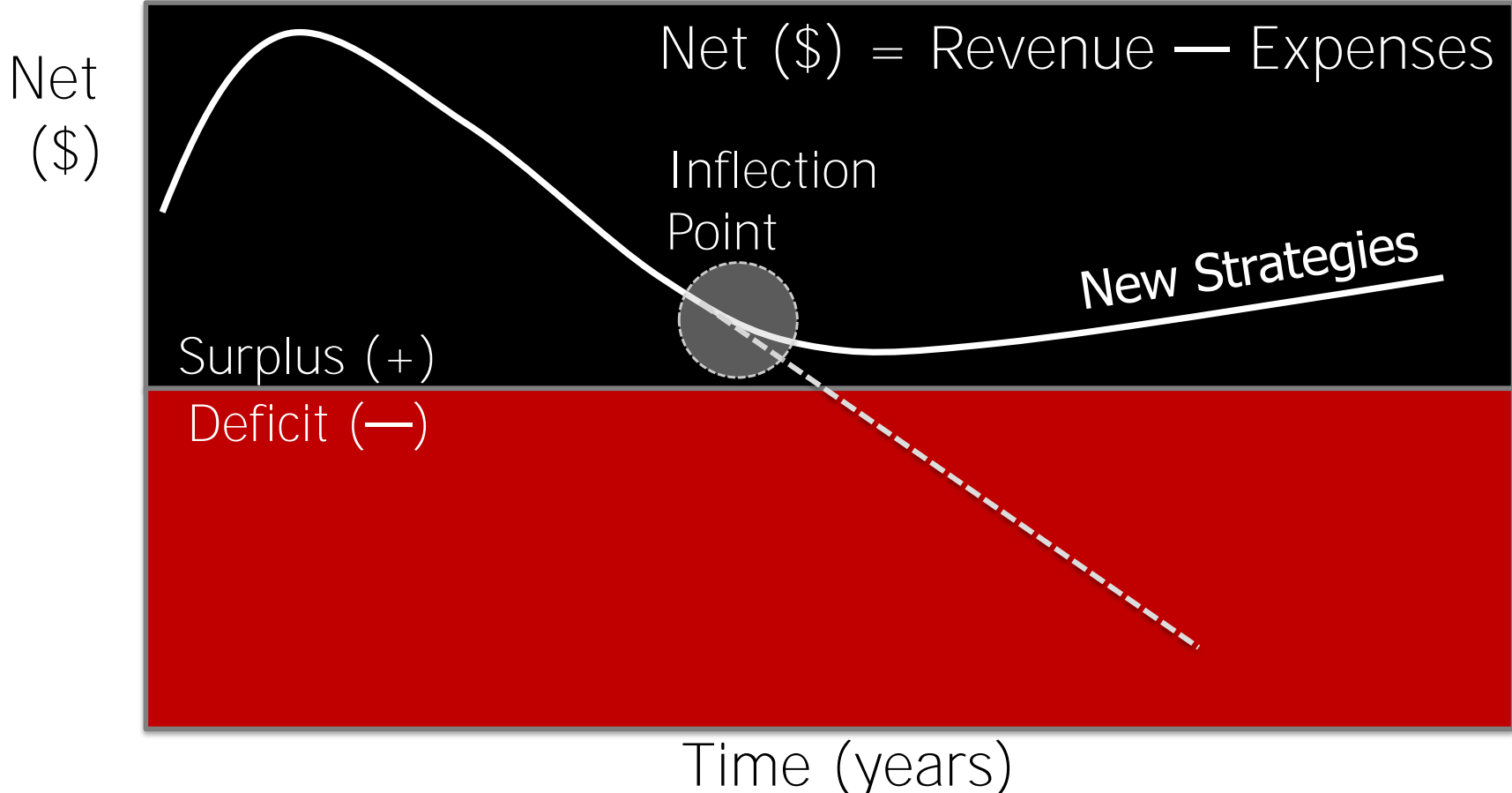
Miami's Fiscal Projections (Tuition)

3,900 Incoming Class

NR=42%

39%

Int'l Down

Y-axis: Tuition Growth ($M), from $330 to $380
X-axis: FY20, FY21, FY22, FY23, FY24, FY25
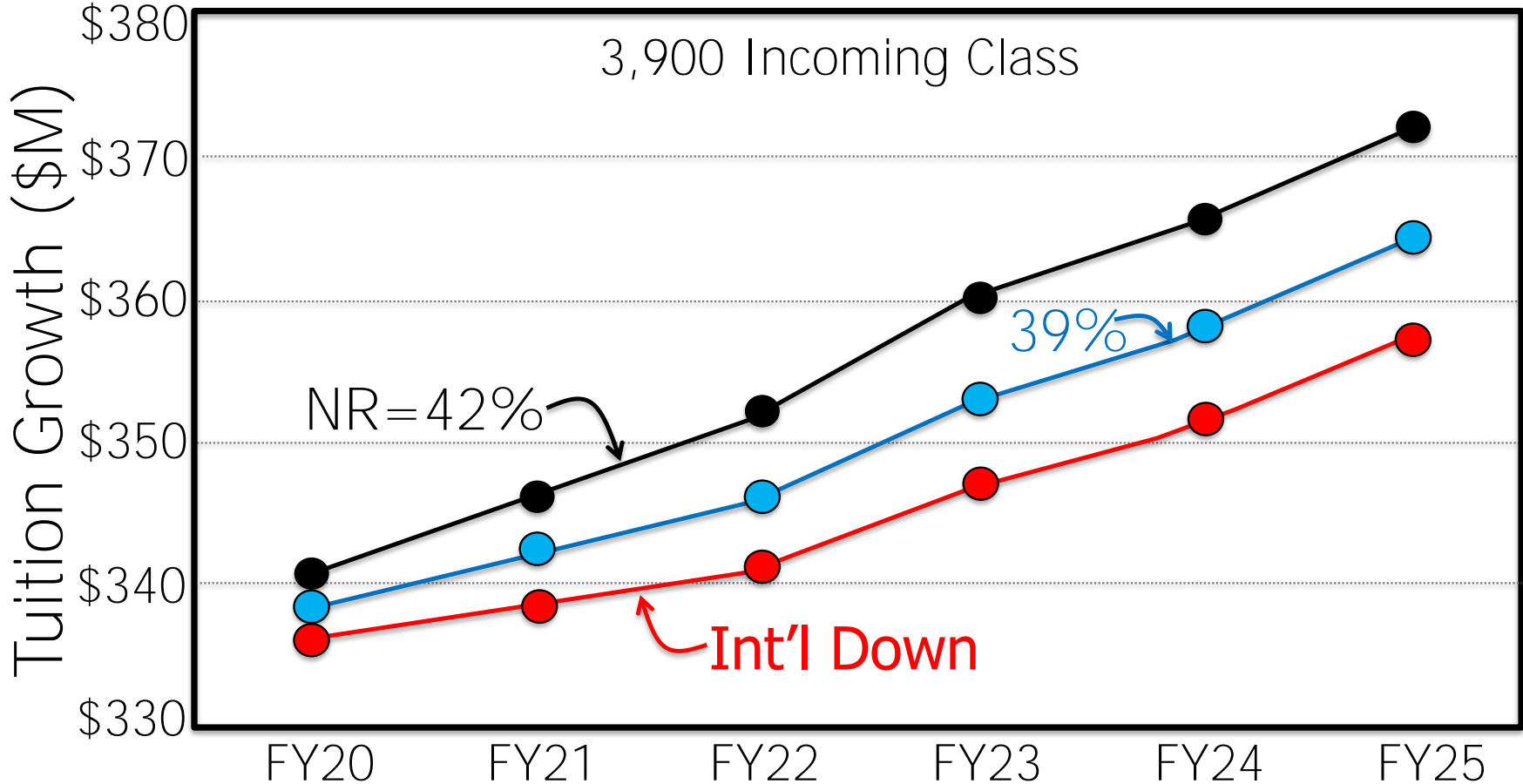
Miami's Fiscal Projections (Salary)

$40

$30

$20

$10

$0

Salary Growth ($M)

FY20   FY21   FY22   FY23   FY24   FY25

$36.75 M

3%

1%

$11.65 M
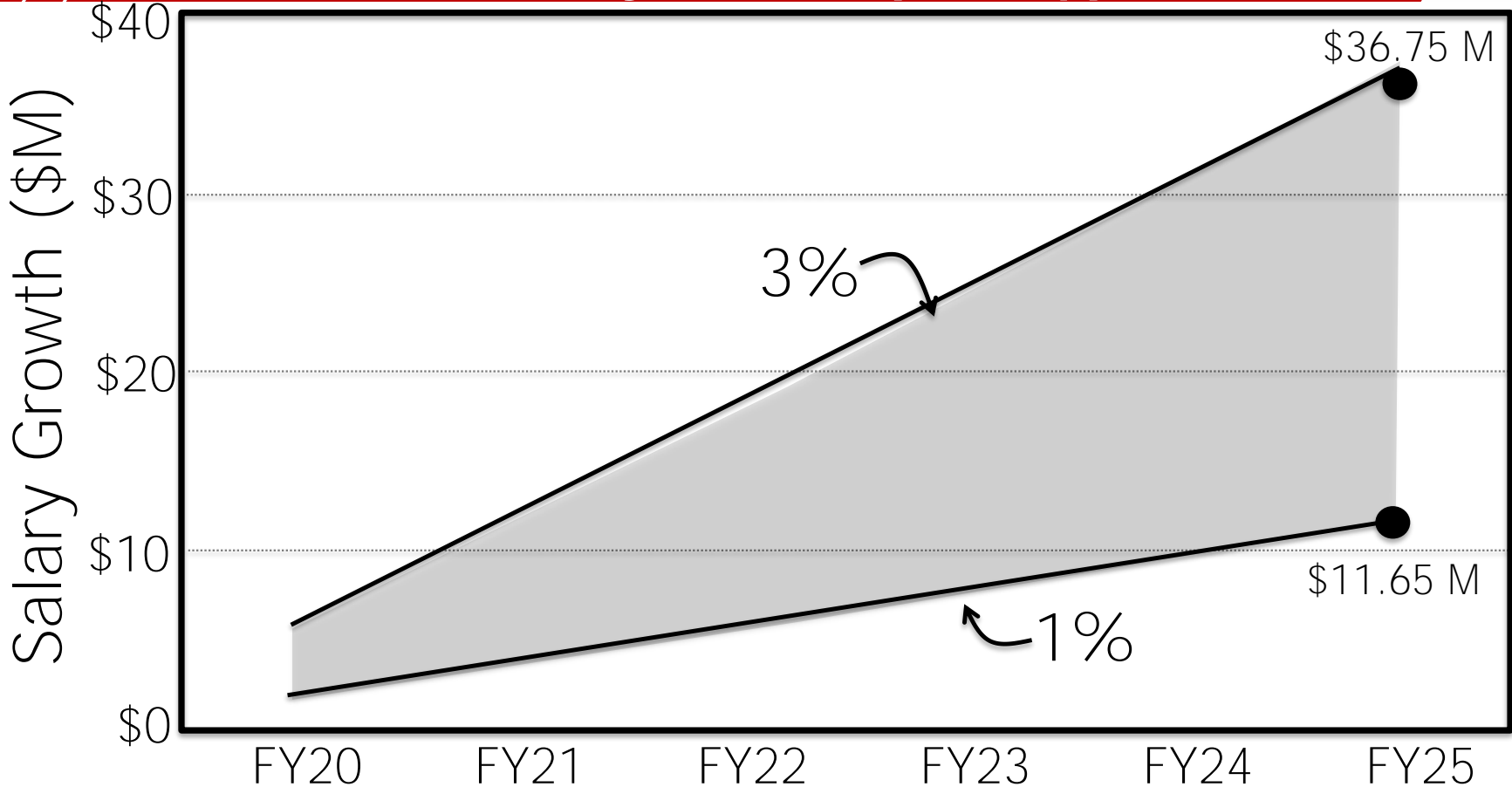
Miami's Fiscal Projections (Health Care)

Healthcare Growth ($M)

$20
$15
$10
$5
$0

$16.66 M

8%

4%

$7.53 M

FY20 FY21 FY22 FY23 FY24 FY25
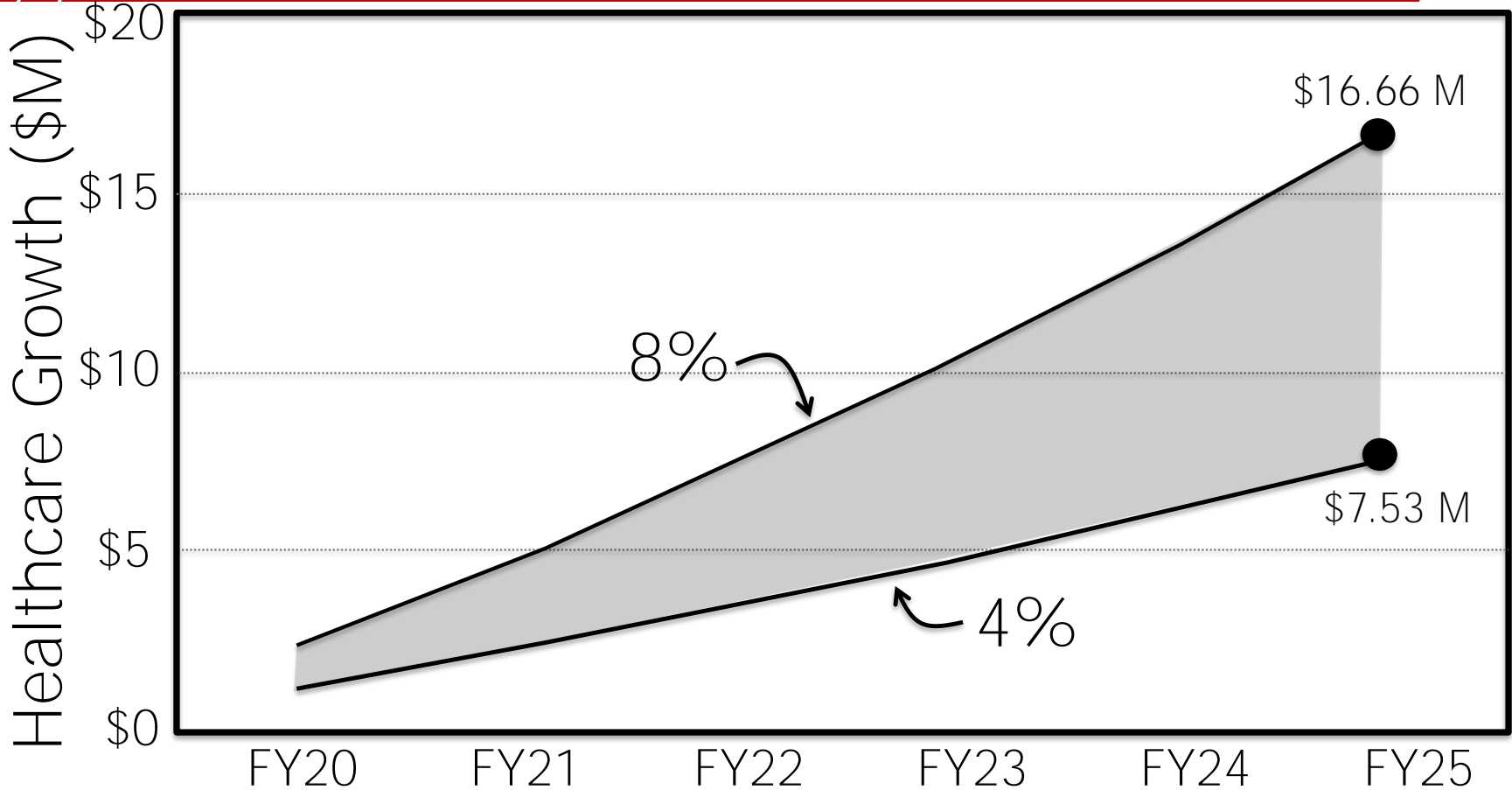
Miami's Fiscal Projections (Total Aid)

0.5% Increase
Cohort Increase

$26.13 M

$20.12 M

Only Cohort Increase

1.5% (Ohio) & 2.0% (NR) Annually
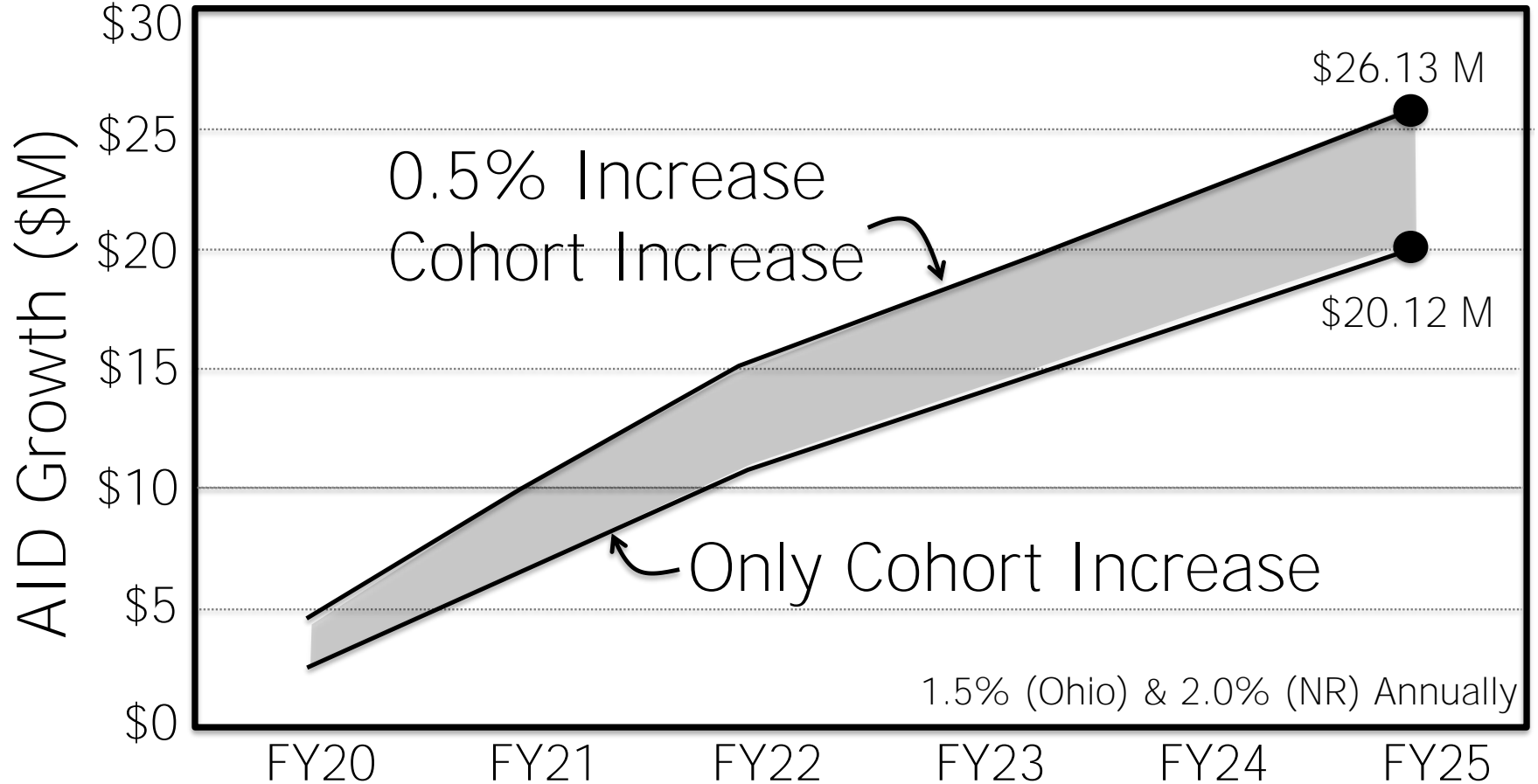
Miami's Fiscal Projections (Top 3 Expenses)
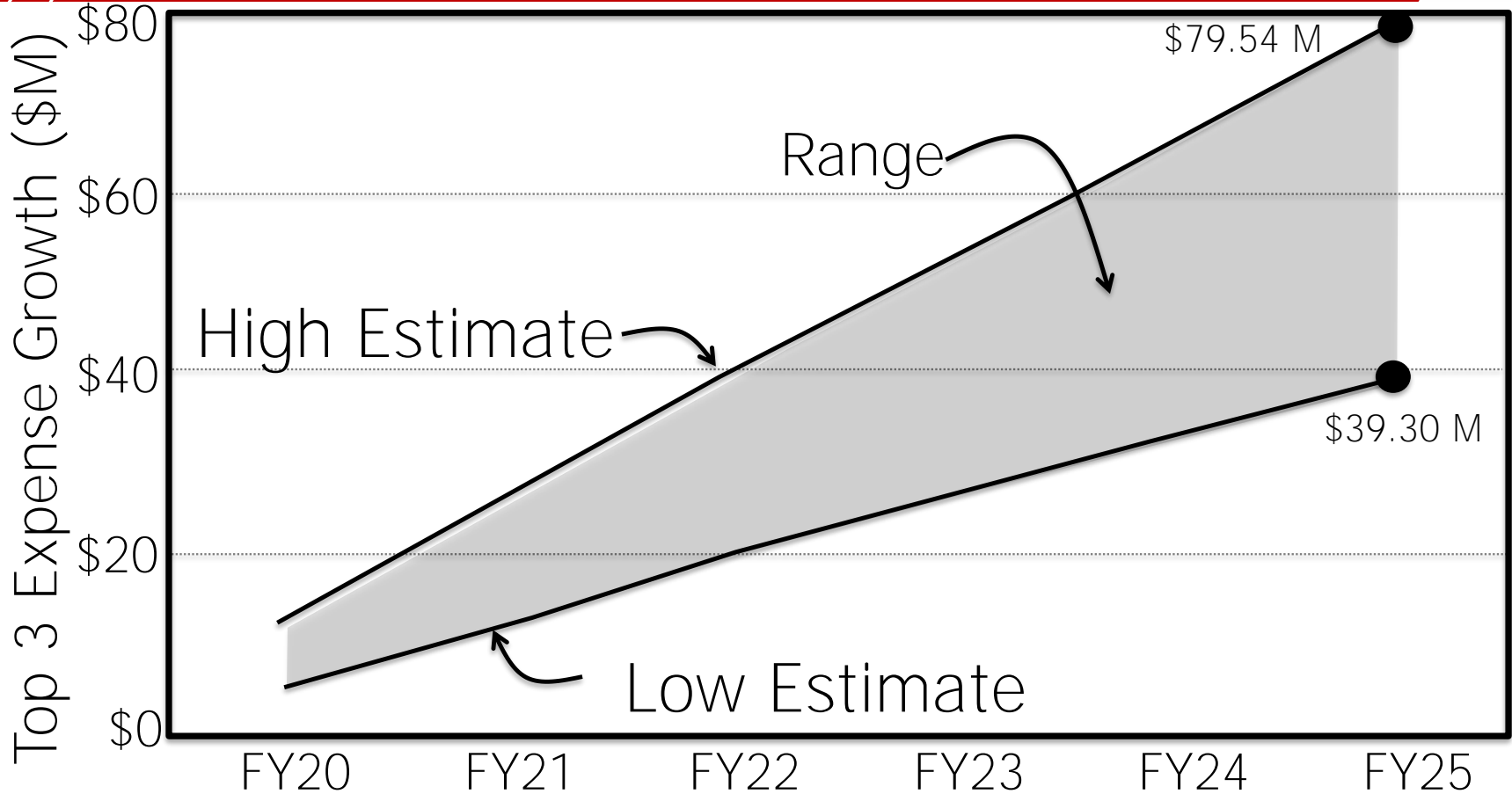
Tuition Only (Top 3 Expenses)
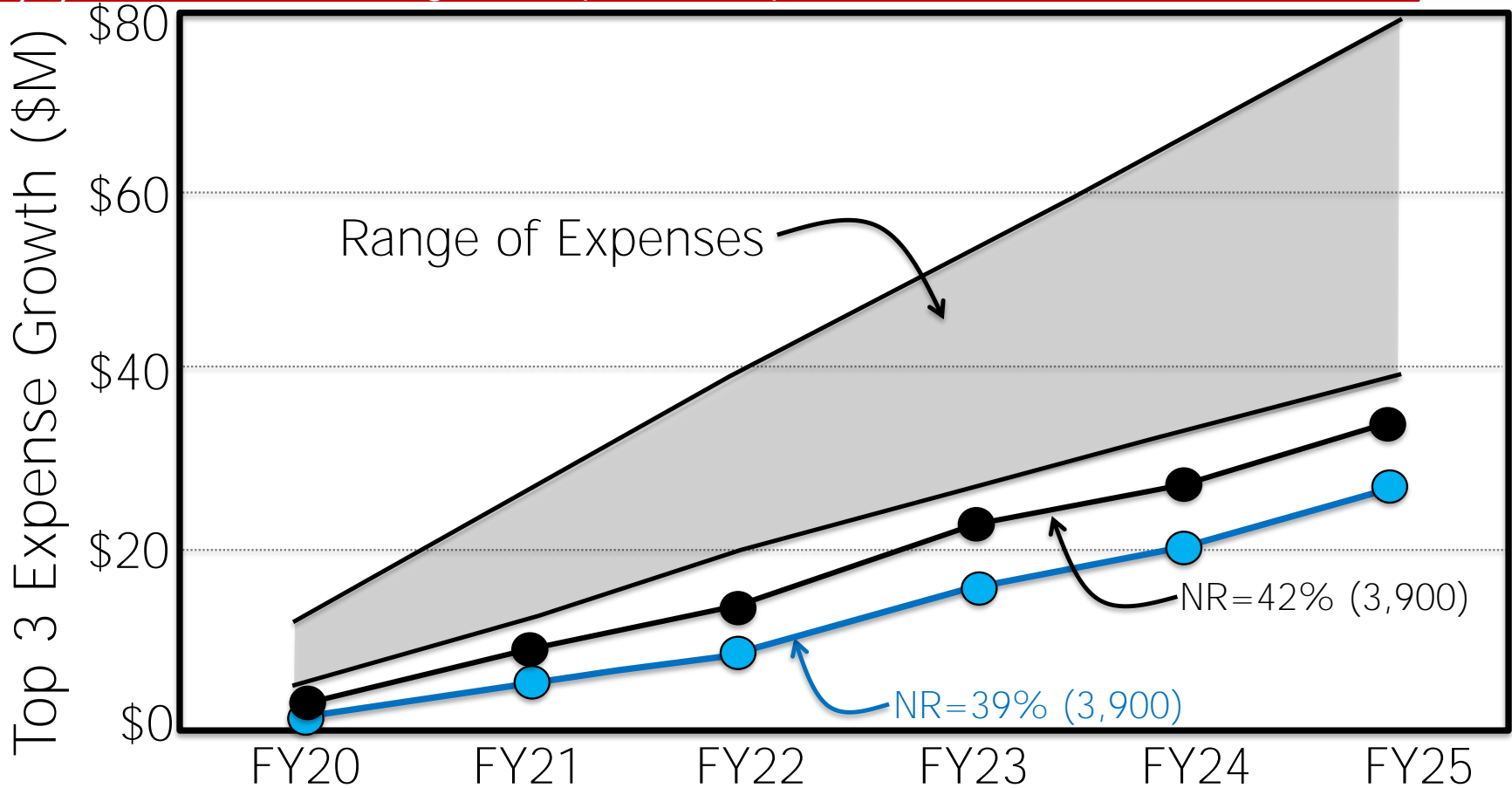
Point 3: Our Short- & Medium-Term Strategies

We Have ONE Option

Reallocate & invest strategically in top priorities

- Recruit, Retain, Compensate Talent

- Scholarship & Aid (need & merit)

- Strategic Plan (Our Future)

Do nothing now – not viable

Strategy: Stretch & Bend

Net ($)

Advanced Academic Excellence

Bend

Execute Plan

Surplus (+)

Deficit (—)

Stretch

Reduce & Efficiency

Time (years)
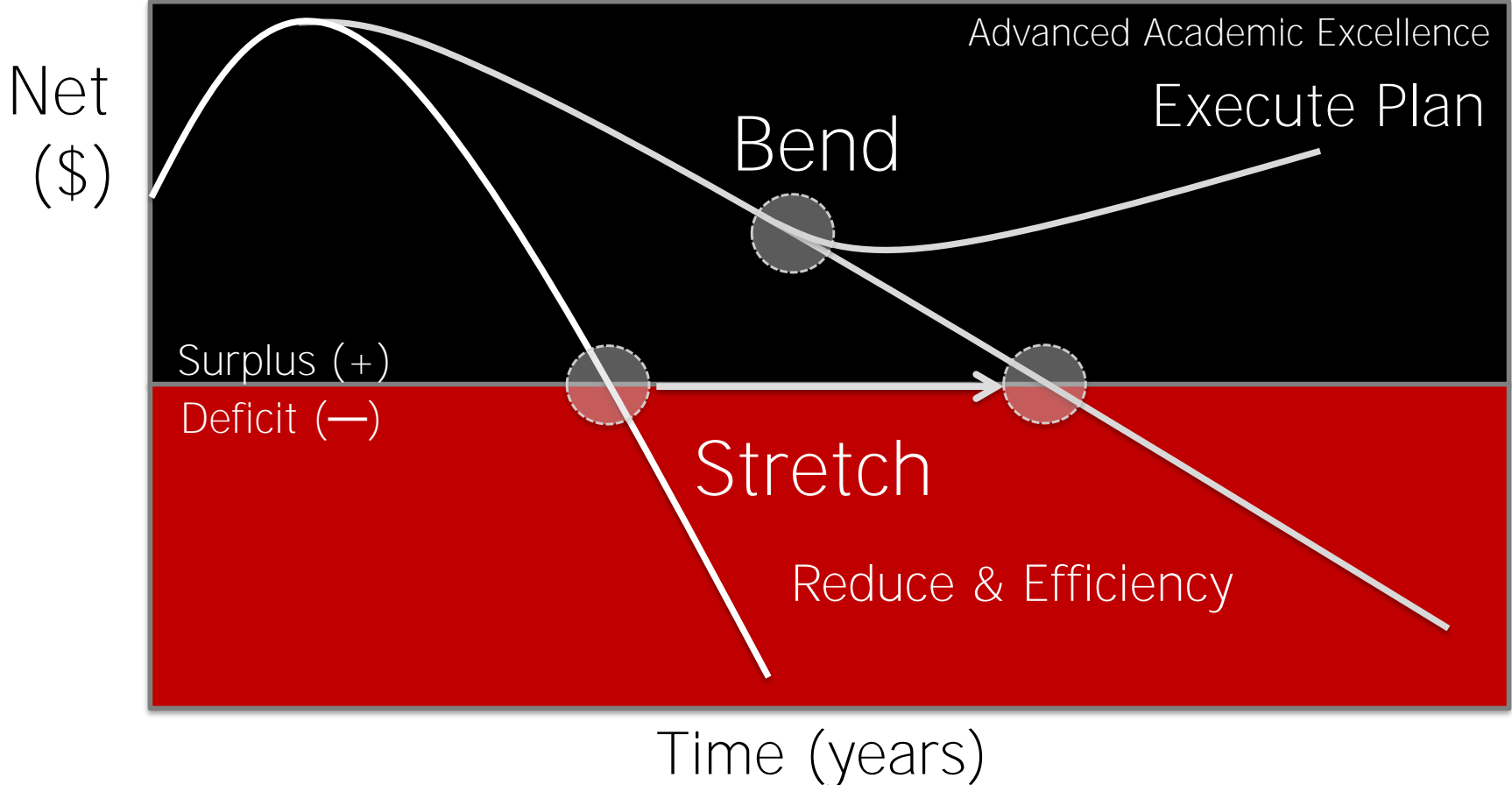
Reduce Spend & Reallocate to Top Priority

1.5 %
(per year, 5 years)

- Administrative Units
- Non-Instructional Provost
- **Deans' Offices**

Short- & Medium-Term

University Budget

2.0 %
(per year, 5 years)

- Auxiliary Operations

Medium- & Long-Term

1.0 %
(per year, 5 years)

- Academic Units
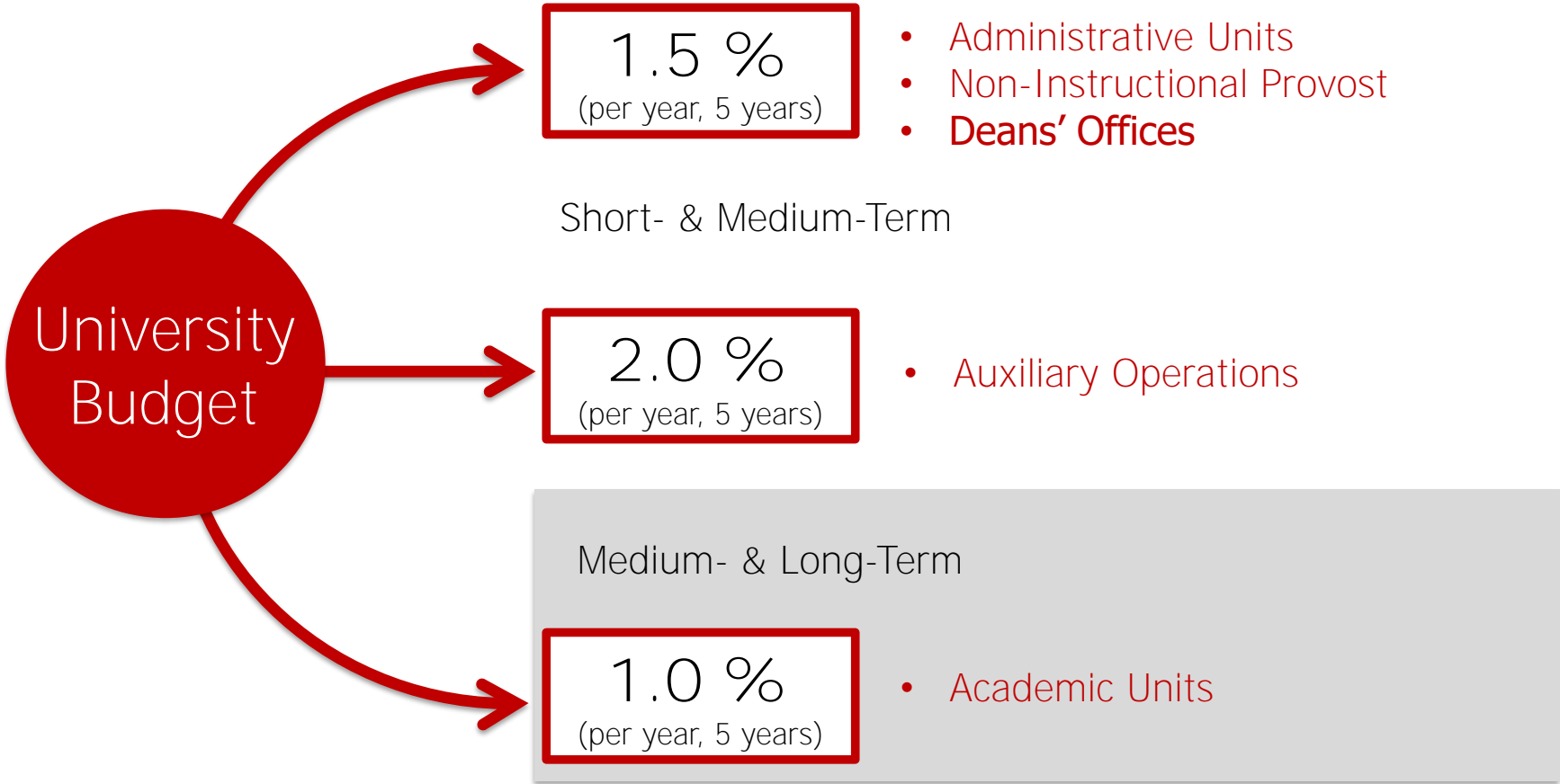
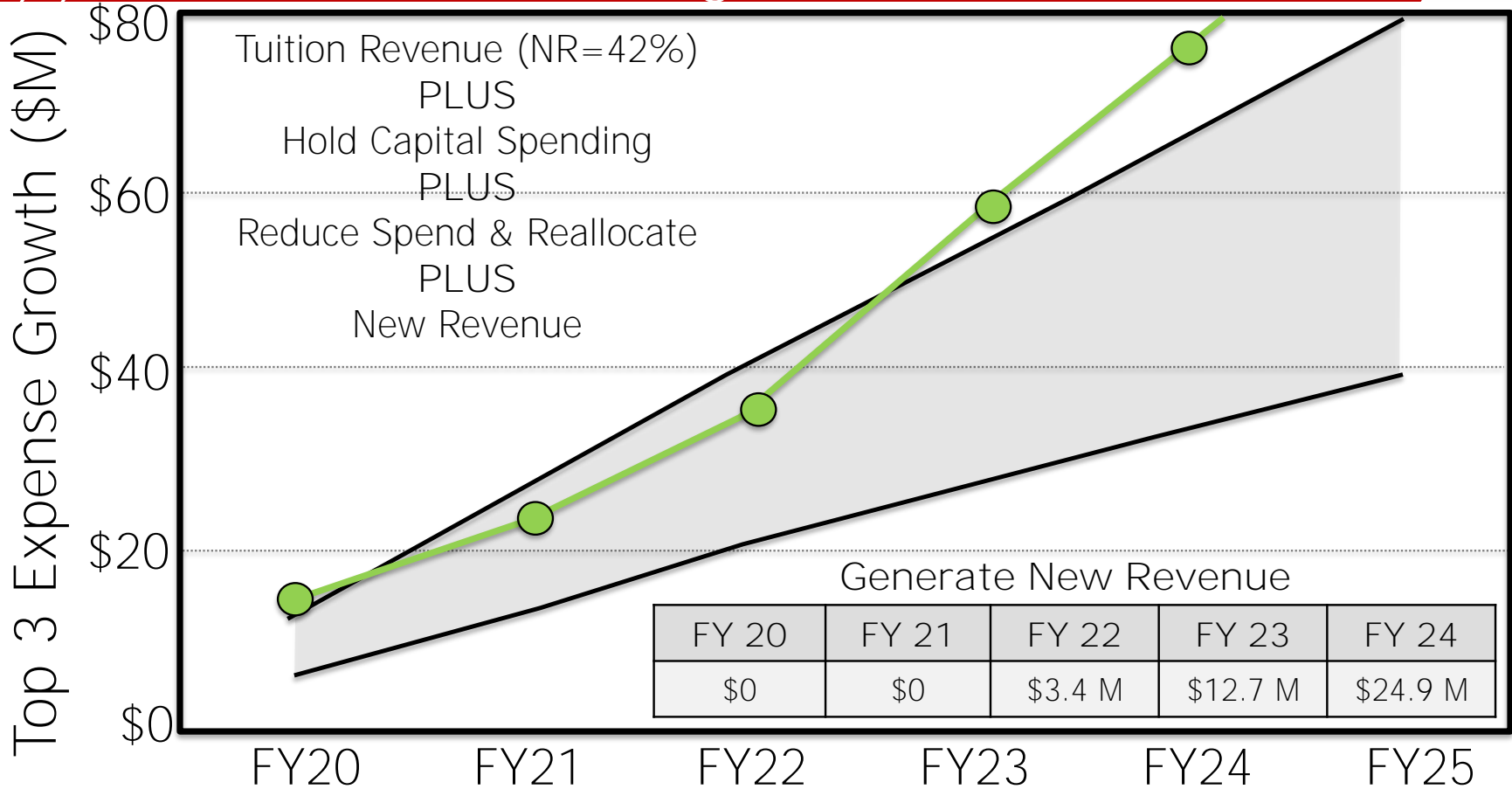# Reprioritizing Across Campuses

Tuition Only (Top 3 Expenses)

Range of Expenses

NR=42% (3,900)

NR=39% (3,900)

Top 3 Expense Growth ($M)

$80
$60
$40
$20
$0

FY20   FY21   FY22   FY23   FY24   FY25

Add Reduce Spend & Reallocate

Tuition Revenue (Decline International, 3900)
Proportional Replacement
PLUS
Hold Capital Spending
PLUS
Reduce Spend & Reallocate

Top 3 Expense Growth ($M) (y-axis: $0, $20, $40, $60, $80)

x-axis: FY20, FY21, FY22, FY23, FY24, FY25

Reduce Spend & Reallocate

FY 20	FY 21	FY 22	FY 23	FY 24
$10.7 M	$13.9 M	$17.0 M	$20.1 M	$23.2 M

Add Reduce Spend & Reallocate

Tuition Revenue (NR=39%)
PLUS
Hold Capital Spending
PLUS
Reduce Spend & Reallocate

Reduce Spend & Reallocate

FY 20	FY 21	FY 22	FY 23	FY 24
$10.7 M	$13.9 M	$17.0 M	$20.1 M	$23.2 M

Add Revenue Strategies (Academic Excellence)

Tuition Revenue (NR=42%)
PLUS
Hold Capital Spending
PLUS
Reduce Spend & Reallocate
PLUS
New Revenue

Y-axis: Top 3 Expense Growth ($M) — $0, $20, $40, $60, $80

X-axis: FY20, FY21, FY22, FY23, FY24, FY25

Generate New Revenue

FY 20	FY 21	FY 22	FY 23	FY 24
$0	$0	$3.4 M	$12.7 M	$24.9 M

Academic Enhancement & Fiscal Strategies

- Composition of Non-Residents

- Reputation Can Lower Overall Aid

- Increase Incoming Class

- Certificates & Professional Masters

- Increase Retention

- Increase & Diversify Research Funding

- Successful Campaign & Philanthropy

Academic Excellence

Evaluate Annually & Adjust (New Reality)
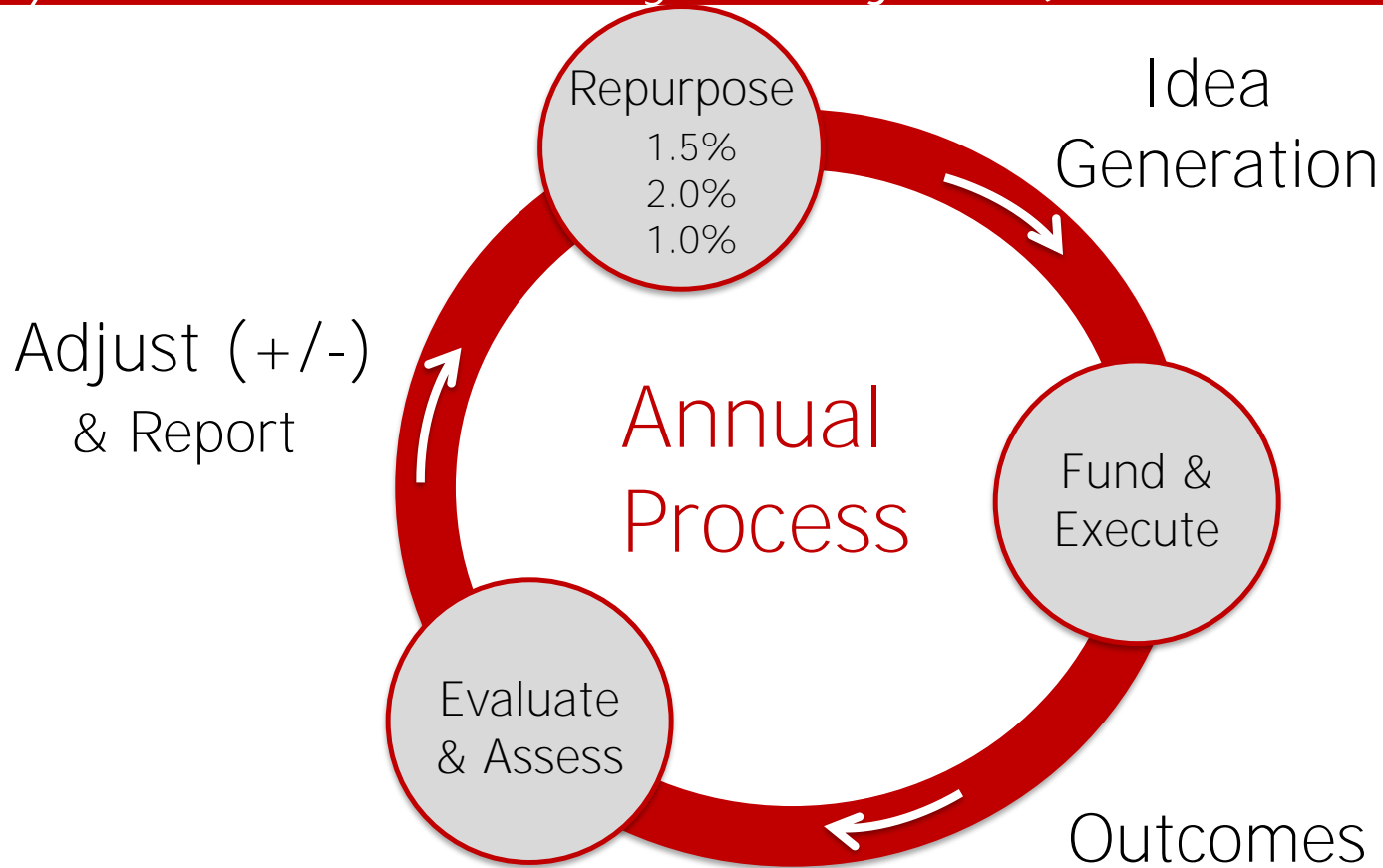
Point 4: Our Medium- & Long-Term Strategies

Alignment is Key to Our Success

Growing University Reputation

→ **Comprehensive Campaign**
(Academics with Focus on Scholarships)

→ **Boldly Creative**
(Full Proposal Invites Out)

→ **Infrastructure**
(Exploratory Phase)

→ **New Strategic Plan**
(June 2019)
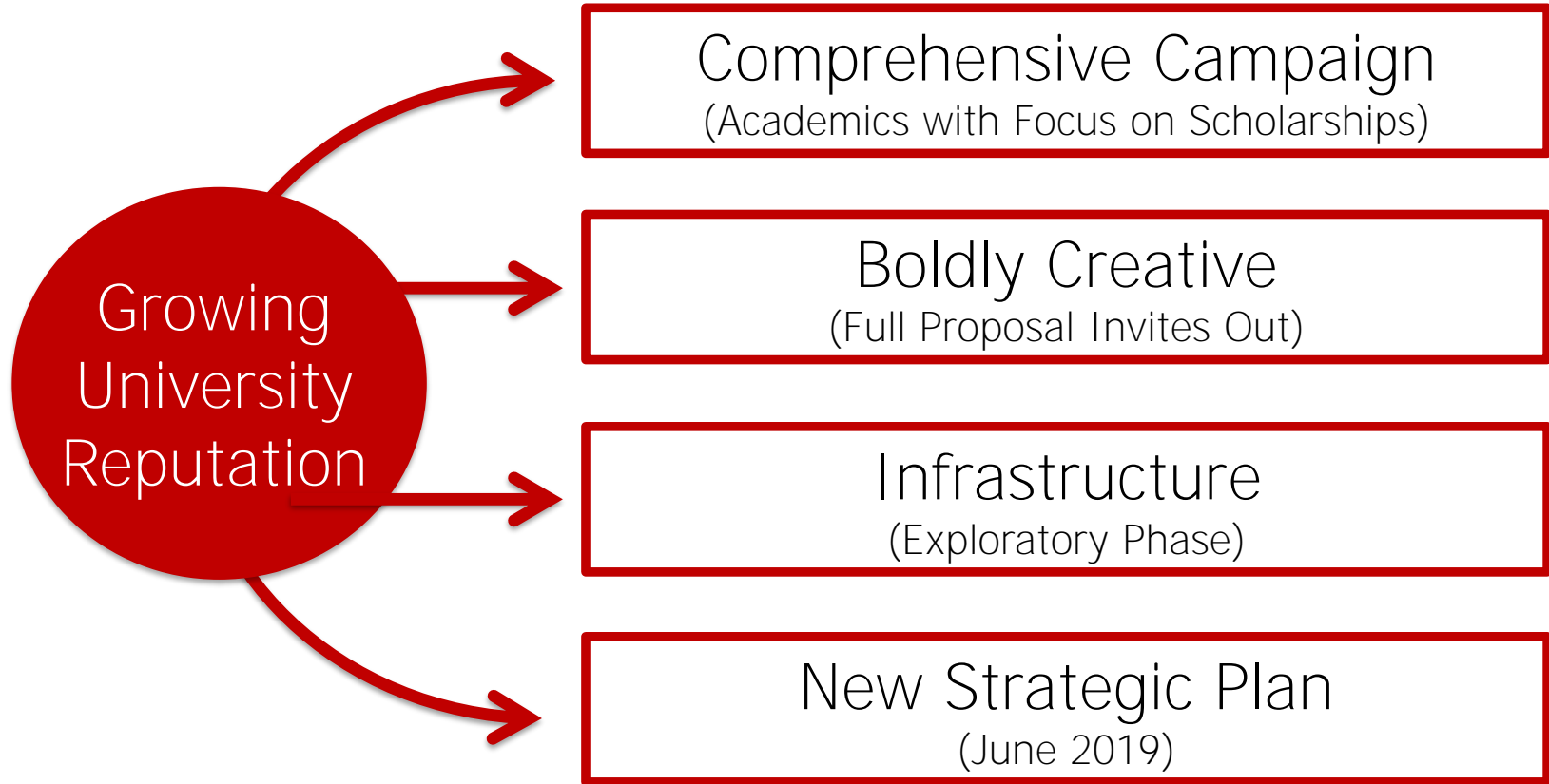
Campaign Momentum

- Approximately $315 M (2016)

- $98.4 M (FY 2017) & $83.9 M (FY 2018)

- FY 2018 $0.18➜$1.0 ($0.09➜$1.0)

- Scholarships Top Priority (35%)

- Compelling Ideas

- New Corporate & Foundation Efforts

Dave Dafoe *'84* (Scholarships to CAS)

Boldly Creative Process Underway

- **$50 M** Investment

- **36** Pre-Proposals

- Evaluated by Committee

- **9** Selected for Full

➢ Team Collaboration

- Analytics (Liberal Arts, Sport, M.S.)

- Health (PA Feasibility, Nursing)

- Engineering (Automation, Innovation)

➢ Individual

- E-Sports
- Cyber-Security
- Innovation Hub
- Online Micro-Credentials
- M.S. Business Management
- Brewing & Distilling

Planning Future Infrastructure

- Charged academic facilities & space committee (exploratory)

- Next Ohio capital budget July 2020

- Building out longer term infrastructure plan

- Pearson Hall will be model space around collaboration

Advancing Miami's Future - aanceelintaakani M

Path of Growth, Innovation & Disruption
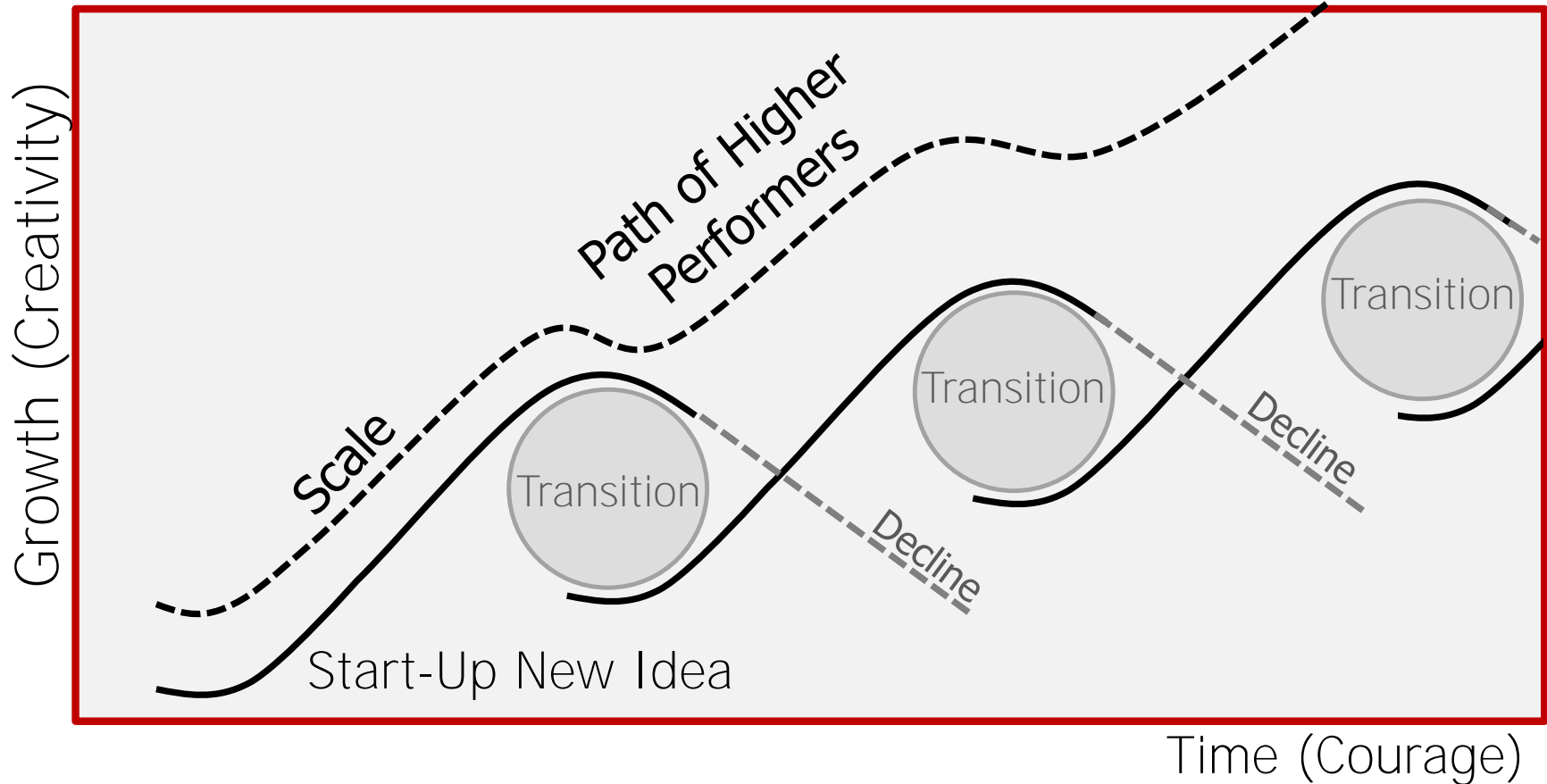
Growing Trends in Higher Education

- On-line Options

- Masters & Stackable Certificates

- Trans-Disciplinary Options

- Study Away & Abroad, Co-ops

- Private Public Partnerships (P^3)

- Retirees & College Campuses

Georgia Tech's Pioneer Master's Reached 8,672 Students This Term

By IBL News - January 30, 2019

Advancing Miami University

Student Life	Athletics	Comm & Marketing
• Greek Reorganization • Health Infrastructure • Miller Center	• Much Success • Leadership • Inclusive Excellence	• Branding Study • Peer Influence • Web Overhaul
Institutional Diversity	**Enrollment Mgt**	**Finance**
• Climate Survey • Training Modules • Veterans Memorial	• Presidential Scholars • Career Buildout • NR Infrastructure	• Repurpose Model • Boldly Creative • Infrastructure
Advancement	**Institutional Relations**	**Secretary Pickerill**
• 2 Record Years • Alumni Relations Strategy • Organizational Change	• Record Engagement • Meaningful Engagement • Social Media Strategy	• No Chicken Campaign • Leadership Succession • One Miami & LHC

Information Technology: Coming Soon

Advancing Miami University (Academics)

New Programs
- Nursing (Oxford)
- Art Therapy (Minor)
- Data Science & Statistics (B.S.)
- Western Center for Social Impact & Innovation

Approved (at State)
- Gaming & E-Sports (B.S.)
- Data Science & Analytics (Masters)

Waiting on
- Organizational Leadership (US)
- AIMS Masters (planning)

Proposed Boldly Creative

- Cyber Security (B.S.)
- Business Mgt (Masters)
- Physicians Assistant (Graduate)
- Nursing (Masters)
- Premedical Studies (Postbac)
- Micro-Credential Online
- Professional Certificates (CEC)
- Gaming & Data (Approved)

"Uni-versity" Together as One Miami

- Well-positioned to advance & thrive **–** we must be proactive

- Assess & strategically build to stay relevant

- Refocus, focus & align our resources

- Be transformative, even disruptive, in higher education

Thank You!

EXECUTIVE COMMITTEE of UNIVERSITY SENATE
Terri Barr, Chair
Dana Cox, Chair-elect
University Senate Website: www.miamioh.edu/senate/

February 22, 2019

To: Board of Trustees, Academic and Student Affairs Committee
From: Terri Barr, Chair, Executive Committee of University Senate
RE: University Senate Report to Board of Trustees – February 22, 2019 Meeting

Executive Committee of University Senate membership:
- Terri Barr, (Marketing), Chair
- Dana Cox, (Mathematics), Chair-Elect
- Don Ucci, (Electrical and Computer Engineering), at-large member
- Meaghan Murtagh (Student Body President), undergraduate
- Ikaika McKeague-McFadden, graduate student
- Phyllis Callahan, Provost, Chair of University Senate
- Jeffrey Wanko, (Associate Provost), Secretary of University Senate
- Becky Sander (Executive Assistant for Admin Services), Recording Secretary

The following summarizes items of University Senate Business conducted since the Executive Committee submitted a report to the Board of Trustees on December 14, 2018.

- New Business, Specials Reports and Updates delivered to University Senate:
  - **December 3, 2018**
    - Fiscal Priorities and Budget Planning Committee Report – Stacey Lowery Bretz, Chair
  - **January 28, 2019**
    - Fiscal Priorities and Budget Planning Committee Update – Stacey Lowery Bretz, Chair
- Minors, revisions to existing degrees, name changes and University Policies received and approved on the University Senate consent calendars:
  - **December 3, 2018**
    - New Certificate, ISA – Undergraduate Certificate in Foundations of Analytics
    - Revision of an Existing Associate Degree, CMR – Associate of Applied Business
    - Revision of an Existing Minor, IMS – Games + Simulation
    - Revision of an Existing Minor, IMS – Interactive Media Studies
    - Elimination of a Co-Major – IMS – Interactive Media Studies
    - Revision of an Existing Major, IMS – Interactive Media Studies
  - **January 28, 2019**
    - New Certificate, ESP – Creativity Entrepreneurship
    - New Certificate, ESP – Social Entrepreneurship
    - New Certificate, ESP – StartUp Entrepreneurship
    - New Certificate, ISA – Analytics (Graduate)
    - Revision of an Existing Minor, MUS – Music Composition
    - New Minor, ASO – Applied Social Research
    - Revision of an Existing Major, MUS – Music
    - Revision of an Existing Major, MUS – Music Education

1

- Revision of an Existing Major, MUS – Music Performance
-

- Senate Resolutions

SR 19-03

February 11, 2019

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Master of Science in Business Analytics, Farmer School of Business;

AND FURTHERMORE, that the endorsement by University Senate of the proposed degree and major will be forwarded to the Miami University Board of Trustees for consideration.

SR 19-03 passed by voice vote

cc: Provost Phyllis Callahan, Chair, University Senate
        Terri Barr, Chair, Executive Committee of University Senate
        Jeffrey Wanko, Secretary, University Senate
        Becky Sander, Recording Secretary, University Senate

2

MIAMI UNIVERSITY
OXFORD, OH · EST. 1809

February 22, 2019
Academic and Student Affairs

RESOLUTION R2019-21

BE IT RESOLVED: that the Board of Trustees hereby approves the following faculty for promotion and tenure, and librarians for promotion and the award of continuing contract, effective July 1, 2019:

Name	Div 1	Div 2	Dept 1	Dept 2	Current	Recommendation
Ron Becker	CAS		Media, Journalism, and Film		Associate Professor	Full Professor
Jennifer Blue	CAS		Physics		Associate Professor	Full Professor
Christopher Cheek	CAS		English		Associate Professor	Full Professor
Yu-Fang Cho	CAS		English	Global and Intercultural Studies	Associate Professor	Full Professor
Kate de Medeiros	CAS		Sociology & Gerontology		Associate Professor	Full Professor
Amanda McVety	CAS		History		Associate Professor	Full Professor
Jeong-Hoi Koo	CEC		Mechanical & Manufacturing Engineering		Associate Professor	Full Professor
Gokhan Sahin	CEC		Electrical and Computer Engineering		Associate Professor	Full Professor
Denise Taliaferro Baszile	EHS		Educational Leadership		Associate Professor	Full Professor
Martha Castañeda	EHS		Teacher Education		Associate Professor	Full Professor
Stephen Quaye	EHS		Educational Leadership		Associate Professor	Full Professor
Valerie Ubbes	EHS		Kinesiology & Health		Associate Professor	Full Professor
John Bowblis	FSB		Economics		Associate Professor	Full Professor
Hongmei Li	CAS		Media, Journalism, and Film		Associate Professor	Tenure
Jennifer Rode	CLAAS		Nursing		Associate Professor	Tenure
Suzanne Stricklin	CLAAS		Nursing		Associate Professor	Tenure
Leslie Stoel	FSB	CCA	Marketing	Fashion Program	Full Professor	Tenure
Katherine Abbott	CAS		Sociology & Gerontology		Assistant Professor	Tenure & Associate
Kristen Budd	CAS		Sociology & Gerontology		Assistant Professor	Tenure & Associate

Name	Div 1	Div 2	Dept 1	Dept 2	Current	Recommendation
Amelie Davis	CAS		Geography	Institute for the Environment and Sustainability	Assistant Professor	Tenure & Associate
Mack Hagood	CAS		Media, Journalism, and Film		Assistant Professor	Tenure & Associate
Seonjin Kim	CAS		Statistics		Assistant Professor	Tenure & Associate
Dominik Konkolewicz	CAS		Chemistry and Biochemistry		Assistant Professor	Tenure & Associate
Jonathan Kunstman	CAS		Psychology		Assistant Professor	Tenure & Associate
Michele Navakas	CAS		English		Assistant Professor	Tenure & Associate
Alexandru Alin Pogan	CAS		Mathematics		Assistant Professor	Tenure & Associate
Andrea Righi	CAS		French & Italian		Assistant Professor	Tenure & Associate
Frank Huang	CCA		Music		Assistant Professor	Tenure & Associate
Andrew Paluch	CEC		Chemical, Paper, and Biomedical Engineering		Assistant Professor	Tenure & Associate
Karen Brown	CLAAS		Nursing		Assistant Professor	Tenure & Associate
Jeff Kuznekoff	CLAAS		Interdisciplinary and Communication Studies		Assistant Professor	Tenure & Associate
Barbara Oswald	CLAAS		Social and Behavioral Sciences		Assistant Professor	Tenure & Associate
Katherine Batchelor	EHS		Teacher Education		Assistant Professor	Tenure & Associate
Robert De Schutter	EHS		Armstrong Institute of Interactive Media Studies		Assistant Professor	Tenure & Associate
Amy Roberts	EHS		Family Science & Social Work		Assistant Professor	Tenure & Associate
Brody Ruihley	EHS		Kinesiology & Health		Assistant Professor	Tenure & Associate
Sarah Watt	EHS		Educational Psychology		Assistant Professor	Tenure & Associate
Scott Friend	FSB		Marketing		Assistant Professor	Tenure & Associate
Yao "Henry" Jin	FSB		Management		Assistant Professor	Tenure & Associate
Eric Stenstrom	FSB		Marketing		Assistant Professor	Tenure & Associate
Chris Sutter	FSB		Management		Assistant Professor	Tenure & Associate
Carrie Girton	LIB		Library		Assistant Librarian	Associate Librarian

Approved by the Board of Trustees
February 22, 2019

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

MIAMI UNIVERSITY

OXFORD, OH · EST. 1809

February 23, 2019
Academic and Student Affairs

RESOLUTION R2019 - 22

WHEREAS, University Senate on February 11, 2019 passed SR 19-03, endorsing a proposed degree, a Master of Science in Business Analytics, within the Farmer School of Business.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of a Master of Science in Business Analytics, within the Farmer School of Business.

Approved by the Board of Trustees
February 22, 2019

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

EXECUTIVE COMMITTEE of UNIVERSITY SENATE
Terri Barr, Chair
Dana Cox, Chair-elect
University Senate Website: miamioh.edu/academic-affairs/university-senate/

February 11, 2019

To: Gregory P. Crawford, President
From: Jeffery Wanko, Secretary of the University Senate
Re: Degree Program Approval
        SR 19-03, Master of Science in Business Analytics, Farmer School of Business;

The Miami University Policy and Information Manual, Section 11.1.E, Adding a New Degree, states that a proposal for any curriculum or program leading to a new undergraduate or graduate degree shall be submitted to the President, the Board of Trustees, and the Ohio Board of Regents/Ohio Regents' Advisory Committee on Graduate Study for approval following approval by the department or program, the academic division, the Council for Undergraduate Curriculum/Graduate Council, the Council of Academic Deans, and University Senate.

On February 11, 2019, University Senate adopted SR 19-03:
BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Master of Science in Business Analytics, Farmer School of Business;
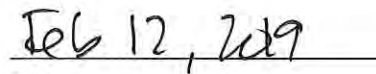
AND FURTHERMORE, that the endorsement by University Senate of the proposed degree will become effective immediately and will be forwarded to the Miami University Board of Trustees for consideration.

Approval of the President

I, Gregory P. Crawford, President of Miami University, approve/do not approve Master of Science in Business Analytics, Farmer School of Business.

✓	Approve Forward to the Board of Trustees for action (copy to Secretary of University Senate)
	Do Not Approve

Gregory P. Crawford, President   Feb 12, 2019

Gregory P. Crawford, President   Date

cc: Terri Barr, Chair, Executive Committee of University Senate
        Phyllis Callahan, Provost, Chair University Senate
        Ted Pickerill, Secretary to the Board of Trustees and Executive Assistant to the President

Master of Science in Business Analytics

Full Proposal

Departments of Information Systems and Analytics & Statistics

Miami University

February 11, 2019

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Proposal: Master of Science in Business Analytics (MSBA)

1. **Designation of the new program, rationale for that designation, definition of the focus of the program and a brief description of its disciplinary purpose and significance.**

Miami University's departments of Information Systems and Analytics (ISA) and Statistics (STA) propose a graduate program for business analytics. The need for analytics knowledge and skills is expanding and continues to become more imperative across all disciplines.   The degree designation will be Master of Science in Business Analytics (MSBA). Our mission for the MSBA is to provide an option for analytical skills and credentials to a much broader set of students and at a higher level than currently offered at Miami.

The MSBA will offer advanced teaching in analytics and data driven decision making skills which are sought after by today's professionals.   The proposed program will arm students with many useful, in demand data skills rapidly becoming expected in the workforce. This program provides an important opportunity for capable students from any discipline to add master's level skills, knowledge and credentials to their repertoire that should greatly enhance their ability to add value to the organizations that employ them.

The focus of the program is to improve the skill set of students and in time, to expand to working professionals who want to invest in gaining either an advanced degree or a certificate to credential themselves in analytics. The program is designed to offer business analytics to students after completing an undergraduate degree in any field where business analytics skills would be beneficial. The MSBA program will be face to face and initially targeted at Miami students as a combined undergraduate/graduate program.

The program leverages the demonstrated demand for and success we have had in our Business Analytics undergraduate programs. Including the Analytics Co-major and the Business Analytics Track of the new ISA major, there are 185 students currently majoring in analytics at Miami. 139 of those students are majoring or co-majoring in business analytics. We project that 50 students will graduate with Business Analytics majors or co-majors in spring 2019. This is phenomenal growth for a program that did not exist 5 years ago.

The MSBA program is the first of several envisioned specialty masters programs in the analytics space. The core graduate certificate of the MSBA program is designed to serve as a first certificate of future graduate programs.

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We discussed the proposed program at length with our ISA Department Advisory Board on 9/14/2018. Senior representatives from 11 companies that all need analytics talent participated in that discussion where we outlined the intended direction for the degree and certificates. We received strong support for the program. They especially noted the benefits of the stacked certificate approach and allowing students to credential themselves in smaller bites as they progressed through the MSBA. They felt that there would be demand for and value in the individual certificates as well. Members of our advisory board present at the September meeting were: Chamberlain, Cincinnati Insurance Company, EY, KPMG, Kroger, Nationwide, Peak6, PwC, SAP, Vndly, and World Pay. The remaining members of our advisory board were provided a copy of the presentation, and have provided us guidance in the past: Cardinal Health, Deloitte, Fifth Third Bank, GE, Great American Financial Resources, IBM, NCR, Salix Data, Sogeti, and West Monroe Partners Protiviti.

Internal and External Letters of Support are included in Appendicies A and B.

2. Description of the proposed curriculum and academic quality.

The MSBA will be a 30 credit hour program consisting of two 12-hour graduate certificate programs and a 6 hour experiential component which combine into an MSBA.   Full course descriptions are provided in Appendix C. The prerequisite undergraduate certificate and the core graduate certificate are both joint efforts of the Department of Statistics and the Department of Information Systems and Analytics.

The MSBA provides students with the skills and knowledge to excel at data driven decision making in organizations. It include base level skills and knowledge required for data and analytics necessary across domains and an advanced set of skills and knowledge for decision making in a business context. This advanced knowledge includes machine learning applications in organizational settings, the forefronts of prescriptive methodologies, and applications of artificial intelligence. Students will also engage with practitioners about how analytics solutions are deployed and put to practice in organizations and be immersed in an experiential project to deliver a client based data-driven solution.

Entering Students: Applicants will be expected to complete an **Undergraduate Certificate in Foundations of Analytics** or a set of equivalent courses as prerequisites for the MSBA. Several of the foundation undergraduate courses/requirements can be met by existing Miami courses, but the set will also be offered as a summer experience for any students entering the Masters Certificate or the MSBA. The four required courses in the Undergraduate Certificate in Foundations of Analytics are:

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Required Courses U**ndergraduate Certificate in Foundations of Analytics**

1. ISA/STA 250 Basic Math for Analytics (a new course)
2. ISA 225 Principles of Business Analytics or STA 261 Statistics or STA 301 Applied Statistics
3. ISA 243 Database and Programming for Analytics (a new course)
4. ISA 291 Applied Regression Analysis in Business or STA 363 Regression and Design of Experiments

The MSBA itself consists of two, 12 credit hour stackable graduate certificates and a six credit hour experiential component. The first certificate, a **Graduate Certificate in Analytics**, provides as core level of knowledge in data, analytics and communicating with data. The second certificate, a **Graduate Certificate in Advanced Business Analytics**, is a specialty certificate focused on leading edge theory, methodology, technology and knowledge in Business Analytics.

The **Graduate Certificate in Analytics,** to be offered in the fall semester, builds on the prerequisite foundations that are established in the undergraduate certificate in the Foundations of Analytics. Students will become more versed in data driven decision making with additional data manipulation and retrieval knowledge for both structured and unstructured data as well as hands on knowledge of predictive modeling tools and techniques. The program also has a focus on communicating and storytelling with data.

Required Courses **Graduate Certificate in Analytics**

1. ISA 412/512 Data Warehousing and Business Intelligence (a new course)
2. ISA 491/591 Intro to Data Mining in Business or STA 467/567 Statistical Inference
3. ISA 414/514 Managing Big Data
4. ISA/STA 516 Communicating with Data (a new course)

The **Graduate Certificate in Advanced Business Analytics**, to be offered in the spring, is an immersive four course sequence into leading methods and technologies in applied business analytics. Students will develop skills in machine learning applications in organizational settings, the forefronts of prescriptive methodologies, and applications of artificial intelligence. Students will also engage with practitioners about how analytics solutions are deployed and put to practice in organizations.

Required courses **Graduate Certificate in Advanced Business Analytics**

1. ISA 630 Machine Learning Applications in Business
2. ISA 632 Big Data Analytics and Modern AI
3. ISA 633 Prescriptive Analytics
4. ISA 634 Analytics Solution Deployment and Lifecycle Management

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The **Graduate Certificate in Analytics** and the **Graduate Certificate in Advanced Business Analytics** combine with a culminating experience of 6 credit hours to complete the MSBA. The proposed MSBA program will be taught face to face and targeted at Miami students as a combined bachelor's and master's program.

The programs goal and learning outcomes are shown below along with how they are operationalized in the curriculum.

Student Learning Outcomes	Outcomes operationalized in the curriculum
Be able to describe the strategic uses of technology development, data curation, and analytics to leverage data for a competitive advantage in business.	Embedded throughout the courses in the program. The focus in all the courses will be how companies leverage what they are learning to add value in an organization.
Be able to construct and manipulate both structured and unstructured data to produce data sets for analytical purposes.	A primary focus of three courses (512, 514, and 632). The data manipulation knowledge from these courses will be practiced in other courses throughout the program as students prepare data for analytical purposes.
Be able to apply appropriate methods for data analysis including descriptive, predictive and prescriptive methods.	Operationalized in multiples courses. The BI piece of 512 will have descriptive components, 591 focuses on predictive methods and 630 and 633 have a prescriptive focus. The communications, deployment and practicum courses will all require applications of the methods of the other courses.
Be able to appropriately document and communicate the analytics process.	The primary focus of 516. Also part of all courses. It will be practiced and polished in the practicum as well.

Our full course descriptions are included in Appendix C. Our abbreviated faculty vitae are included in Appendix E.

3. Culminating Experience

The culminating experience for the MSBA is the Business Analytics Practicum immerses students in a client based experiential project. This course is a repeatable 3 credit hour course taken twice, once each in Miami's winter and spring terms. In this experiential component students apply their skills and knowledge in a professional industry context. The first three hours will be during the January term of the second semester of the program. The project will be done in conjunction with external partners and will involve time spent interacting with partner organizations.

The culminating experience for the MSBA is the Business Analytics Practicum. In this experiential component, students apply their skills and knowledge in a professional industry context. The course is an

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immersive, project-based, experiential course intended to draw on skills and knowledge gained in courses throughout the MS in Business Analytics program. Students will be immersed in a data driven problem solving project for a real organization that requires the selection and application of appropriate skills, tools and methodologies covered throughout the MSBA program to address the problem(s) at hand. Students will also appropriately communicate findings to multiple audiences including leaders from the sponsoring organizations. The 3 hour course will be repeated in our winter and spring terms for a 6 hour total experiential component.

Initially, clients will likely be with US based partners already connected with Miami University and the Farmer School of Business (FSB). We have a vision for this to possibly evolve to include global experiences done in conjunction with several potential partners abroad. Doing this requires flexibility to interact with organizations providing the projects either virtually or on site (theirs or ours) depending on the geographic location and preferences of the organizations.

We believe that learning should not be limited to classrooms, textbooks and lectures. For more than forty years, FSB has provided our students with multiple hands-on learning options; in the classroom, on campus, in competitions with other universities, and in other countries. These real world experiences are invaluable opportunities for our students to apply the skills they have acquired at the Farmer School of Business and learn to work collaboratively.

4. Administrative Arrangements

The MSBA will be housed in the Department of Information Systems and Analytics (ISA) in the Farmer School of Business (FSB). The ISA Chair will administer the program.   Consistent with other curriculum matters the ISA department curriculum committee and the FSB Graduate Studies Committee will vet all proposed academic changes to the program. Responsibility for marketing, recruiting, advising, placement, and client project solicitation will be delegated to a graduate programs director who will oversee multiple master's programs in the FSB.

The Undergraduate Certificate in Foundations of Analytics and the Graduate Certificate in Analytics are both joint collaborations between ISA and the Department of Statistics (STA). These departments have a very successful collaborative history in developing joint curriculum. The co-major in Analytics with three tracks in Business, Predictive, and Geospatial Analytics (recently added track) has been a successful venture with 46 graduating students in May 2018 and 69, 34, and 4 students currently declared respectively in the three tracks. STA and ISA are also the key contributing departments to the success of the Center for Analytics and Data Science, and the Data Fest showcase analytics event on campus.

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5. Evidence of need for the new degree program, including the opportunities for employment of graduates. This section should also address other similar programs in the state addressing this need and potential duplication of programs in the state and region.

The need for analytics knowledge and skills is incredible and continues to become more imperative across all disciplines. The lack of supply of analytics talent and the predictions of unfilled analytics positions going forward is well documented. This proposal aims to provide an option for analytical skills and credentials to a much broader set of students. It is intended to improve the skill set of many existing majors at Miami and eventually serve those same kinds of students from other universities. This program could also be an option in the future for working professionals who want to invest in gaining either an advanced degree or a certificate in analytics.

Adding analytics and data driven decision making skills to degrees in any professional field is quickly becoming a necessity. The envisioned program will arm students with many useful, in demand data skills rapidly becoming expected in the workforce. It will supplement many majors at Miami very well.

Our undergraduate analytics co-major led to many important external partnerships as organizations of all types seek analytics talent. Correspondingly, we expect that even more will come about if we offer a similar collaborative program at the graduate level.

The market for analytics graduates is driven by the demand for professionals with the skills to transform data into knowledge that can drive business decisions. The number of open positions in the field, the premium on the starting salaries, and the time it takes to fill the position all point to demand for these trained professionals. PwC (PriceWaterhouseCooper) predicts 2.7 million job postings for data science and analytics roles by 2020, noting that 67 percent of data analytics posts are for analytics-enabled leadership roles such as chief executive officer, chief data officer, director of IT, human resources manager, financial manager, and marketing manager. (https://www.pwc.com/us/en/library/data-science-and-analytics.html).

Business analytic skills are needed in all sectors of the economy and at higher levels of the organizations than ever before. The MSBA will prepare students with the analytical skills to make organizational decisions based on data and increase their training to work in data rich environments.

Burning Glass Technologies, Business-Higher Education Forum (BHEF), and IBM formed a research partnership to provide data driven insights to higher education and industry regarding the skills gap between the number of demanded jobs and the graduates. In the May 2017 published report, The Quant

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Crunch: How the Demand for Data Science Skills Is Disrupting the Job Market, the partnership projects that the number of positions for data and analytics talent in the U.S. will increase by 364,000 by 2020.

From the Graduate Management Admission Council 2018 Corporate Recruiters Survey Report, published June 21, 2018, data analytics continues to be in high demand. Overall, 71 percent of employers plan to place recent business school graduates into data analytics roles in 2018. Thirty-five percent of companies hired Master of Data Analytics graduates in 2017 and 52 percent of companies plan to hire them in 2018. This recent report also found demand for employees with a Master's of Data Analytics to be up in all four regions of the U.S. (https://www.gmac.com/market-intelligence-and-research/research-library/employment-outlook/2018-corporate-recruiters-survey-report).

We are confident that with the corporate demand for these skills, and the demand shift toward MSBAs from MBAs, that demand will be high and our graduates will be sought after. We also include internal and external letters of support in Appendices A and B.

The table below overviews statewide alternative programs. There are similar programs statewide, some in proximity to ours.

University	Master's Degrees	Campus or Online	Credits	Months
Bowling Green State University	Analytics	Campus	33	12
	Applied Statistics with specialization in Business Analytics	Campus	33-39	24
Case Western Reserve University	MSM in Business Analytics	Campus	33	11
Kent State University	Business Analytics	Campus	30	12
Ohio State University	Applied Statistics	Campus	33	24
Ohio University	MBA concentration Business Analytics	Online	35	24
	MS in Business Analytics	Online	30	24
University of Cincinnati	Business Analytics	Campus	33	12
University of Dayton	Business Analytics	Both	33	12-18
Wittenberg University	Analytics	Both	30	12
Xavier University	Customer Analytics	Campus	30	24

This proposed program differs from most of the alternative because it is a master of science that can be completed in 12 months. To accomplish that, it is a stacked certificate based program with two 12 hour

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certificates with virtually no electives. Finally, it is capped off with a 6 hour experiential component which is more experiential hours that the vast majority of the alternative programs.

6. Prospective Enrollment

As stated above, this program is initially targeted internally to Miami students who have taken the foundation certificate or an equivalent set of courses. High target students are those in disciplines where direct hire out of undergraduate programs may be difficult to obtain without advanced degrees or credentials or discipline with salaries are less desirable than could be attained with an advanced degree or credentials in business analytics. The program offers these students an option to spend an additional year at Miami and further credential themselves in business analytics in combination with their chosen undergraduate degree to create alternative and potentially more lucrative options for employment in their chosen field.

We envision that many departments could leverage this program to attract more high caliber students (those with enough AP credits to be on a three-year pathway to graduation for example) by offering them an option of a four-year path to both an undergraduate degree and an MS in Business Analytics. As part of the development of the degree we will identify high potential departments and work with both they and admissions to create the pathways and materials necessary to facilitate our undergraduate recruiting.

The program will be taught as an in-class program at the Oxford Campus. We believe there is untapped demand for these skills in Miami's existing student body and will leverage our seasoned ability at teaching this type student in a face-to-face pedagogy to perfect the program through a couple iterations. As the program progresses, we will develop a strategy to scale the program to additional audiences.   It could be scaled in many ways. For example, it could be marketed to undergrads in similar recruiting situations from other universities or to working professionals who would like further credentialing. We should have a placement track record to market by the time we scale to facilitate attracting non-Miami students. Initially, the salaries demanded by our undergraduate co-majors (the highest in the FSB) should help market to and attract other current Miami students.

The ISA department enrollments in analytics programs have grown consistently over the past five years. Miami now has over 185 students majoring in analytics. this demonstrates shows the strong demand for this subject. 139 of those students are majoring or co-majoring in business analytics with over 200 minors as well. We project that over 50 students will graduate with Business Analytics majors or co-majors in spring 2019.

To recruit MSBA students and grow the program over time, we plan to partner with multiple departments across campus to help them package our plus one program with their degree in their recruitment material. This will enable those department to potentially attract higher caliber students to enter those programs

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knowing they have a path to graduate with an undergraduate degree along with an MS in Business Analytics in four years.

We hope to begin the MSBA with a small initial cohort in the fall of 2020. The goal is to grow to cohorts of 30 students and scale to multiple cohorts over time, especially as other specialty Analytics masters are stacked onto the core certificate proposed in this proposal.

7. Special efforts to enroll and retain underrepresented groups in the given discipline.

Miami University has strongly prioritized promoting a diverse culture. We believe that the focus on this culture will enhance our efforts to enroll and retain underrepresented groups. The foundational goal to promote a diverse culture of inclusion, integrity, and collaboration that deepens understanding and embraces intercultural and global experiences includes specific strategies.

To carry out this goal, we will particularly focus on females as, much like other STEM disciplines, women are underrepresented in analytics. Our plan is that this will be recognized as a STEM program and also be Title IV eligible. We will hold campus recruiting events and piggyback onto current campus initiatives underway such as Careers Involving Quantitative Skills (CIQS), Girls Who Code, Women in Business, on campus. Special relationships with be developed with departments on campus that have a higher female to male ratio to help attract more females into analytics.

We will leverage other diversity focused programs on campus as well, such as the Diversity Enhancement Program, to ensure that we are attracting the most diverse set of students into the program as possible both as entering freshmen and once students are here.

With the University's goal in mind, every effort will be made to enroll and retain a diverse student body. We will seek some of the very best students from other disciplines on campus. We hope that having this program will enable Miami to attract a higher number of highly qualified high school student into programs throughout the university. We will work with admissions to help make the program students as diverse as possible. To retain students, in addition to the work from the Diversity Enhancement Program, all students will be interacted with each semesters' end to debrief and address any issues identified that could be in the way of students' success in the program.

8. Availability and Adequacy of Faculty and Facilities

The course offerings are face-to-face and delivered on the Oxford campus. Once established it will be marketed to a much broader target market. It is delivered as two stacked graduate certificates, and an experiential component involving a project or research with an external organization. All facilities (buildings, classrooms, labs etc.) needed for the program are available. For any special needs technically

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for the courses the plan is to use cloud based services to provide students what they need, so additional facilities will not be required.

Much of the expertise to deliver the envisioned ISA courses are already in house, but are also already fully employed teaching in our programs. To create the capacity to deliver the prerequisites and the MSBA program with the Advanced Business Analytics track, one tenure-track hire and one teaching focused faculty member will be required get the first cohort up and running to our goal of a cohort of 30. These ISA faculty must be hired next year in order to be in place by fall 2020. We anticipate the need for a marketing budget to get the program launched and populated with additional costs in the first year to create the web presence and marketing materials. Additionally, an investment must be made in curriculum development and ongoing curriculum revision.

9. Need for additional facilities and staff.

A necessary expense for the program includes having a full-time director in place to oversee multiple masters programs in the Farmer School. This individual will also require administrative support. Faculty hires were addressed in the previous section, but one tenure track and one teaching focused faculty will be required. The only new space requirement will be physical classroom space and office space for the director and new faculty. Adequate space is available on campus to address these needs.   See Appendix G. for new position descriptions.

10. Projected Additional Costs and Evidence of Institutional Commitment

The projected costs include salaries for part of a director focused on multiple graduate program and an administrative assistant, faculty hires, marketing, curriculum development and anticipated computing capacity for the classes.

Expenses	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)	Year 4 (2022/23)	Year 5 (2023/24)	Total
Director (50%)	$50,000	$51,000	$52,020	$53,060	$54,122	**$260,202**
Administrative Assistant (50%)	$18,000	$18,000	$18,360	$18,727	$19,102	**$92,189**
TT Faculty		$140,000	$142,800	$145,656	$148,569	**$577,025**
ISA TCPL		$85,000	$86,700	$88,434	$90,203	**$350,337**
Benefits	$27,200	$117,600	$119,952	$122,351	$124,798	**$511,901**
Marketing and promotion	$50,000	$20,000	$20,000	$20,000	$20,000	**$130,000**
Software and Computing Capacity	$25,000	$25,000	$25,000	$25,000	$25,000	**$1,921,654**
Curriculum Development	$50,000	$20,000	$20,000	$20,000	$20,000	**$130,000**
Annual Expenses	$220,200	$476,600	$484,832	$493,229	$501,793	**$2,176,654**
Accumulate Expenses	**$220,200**	**$696,800**	**$1,181,632**	**$1,674,861**	**$2,176,654**	

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A full financial impact statement which projects the program will be revenue positive in year 2 is included in Appendix D.

The evidence of Institutional Commitment is included in Appendix A with our letters of internal support.

11. Impact on Other Degree Programs and Departments

We are working closely with the Statistics Department in developing this program.   This program will provide a basis through the first certificate to launch other specialty analytics masters programs in the future. We see a very positive impact on a number of our undergraduate programs as this will provide them with the ability to attract students excited by the possibility of graduating with both an undergraduate and the MSBA in four years. We will work closely with these departments to help recruit students.

We see no adverse impacts on other programs or departments.

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Appendix A
Internal Letters of Support

MIAMI UNIVERSITY
COLLEGE OF ARTS & SCIENCE

Date: January 8, 2019

To: Skip Benamati, Chair and Professor, Department of Information Systems and Analytics

From: Chris Makaroff, Dean, College of Arts and Science

Re: Proposal for new Master of Science program in Business Analytics

I offer my full support for the proposed Master of Science program in Business Analytics (MSBA) at Miami University. The ubiquitous expansion of the world's data, and the ever deeper value it provides to business and industry, must be answered by providing many more professionals with the up-to-date skills needed to manage data and extract value in support of decision-making, marketing and enterprise operations. The proposed post-baccalaureate academic programming will provide Ohio professionals with the very latest in cutting-edge, state-of-the-art methods for reaping the many benefits afforded by modern access to big data.

The Department of Statistics in our college has a long-standing collaboration with the Department of Information Systems and Analytics. This has included core curriculum development, research, training undergraduates in analytics, and providing services to Ohio businesses and governmental organizations. The faculty in both departments include world leaders in their scholarly disciplines who are also award-winning teachers and trainers. I am pleased to see them leveraging these many strengths by collaborating once again on this important new addition to our program offerings.

The proposed MSBA will have broad impacts for the curriculum across our institution. Many of the courses being developed are of interest to students in various disciplines within the College of Arts and Science, especially in the social, mathematical and natural sciences. Accordingly, the introduction of the new MSBA program will provide fresh opportunities for us to strengthen existing graduate programs and expand our certificate offerings in other areas. This is a key step in a larger initiative at Miami to infuse our curriculum with training in data analytics and provide post-baccalaureate opportunities for Ohio's workforce to update their skill sets.

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MIAMI UNIVERSITY

FARMER SCHOOL OF BUSINESS
OFFICE OF THE DEAN
800 E. High St., Suite 3075
Oxford, OH 45056-3600
513-529-3631
513-529-6992 Fax

January 11, 2019

Letter of Support for Master of Science in Business Analytics Degree

Data-driven decision making is now a fundamental part of business and continuing to grow in its importance as a critical dimension of value creation in most organizations. Educating the workforce to obtain and continually develop their data analytic skills is imperative so there is a sufficient supply of well-trained professionals that can allow organizations to be competitive in the global economy. The courses for an undergraduate degree in business at Miami requires an introduction to data-driven decision making and students can also choose to major or minor in data analytics, but that still does not provide the depth needed for continuing expertise in the data analytics profession.

For continued success in the data analytics profession, many in the work force will need or be required to engage in further study of business analytics. One such opportunity will be to obtain a graduate degree in the field of data analytics. Miami University and its Farmer School of Business have the faculty expertise and resources to provide an outstanding Master of Science in Business Analytics degree that can be an important source of business analytics education to the workforce. The Farmer School along with the Department of Statistics in the College of Arts and Science have highly qualified and experienced faculty members who have excellent records in both their research and teaching in the field of data and specifically business analytics.

As Dean of the Farmer School of Business, I give my enthusiastic support including a commitment for the necessary resources and faculty to offer a Master of Science in Business Analytics degree. I believe there is and will be a growing demand for such a degree and we are positioned well to offer such a degree.

Please feel free to contact me to request any further information about our support for this Master degree.

Marc A. Rubin
Dean and Mitchell P. Rales Chair in Business Leadership

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Appendix B
External Letters of Support

James Fowler
EVP & CIO

Nationwide

October 3, 2018

To Whom It May Concern:

Nationwide strongly supports the proposed Master of Science in Business Analytics program at Miami University. We feel this program meets a critical need for all business as we strive to compete in an increasingly global economy. We provided guidance and insight to Miami University and the proposed program is a direct result of the collaboration between Miami University faculty, our company and many others in our industry.

Data is the life blood of our business. Acquiring associates who are trained to analyze that data and make business decisions is a key to our future success. We need more employees with the skill sets offered in the proposed MSBA program. It is vital that we help to create a pipeline of individuals with such skills to contribute to the success of our organization. We enthusiastically support this program.

We look forward to engaging with Miami and in particular the Information Systems and Analytics Department to both develop curriculum and potentially participate in the experiential components of the program.

Sincerely,

Jim Fowler

One Nationwide Plaza Columbus Ohio 43215

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MONROE

Letter of Support
Miami University Master of Science in Business Analytics

Dear Sir/Madam:

West Monroe Partners strongly supports the proposed Master of Science in Business Analytics program at Miami University. We feel this program meets a critical need for all business as we strive to compete in an increasingly global economy. We provided guidance and insight to Miami University and the proposed program is a direct result of the collaboration between Miami University faculty, our company, and many others in our industry.

With the increasing value that companies seek through data and analysites capabilities, we need more employees with the skill sets offered in the proposed MSBA program. It is vital that we help to create a pipeline of individuals with such skills to contribute to the success of West Monroe Partners and others alike. We enthusiastically support this program.

We look forward to engaging with Miami and in particular the Information Systems and Analytics Department to both develop curriculum and potentially participate in the experiential components of the program.

Sincerely,

Tom Ewers

Tom Ewers
Managing Director
West Monroe Partners

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EY
Building a better
working world

Ernst & Young LLP   Tel: +1 513 612 1400
1900 Scripps Center   Fax: +1 513 612 1750
312 Walnut Street   ey.com
Cincinnati, OH 45202

Letter of Support
Miami University Master of Science in Business Analytics

Dear Sir/Madam:

EY strongly supports the proposed Master of Science in Business Analytics (MSBA) program at Miami University. We feel this program meets a critical need for all business as we strive to compete in an increasingly global economy. We have provided our perspective and insights to Miami University and the proposed program is a direct result of the collaboration between Miami University faculty, our company and many others from a variety of industries. We applaud Miami University's courage to push programs like the MSBA as well as its engagement with the professional community in order to have the 'voice of the customer' in its strategic program planning.

With the increasingly complex and data rich environment that we, and our clients, operate in, we need more employees with the skill sets offered in the proposed MSBA program. These business analytic skills have wide spread value in today's workplace and will continue to play a key role in enabling us to help our clients solve their most pressing business challenges. In order to continue to grow our business and respond to market and client demands, it is important that we help to create and grow a pipeline of individuals with such skills. We support this program and will continue to support Miami University's broader effort to develop skills in key areas of demand like business analytics.

We look forward to our continued engagement with the University and in particular the Information Systems and Analytics Department to both develop curriculum and potentially participate in the experiential components of the program.

Sincerely,

Jeff Reid, Principal

David Meyer, Principal

A member firm of Ernst & Young Global Limited

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Letter of Support
Miami University Master of Science in Business Analytics

Dear Sir/Madam:

I strongly support the proposed Master of Science in Business Analytics program
at Miami University. I feel this program meets a critical need for all business as we
strive to compete in an increasingly global economy. We provided guidance and
insight to Miami University and the proposed program is a direct result of the
collaboration between Miami University faculty, our company and many others in
our industry.

With the increasingly complex and data rich environment that we operate, we need
more employees with the skill sets offered in the proposed MSBA program. It is
vital that we help to create a pipeline of individuals with such skills to contribute to
the success of our organization. We enthusiastically support this program.

We look forward to engaging with Miami and in particular the Information
Systems and Analytics Department to both develop curriculum and potentially
participate in the experiential components of the program.

Sincerely,

Tony Morgan
Principal
Deloitte Consulting LLP
Miami Class of 1998

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APPENDIX C:
Course Descriptions for Proposed MSBA Program

REQUIRED COURSES:

ISA 412/512. <u>Data Warehousing and Business Intelligence.</u> 3 hrs. The first part of this course deals with the design of data warehouses for business intelligence purposes. In particular, students learn about different design practices and architectures of data warehouses, how to design multidimensional databases, and how to create data integration workflows (ETL processes) to populate and update data warehouses. After learning how to design and populate data warehouses, students learn in the second part of the course how to perform descriptive analytics using different querying languages and tools, and how to create business reports and dashboards based on data from data warehouses.

ISA 491/591. <u>Introduction to Data Mining in Business</u>. 3 hrs. This course will introduce students to the process of data mining by various applications in business. Students will take a deep dive into the predictive modeling process learning how to evaluate and choose the appropriate model based on application and context.   In addition students will explore the uses of unsupervised learning business. OR STA 467/567 <u>Statistical Learning</u>. Introduction to methods of statistical learning, with emphases on both theory and implementation. Topics include supervised and unsupervised learning methods, including linear and nonlinear models for regression and classification, additive models, recursive partitioning methods, neural networks, support vector machines, association rules, and cluster analysis; ensemble methods; and methods of model assessment and selection.

ISA 414/415. <u>Managing Big Data</u>. 3 hrs. This course provides an introduction to big data management, *i.e.*, how to effectively collect, store, and analyze potentially unstructured and large data sets. To this end, the first part of this course is designed to provide an understanding of how to derive information from unstructured data, with a particular focus on how to collect and analyze textual data. In the second part of the course, we shift focus to modern big data technologies, when we discuss the concept of cloud computing and storage, and modern frameworks and technologies used for distributed storage and processing of large data sets.

ISA/STA 516. <u>Communicating with Data</u>. 3 hrs. This course will bridge the study of technical and computational tools to the audiences who need the results of this work. This course will span the entire process of developing a data analytic product from consultation with a client to implementing a solution to presenting the solution to the client. This course will address the fundamentals of effectively communicating with and about quantitative analyses. Topics include using data visualization to describe data; document descriptive, predictive, and prescriptive analytical methods for reproducibility; write professional white papers and technical reports; and ethical considerations related to writing and communication with data.

ISA 630. <u>Machine Learning Applications in Business</u>. 3 hrs. In this course students will learn supervised and unsupervised modeling techniques using artificial intelligence and machine learning. Methods will include ensemble modeling, customized ensembles and deep learning. The course will focus on the impact and implications of these advanced techniques in business.

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ISA 632. <u>Big Data Analytics and Modern A.I.</u> 3 hrs. Based on Big Data I (Management Big Data) course, this course will further develop students' big data and AI skills for advanced data analytics tasks. We will introduce advanced operations and functions in in-memory cluster computing and non-relational storage solutions, and investigate how to integrate various data sources into a data lake. We will also discuss how data governance can help to improve the management and quality of big data. Moreover, we will examine advanced analytics functions enabled by in-memory cluster computing, such as distributed machine learning, real-time analytics on streaming data, and large-scale social network analysis. Following that, we will cover data-driven modern AI technologies, such as natural language processing, speech recognition, image processing and dialog generation. Those topics will be taught in an applied way, without focusing too much on the theory.

ISA 633. <u>Prescriptive Analytics</u>. 3 hrs. This course will cover different strategies to optimize decision-making in practice. The course is divided into three main modules. Students will be first introduced to statistically designed experiments and their use to find optimal courses of action in different business settings. In the second module, students will utilize mathematical models to take an abstract business problem and represent it using mathematical equations/relationships. The third module introduces students to discrete-event simulations and how it can be used to evaluate a number of what-if-analyses. Using the knowledge from this class, the students will model real-world business problems in the domains of: supply chain management, human resource management, finance, accounting, economics and/or marketing.

 ISA 634. <u>Solution Deployment and Lifecycle Management.</u> 3 hrs. This course will introduce students to current and emerging methods and technologies for deploying and managing analytical solutions in practice. The emphasis will be on how organizations embed analytical solutions into corporate technology systems and infrastructures to make the solutions consumable. This will include performing business validation of the model, developing an execution plan for deployment, monitoring, and maintenance of the solution. The course will include deploying analytics solutions to a small number of users as well as scaling solutions throughout the enterprise. We will examine methodologies for tracking model quality and changes over time.

ISA 650. Business Analytics Practicum 3 hrs (repeated for a total of 6 hours). The graduate level Business Analytics Practicum is an immersive, project-based, experiential course intended to draw on skills and knowledge gained in courses throughout the MS in Business Analytics program. Students will be immersed in a semester long data driven problem solving project that requires the selection and application of appropriate skills, tools and methodologies covered in the MSBA program to address the problem at hand and appropriately communicate findings to multiple audiences. The ISA 650 3 hour course will be repeated for a 6 hour total practicum. We plan to have students complete the first 3 hours over the January term, and complete the second 3 hours over the course of the spring semester.

Applicants will be expected to complete an **undergraduate certificate in Foundations of Analytics** or a set of equivalent courses as prerequisites for the proposed Graduate Certificate in Analytics and the Master of Science in Business Analytics. Several of the courses/requirements can be met by existing courses, but the set is designed to be offered as a summer experience for any students entering the Masters Certificate or the MSBA.

FOUNDATIONS COURSES:

1.   <u>ISA/STA 250 Basic Math for Analytics</u>. 3 HRS. This course will provide students with a practical and applied foundational mathematics needed as a background for success in analytics. Topics include sets, functions in single and multiple variables including logarithms, exponentials, and trigonometric; matrix algebra operations; introductory calculus concepts; and basic optimization principles.

2.   <u>ISA 225 Principles of Business Analytics</u>. 3 hrs. Provides a continuation of the study of data and its importance to analytical decision-making in business. Topics include: probability and classification, data visualization, two or more population inference, predictive modeling with simple and multiple regression analysis, business forecasting, data-mining. Emphasis on computer implementation, analysis of real data, and communication of results.

OR <u>STA 261 Statistics</u>. 3 hrs. Service course. Descriptive statistics, basic probability, random variables, binomial and normal probability distributions, tests of hypotheses, regression and correlation, analysis of variance. Emphasis on applications.

OR <u>STA 301 Applied Statistics.</u> 3 hrs. A first course in applied statistics including an introduction to probability, the development of estimation and hypothesis testing, and a focus on statistical methods and applications. Includes introduction to probability of events, random variable, binomial and normal distributions, mathematical expectation, sampling distributions, estimation, and hypothesis testing. Statistical methods include one and two sample procedures for means and proportions, chi-square tests, analysis of variance, and linear regression.

3.   <u>ISA 243 Database and Programming for Analytics</u>. 3 Hrs. This course is designed to help students develop skills related to collection, manipulation, and management of structured data in databases along with programming skills to access and process data. The first part of this course deals with the logical and physical design of databases, entity relationship modeling, and structured language query (SQL). The second part of this course equips students with programming skills and tools to build and maintain business applications. Emphasis is on the use of structured techniques and using application libraries for data retrieval, logic development, and information presentation.

4.   <u>ISA 291 Applied Regression Analysis in Business</u>. 3 hrs. Multiple regression as related to analysis of business problems. Includes useful regression models, statistical inference (intervals and hypothesis tests) in regression, model building, regression assumptions, remedies for violations of assumptions, applications in experimental design, and time series analysis.

OR <u>STA 363 Regression and Design of Experiments</u>. 3 hrs. Applications of statistics using regression and design of experiments techniques. Regression topics include simple linear regression, correlation, multiple regression and selection of the best model. Design topics include the completely randomized design, multiple comparisons, blocking and factorials.

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APPENDIX D
Financial Impact Statement

Budget for New Graduate Degree Programs: Masters of Science in Business Analytics

	2020	2021	2022	2023
Projected Enrollment				
Head-count full time	10	20	30	30
Head-count part time				
Full Time Equivalent (FTE) enrollment	10	20	30	30
Projected Program Income				
Tuition (paid by student or sponsor)	285,000	570,000	855,000	855,000
Externally funded stipends, as applicable				
Expected state subsidy				
Other income (if applicable, describe in narrative section below)				
TOTAL PROJECTED PROGRAM INCOME:	285,000	570,000	855,000	855,000
Program Expenses				

New Personnel
• Faculty (e.g. tenure-track, clinical, professional)
    Full 2020 - 2
    Part Time _____
• Non-instruction (indicate role(s) in narrative section below)
    Full 2020 - 2
    Part time _____
	411,600	419,832	428,229	436,793

New facilities/building/space renovation (if applicable, describe in narrative section below)				
Tuition Scholarship Support (if applicable, describe in narrative section below)				
Stipend Support (if applicable, describe in narrative section below)				
Additional library resources (if applicable, describe in narrative section below)				
Additional technology or equipment needs (if applicable, describe in narrative section below)	25,000	25,000	25,000	25,000
Other expenses (e.g., Waived Tuition and Fees, travel, office supplies, accreditation costs) (if applicable, describe in narrative section below)	40,000	40,000	40,000	40,000
TOTAL PROJECTED EXPENSE:	476,600	484,832	493,229	501,793
NET	(191,600)	85,168	361,771	353,207

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APPENDIX D
Financial Impact Statement

Financial narrative

Faculty – One tenure track and one Full time teaching faculty are necessary to start and continue the program.

Non-instruction personnel – A full time director and admin to oversee this and other graduate programs in the Farmer School. 50% of each salary are included in this proposal.

Tech and Equipment – Program will leverage technology in place for undergraduate analytics programs. The additional costs is for computing infrastructure for several courses that will go beyond in house capabilities.

Other expenses – These include marketing and promotion and ongoing curriculum development costs to keep the courses in line with rapidly evolving practices.

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APPENDIX E:

Abbreviated Faculty Vitae

Dr. John Benamati, Professor and Chair, ISA

Dr. Arthur Goncalves De Carvalho, Assistant Professor

Dr. Allison Jones Farmer, Van Andel Professor of Business Analytics & Professor

Dr. Gabe Lee *C. Michael Armstrong Business Chair & Professor*

Dr. Waldyn Martinez, Assistant Professor

Dr. Fadel Megahed, Assistant Professor

Dr. Joseph Nwankpa, Assistant Professor

Dr. Chaitanya "Chai" Sambhara, Assistant Professor

Dr. Zhe "Jay" Shan, Assistant Professor

Dr. Maria Weese, *Richard T. Farmer Endowed Assistant Professor & Assistant Professor*

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Curriculum vitae for   **John H. Benamati**

EDUCATION
Doctor of Philosophy (Business Administration - MIS), 1997
University of Kentucky, Lexington, KY
Dissertation Title: Managing Information Technology in a Changing Information Technology Environment
Dissertation Committee Chair: Albert L. Lederer

Master of Computer Science (Information Systems), 1987
Marist College, Poughkeepsie, NY

Bachelor of Science (Computer Science), 1984
Indiana University of Pennsylvania, Indiana, PA

WORK EXPERIENCE
2011-Present, Chair and Professor: Department of Information Systems and Analytics, Miami University
2009-2011, Professor: Miami University, Oxford, OH
2003-2009, Associate Professor: Miami University, Oxford, OH
1997-2003, Assistant Professor: Miami University, Oxford, OH
1994-2001, Information Technology Consultant: Self Employed - Data and Application Architect for
        large scale client/server application development effort
1996, Instructor: University of Kentucky, Lexington, KY
1984-1994, International Business Machines Corp. (IBM)
        1993-1994, Data Architect: Sacramento, CA
        1991-1993, Data Base Team Leader: Frankfort, KY
        1989-1991, Application Development Product Marketing Specialist: Lexington, KY
        1987-1989, Data Administrator: Poughkeepsie, NY
        1984-1987, Database Administrator: Poughkeepsie, NY
1988, Adjunct Professor: Marist College, Poughkeepsie, NY

JOURNAL PUBLICATIONS (last 10 of 30)

Ozdemir, Z.D., Smith H.J. and Benamati, J.H. "Antecedents and Outcomes of Information Privacy Concerns in a Peer Context: An Exploratory Study." forthcoming in *European Journal of Information Systems*

Benamati, J.H., Ozdemir, Z.D. and Smith H.J. "An Empirical Test of the Antecedents – Privacy Concerns – Consequents Model" *Journal of Information Science* 2016

Xiang F., Lederer, A.L.and Benamati, J.H., "The Influence of National Culture on IT Development, Implementation and Support Challenges in China and the U.S." *Journal of Global Information Technology Management*" 19(1), 2016. Pp. 26-43.

Benamati, J.H., and Rajkumar, T.M. "Undergraduate Student Attitudes Toward MIS: Instrument Development and Changing Perceptions of the Field Across Gender and Time" *Communications of the AIS,* Vol. 33, Article 14, December 2013.

Xiang F., Benamati, J.H., and Lederer, A.L. "Coping with rapid information technology change in different national cultures" *European Journal of Information Systems*, 20(5), 2011, pp. 560-573.

26

Rajkumar, T.M., Anderson, P., Benamati, J.H. and Merhout, J.W. "Are Student Self-Assessmenst a Valid Proxy for Direct Assessments in Efforts to Improve Information Systems Courses and Programs? An Empirical Study" *Communications of the AIS,* Vol. 28, Article 31, 2011.

Benamati, J.H., Fuller, M.A., Serva, M.A., "The Productive Tension of Trust and Distrust: The Coexistence and Relative Role of Trust and Distrust in Online Banking" *Journal of Organizational Computing and Electronic Commerce*, 20(4), 2010, 328-246.

Benamati, J.H., Fuller, M.A., Serva, M.A., and Baroudi, J.J. "Clarifying the Integration of Trust and TAM in E-Commerce Environments: Implications for Systems Design and Management" *IEEE Transactions on Engineering Management,* 57(3), 2010, pp. 380-393.

Benamati, J.H., Ozdemir, Z.D. and Smith, H.J. "Aligning Undergraduate IS Curricula with Industry Needs" *Communications of the ACM,* 53(3), 2010, pp. 152-156.

Benamati, J.H. and Lederer, A.L., "Managing the Impact of Rapid IT Change" I*nformation Resource Management Journal*, 23(1), 2010, 1-16.

Member of AIS, ACM, ACM SIGED, and ACM SIGMIS

27

Arthur Carvalho, Ph.D.

Education

Ph.D., University of Waterloo, 2014
          Major: Computer Science
M.Math., University of Waterloo, 2010
          Major: Computer Science
B.Sc., Federal University of Pernambuco, 2008
          Major: Computer Science

Academic and Professional Positions

Dinesh & Ila Paliwal Innovation Chair, Miami University (July 2018 - Present)
Assistant Professor, Miami University (July 2016 - Present)
Assistant Professor, Erasmus University Rotterdam (May 2009 - August 2014)

Research Publications (11 Refereed Journal Articles, 2 Book Chapters, 10 Referred Papers in Conference Proceedings). Last 10 Journal Papers Published:

- Dario Pevec, Jurica Babic, Martin A. Kayser, Arthur Carvalho, Yashar Ghiassi-Farrokhfal, and Vedran Podobnik. A Data-Driven Statistical Approach for Extending Electric Vehicle Charging Infrastructure. International Journal of Energy Research, vol. 42, p. 3102-3120, 2018.
- Jurica Babic, Arthur Carvalho,Wolfgang Ketter, and Vedran Podobnik. Evaluating Parking Policies for Parking Lots Handling Electric Vehicles, IEEE Access, vol. 6(1), p. 944-961, 2018.
- Arthur Carvalho. On a Participation Structure that Ensures Representative Prices in Prediction Markets. Decision Support Systems, vol. 104, p. 13-25, 2017.
- Arthur Carvalho, Stanko Dimitrov, and Kate Larson. Inducing Honest Reporting of Private Information in the Presence of Social Projection. Decision, vol. 4(1), p. 25-51, 2017.
- Arthur Carvalho. A Note on Sandroni-Shmaya Belief Elicitation Mechanism. The Journal of Prediction Markets, vol. 10(2), p. 14-21, 2016.
- Arthur Carvalho. An Overview of Applications of Proper Scoring Rules. Decision Analysis, vol. 13(4), p. 223-242, 2016.
- Arthur Carvalho, Stanko Dimitrov, and Kate Larson. How Many Crowdsourced Workers Should a Requester Hire? Annals of Mathematics and Artificial Intelligence, vol. 78(1), p. 45-72, 2016.
- Arthur Carvalho. Tailored Proper Scoring Rules Elicit Decision Weights. Judgment and Decision Making, vol. 10(1), p. 86-96, 2015.
- Arthur Carvalho, Stanko Dimitrov, and Kate Larson. The Output-Agreement Method Induces Honest Behavior in the Presence of Social Projection. ACM SIGecom Exchanges, vol. 13(1), p. 77-81, 2014.
- Arthur Carvalho and Kate Larson. Sharing Rewards Among Strangers Based on Peer Evaluations. Decision Analysis, vol. 9(3), p. 253-273, 2012.

Teaching Experience

Miami University: *Managing Big Data*, *Database Systems*
Erasmus University: *Big Data and Business Analytics*, *Applied Business Methods*

Editorial Service

International Journal of Decision Support System Technology (Editorial Board - since 2018)
International Journal of Business and Data Analytics (Editorial Board - since 2017)

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L. Allison Jones-Farmer

Academic Employment:

Van Andel Professor of Business Analytics 2014-Present-Miami University
C&E Smith Professor of Statistics 2013-2014-Auburn University
C&E Smith Associate Professor of Statistics 2007-2012-Auburn University
Assistant Professor of Statistics 2003-2006-Auburn University
Assistant Professor of Statistics 1997-2002-University of Miami

Education:

Ph.D. Applied Statistics. The University of Alabama (1997).
M.S. Applied Statistics. The University of Alabama (1996).
B.S. Mathematics, Birmingham Southern College (1990).

Research: (46 refereed journal articles, 2 invited discussions, 3 scholarly book chapters). Last 10 journal articles published:

1. Shepherd, D.K, **Jones-Farmer, L.A.**, Rigdon, S.E., and Bodden, K.M. (2018) To Shrink or Not to Shrink: Hotellings T^2 Chart Based on Shrunken Covariance Estimates. *Quality and Reliability Engineering International*, to appear.
2. Weese, M.L., Martinez, W.G., and **Jones-Farmer, L.A.** (2017). On the Selection of the Bandwidth Parameter for the k-chart. *Quality and Reliability Engineering International*, 33, 1527-1547.
3. Mazzei, M., Rutherford, M., **Jones-Farmer, L.A.**, and Oswald, S. (2016). Does Establishing Sociopolitical Legitimacy Overcome Liabilities of Newness? A Longitudinal Analysis of Top Performers. *Group & Organization Management,* doi:10.1177/1059601116676391.
4. Almer, E.D., Baldwin, A.A., **Jones-Farmer, L.A.**, Lightbody, M., and Single, L.F. (2016). Tenure Track Opt-Outs: Leakages from the Academic Pipeline. *Advances in Accounting Education: Teaching and Curriculum Innovations, 1-36*.
5. Weese, M., Martinez, W., Megahed, F., and **Jones-Farmer, L.A.** (2016). Statistical Learning Methods Applied to Process Monitoring: An Overview and Perspective. *Journal of Quality Technology*, 48(1), 4-27.
6. Cegielski, C, and **Jones-Farmer, L.A.** (2016). Knowledge, Skills, and Abilities for Entry-Level Business Analytics Positions: A Multi-Method Study. *Decision Sciences Journal of Innovative Education,* 14 (1), 91-118. ***Winner of the DSJIE 2016 Best Research Article Award.***
7. Bourrie, D.M., **Jones-Farmer, L.A.**, and Sankar, C.S. (2016). Learning Technologies: Bridging the Gap between Intention, Adoption, and Routine Use. *International Journal of Engineering Education,* 32(5), 2107-2120.
8. Bourrie, D.M., **Jones-Farmer, L.A.**, and Sankar, C.S. (2016). Growing the Intention to Adopt Educational Innovations: An Empirical Study. *Knowledge Management and E-Learning* 8(1), 22-38.
9. Saleh, N., Mahmoud, M.A., **Jones-Farmer, L.A.**, Zwetsloot, I., and Woodall, W.H. (2015). Another Look at the EWMA Control Chart with Estimated Parameters. *Journal of Quality Technology*, 47 (4), 363-382.

29

10. Keefe, M.J., Woodall, W.H., and **Jones-Farmer, L.A.** (2015). The Conditional In-Control Run Length Performance of Self-Starting Control Charts. *Quality Engineering*, 27 (4), 488-499.

Teaching:

Award-winning educator with over twenty years of teaching experience in statistics and analytics at undergraduate, Master's, M.B.A., specialized Master's and Ph.D. levels in face-to-face, hybrid, and online formats. Supervised twenty-four Master's and Ph.D. students.

Editorial Service:

Editorial Board, *Journal of Quality Technology* since 2010
Guest Editor, *Journal of Quality Technology* 2016-2017
Associate Editor, *Technometrics* 2000-2005

30

Younghwa Gabe Lee, Ph.D.

Education

Ph.D., University of Colorado at Boulder, 2005
    Major: Information Systems
MBA, Korea University, South Korea, 1993
    Major: Quantitative Analysis and Operations Management
B.A., Korea University, South Korea, 1991
    Major: Productions and Operations Management

Academic and Professional Positions

Professor, Miami University (August 2017 - Present)
Associate Professor, Miami University (August 2013 – July 2017)
Associate Professor, University of Northern Iowa (August 2010 – May 2013)
Assistant Professor, University of Kansas (August 2005 - May 2010)

Research Publications (Last 10 Journal Papers Published)

- Chen, A.N.K., and Lee, Y. "Managing Online Wait: Designing Effective Waiting Screens Across Cultures," *Information and Management*, forthcoming.
- Hwang, Y., Chung, J., Shin, D. and Lee, Y. "An Empirical Study on the Integrative PreImplementation Model of Technology Acceptance in a Mandatory Environment," *Behaviour & Information Technology*, 36(8), 2017, pp. 861-874.
- Lee, Y., Chen, A.N.K., and Hess, T. "The Online Waiting Experience: Using Temporal Information and Distractors to Make Online Waits Feel Shorter," *Journal of the Association for Information Systems*, 18(3), 2017, pp. 231-263.
- Hwang, Y., Al-Arabiat, M., Shin, D. and Lee, Y. "Understanding Information Proactiveness and the Content Management System Adoption in Pre-Implementation Stage," *Computers in Human Behavior*, 64, 2016, pp. 515-523.
- Hwang, Y., Lee, Y., and Shin, D. "The Role of Goal Awareness and Information Technology Self-Efficacy on Job Satisfaction of Healthcare System Users," *Behaviour and Information Technology*, 35(7), 2016, pp. 548-558.
- Lee, Y., Lee, J., and Hwang, Y. "Relating motivation to information and communication technology acceptance: Self–determination theory perspective," *Computers in Human Behavior*, 51(part A), 2015, pp. 418–428.
- Lee, Y., Chen, A., and Ille, V. "Can Online Wait Be Managed? The Effect of Filler Interfaces and Presentation Modes on Perceived Waiting Time Online," *MIS Quarterly*, 36(2), 2012, pp.365–394.
- Lee, Y. and Kozar, K. "Music Composition Theory and Web Purchases," *Journal of Electronic Commerce Research*, 13(4), 2012, pp. 320–344.
- Lee, Y and Chen, A. "Usability Design and Psychological Ownership of a Virtual World," *Journal of Management Information Systems*, 28(3), 2012, pp. 269–307.
- Lee, Y. and Kozar, K." Understanding of Website Usability: Specifying and Measuring Constructs and Their Relationships," *Decision Support Systems*, 52(2), 2012, pp.450–463.

Teaching Experience

Miami University: Web Interaction Programming, Designing Business Systems
University of Kansas and University of Northern Iowa: Database Management & Theory, IS Project Management, Managerial Information Systems

Editorial Service

Associate Editor, The International Conference on Information Systems (ICIS), 2014, 2017
Track Chair, The Americas Conference on Information Systems (AMCIS), 2007–Current.
Special Issue Editor, DATA BASE for Advances in Information Systems, 2007–2008.

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Waldyn Martinez

Curriculum Vitae

"I can do all things through Christ which strengtheneth me." Philippians 4:13

Research Fields

Statistical Learning, Machine Learning, Deep Learning, Outlier & Noise Detection, Application of Machine & Statistical Learning Techniques in Industry.

Education

2007–2012 **Ph.D. Applied Statistics**, *The University of Alabama*, Tuscaloosa, AL. 2007–2009 **M.Sc. Applied Statistics**, *The University of Alabama*, Tuscaloosa, AL. 2004–2006 **M.B.A.**, *The University of Alabama*, Tuscaloosa, AL.
2001–2004 **M.Sc. Management**, *Pontificia Universidad Católica Madre y Maestra*, Dominican Republic. 1996–2000 **B.Sc. Computer Science/Informatics Engineering**, *Universidad Tecnológica de Santiago*, D.R.

Experience

2013–Current **Assistant Professor Business Analytics**, Miami University, Oxford, OH.

2012–2013 **Assistant Vice President, Risk Modeling & Analytics**, JPMorgan, Columbus, OH. 2007–2012 **Teaching Assistant (Instructor)**, The University of Alabama, Tuscaloosa, AL. 2006–2007 **Assistant Vice President, Market Analytics**, Bank of America, Charlotte, NC.
2005–2005 **(Intern) HR Productivity Analysis**, Macy's Logistics & Operations, Secaucus, NJ. 2001–2004 **Airport Operations**, American Airlines, POP Airport, Dominican Republic.

Publications [6]

[1]   Weng, B., **Martinez, W.**, Tsai, Y.T., Li, C., Lu, L., Barth, J., Megahed, F. M.: Macroeconomic Indicators can Help Predict the Monthly Closing Price of Major U.S. Indices: Insights from Artificial Intelligence, Time-Series Analysis and Hybrid Models, *Applied Soft Computing*, 2018, https://doi.org/10.1016/j.asoc.2018.07.024

[2]   Weng, B., Wang, X., Lu, L., **Martinez, W.**, Megahed, F. M.: Predicting Short-Term Stock Prices using Ensemble Methods and Online Data Sources, *Expert Systems with Applications*, 2018, https://doi.org/10.1016/j.eswa.2018.06.016

[3]   Weese, M., **Martinez, W.**, Jones-Farmer, A.: On the Selection of the Bandwidth Parameter for the k-Chart,

Quality and Reliability Engineering International, 2017, 33 (7): 1527-1547

[4]   **Martinez, W.** and Gray, J. B: Noise Peeling Methods for Improving Boosting Algorithms, *Computational Statistics and Data Analysis*, 2016, 93: 483-497.

[5]   Weese, M., **Martinez, W.**, Megahed, F., Jones-Farmer, A.: Statistical Learning Methods for Statistical Process Control, *Journal of Quality Technology*, 2016, 48 (1).
[6]   **Martinez, W.** and Gray, J. B: The role of margins in the performance of Boosting, Wileys *Interdisciplinary Reviews (WIREs) Computational Statistics*, 2014, 6: 124-131.

Current Research: Submitted, under Review, under Revision [4]

[1]   **Martinez, W.**: Ensemble Pruning via Margin Maximization, under revision: *The Journal of Machine Learning Research*, 2018
[2]   **Martinez, W.** and Gray, J. B: On the Insufficiency of the Large Margins Theory in Explaining Boosting Algorithms, under 2nd-round review: *The Journal of Machine Learning Research*, 2018

[3]   Mercado, G. R., Chakraborti, S., **Martinez, W.**: A Data-driven Adaptive Distribution-free Control Chart for Monitoring Location, under 2nd-round review: *Journal of Quality Technology*, 2018

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[4]   **Martinez, W.**, Weese, M., Jones-Farmer, A.: A One-Class Peeling Method for Multivariate Outlier Detection with Applications in Phase I SPC, under review: *Technometrics*

Teaching Experience

ISA–491 **Introduction to Data Mining in Business, Miami University   Instructor**
ISA–480B **Business Statistics using R, Miami University Instructor**
ISA–291 **Applied Regression Analysis in Business, Miami University Instructor**
ISA–205 **Business Statistics, Miami University Instructor**
ST–509 **Statistics for Business (MBA), University of Alabama Teaching Assistant**
        ST-475/575 **Statistical Quality Control, University of Alabama Teaching Assistant**

University Service

Current High Performance Computing Committee, Miami University Current Curriculum Committee, ISA Department, Miami University Current Diversity Committee, Farmer School of Business, Miami University 2017 Center for Analytics and Decision Sciences (CADS) Faculty Project Lead 2015 STARS Seminar Committee, ISA Department, Miami University

2014 Student Scholarship Awards Committee, ISA Department, Miami University

2014 Faculty Search Committee (Assistant Professor B. Analytics), ISA Department, Miami University

2014 Faculty Search Committee (Van Andel Chair Professorship B. Analytics), ISA Department, Miami University

Awards & Grants

2017 "**FSB Summer Research Grant,**" $6,000 Award. Farmer School of Business, Miami University.

2014 "**Outstanding Dissertation Research Award,**" Culverhouse College of Commerce and Business Administration, University of Alabama.

2014 Nominated for "**University-Wide Award for Outstanding Dissertation Research**," University of Alabama. 2011 "**Summer in Excellence Research Grant**." $5,000 Award. University of Alabama.

2010 "**CB&A Excellence in Teaching Award by a Doctoral Student**," Culverhouse College of Commerce and Business Administration, University of Alabama.

2010 Nominated for "**University-Wide Award for Excellence in Teaching by Doctoral Student**," University of Alabama.

2010 "**Jeff Kurkjian Teaching Award**," University of Alabama.

2010 "**Summer in Excellence Research Grant**." $5,000 Award. University
of Alabama. 2009 "**Jeff Kurkjian Teaching Award**," University of Alabama.

2004 "**Fulbright Scholar**".

2003 "**Employee Excellence Award for the Dominican Republic**,"
American Airlines. 2002 "**Excellent Performance as Customer Service
Agent**," American Airlines.

1996 "**Valuable Contribution to Society Award for Youth**," Dominican Republic Department of Education. (Academic achievement, among top scores in the country's high school standard tests).

1995 Memorial Award "**Marjorie Bolton**" & **Class Valedictorian**, Mary Lithgow H.S. (#1 out of > 500).

1995 "**Top honors student Mathematics, Sciences & Physics Track**" (#1 out of 36) & "**Gold Medal**" for academic performance throughout high school. (Mary Lithgow High School).

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Fadel Megahed

Academic Employment:

Assistant Professor of Information Systems and Analytics, 2016-Present | Miami University

Assistant Professor of Industrial and Systems Engineering, 2012-2016 | Auburn University

Education:

Ph.D. Industrial and Systems Engineering. Virginia Tech (2012).

M.S. Industrial and Systems Engineering. Virginia Tech (2009).

B.S. Mechanical Engineering. The American University in Cairo (2008).

Research:

- Summary: 30 refereed journal articles, 1 invited discussion, 1 scholarly book chapter.
- Funding: Over $840K in research funding (PI share of: ~$475). Sponsors include: Aflac, Amazon Web Services, American Society for Safety Professionals Foundation, National Science Foundation (NSF), NIOSH Deep South Center for Occupational Health & Safety, P&G, and Windows Azure.
- Impact: Total Google Scholar Citations: 473; h-index: 13; i10-index: 14.
- Last 10 journal articles published:
  1. Weng, B., Martinez, W., Tsai, Y. T., Li, C., Lu, L., Barth, J. R., & **Megahed, F. M.** (2018). Macroeconomic indicators alone can predict the monthly closing price of major US indices: Insights from artificial intelligence, time-series analysis and hybrid models. *Applied Soft Computing*, *71*, 685-697.
  2. Weng, B., Lu, L., Wang, X., **Megahed, F. M.**, & Martinez, W. (2018). Predicting Short-Term Stock Prices using Ensemble Methods and Online Data Sources. *Expert Systems with Applications*. DOI: https://doi.org/10.1016/j.eswa.2018.06.016.
  3. Alamdar Yazdi, M. A., Negahban, A., Cavuoto, L., & **Megahed, F. M.** (2018). Optimization of Split Keyboard Design for Touchscreen Devices. *International Journal of Human–Computer Interaction*, 1-10. DOI: https://doi.org/10.1080/10447318.2018.1464255
  4. Tsai, Y. T., Swartz, S. M., & **Megahed, F. M.** (2018). Estimating the Relative Efficiency of Highway Safety Investments on Commercial Transportation. *Transportation Journal*, *57*(2), 193-218.
  5. Mohabbati-Kalejahi, N., Yazdi, M. A. A., **Megahed, F. M.**, Schaefer, S. Y., Boyd, L. A., Lang, C. E., & Lohse, K. R. (2017). Streamlining science with structured data archives: insights from stroke rehabilitation. *Scientometrics*, *113*(2), 969-983.
  6. Dag, A., Oztekin, A., Yucel, A., Bulur, S., & **Megahed, F. M.** (2017). Predicting heart transplantation outcomes through data analytics. *Decision Support Systems*, *94*, 42-52.
  7. He, K., Zhang, M., Zuo, L., Alhwiti, T., & **Megahed, F. M.** (2017). Enhancing the monitoring of 3D scanned manufactured parts through projections and spatiotemporal control charts. *Journal of Intelligent Manufacturing*, *28*(4), 899-911.
  8. Weng, B., Ahmed, M. A., & **Megahed, F. M.** (2017). Stock market one-day ahead movement prediction using disparate data sources. *Expert Systems with Applications*, *79*, 153-163.
  9. Maman, Z. S., Yazdi, M. A. A., Cavuoto, L. A., & **Megahed, F. M.** (2017). A data-driven approach to modeling physical fatigue in the workplace using wearable sensors. *Applied Ergonomics*, *65*, 515-529.

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10. Lu, L., **Megahed, F. M.**, Sesek, R. F., & Cavuoto, L. A. (2017). A survey of the prevalence of fatigue, its precursors and individual coping mechanisms among US manufacturing workers. *Applied Ergonomics*, *65*, 139-151.

Teaching:

- Educator with six years of experience teaching industrial engineering and data analytic courses. Taught undergraduate, MS and PhD level courses on data analytics (e.g., Big Data, Data Mining, Data Visualization and Prescriptive Analytics).
- Supervised five Master's students and six Ph.D. students.

Professional Service:

1. Editorial Board, *Journal of Quality Technology* since 2018.
2. International Program Committee Member, *ISSAT International Conference on Data Science in Business, Finance and Industry*, 2018-2019 (to be held in Da Nang, Vietnam July 3-5, 2019).
3. Scientific Committee Member, *13th International Workshop on Intelligent Statistical Quality Control*, 2018-2019 (to be held in Hong Kong Aug 13-15, 2019).
4. Have reviewed for over 20 journals.

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Joseph K. Nwankpa, Ph.D.

Education

Ph.D., in Information Systems (Minor Advanced Statistics & Marketing)
Kent State University, 2012

Master of Business Administration (General Track)
University of Windsor, Canada, 2008

M.Sc in Advanced Financial Information Systems
Hanken School of Business, Finland 2007

B.Sc in Accounting
Abia State University, Nigeria 2000

Academic & Professional Positions

Assistant Professor, Department of Information Systems and Analytics, Farmer School of Business, Miami University, July 2017 – Present

Assistant Professor, Department of Information Systems, Robert C. Vackar College of Business and Entrepreneurship, The University of Texas Rio Grande Valley (*Formerly University of Texas – Pan American*) Edinburg, Texas, Aug 2013 – June 2017

External Examiner, Doctor of Business Administration Program**,** Nobel International Business School (NiBS) Ghana, 2017 – Present

Visiting Professor Ghana Institute of Management and Public Administration (GIMPA), Ghana, 2015.

Research Activity (13 refereed journal articles, 1 invited publication, 3 scholarly book chapters) Last 10 journal articles published.

1. **Nwankpa, J. K**., Datta, P (2017) Balancing Exploration and Exploitation of IS Resources: The Influence of Digital Business Intensity on Perceived Organizational Performance. European Journal of Information Systems, 26, 469-488.

2. Roumani, Y., **Nwankpa, J. K**., Roumani, Y. F. (2017) Adopters' Trust in Enterprise Open Source Vendors: An Empirical Examination. Journal of Systems and Software,125, 256-270.

3. Oh, C., Roumani, Y., **Nwankpa, J. K**., & Hu H-F. (2017) Beyond likes and tweets: Consumer engagement behavior and movie box office in social media. Information & Management, 54(1), 25-37.

4. **Nwankpa, J. K**., Roumani, Y & Roumani, Y. F. (2016) Exploring ERP-enabled Adoption: A Real Options Perspective. Communications of the Association for Information Systems 39(24).

5. Roumani, Y. F., Roumani, Y., **Nwankpa, J. K**., & Tanniru, M. (2016) Classifying Readmissions to a Cardiac Intensive Care Unit. Annals of Operations Research, 1-23.

6. Roumani, Y., **Nwankpa, J. K**., Roumani, Y. F (2016) Examining the relationship between firm's financial records and security vulnerabilities. International Journal of Information Management, 36(6), 987-994.

7. Roumani, Y., **Nwankpa, J. K**., & Roumani, Y (2015) Time series modeling of vulnerabilities. Computers & Security, 51, 32-40.

8. **Nwankpa, J. K** (2015) ERP System Usage and Benefit: A model of antecedents and outcomes. Computers in Human Behavior, 45, 335-344.

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9. Roumani, Y., **Nwankpa, J. K**., & Roumani, Y. F (2015) The impact of incentives on the intention to try a new technology. Technology Analysis & Strategic Management, 27(2), 126-141.

10. **Nwankpa, J. K**., & Roumani, Y. (2014) The Influence of Organizational Trust and Organizational Mindfulness on ERP System Usage. Communications of the Association for Information Systems, 34(1), 86.

Teaching Activity

Miami University: Database Systems (ISA 245), Business Data Communications and Security (ISA 301).

Academic Services

Reviewer for Journals

Journal of Information Technology	since 2018
Information Systems Journal	since 2016
Journal of the Association for Information Systems	since 2015
Information & Management	since 2012

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Chaitanya "Chai" Sambhara, Ph.D.

Education
1. Ph.D., Georgia State University, 2015
   Major: Computer Information Systems
2. MS., Georgia State University, 2008
   Major: Computer Science
3. BTech., Biju Patnaik University of Technology, 2005
   Major: Electronics and Telecommunications Engineering

Academic Positions

   Assistant Professor, Miami University (July 2015 - Present)

Research Activity

1. **Sambhara, C**., Rai, A., Keil, M., Kasi, V., "Risks and Controls in Internet Enabled Reverse Auctions: Perspectives from Buyers and Suppliers" Journal of Management Information Systems (JMIS), 34(4), 2017, 1113-1142
2. **Sambhara, C.,** Rai, A., Xu, X., "Configuring Enterprise System Resources: Role of Information Risk and Contingencies" *Preparing the manuscript for 2nd round review at Information Systems Research (ISR)*
3. **Sambhara, C.,** "Information Management Challenges and the Resulting Adverse Consequences When Using Internet Enabled-Reverse Auctions" *Under 1st round review at the European Journal of Information Systems (EJIS)*
4. Tang, X., Patnayakuni, R., **Sambhara, C**., "To Share or Not to Share Information: Why and How Buyers and Suppliers Differ?", *Preparing the manuscript for 2nd round review at the International Journal of Logistics Management (IJLM)*
5. Patnayakuni, R., **Sambhara, C.,** "Impact of IT-Enabled Social Capital and Supply Chain Integration on Firm Performance" *Under 1st round review at Information Systems Frontiers (ISF)*
6. **Sambhara, C.,** Rai, A., Xu, X., "Uncovering the Business Value Creation Mechanisms of Enterprise Systems in the Internal Controls Context" *Under Preparation for Submission in Fall 2018 at Information Systems Research*

Teaching Activity

1. Miami University: Database Systems (ISA 245), Business Programming (ISA 281)
2. Georgia State University: Introduction to Java Programming

Academic Service

   Reviewer for Journals:
1. Management Information Systems Quarterly (2015, 2016, 2017, 2018)
2. Information Systems Research (2016, 2017, 2018)
3. Production and Operations Management (2017)
4. Production Planning and Control (2015)
5. Information and Management (2014, 2017, 2018)

   Reviewer for Conferences:
Associate Editor for Pacific Asia Conference of Information Systems 2016 (PACIS), Reviewer for International Conference on Information Systems (ICIS), and other international conferences.

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Zhe 'Jay' Shan, Ph.D.

Education

Ph.D. in Business Administration & Operations Research, Major: Information Systems**, Minor:** Statistics, The Pennsylvania State University, 2011
M.Phil. in Computer Science, City University of Hong Kong, 2003
B.Sc. in Computer Science, Nanjing University, China, 2000

Academic & Professional Positions

Assistant Professor, Dept. Information Systems and Analytics, Farmer School of Business, Miami University, Aug 2018 – Present
Assistant Professor, Dept. Operations, Business Analytics, and Information Systems, Lindner College of Business, University of Cincinnati, Aug 2013 – Aug 2018
Assistant Professor, Dept. Accounting, Law, and Computer Information Systems, School of Business, Manhattan College, Aug 2011 - May 2013

Research Activity

Refereed Journal Articles:

Jingguo Wang, Zhe Shan, Manish Gupta, H. Raghav Rao: Opportunity Makes Peek: A Longitudinal Investigation of Unauthorized Access Attempts to IS Applications in a Financial Institution. Accepted by *MIS Quarterly*, Aug 2018.

Feng Mai, Zhe Shan, Qing Bai, Xin Wang, Roger Chiang: How does social media impact Bitcoin value? A test of the silent majority hypothesis. *Journal of Management Information Systems*, 35(1), 19-52, Mar 2018.

Zhe Shan, Akhil Kumar: Optimal Adapter Creation for Process Composition in Synchronous vs. Asynchronous Communication. *ACM Transactions on Management Information Systems*, 3(2), 1-33, July 2012.

Liangjie Zhang, Zhe Shan, Zhihong Mao: An optimal-control-based decision-making model and consulting methodology for services enterprises. *IEEE Transactions on Engineering Management*, 57(4), 607-619, November 2010.

Dickson K. W. Chiu, Qing Li, Patrick C. K. Hung, Zhe Shan, S. C. Cheung, Yu Yang, Matthias Farwick: Service Composition and Interaction in a SOC Middleware Supporting Separation of Concerns with Flows and Views. *Journal of Database Management*, 22(2), 32-63, April-June 2011.

Teaching Activity

University of Cincinnati
> IS 7034 - Data Warehousing and Business Intelligence, IS 7036 - Data Mining for Business Intelligence, IS 8080 - Independent Study on 1) Text Analytics, 2) Big Data Analytics, 3) Social Media Analytics.

Manhattan College
> CIS 110 - Introduction to Information System, CIS 227 - Business Statistics, BUAN 327 - Advanced Business Statistics

Penn State University
> MIS 434 - Internet Technology & E-commerce

Editorial Service

Journal of Modelling in Management - Associate Editor, 2017-present
IGI Advances in Information Security, Privacy, & Ethics Book Series - Advisory Board,

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2017-present
International Journal of Big Data - Associate Editor, 2013-2015
PAJAIS Special Issue on Business Intelligence and Analytics Research - Guest Editor, 2014.

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Maria L. Weese

Education
Ph.D. in Statistics, 2010, University of Tennessee, Knoxville, Tennessee
M.S. in Statistics, 2006, University of Tennessee, Knoxville, Tennessee
B.S. Chemical Engineering, Minor: Chemistry, 2001, Virginia Polytechnic Institute and State University, Blacksburg, Virginia

Academic and Professional Experience
Richard T. Farmer Assistant Professor, Information Systems & Analytics, Miami University 2018-current
Assistant Professor, Information Systems & Analytics, Miami University, 2014-2018
Lecturer, Information Systems & Analytics, Miami University, 2012-2014
Visiting Assistant Professor, Information Systems & Analytics, Miami University, 2010-2012
Process Improvement Engineer II, Celanese Acetate, Narrows, Virginia 2001-2004

Publications
 Weese, M.L., Montgomery, D.J., Ramsey,P.J., (2017) Analyzing Definitive Screening Designs: Screening vs. Prediction. *Applied Stochastic Models in Business and Industry*. 34(2):244-255.
Ockuly, R, A., **Weese, M.L**., Smucker, B.J., Edwards, D.J., Chang, L. \footnote{Undergraduate Student}, (2017) Response Surface Experiments: A Meta-Analysis. *Chemometrics and Intelligent Laboratory* Systems. 164:64-75.
Weese, M.L., Edwards, D.J., Smucker, B.J. (2017) A Criteria for Constructing Powerful Supersaturated Designs when Effect Directions are Known". *Journal of Quality Technology*. 49(3):265-277.
Weese, M.L., Martinez, W.G., and Jones-Farmer, L.A. (2016) On the Selection of the Bandwidth Parameter for the k-Chart. *Quality and Reliability Engineering International*. 33(7):1527-1547.
Campbell, J.T., **Weese, M.L.** (2016) Executive Pay as a Mixture: Compositional Models and the Influence of CEO Pay on Firm Performance". *Organizational Research Methods.* 20(1):95-120.
Weese, M.L., Martinez, W.J., Megahed, F.M., Jones-Farmer, L.A. (2016) Statistical Learning Methods Applied to Process Monitoring: An Overview and Perspective. *Journal of Quality Technology*. 48(1):4-27.
Weese, M. L., Smucker, B. J., Edwards, D. J. (2015) Searching for Powerful Supersaturated Designs. *Journal of Quality Technology*. 47(1):66-84.
Edwards, D. J., **Weese, M. L**., Palmer, G. M. (2014) Comparing Methods for Design Follow-Up: Revisiting a Metal Cutting Case Study. *Journal of Applied Stochastic Models in Business and Industry.* 30(4):464-478.
Weese, M. L., Leitnaker, M. G. (2012) Sequential Experimentation for Mixtures. *International Journal of Design of Experiments and Process Optimisation*, 3(1):33-42.

Teaching Experience
ISA 491 Introduction to Data Mining in Business, ISA 496 Business Analytics Practicum
ISA/STA 365 Design of Experiments and Process Monitoring, ISA 291 Regression Analysis in Business, ISA 205 Introduction to Business Statistics Online ISA 205, ISA 203 Supplementary Business Statistics , Online ISA 203, STAT 201 Introduction to Business Statistics, STAT 365 Statistical Process Control

Professional Service
Editorial Review Board Member, Quality and Reliability Engineering International

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Appendix F: New Position Descriptions

Assistant Professor of Analytics

Required:
- Ph.D. in a quantitative area such as Statistics, Operations Research, Industrial Engineering, or a closely related field

Preferred:
- Teaching experience in a business school
- Industry experience in Analytics or related area
- Accepted or published research in quality journals

Teaching Clinical Professor or Teaching Clinical Lecturer

Required:
- Ph.D. in a quantitative area such as Statistics, Operations Research, Industrial Engineering, or a closely related field for appointment as an Assistant Teaching Professor
- Masters in a quantitative area such as Statistics, Operations Research, Industrial Engineering, or a closely related field for appointment as an Assistant Lecturer

Preferred:
- Teaching experience in a business school
- Industry experience in Analytics or related area
- Accepted or published research in quality journals

Director of Graduate Programs

Required:
- Degree in a quantitative area such as Statistics, Operations Research, Industrial Engineering, or a closely related field.

Preferred
- Administrative experience in Academic Programming
- Industry Experience in Analytics or related area
- Experience with Masters level programs in a business school

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MIAMI UNIVERSITY
OXFORD, OH • EST. 1809

Approved by the Board of Trustees
February 22, 2019

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

2019-2020 Room and Board
ORDINANCE O2019-02

February 22, 2019
Finance and Audit

I. <u>Miami Tuition Promise Students (2019-2020 Cohort)</u>

BE IT ORDAINED: that the Board of Trustees further establishes the following charges to be levied for students admitted under 2019-2020 Miami Tuition Promise cohort, the following charges to be collected beginning first semester of the academic year 2019-2019 and to remain in effect for four (4) years as part of the Miami Tuition Promise unless otherwise indicated; and

BE IT FURTHER ORDAINED: that the Board of Trustees suspends the ResNet Turbo fee for all students residing in the residence hall in order to better ensure that all students have adequate access to high speed internet service.

	2018-19	2019-20	% change
A. Residence Halls (Fall/Spring, per semester per student)			
Non-Renovated Single	$4,266	$4,383	2.75%
Non-Renovated Double	$3,427	$3,521	2.75%
Non-Renovated Triple or Quad	$3,368	$3,461	2.75%
Single	$4,957	$5,093	2.75%
Double	$4,135	$4,249	2.75%
Modified Double	$3,705	$3,807	2.75%
Triple or Quad	$3,474	$3,570	2.75%
Heritage Commons	$5,131	$5,272	2.75%
B. Meal Plans (Fall/Spring, per semester per student)			
Diplomat Minimum	$2,055	$2,117	3.0%
Diplomat Standard	$2,596	$2,674	3.0%
Diplomat Plus	$2,704	$2,785	3.0%
Diplomat Premium	$3,164	$3,259	3.0%
C. Residential Fee (Fall/Spring, per semester per student)			
Fall and Spring Residents	$433	$445	2.75%

D. **Residence & Meal Plan Fall/Spring Increase** (Common Experience per Semester)

Non-Renovated Double + Board + Fee	$6,456	$6,640	2.85%
Double + Board + Fee	$7,164	$7,368	2.85%

II. Non-Cohort Students (Tuition Promise Exempt)

BE IT FURTHER ORDAINED: that the Board of Trustees hereby establishes the following charges to be levied and collected for returning undergraduate students (who are not guaranteed rates under Miami Tuition Promise) beginning with the first semester of the academic year 2018-2019 unless otherwise indicated and that the ResNet Turbo fee be suspended for these students.

	2018-19	2019-20	% change

A. **Residence Halls** (Fall/Spring, per semester per student)

Non-Renovated Single	$4,142	$4,256	2.75%
Non-Renovated Double	$3,245	$3,334	2.75%
Non-Renovated Triple or Quad	$3,193	$3,281	2.75%
Single	$4,813	$4,945	2.75%
Double	$3,905	$4,012	2.75%
Modified Double	$3,543	$3,640	2.75%
Triple or Quad	$3,296	$3,387	2.75%
Heritage Commons	$4,982	$5,119	2.75%

B. **Meal Plans** (Fall/Spring, per semester per student)

Diplomat Minimum	$1,924	$1,982	3.0%
Diplomat Standard	$2,444	$2,517	3.0%
Diplomat Plus	$2,575	$2,652	3.0%
Diplomat Premium C	$2,080	NA	

C. **Residential Fee** (Fall/Spring, per semester per student)

Fall and Spring Residents	$416	$427	2.75%

D. **Residence & Meal Plan Comparison** (Common Experience per Semester)

Non-Renovated Double + Board + Fee	$6,105	$6,278	2.8%
Double + Board + Fee	$6,765	$6,956	2.8%

III.   <u>Miami Tuition Promise Students (2018-2019 Cohort)</u>

BE IT FURTHER ORDAINED: that the Board of Trustees further establishes the following charges to be levied for students admitted under 2018-2019 Miami Tuition Promise cohort, the following charges to be collected beginning first semester of the academic year 2018-2019 and to remain in effect for four (4) years as part of the Miami Tuition Promise unless otherwise indicated and that the ResNet Turbo fee be suspended for these students.

	2018-19	2019-20	% change
A. Residence Halls (Fall/Spring, per semester per student)			
Non-Renovated Single	$4,266	$4,266	0.0%
Non-Renovated Double	$3,427	$3,427	0.0%
Non-Renovated Triple or Quad	$3,368	$3,368	0.0%
Single	$4,957	$4,957	0.0%
Double	$4,135	$4,135	0.0%
Modified Double	$3,705	$3,705	0.0%
Triple or Quad	$3,474	$3,474	0.0%
Heritage Commons	$5,131	$5,131	0.0%
B. Meal Plans (Fall/Spring, per semester per student)			
Diplomat Minimum	$2,055	$2,055	0.0%
Diplomat Standard	$2,596	$2,596	0.0%
Diplomat Plus	$2,704	$2,704	0.0%
Diplomat Premium	$3,164	$3,164	0.0%
C. Residential Fee (Fall/Spring, per semester per student)			
Fall and Spring Residents	$433	$433	0.0%
D. Residence & Meal Plan Fall/Spring Increase (Common Experience per Semester)			
Non-Renovated Double + Board + Fee	$6,456	$6,456	0.0%
Double + Board + Fee	$7,164	$7,164	0.0%

IV.   <u>Miami Tuition Promise Students (2017-2018 Cohort)</u>

BE IT FURTHER ORDAINED: that the Board of Trustees further establishes the following charges to be levied for students admitted under 2017-2018 Miami Tuition Promise cohort, the following charges to be collected beginning first semester of the academic year 2017-2018 and to remain in effect for four (4) years as part of the Miami Tuition Promise unless otherwise indicated and that the ResNet Turbo fee be suspended for these students.

	2018-19	2019-20	% change
A. Residence Halls (Fall/Spring, per semester per student)			
Non-Renovated Single	$4,142	$4,142	0.0%
Non-Renovated Double	$3,327	$3,327	0.0%
Non-Renovated Triple or Quad	$3,270	$3,270	0.0%
Single	$4,813	$4,813	0.0%
Double	$4,015	$4,015	0.0%
Modified Double	$3,597	$3,597	0.0%
Triple or Quad	$3,373	$3,373	0.0%
Heritage Commons	$4,982	$4,982	0.0%
B. Meal Plans (Fall/Spring, per semester per student)			
Diplomat Minimum	$1,976	$1,976	0.0%
Diplomat Standard	$2,496	$2,496	0.0%
Diplomat Plus	$2,600	$2,600	0.0%
Diplomat Premium	$3,042	$3,042	0.0%
C. Residential Fee (Fall/Spring, per semester per student)			
Fall and Spring Residents	$420	$420	0.0%
D. Residence & Meal Plan Fall/Spring Increase (Common Experience per Semester)			
Non-Renovated Double + Board + Fee	$6,243	$6,243	0.0%
Double + Board + Fee	$6,931	$6,931	0.0%

V.   <u>Miami Tuition Promise Students (2016-2017 Cohort)</u>

BE IT FURTHER ORDAINED: that the Board of Trustees further establishes the following charges to be levied for students admitted under 2016-2017 Miami Tuition Promise cohort, the following charges to be collected beginning first semester of the academic year 2016-2017 and to remain in effect for four (4) years as part of the Miami Tuition Promise unless otherwise indicated and that the ResNet Turbo fee be suspended for these students.

	2018-19	2019-20	% change
A. Residence Halls (Fall/Spring, per semester per student)			
Non-Renovated Single	$4,021	$4,021	0.0%
Non-Renovated Double	$3,230	$3,230	0.0%
Non-Renovated Triple or Quad	$3,175	$3,175	0.0%
Renovated Single	$4,275	$4,275	0.0%
Renovated Double	$3,650	$3,650	0.0%
Renovated Triple or Quad	$3,275	$3,275	0.0%
New Single	$4,813	$4,813	0.0%
New Double	$4,000	$4,000	0.0%
New Modified Double	$3,300	$3,300	0.0%
New Triple	$3,300	$3,300	0.0%
Heritage Commons	$4,982	$4,982	0.0%
B. Meal Plans (Fall/Spring, per semester per student)			
Diplomat Minimum	$1,900	$1,900	0.0%
Diplomat Standard	$2,400	$2,400	0.0%
Diplomat Plus	$2,550	$2,550	0.0%
Diplomat Premium	$2,925	$2,925	0.0%
C. Residential Fee (Fall/Spring, per semester per student)			
Fall and Spring Residents	$400	$400	0.0%
D. Residence & Meal Plan Fall/Spring Increase (Common Experience per Semester)			
Non-Renovated Double + Board + Fee	$6,030	$6,030	0.0%
Renovated Double + Board + Fee	$6,450	$6,450	0.0%
New Double + Board + Fee	$6,800	$6,800	0.0%

VI.   <u>All Students, Sororities, and Refund Policies</u>

BE IT FURTHER ORDAINED: that the Board of Trustees adopts the following fees and policies to be applied to all students and sororities.

	2018-19	2019-20	% change
A. Summer Housing Weekly			
Double Occupancy	$131	$135	2.75%
Single Occupancy	$192	$197	2.75%
B. Winter Term Housing Block Rate *(24 days)*			
(Available for students enrolled in class)	$466	$466	0.0%
C. Sorority Suites (Per suite per semester)			
Less than 500 square feet	$3,000	$1,500	-50.0%
500 to 899 square feet	$5,538	$5,926	7.0%
900 to 999 square feet	$9,347	$10,000	7.0%
1,000 to 1,099 square feet	$10,312	$11,033	7.0%
1,100 to 1,199 square feet	$11,275	$12,064	7.0%
1,200 to 1,299 square feet	$12,700	$13,589	7.0%
1,300 to 1,399 square feet	$14,330	$15,333	7.0%
1,400 to 1,499 square feet	$15,630	$16,724	7.0%

- *Suites sized 500 square feet and larger include use of Hamilton Hall Multi-Purpose Meeting Room.*
- *Through negotiation with the Division of Student Life, sorority suite rental rates are being realigned to provide better affordability for very small chapters in suites less than 500 square feet in size.*

D. Residence Halls Room Refund Policy

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

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

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

(7)	Withdrawal during the first three class days of the term	100% of room rent
(8)	Withdrawal during the fourth through eighth class days of the term	50% of room rent
(9)	Withdrawal during the ninth through fifteenth class days of the term	25% of room rent
(10)	Withdrawal after the fifteenth class day of the term	No Refund

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

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

E. Meal Plan Change and Refund Policy

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

Unused declining balance dollars at the end of each semester roll forward to the next semester. Unused buffet meals do not carry forward. When a student moves off campus, any remaining declining balance dollars are converted to the meal plan for off campus students. Students who withdraw from the university on or before the fortieth day of the term will receive a refund of 80% of any unused declining balance dollars, and a calculated credit for unused buffet meals (if applicable), based on the same percentage schedule defined in Section D (1-6) of this document. There is no refund or credit for students who graduate or withdraw after the fortieth day of the term.

In the event of an emergency, the Vice President for Finance and Business Services or his designee is authorized to make exceptions to the above stated refund policy.

Housing Rate Comparisons - Planning for 2019-20
Costs for Incoming Students (*Includes Res Fee*)

	Double (Non Renovated)				
	2017-18	%	2018-19	%	2019-20
Case Western	$4,285	3.0%	$4,415		
University of Dayton	$3,950	3.0%	$4,070		
Miami University	$3,747	3.0%	$3,860	2.75%	$3,966
Ohio State University	$3,249	10.5%	$3,592		
Kent State	$3,438	3.0%	$3,540		
Ohio University	$3,411	3.5%	$3,530		
Xavier University	$3,375	4.0%	$3,510		
University of Akron	$3,510	0.0%	$3,510		
University of Cincinnati	$3,312	2.0%	$3,378		
University of Toledo	$2,815	6.0%	$2,985		

	Double (Renovated/New)				
	2017-18	%	2018-19	%	2019-20
Miami University	$4,435	3.0%	$4,568	2.75%	$4,694
Case Western	$4,285	3.0%	$4,415		
Ohio State University	$4,174	3.0%	$4,299		
University of Toledo	$4,012	6.1%	$4,255		
University of Akron	$4,165	0.0%	$4,165		
University of Dayton	$3,950	3.0%	$4,070		
Kent State	$3,844	3.0%	$3,958		
Xavier University	$3,740	4.0%	$3,890		
University of Cincinnati	$3,810	2.0%	$3,886		
Ohio University	$3,636	3.5%	$3,763		

	Single (Non Renovated)				
	2017-18	%	2018-19	%	2019-20
Case Western	$4,885	3.1%	$5,035		
Miami University	$4,562	3.0%	$4,699	2.75%	$4,828
University of Toledo	$4,264	6.0%	$4,520		
Ohio University*	$4,190	3.5%	$4,337		
Xavier University	$4,100	4.0%	$4,265		
Ohio State University	$4,174	3.0%	$4,299		
Kent State	$3,896	2.9%	$4,010		
University of Cincinnati	$3,822	2.0%	$3,898		
University of Akron	$3,687	0.0%	$3,687		
University of Dayton					

	Single (Renovated/New)				
	2017-18	%	2018-19	%	2019-20
Miami University	$5,233	3.0%	$5,390	2.75%	$5,538
University of Toledo	$4,814	5.9%	$5,100		
Case Western	$4,885	3.1%	$5,035		
University of Akron	$4,721	0.0%	$4,721		
Kent State	$4,506	2.9%	$4,638		
Ohio University	$4,464	3.5%	$4,620		
Ohio State University	$4,174	3.0%	$4,299		
Xavier University	$4,100	4.0%	$4,265		
University of Cincinnati	$4,123	2.0%	$4,205		
University of Dayton					

	Apartment				
	2017-18	%	2018-19	%	2019-20
Case Western	$5,740	3.0%	$5,913		
Miami University	$5,402	3.0%	$5,564	2.75%	$5,717
Kent State	$4,914	2.8%	$5,052		
University of Akron	$4,933	0.0%	$4,933		
Xavier University	$4,730	4.0%	$4,920		
University of Dayton	$4,630	3.0%	$4,770		
Ohio University	$4,464	3.5%	$4,620		
University of Cincinnati	$4,497	2.0%	$4,587		
Ohio State University	$4,174	3.0%	$4,299		
University of Toledo					

Finance and Audit

Meal Plan Rate Comparisons - Planning for 2019-20

Costs for Incoming Students (Tuition Guarantee if applicable*)

	2017-18	%	2018-19	%	2019-20	Swipes	Dining Dollars	Plan Name
Case Western University	$2,896	3.00%	$2,983			10/wk	$250/sem	- 10 Classic
University of Cincinnati			$2,274			12/wk	N/A	- 186 Block
Miami University	$1,976	4.00%	$2,055	3.00%	$2,117	14/wk	$100/sem	- Diplomat Minimum
The Ohio State University	$1,952	1.49%	$1,981			10/wk	$200/sem	- Gray 10
Ohio University	$1,854	4.05%	$1,929			10/wk	N/A	- Traditional 10
University of Akron	$1,895	0.00%	$1,895			180/sem	$250/sem	- White Plan
Bowling Green State University	$1,669	3.00%	$1,719			90/sem	$800/sem	- Bronze
Vanderbilt University	$1,589	4.53%	$1,661			8/wk	$250/sem	- The 8 Basic

	2017-18	%	2018-19	%	2019-20	Swipes	Dining Dollars	Plan Name
Case Western University	$3,087	3.01%	$3,180			17/wk	$150/sem	- 17 Classic
Miami University	$2,496	4.00%	$2,596	3.00%	$2,674	16/wk	$500/sem	- Diplomat Standard
Vanderbilt University	$2,368	4.52%	$2,475			14/wk	$200/sem	- The 14 Basic
The Ohio State University	$2,325	1.51%	$2,360			14/wk	$200/sem	- Scarlet 14
Ohio University	$2,146	4.05%	$2,233			14/wk	N/A	- Traditional 14
Kent State	$2,372	-9.74%	$2,141			Unlimited	$100/sem	- Premier / Blue
University of Akron	$2,100	0.00%	$2,100			200/sem	$600/sem	- Blue Plan
Bowling Green State University	$1,986	2.97%	$2,045			120/sem	$900/sem	- Silver

	2017-18	%	2018-19	%	2019-20	Swipes	Dining Dollars	Plan Name
Case Western University	$3,256	3.01%	$3,354			Unlimited	$50/sem	- Unlimited
Miami University	$3,042	4.00%	$3,164	3.00%	$3,259	Unlimited	$800/sem	- Diplomat Premium
Vanderbilt University	$2,659	4.51%	$2,779			19/wk	$200/sem	- The Optional 19
Kent State	$2,790	-8.78%	$2,545			Unlimited	$550/sem	- Premier Plus / Gold
Ohio University	$2,292	4.06%	$2,385			20/wk	N/A	- Traditional 20
University of Cincinnati			$2,292			Unlimited	$150/sem	- Unlimited
University of Akron	$2,275	0.00%	$2,275			225/semr	$900/sem	- Gold Plan
Bowling Green State University	$2,156	2.97%	$2,220			140/semr	$1,000/sem	- Gold
The Ohio State University	$1,905	1.47%	$1,933			Unlimited	$100/sem	- Unlimited

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MIAMI UNIVERSITY
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February 22, 2019
Finance and Audit

Long Term Budget Plan
RESOLUTION R2019-23

WHEREAS, the Board of Trustees in December 2018 passed a resolution calling for the development of a five year budget strategy that addresses the budget challenges anticipated in the new decade; and

WHEREAS, some of the challenges identified in the December resolution are already occurring as applications from across the nation and from international students have declined for fall 2019 and this likely is only the first of many enrollment challenges as demographic changes result in fewer high school graduates in parts of the nation where Miami has historically recruited students and interest by international students wanes; and

WHEREAS, the budget plan must be responsive to multiple enrollment and budget scenarios; a "base budget plan" has been developed to provide the foundation for the budget strategy; and

WHEREAS, the base budget plan attached to this resolution calls for budget reductions and reallocations spread equally across the next five years. But this plan also assumes that declines in international enrollment, resulting from the decline in applications, can be offset without an enrollment drop through increased resident and domestic nonresident enrollments and that the negative trends will not worsen in future years; and

WHEREAS, should Miami University confront a more negative enrollment situation where the nonresident enrollment mix and the number of students enrolled may actually decline, the budget reductions assumed under the base budget plan may need to be accelerated over a shorter period of time, additional budget cuts may have to be adopted, and salary increases may need to be evaluated to correct this more negative financial situation; and

WHEREAS, the proposed base budget plan reductions, reallocation and initiatives advanced by both Boldly Creative and the Strategic Plan must regularly be assessed in order to measure the progress with these plans;

NOW, THEREFORE, BE IT RESOLVED: that the Miami University Board of Trustees adopts the base budget plan outlined in the accompanying document; and

BE IT FURTHER RESOLVED: that the base budget plan could under certain enrollment scenarios need to be accelerated as described above, which requires that the responsible administrative and auxiliary operations have fully executable plans for all budget reductions across all five years by the May 2019 meeting of the Board of Trustees; and

BE IT FURTHER RESOLVED: that the Board of Trustees will be provided regular updates on the progress with the Boldly Creative initiatives, the strategic plan and the base budget plan at each meeting of both the Academic and Student Affairs committee and the Audit and Finance committee commencing with the May 2019 meeting of the Board of Trustees.

Approved by the Board of Trustees
February 22, 2019

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

Budget Plan
For Fiscal Years 2020 through 2025
Annual Budget Reductions and Reallocation Targets

Administrative Unit Reduction (1.5%)	FY20	FY21	FY22	FY23	FY24	Total
President's Office	$166,139	$163,647	$161,192	$158,774	$156,393	$806,144
Finance Business Services	$237,775	$234,209	$230,695	$227,235	$223,827	$1,153,741
Physical Facilities	$509,230	$501,591	$494,067	$486,656	$479,357	$2,470,902
Enrollment Mgmt & Student Success	$251,883	$248,105	$244,383	$240,717	$237,107	$1,222,195
Student Life	$112,483	$110,796	$109,134	$107,497	$105,884	$545,793
IT Services	$244,501	$240,834	$237,221	$233,663	$230,158	$1,186,377
University Advancement	$221,506	$218,183	$214,910	$211,687	$208,511	$1,074,797
CLAAS Departments	$278,320	$277,480	$276,972	$276,746	$276,852	$1,386,370
Total Administrative Unit Reductions	**$2,021,837**	**$1,994,844**	**$1,968,575**	**$1,942,975**	**$1,918,088**	**$9,846,319**
Provost Offices' Reduction (1.5%)	**$490,411**	**$483,055**	**$475,809**	**$468,672**	**$461,642**	**$2,379,587**
Academic Deans' Reduction (1.5%)	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**Total**
CAS Dean's Office (CAS001)	$59,410	$58,519	$57,641	$56,777	$55,925	$288,272
EH&S Dean's Office (EAP001)	$43,570	$42,916	$42,272	$41,638	$41,014	$211,410
FSB Dean's Office (BUS001)	$57,132	$56,275	$55,431	$54,599	$53,780	$277,216
CEC Dean's Office (APS001)	$29,306	$28,866	$28,433	$28,007	$27,587	$142,200
CCA Dean's Office (FNA001)	$18,044	$17,773	$17,507	$17,244	$16,985	$87,554
CLAAS Dean's Office (RDOH01/RDOM01)	$43,621	$43,736	$43,857	$43,984	$44,117	$219,315
Total Deans' Reductions	**$251,083**	**$248,086**	**$245,141**	**$242,249**	**$239,408**	**$1,225,967**
Auxiliary Reductions (2.0%)	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**Total**
Intercollegiate Athletics	$382,588	$374,937	$367,438	$360,089	$352,887	$1,837,939
Recreational Sports Center	$78,566	$76,995	$75,455	$73,946	$72,467	$377,428
Goggin Ice Center	$9,436	$9,248	$9,063	$8,881	$8,704	$45,332
Shriver Center	$18,470	$18,100	$17,738	$17,384	$17,036	$88,728
Transportation Services	$4,334	$4,248	$4,163	$4,079	$3,998	$20,822
Residence Life	$34,137	$34,820	$35,516	$36,227	$36,951	$177,651
Residence & Dining Halls	$262,273	$267,519	$272,869	$278,327	$283,893	$1,364,881
Total Auxiliary Reductions	**$789,805**	**$785,866**	**$782,242**	**$778,932**	**$775,936**	**$3,912,781**
Total Reductions for All Units	**$3,553,135**	**$3,511,850**	**$3,471,767**	**$3,432,829**	**$3,395,074**	**$17,364,654**
Oxford Academic Departments	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**Total**
Minimum Academic Reallocation (1.0%)	$1,502,541	$1,487,516	$1,472,641	$1,457,914	$1,443,335	$7,363,947
Desired Academic Reallocation (2.0%)	$3,005,083	$2,944,981	$2,886,081	$2,828,360	$2,771,792	$14,436,297
Regional Campuses	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**Total**
Minimum Academic Reallocation (1.0%)	$233,328	$236,780	$240,322	$243,957	$247,686	$1,202,073
Desired Academic Reallocation (2.0%)	$466,656	$473,560	$480,644	$487,914	$495,373	$2,404,147

MIAMI UNIVERSITY
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February 22, 2019
Finance and Audit

Dodds Hall Renovation
RESOLUTION R2019-24

WHEREAS, the Dodds Hall project involves a full renovation of this existing hall; and

WHEREAS, Miami University has developed a plan to expedite the renovation of Dodds Hall to be completed for occupancy in the fall of 2020, and

WHEREAS, advancing the schedule to renovate Dodds Hall one year earlier than planned benefits Miami University by avoiding substantial escalation, enhanced efficiency of spend on pre-purchased materials, and improved living facilities for the benefit of students' experience, and

WHEREAS, Miami University has determined that cost control, speed of implementation, and best value may be gained by utilizing the Design-Build project delivery method; and

WHEREAS, Miami University has identified funds in the amount of $1,600,000 to advance the design, cost estimating, site development needs, and preconstruction services required to develop a Guaranteed Maximum Price (GMP); and

WHEREAS, the receipt of the Guaranteed Maximum Price (GMP) is planned for May 2019;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer, to proceed with the award of contract for the preconstruction phase of the Dodds Hall renovation project which includes design, estimating and related preconstruction services necessary to prepare the GMP for a budget not to exceed $1,600,000.

Approved by the Board of Trustees
February 22, 2019

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

Executive Summary
for the
Dodds Hall Renovations
February 21, 2019

This project will result in the renovation of Dodds Hall as part of the Long-Range Housing Master Plan. The project will be delivered using Design-Build methodology to reduce the time from design through construction, manage the cost of construction, and minimize the risk to the University.

Renovations will include new windows, ADA accessibility improvements, elevators, insulating of the attic, new corridor ceilings, interior lighting, plumbing systems, sprinkler system, electrical distribution, HVAC systems, life safety and fire alarm systems, utility tie-ins, site utilities, selective addition and/or demolition of bedroom walls, and new bedroom finishes. Student life programming elements such as community rooms, group study rooms, and other support spaces will also be included.

Project component:	Budget:	Funding Source:
Est. Design and Administration:	$1,000,000	Local Funding
Est. Cost of Work:	$14,000,000	Local Funding
Est. Owner's Costs:	$1,000,000	Local Funding
Est. Contingency:	$500,000	Local Funding
Est. Total:	$16,500,000	

MIAMI UNIVERSITY

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February 22, 2019
Finance and Audit

Stanton Hall Renovation
RESOLUTION R2019-25

WHEREAS, the Stanton Hall project involves a full renovation of this existing hall; and

WHEREAS, Miami University has determined that cost control, speed of implementation, and best value may be gained by utilizing the Design-Build project delivery method; and

WHEREAS, the receipt of the Guaranteed Maximum Price (GMP) is planned for February 2019; and

WHEREAS, Miami University has identified funds in the amount of $19,000,000 for the Stanton Hall Renovation project; and

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the Senior Vice President for Finance and Business Services and Treasurer, to proceed with the award of contract for the Stanton Hall project with a total project budget not to exceed $19,000,000.

Approved by the Board of Trustees
February 22, 2019

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

Executive Summary
for the
Stanton Hall Renovations
February 21, 2019

This project will result in the renovation of Stanton Hall as part of the Long-Range Housing Master Plan. The project will be delivered using Design-Build methodology to reduce the time from design through construction, better manage the cost of construction, and minimize the risk to the University.

Renovations will include new windows, ADA accessibility improvements, elevators, insulating of the attic, new corridor ceilings, interior lighting, plumbing systems, sprinkler system, electrical distribution, HVAC systems, life safety and fire alarm systems, utility tie-ins, site utilities, selective addition and/or demolition of bedroom walls, and new bedroom finishes. Student life programming elements such as community rooms, group study rooms, and other support spaces will also be included.

Project component:	Budget:	Funding Source:
Est. Design and Administration:	$1,500,000	Bond Funding
Est. Cost of Work:	$15,500,000	Local Funding
Est. Owner's Costs:	$1,000,000	Local Funding
Est. Contingency:	$1,000,000	Local Funding
Est. Total:	$19,000,000	

MIAMI UNIVERSITY
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February 22, 2019
Finance and Audit

Sale of Real Estate
RESOLUTION R2019-26

WHEREAS, pursuant to the October, 2015 Report of The Ohio Task Force on Affordability and Efficiency (hereinafter the Task Force Report), Miami University conducted an assessment of its non-core assets; and

WHEREAS, it has long been the practice of Miami University to purchase for investment purposes and accept bequests of real property and to hold such real property in trust pursuant to Ohio Revised Code 3345.16; and

WHEREAS, as the result of these acquisitions, the University now owns several residential properties; and

WHEREAS, the University is desirous of selling such properties in accordance with the Task Force Report recommendation to consider monetizing non-core assets.

NOW THEREFORE, BE IT RESOLVED: that the Board of Trustees hereby delegates to the Senior Vice President for Finance and Business Services the authority to list for sale and sell the following residential properties located in the City of Oxford, Ohio (the Property):

- 101 Oberlin Court
- 212 Bishop Street
- 306 University Avenue
- 608 Brookview Court

BE IT FURTHER RESOLVED: that the Board of Trustees authorizes and directs the Senior Vice President for Finance and Business Services and Treasurer to take all such actions, which he determines to be reasonably necessary or appropriate, to consummate the sale of any or all of the Property.

Approved by the Board of Trustees
February 22, 2019

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

MIAMI UNIVERSITY
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February 22, 2019
Finance and Audit

Annexation of University Airport
RESOLUTION R2019-27

WHEREAS, Miami University is an Ohio state assisted institution of higher education; and

WHEREAS, certain real property depicted on the attached *Exhibit A* is owned in the name of the President and Trustees of Miami University and used for Miami University's Airport; and

WHEREAS, the Airport is located contiguous to the City of Oxford corporate boundaries; and

WHEREAS, City of Oxford and Miami University desire to regulate the speed on Fairfield Road adjacent to the City Park and desires to place improvements on and along the road for bicycles and pedestrian traffic; and

WHEREAS, University accounting practices and procedures will be standardized throughout campus if the Airport is situated within City of Oxford corporate boundaries;

THEREFORE BE IT RESOLVED: that the Miami University Board of Trustees authorizes the annexation of the Airport into the City of Oxford; and

BE IT FURTHER RESOLVED: that the Miami University Board of Trustees consents to the granting of the annexation of the Airport by the Butler County Board of Commissioners; and

BE IT FURTHER RESOLVED: that the Senior Vice President of Finance and Business Services is authorized and directed to take all such actions, which he determines to be reasonably appropriate, to effectuate the annexation of the Airport.

Approved by the Board of Trustees
February 22, 2019

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

Date:	January 25, 2019
Description:	148.258 Acres
	Annexation
Location:	Oxford Township
	Butler County County, Ohio

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Situated in the State of Ohio, Congress Lands West of the Miami River and being 148.258 acres of land in Part of Lot #1 and Lot #2 located in Section 29, Town 5, Range 1 East, Oxford Township, Butler County, Ohio and Part of Lot #6 located in Section 28, Town 5, Range 1 East, Oxford Township, Butler County, Ohio and being the lands of The President and Trustees of the Miami University as recorded in Deed Book 357, Page 443 (Part of Lot #1 and Part of Lot #2), Deed Book 358, Page 44 (Part of Lot #2) and Official Record 6382, Page 1455 (Part of Lot #6) and Official Record 6538, Page 2300 (Part of Lot #6) of the Butler County, Ohio Recorder's Office and being further described as follows;

Beginning at the northeast corner of said Section 29 and being the northwest corner of said Section 28 and being the **True Point of Beginning**;

thence, leaving the northeast corner of said Section 29 and with the northerly of said Section 28, South 87° 51' 08" East, 587.89 feet to the northwest corner of Lot #3436 and being the lands of City of Oxford, Ohio as recorded in Official Record 6270, Page 477 of the Butler County, Ohio Recorder's Office;

thence, leaving the northerly line of said Section 28 and with the northerly boundary of said Lot #3436, South 49° 52' 38" West, 801.14 feet to the westerly boundary of said Lot #3436 and being the westerly boundary of Lot #6;

thence, leaving the northerly boundary of said Lot #3436 and with the westerly boundary of said Lot #3436 and with the westerly boundary of said Lot #6, South 02° 40' 22" West, 1404.31 feet to the northeast corner of Lot #3437 and being the lands of City of Oxford, Ohio as recorded in Official Record 6282, Page 1455 of the Butler County, Ohio Recorder's Office;

thence, leaving the westerly boundary of said Lot #3436 and the westerly boundary of said Lot #6 and with the northerly boundary extended of said Lot #3437 and with the northerly boundary of Lot #3438 and being the lands of City of Oxford, Ohio as recorded in Official Record 6538, Page 2298 of the Butler County, Ohio Recorder's Office, North 87° 19' 38" West, 100.00 feet to the northwest corner of said Lot #3438;

thence, leaving the northerly boundary of said Lot #3438 and with the westerly boundary of said Lot #3438, South 02° 40' 22" West, 696.00 feet to the southerly boundary of said Lot #2;

thence, leaving the southerly boundary of said Lot #2 and continuing the westerly boundary of said Lot #3438, South 02° 28' 08" West, 894.37 feet to the centerline of Brookville Road;

thence, leaving the westerly boundary of said Lot #3438 and with the centerline of said Brookville Road for the following three courses:

1) South 84° 00' 05" West, 98.86 feet;

2) South 83° 07' 35" West, 1558.01 feet;

3) South 81° 44' 39" West, 25.66 feet to the easterly boundary of Lot #4 and being the southeast corner of the lands of The President and Trustees of the Miami University as recorded in Deed Book 358, Page 161 of the Butler County, Ohio Recorder's Office;
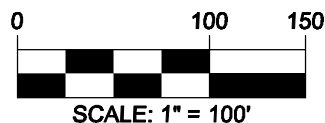
thence, leaving the centerline of said Brookville Road and with the easterly boundary of said Lot #4 and with the easterly boundary of Lot #3 and being the lands of Miami University as recorded in Deed Book 357, Page 528 of the Butler County, Ohio Recorder's Office, North 02° 21' 16" East, 3791.88 feet to the southerly line of said Section 29 and being the northeast corner of the lands of The President and Trustees of the Miami University as recorded in Deed Book 357, Page 528 of the Butler County, Ohio Recorder's Office;

thence, leaving the easterly boundary of said Lot #3 and with the southerly line of said Section 29, South 87° 58' 10" East, 1767.98 feet to the southwest corner of Lot #3231 and being the lands of Southwestern Ohio Seniors' Services, Inc., as recorded in Official Record 5417, Page 467 of the Butler County, Ohio Recorder's Office;

thence, leaving the southwest corner of said Lot #3231 and with the northerly line of said Section 29, South 87° 51' 08" East, 9.37 feet to the **True Point of Beginning,** containing 6,458,099 square feet or 148.258 acres of land more or less of which 3.636 acres of land are located in Section 28 and 144.622 acres of land are located in Section 29 and being subject to all easements, legal highways, restrictions and rights-of-way of record.
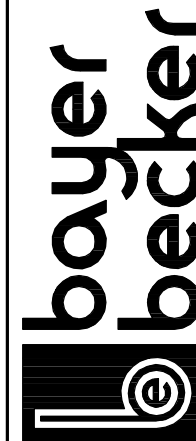
AREA SUMMARY (PER DEED)
PARCEL #H3510-032-000-001 - 14 ACRES (DEED)
PARCEL #H3510-032-000-002 - 40 ACRES & 90 ACRES (DEED)
PARCEL #H3510-031-000-018 - 3.000 ACRES (DEED)
PARCEL #H3510-031-000-019 - 0.636 ACRES (DEED)
PARCEL #H3510-032-000-051 - 0.606 ACRES (DEED)

Basis of Bearing:
ASSUMED MERIDIAN

0   100   150
SCALE: 1" = 100'

SURVEY REFERENCES

S.V. 16, PG. 57
S.V. 18, PG. 145
S.V. 26, PG. 229
S.V. 27, PG. 166
S.V. 30, PG. 216
S.V. 30, PG. 217
S.V. 34, PG. 69
S.V. 37, PG. 23
S.V. 38, PG. 170
S.V. 42, PG. 183
S.V. 43, PG. 28
S.V. 43, PG. 29
S.V. 47, PG. 187
S.V. 49, PG. 176
S.V. 56, PG. 59
S.V. 56, PG. 60

① DENOTES OWNERSHIP
   INFORMATION (SEE SHEET 2)

ACREAGE BREAKDOWN:

SECTION 29 = 144.622 ACRES
SECTION 28 = 3.636 ACRES

THIS ANNEXATION PLAT IS BASED
UPON DEEDS OF RECORD AND
OTHER SOURCE DOCUMENTS.
THIS PLAT IS NOT THE RESULT
OF A FIELD BOUNDARY SURVEY.

N02°21'16"E 3791.88'

S81°44'39"W
25.66'

60'
R/W

BROOKVILLE ROAD

S83°07'35"W 1558.01'

60'
R/W

FAIRFIELD ROAD

S87°58'10"E 1767.98'
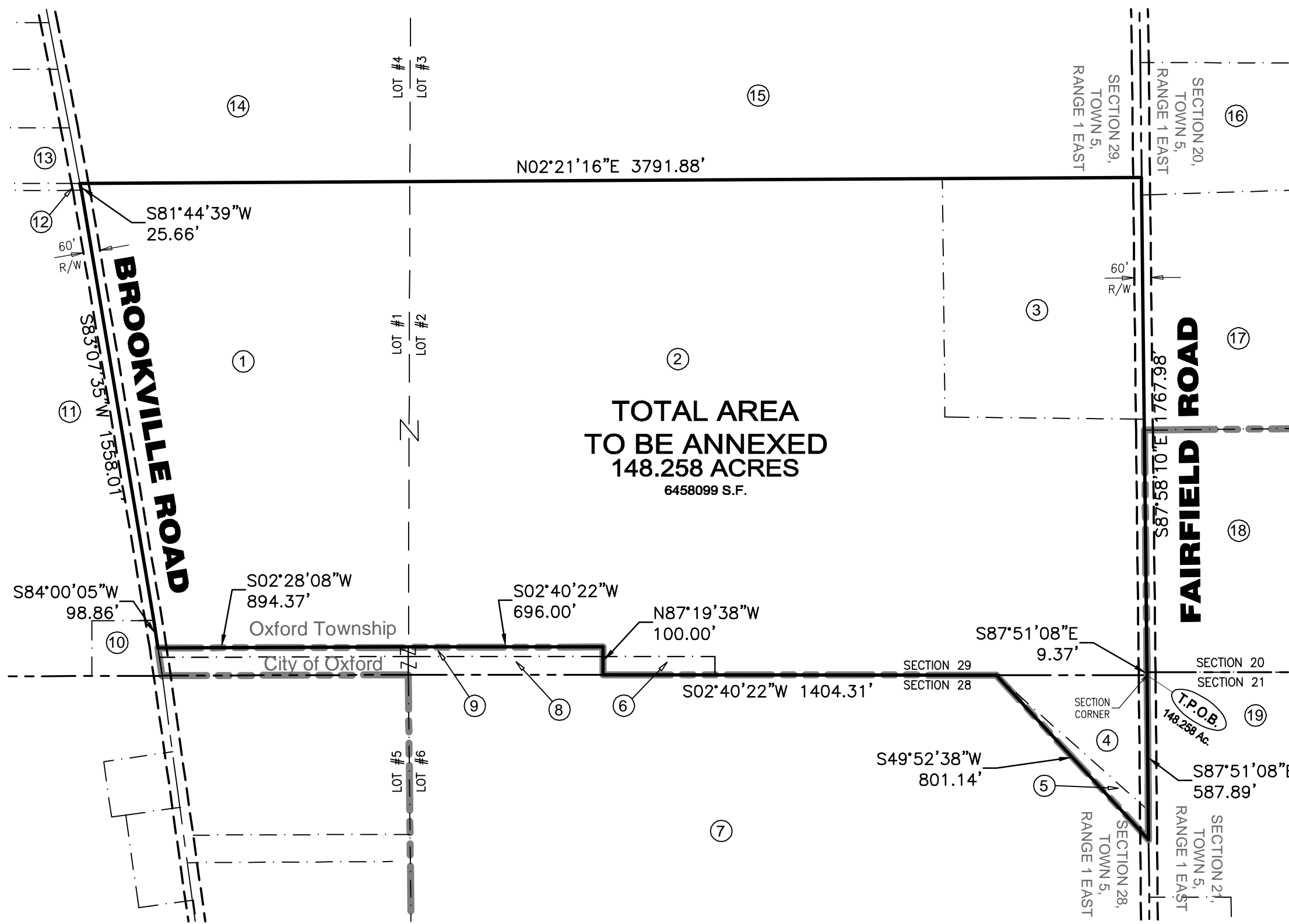
TOTAL AREA
TO BE ANNEXED
148.258 ACRES
6458099 S.F.

S84°00'05"W
98.86'

S02°28'08"W
894.37'

S02°40'22"W
696.00'

N87°19'38"W
100.00'

Oxford Township

City of Oxford

S02°40'22"W 1404.31'

SECTION 29
SECTION 28

S87°51'08"E
9.37'

SECTION 20
SECTION 21

SECTION
CORNER

T.P.O.B.
148.258 Ac.

S49°52'38"W
801.14'

S87°51'08"E
587.89'

SECTION 28,
TOWN 5,
RANGE 1 EAST

SECTION 21,
TOWN 5,
RANGE 1 EAST

SECTION 29,
TOWN 5,
RANGE 1 EAST

SECTION 20,
TOWN 5,
RANGE 1 EAST

LOT #4
LOT #3

LOT #1
LOT #2

LOT #5
LOT #6

148.258 ACRES
THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY
PART OF LOTS #1, #2 & #6 OF THE MIAMI UNIVERSITY LANDS
SECTIONS 28 & 29, TOWN 5, RANGE 1 EAST
CONGRESS LANDS WEST OF THE MIAMI RIVER
OXFORD TOWNSHIP, BUTLER COUNTY, OHIO

ANNEXATION PLAT

110 S. College Avenue, Suite 101
Oxford, OH 45056 · 513.523.4270

Drawing:	**19-0004 AX**
SHEET	**1/2**
Drawn by:	**DDS**
Checked By:	**BRJ**
Issue Date:	**01-25-19**

OWNER INFORMATION

① PART OF LOT #1
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
D.B. 357, PAGE 443 (40 ACRES DEED)
PARCEL #H3510-032-000-002

② PART OF LOT #2
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
D.B. 357, PAGE 443 (90 ACRES DEED)
PARCEL #H3510-032-000-002

③ PART OF LOT #2
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
D.B. 358, PAGE 44 (14 ACRES DEED)
PARCEL #H3510-032-000-001

④ PART OF LOT #6
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
O.R. 6382, PAGE 1455 (3.00 ACRES DEED)
PARCEL #H3510-031-000-018

⑤ PART OF LOT #6
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
O.R. 6538, PAGE 2300 (0.636 ACRES DEED)
PARCEL #H3510-031-000-019

⑥ PART OF LOT #2
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
O.R. 6538, PAGE 2300 (0.606 ACRES DEED)
PARCEL #H3510-032-000-051

⑦ LOT #3436
CITY OF OXFORD, OHIO
O.R. 6270, PG. 477 (110.044 ACRES DEED)
PARCEL #H4000-141-000-001

⑧ LOT #3437
CITY OF OXFORD, OHIO
O.R. 6282, PAGE 1455 (3.00 ACRES DEED)
PARCEL #H4000-141-000-003

⑨ LOT #3438
CITY OF OXFORD, OHIO
O.R. 6538, PAGE 2298 (1.239 ACRES DEED)
PARCEL #H4000-141-000-004

⑩ PART OF LOT #1
BOWLING ESTATES LTD.
O.R. 6017, PG. 146 (1.073 ACRES DEED)
PARCEL #H3510-032-000-040

⑪ PART OF LOT #1
BOWLING ESTATES LTD.
O.R. 6017, PG. 157 (65.697 ACRES DEED)
PARCEL #H3510-032-000-003

⑫ PART OF LOT #1
JOSEPH S. HESSELBROCK TR.
AND LARRY J. HESSELBROCK TR.
O.R. 9064, PG. 1706 (TRACT XIII)
(0.902 ACRES DEED)
PARCEL #H3510-032-000-026

⑬ PART OF LOT #4
THOMAS E. AND KAREN L. RUPP TRS.
O.R. 6831, PG. 878 (15.655 ACRES)
PARCEL #H3510-032-000-004

⑭ PART OF LOT #4
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
D.B. 358, PAGE 161 (25.700 ACRES DEED)
PARCEL #H3510-032-000-005

⑮ PART OF LOT #3
THE PRESIDENT AND TRUSTEES
OF THE MIAMI UNIIVERSITY
D.B. 357, PAGE 528 (100.24 ACRES DEED)
PARCEL #H3510-032-000-007

⑯ PART OF LOT #4
JACK F. AND KAREN S. GROVE
D.B. 1616, PG. 599 (8.005 ACRES DEED)
PARCEL #H3510-020-000-010

⑰ PART OF LOT #1
JACK F. AND KAREN S. GROVE
D.B. 1592, PG. 467 (106.745 ACRES DEED)
PARCEL #H3510-020-000-008

⑱ LOT #3723
GARY M. PAULIN TR. ETAL
O.R. 8627 PG. 999
PARCEL #H4100-039-000-001

⑲ LOT #3231
SOUTHWESTERN OHIO SENIORS' SERVICES, INC.
O.R. 5417 PG. 467
PARCEL #H4100-022-000-025
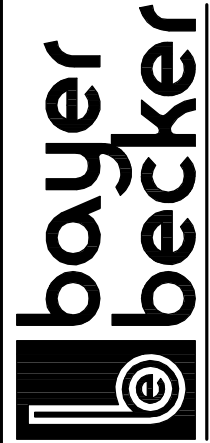
bayer becker
110 S. College Avenue, Suite 101
Oxford, OH 45056 · 513.523.4270

148.258 ACRES
THE PRESIDENT AND TRUSTEES OF THE MIAMI UNIVERSITY
PART OF LOTS #1, #2 & #6 OF THE MIAMI UNIVERSITY LANDS
SECTIONS 28 & 29, TOWN 5, RANGE 1 EAST
CONGRESS LANDS WEST OF THE MIAMI RIVER
OXFORD TOWNSHIP, BUTLER COUNTY, OHIO

ANNEXATION PLAT

Drawing:	19-0004 AX
SHEET	2/2
Drawn by:	DDS
Checked By:	BRJ
Issue Date:	01-25-19

MIAMI UNIVERSITY
OXFORD, OH · EST. 1809

February 22, 2019
Finance and Audit

Quasi-Endowment
RESOLUTION R2019-28

WHEREAS, Resolution R2015-45 established the Miami University Quasi-Endowment Policy; and

WHEREAS, from time to time, Miami University receives large gifts that are not endowed; and

WHEREAS, the Senior Vice President for Advancement and the Senior Vice President for Finance and Business Services has recommended that those non-endowed gifts greater than or equal to $50,000 should be automatically quasi-endowed unless the donor specifies the gift is an expendable gift; and

WHEREAS, the annual spending distributions of these quasi-endowments, if the gift was unrestricted, will be used for the general needs of Miami University as determined annually by the President, Provost, Senior Vice President for Finance and Business Services, and Senior Vice President for Advancement; and

WHEREAS, the Provost and the Senior Vice President for Finance and Business Services of the University, with the concurrence of the Finance and Audit Committee, has recommended approval of this plan to amend the Quasi-Endowment Policy;

NOW, THEREFORE BE IT RESOLVED: that the Board of Trustees approves amending the Miami University Quasi-Endowment Policy to automatically quasi-endow non-endowed gifts.

Approved by the Board of Trustees
February 22, 2019

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

MIAMI UNIVERSITY
QUASI-ENDOWMENT POLICY
February 2019

From time to time, Miami University accumulates financial balances through the receipt of large, unrestricted gifts and the prudent management of resources. Periodically, it may be appropriate to establish a quasi-endowment with these funds.

Definition

Quasi-endowment funds function like an endowment, but are funded from institutional funds or non-endowed donor gifts. The intended use of these funds is determined by designation of the governing body of the institution.

Purpose

To provide a vehicle for academic divisions of Miami University to target the long-term investment of academic division generated carry forward funds and non-endowed donor gifts for purposes outside the normal operating budget of the University. Quasi-endowments provide clarity regarding how carry forward funds and donor gifts benefit current and future students. A quasi-endowment is invested in the endowment pool and provides a long-term source of funding for specific or strategic programming through an annual distribution of a portion of its earnings. This approach provides a more diversified and less tuition dependent revenue source for the University, and helps to offset the lack of a larger University endowment.

Guidelines

1. Quasi-endowments are long-term funding sources for the designated purposes, as identified by the Miami University administration and ratified by its Board of Trustees.
2. The principal of quasi-endowments can divert back to carry forward funds only under extraordinary circumstances.
3. Quasi-endowments are invested in the Miami University endowment pool. This pool is exposed to long-term investment strategies that will result in short-term fluctuations in market values. While care is given in the investment process to manage this volatility, these valuation fluctuations may lead to volatility in the amount that is distributed each year.
4. The annual spending distribution from quasi-endowment funds follow the endowment spending policies approved by the Board of Trustees, and the funds are subject to the endowment's annual administrative fees.

5. A portion of quasi-endowment principal may be distributed if the calculated spending distribution is greater than the accumulated earnings.
6. The annual spending distributions from quasi-endowments should generally be used to provide scholarships and quality improvements to academic programs.
7. Annual spending distributions will be made at the end of June to the designated expendable accounts, as determined upon creation of each quasi-endowment.
8. Annual spending distributions may not be spent until they have been disbursed to expendable accounts.
9. Minimum size for a quasi-endowment from carry forward is $100,000.
10. Minimum size for a quasi-endowment from unrestricted gifts is $50,000.

Approval Process

1. Academic departments intending to create a quasi-endowment with budget carry forward funds will describe the intended purpose of the fund in a memorandum to the appropriate Dean.
2. If the Dean approves the plan, it is forwarded to the Provost and the Senior Vice President for Finance & Business Services.
3. If the Provost and the Senior Vice President for Finance & Business Services approve the plan, it is submitted to the Finance & Audit Committee of the University Board of Trustees, and then to the full Board of Trustees.
4. If the full Board of Trustees approves the plan, the designated amount is transferred to the Miami University Endowment pool and a quasi-endowment fund is created in the accounting system. Units in the pool are purchased at net asset value.
5. Non-endowed donor gifts of $50,000 and above will automatically be quasi-endowed, unless the donor stipulates the gift is to be an expendable gift. If the gift is unrestricted, the purpose of the quasi-endowment will be for the general needs of the University, as determined annually by the President, Provost, Senior Vice President for Finance and Business Services, and the Senior Vice President for Advancement. If a specific use of the quasi-endowment is preferred, the above approval process will be followed.
6. Future additions to existing quasi-endowments require approval of the Provost and the Senior Vice President of Finance and Business Services.
7. Quasi-endowments are intended to provide a permanent funding source. In order to repurpose or terminate a quasi-endowment, the above approval process must be repeated.

MIAMI UNIVERSITY
QUASI-ENDOWMENT POLICY
~~May 2015~~February 2019

From time to time, Miami University accumulates financial balances through the receipt of large, unrestricted gifts and the prudent management of resources. Periodically, it may be appropriate to establish a quasi-endowment with these funds.

Definition
Quasi-endowment funds function like an endowment, but are funded from institutional funds or non-endowed donor gifts. The intended use of these funds is determined by designation of the governing body of the institution.

Purpose
To provide a vehicle for academic divisions of Miami University to target the long-term investment of academic division generated carry forward funds and non-endowed donor gifts for purposes outside the normal operating budget of the University. Quasi-endowments provide clarity regarding how carry forward funds and donor gifts benefit current and future students. A quasi-endowment is invested in the endowment pool and provides a long-term source of funding for specific or strategic programming through an annual distribution of a portion of its earnings. This approach provides a more diversified and less tuition dependent revenue source for the University, and helps to offset the lack of a larger University endowment.

Guidelines
1. Quasi-endowments are long-term funding sources for the designated purposes, as identified by the Miami University administration and ratified by its Board of Trustees.
2. The principal of quasi-endowments can divert back to carry forward funds only under extraordinary circumstances.
3. Quasi-endowments are invested in the Miami University endowment pool. This pool is exposed to long-term investment strategies that will result in short-term fluctuations in market values. While care is given in the investment process to manage this volatility, these valuation fluctuations may lead to volatility in the amount that is distributed each year.
4. The annual spending distribution from quasi-endowment funds follow the endowment spending policies approved by the Board of Trustees, and the funds are subject to the endowment's annual administrative fees.

5. A portion of quasi-endowment principal may be distributed if the calculated spending distribution is greater than the accumulated earnings. ~~Such distributions must be approved by the Board of Trustees.~~

6. The annual spending distributions from quasi-endowments should generally be used to provide scholarships and quality improvements to academic programs.

7. Annual spending distributions will be made at the end of June to the designated expendable accounts, as determined upon creation of each quasi-endowment.

8. Annual spending distributions may not be spent until they have been disbursed to expendable accounts.

9. Minimum size for a quasi-endowment from carry forward is $100,000.

10. Minimum size for a quasi-endowment from unrestricted gifts is $50,000.

Approval Process

1. Academic departments intending to create a quasi-endowment with budget carry forward funds will describe the intended purpose of the fund in a memorandum to the appropriate Dean.

2. If the Dean approves the plan, it is forwarded to the Provost and the Senior Vice President for Finance & Business Services.

3. If the Provost and the Senior Vice President for Finance & Business Services approve the plan, it is submitted to the Finance & Audit Committee of the University Board of Trustees, and then to the full Board of Trustees.

4. If the full Board of Trustees approves the plan, the designated amount is transferred to the Miami University Endowment pool and a quasi-endowment fund is created in the accounting system. Units in the pool are purchased at net asset value.

5. Non-endowed donor gifts of $50,000 and above will automatically be quasi-endowed, unless the donor stipulates the gift is to be an expendable gift. ~~Quasi-endowments funded with donor gifts follow the above approval process by the Board of Trustees, with the Vice President for Advancement leading the process and the purpose adhering to any guidelines specified by the donor.~~ If the gift is unrestricted, the purpose of the quasi-endowment ~~may~~will be for the general needs of the University, as determined annually by the President, Provost, Senior Vice President for Finance and Business Services, and the Senior Vice President for Advancement. If a specific use of the quasi-endowment is preferred, the above approval process will be followed.

6. Future additions to existing quasi-endowments require approval of the Provost and the Senior Vice President of Finance and Business Services.

7. Quasi-endowments are intended to provide a permanent funding source. In order to repurpose or terminate a quasi-endowment, the above approval process must be repeated.

February 22, 2019
Finance and Audit

Oversight of Internal Audit
Activities and Charter
RESOLUTION R2019-29

WHEREAS, during the external review of Miami University's Internal Audit function recommendations were made to improve the charter and oversight of the function; and

WHEREAS, the Board of Trustees wishes to continue to enhance its governance process regarding financial and audit-related matters and to ensure that the Finance and Audit Committee Charter reflects the responsibilities currently being overseen by the Committee; and

WHEREAS, revisions to the Oversight of Internal Audit Activities section of the Committee Charter and the Internal Audit & Consulting Services Charter are desirable to reflect best practices;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees of Miami University hereby adopts revisions made to the Finance and Audit Committee Charter and the Internal Audit & Consulting Services Charter set forth herein.

Approved by the Board of Trustees
February 22, 2019

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

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

Section 13. Finance and Audit Committee.

Objectives

The Finance and Audit Committee (the "Committee") is appointed by the Chair of the Board of Trustees, with the primary function of assisting the Board of Trustees with its oversight responsibilities in the following areas:
- The University's long-term financial plans.
- The University's financial reporting, internal controls and the independent audit.
- The University's budget.
- The University's capital expenditures for facilities and property.
- The University's investments.
- The University' sponsored retirement plans.
- The University's internal audit activities.
- The University's processes for monitoring compliance with University policies, including ethical conduct requirements and applicable state and federal laws and regulations.
- The University's risk assessment process.

Committee Membership

The Committee shall be appointed by the Chair of the Board of Trustees and shall consist of no fewer than four members. The members of the Committee shall meet the independence requirements of the New York Stock Exchange rules and regulations. At least one member of the Committee shall be a "financial expert," as that term is defined by the Securities and Exchange Commission. One-third of the Committee, but not less than two members, shall constitute a quorum for the transaction of business.

Meetings

The Committee shall meet as often as it determines necessary, but no less than four times per year. The Committee shall meet from time to time with the University's senior administrators, the internal auditors, and the independent auditors. The Committee shall maintain written minutes of its meetings.

Oversight of the University's Strategic Financial Planning over a Multi-year Time Frame

The Committee shall review at least annually, the long-term financial plans of the University. These plans will include future projections of annual operating and capital requirements of the University and the related funding sources. As part of the review of the long-term financial plans, the Committee shall review the current and projected debt levels of the University, including consideration of impacts on debt ratings, annual cash flows and liquidity.

Oversight of Financial Reporting, Internal Controls and the Independent Audit

The Committee shall be responsible for recommending to the Auditor of the State of Ohio (the "Auditor") the selection and appointment of the independent auditor. The Committee, together with the Auditor, shall be responsible for the compensation and oversight of the work of the independent auditor. The independent auditor shall report directly to the Committee and to the Auditor as required. The Committee shall review

all auditing services and pre-approve permitted non-audit services (including the fees and terms thereof) to be performed for the University by the independent auditor. Unless specifically directed to do so by the Auditor, the independent auditor is prohibited from performing any non-audit services that are specifically prohibited by independence rules set by the Securities and Exchange Commission and by the General Accounting Office (GAO). The Committee may delegate pre-approval authority to the Chair subject to later review and approval by the Committee. The Committee shall have the authority, to the extent it deems necessary or appropriate, to retain independent, legal, accounting or other advisors to the extent that such services are permissible under the laws and regulations governing the University. The University shall provide for appropriate funding, as determined by the Committee, for payment of compensation to the independent advisors. The Committee shall meet with representatives of the independent auditor to review the annual audit plan and results of the audit.

The Committee shall review and discuss reports from the independent auditor and University administrators on:

(a) All significant accounting principles and judgments used in the preparation of the audited financial statements.
(b) Any significant changes in the selection or application of accounting principles.
(c) All significant alternative treatments of financial information within generally accepted accounting principles that have been discussed with University administrators, the ramifications of the use of such alternative treatments, and the treatment preferred by the independent auditors.
(d) Significant issues relating to the adequacy of the University's internal controls.
(e) Other material written communications between the independent auditor and University administrators.

The Committee shall discuss with the independent auditor the matters required to be discussed by professional auditing standards relating to the conduct of the audit, including any difficulties encountered in the course of the audit work, any restrictions on the scope of activities or access to requested information, and any significant disagreements with University administrators.

The Committee shall review and recommend the annual audited financial statements to the Board of Trustees.

Annually, the Committee shall obtain and review a report from the independent auditor regarding:

(a) The independence of the independent auditor, including compliance with GAO's independence standards,
(b) The independent auditor's internal quality-control procedures,
(c) Any material issues raised by the most recent internal quality-control review, or publicly disclosed findings resulting from reviews of public oversight and regulatory bodies or investigations by governmental and regulatory authorities within the preceding five years respecting one or more independent audits carried out by the firm,
(d) Any steps taken to deal with any such issues or findings, and
(e) All relationships between the independent auditor and the University.

The Committee shall evaluate the qualifications, performance and independence of the independent auditor, including the lead partner, and consider whether the accountants' quality controls are adequate and the provision of permitted non-audit services is compatible with maintaining the auditor's independence, taking into account the opinions of University administrators and internal auditors on these matters. The Committee shall present its conclusions with respect to the recommendation of the appointment or retention of the independent auditor to the Board of Trustees annually.

The Committee shall use its best efforts to ensure the Auditor's appointment of the independent auditor includes the rotation of the lead audit partner having primary responsibility for the audit consistent with rules and regulations of the Securities and Exchange Commission.

The Committee shall recommend to the Board policies for the University's hiring of employees or former employees of the independent auditor who participated in any capacity in the audit of the University or affiliated entities.

Oversight of the University's Budget

The Committee shall review and recommend the annual operating budget of the University, including the following matters:
- Annual operating budgets, including guidelines and salary pools for faculty and staff
- Changes in tuition and fees
- Room and board rates
- Ordinances, resolutions and other items related to the fiscal management of the University that are proposed by the University's senior administrators.
- The Committee shall receive periodic reporting of actual results as compared with the budgets for operating activities throughout the year, as appropriate.

Oversight of the University's Capital Expenditures

The Committee shall periodically review the University's long-range facilities plan. The Committee shall review and recommend:
- The University's biennial capital budget
- Proposed capital improvements in excess of specified dollar amounts
- Issuance of capital bonds to finance capital projects
- The annual report of gift-funded projects
- Capital improvement contracts, including design and construction
- Real property transactions, including purchase, sale, lease, and easements

The Committee shall receive periodic reporting of actual results as compared with the budget for capital appropriations throughout the year, as appropriate.

Oversight of the University's Investment Policies and Results

The Committee has oversight responsibility for the University's Non-Endowment Investments. The Committee serves as the Investment Committee required by Ohio Revised Code 3345.05.
The responsibilities of the Committee in its role as Investment Committee are:

A. To review the University's Non-Endowment Funds Investment Policy adopted pursuant to Ohio Revised Code 3345.05 and recommend any proposed changes to the Board of Trustees for approval.
B. To meet at least quarterly and review periodic investment reports and advise the Board on investments made in accordance with the University's Non-Endowment Funds Investment Policy.
C. To review the University's Non-Endowment Funds Annual Expenditure Policy and recommend any proposed changes to the Board of Trustees for approval.
D. To retain the services of an investment advisor who meets the qualifications of Ohio Revised Code 3345.05.

E. To report to the Board of Trustees at least semi-annually.

The Committee also reviews the University's Endowment. The Committee reviews and recommends any proposed changes to the Endowment Spending Policy and Endowment Administrative Fee to the Board of Trustees for approval. The Committee reviews periodic Endowment investment reports.

Oversight of the University's Retirement Plans

The Committee has oversight and monitoring responsibility for the University's sponsored retirement plans. The Board of Trustees has delegated primary fiduciary responsibility for the University's sponsored retirement plans to the Senior Vice President for Finance and Business Services and Treasurer. The Senior Vice President for Finance and Business Services and Treasurer shall meet with the Committee at least once annually to review with the Committee any significant changes in the material terms of the plans; the selection, evaluation or removal of approved retirement plan providers; the investment performance under the plans; any changes to the funding structure or investment options under the plans; and any other material information relating to the administration of the plans or their investments.

Oversight of Internal Audit Activities

The Committee shall review the appointment and replacement of the Chief Audit Officer (CAO). The CAO shall present to the Committee the annual plan and scope of internal audit activities for approval. The CAO shall also present budget and staffing for the current year and review any significant changes during the year. The CAO shall review all significant issues raised in reports to University administrators, including the administrators' responses to internal audit recommendations. The Committee shall approve the IACS Charter; approve the risk-based internal audit plan; meet separately on a periodic basis with the CAO; ensure there are no restrictions or limitations on the scope of work of Internal Audit and Consulting Services; and review the CAO's annual performance as part of approving the annual compensation of the CAO.

Oversight of Compliance Processes

The Committee shall review annually reports from the General Counsel regarding compliance with University policies, including ethical conduct requirements and other applicable state and federal laws and regulations, including any material reports or inquiries from regulatory or governmental agencies. The General Counsel shall discuss with the Committee any legal, compliance or regulatory matters that may have a material impact on the University's financial statements.

The Committee shall review and approve procedures recommended by the General Counsel regarding the receipt, retention, and treatment of communications received by the University regarding compliance with the University's policies, including ethical conduct requirements and other applicable laws and regulations, accounting, internal controls or auditing matters. The General Counsel shall provide periodic reports to the Committee regarding any such communications received by the University and resolution thereof.

Risk Assessment

At least annually, the Committee shall review reports from the University administrators regarding risk assessment, which is the University's identification and analysis of relevant risks to the achievement of its objectives, including plans for managing the risk.

Other Matters

The Committee shall make regular reports to the Board of Trustees. The Committee shall review and assess the adequacy of this Charter annually and shall submit any proposed changes to the Board of Trustees for approval. The Committee shall annually review its own performance.

ARTICLE II: MEETINGS AND ORGANIZATION OF THE BOARD OF TRUSTEES

Section 13. Finance and Audit Committee.

Objectives

The Finance and Audit Committee (the "Committee") is appointed by the Chair of the Board of Trustees, with the primary function of assisting the Board of Trustees with its oversight responsibilities in the following areas:
- The University's long-term financial plans.
- The University's financial reporting, internal controls and the independent audit.
- The University's budget.
- The University's capital expenditures for facilities and property.
- The University's investments.
- The University' sponsored retirement plans.
- The University's internal audit activities.
- The University's processes for monitoring compliance with University policies, including ethical conduct requirements and applicable state and federal laws and regulations.
- The University's risk assessment process.

Committee Membership

The Committee shall be appointed by the Chair of the Board of Trustees and shall consist of no fewer than four members. The members of the Committee shall meet the independence requirements of the New York Stock Exchange rules and regulations. At least one member of the Committee shall be a "financial expert," as that term is defined by the Securities and Exchange Commission. One-third of the Committee, but not less than two members, shall constitute a quorum for the transaction of business.

Meetings

The Committee shall meet as often as it determines necessary, but no less than four times per year. The Committee shall meet from time to time with the University's senior administrators, the internal auditors, and the independent auditors. The Committee shall maintain written minutes of its meetings.

Oversight of the University's Strategic Financial Planning over a Multi-year Time Frame

The Committee shall review at least annually, the long-term financial plans of the University. These plans will include future projections of annual operating and capital requirements of the University and the related funding sources. As part of the review of the long-term financial plans, the Committee shall review the current and projected debt levels of the University, including consideration of impacts on debt ratings, annual cash flows and liquidity.

Oversight of Financial Reporting, Internal Controls and the Independent Audit

The Committee shall be responsible for recommending to the Auditor of the State of Ohio (the

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"Auditor") the selection and appointment of the independent auditor. The Committee, together with the Auditor, shall be responsible for the compensation and oversight of the work of the independent auditor. The independent auditor shall report directly to the Committee and to the Auditor as required. The Committee shall review all auditing services and pre-approve permitted non-audit services (including the fees and terms thereof) to be performed for the University by the independent auditor. Unless specifically directed to do so by the Auditor, the independent auditor is prohibited from performing any non-audit services that are specifically prohibited by independence rules set by the Securities and Exchange Commission and by the General Accounting Office (GAO). The Committee may delegate pre-approval authority to the Chair subject to later review and approval by the Committee. The Committee shall have the authority, to the extent it deems necessary or appropriate, to retain independent, legal, accounting or other advisors to the extent that such services are permissible under the laws and regulations governing the University. The University shall provide for appropriate funding, as determined by the Committee, for payment of compensation to the independent advisors. The Committee shall meet with representatives of the independent auditor to review the annual audit plan and results of the audit.

The Committee shall review and discuss reports from the independent auditor and University administrators on:

(a) All significant accounting principles and judgments used in the preparation of the audited financial statements.
(b) Any significant changes in the selection or application of accounting principles.
(c) All significant alternative treatments of financial information within generally accepted accounting principles that have been discussed with University administrators, the ramifications of the use of such alternative treatments, and the treatment preferred by the independent auditors.
(d) Significant issues relating to the adequacy of the University's internal controls.
(e) Other material written communications between the independent auditor and University administrators.

The Committee shall discuss with the independent auditor the matters required to be discussed by professional auditing standards relating to the conduct of the audit, including any difficulties encountered in the course of the audit work, any restrictions on the scope of activities or access to requested information, and any significant disagreements with University administrators.

The Committee shall review and recommend the annual audited financial statements to the Board of Trustees.

Annually, the Committee shall obtain and review a report from the independent auditor regarding:

(a) The independence of the independent auditor, including compliance with GAO's independence standards,
(b) The independent auditor's internal quality-control procedures,
(c) Any material issues raised by the most recent internal quality-control review, or publicly disclosed findings resulting from reviews of public oversight and regulatory bodies or investigations by governmental and regulatory authorities within the preceding five years respecting one or more independent audits carried out by the firm,
(d) Any steps taken to deal with any such issues or findings, and

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(e) All relationships between the independent auditor and the University.

The Committee shall evaluate the qualifications, performance and independence of the independent auditor, including the lead partner, and consider whether the accountants' quality controls are adequate and the provision of permitted non-audit services is compatible with maintaining the auditor's independence, taking into account the opinions of University administrators and internal auditors on these matters. The Committee shall present its conclusions with respect to the recommendation of the appointment or retention of the independent auditor to the Board of Trustees annually.

The Committee shall use its best efforts to ensure the Auditor's appointment of the independent auditor includes the rotation of the lead audit partner having primary responsibility for the audit consistent with rules and regulations of the Securities and Exchange Commission.

The Committee shall recommend to the Board policies for the University's hiring of employees or former employees of the independent auditor who participated in any capacity in the audit of the University or affiliated entities.

Oversight of the University's Budget

The Committee shall review and recommend the annual operating budget of the University, including the following matters:
- Annual operating budgets, including guidelines and salary pools for faculty and staff
- Changes in tuition and fees
- Room and board rates
- Ordinances, resolutions and other items related to the fiscal management of the University that are proposed by the University's senior administrators.
- The Committee shall receive periodic reporting of actual results as compared with the budgets for operating activities throughout the year, as appropriate.

Oversight of the University's Capital Expenditures

The Committee shall periodically review the University's long-range facilities plan. The Committee shall review and recommend:
- The University's biennial capital budget
- Proposed capital improvements in excess of specified dollar amounts
- Issuance of capital bonds to finance capital projects
- The annual report of gift-funded projects
- Capital improvement contracts, including design and construction
- Real property transactions, including purchase, sale, lease, and easements

The Committee shall receive periodic reporting of actual results as compared with the budget for capital appropriations throughout the year, as appropriate.

Oversight of the University's Investment Policies and Results

The Committee has oversight responsibility for the University's Non-Endowment Investments. The Committee serves as the Investment Committee required by Ohio Revised Code 3345.05. The responsibilities of the Committee in its role as Investment Committee are:

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A. To review the University's Non-Endowment Funds Investment Policy adopted pursuant to Ohio Revised Code 3345.05 and recommend any proposed changes to the Board of Trustees for approval.

B. To meet at least quarterly and review periodic investment reports and advise the Board on investments made in accordance with the University's Non-Endowment Funds Investment Policy.

C. To review the University's Non-Endowment Funds Annual Expenditure Policy and recommend any proposed changes to the Board of Trustees for approval.

D. To retain the services of an investment advisor who meets the qualifications of Ohio Revised Code 3345.05.

E. To report to the Board of Trustees at least semi-annually.

The Committee also reviews the University's Endowment. The Committee reviews and recommends any proposed changes to the Endowment Spending Policy and Endowment Administrative Fee to the Board of Trustees for approval. The Committee reviews periodic Endowment investment reports.

Oversight of the University's Retirement Plans

The Committee has oversight and monitoring responsibility for the University's sponsored retirement plans. The Board of Trustees has delegated primary fiduciary responsibility for the University's sponsored retirement plans to the Senior Vice President for Finance and Business Services and Treasurer. The Senior Vice President for Finance and Business Services and Treasurer shall meet with the Committee at least once annually to review with the Committee any significant changes in the material terms of the plans; the selection, evaluation or removal of approved retirement plan providers; the investment performance under the plans; any changes to the funding structure or investment options under the plans; and any other material information relating to the administration of the plans or their investments.

Oversight of Internal Audit Activities

The Committee shall review the appointment and replacement of the ~~Director of Internal Audit and Consulting Services (IACS)~~Chief Audit Officer (CAO). The ~~Director of IACS~~CAO shall present to the Committee the annual plan and scope of internal audit activities for approval. ~~,~~The CAO shall also present budget and staffing for the current year and ~~shall~~ review any significant changes during the year. The ~~Director of IACS~~CAO shall review all significant issues raised in reports to University administrators, including the administrators' responses to internal audit recommendations. The Committee shall approve the IACS Charter; approve the risk-based internal audit plan; meet separately on a periodic basis with the ~~Director~~CAO; ensure there are no restrictions or limitations on the scope of work of ~~IACS~~Internal Audit and Consulting Services; and review the ~~Director's~~ CAO's annual performance as part of approving the annual compensation of the ~~Director~~CAO.

Oversight of Compliance Processes

The Committee shall review annually reports from the General Counsel regarding compliance with University policies, including ethical conduct requirements and other applicable state and federal laws and regulations, including any material reports or inquiries from regulatory or governmental agencies. The General Counsel shall discuss with the Committee any legal, compliance or regulatory

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matters that may have a material impact on the University's financial statements.

The Committee shall review and approve procedures recommended by the General Counsel regarding the receipt, retention, and treatment of communications received by the University regarding compliance with the University's policies, including ethical conduct requirements and other applicable laws and regulations, accounting, internal controls or auditing matters. The General Counsel shall provide periodic reports to the Committee regarding any such communications received by the University and resolution thereof.

Risk Assessment

At least annually, the Committee shall review reports from the University administrators regarding risk assessment, which is the University's identification and analysis of relevant risks to the achievement of its objectives, including plans for managing the risk.

Other Matters

The Committee shall make regular reports to the Board of Trustees. The Committee shall review and assess the adequacy of this Charter annually and shall submit any proposed changes to the Board of Trustees for approval. The Committee shall annually review its own performance.

Miami University
Internal Audit & Consulting Services
Charter

MISSION AND SCOPE OF WORK

The mission of Internal Audit & Consulting Services (IACS) is to independently and objectively determine whether internal controls at Miami University are in place and functioning effectively. In addition, IACS performs consulting services for the University to proactively advise management on internal control. To accomplish this mission, an audit risk analysis is performed to develop an internal audit plan that schedules audits by department or subject matter. Assurance audits evaluate the adequacy and effectiveness of the associated internal controls and identify the particular objectives included in the scope of the audit. The focus may include, but is not limited to, whether the University's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning where:

- Risks are appropriately identified and managed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employees' actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in the University.

Opportunities for improving internal control may be identified during audits. They will be communicated to the appropriate level of management. Follow-up actions by management will be reviewed by IACS to determine whether appropriate actions have been taken.

In addition to performing assurance audits, such as financial, information technology, and operational audits, IACS provides consulting services. Consulting may range from formal engagements with defined scope and objectives, to advisory activities, such as participating in standing or ad hoc committees or project teams. Consulting may also include informal guidance provided on an as needed basis. In all cases, IACS functions only as an advisor, with management deciding on final direction.

ACCOUNTABILITY

The Chief Audit Officer shall be accountable to management and the Finance and Audit Committee of the Board of Trustees to:

- Report significant issues related to the processes for controlling the activities of the University, including potential improvements to those processes, and provide information concerning such issues through resolution.
- Periodically provide information on the status and results of the annual audit plan and the sufficiency of department resources.
- Coordinate with other control and monitoring functions, i.e., Police, Information Security Office, General Counsel, and external audit.

INDEPENDENCE

To provide for the independence of IACS, its personnel report to the Chief Audit Officer, who reports functionally to the Finance and Audit Committee of the Board of Trustees and administratively to the Senior Vice President for Finance and Business Services. The Chief Audit Officer meets privately with the Finance and Audit Committee on a periodic basis, at least annually.

RESPONSIBILITY

The Chief Audit Officer and staff of IACS have responsibility to:

- Develop a flexible annual audit plan using an appropriate risk-based methodology, including any risks or control concerns identified by management, and submit that plan to the Senior Vice President for Finance and Business Services for review, as well as periodic updates.
- Present to the Finance and Audit Committee the annual plan and scope of internal audit activities for approval. Also, present budget and staffing for the current year, and review any significant changes during the year.
- Implement the annual audit plan, as approved, including as appropriate any special tasks or projects requested by management and the Board of Trustees.
- Maintain a professional audit staff with sufficient knowledge, skills, and experience, to meet the requirements of this Charter.
- Issue reports to management and the Finance and Audit Committee.
- Review all significant issues raised in reports to University administrators, including the administrators' responses to internal audit recommendations with the Finance and Audit Committee.
- Establish a quality assurance program by which the Chief Audit Officer assures the operation of internal auditing activities.
- Perform consulting services, beyond internal auditing's assurance services, to assist management in meeting its objectives.
- Assist in the investigation of significant suspected fraudulent activities in the University and notify management and the Finance and Audit Committee of the results.
- Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the University at a reasonable overall cost.

AUTHORITY

The Chief Audit Officer and staff of IACS are authorized to:

- Have unrestricted access to all functions, records, property, and personnel.
- Have full and free access to the Board of Trustees through the Finance and Audit Committee.
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of personnel in University departments where they perform audits, as well as other specialized services from within or outside the University.

The Chief Audit Officer and staff of IACS are not authorized to:

- Perform any operational duties for the University.
- Initiate or approve accounting transactions external to IACS.
- Direct the activities of any University employee not employed by IACS.

PROFESSIONALISM

IACS will govern itself by adherence to The Institute of Internal Auditors' mandatory guidance including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing (Standards), and the Definition of Internal Auditing. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of IACS's performance. The Institute of Internal Auditors' Implementation Guidance and Supplemental Guidance will also be adhered to as applicable to guide operations. In addition, IACS will adhere to Miami University and IACS's relevant policies and procedures.

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Miami University
Internal Audit & Consulting Services
Charter

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- Periodically provide information on the status and results of the annual audit plan and the sufficiency of department resources.
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- Present to the Finance and Audit Committee the annual plan and scope of internal audit activities for approval. Also, present budget and staffing for the current year, and review any significant changes during the year.
- Implement the annual audit plan, as approved, including as appropriate any special tasks or projects requested by management and the Board of Trustees.
- Maintain a professional audit staff with sufficient knowledge, skills, and experience, to meet the requirements of this Charter.
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Auditing (Standards). This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activityIACS's performance. The Institute of Internal Auditors' Practice Advisories, Practice Guides, and Position PapersImplementation Guidance and Supplemental Guidance will also be adhered to as applicable to guide operations. In addition, IACS will adhere to Miami University and IACS's relevant policies and procedures.

MIAMI UNIVERSITY
OXFORD, OH · EST. 1809

February 22, 2019
Other Business

RESOLUTION R2019-30

Resolution of Appreciation for
Jagdish K. Bhati

WHEREAS, Jagdish K. Bhati was appointed a Miami University Trustee on March 5, 2010; and

WHEREAS, Ohio law sets the length of this appointment, which expires on February 28th, 2019; and

WHEREAS, Jagdish K. Bhati has thoughtfully and ardently served Miami University as a member, and Treasurer of the Board of Trustees, and as a tireless Miami supporter and parent; and

WHEREAS, Jagdish earned degrees in Electronics Engineering, Electronics and Communications Engineering, and a Master's Degree in Electrical and Computer Engineering, and has published "A Quick System Parameter Monitor for Small Power Networks," and "Nation-wide Computerized Educational Information Network;" and

WHEREAS, he tirelessly serves his colleagues, and seeks out ways to aid and assist others to succeed; he has been a member of the Lucent Technical Support Services Employee Reward and Recognition Program, the EMEA Kenan/CSG Systems Professional Service Group Leadership Team, the Lucent Saudi Arabia Team Excellence Award Program, and President of the Cincinnati Bell Managers' Club; and

WHEREAS, Jagdish also seeks to serve his community; as an member of the BB&T Bank Advisory Board, as Secretary/Treasurer of the Asian Indian Alliance, and as Director of Interact for Health; and

WHEREAS, Jagdish K. Bhati is also a successful business leader, leading Optimum Management as President and Chief Executive Officer, for more than ten years; and

WHEREAS, Jagdish is a tireless and devoted supporter of Miami University, proclaiming the value and quality of a Miami education and the Miami experience, throughout the area and beyond; and

WHEREAS, Jagdish K. Bhati has steadfastly applied his many leadership skills as a Trustee. During Jagdish's tenure Miami created the 2020 Strategic Plan, which has been instrumental in Miami being recognized by U.S. News and World Report as both

our nation's most efficient university for producing high quality results, and a top university in its commitment to undergraduate education; and

WHEREAS, the sound strategic planning and financial leadership during Jagdish's tenure enabled an unprecedented transformation of the Oxford campus. The renovation and expansion of numerous existing buildings, the rebirth of Gaskill and Rowan Halls to become the Armstrong Student Center, and the construction of entirely new facilities, such as eight residence and dining halls, have enhanced the student experience for many generations to come; and

WHEREAS, the Miami Trustees, faculty, staff, and students will miss Jagdish's strong commitment to service, wisdom, experience, and extraordinary insight;

NOW, THEREFORE BE IT RESOLVED, that the members of the Miami University's Board of Trustees do hereby express their sincere gratitude and deepest appreciation for Jagdish K. Bhati'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 an open invitation to Jagdish and Seema to visit often in the years ahead.

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

Approved by the Board of Trustees
February 22, 2019

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

MIAMI UNIVERSITY
OXFORD, OH · EST. 1809

February 22, 2019
Other Business

RESOLUTION 2019-31

Resolution of Appreciation to
Hallie Jankura

WHEREAS, Hallie Jankura's term as a student member of the Miami University Board of Trustees ends on February 28, 2019.

NOW, THEREFORE BE IT RESOLVED; that the members of the Board of Trustees do hereby express to Hallie their appreciation for her service to this Board and to the Miami University student body, and offer her their best wishes for good health and good fortune in all future endeavors.

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

Approved by the Board of Trustees
February 22, 2019

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

Board of Trustees

February 2019

MIAMI UNIVERSITY

University Advancement Report

Tom Herbert, J.D.

Senior Vice President, University Advancement

President, Miami University Foundation

FY'19 Fundraising To Date

» Goal: $100 million

» Raised: $37.3 million (37% of goal)

» $43 million in $1M+ proposals submitted

» $25 million in $1M+ proposals to be submitted

CY'18 Fundraising

» Raised $80.1 million (Jan-Dec 2018)

» Second high calendar year total ($92M in CY16)

MIAMI
UNIVERSITY

CY End of Year Results

	Fundraising Total	**Cash Total**
CY'18	$80.1M	$34.9M (35,456)
CY'17	$59.9M	$36.0M (39,611)
CY'16	$92.1M	$34.9M (39,183)
Dec'18	$6.2M	$11.5M (5,858)
Dec'17	$10.3M	$11.3M (6,503)
Dec'16	$6.1M	$12.8M (6,494)

MIAMI UNIVERSITY

Miami Promise Scholarship Campaign

» Goal: $100 million

» Raised to date: $142.9 million (143% of goal)

» Extend match for $1B campaign

MIAMI UNIVERSITY

Graduating Champions Campaign

» Goal: $80 million

» Raised to date: $80.7 million – Campaign Completed

Farmer School of Business Campaign

» Seven year campaign for $250 million

» Timeline: July 1, 2016 – June 30, 2023

» Time line extended

» Raised to date: $63.7 million ($21.1 million "outstanding asks" this FY)

» Cash received: $19.3 million

MIAMI UNIVERSITY

The Humanities Center

» Fundraising goal: $1.5 million (NEH Challenge Grant, by July '19)

» Raised to date: $1,482,597

» $17,403 to raise to complete the challenge

MIAMI UNIVERSITY

$1B Campaign Progress Report

» Goal: $1 billion

» Raised to date: $315 million (32% of goal)

» Public phase begins at approx. $600 Million

MIAMI UNIVERSITY

Return on Investment: <u>Total Raised</u>

» FY17:

  - » UA: 14 cents to raise $1
  - » Development: 7 cents to raise $1

» FY18:

  - » UA: 18 cents to raise $1
  - » Development: 9 cents to raise $1

MIAMI UNIVERSITY

Advancement Structural Progress

» <u>Alumni Relations</u>

  » Alumni Connect Platform – student/alumni mentoring program

  » Purposeful events – Cincinnati Holocaust Museum, etc.

  » Reworked/Refined Alumni Board

  » Staff addition focused on diversity and inclusion

  » Grandparents programming

MIAMI UNIVERSITY

Advancement Structural Progress

» <u>Development</u>

  » Corporate and Foundation Relations built
    » Should see $4 - $5 million a year

  » Development Prospect pools revised

  » Three year rolling average continues to grow

  » Campaign "White Papers" completed – heavy scholarship focus

Advancement Structural Progress

» <u>Communications, Marketing and Events</u>

» New AVP is hired and on board
» Julia Ward

» Elevating department to be a <u>strategic</u> partner – not just transactional

» Data analysis capabilities greatly enhanced

» Staff additions to come

MIAMI UNIVERSITY

Advancement Structural Progress

» <u>Stewardship and Donor Relations</u>

» Celebrating Donor Impact greatly enhanced
   » New publications
   » Enhance existing publications

» Personalized Stewardship plans

» Audit function enhanced with staff addition

» Volunteer support enhanced

MIAMI UNIVERSITY

Advancement Structural Progress

» <u>Foundation Board</u>

  » Complete Governance Review

  » Hiring of an OCIO

  » Built from 18 to 23 members

  » CFO position created and filled

MIAMI UNIVERSITY

University Advancement Report

Questions?

MIAMI UNIVERSITY

Thank you!