

**MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Oxford Campus, Marcum Conference Center, Rooms 180-186
Thursday, September 19, 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 Trustees 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 Trustees present, constituting a quorum. In addition to the Trustees, President Gregory Crawford, Senior Vice President David Creamer, Provost Jason Osborne, Senior Vice President Tom Herbert; Vice Presidents Jayne Brownell, Ron Scott, David Seidl, Brent Shock (interim), and Michele Sparks; General Counsel Robin Parker, Director of Athletics David Saylor, and Director of Institutional Relations Randi Thomas, were present. Also present to address or assist the Committee were; Director of Admission Bethany Perkins; and Ted Pickerill, Executive Assistant to the President, and Secretary to the Board of Trustees; along with many members of the Miami University community who were in attendance to observe, present and/or assist.

Roll call of Trustees:

Present: C. Michael Armstrong (National Trustee)	Will Kulis (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	Mary Schell
Thomas W. Gunlock	Robert W. Shroder
Zachary Haines	

Absent: Rod Robinson

Enrollment Update

Interim vice President for Enrollment Management and Student Success Brent Shock began with an update providing a profile of the Fall 2019 first-year, first-time cohort.

Director of Admission Bethany Perkins then discussed recruiting the Fall 2020 cohort. She stated that inquiries are currently up 15% over last year, but past history is limited, so the impact of the rise is unknown.

She then outlined some strategies for the upcoming year:

- Diversified inquiry sources

- Targeted programmatic messaging
- Triggered communications
- Promotion of new scholarship opportunities
- Increase campus visits and visit application conversion
- Streamline admission processes for students

Additionally, recruitment travel and staff in China will be increased, agencies utilized, and digital outreach will be leveraged to reach prospective students.

The enrollment presentation is included as Attachment A.

Strategic Plan

Provost Osborne introduced “Miami RISE,” the implementation of the strategic plan. Miami RISE is:

- Research, Scholarship and Artistry – Shattering expectations
- Innovation – Traveling new paths
- Student Success – Pursuing success fearlessly
- Engagement – Choosing action over delay

Some of the goals of Miami RISE include enhancing research, renovating the Global Miami Plan, creating a true Honors College, improving retention, graduation, employment opportunities and the achievement gap, expanding internship and experiential opportunities, and instilling intercultural competency.

He then provided an overview of the process, and outlined the timeline. It was then agreed that Provost Osborne will provide an update as a standing topic at every Thursday mid-day meeting for at least the remainder of this academic year.

Provost Osborne’s presentation is included as Attachment B.

Other Business

Appointment of a National Trustee

It was proposed that Mark Sullivan be appointed a National Trustee. Several spoke in support of Mr. Sullivan and highlighted his expertise, support of Miami, and experience, including his service as Chair of the Miami University Foundation Board.

Trustee Shroder then moved, Trustee Pascoe seconded, and by unanimous voice vote, with all in favor and none opposed, the Board appointed Mark Sullivan as a National Trustee.

The resolution is included as Attachment C.

Executive Session

Trustee Ridenour moved, Trustee Pascoe seconded, and by unanimous roll call vote, with eight voting in favor and none opposed, the combined Committees convened into Executive Session for items required to be kept confidential – Trade Secrets, and Personnel Matters, the performance of a public employee, 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 Shroder moved, Trustee Pascoe seconded, and by unanimous voice vote, the Board adjourned at 1:30 p.m.



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

Enrollment Update

Board of Trustees Meeting

September 2019



MIAMI UNIVERSITY

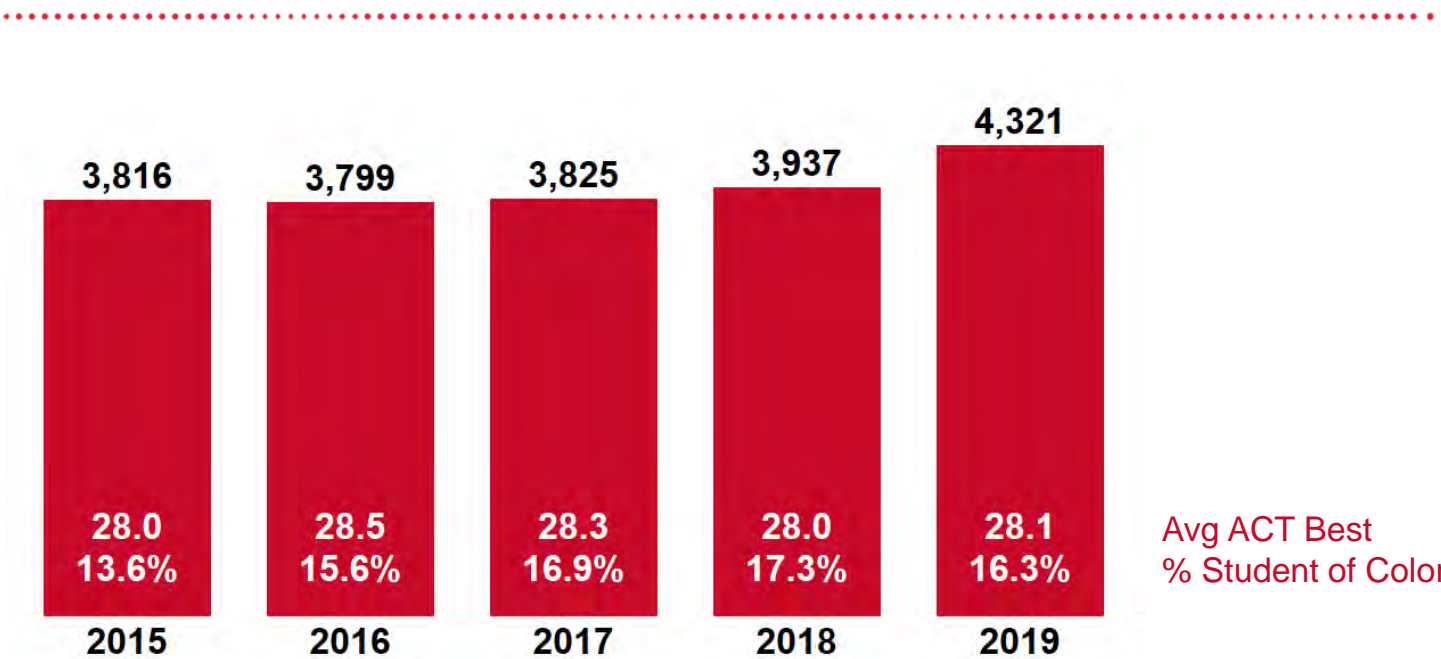
2019 Key Successes

- » **Total** Non-Resident increased from 39.1% to 41.0%
- » **Domestic** Non-Resident increased from 31.6% to 36.8%
- » **Sustained** key academic quality metrics
- » Enrolled **highest** number in history of students of color

Data as of 15th Day of Fall Semester



Fall 2019 Confirmations



Avg ACT Best
% Student of Color

Enrollment Research and Analytics

Data as of 15th Day of Fall Semester



Fall 2019 Confirmations

Residency

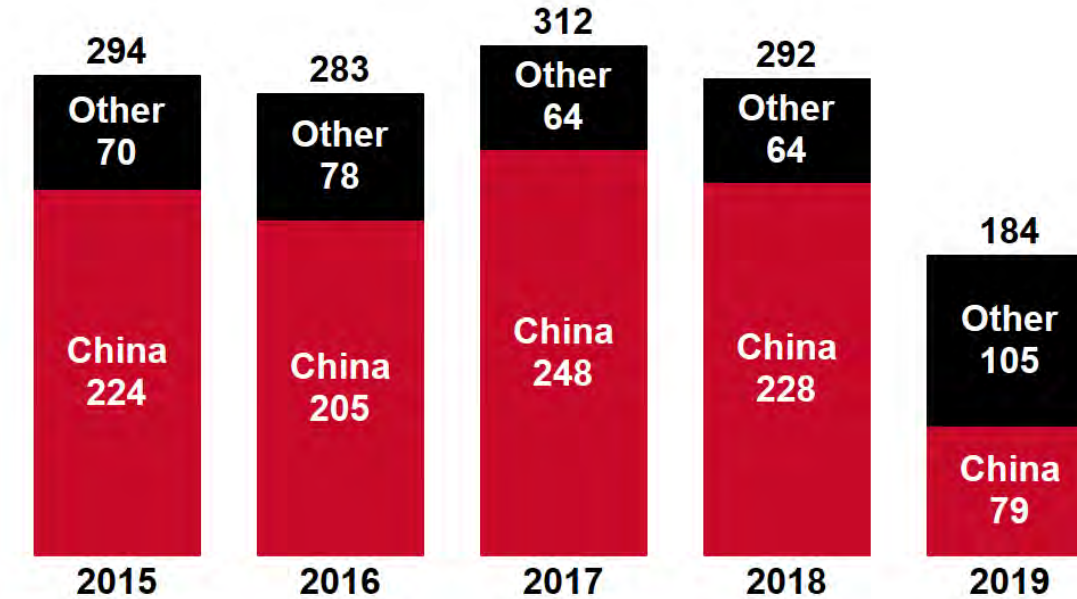
	2015	2016	2017	2018	2019
Non-Resident	1,682	1,671	1,630	1,538	1,772
Domestic Non-Resident	1,388	1,388	1,318	1,246	1,588
International	294	283	312	292	184
Ohio Resident	2,134	2,128	2,195	2,399	2,549
Grand Total	3,816	3,799	3,825	3,937	4,321

Data as of 15th Day of Fall Semester



Fall 2019 Confirmations

International



Enrollment Research and Analytics

Data as of 15th Day of Fall Semester



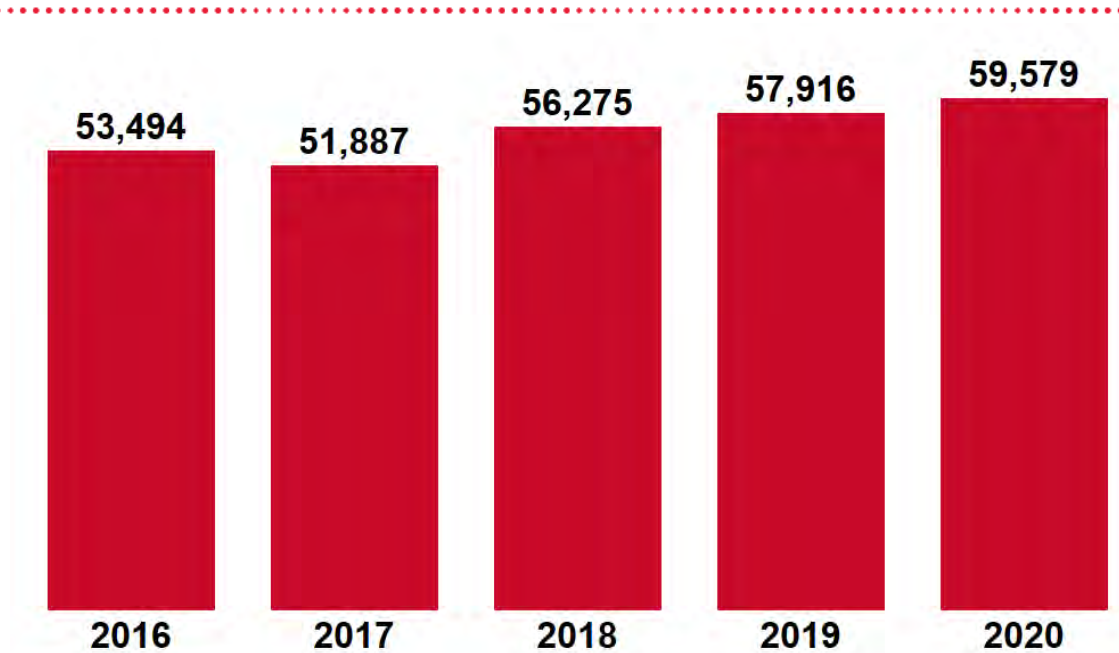
Fall 2019 Confirmations

Academic Division

	2015	2016	2017	2018	2019
CAS	1,838	1,871	1,823	1,887	1,805
FSB	923	893	948	834	1,203
CEC	486	450	470	490	554
EHS	395	416	375	445	426
CCA	174	169	209	221	244
CLAAS	--	--	--	60	89
Total	3,816	3,799	3,825	3,937	4,321

Data as of 15th Day of Fall Semester

Inquiries



Enrollment Research and Analytics

Data as of September 10 each year



2020 Additional Strategies

All Populations

- » Diversified inquiry sources
- » Targeted programmatic messaging
- » Triggered communications
- » Promotion of new scholarship opportunities
- » Increase campus visits and visit application conversion
- » Streamline admission processes for students

2020 Additional Strategies

International

- » Increased recruitment travel in China
- » Increased staff in China
- » Hire agencies to secure enrollments
- » Country-specific programming
- » Leverage digital means to reach prospective students
- » Market high demand programs

Questions?



MIAMI UNIVERSITY

Strategic Planning – the next step

Provost Jason Osborne, September 2019



>> How did we get here?



- November/December: Steering committee met, collected input
- January-March: Subcommittees developed ideas (>100 meetings total)
- January-March: Co-chairs held >30 listening sessions with input from 600 faculty, staff & community members
- April-May: Steering committee generated recommendations
- June: Presented to President Crawford and Board of Trustees
- Fall 2019: **Introducing plan to the Miami community ...**

>> Our Vision



We will **honor** Miami's legacy of distinguished undergraduate teaching and learning.

We will **generate knowledge** and scholarship to benefit the world around us.

We will create experiences that **empower students** to succeed.

We will **transform Miami** for a new era; standing still is not an option.

We will **prepare tomorrow's leaders** with select graduate programs.

We will welcome all to an **inclusive** Miami community that reflects our core values.

We will **RISE** to the moment.

>> Introducing MiamiRISE







Miami's Strategic Plan

Year 1 - Priorities and Roll Out



MiamiRISE: Synergies



Recommendation:	Research, Scholarship, Artistry	Innovation	Student Success	Engagement
1. Establish Honors College				
2. Enhance Cross-unit curricular collaboration				
3. Cultivate cross-disciplinary research				
4. Position Miami as national research on teaching and learning				
5. Curricular innovation lab				
6. Partnership between student life and academics				
7. Redesign student advising system				
8. Improve research and scholarship infrastructure and support				
9. Improve faculty engagement in externally funded research				
10. Align resources with strategic initiatives				
11. Enhance student retention				
12. Increase endowed scholarships				
13. Increase access to study abroad/away				
14. Improve town-gown relations				
15. Review sustainability committee recommendations				
16. Re-organize academic structure				
17. Transform Global Miami Plan				
18. Redesign curricular process				
19. Complete a undergraduate curriculum review				
20. Complete a graduate curriculum review				
21. Create a master plan for e-learning				
22. Develop graduate programs & certs that increase NTR				
23. Revise program review process and goals				
24. Establish Strategic Planning Committee				
25. Establish Diversity, Equity, Inclusion committee				
26. Coordinate facilities planning with strat plan				
27. Align resource allocation with strategic plan				
28. Develop strategic enrollment mgnt plan				
29. Market Miami more effectively				
30. Market research and scholarly contributions				

>> R: *Research, Scholarship & Artistry*



Bold Goals:

- Undergraduate research, scholarship, and artistry lead the nation

To Get There:

- Invest in faculty, facilities, degrees in high demand
- Curriculum that encourages engagement
- Acknowledging faculty research



R: *Research, Scholarship & Artistry*



Bold Goals:

- Top of Carnegie R2
(currently 69th / 132)

To Get There:

- Research focus
 - >\$40 million expenditures
 - Enhanced support for proposals
- Graduate Education:
 - Build out high value graduate degree portfolio; refresh existing ones
 - 100 doctorates awarded annually
 - Increase in undergraduates beginning a graduate degree
 - Increase in professional Masters
- Leadership Changes
 - Dean of Graduate School
 - Approval for title change





Carnegie Classification of Institutions of Higher Education



Doctoral Universities

- Institutions > 20 doctoral degrees, and at least \$5 million in total research expenditures.

R1: Doctoral Universities – Very high research activity

R2: Doctoral Universities – High research activity

Other classifications:

- D/PU: Doctoral/Professional Universities, masters institutions, baccalaureate institutions, BA/AA, Associate, tribal, etc.





Factors separating Carnegie R1 vs R2

Research activity index includes:

- research & development (R&D) expenditures in science and engineering;
- R&D expenditures in non-S&E fields;
- S&E research staff (postdoctoral appointees and other non-faculty research staff with doctorates).

Doctoral conferrals in humanities, social science, STEM (science, technology, engineering, and mathematics) fields, and in other fields (e.g., business, education, public policy, social work)



Similar R2 Institutions



<u>Institution</u>	<u>Location</u>	<u>Control</u>
Baylor University	Waco, Texas	Private
Chapman University	Orange, California	Private
Duquesne University	Pittsburgh, Pennsylvania	Private
Howard University	Washington, District of Columbia	Private
Louisiana Tech University	Ruston, Louisiana	Public
Miami University-Oxford	Oxford, Ohio	Public
University of Dayton	Dayton, Ohio	Private
University of Tulsa	Tulsa, Oklahoma	Private





Bold Goals:

- Global Miami Plan (*GMP*) as innovative, flexible, value-added, and reflects our institutional values

To Get There:

- Transform what general education can be; implement an innovative *GMP* that adds substantial value to the undergraduate experience





Bold Goals:

- Honors College will be a national leader, while outperforming on diversity
 - Currently more diversity in honors than Miami overall

To Get There:

- Transform what Honors Colleges can be;
- Make Miami a part of the national conversation



S: Student Success



Bold Goals:

We should aspire to be a
TOP 20 public in:

- Student Retention: 33rd
- Graduation
 - 4-yr grad rate: 17th
 - 6-yr grad rate: 32nd
- Employment
- Achievement gap

To Get There:

This requires re-thinking
everything we do, including:

- Degree/major portfolio
- Advising
- Recruiting
- Faculty and staff development
- Program review



E: *Engagement*



Bold Goals:

- Internships, experiential learning, service, and undergraduate research lead the nation

To Get There:

- Faculty and staff support
- Ensure funding models needed for international support infrastructure
- Engage donors, communities, corporate partners
- Close partnership with Student Life



>> E: *Engagement*



Bold Goals:

- Ensure all graduates have intercultural competency

To Get There:

- Ensure study abroad/study away accessible to all
- Engage donors, corporate sponsors
- Leverage MUDEC more effectively
- Enhance close partnership with Student Life



>> MiamiRISE: Year 1 – Global Miami Plan



Liberal Education Council has received a charge/challenge to find a *Bold* vision for *GMP* that distinguishes Miami while remaining true to our core values.

- December 1 – set of recommendations
- May 1 – these recommendations will be fully vetted by faculty and staff, chairs, deans, and other leaders
- Fall 2020 - explore implementation, energize advancement
- Fall 2021 – phasing in with new cohort



MiamiRISE: Year 1 – Honors College



The Honors College Planning Committee is currently working under a charge to innovate and create a qualitatively different and enticing experience which:

- **Honors Miami's values and mission;**
- Provides curricular flexibility and value;
- Amplifies engaged learning and service to the community/world;
- Similar timeline as *GMP*



MiamiRI SE: Year 1 – Strategic Plan Advisory Committee



Committee appointed no later than January 15
Shared governance is required to accomplish many key goals, including:

- Program review and curricular pruning;
- *GMP*, Honors, Miami Experience;
- Study Abroad/Study Away;
- e-Learning;
- Diversity and Inclusion Initiatives;
- Many other recommendations...



MiamiRISE: Year 1 – Curricular Review



Launch a Curricular Review

- External consultants will lead us through an extensive, data-informed discussion about our own majors/degrees and potential high-value majors/degrees
- Spring 2020 - shared governance discussions around findings of curricular review
- In parallel, discussion around incentives to lean out course offerings



MiamiRISE: Annual Goals



Student Success, Reputation, & Rankings

- EMSS, IR, UCM, Provost Office aggressively exploring actionable ways to enhance student success
 - which impacts national reputation and rankings
- Oct 1 – recruit and market more strategically
- Divisions looking to elevate their national visibility



Questions and discussion





BOARD OF TRUSTEES
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September 19, 2019
Other Business

RESOLUTION R2020-01

BE IT RESOLVED: that the Board of Trustees hereby appoints Mark Sullivan as a National Trustee for a three-year term beginning today, September 19, 2019, and ending September 18, 2022.

*Approved by the Board of Trustees
September 19, 2019*

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

MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Oxford Campus, Marcum Conference Center, Rooms 180-186
Friday, September 20, 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. Roll was called with a majority of Trustees present, constituting a quorum. In addition to the Trustees, President Gregory Crawford; Provost Jason Osborne; Senior Vice Presidents David Creamer, and Tom Herbert; Vice Presidents Jayne Brownell, Ron Scott, David Seidl, Brent Shock (interim), and Michele Sparks; General Counsel Robin Parker; David Saylor, Director of Athletics; Randi Thomas, Director of Institutional Relations; Dawn Tsirelis, Assistant to the President; and Ted Pickerill, Executive Assistant to the President, and Secretary to the Board of Trustees, were also present, along with many members of the Miami University community who were in attendance to observe, present and/or assist.

Roll call of Trustees:

Present: C. Michael Armstrong (National Trustee)	Will Kulis (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	Mary Schell
Thomas W. Gunlock	Robert W. Shroder
Zachary Haines	Mark Sullivan (National Trustee)

Absent: Rod Robinson

Comments from the Public

There were no requests from the public to address the Board.

Public Study Session

Chair Budig welcomed everyone to the meeting, introduced National Trustee Marc Sullivan, and welcomed a class of Miami Journalism students to the meeting. He then entered the following remarks from National Trustee Emeritus John Altman:

Dear Colleagues,

While I am not been able to join you today, I wanted to thank all of you for the lovely framed resolution; and framed Miami stole that arrived recently.

My years of service on Miami's many advisory boards were only surpassed by two outstanding tours on our Board of Trustees.

Looking back on a truly wonderful, and hopefully productive life, I realized that virtually all of my lifetime friends have come from my own "Miami Years". None better than while serving on our Board.

To think that I have had friends, professors, and mentors that included Havighurst, Shriver, Dolibois, Millett, and Etheridge, is more than I could have ever hoped for in 1956!

It has been an incredible journey from Chicago's South Side; and, I want to thank each of you for your friendship and collegiality!

While these are very challenging times for Higher Ed, I am certain that 'Miami First' and 'Not on Our Watch' will protect and preserve Miami University forever.

With my very best wishes,

John

University Communities and Marketing *From Now On*

Vice President and Chief Marketing and Communications Officer Michele Sparks updated the Board on the new Miami video and marketing campaign, From Now On.

She began by playing the video which includes an original song created for Miami University. The video was met with a round of applause by those in attendance.

VP Sparks explained that the video was created entirely in house, without input or assistance from any agency or consultant. She stated it was through professional networking by one of Miami's videographers that the connection and the eventual composition and recording of the original song was made possible. From Now On was composed by Paul Wright, and song by a performer from Britain's Got Talent.

The video features current Miami students and highlights successful Miami Alumni, such as basketball star and executive Wayne Embry, CEO of Chipotle, Brian Niccol, Los Angeles Rams head coach, Sean McVey, and others. It also features well-respected Miami faculty and staff, such as Distinguished Professor Lisa Ellram, and MAC Championship Coach, Hollie Bonewitt-Cron.

She also explained the web aspect of the campaign, and informed the Board that there is also a 30 second version of the video which airs during sports television broadcasts.

VP Sparks' presentation is included as Attachment A.

Public Business Session

Approval of Prior Meeting Minutes

Trustee Haines moved, Trustee Ridenour 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
- Conferring of Degrees
- Allocation of Unrestricted Funds

Trustee Shroder moved, Trustee Pascoe 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 B.

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.

As we have a full agenda today, I will keep my comments relatively brief.

I would like to start by welcoming our newest National Trustee Mark Sullivan. Mark is a 1981 graduate of Miami and joins us after completing his dedicated service to the Miami University Foundation Board. Mark and his wife Elaine (an honorary Miami alumnus) have five children – three who attended Miami. Welcome Mark. We look forward to working with you.

This is our first meeting since the start of the school year and I would like to welcome back our faculty, staff and, of course, our students. We are incredibly fortunate to have over 4,300 first year students descend upon Oxford – a record incoming class in both the number of students and also in their overall student profile.

The 2019-2020 academic year promises to be a milestone as we enter the second year of the Boldly Creative initiative and begin the implementation of our new strategic plan. Yesterday, at our Finance and Audit Committee meeting, we saw a significant, tangible element of the plan; the proposal to begin the design phase for a new Health Science facility that we will vote on later in our meeting.

This facility will assist in meeting the needs of Miami University, our current and future

students, our community and the state of Ohio. There is a significant need in our state and nation for increased health science graduates. The Health Science facility will accommodate expanded enrollment in Oxford for the Nursing Program, while our Hamilton campus will be enhanced through the creation of a consolidated nursing hub.

To put into perspective why this is needed, last year Miami had over 1200 highly qualified students apply for only 80 available nursing degree spots. This is clearly an in-demand major and this building will allow Miami to be a leader in the development of highly skilled health professionals.

Last year, Boldly Creative laid the groundwork for a Physician's Assistant Program and the Health Science facility will be the home for this program as well. The building will also allow for the co-location of existing programs, such as Speech Pathology and Audiology and it will create synergy to promote collaboration, inter-professional learning and a theme of holistic human health.

Located near the Goggin Ice Center, the Recreational Sports Center, and Philips Hall - home of the Department of Kinesiology and Health, this will create an Oxford campus health district which can focus on serving the community and the state by promoting health and well-being as well as readying our students to become wellness, fitness and health professionals.

We are also serving the needs of our state, our community and our students through the newly created Work+ Program which began last year on our Hamilton Campus. Work+ is a program designed for Miami University Regional Campus students to obtain an associate or bachelor's degree while working part-time and getting their tuition paid by their employer. Students work approximately 24 hours per week with one of our work+ employers and take classes in a major of their choice. Work+ makes it possible for a student to earn a college degree debt-free.

Work+ is the initiative of State Senator Bill Coley, who introduced Senate Bill Number 181 that requires the Chancellor of the Ohio Department of Higher Education to develop a template for rolling the program out statewide. The project's employers for our initial year include; Thyssenkrupp Bilstein of America (in Hamilton); Deceuninck (in Monroe), the Fischer Group (in Fairfield), and the Butler County Regional Transit Authority (in Hamilton). Other major companies with facilities in our region have expressed an interest in partnering in the future - companies such as Koch Foods, Spooky Nook, Kroger and Amazon. We thank Senator Cooley for his far-sighted vision and we are confident that this model will be replicated and applied, with great success, throughout the state of Ohio and will be a model for other states.

Our efforts continue to target high priority needs of the state of Ohio. We are spreading entrepreneurship across the curriculum through our Altman Institute for Entrepreneurship and establishing partnerships across Ohio to create an Entrepreneurship and Innovation Network. We recently received an NSF award of \$635,000 for water quality research of Acton Lake at Hueston Woods State Park. We have received \$140,000 to help the state combat the plague of opioid addiction. We are conducting research in the STEM fields, including research on the teaching of conceptual understanding in high school chemistry. Our partnership with the Air Force Research Laboratory at Wright Patterson Air Force Base continues, with several projects nearing the commercial prototype stage, and our partnership with Proctor and Gamble will

commercialize an oral care product.

Sustainability and preserving our environment are also critically important for the State of Ohio; Sightlines, a company that assists higher education institutions to manage facility operations, found Miami is leading the way in energy efficiency, rating us the most efficient university compared to 10 peer institutions.

This summer, Miami's sustainability committee responded to President Crawford's request for a sustainability plan. Its comprehensive report, prepared over a six-month period, had the input of internal and external stakeholders. The committee recommends a commitment to carbon neutrality and will investigate the most responsible and efficient way to get there, whether it be by signing the President's Climate Leadership Commitment or, like other universities, by creating a Miami-focused bold, rigorous and transparent plan.

I would like to thank the Sustainability Committee for their hard work and their commitment to Miami and to our environment. We look forward to their upcoming report on the pathways to carbon neutrality.

Miami also received positive news on our rankings from the US News and World report as well as the Wall Street Journal – I know President Crawford will elaborate on this great accomplishment during his remarks.

We should also be extremely proud of our athletes and Athletic Director David Saylor for their outstanding accomplishments over the past year. Not only did we do well on the field by winning the Reese Award for men's athletics and the Jacoby award for women athletics. Most importantly, for the second consecutive year, we won the Cartwright award which recognizes excellence in athletics, academics and citizenship. This is the first time in MAC history that a school has won this award two consecutive years and we want to congratulate these outstanding students who also excel in their athletic endeavors.

Speaking of athletics, I might also let David Saylor know that I understand we may be short on offensive tackles for the OSU game and remind him that Trustee Gunlock played offensive tackle in high school and still has four years of eligibility left.

Last, but not least, I am also extremely proud of our annual Move-In Miami fundraising day. This is a day of support for our newly arriving cohort of first-year students, and for Miami University. This is the sixth year of this fundraising effort and our goal was to get 2,023 gifts in 24 hours. The results were incredible and record breaking - we more than doubled the goal with 4,731 donations totaling over \$2.1 million. We received gifts from alumni and friends in all 50 states and 5 countries at an average gift of \$450. Congratulations to Senior Vice President Tom Herbert and his entire team and thank you to all of the alumni, parents, families, friends and organizations, who generously supported Miami University and our students.

While higher education continues to face incredible challenges and headwinds, we cannot simply hunker down and hope to ride out the storm. Miami must innovate to meet tomorrow's needs for our students, our community, and our state. Expanded Nursing, the Physician's Assistant Program, an Oxford campus health district, a Regional Campus nursing hub and the Work+, are examples of Miami looking to the future.

Thank you, this concludes my remarks.

Love and Honor.

Reports, Ordinances and Resolutions

President's Report

President Crawford spoke of Miami University's positive impact upon Ohio, and current university initiatives, such as:

- Strategic Plan
- Boldly creative
- Agile Budget
- Campaign
- Infrastructure
- Unit Investment

He also highlighted recent ranking results, the incoming class profile, and sustainability efforts, which include:

- Coal Free Campus (since 2017)
- 45% Reduction in gsf Carbon Footprint
- 21 Silver & 2 Gold LEED Buildings
- Ahead of Peers in Energy Efficiency (per Sightlines study)
- STARS Gold Certified

He then featured several others areas, such as career services, Student Life, research and scholarship, Work+, the Regional Campuses, ICA success, and Inclusive Excellence.

President Crawford's presentation is included as Attachment C.

Report of the Chair of University Senate Executive Committee

Dana Cox, Chair of the Senate Executive Committee updated the Board on recent Senate efforts, which include working to enhance governance, and engaging Senate with the strategic plan implementation process.

A written reported is included as Attachment D.

Report of the Student Body President

Student Body President, Jaylen Perkins, addressed the Board, relaying:

Good morning. To those of you I haven't had the pleasure of meeting, my name is Jaylen Perkins and I am this year's Associated Student Government's Student Body President. Here is

our first report for the 2019-2020 school year:

We have been very grateful to have elected 14, pending a 15th, passionate and dedicated cabinet members, as well as 48 Student Senators representing their respective Colleges, on campus districts, or off campus districts. We hit the ground running this summer through professional development and effective planning. Both the cabinet and senate held retreats to prepare for the school year

As it pertains to achievements for this year thus far, we began this year with action on legislation passed last year. Senators for the 2018-2019 school year worked diligently with AVP of Student Health and Wellness, Steve Large, on an initiative that we are very proud of: Campus Cares. The Campus Cares initiative strives to cut down on Student Counseling Services' wait times, and allows students to experience a drop-in session in Farmer School of Business, the Center for Student Diversity and Inclusion, or King Library throughout the week. This was able to be kicked off at the beginning of the semester, and has so far attracted a decent amount of students. We anticipate the success of this program as we combat the stigma of mental health on campus in a convenient, and less formal way.

This past Wednesday, we held our second annual Inclusion Forum, with the theme: The Voices of Love and Honor, under our Secretary for Diversity and Inclusion. This event ran through statistics and initiatives on Diversity and Inclusion, allowed some of our student organization leaders to provide insight as to how their group's specific identity affects their daily lives on Miami's campus, as well as featured an administrative panel, which included Dr. Ron Scott, Dr. Kelly Kimple, Dean Moore, other vital administrators, myself, and the ASG Vice President, the Secretary for Diversity and Inclusion, and the DAC President. This panel answered questions moderated by the Miami Student about specific actions being taken in their respective departments toward equity in the area of Diversity and Inclusion on campus.

We are looking forward to the release of our ASG newsletter, our annual Mental Health Forum, and more in various areas of campus life. As a whole, ASG is dedicated to having a very effective and accomplished school year. Focusing on the areas of transparency, continued constituent outreach, and accountability measures, we plan to remain in touch with the student body as we continue to advocate for those who have the opportunity to call Miami home. I thank you all for your time this morning, and I am more than willing to answer any questions.

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 King Library. During the meeting, one resolution was considered, and the Committee unanimously recommends its approval today.

We welcomed Brent Shock and Jason Osborne to their first official meeting in their new roles. In recognition of this, we did not have our usual integrated presentation focused on one of

the accreditation areas. In its place, we had several, incredible students each share their Miami experience with us. While they represent the diversity of Miami's students, their stories and experiences were unique, and were not meant to represent any group of students.

Vice President Brownell asked them to be candid in their remarks and they were. We gained many new insights about the programs we have discussed and read about.

In addition, we formally heard from Vice President Sparks for the first time, as University Communications and Marketing is now officially part of our committee.

Provost Osborne updated us on Boldly Creative, and presented a plan for graduate school and research leadership. To ensure appropriate focus on each of these two areas, he proposed, rather than replacing Dean Jim Oris, the current Graduate School Dean and Associate Provost for Research, when he retires, to instead restructure and assign duties to two distinct areas – one for research and innovation, the other the Graduate School. The Committee recommends approval of the resolution to make this change.

Finally, we also heard from Dean Oris, who hosted the Committee, along with several students who relayed their Miami experience. Their presentation provided insights into the many programs/activities that support student research, communication skills and opportunities to advance or represent the University.

Thank you, that concludes my report.

Resolutions

The Academic and Student Affairs Committee Resolution is included as Attachment E.

Dean of the Graduate School and Vice President for Research and Innovation

Provost Osborne spoke in support of the resolution, stating it will help provide proper focus on both Graduate programs, and research. He also stated that the two positions had not always been joined, and that in the past each area has had a separate leader, albeit with different titles than those currently proposed.

Trustee Haines then moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed.

The Academic and Student Affairs Committee Resolution is included as Attachment E.

Finance and Audit Committee

Report of the Committee Chair

Committee Chair Mike Armstrong relayed the following information:

Mr. Chairman and Members of the Board of Trustees. The Finance and Audit Committee met yesterday at the Marcum Conference Center. The Committee considered two resolutions

and received five reports. The resolutions were endorsed by the Committee and are recommended for approval by the Board of Trustees later in this meeting.

Tom Herbert provided the Committee with a report on the progress with the comprehensive campaign. I am pleased to report that \$62.8 million was raised last year but unfortunately, the amount raised fell short of the \$100 million goal for the year. I can't stress how important this campaign is to the future of our University and our students. It is essential that we increase philanthropic giving to improve student affordability and to enable major initiatives like the proposed health science building to be built. I know Tom and his team recognize this, and the Committee looks forward to receiving future reports on our progress towards these important goals.

Much of yesterday's meeting was devoted to reviewing the University's financial performance from last year and the early financial results from this year. Last year's financial results continued the positive financial performance of the past nine years although the results were not as strong as in prior years.

The report on this year's budget was not as positive as the prior year's results and reflects the challenges most of higher education is facing today. While the excellent work by Enrollment Management and Student Success resulted in a large, diverse and academically talented incoming class, this year's class was also the most expensive ever. The very large incoming class was also offset by a decline in continuing students which resulted in a small decline in undergraduate enrollment overall that was not anticipated. The effect of these issues is that most of the budget surplus that was forecast in June is not expected to occur.

Several times over the last three years, the Committee has discussed the financial challenges that are likely to accompany declining numbers of high school graduates and growing concerns by families about affordability. For these reasons the slight drop in enrollment this fall was not totally outside the realm of possibility and is why the Board of Trustees adopted the agile budget plan at its February meeting. As was explained when the budget plan was adopted, the plan is flexible enough to adjust to these unexpected budget changes. More importantly, the strong financial foundation that was also discussed yesterday, and was built up over the last decade, ensures the University possesses the financial foundation to invest in the new academic initiatives that are needed to secure Miami's future and ensure strong enrollment demand in the future.

As I already noted, addressing the issues facing higher education today will in some instances require fiscal restraint but in other instances new investment. One of these new investments is the plan to expand health program opportunities on the Oxford campus. This initiative will require both additional faculty and the appropriate labs and classrooms. The Committee after great consideration endorsed the resolution to authorize preconstruction services for a new health science building. While this is a major new spending initiative at a time when financial resources are not growing, Miami will be better positioned to compete for students in the future by expanding the availability of these degree programs. This is an important step towards accomplishing our long-term financial goals and for meeting the interests of future students. The final approval of this project will not occur until next spring but by approving this resolution, it is a strong indication that we intend to proceed with the construction of this new academic building.

One additional resolution was considered at yesterday's meeting. Each year a resolution is adopted that authorizes an assessment of an administrative fee against endowments to cover the cost of investing the endowment and in partial support of the cost to operate the Foundation and its fundraising activities. This resolution will formalize this annual assessment in a policy that requires the Audit and Finance Committee of the Miami University Foundation to annually evaluate the amount and the need for this fee. It should be noted that this policy has already been adopted by the Foundation's Board of Directors.

Finally, the Committee met with the University's chief audit officer and approved the proposed audit plan for this year. I want to commend Ms. Jena and her staff on the excellent work of this department and its benefit to the University.

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

Ordinances and Resolutions

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

Resolutions

Health Sciences Building

Senior Vice President Creamer spoke in support of the resolution, stating that Chair Armstrong had explained much of the background and need. He explained that this resolution was for preconstruction, and that he expected to provide in the Spring more detail on the funding sources necessary for construction.

Trustee Ridenour then moved, Trustee Pascoe seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed.

Administrative Fee

Senior Vice President Creamer spoke in support of the resolution, explaining that it is not a new fee, and that the resolution does not change the current value, but simply formalizes the process.

Trustee Collins then moved, Trustee Ridenour seconded, and by voice vote, the resolution was unanimously approved, with all voting in favor and none opposed.

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

Student Trustee Reports

Student Trustee Cremeans relayed the following information:

Good morning and thank you. I will let you know that Will and I have made a very intentional effort in keeping our reports short. We were both so thrilled to have heard from undergraduates and graduates alike yesterday and hope that we can all continue to reflect on the diverse student experience. I would also like to extend my thanks and congratulations to Mark Sullivan as he starts his tenure on the Board. Your service to Miami has already been extraordinary and we are so fortunate to have you.

Just about five weeks into the semester and we can already see the great things happening in the Miami community. Every day, I am reminded of the dedicated teams of students, staff, and faculty who make up the Miami community. Every day, I find myself whispering, “to think in such a place...”

One of the largest kick-off events for Miami is Mega Fair - held on the Oxford campus. This year, held in a new venue, in the open quad near the Rec Center and Goggin, Mega Fair set a record for most involvement in its history. Over 460 student groups table to help students get involved, 50 more student groups than last year. The planning for Mega Fair began last September. Miami Activities and Planning, the Greek Councils, and the Recreation Department all have a hand in ensuring its success. Their goal this year was to create an accessible way to maximize students that could be involved. I would say their goal has been met, with about 5,000 students in attendance overall.

Not long after, the Miami community came together for the Homecoming celebrations. This year, there were continued traditions of a 5K Run for Love and Honor, a tailgate, and a house decorating contest. The Miami University Student Foundation and Miami Activities and Planning worked together to build onto the celebrations. This year, MAP gave our 2,000 shirts and 10 giant pizzas at the homecoming tailgate. The co-chair of the traditions committee on MUSF, worked hard to put together the events. She said, “Homecoming is a great weekend to get to know alumni, bond with students and just overall show how much pride I take in attending Miami.” The weather was beautiful and the game was well-attended and ended with a win for mother Miami.

Wednesday, many students gathered to listen to the Miami University Inclusion Forum: The Voices of Love and Honor. Faculty, administrators, and students came together to talk about Miami’s commitment to our diverse community. Several student orgs, including: Hillel, Interfaith, National Pan-Hellenic Council, the Asian American Association, and the Students with Disabilities Advisory Council, amongst others, joined Associated Student Government in talking about the meaningful ways Miami can grow to be a better family for all of us. A Miami senior had a hand in planning the event. She said, “I thought the panel was great and I was pleased to speak to Miami’s demographics. I think the biggest thing is that students want transparency and we were excited to get it.” I agree with her. We are all equal stakeholders in ensuring the success of Miami’s promise to be the very best.

Love and Honor.

Student Trustee Kulis relayed the following information:

Miami University welcomed one of the biggest freshman cohorts in the state to campus this fall. It is an exciting time, yet, initiated many questions about how the University would

adapt to handle the additional students. I decided the best way to discover the issues associated with the integration of such a large class was to ask the students themselves. I spoke to many first years, and the overwhelming opinion I received was that Miami, as it did for many of us, became their second home in a relatively short time. It was rewarding to know the numbers did not diminish the initial welcoming and assimilation of the students. These new Miamians spoke about how smooth it was to move into their new dorms, and how upper-level Miami students and staff were there, every step of the way, to make sure they had what they needed. They were happy to have so many programs offered by the University, including the First-year Block Party, which is hosted by the Recreation Center as a “Welcome to Miami” event. One new student said, “It was a great opportunity to get to meet all the new freshman in my dorm, and it gave me a place to meet up with friends from home and also get to meet their friends”. In my conversations, these new students found this programming to be impactful to their first weeks at campus and were also glad for the free time that they could use to meet those who were living around them. I think it is fair to say this has a successful transition of our newest class.

I am also very excited to inform the Board about a special event happening in a few weeks on October 4,5,and 6. Future Greek leaders from the tri-councils will be coming together to journey to ACROPOLIS. This three-day leadership retreat is a time for these young leaders from different chapters to come together and talk about what it means to be Greek, and what values does the community want to hold as our standards. It forges strong bonds between individuals, who can return to Miami and continue to be the role models for a community that needs them.

Thank you, this concludes my report.

Other Business

Appointment of the Nominating Committee

According to the Board of Trustees Regulations, the Chair of the Board is directed to appoint a nominating committee at the September Board meeting for the purpose of nominating a slate of officers for the next year’s Board. The nominating committee is charged with presenting their recommendations to the Board at the December meeting. At the December meeting, the Board will vote on the nominations, and the new officers will take office on January first.

This year’s nominating committee will be chaired by National Trustee Diane Perlmutter, and the other two members of the committee will be Trustees Tom Gunlock and Mark Ridenour. Chair Budig asked that the committee’s recommendations be presented to the Board at the December meeting.

Governance Review

Chair Budig stated good governance is the cornerstone of every successful board and organization. It has been more than a few years since we have undertaken a comprehensive review of the Regulations of the Board of Trustees and other Board governance documents. As we embark upon the University’s new strategic plan, I believe it is critically important for the Board to undertake a systematic review our governance documents to ensure the Board is fully engaged in its proper role as stewards of this great University.

Chair Budig then requested Trustee Bob Shroder to work with General Counsel, Robin Parker and Board Secretary, Ted Pickerill, to review and propose for the Board's consideration, any appropriate additions to and revisions of the Board's governance documents. The review should be thorough and be undertaken with an eye towards addressing topics such as the role of Board members, conflicts of interest and committee structure, in order to ensure that our governance policies and procedures support the Board's efforts to provide effective oversight of the University.

Chair Budig thanked Trustee Shroder for agreeing to take on this important task and that he looked forward to receiving the results of the review – hopefully before the end of Fall Semester.

Written Reports

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

Executive Session

Trustee Shroder moved, Trustee Ridenour seconded, and by unanimous roll call vote, with eight voting in favor and none opposed, the Board convened to Executive Session to consult with counsel, review pending litigation, for Personnel Matters, the performance and compensation of public employees, and the appointment of a public official, and for 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.

Resolutions

Resolutions from Other Business are included as Attachment H.

Compensation of President Gregory Crawford

A resolution was proposed to set the Academic Year (AY) 2020 salary for President Gregory Crawford at \$520,047; and, to award President Crawford an annual bonus in a single lump sum payment of \$75,000, for performance during AY2019.

Following a motion, and second, the Trustees unanimously approved by voice vote, the salary and bonus, with all voting in favor and none opposed.

Delegation of Authority to Negotiate a Contract

A resolution was proposed to delegate authority to the Board Chair, Trustee David Budig,

to negotiate and execute a contract with President Gregory Crawford through June 30, 2026, five years beyond the expiration of his initial contract.

Following a motion, and second, the Trustees unanimously approved by voice vote, the delegation of authority, with all voting in favor and none opposed.

Compensation of Dr. Renate Crawford

A resolution was proposed to set the Academic Year (AY) 2020 salary for University Ambassador, Dr. Renate Crawford at \$50,000.

Following the motion, and a second, the Trustees unanimously approved by voice vote, the annual salary, with all voting in favor and none opposed.

Resolutions from Other Business are included as Attachment H.

Adjournment of Meeting

With no other business to come before the Board, following a motion and second to adjourn, the Trustees, by unanimous voice vote, with all in favor and none opposed, adjourned at 1:30 p.m.



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



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FROM
Now
ON
WE WIN WITH
LOVE & HONOR



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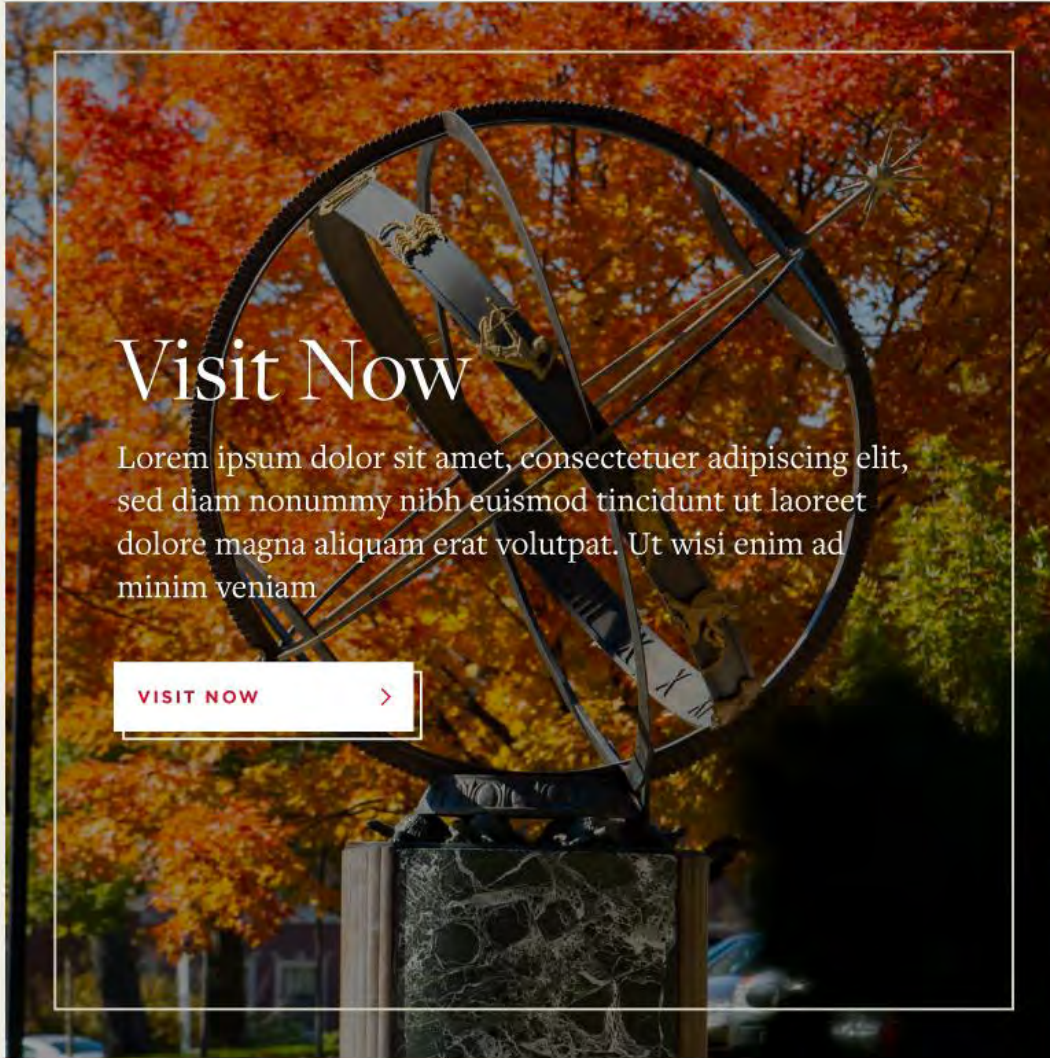
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Our mission is clear: we empower students to make a difference. It starts with our dedicated faculty and it leads to incredible success. From students who fearlessly shatter expectations to alumni who shape the world.

Together, we'll blaze new trails. Reject the status quo. Overcome stereotypes.
At Miami, we discover greatness.



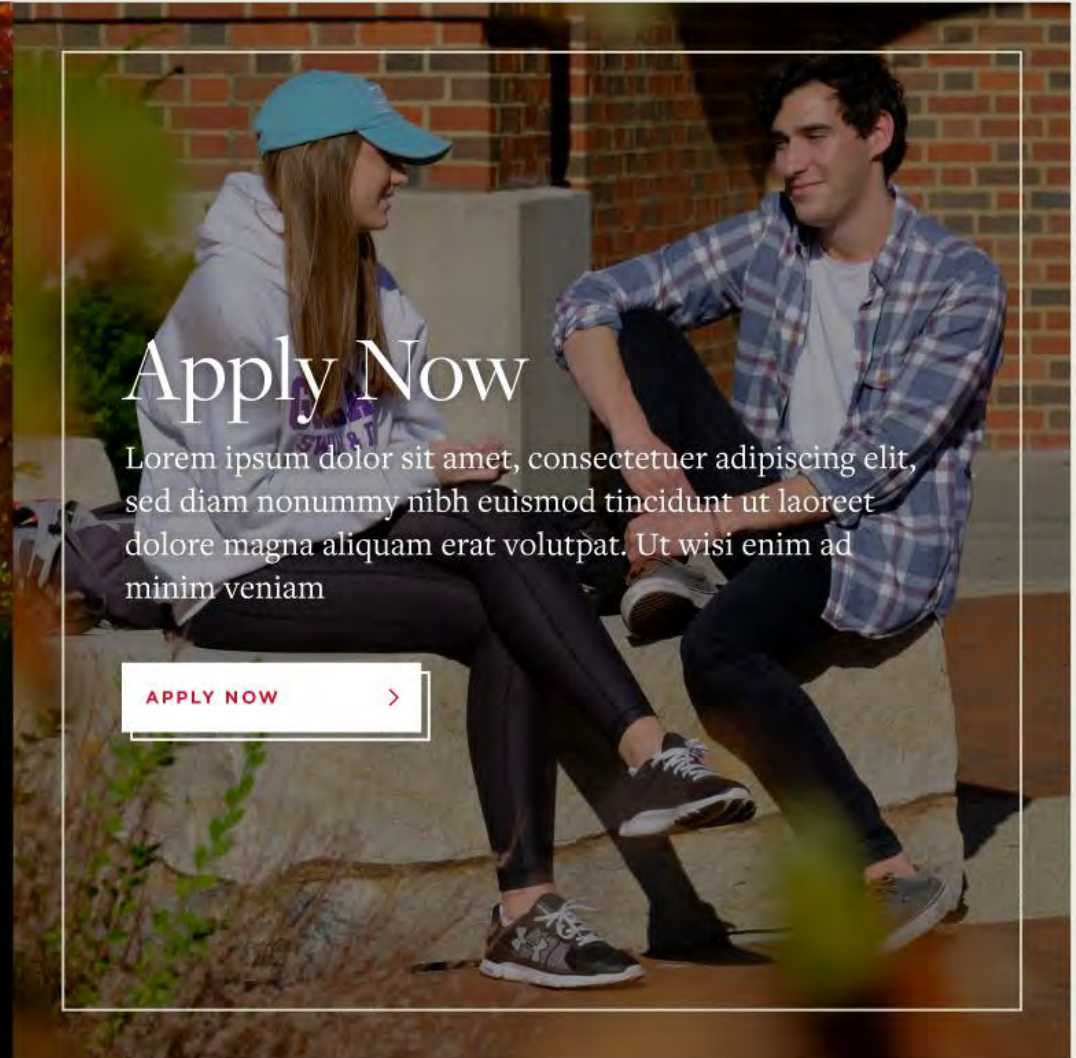




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TOGETHER WE'LL SHINE A *Light*
ALL OF OUR *Dreams* IN SIGHT
THE FUTURE IS BOLD AND *Bright*

FROM *Now* ON

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Miami University
 Published by Josh Chaney [?] · August 31 at 8:00 AM · 🌐

Greatness is inherent in every person.
 Greatness that creates knowledge. Achieves fearlessly. Uplifts society.
 From now on, discover greatness.
 MiamiOH.edu/FromNowOn




MIAMIOH.EDU
From Now On :60 PSA [Learn More](#)


26,575 People Reached **3,809** Engagements [Boost Post](#)


👍❤️ Tammie Isenberg and 407 others 11 Comments 97 Shares

👍 Like 💬 Comment ➦ Share 👤

Oldest ▾

 **Ann Ashworth** Fascinating marketing
 Like · Reply · 1w 👍 2

 **Rob Coggin** Love & Honor!
 Like · Reply · 1w 👍 1

 **Chris Watkins** Very nice. Good to see Sean McVay cameo!
 Like · Reply · 1w 👍 1

Engagement

- More than 4,000 webpage views
- More than 400,000 engaged with the social posts



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September 20, 2019
 Consent Calendar

RESOLUTION R2020-02

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

Tammy Allen
 Languages, Literatures, & Writing and Spanish & Portuguese

Diane Delisio
 Computer & Information Technology

Ann Fuehrer
 Global & Intercultural Studies

Katherine Hieber
 Nursing

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:

Belinda Barr
 University Libraries

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

C. Bradley Bays
 Farmer School of Business

Roderick Nimtz
 Voice of America Learning Center

*Approved by the Board of Trustees
 September 20, 2019*

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



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September 20, 2019
Consent Calendar

RESOLUTION R2020-03

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

Lynn and Tim Pistell Greenhouse
Located in Pearson Hall

*Approved by the Board of Trustees
September 20, 2019*

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



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September 20, 2019
Consent Calendar

RESOLUTION R2020-04

BE IT RESOLVED: that the Board of Trustees hereby approves the conferring of all appropriate degrees, honors, and distinctions, as recommended by the Faculty Assembly, for all Commencement exercises scheduled during the 2019-2020 academic year, and during Summer 2020.

*Approved by the Board of Trustees
September 20, 2019*

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



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September 20, 2019
 Consent Calendar

RESOLUTION R2020 - 05

BE IT RESOLVED: by the Board of Trustees that the below stated funds be allocated from unrestricted contributions to the Miami University Fund for the period July 1, 2019 to June 30, 2020:

<u>University Division</u>	<u>Amount</u>
President	\$ 50,000
Academic Affairs	\$ 43,250
University Advancement	<u>\$177,000</u>
Total	\$270,250

*Approved by the Board of Trustees
 September 20, 2019*

A handwritten signature in black ink, appearing to read 'T. O. Pickerill II'.

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



Board of Trustees
September 2019



Contributions to the Great State of Ohio

Addressing State Priorities

- Professor Yezerski (NSF)
Education: Dynamic Visualizations
Chemistry
- Professor Hay-Rollins
(Interact for Health)
Addiction: Opioid Addition &
Housing
- Professors Vanni, Gonzales,
Grudzinski & Renwick (NSF)
Water: Water Quality

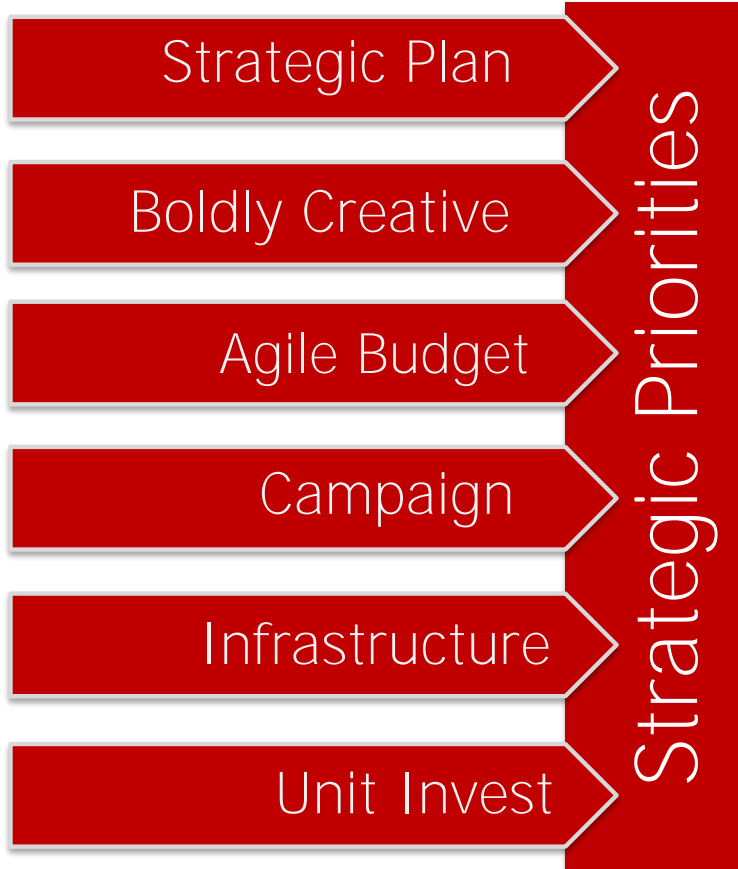
Creating a Thriving Economy



- Ohio Entrepreneurship
Network
- 25% of Miami Students take
Entrepreneurship
- Wright Patterson Air Force
Base Patents and P&G
- 35 Student Start-Ups



>> Off & Running



- Agile Budget (July '19)
- Strategic Plan (June '19)
- Boldly Creative (May '19)
- Infrastructure Plan (Fall '19)
- Campaign (Scholarship focus '16)
- Unit Invest (Direction defined)

Rankings U.S. News & WSJ



- U.S. News & World Report
 - 39 (up 3 from 42) Publics
 - 91 (up 5 from 96) Overall (top 25%)
 - Number 3 public and top 10 overall for undergraduate teaching
- WSJ/THE
 - 58 (up 17 from 75) Publics
 - 219 (up 109 from 328) Overall



THE WALL STREET JOURNAL.



>> Class Size at Oxford

- Oxford >4,300 & 41% Non-Res
- 43 States, 28 Countries
- <ACT> = 28 & <GPA> = 3.76
- Presidential Fellows
- 717 Students of Color
- **Int'l Students Down**

Missing
AK, MS, MT, NM,
OK, UT & WY

12 Fellows
<ACT> = 34.8

Significant Decline
Down 118 Confirms
Down 104 ACE



Sustainability Committee

Committed to Carbon Reduction

- Sustainability Committee Charge
- Report by Jan 1 (Carbon Neutral)
- Coal Free Campus (since 2017)
- 45% Reduction gsf Carbon Footprint
- 21 Silver & 2 Gold LEED Buildings
- Ahead of Peers
- STARS Gold Certified



>> New Career Efforts Paying Off



- 14 Career Grants in Spring 2019, 19 for Fall 2019 to faculty - \$70,000
- 84% first-years engaged
- 76% of first-years attended events
- Increase of 351% in first-years posting a resume



>> Office of Student Life



- “Honoring Fraternity: Focusing on Future”
- Center for Student D & I
- Community Engagement merged with Wilks Institute
- Progress – Mental Health Services



>> Research & Scholarship



- Back-to-back years >\$24 M
- **Even with gov't shutdown**
- Great scholarship & grants
- More activities with Corps & Foundations



Adding Value to the College Investment



COLEY OHIO work+

AT MIAMI UNIVERSITY REGIONALS

- Senator Coley - Pilot for Ohio
- Debt-free education program
- Students work 24-hours a week
- Graduate with 4 years of experience
- Employers pay tuition
- Employers receive federal tax break

Partnering Employers



10

Students



4

Students



4

Students



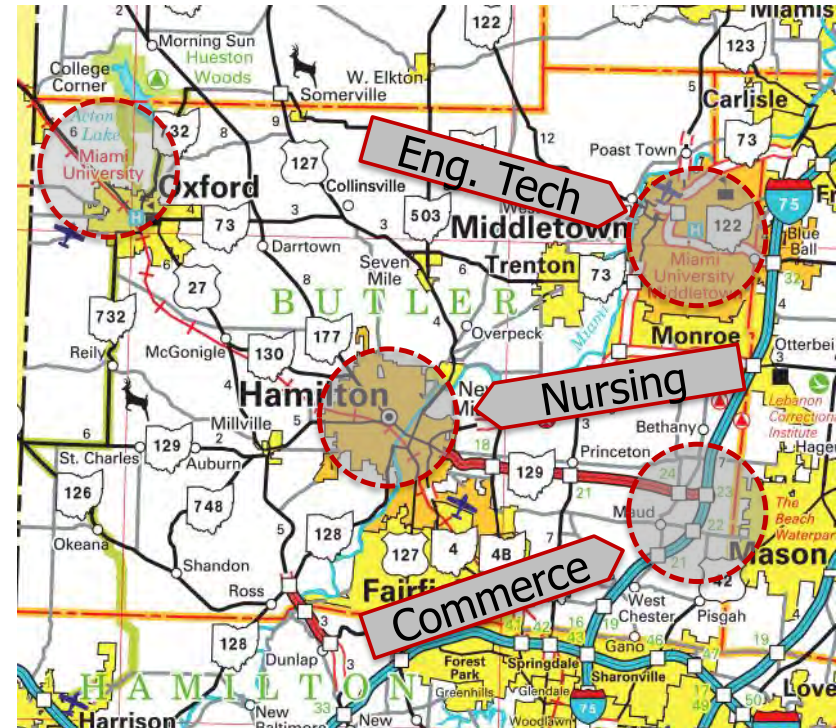
6

Students

"Hub" at Regional Campus



- Hamilton Campus (Nursing & Health)
- West Chester VOA (Commerce)
- Middletown Campus (Engineering Technology)





Inclusive Excellence

- D & I Training Modules
- Climate Survey Update
- “On the Road to Freedom”
Alumni Tour (Spring)
- Nat’l Civil Rights Conference
Oxford, Ohio (June)
- D & I Recognition Coins



>> Intercollegiate Athletics (ICA)



- Cartwright Award (2018)
- Reese (All Sport Men)
- Jacoby (All Sport Women)
- Cartwright Award (2019)





>> Faculty Awards



Prof. Stacey Lowery-Bretz

ACS Award for Achievement in Research for the Teaching and Learning of Chemistry

>> Board of Trustees - September, 2019



Thank You!

**EXECUTIVE COMMITTEE of UNIVERSITY SENATE**

Dana Cox, Chair

James Bielo, Chair-elect

University Senate Website: www.MiamiOH.edu/senate/

September 9, 2019

To: Board of Trustees, Academic and Student Affairs Committee
 From: Dana Cox, Chair, Executive Committee of University Senate
 RE: University Senate Report to Board of Trustees – September 19, 2019 Meeting

Executive Committee of University Senate membership:

- Dana Cox, (Mathematics), Chair
- James Bielo, (Anthropology), Chair-Elect
- Chip Hahn, (Speech Pathology and Audiology), at-large member
- Jaylen Perkins (Student Body President), undergraduate student
- Ikaika McKeague-McFadden, graduate student
- Jason Osborne, 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 May 17, 2019.

- New Business, Specials Reports and Updates delivered to University Senate:
 - **August 26, 2019**
 - Strategic Planning Committee Update – Bob Applebaum and Julia Guichard, Committee Co-Chairs

Dates University Senate is scheduled to meet during the 2019-2020 academic year:

2019	2020
August 26	January 27
September 9	February 10
September 23	February 24
October 7	March 9
October 21	April 6
November 4	April 13
November 18	April 20
December 2	April 27 (tentative)

At the final meeting of the 2018-2019 academic year, Senate confirmed appointments to standing and advisory committees of Senate and authorized Executive Committee to confirm additional nominations made through the summer and into the fall. The standing committees of Senate have broad responsibilities and conduct the continuing and regular business of the Senate; the advisory committees are charged with the responsibility to advise appropriate administrators and to report to University Senate on the state of the institution in the policy area for which the committee is responsible. The business of Senate is

managed by the Executive committee. Special reports will be scheduled throughout the year to inform Senate of items of importance to the University.

The following are items of business Executive Committee anticipates that Senate will discuss during the 2019-2020 academic year:

- New degrees
- Strategic Planning Committee Report

cc: Jason Osborne, Chair, University Senate
Dana Cox, Chair, Executive Committee of University Senate
Jeffrey Wanko, Secretary, University Senate
Becky Sander, Recording Secretary, University Senate



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September 20, 2019
Academic Affairs

RESOLUTION R2020-06

WHEREAS, the mission of Miami University values teaching and intense engagement of faculty with students through its teacher-scholar model, by inviting students into the excitement of research and discovery; and

WHEREAS, the mission also states that Miami University will offer select graduate programs of excellence; and

WHEREAS, to fulfil Miami's mission, it is imperative that Miami is appropriately organized to best support research, and graduate programs.

NOW, THEREFORE BE IT RESOLVED: that the functions, duties, and responsibilities currently assigned to the Dean of the Graduate School and Associate Provost for Research and Scholarship, along with any additional duties as required, be evaluated and redistributed to two distinct areas; the Graduate School, and Research and Innovation; and

BE IT FURTHER RESOLVED: that the current position of Dean of the Graduate School and Associate Provost for Research and Scholarship be dissolved, and two new positions; the Dean of the Graduate School, and the Vice President for Research and Innovation, be created to lead their respective areas, with both positions reporting directly to the Provost.

*Approved by the Board of Trustees
September 20, 2019*

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

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

RESOLUTION R2020-07

WHEREAS, Miami University has identified the need to grow health science enrollments in the future through expanded program offerings on the Oxford Campus; and

WHEREAS, the University continues to experience increased demand for the newly offered nursing program on the Oxford Campus; and

WHEREAS, the Boldly Creative initiative has awarded funding to establish a Physician's Assistant program that is expected to enroll its first class in June of 2022 but facilities essential to this new program do not currently exist; and

WHEREAS, a comprehensive facility programming effort was completed earlier this year and identified value in co-locating academic programs and administrative services with similar clinical requirements in the same neighborhood on campus; and

WHEREAS, it is the recommendation of the planning committee that the new Health Science facility house academic programs in Nursing, a Physician's Assistant program, and Speech Pathology and Audiology as well as the existing health services provided to students and employees at the current Health Services Center that absent these services being included in the new facility will require its existing facility to be expanded and improved to meet the current demand for these services; and

WHEREAS, the new Health Science facility is expected to be constructed near Phillips Hall, home of Kinesiology and Health, the Recreational Sports Center, and Goggin Ice Center with the expectation that its close proximity to these existing health and fitness services will support improved collaboration, inter-professional learning, a theme of holistic human health, and a vision of a new University health district; and

WHEREAS, the new facility needs to be substantially complete by early summer of 2022 to receive the initial cohort for the Physician Assistants program; and

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

WHEREAS, Miami University has identified funds in the amount of \$4,500,000 to advance the design, cost estimating, early site development, and preconstruction services required to develop a Guaranteed Maximum Price (GMP) for the new facility and all enabling projects; and

WHEREAS, the Board of Trustees desires to award a contract to the most responsive and responsible Design Builder;

NOW, THEREFORE, BE IT RESOLVED: that the Board of Trustees authorizes the

Senior Vice President for Finance and Business Services and Treasurer, to proceed with the award of a contract for the preconstruction phase of a new Health Science facility which includes planning, design, estimating and all related preconstruction services necessary to prepare the Guaranteed Maximum Price (GMP) for a budget not to exceed \$4,500,000.

*Approved by the Board of Trustees
September 20, 2019*



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

Executive Summary
for the
Health Science Facility
September 19, 2019

The recent strategic planning effort identified growth in health science fields as a priority for the University. The U.S. Department of Labor's Bureau of Labor Statistics and Ohio's Department of Job and Family Services 2026 Employment Projections identify health care professions "to be among the fastest growing occupational groups during the 2016-2026 decade."

Nursing prior to fall 2018 was available only to students on the Hamilton and Middletown campuses. An initial cohort of about 40 students grew to about 80 students this fall. Applications have remained very strong for nursing on the Oxford Campus but the current facilities limit enrollment for each cohort to about 80 students. In concert with the Boldly Creative award to establish a Physician's Assistant (PA) program, a consultant has been hired to assist in developing the new PA program and to assist in defining the facility needs for this new program. To better understand the implications across existing and planned health science programs, a facility planning committee was appointed by President Crawford and Provost Callahan with representatives from programs and departments across the university to define the impact of these new or expanded programs on current facilities and to understand their future facility needs. The committee during this process also identified synergies among several current programs and common goals including a focus on holistic human health and a desire for students to have an inter-professional experience.

The affected academic programs include Nursing, Physician's Assistant, Speech Pathology and Audiology and also the University's existing student and employee Health Services Center. In addition, the committee stressed the importance of collaboration and inter-professional opportunities across several fields not currently planned to be located within the new facility, such as Kinesiology and Health. Evaluating the site analysis data and future program goals resulted in an optimal building site near Phillips Hall, the South Campus Parking Garage, the Recreational Sports Center, and the Goggin Ice Center. This site also offers a vision for a new health district on the campus.

The building is expected to be around 170,000 gross square feet in size and offer state of the art lab and classroom opportunities for students and faculty. Construction is expected to begin in the late spring or early summer of 2020 and be completed by early summer of 2022. The preliminary estimate of the total cost of the project is \$96 million. The \$4.5 million in planning

costs has already been funded from end of the year funding from fiscal year 2018. Sources of funding for the project need to be finalized but the identified sources are summarized below with a detailed cost estimate for the project.

<u>Project component:</u>	<u>Budget:</u>
Est. Design and Administration:	\$ 6,000,000
Est. Cost of Work:	\$ 76,000,000
Est. Owner's Costs:	\$ 7,000,000
Est. Contingency:	<u>\$ 7,000,000</u>
 Est. Total:	 \$ 96,000,000

Estimated Sources of Funding for the Project

State Capital Appropriation	\$20-25 Million
Tri-Health Contract	\$ 3 Million
Existing Project Planning Funds	\$ 4.5 Million
Existing Funds for Health Center Renovation	\$ 4.5 Million
Facility Naming	\$ 0-35 Million
Sponsorship and Other Naming Opportunities	\$ 0-10 Million
Carry Forward or Other Local Funds	\$10-30 Million
Debt (To fund all unidentified sources and possible delays in cash flow from donations.)	\$ 0-50 Million

*Approved by the Board of Trustees
September 20, 2019*



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



BOARD OF TRUSTEES
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RESOLUTION R2020-08

WHEREAS, Miami University incurs certain costs for the generation of new gifts that benefit the Miami University endowment fund; and

WHEREAS: the Miami University Board of Trustees previously adopted an Administrative Fee Plan which authorizes the assessment of an annual administrative fee to be used to offset some of the advancement and investment management expenses; and

WHEREAS: The Miami University Board of Trustees has determined the Administrative Fee Plan should be an Administrative Fee Policy; and

WHEREAS: The Administrative Fee Policy is hereby attached;

NOW THEREFORE BE IT RESOLVED: The Miami University Board of Trustees adopts the Administrative Fee Policy; and

BE IT FURTHER RESOLVED: Resolution R2017-27 is hereby rescinded.

*Approved by the Board of Trustees
September 20, 2019*

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

Business Session
Item 6
September 19, 2019
Finance and Audit

MIAMI UNIVERSITY
Administrative Fee Policy
September 2019

OBJECTIVE

The objective of the Administrative Fee Policy is to reimburse Miami University to support certain expenses related to the advancement and investment of the Miami University endowment fund and annual fund.

REVENUE

An administrative fee of 1.00 percent will be calculated against the market value of the Miami University endowment investment pool as of March 31 (in conjunction with the annual spending distribution calculation). The Administrative Fee may be reduced or waived for any endowed gift with the approval of the Senior Vice President for University Advancement and the Senior Vice President for Finance and Business Services. The total Administrative Fee revenue will be distributed to the University's Education & General Fund before the end of the following fiscal year and used to offset certain costs incurred in that fiscal year as described below.

EXPENSES

The administrative fee revenue shall be used to offset expenses as follows:

- **Advancement:** A portion of the Administrative Fee shall be used to fund advancement related expenses including but not limited to the salaries, operating, travel, and entertainment expenses of university advancement staff as determined by the Senior Vice President for University Advancement
- **Investment:** A portion of the administrative fee shall be used to fund investment related expenses, including but not limited to the salaries of finance and business services staff related to investment and administration of endowment funds, travel and registration expenses related to external investment manager meetings and conferences, external audit fees, and external investment fees as determined by the Senior Vice President for Finance and Business Services

Any Administrative Fee balance not spent in the current fiscal year may be accumulated and carried forward to a future fiscal year.

This policy and the administrative fee rate will be reviewed on an annual basis by the Miami University Finance and Audit Committee.

MIAMI UNIVERSITY
Administrative Fee ~~Plan~~Policy
~~February 2017~~September 2019

OBJECTIVE

The objective of the Administrative Fee ~~Plan~~Policy is to reimburse Miami University to support certain expenses related to the advancement and investment of the Miami University endowment fund and annual fund.

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Any administrative fee balance not spent in the current fiscal year may be accumulated and carried forward to a future fiscal year.

This ~~plan~~policy and the administrative fee rate will be reviewed on an annual basis by the Miami University Finance and Audit Committee.

Miami University

Finance & Audit Committee

FY2020 Administrative Fee Budget

Estimated Fee Revenue	\$	5,272,220	
Expenses			
Advancement Related Development	\$	1,228,687	23%
Advancement Related Operations	\$	1,343,750	25%
Investment Related	\$	2,344,826	44%
Contingency	\$	<u>354,957</u>	<u>7%</u>
Total	\$	5,272,220	100%

The annual administrative fee is disclosed in endowment gift agreements

Ohio State University assesses a 1% annual fee (down from 1.33%) on endowment market value
 University of Cincinnati assesses a 1% annual fee (down from 2%) on endowment market value
 and a 5% fee on new current use gifts

Board of Trustees

September 2019



MIAMI UNIVERSITY

University Advancement Report

Tom Herbert, J.D.

Senior Vice President, University Advancement
President, Miami University Foundation

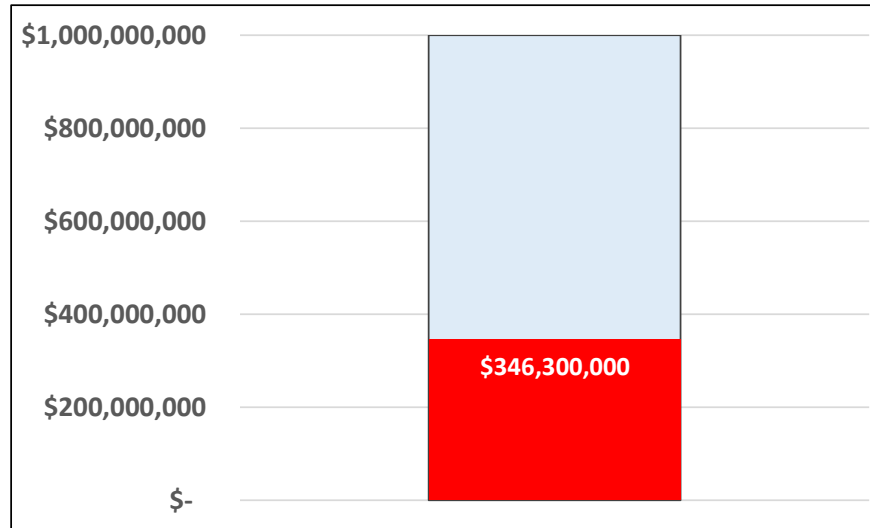


MIAMI UNIVERSITY

\$1B Campaign Progress Report

- » Goal: \$1 billion
- » Raised to date: \$346.3 million (35% of goal)

\$1B Campaign Progress Report



FY'19 Fundraising

- » Goal: \$100 million
- » Raised: \$62.8 million (63% of goal)

FY'19 Cash Received – Overall

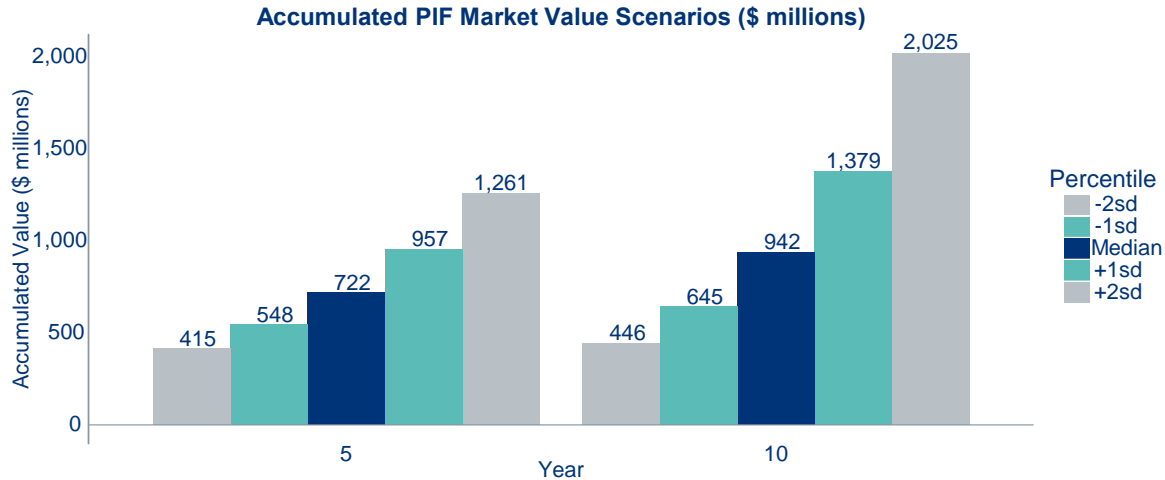
- » FY17: \$38.8 million (3rd best year)
- » FY18: \$35.8 million
- » FY19: \$39.5 million (2nd best year)

FY'19 Cash Received – to Endowment

- » FY17: \$18.0 million
- » FY18: \$15.5 million
- » FY19: \$17.9 million

Pooled Investment Fund

Distribution of Values for 10- & 5-Year Horizons (Base Case Assumptions)

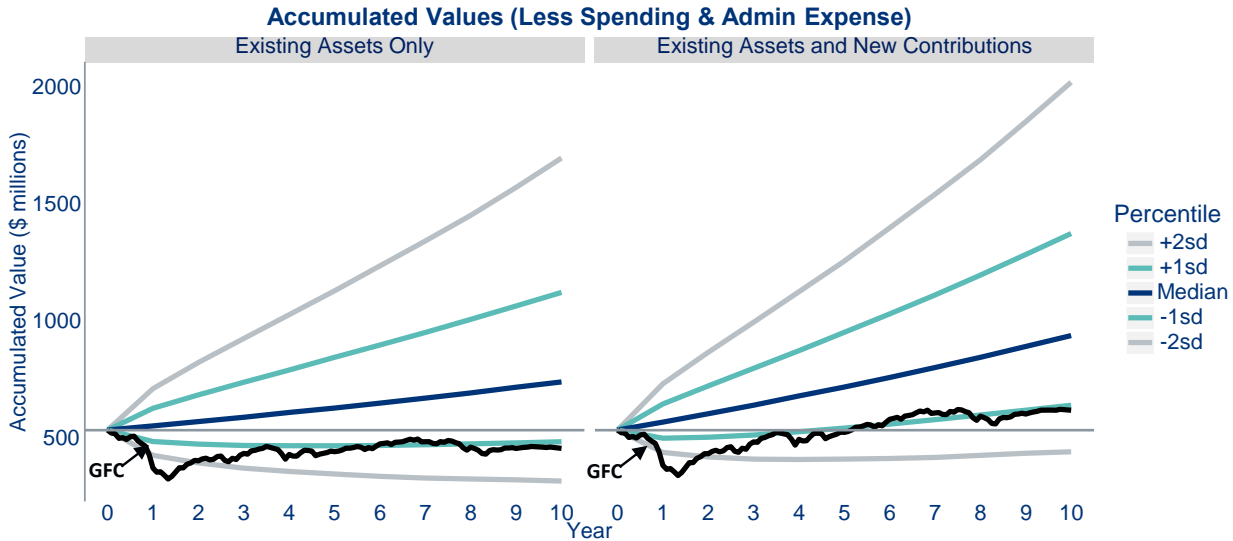


Using base case assumptions, the median market value projection for PIF market value is **\$942 million in 10 years**. A \$1.0 billion target would be exceeded sometime in Year 11.



Pooled Investment Fund

Base Case Assumptions



The black line on both charts traces the historical path of the Great Financial Crisis (GFC).



Principal Gift Performance

- » FY17: 1 ask (\$40 million), 2 received (\$45 million)
- » FY18: 3 asks (\$55.1 million), 2 received (\$35.1 million)
- » FY19: 11 asks (\$76 million), 1 received (\$6 million)

National Fundraising Trends

*Trends for Fundraising to Higher Education FY19 – **Blackbaud*

- » Overall Fundraising production was flat compared to results from FY18
- » Cash production was down by 5% (Miami was up 13%)
- » Donors were down by 3% (Miami was down by 7%) * *Phonathon*
- » Annual Giving was up by 1% (Miami was up by 8%)

National Fundraising Trends

*Trends for Fundraising to Higher Education FY19 – **Blackbaud*

- » Solicitations were down up by 1% (Miami was up by 18.5%)
- » Major Gifts (\$50k+) received decreased by 4% (Miami was up by 27%)

FY'20 Fundraising To Date

- » Goal: \$100 million
- » Raised to date: \$6.3 million (6% of goal)
- » Solicitation activity in FY20:
 - » 23 asks of \$1M+ (\$63 million)
 - » 294 asks of <\$1M (\$34 million)
 - » In addition, expected close on \$63 million of previous asks

Farmer School of Business Campaign

- » Seven year campaign for \$250 million
- » Timeline: July 1, 2016 – June 30, 2023
- » Time line extended
- » Raised to date: \$67.3 million
- » Cash received: \$20.9 million

#MoveInMiami

- » Day of Giving: held on “Move In Day” for incoming class
- » Sixth year – grown annually in gifts and amount raised
- » Gifts: 4,731 (goal: 2,023)
- » Raised: \$2,132,892
- » Donors from 50 states and 5 countries
- » 8 million social media impressions

University Advancement Report

Questions?

Thank you!





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Other Business
September 20, 2019

RESOLUTION R2019-09

BE IT RESOLVED; that the Board of Trustees hereby approves an Academic Year 2019-2020 salary of \$520,047 for President Gregory Crawford, retroactive to July 1, 2019.

BE IT FURTHER RESOLVED; that the Board hereby also approves an annual bonus payment of \$75,000 to President Gregory Crawford, payable as income in a single lump sum.

*Approved by the Board of Trustees
September 20, 2019*

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

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



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Other Business
September 20, 2019

RESOLUTION R2019-10

BE IT RESOLVED; that the Board of Trustees hereby delegates authority to Board Chair David Budig to negotiate the terms of, and execute, a contract with Dr. Gregory Crawford to serve as Miami University President through June 30, 2026.

*Approved by the Board of Trustees
September 20, 2019*

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

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



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April 29, 2011



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Other Business
September 20, 2019

RESOLUTION R2020-11

BE IT RESOLVED; that the Board of Trustees hereby approves an Academic Year 2019-2020 salary of \$50,000 for University Ambassador Dr. Renate Crawford, retroactive to July 1, 2019.

*Approved by the Board of Trustees
September 20, 2019*

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

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