

**MIAMI UNIVERSITY
BOARD OF TRUSTEES
Minutes of the Board of Trustees Meeting
Virtual via Zoom, as Authorized per Ohio House Bill 197
Friday, September 25, 2020**

The Secretary to the Board of Trustees confirms that as specified in the Regulations of the Board of Trustees of Miami University, in compliance with Ohio House Bill 197 due notice was given prior to holding this meeting of the Board of Trustees.

The meeting was called to order at 8:00 a.m. via Zoom with Chair David Budig presiding. Roll was called with a majority of Trustees present, constituting a quorum. In addition to the Trustees, attending for all or part of the meeting were - President Gregory Crawford; Provost Jason Osborne; Senior Vice Presidents David Creamer, and Tom Herbert; Vice Presidents Jayne Brownell, Mike Crowder (interim), Jaime Hunt, Anthony James (interim), David Seidl, Brent Shock, and Randi Thomas; General Counsel Robin Parker; David Saylor, Director of Athletics; Dawn Tsirelis, Assistant to the President; and Ted Pickerill, Executive Assistant to the President, and Secretary to the Board of Trustees; along with many others in attendance to assist or observe.

Roll call of Trustees:

Present: C. Michael Armstrong (National Trustee) John C. Pascoe
S. Biff Bowman (National Trustee) Diane Perlmutter (National Trustee)
David H. Budig Mary Schell
Sandra D. Collins Robert W. Shroder
Deborah Feldman Jeff Pegues (National Trustee)
Zachary Haines Mark Sullivan (National Trustee)
Amitoj Kaur (Student Trustee)

Trustee Rod Robinson, National Trustee Robert Coletti, and Student Trustee Will Kulis, arrived following the call of roll.

Public Business Session

Executive Session

Following a motion by Trustee Pascoe, a second by Trustee Haines and unanimous roll call vote, with seven voting in favor and none opposed, the Board convened to Executive Session to consult with counsel, review pending litigation, and for personnel matters, the compensation of public employees, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22.

Public Business Session

Report of the Diversity, Equity, and Inclusion (DEI) Task Force

Committee co-chairs Dr. Vicka Bell-Robinson, and Dr. Anthony James

Committee co-chairs, Dr. Vicka Bell-Robinson and Dr. Anthony James, updated the Board of the final report and recommendations of the DEI Task Force. They provided an overview of the structure and activities of the Task Force, and how the five pillars were used as a means to organize the work of the Task Force.

The five pillars are:

- Dialogue and Allyship
- Cultural Consciousness
- Advocacy and Partnership
- Structural and Resource Support
- Inclusion and Accountability

They then highlighted recommendations associated with each pillar, and informed the Board of early successes already implemented, some include:

- Juneteenth Recognition
- DEI Boldly Creative Initiative
- Gift from the Western Alumni Association
- Addition of civil rights responsibilities to the Associate General Counsel job posting
- Strong conversations about naming a building

They then discussed next steps, which will now be addressed by an implementation group. The group will recommend short-, medium-, and long-term plans to place approved recommendations into the infrastructure of Miami University.

They were asked a question about unconscious bias, and informed the Board that Dr. Ron Scott, while Vice President for Intuitional Diversity and Inclusion, had put in place anti-bias training, and the feedback on the training has been positive.

Chair Budig thanked them for the update and for their and the Task Force's important work.

The DEI Task Force presentation is included as Attachment A.

Chair Budig then introduced State Senator Bill Coley.

Work + Update, Senator Bill Coley

Senator Coley updated the Board on the Work + program and legislation. He stated it is an example of Miami University leading the way. Beyond the tuition reimbursement and

employment for the students, the program creates a relationship between local employers and Miami University, with creates a potential for many positive things, such as research projects.

He stated most workers in the program were identified as essential and they were able to stay in the program and continue working during the pandemic. There are four employers currently enrolled with a growing line of additional employers requesting to join the program, and he is looking for ways to connect them with Miami University.

He thanked President Crawford, Vice President Randi Thomas, and Dr. Pete Haverkos, for helping put this program in place. He stated that he wanted Work + to be a template for other universities around the state; he therefore introduced Senate Bill 181 to do so. Eventually Senate Bill 181 was inserted into House Bill 614, which passed the House and Senate and is now with the Governor awaiting signature.

Chair Budig thanked Senator Coley for all he has done to support and advance this program.

Approval of Prior Meeting Minutes

Trustee Haines moved, Trustee Shroder 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
- Allocation of Unrestricted Funds

Before considering the items on the Consent Calendar, Chair Budig asked Senior Vice President for Advancement Tom Herbert to speak to the Campus Naming resolution.

SVP Thomas announced to the Board that the university has closed a \$20 million naming gift for the Data Science Building. The gift comes from alumnus Rick McVey, and SVP Herbert thanked Rick McVey and his family for this significant gift. He also thanked Chair Budig, President Crawford and the many others at Miami who helped to make this naming possible.

Chair Budig also thanked Rick McVey and stated how this gift will make the construction of the Data Science Building possible. He then explained that the Naming Committee had approved this naming, but not in time to have it included in the published agenda, so he asked if there was a motion to remove Campus Naming from the Consent Calendar so the Board could consider the naming of the Data Science Building.

Trustee Feldman then moved, Trustee Pascoe seconded, and by voice vote Campus Naming was removed from the Consent Calendar, with all voting in favor and none opposed.

Next, the Chair asked if there was a motion to approve the items remaining on the Consent Calendar.

Trustee Haines then moved, Trustee Robinson seconded, and by voice vote, the Consent Calendar was unanimously approved, with all voting in favor and none opposed. Items remaining on the Consent Calendar included:

- Designation of Emerita/Emeritus
- Allocation of Restricted Funds

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

Chair Budig then stated that before considering the naming of the Data Science Building, he would like to feature a very important naming on the list – Nellie Craig Hall. Nellie Craig joined Miami University in 1903, and is the first African American to graduate from Miami University. She is also the first African American to teach in Oxford, Ohio. The proposed Nellie Craig Hall is the current Campus Avenue Building, which was once an elementary school, and is located very near McGuffey Hall, home of the College of Education, Health and Society. He stated that the Diversity, Equity and Inclusion Task Force has made an exceptional recommendation and that the location proposed, with its strong ties to education, is quite fitting. He then again thanked the DEI Task Force for their incredible work.

Chair Budig also stated there is another notable naming on the list and that is the Board's own Bob and Katy Shroder's naming within the Clinical Health Science and Wellness Building. He then thanked the Shroders, Katy and Bob.

Next, he asked if there is a motion to add to the Campus Naming resolution the naming of the Data Science Building as the Richard M. McVey Data Science Building.

Trustee Haines then moved, Trustee Robinson seconded, and by voice vote, the naming of the Data Science Building was added to the Campus Naming resolution, with all voting in favor and none opposed.

Chair Budig then asked if there was a motion to approve the Campus Naming resolution.

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

The Campus Naming resolution is included as Attachment C.

Chair's Comments

Chair David Budig relayed the following information:

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

The conclusion of academic year 2019 – 2020 and the start of this academic year have proven to be unlike any other in our lifetime. As we meet today, there are faculty and students in

our classrooms, as well as those teaching and learning remotely. The incredible effort to facilitate the start of this year has been unprecedented, and we are grateful to the faculty and staff who have made the return to campus possible. In particular, we want to recognize Dr. Dana Cox and Dr. Gwen Fears who, along with the members of the Safe Return to Campus Committee, spent the majority of the spring and all of the summer coordinating, listening, researching, and evaluating. Their learning enabled them to advise President Crawford and other campus leaders on how to best safeguard the health of our students, faculty, staff, and neighbors as we return to our campuses. You have all done a remarkable job, and because of your efforts we were able to welcome students back to our campuses.

We also offer our deepest gratitude to Dr. Vicka Bell-Robinson and Dr. Anthony James, co-chairs of the Diversity, Equity and Inclusion Task Force. They, along with the other members of the Task Force, spent the summer considering five pillars for meaningful and lasting change: Dialogue and Allyship; Cultural Consciousness; Advocacy and Partnerships; Structural and Resource Support, and; Inclusion and Accountability. The Task Force delivered their report and recommendations earlier this month, and provided us with an overview of their work during the public study session. Thank you again Vicka and Anthony, and thank you to all the members of the Task Force.

I would also like to take a moment to recognize and thank Dr. Crawford for his article in the recent edition of the Association of Governing Boards magazine. Titled “Trust, Unity and Wisdom”, the article defines the strong relationship a University President and a Board of Trustees must have to be successful. It focuses on the successes we have shared together over the past five years and I believe the last sentence speaks volumes about our collective focus and aspirational goal. It reads “Together, we work to fulfill the values embodied in Miami’s Code of Love and Honor: purposeful education, pursuing inclusive excellence, and elevating the wellbeing of individuals and communities around the world.” Thank you, Greg, we too value the trust, unity and wisdom in our relationship.

There are several additional people I’d like to recognize. First is Dr. Ron Scott who has worked to promote Diversity, Equity and Inclusion his entire life, most recently as the Vice President for Institutional Diversity and Inclusion. Ron recently announced his intention to retire and he will be greatly missed. Ron has put in place many initiatives to promote inclusive excellence and to recognize those who strive for social justice. Most notably, the Freedom Summer of ’64 Award. As President Crawford said in 2018 to describe this award at its inaugural presentation to Congressman John Lewis in Washington D.C., “it honors the legacy of the civil rights movement, but is also a new call for students, faculty, staff and citizens to reconnect with civic service and civil rights at a time when participation, and standing for one's belief in their fellow humans is more important than ever.” We hope all of you can join us next month at the second annual Diversity and Inclusion Conference when Wil Haygood, journalist, author and Miami alum, will remotely present the Freedom Summer of ’64 Award to this year’s recipient, Mr. Joseph Madison.

As Ron transitions into retirement, we are pleased that Dr. Anthony James has agreed to serve as interim Vice President for Diversity and Inclusion while we embark on a national search for Ron’s successor. Anthony, Ron has set the bar extremely high, but after having seen your work on the Task Force, your dedication, commitment and leadership are clear, and we know you will excel in your new role.

Randi Thomas is another exceptional Miami leader who excels and seeks out opportunities to advance Miami University and serve our students, faculty, staff and communities. Randi has been named the inaugural Vice President of the office of Advancing Strategy, Partnerships, Institutional Relations, and Economy – also known as ASPIRE. Randi's previous role at Miami makes him the ideal choice to lead this new office. Randi, we look forward to working with you in your new role.

Finally, we want to welcome, Jaime Hunt. Jaime has been named Vice President and Chief Marketing and Communications Officer. She comes to Miami from Winston Salem State University where she was Vice Chancellor for Strategic Communications. Many of our Board members were able to meet Jaime (at least virtually) at the Academic and Student Affairs Committee meeting yesterday where we were impressed with her vision to advance Miami's brand and reputation.

Jaime, I read the exceptional newsletter your team prepared for the members of the Academic and Student Affairs Committee. I was pleased it featured the special relationship between Miami University and the Miami Tribe of Oklahoma. We treasure our partnership with the Miami Tribe and the meaningful experiences it has created. A recent example is the collaboration between the Myaamia Center, the Talawanda School District and Miami University art education students taking ART 395 - Art Across the Curriculum. These groups have worked together the past three years on curriculum to help fourth graders learn about Myaamia culture and imagery. We recently learned that starting this fall, their two Myaamia culture and imagery lessons will become part of the K-12 'Ohio as America' curriculum. The 'Ohio as America' resource, provided by the Ohio History Connection, was used by more than 20,000 students in 91 school districts last year. Private and parochial schools, as well as home-school educators, also used it. This is a great example of the reach and impact of our special partnership, which enhances not only our own cultural awareness and appreciation, but that of Ohioans across the state.

The country recently celebrated the 100th anniversary of the passage of the 19th Amendment. Dr. Kimberly Hamlin, associate professor of history and global and intercultural studies, and an NEH Public Scholar, is the author of *Free Thinker: Sex, Suffrage, and the Extraordinary Life of Helen Hamilton Gardener*, which tells the story of a woman who helped secure Congressional passage of the Amendment. Dr. Hamlin has been speaking to audiences across the country about women's history and has published numerous essays related to the suffrage centennial. Miami is fortunate to have faculty like Dr. Hamlin. She and other dedicated faculty members are the reason Miami continues to be ranked as one of the top ten public universities for commitment to undergraduate teaching by U.S. News and World Report.

Unfortunately, since our last meeting, we lost two notable Miami alumni.

Joe Marcum served as a Miami Trustee and as Chair of the Board in the 1990's. We have held many meetings in the Marcum Conference Center which bears the name of his family. Joe was a lifelong resident of Hamilton, and is remembered for his generosity to that city and his leadership role in their positive growth.

Theresa Embry served on Miami's Teachers Advisory Committee. She was part of a Miami Merger with Wayne Embry, another former Miami trustee and board chair. She was a lifelong fighter for racial equity and inclusion and, as a community activist in 1965, she joined Martin Luther King Jr. for the march in Selma, Alabama.

Our heartfelt condolences to both the Marcum and Embry families on the passing of their loved ones.

Over the past seven months, our Miami community has gone above and beyond. Many people have spent countless hours focusing on creating some sense of normalcy for our students, faculty and staff while ensuring we provide a safer environment for them. In recognition of the work done, and as a show of gratitude to the administration and staff, I will suggest a motion to the Board of Trustees to provide a one-time three-day paid period from Monday, December 21 through Wednesday, December 23 where they will not have to use their allotted vacation days. We cannot thank you enough for all you have done, and this is just a small token of our appreciation. I know Provost Osborne is also working on something for the faculty to also show our appreciation for all that they are doing to teach our students during this unique time.

With that being said, and at the suggestion of the President's Executive Cabinet, as a small token of our admiration and appreciation, may I have a motion for the University to close three days early for Winter Break on Monday, December 21, 2020, and for the employees not to be charged any vacation time for the additional days of December 21st through December 23rd.

Trustee Pascoe then moved, Trustee Haines seconded, and by voice vote, the additional days during Winter Break were approved, with all voting in favor and none opposed.

The motion is passed and we hope you find ways to rest, relax and enjoy the comfort of family and friends over Winter Break!

While we continue to meet the challenges of the pandemic, and to bring about social justice for all, I take comfort in the dedication of our faculty, the commitment of our staff, the adaptability of our students, and the strong support of our alumni and our communities. I am Miami, we are Miami, and together we look toward a bright future.

Thank you - this concludes my remarks.

Love and Honor

Reports, Ordinances and Resolutions

Chair of University Senate Executive Committee, Dr. James Bielo, relayed the following:

Good morning everyone. On behalf of the Senate Executive Committee, I appreciate the opportunity to be here. As you saw from the report that was circulated, our University Senate met throughout the summer and has maintained a full and productive agenda. Briefly, I wanted to make note of two additional items:

- First, I'd like to highlight a new initiative happening this year in Senate. In response to a proposal presented at our August Retreat, Senate has begun hosting voluntary bi-weekly working sessions, offset with the bi-weekly meetings of Senate. These working sessions are led by Senators, and are designed to enhance our deliberations and foster our own ongoing education as members of the university community. The first three working group sessions have been well attended and have had an immediate impact on positively informing the work of Senate. I want to recognize Prof. Tom Poetter for helping to lead this initiative. These sessions help foster more robust Senate dialogue and, ultimately, a more robust expression of shared governance at Miami.
- Second, I think it's important to make note of some dissent during a recent Senate discussion. At the September 14th meeting, Senators approved the development of a new major in Real Estate to be housed in the Finance department. While there was widespread recognition that such a major could have value, there was also a deep concern voiced that issues of diversity, equity, and inclusion were not addressed by the curricular description or student learning outcomes. As we all should know, the history of real estate practices in the United States is closely bound up with the ongoing reproduction of racial inequality, exemplified by practices of redlining and discriminatory lending. There was notable dissent during our discussion that the Finance department should closely revisit this erasure from their programmatic articulation of the major, and – in line with the university's recent commitment to be a national leader in DE&I – that any newly proposed academic program of study should explicitly address how it will engage the relevant histories and structural dynamics of racialized violence (physical, fiscal, symbolic, and otherwise). Senate Executive Committee will take up this latter recommendation in an upcoming meeting.

Our University Senate has a full agenda for the coming year, and we look forward to engaging it with candor, transparency, and with the best interests of the entire university community in mind. During any time, but especially the challenging time we presently inhabit, I am grateful to be supported by a truly excellent Executive Committee and the leadership of the Provost's Office. Thank you for your time.

The Senate report is included as Attachment D.

Report of the Student Body President

Student Body President, Jannie Kamara, relayed the following:

Good morning everyone, thank you for inviting me to today's meeting. With the first week of in-person classes coming to a close, it warms my heart to see us create community on our campus in a pandemic world. The past three months have been a rollercoaster for this community due to COVID, ongoing racial and political tension, and financial hardship in this country. As we are navigating these times of stress and turmoil, just know and understand that each and every one of us are on this path together.

Earlier this month the student body elected the 2020-2021 members of the student senate all of whom are eager and ecstatic to begin working on new and innovative initiatives. As for ASG's Executive Cabinet, over the past couple of months we have been focused on Student

Health and Wellness, Voter Registration, and funding community initiatives.

In regards to Student Health and Wellness, this summer we welcomed to our Miami community Nancy Jerger, our Miami Aetna Insurance Representative who has been working with us to create an International Student Healthcare Checklist. This checklist aims to help students understand their healthcare insurance here at Miami and guides them in bringing required materials to doctor visits and picking up prescriptions

In regards to Voter Registration, with 38 days until Election Day we have been all hands on deck in increasing efforts. For the past month we have hosted weekly virtual Voter Registration drives, and through campus collaboration with our student athletes and student organizations we will be expanding our in-person efforts to get our community members registered to vote.

In regards to funding community initiatives, currently we are working with It's On Us to implement bar safety training in our Uptown establishments, which all bar staff are expected to complete. This training consists of bystander intervention, general SIV awareness, and Ask for Lexi, which provides a way for patrons to signal that they feel unsafe so that bartenders can assist them with getting out of a dangerous situation if they ask for "Lexi".

Another initiative that we are developing are resources for renter's rights, responsibilities and tips for living in Oxford. As we know, this fall, sophomore students were given the opportunity to move off campus, so with 2,500 first time renters we are developing these resources to ensure that current renters and incoming renters have the necessary resources to help them navigate living on their own.

Lastly, we are working with Paws4ACause to build an on-campus dog park for our service dogs in training. The funding is secured and now we are locating the best place on-campus for it, which is very exciting.

So, in order to facilitate these initiatives, along with other campus-focused efforts, ASG has set up a fund, as well as a fundraising project page to be used for Oxford specific initiatives, such as training within bars and off-campus education materials, which we hope to maintain for years to come.

I hope that this report has given you some insight into the many passions and initiatives that we are dedicated to in order to support, educate, and empower our Miami community. As we work to continuously heal and build trust within our Miami community, remember why we all are here at this institution. And that is because of our passion for cultivating environments that instill intellectual depth, curiosity, and compassion while educating our community on how to be better global citizens.

Thank you for having me here today!

Love and Honor

President's Report

President Crawford began by outlining his presentation which included the following topics:

- Overcoming COVID-19
- Welcoming New Leadership
- Advancing DEI
- Accelerating Sustainability
- Innovating Boldly

In responding and adapting to COVID-19, President Crawford relayed that Miami maintained its student focus – faculty and staff called students in the spring, held information sessions, staffed a phone bank, increased student aid, created a student Emergency Needs Fund, and provided masks to students. He also outlined the comprehensive testing strategy which Miami established.

He then welcomed Miami University's newest leaders:

- Randi Thomas inaugural Vice President for ASPIRE
- Mike Crowder, Dean of the Graduate School
- Beena Sukumaran, Dean of the College of Engineering and Computing
- Jenny Darroch, Dean of the Farmer School of Business
- Anthony James, interim Vice President for Institutional Diversity and Inclusion
- Alicia Knoedler, Vice President for Research and Innovation

He also thanked Dr. Ron Scott for his work in Miami's receipt of the Higher Education Excellence Award in Diversity (HEED) Award, presented by *Insight into Diversity*. After more than a decade as the Vice President for Institutional Diversity and Inclusion, Dr. Scott will be retiring.

In addition to the HEED Award, Miami also received Insight into Diversity's Inspiring Program in STEM Award for the work of the Louis Stokes Alliances for Minority Participation (LSAMP) program. He also informed the Board of Miami's upcoming *America's Racial Crisis* Symposium, featuring alumnus Wil Haygood, who recommended and is coordinating the event. An additional campus leader President Crawford welcomed was Nloh Masango-Dibo, the new Director of the Center for Student Diversity and Inclusion (CSDI), he transitions to the role from the Admission Office.

President Crawford next informed the Board of his recent signing of Second Nature's Presidents' Climate Leadership Commitments (PCLC), and outlined several of Miami's sustainability achievements, such as reducing energy use to levels well below peer institutions.

President Crawford concluded by informing the Board of several innovative efforts, including:

- New, in-demand degrees and certificates

- New departments and centers
- New and renovated infrastructure
- New Honors College
- Record year for research and scholarship – nearly \$27 million
- Creation of the Office of ASPIRE – Advancing Strategy, Partnerships, Institutional Relations, and Economy
- Creation of the MiniMBA, currently offered to all alumni at no cost

President Crawford's presentation is included as Attachment E.

Academic and Student Affairs Committee

Report of the Committee Chair

Committee Chair John Pascoe relayed the following:

The Academic and Student Affairs Committee met yesterday via Zoom. During the meeting, one resolution was considered, and the Committee unanimously recommends its approval today.

The Committee heard updates from the Provost, the Vice President for Student Life, the Vice President for University Communications and Marketing, and the Vice President for Enrollment Management and Student Success. The Committee also received written reports from Academic Affairs, University Communications and Marketing, EMSS, University Senate and the Housing Option, Meals and Events (HOME) Office. The reports will be available in the meeting's minutes.

We began the meeting with an update from Vice President Brownell which provided information on preparations for the Fall Semester, including Healthy You, maintaining a healthy community, COVID-19 testing, communications, and looking ahead. She also reminded us all that there is more than COVID-19 happening on campus – there are creatives programs, Title IX changes, and work to enhance diversity, equity, and inclusion, to name a few of the efforts.

We then welcomed Vice President Jaime Hunt, who arrived the first of September to lead University Communications and Marketing. She updated the committee on efforts to support Healthy Together, and the work of the Diversity, Equity and Inclusion Task Force. She also spoke of the efforts already underway to recruit the incoming class for Fall 2021. Some other efforts featured included the virtual tour, the personas and journey map, and a brand refresh. The Committee was also pleased to learn of an Excellence in Design Award earned by UCM, including one for the virtual visit landing page.

Vice President Shock and Director of Admission Bethany Perkins relayed that even with the challenges of COVID-19, Miami reversed a declining trend in Ohio and domestic non-resident applications. To meet the challenge of remote operation Miami launched a completely virtual Make it Miami, and division-specific programming, including the Summer Series and Summer Scholars. In all there were 3,823 first-year students, with a 27.6 ACT average. They also provided information on staying engaged with students who have deferred, and strategies for

recruiting the incoming class.

Provost Osborne presented one resolution for consideration: a Bachelor of Science with a major in Real Estate. The Committee unanimously recommends its approval here today.

Provost Osborne also provided an enrollment overview by academic division which showed slight gains in three Oxford divisions and a reduction in the Colleges of Arts and Science and in the College of Engineering and Computing. One increase of note was graduate student enrollment in the Farmer School of Business which is up nearly 25%. He reviewed the curriculum delivery methods which are approximately 11% face-to-face, 55% Hybrid, and 34% online. He also provided an update on MiamiRISE, and Boldly Creative, including the more than \$1.25M Diversity, Equity, and Inclusion fund.

We are grateful for the efforts of the faculty and staff to prepare the campus, curriculum, and student experience for the fall, and for the understanding and adaptability of our students and their families.

Thank you, that concludes my report.

Resolutions

Bachelor of Science in Business with a Major in Real Estate

Provost Osborne spoke in support of the resolution, stating it was approved in University Senate by a strong majority. There is support from alumni and corporate partners, and there is demand by students.

Trustee Shroder then moved, Trustee Haines 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 F.

Finance Report

Report of the Committee Chair

Committee Chair Mark Sullivan relayed the following:

The Finance and Audit Committee held a virtual meeting yesterday for only the second time in its history. The Committee considered one ordinance and two resolutions during the meeting. All three actions 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 share that almost \$400 million has been raised so far during the silent phase of the campaign. I can't stress how important this campaign is to the future of our University and our students. The Committee is appreciative of the outstanding work being done on the campaign by Mr. Herbert and the entire Advancement team, and the

Committee looks forward to receiving future reports on the progress towards these important fundraising goals.

Mr. Herbert also discussed with the Committee some refinements to the counting practices for the comprehensive campaign. The Finance and Audit Committee joined the Audit and Finance Committee of the Foundation in endorsing the changes proposed by Mr. Herbert to these counting procedures.

Much of yesterday's meeting was devoted to reviewing a revised budget for this year and the University's financial performance from last year. While the financial outlook for most universities has been challenging the last couple of years, the pandemic has had a very sudden and negative impact on the financial results from both the Spring Semester and at the outset of the Fall Semester.

Most of the negative impact for this year's budget is concentrated in Miami's auxiliary operations such as housing and dining, the bookstore and Intercollegiate Athletics. University decisions this fall have focused on ensuring the safest possible environment for students and our employees but the consequence of these actions has been revenue reductions of about \$68 million below the budget that was adopted in June and a projected overall budget deficit for this year of about \$33 million with the deficit entirely occurring for the auxiliary operations. It is possible that additional actions aimed at ensuring the safety of students and employees will be needed later this year, and Dr. Creamer provided the committee with some estimates for the revenue loss that would occur in these situations that would be above and beyond the budget that was presented.

Dr. Creamer also alerted the committee during his presentation that the pandemic and other trends such as the decline in high school graduates and the current recession are likely to have a negative impact on budget planning beyond this year. Budget planning discussions for fiscal year 2022 are expected to commence at the committee's December meeting.

Following the committee's discussion of the proposed appropriation ordinance, the Committee voted unanimously to move the ordinance for consideration by the full Board of Trustees later today.

The fiscal year that concluded at the end of June brought to an end to ten years of strong financial results since the great recession. Overall, net unrestricted assets declined for the first time in over a decade as lost revenue from the pandemic, modest investment returns, and a rising statewide pension liability contributed to a \$27 million decline in unrestricted net assets. However, a review of the financial condition of public universities across Ohio shows that Miami remains among the most fiscally strong of Ohio's universities and this is especially important given the large revenue declines from the Fall Semester.

The changing financial landscape resulted in a proposed amendment to the employee furlough policy and the creation of a new reduction in force policy. Both of these changes were discussed by the internal governance structure of the University before being submitted to the Board of Trustees for approval. While it is troubling that current and future financial circumstances necessitate such policies, the Committee agreed with the need for such policies and endorses their adoption later in the meeting.

The Committee received a brief report on the condition of university facilities. The report would normally have been delivered in May but the May meeting was cancelled and the June agenda was unable to accommodate the report.

While the facility condition report is expected to be delivered again at the February meeting, Dr. Creamer felt it was important to review the report at this meeting as recent budget reductions and the suspension of housing and dining capital projects are expected to negatively impact future reports. The situation is further complicated by the current delay and possible cancellation of the state capital appropriation. The University over the last decade has made great progress in renewing its facilities and a slower period of re-investment in existing facilities is expected to be doable at least for the near-term.

Each fall the Committee meets with the university's chief audit officer to review the annual audit plan. Barbara Jena reviewed the plan with the Committee yesterday, and it was endorsed by the Committee following her presentation.

Earlier this month the Investment Subcommittee met with the university's outsourced chief investment officer to review the investment performance for the past fiscal year. While a 1.4% return net of fees would normally not be cause for celebration, it was a startling turn around from the early spring performance when investment losses were approaching 18%. Following the review of investment performance, it was determined that greater liquidity is needed in the portfolio along with a desire to lower the investment risk given the uncertainty in the equity markets. This is to be accomplished at the end of this month.

Finally, Bruce Guiot provided the Committee with a brief summary of the bond sales that took place this summer. The report led the Committee to discuss the risk of ratings downgrades in the current environment and a discussion of the possibility of future bond issues. Other than possible refunding of existing bonds, it is the consensus of the Committee that the University needs to take a long hiatus before considering any future debt.

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

Ordinances and Resolutions

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

Ordinances

Revised Budget Appropriation Ordinance

Senior Vice President Creamer spoke in support of the ordinance, stating it is unusual to bring to the Board a revised Budget Ordinance, and the reason for the revision is because some of the assumptions used in creating the budget have changed.

Trustee Collins then moved, Trustee Haines seconded, and by roll call vote, the ordinance was unanimously approved, with eight voting in favor and none opposed.

Resolutions

Revised Furlough Policy

Senior Vice President Creamer spoke in support of the resolution, stating the pandemic has shown how budget situations can quickly change a way not historically seen before. Response requires additional flexibility not currently present in existing policy. The proposed changes have been shared with the university, and the hope is that their use will be limited.

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

Reduction in Force Policy

Senior Vice President Creamer spoke in support of the resolution, stating he had no comments beyond those made in support of the furlough policy revision.

Trustee Shroder then moved, Trustee Haines 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 G.

Student Trustee Reports

Chair Budig called upon Student Trustee Kulis to begin the reports.

Student Trustee Kulis relayed the following:

First, let me say how good it is to be back on campus. Although everything is different, so many of the good things remain the same.

Miami has recently welcomed the freshmen cohort onto campus, including my younger sister. While many “first years” have taken the opportunity to learn remotely, those who have joined us in Oxford do not see the same place we did on our first days. In fact, many will be living here, yet maintaining a largely online learning experience, which, I think it is fair to say, is somewhat isolating. Many are now living in single rooms, where they had planned on a roommate; staying in their dorms, when they had envisioned being all over campus. They did not, and will not, have that life-changing experience of the first few days together, arriving as a group. Standard events, like our Megafair were virtual. This is in no way to say the actions taken to keep them safe were not the right call, because they were, and the results are clear. Instead, it is important to stress how critical it is for Miami to meet these students where they are and make that experience the best that we can.

While there are many ways to become involved, our focus, as an educational community, must be on engaging these students each and every day. Typical freshmen activities force them to interact and many of those are not possible at this time. The Miami staff and administration

has taken great steps to communicate with our student and family stakeholders. The important thing is that Miami has kept the safety and well-being of its students as the top priority, ensuring testing is easily available and accurately reported. I know for me, and many of my peers, when Miami ramped up the random testing, there was a change in people actions toward COVID-19, as we began to really realize how quickly we could impact the lives of our friends.

For those on the latter side of their college experience, internships and career fairs have been reimagined virtually. Absent this year are the suits, ties and clammy hands, replaced with 10 minute zoom meetings. This gives an opportunity for interviewers and students to engage in more meaningful conversation and perhaps reach even more people. Miami has an excellent reputation for employment placement and I think the current methodology may offer even more opportunity for potential employers to focus on resumes, job experience and how students have overcome and grown through this challenging time.

Athletics and fitness continue to be an outlet for student stress and healthy living. Additionally, club sports have begun practices. Some of us get unhappy wearing a mask for brief periods; now imagine wearing one through an hour and a half practice, like our women's and men's club basketball teams, running the court with mask on. Some sports are using a "Pod" approach, smaller teams within the greater group, to limit exposure. We've seen groups returning and taking advantage of the teambuilding department at the Rec, taking action in our adventure races, with all required PPE and proper regulations still enforced. Personally speaking, the added procedures reflect on the university's commitment to safety, yet also to the grit and desire to participate of our students.

News comes from the Farmer School of Business that gives our current students hope for even more than what we might expect in our four years on campus. A new free program was launched within the last few days, targeting alums who want to perk up their resume with a mini-MBA certificate program. An overview of a variety of current topics across the business core, Miami is providing value outside of the traditional scope of education and that reflects well on the administration. With over 800 participants engaged in the first few days, and over 3,200 at the current count, it gives undergrads an assurance that the resources of the school will be available long after we walk among these brick buildings. I know alums who are excited to begin their experience.

Finally, I would like to add my excitement about our continued work with the President's Diversity, Equity and Inclusion Task Force. After the work they did for seven weeks in the summer, it was very enlightening to listen to what they reported at the Town Hall meetings. Now, it is time to put that work to use as we enter the implementation phase. Both Amitoj and I are excited and ready to jump on the momentum and start putting those conversations into actions.

Again, it's nice to be with you today and I look forward to the rest of the semester.

Love and Honor

Student Trustee Kaur relayed the following:

Good Morning to my fellow Miamians,

Once again, I find myself immensely blessed and privileged to be able to speak to a group of individuals that truly embody the code of Love and Honor every day. To be absolutely honest, I've been struggling these days in trying to embody this code. From Zoom fatigue to fluctuating mental health, the state of our world, particularly the state of social justice in our nation, an upcoming election that is giving many a lot of anxiety, on top of a global pandemic-makes being a student, and member of society, really hard. I know this is not a glamorous version of the student experience right now, but it is real and needs to be discussed.

September marks Suicide Prevention Month, as this month comes to an end I have been reflecting on how we as a community have come together through such tumultuous times in our nation's history. The Rinella Learning Center has added a form for students on their page where students can share if they're struggling academically, and what support they can help provide to ease some of the many struggles students are facing. Student Counseling Services has gone completely online to provide TeleBehavioral Health Services such as online support groups and counseling to students struggling with their mental health. The Office of Orientation and Transition Programs has hosted online study groups with orientation leaders to provide support to our first-year students in particular.

As an institution, we faced a challenge when this pandemic hit, and like always, Miami has risen to the occasion to do their absolute best in supporting our community.

However, certain demographics are struggling more than others right now, here on campus. These past few weeks I have read through every post on the Dear Miami U Instagram page, where Miami Students have chosen to anonymously share their experiences, typically these students are from minority communities. These experiences are heart-wrenching, and as a student of color myself, they were relatable; and show that we as a community have so much work we still need to complete. I am honored to be one of the students, along with my co-trustee Will, to serve on the Diversity and Inclusion Implementation Task Force to bring about the change my fellow students and I need. We are listening, we are brainstorming, and we are implementing.

As Suicide Prevention Month comes to an end, I urge you all to reach out to the students who are near and dear to your hearts. Particularly our students of minority groups, our first-year students, and those who are studying remote this year. It is up to us as a community to love and honor one another in such trying times. It is up to us to educate ourselves on their struggles, what they need, and how we can provide their support. Also, with the elections of November coming up, it is up to us to step up to the call of our civic duty, and vote. There is simply too much at stake for us not to, and we must urge our fellow Miamians to do so as well.

Though this semester has been tough, being a part of a group of individuals who are student minded, and hearing from the many departments on campus who would do anything for the students they serve, I am empowered once again to be the Best Miamian I can be and to continue in the path of the leaders we've heard from to continue to be innovative and make the absolute most of the cards we have been dealt. This is the Miami way, and this is what Love and

Honor truly means to me.

I am beyond blessed and thankful to have the opportunity to speak before you all.

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 Trustee Sandra Collins, and the other two members of the committee will be Trustee John Pascoe and National Trustee Diane Perlmutter. Chair Budig asked that the committee's recommendations be presented to the Board at the December meeting.

Executive Session

Following a motion by Trustee Haines, a second by Trustee Schell and unanimous roll call vote, with eight voting in favor and none opposed, the Board convened to Executive Session for matters required to be kept confidential by law, trade secrets, and personnel matters, the performance and compensation of public employees, as provided by the Open Meetings Act, Ohio Revised Code Section 121.22

Return to Public Session

Other Business

Chair Budig announced the return to public session. He began by stating the Board has tremendously high confidence in the work that President Crawford and his team are doing in this extremely difficult period. He spoke of the respect held by the Board for the sacrifice President Crawford and university leaders have made by taking pay cuts, stating it shows a tremendous amount of Love and Honor for the University.

He further stated that the Board fully supports President Crawford's vision and his plan for moving Miami forward. The Board looks forward to an extremely strong relationship with President Crawford and Dr. Crawford over the next five years of the contract, and hopefully longer. He said President Crawford exemplifies Love and Honor and the Board is incredibly fortunate to have President Crawford leading this institution.

Resolutions

Matching the University-wide zero percent annual salary increment, Trustee Haines moved, and Trustee Robinson seconded a motion to maintain the salaries for President Crawford and Dr. Renate Crawford at their current levels. Following the motion, and a second, the Trustees unanimously approved by voice vote, the annual salaries, with all voting in favor and none opposed.

The Academic Year (AY) 2021 salary for President Gregory Crawford is set at \$520,047; and the Academic Year (AY) 2021 salary for University Ambassador, Dr. Renate Crawford is set at \$50,000.

Resolutions from Other Business are included as Attachment H.

Written Reports

- Advancement Update, Attachment I
- Information Technology Update, Attachment J

Adjournment of Meeting

With no other business to come before the Board, Trustee Shroder then moved, Trustee Pascoe seconded, and by unanimous voice vote, with all in favor and none opposed, the Board, adjourned at 1:00 p.m.



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

President's Diversity, Equity, and Inclusion Task Force Summer Summary



MIAMI UNIVERSITY

Membership & Structure

- Met Mid-June - Early August
- 60 Members (Students, faculty, staff, Oxford)
- Weekly Updates
- Pillar Orientation
 - ◆ Dialogue and Allyship
 - ◆ Cultural Consciousness
 - ◆ Advocacy and Partnership
 - ◆ Structural and Resource Support
 - ◆ Inclusion and Accountability
- Town Hall Series

Dialogue and Allyship

Chair: Tarah Trueblood (Global Initiatives)

- Moving toward positive change will require people to listen and engage in genuine, diverse conversations about difference.
 - ◆ *Provide institutional support for a robust and sustainable intergroup dialogue (IGD) initiative.*
 - ◆ *Expand IGD to include peer cohorts of faculty, staff, and administrators.*
 - ◆ *Make IGD mandatory for all undergraduate students*
 - ◆ *Offer IGD to graduate students.*
 - ◆ *Expand IGD pedagogy and praxis to alums and the business community.*
 - ◆ *Provide additional training specifically around allyship/accompliceship.*
 - ◆ *Promote literacy around intergroup dialogue and allyship across diverse social identities with sensitivity to Miami's status as a predominantly white institution.*

Cultural Consciousness

Chair: Jim Shiveley (Education, Health, and Society)

→ Ensure that everyone in our community advances their cultural consciousness over time.

- ◆ *Global Miami Plan revision on Intercultural Perspectives.*
- ◆ *Academic Affairs – Permanent Faculty specializing in subjects critical to DEI initiatives.*
- ◆ *Cultural Consciousness Assessment.*
- ◆ *Cultural Consciousness Training/Professional Development.*
- ◆ *International Student Integration and Support.*

Advocacy and Partnership

Chair: Darryl Rice (Farmer School of Business)

→ Beyond listening, dialogue and cultural consciousness, we need plans for action and change.

- ◆ *Center for Justice, Advocacy, and Community Engagement (JACE).*
- ◆ *Teach/study away with historically Black colleges and universities (HBCUs) and Hispanic-serving institutions (HSIs).*
- ◆ *Extend target underrepresented students in Dayton, Columbus, and Cleveland.*
- ◆ *Explicitly name and/or hire a Title VI coordinator.*
- ◆ *Include Title VI language similar to the current Title IX language included.*
- ◆ *Identify and partner with organizations to increase faculty and staff diversity.*
- ◆ *Determine under what conditions employees can be terminated and students can be dismissed from the university if proven they have made discriminatory (e.g., racist, sexist, homophobic, etc.) comments.*

Structural and Resource Support

Chair: Spencer Izor (University Advancement)

.....

→ Re-envisioning our university structure to enable effective coordination of our DEI effort

- ◆ *Restructuring Office of Institutional Diversity.*
- ◆ *Permanent faculty specializing in subjects critical to DEI initiatives.*
- ◆ *Addition of DEI liaison/specialist.*
- ◆ *More frequent use of Miami's land acknowledgment statement.*
- ◆ *Name a building after Nellie Craig.*
- ◆ *Examine use of standardized tests across undergraduate and graduate programs.*
- ◆ *Increase spending percentages for minority- and women-owned businesses.*
- ◆ *Leverage community/professional association, and alumni connections.*

Inclusion and Accountability

Chair: Mark Taylor (Finance and Business Services)

- The committee must explore recruitment, hiring, retention, and promotion actions for underrepresented groups and ensure they are fair, equitable and always increasing.
 - ◆ *Comprehensive diverse ally/mentor program for new hires and staff.*
 - ◆ *Centralized a system that brings awareness and disseminates DEI initiatives.*
 - ◆ *Implement a “behind the scenes” forum.*
 - ◆ *Provide clarity around what Miami has to offer in terms of DEI in the curriculum (Global Miami Plan).*
 - ◆ *Utilize student retention, graduation, and success rates to drive accountability.*
 - ◆ *Enhance transparency and accountability for bias report system*
 - ◆ *Assess progress on President’s DEI Task Force recommendations.*
 - ◆ *Hire communications staff person to handle DEI-related communication.*

Early Successes and Next Steps

→ Early Successes

- ◆ Juneteenth Celebration
- ◆ DEI Boldly Creative Initiative
- ◆ Gift from the Western Alumni Association
- ◆ Addition of civil rights to General Counsel posting
- ◆ Strong conversations about naming a building

→ Next Steps

- ◆ Implementation Group
 - 30 New and returning members
 - Today through the beginning of the spring semester
 - Place recommendations into the infrastructure of the institution
 - Short-term, Medium, Long-term



Q & A



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

September 25, 2020
Consent Calendar

RESOLUTION R2021-01

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:

Ronald Cox
Kinesiology & Health

Bennett Jacks
Architecture & Interior Design

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

Tracy Chappelow
University Communications and Marketing

Jane Goettsch
Student Life

Susan Hurst
University Libraries

Connie McCarthy
Physical Facilities

Deborah Othersen
Office of the Registrar

Sally Shepard
Dining Services

Phyllis Wykoff
Information Technology

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:

David Beitz
Information Technology

Enrico Blasi
Intercollegiate Athletics

Richard Edelman
Microbiology

Scott Haas
Dining Services

Rick Ingersoll
Arts & Sciences

Mark Lawrence
Physical Facilities

Charles Mack
Regional Campuses, Physical Facilities

*Approved by the Board of Trustees
September 25, 2020*



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



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September 25, 2020
 Consent Calendar

RESOLUTION R2021-02

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, 2020 to June 30, 2021:

<u>University Division</u>	<u>Amount</u>
President	\$ 150,000
Academic Affairs	\$ 43,250
University Advancement	\$ 96,750
	<hr/>
Total	\$ 290,000

*Approved by the Board of Trustees
 September 25, 2020*

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



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September 25, 2020
Consent Calendar

RESOLUTION R2021-03

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

Rename Campus Avenue Building as Nellie Craig Hall

In recognition of Nellie Craig, the first African American student to graduate from Miami University

Nationwide Computing Lab

Located in Benton Hall; the naming rights are for a limited term of four years

Robert and Kathryn Shroder Registration Work/Queue

To be located in the forthcoming Clinical Health Science and Wellness Building

Richard M. McVey Data Science Building

Naming of the forthcoming Data Science Building, to be located on Campus Avenue

*Approved by the Board of Trustees
September 25, 2020*

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

**EXECUTIVE COMMITTEE of UNIVERSITY SENATE**

James Bielo, Chair

Jennifer Green, Chair-elect

Dana Cox, Past-chair

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

September 25, 2020

To: Board of Trustees, Academic and Student Affairs Committee
 From: James Bielo, Chair, Executive Committee of University Senate
 RE: University Senate Report to Board of Trustees – June 19, 2020 Meeting

Executive Committee of University Senate membership:

- James Bielo, (Anthropology), Chair
- Jennifer Green, (Psychology), Chair-Elect
- Dana Cox, (Mathematics), Past-Chair
- Liz Wardle, (English), At-Large member
- Jannie Kamara (Student Body President), undergraduate
- Anil Upreti, 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 June 19, 2020.

- **New Business, Specials Reports and Updates delivered to University Senate:**
 - **June 22, 2020**
 - Title IX Policy Updates – Kenya Ash and Robin Parker
 - Report from Fiscal Priorities Committee (Committee Members: Vipul Batra (GSA); Stacey Lowery Bretz, Chair (CHM); Yvette Harman (FIN); Joe Johnson (PSY); Jim Kiper (CSE); Alicia Miller (CTE); and, Sean Poley (IT))
 - **July 20, 2020**
 - SR 20-25 - Sense of the Senate – Flexible and Prepared – Fall 2020
 - Title IX Policy Updates – Kenya Ash and Robin Parker
 - **July 27, 2020**
 - Special report on returning to campus, fall 2020
 - **August 3, 2020**
 - Policies for fall 2020
 - Furlough Policy – Review of Current Policy and Consultation - Robin Parker, General Counsel
 - **August 17, 2020**
 - SR 20-25 - Sense of the Senate – Flexible and Prepared – Fall 2020
 - Furlough Policy - Discussion
 - **August 31, 2020**
 - ICA Furlough Presentation – Stacey Lowery Bretz, Chair, Fiscal Priorities and Budget Planning Committee

- Unclassified Staff Layoff Policy – Robin Parker, General Counsel
 - Furlough Policy – Discussion – Robin Parker, General Counsel
- **September 14, 2020**
 - SR 21-02 - Real Estate Major – Joel Harper, Chair, Finance
 - FSB TCPL Cap – Tim Greenlee – Sr. Associate Dean, Farmer School of Business
 - Furlough Plan – ICA – Dr. David Creamer, Sr. V.P. Finance & Business Services
 - Temporary Reduction in Force Policy – Robin Parker, General Counsel
- **Approved Minors, revisions to existing degrees, name changes and University Policies received and approved on the University Senate consent calendars:**
 - **August 17, 2020**
 - Fall Policies (Credit/No Credit and Incomplete Grades)
 - **August 31, 2020**
 - Revision of an Existing Major, FSW – Social Work– M.A.
 - **September 14, 2020**
 - Revision of an Existing Major, BSC – Applied Biology – B.S.
- **Senate Resolutions**

SR 21-01

Sense of the Senate: Furlough Policy Recommendations

August 31, 2020

Whereas, Senate recognizes the unprecedented circumstances and financial repercussions of the COVID-19 pandemic. As a result, Senate supports revising the furlough policy in the following way: the 20-day limit and the consecutive 5 days/40 hours limit will be replaced with an unlimited cap until July 31, 2021.

Whereas, so that Senate can make an informed recommendation on furlough proposals, current university revenue and expense and cashflow reports and projections as well as a summary of avoidable and non-avoidable costs will be shared with Senate. The information provided ahead of Senate’s decision on ICA furloughs should not be taken as a precedent.

Whereas, Senate supports the principles and considerations in the statements on furloughs from UPAC and CPAC, and asks the Board of Trustees and administrators who are designing furlough policies to consider, in addition, the following principles:

- Whenever possible, people should be working. Other avenues to dealing with a budget shortfall should be considered before furloughs and layoffs and position eliminations.

- Furloughs are preferable to lay-offs and position eliminations.
- Furloughs should be thoughtfully implemented with careful consideration of both employee welfare and Miami's mission
- Furloughing people up to the allowed limit will be deeply painful to employees and should be avoided whenever possible
- Avoid furloughs for people who make under \$40K a year, whenever possible.
- Consult with employees who will be impacted regarding whether they would prefer furloughs to be structured in a way that allows them to receive unemployment benefits (ie, taking furlough days in week-long increments) or if they would prefer to have the furlough days spread out across as much time as possible
- Furloughs should be progressively graduated so that lower-paid workers are the least impacted
- Furlough days should be commensurate to pay reductions and reduction in work
- Employees should be provided with as much notice as possible before a furlough begins

Furthermore, Senate asks Fiscal Priorities Committee to prepare for a future, more permanent revision to the furlough policy by identifying a limit for furloughs that would both address a reasonably projectable budget deficit and would also take into account the amount of reduction in annual income an employee who makes at or above Butler County median per-capita income can tolerate. There is no reason to establish a limit for furloughs that is above what a projectable budget deficit might require.

SR 21-02

September 14, 2020

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Bachelor of Science in Business, with a major in Real Estate, 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.

Dates University Senate is scheduled to meet during the 2020-2021 academic year:

2020	2021
August 17	January 25
August 31	February 8
September 14	February 22
September 28	March 8
October 12	March 29
October 26	April 5
November 9	April 12
November 23	April 19
	April 26

At the final meeting of the 2019-2020 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 2020-2021 academic year:

- New degrees
- Discussions related to budget

cc: Provost Jason Osborne, Chair, University Senate
James Bielo, Chair, Executive Committee of University Senate
Jeffrey Wanko, Secretary, University Senate
Becky Sander, Recording Secretary, University Senate



EXECUTIVE COMMITTEE of UNIVERSITY SENATE

James Bielo, Chair

University Senate Website: miamioh.edu/academic-affairs/university-senate/

September 10, 2020

To: Gregory P. Crawford, President
From: Jason Osborne, Provost
Re: Creation of the Department of French, Italian and Classical Studies, College of Arts and Science

In accordance with Senate Bylaws, Section 8.A., Guide for the Consolidation, Partition, Transfer, or Elimination of Academic Divisions, Departments, or Programs, an evaluation was made as to whether the Department of Classics could be consolidated with the Department of French and Italian. Dr. Terri Barr served as process coordinator and worked to finalize an impact analysis regarding benefits and impacts on the University mission, all constituents and affected units, and budget. The analysis determined that the consolidation of the Department of Classics with the Department of French and Italian would be beneficial and align with the University's Strategic Plan. Resolution R2020-31 for the consolidation was approved by the Board of Trustees on February 21, 2020, and a new name for the consolidated departments was to be proposed and approved at a later date. The new department name has now been proposed to be the Department of French, Italian and Classical Studies.

University Senate supported the recommended department name and forwarded them for my approval. I also support the recommendations and am forwarding for your approval.

Approval of the President

I, Gregory P. Crawford, President of Miami University, approve/do not approve the proposed department name of creation of the Department of French, Italian and Classical Studies.

✓	Approve
	Do Not Approve

Gregory P. Crawford, President

September 10, 2020

Date

cc: James Bielo, Chair, Executive Committee of University Senate
Ted Pickerill, Secretary to the Board of Trustees and Executive Assistant to the President

May 20, 2020

To: Gregory P. Crawford, President
From: Jason Osborne, Provost
Re: Creation of the Department of Entrepreneurship, Farmer School of Business

In accordance with Senate Bylaws, Section 8.A., Guide for the Consolidation, Partition, Transfer, or Elimination of Academic Divisions, Departments, or Programs, an evaluation was made as to whether a Department of Entrepreneurship could be created by the transferring of resources from the Department of Management and the Department of Marketing. Dr. Patrick Dowling served as process coordinator and worked to finalize an impact analysis regarding benefits and impacts on the University mission, all constituents and affected units, and budget. The analysis determined that the creation of a Department of Entrepreneurship would be beneficial and align with the University's Strategic Plan.

University Senate supported these recommendations and forwarded them for my approval. I also support the recommendations in Dr. Dowling's report and am forwarding for your approval.

Approval of the President

I, Gregory P. Crawford, President of Miami University, approve/do not approve the creation of the Department of Entrepreneurship .

X	Approve
	Do Not Approve



June 23, 2020

Gregory P. Crawford, President

Date

cc: Dana Cox, Chair, Executive Committee of University Senate
Ted Pickerill, Secretary to the Board of Trustees and Executive Assistant to the President

Board of Trustees

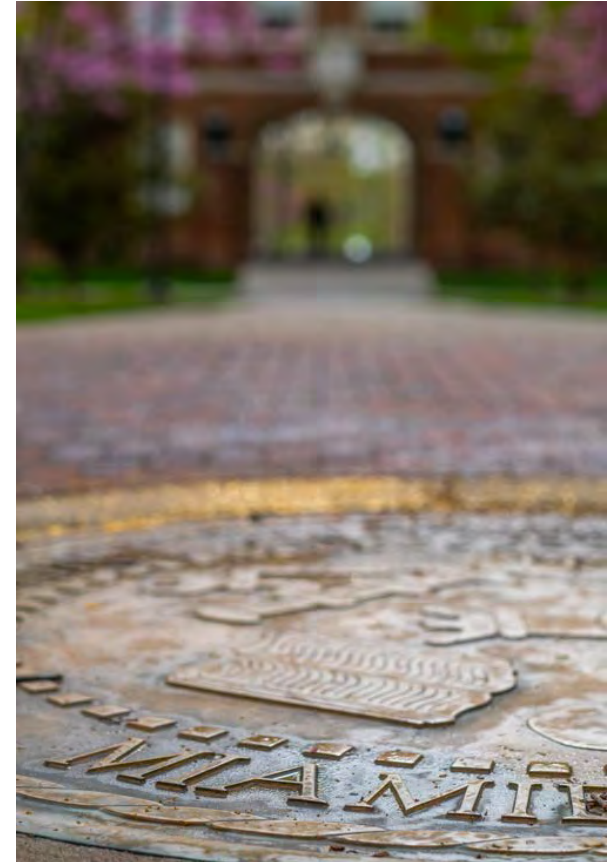
September 2020



>> Today's Presentation



- 1—Overcoming COVID-19
- 2—Welcoming New Leadership
- 3—Advancing DEI
- 4—Accelerating Sustainability
- 5—Innovating Boldly





Overcoming
COVID-19

Comprehensive Testing Strategy



- Safe Return Committee
- Diagnostic Testing
- Wide Net & Surveillance Testing
- Move-In Testing
- Coming: 15 minute Testing & Saliva

Move In Testing			
Date	Tests	(+)	(+ Rate)
9/14	1,048	13	1.24 %
9/15	518	3	0.58 %
9/16	555	5	0.90 %
9/17	501	2	0.40 %
9/18	532	4	0.75 %
9/19	218	1	0.46 %
9/20	231	0	0 %
Total	3,603	29	0.80 %

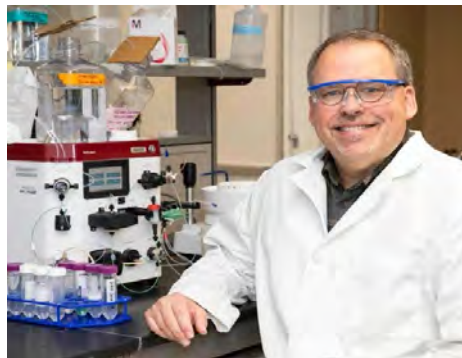


Welcoming New
Leadership

>> New Leaders – Deans & VPs at Miami



Randi Thomas (VP ASPIRE)



Mike Crowder (Dean Grad School)



Beena Sukumaran (Dean CEC)



Jenny Darroch (Dean FSB)



Anthony James (VP Inst. Diversity)



Alicia Knoedler (VP Research)

Advancing DEI



Miami Honored – Nat'l HEED Award



- Higher Education Excellence Award in Diversity (HEED) *Insight into Diversity*
- “Outstanding Commitment to D&I”
- Categories of Excellence
 - D&I initiatives, programs, & outreach
 - Student recruitment, retention, & completion
 - Hiring practices for faculty and staff.



Congratulations Ron Scott

Miami LSAMP Honored with Nat'l Award

- Inspiring Program in STEM Award
Insight into Diversity
- “Unique & Innovative Access to STEM”
- Categories of Excellence
 - Encouraging STEM
 - Excellence in Pipeline Programs
 - Academic Programs & Careers



Congratulations Kim Collins,
Jim Kiper & Steve Wright

DEI Implementation Committee



- Task Force Recommendations
- Transdisciplinary Implementation Team
- Advance 44 Task Force Recommendations
- Engage Campus Broadly
- Accomplish 50% of Goals in Year 1
- New Interim VP Dr. Anthony James

Institutional Diversity	Anthony James
Faculty - Regional	Sonie Ross
Undergraduate Student - Regional	Jillian Campagna
Undergraduate Student	Amitoj Kaur
Undergraduate Student	Will Kulis
Undergraduate Student	Akash Radhakrishnan
Unclassified Staff Member	Amy Shaiman
Classified Staff Member	Fabienne Bohon
Representative, Provost's Office	Denise Taliaferro Baszile
Representative, Office of Liberal Ed	Leighton Peterson
Pre-Tenure Faculty	Sara M. Acevedo
Tenured Faculty	Jim Shiveley
TCPL Faculty	Todd Stuart
Myaamia Center	Kara Strass
Student Disability Services	Stephanie Dawson
Center for Diversity and Inclusion	Nloh Masango-Dibo
Office of Global Initiatives	Cheryl Young
Communications	Jon Simon
Co-Chair 1	Vicka Bell-Robinson
Graduate School	Valerie Robinson
Graduate Student	Natalee Price
Graduate Student	Tristen Hall
IT Rep	Eboney Kimbrough
HR Rep	Karen Wilson
Subcommittee Chair	Darryl Rice
Subcommittee Chair	Spencer Izor
Subcommittee Chair	Mark Taylor
Subcommittee Chair	Tarah Trueblood
Miami University Alumni Association	Seth Seward
OEOO	Kenya Ash
University Libraries	Elias Tzoc

Taking Action



- Juneteenth Day Reflection
- DEI Fund \$1.25 M
- Title VI in Position Description
- Police Training OPD & MUPD (Prof. Coates)



Chief Jones (OPD), Prof. Coates, Chief McCandless (MUPD)

- Understand how to recognize PTSD
- Recognize & understand how implicit bias can affect judgement
- Recognize & understand privilege, bridge not a barrier
- Reevaluate the central ethical principles "to serve and protect"

DEI Fund \$1.25 M



- Advance National Reputation in DEI Efforts
- Open to Entire University Community
- Fund Programs, Research, Experiences, Events
- Support Faculty Recruiting & Retention
- Mentoring & Expansion of HWF Program
- Support Curricular & co-curricular investments, (*e.g.* One Year/One Theme)
- Amplifying Partnerships (*e.g.* Miami Tribe, Alumni)



DEI Naming Events



- Honoring Chaney, Goodman & Schwerner (Summer 1964)
 - Naming Western Residence Halls' Lobbies
 - ASG Initiative (Dedication, Fall 2020)
 - Murdered in Mississippi 1964
- Honoring Wayne Embry (1958)
 - Statue at Millett (Dedication, Spring 2021)
 - All Star & NBA Champion
 - First African American NBA General Manager
- Honoring Nellie Craig (1905)
 - Naming Campus Avenue Building
 - First African American to Enroll/Graduate Miami
 - First African American to Teach in Oxford



Nellie Craig in 1906

"America's Racial Crisis" Nat'l Symposium



Keynote Speakers



JANAI NELSON: She is Associate Counsel of the NAACP Legal Defense Fund. She has been on national TV news talking about the murder of George Floyd.



LARRY JAMES: He is a national attorney for the Fraternal Order of Police (FOP) and involved in civil rights causes. He lives in Columbus.



MARK WALTON: He is a Vice President of Fifth Third Bank in Cincinnati and will talk about Corporate America's need to tackle racism.



WIL HAYGOOD: Award winning author: *Showdown: Thurgood Marshall and the Supreme Court Nomination that Changed America*; *In Black and White: The Life of Sammy Davis Jr.*; *Sweet Thunder: The Life and Times of Sugar Ray Robinson*; *The Butler*; and *Tigerland: 1968-1969: A City Divided, A Nation Torn Apart, and a Magical Season of Healing*.

>> Center for Student Diversity & Inclusion **M**

- Focus programming & assessment through an intersectional lens to reflect the needs of the target populations for the CSDI
- Serve on President's DEI Implementation Committee
- Create new strategic plan, aligning with the goals of student needs & institution inclusive excellence strategy
- Hiring New Associate Director



Nloh Masango-Dibo, Director of the Center for Student Diversity and Inclusion (CSDI)



Accelerating
Sustainability

Accolades & Accomplishments



Geothermal Energy Reduction



Minnich & Scott LEED Gold



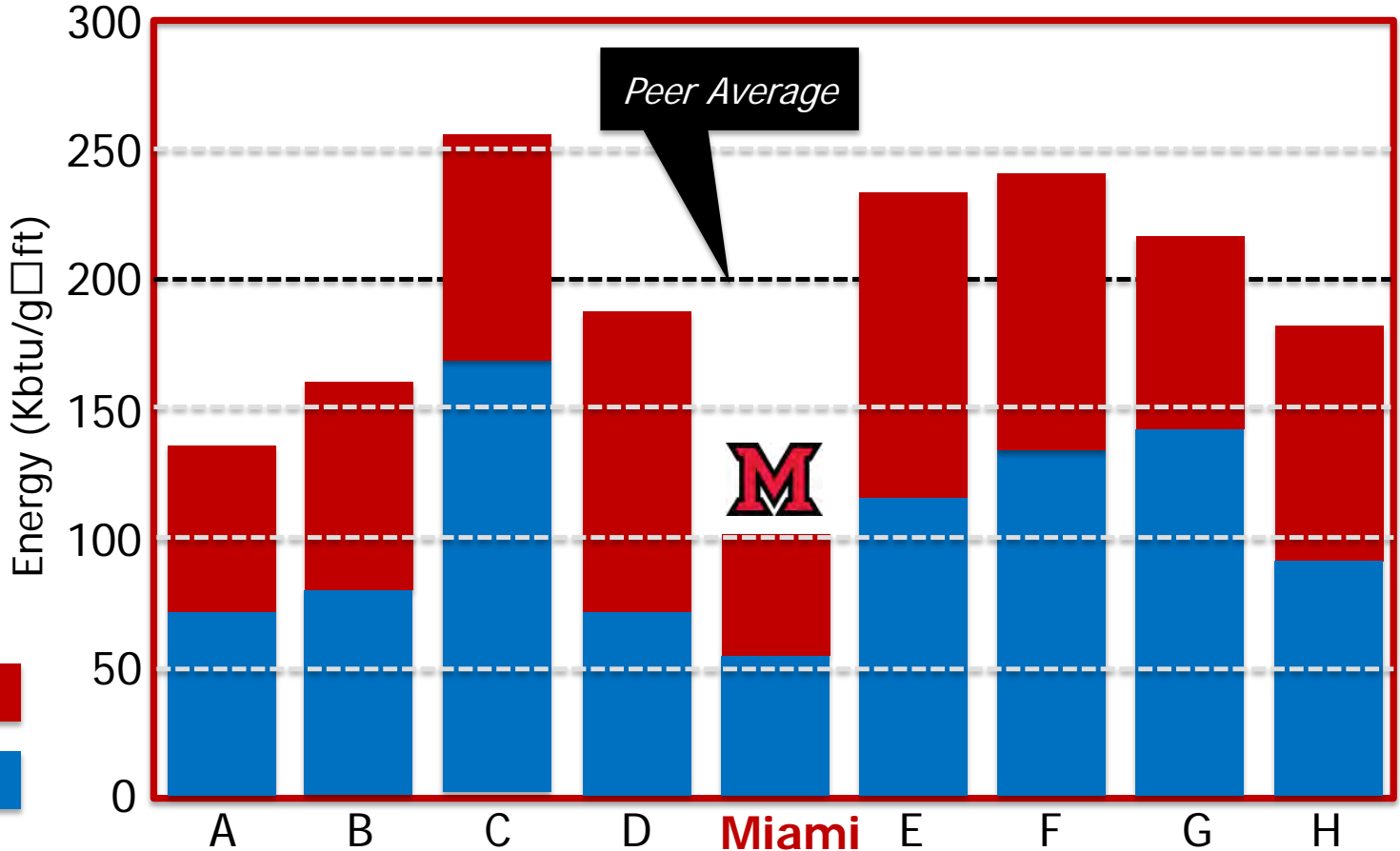
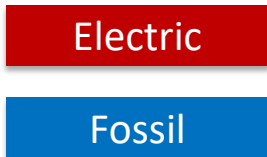
Solar Array at Inst. Food Farm

Notably Sustainability Successes

Accolades	Achievements
Gold STARS Rating	22 Academic Programs
Sierra Club Top 100 "Coolest Schools"	100 Courses & 322 Research Proposals
The Princeton Review Green College List	29 LEED Buildings
Bicycle Friendly Campus Designation	Student Sustainability Council
	Energy System Transformation

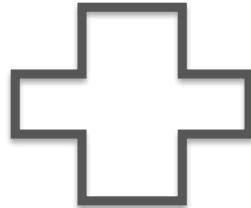
How Do We Measure-Up Against Peers?

Energy Peer Institutions
Bowling Green
Carnegie Mellon
Kent State
Northwestern
Notre Dame
Ohio State
Ohio University regional campus
Purdue
Univ. of Cincinnati



PCLC Climate Commitment (Second Nature) **M**

Carbon Commitment is the focus on Moving to carbon neutrality through mitigation, reduction & offsetting emissions.



Resilience Commitment is the ability of a system or community to survive disruption & to anticipate, adapt, and flourish in the face of change.



>> Retrenchment is NOT an Option

Seize Disruptive Opportunities

- Leverage New Education Delivery Tools
- Unique Value of Residential Campus
- Innovative Programs & Efforts

- Implement Optimal Delivery Tools
- Accelerate Budgeting & Investment Strategies
- Build Community Online & In-person

Embrace New Normal

Expand Beneficial Partnerships

Extend "All in this Together"

- Engage Alumni in New Ways
- Leverage External Connections
- Focus Philanthropy

>> New In-Demand Degrees



- Undergraduate Example Offerings (12)

- Org Leadership
- Gaming & Simulation
- Data Analytics
- Robotic Engineering

- Graduate Example Offerings (12)

- Business Mgmt
- Business Analytics
- Entrepreneurship
- Physician Assistant

- Certificate Example Offerings (10)

- Child Life Specialist
- Process Control
- Eship & Aging
- E-Sports Mgmt

- Microcredential Example Offerings (10)

- Sales & Customer
- Org Financial Analysis
- Business Intelligence
- Writing for the Workplace



Degrees launched & in planning since 2008

>> New Departments & Centers

Emerging Technology Business & Design

December 2019

- Contemporary Tools & Skills
- Gaming, Esports, Tech, Design, Business
- Evolving Curriculum, Changes with World

- Value Creator & Impact Lives
- Know, Grow & Connect Yourself
- Evolving Learning Experience (make mistakes)

Department of Entrepreneurship

June 2020

Center for Social Impact & innovation

June 2019

- Architect of Curriculum & Projects
- Big, Complex Societal Problem
- Focus Philanthropy

Exciting New Infrastructure

- Clinical Health Sciences
- Data Science Building
- Bachelor Hall Renovations
- Other Improvements
- Contemporary & Open



Clinical Health Sciences Rendering

>> New Honors College



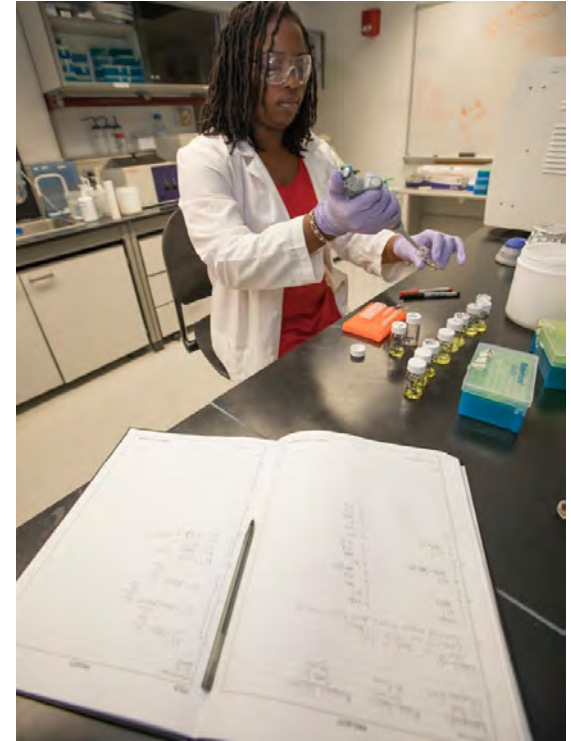
- Residential Personalized Experience
- On Western Campus (Launch 2021)
- Faculty in Residence Model
- Many Scholarship/Research Opps
- Publication, Creative Work, Patent
- Study Away/Abroad
- Focusing Service & Volunteerism



Research & Scholarship Record Year



- Nearly \$27 M (Record)
- Approximately 2,500 UG in Research
- Graduate Student Excellence
- Many New Faculty Grants
- Many Publications & 4 Patents Filed

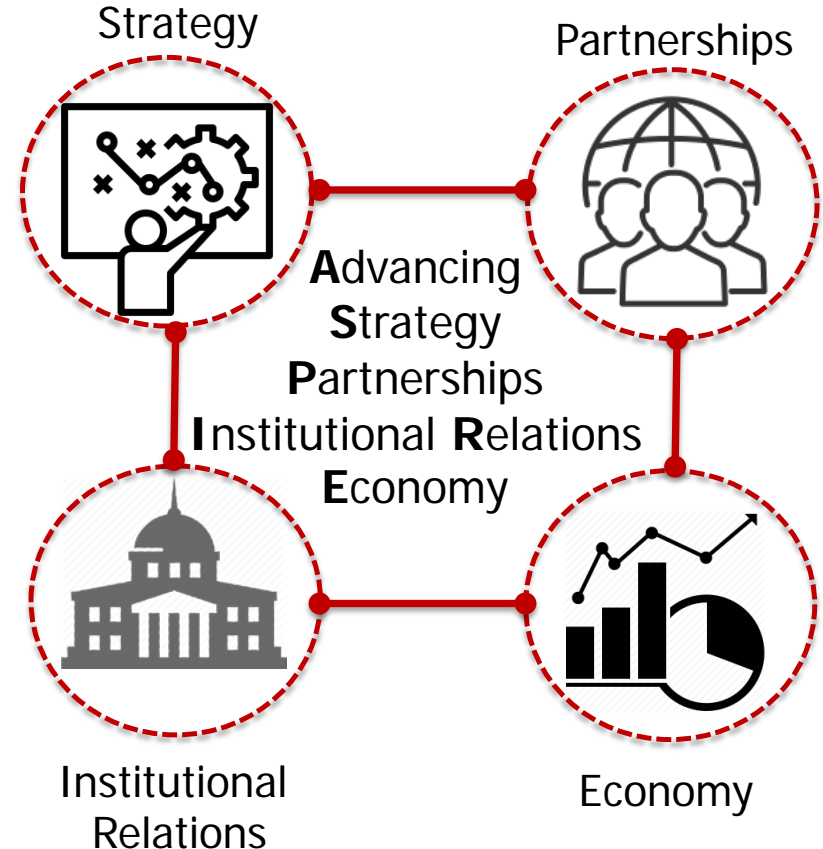


Dr. Thai Wright (PhD 2020)
Postdoc, Colorado

>> New Effort & Office – ASPIRE



- Develop One-Stop Data Shop for all Strategic Initiatives
- Grow Corporate Partnerships
- Advance Gov't Relations
- Advance Robust Local Economies
- Led by Randi Thomas



MiniMBA for Alumni → NO COST Alums



- No Cost to Alumni
- Always there for US!
- 24 Hours of Content
- Recognized on Market
- 3,000 Signed Up so Far







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

September 25, 2020
Academic and Student Affairs

RESOLUTION R2021-04

WHEREAS, University Senate on September 14, 2020 passed SR 21-02, endorsing a proposed degree, a Bachelor of Science in Business, with a major in Real Estate, within the Farmer School of Business.

NOW THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves the establishment of a Bachelor of Science in Business, with a major in Real Estate, within the Farmer School of Business.

*Approved by the Board of Trustees
September 25, 2020*

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

**EXECUTIVE COMMITTEE of UNIVERSITY SENATE**

James Bielo, Chair
 Jen Green, Chair-Elect
 Dana Cox, Past-Chair

University Senate Website: miamioh.edu/academic-affairs/university-senate/

September 14, 2020

To: Gregory P. Crawford, President
 From: Jeffrey Wanko, Secretary of the University Senate
 Re: Degree Program Approval
 SR 21-02, Bachelor of Science in Business, with a major in Real Estate, 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 September 14, 2020, University Senate adopted SR 21-02:

BE IT HEREBY RESOLVED that University Senate endorse the proposed degree, Bachelor of Science in Business, with a major in Real Estate, 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.

Approval of the President

I, Gregory P. Crawford, President of Miami University, approve/do not approve Bachelor of Science in Business, with a major in Real Estate, 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

9-15-20

 Date

cc: James Bielo, Chair, Executive Committee of University Senate
 Jason Osborne, Provost, Chair University Senate
 Ted Pickerill, Secretary to the Board of Trustees and Executive Assistant to the President

OhioHigherEd

Department of Higher Education

Mike DeWine, Governor
Randy Gardner, Chancellor

REQUEST FOR APPROVAL

**SUBMITTED BY
MIAMI UNIVERSITY**

**ESTABLISHMENT OF A
[Bachelor of Science in Business] DEGREE IN
[Real Estate]**

(9/8/2020)



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REQUEST

Date of submission: [9/8/2020]

Name of institution: Miami University

Degree/degree program title: [Bachelor of Science in Business] degree in [Real Estate]

Primary institutional contact for the request

Name: Joel Harper

Title: Chair & Professor

Phone number: 513-529-3954

E-mail: harperjt@miamioh.edu

Department chair/program director

Name: Joel Harper

E-mail: harperjt@miamioh.edu

Delivery sites: Oxford campus(es)

Date that the request was approved by the institution's governing board:

Approved by the Miami University Senate on [date], and the Board of Trustees on [date]

Proposed start date: [Fall] [2021]

Date Institution established: 1809

Institution's programs: associate, bachelor's, master's, educational specialist, doctoral degrees (total ____ degree majors as of ____)

Educator Preparation Programs:

Indicate the program request leads to educator preparation licenses or endorsements.

Licensure Yes No

Endorsement Yes No

SECTION 1: INTRODUCTION

1.1 Brief summary of the request

The request is to create a new Real Estate major in the Farmer School of Business using existing courses offered on campus. The program combines courses from the Finance department and the Geography department that prepare students for success in the real estate industry.

The Real Estate major will be available as a double major for FSB students. However, because of some overlap between the Finance program requirements and the Real Estate major requirements, some classes cannot be used to fulfill the requirements of both majors. For example, FIN 431 cannot be used as an elective in the Finance major if the student is also majoring in Real Estate.

SECTION 2: ACCREDITATION

2.1 Regional accreditation

Original date of accreditation:	1913
Date of last review:	2015
Date of next review:	2025

2.2 Results of the last accreditation review

Miami University is accredited by the [Higher Learning Commission](#) (HLC) of the North Central Association of Colleges and Schools. HLC accredits degree-granting post-secondary educational institutions in the North Central region of the United States. Miami's most recent [accreditation review](#) was in 2015, while the next reaccreditation review will occur in 2025.

2.3 Notification of appropriate agencies

Provide a statement indicating that the appropriate agencies (e.g., regional accreditors, specialized accreditors, state agencies, etc.) have been notified of the institution's request for authorization of the new program. **Provide documentation of the notification as an appendix item.**

SECTION 3: LEADERSHIP—INSTITUTION

3.1 Mission statement

Miami University, a student-centered public university founded in 1809, has built its success through an unwavering commitment to liberal arts undergraduate education and the active engagement of its students in both curricular and co-curricular life. It is deeply committed to student success, builds great student and alumni loyalty, and empowers its students, faculty, and staff to become engaged citizens who use their knowledge and skills with integrity and compassion to improve the future of our global society.

Miami provides the opportunities of a major university while offering the personalized attention found in the best small colleges. It values teaching and intense engagement of faculty with students through its teacher-scholar model, by inviting students into the excitement of research and discovery. Miami's faculty are nationally prominent scholars and artists who contribute to Miami, their own disciplines and to society by the creation of new knowledge and art. The University supports students in a highly involving residential experience on the Oxford campus and provides access to students, including those who are time and place bound, on its regional campuses. Miami provides a strong foundation in the traditional liberal arts for all students, and it offers nationally recognized majors in arts and sciences, business, education, engineering, and fine arts, as well as select graduate programs of excellence. As an inclusive community, Miami strives to cultivate an environment where diversity and difference are appreciated and respected.

Miami instills in its students intellectual depth and curiosity, the importance of personal values as a measure of character, and a commitment to life-long learning. Miami

emphasizes critical thinking and independent thought, an appreciation of diverse views, and a sense of responsibility to our global future.

-- June 20, 2008

<https://miamioh.edu/policy-library/mission-values/>

3.2 Organizational structure

Miami University is governed by a Board of Trustees which has 11 members appointed by the Governor with the consent of the Ohio Senate. The Board of Trustees delegates responsibility for administration of the university to the President. The President is advised by an Executive Committee that includes the Provost and Executive Vice President for Academic Affairs, Vice President for Finance and Business Services, Vice President for Student Life, Vice President for Enrollment Management & Student Success, Vice President for University Advancement, Vice President for Information Technology, General Counsel, Secretary to the Board of Trustees, Vice President of University Communications & Marketing, and Director of Intercollegiate Athletics.

The Division of Academic Affairs includes six academic divisions (College of Arts & Science, College of Creative Arts; College of Education, Health and Society; College of Engineering and Computing, Farmer School of Business; College of Liberal Arts & Applied Sciences), the Graduate School, University Libraries, and the Miami University Dolibois European Center (MUDEC).

The administrative leadership of Miami University can be found at: <https://miamioh.edu/about-miami/leadership/>

SECTION 4: ACADEMIC LEADERSHIP—PROGRAM

4.1 Organizational structure

Describe the organizational structure of the proposed program. In your response, indicate the unit that the program will be housed within and how that unit fits within the context of the overall institutional structure. Further, describe the reporting hierarchy of the administration, faculty, and staff for the proposed program.

The degree program will be housed in the Department of Finance in the Farmer School of Business as a separate major from Finance. Faculty teaching in the program will report to the Chair of the Department of Finance. No additional administrative staff within the department will be added. The department chair reports to the Dean of the Farmer School of Business.

Provide the title of the lead administrator for the proposed program and a brief description of the individual's duties and responsibilities. Include this individual's CV/resume as an appendix item.

Joel Harper, Chair of the Department of Finance, will be the lead administrator of the proposed program. Dr. Harper administers the Finance major and is responsible for managing the department of Finance and the Finance degree program.

Describe any councils, committees, or other organizations that support the development and maintenance of the proposed program. In your response, describe the individuals (by position) that comprise these entities, the terms of their appointment, and the frequency of their meetings.

Curriculum will continue to be developed and maintained by the Department of Finance and follow FSB and Miami University governance for approval. An external advisory committee will be established to provide support for the program.

4.2 Program development

Describe how the proposed program aligns with the institution's mission.

The proposed program fosters an interdisciplinary cooperation between departments housed in the CAS and FSB. It builds upon the liberal arts foundation to make a direct application to a specific area of business. The knowledge base and skills sets needed to succeed in real estate already exist on the Miami campus, making the proposed program sustainable with limited need for additional resources. As many students indicate an interest in careers in real estate, and success of alumni in the real estate field, the proposed program directly aligns the Miami's mission and values.

Indicate whether the institution performed a needs assessment/market analysis to determine a need for the program. If so, briefly describe the results of those findings. If completed, submit the full analysis as an appendix item.

The Gray Associates report for Real Estate business degree is attached. In addition, the program has been targeted as one for research by Hanover.

Indicate whether the institution consulted with advisory groups, business and industry, or other experts in the development of the proposed program. If so, briefly describe the involvement of these groups in the development of the program.

The past two years, the FSB has hosted a real estate forum featuring alumni speakers. As part of this forum, Finance faculty and representatives from the Dean's office met with this group to discuss opportunities in real estate. Last spring, a draft of the proposed program was presented to this group and feedback was solicited. Based on this feedback as well as input from others in the real estate field, refinements were made to the program resulting in the current proposal.

Indicate whether the proposed program was developed to align with the standards of a specialized or programmatic accreditation agency. If so, indicate whether the institution plans to pursue programmatic/specialized accreditation for the proposed program and provide a timeline for achieving such accreditation. If the program is already accredited, indicate the date that accreditation was achieved and provide information on the next required review.

N/A

4.3 Collaboration with other Ohio institutions

Indicate whether any institution within a 30-mile radius of your institution offers the proposed program. If so, list the institutions that offer the proposed program, and provide a rationale for offering an additional program at this site.

N/A

Indicate whether the proposed program was developed in collaboration with another institution in Ohio. If so, briefly describe the involvement of each institution in the development of this request and the delivery of the program.

N/A

SECTION 5: STUDENT SERVICES

5.1 Admissions policies and procedures

Describe the admissions requirements for the program. In your response, highlight any differences between the admission requirements for the program and for the institution as a whole.

As this is a degree in business, admission to the Farmer School of Business is a requirement.

The program being proposed will abide by all applicable transfer credit policies. Policies governing the transcription of credit are authorized by the Academic Policy Committee and University Senate and aligned with the ODHE transfer and articulation policies. Described in the [General Bulletin](#), these policies articulate the standards for AP and CLEP credit, minimum length of study requirements, credit-hour equivalency, the process of evaluating credit and applying transfer courses to the general education requirements, and clear parameters for graduation requirements, including the number of credits that must be completed at Miami. The Bulletin also explains the specific course credit students receive for completion of the Ohio Transfer Module (which is a set of core courses equivalent to 36-40 semester hours that all Ohio public colleges and universities have agreed count for credit at any Ohio school) as well as Transfer Assurance Guides, Military Transfer Assurance Guides and Career-Technical Assurance Guides. All Miami courses that count for TAG, MTAG, CTAG or OTM credit must advance specific outcomes and be approved by a statewide panel of faculty in the discipline. Miami also has a procedure for students to propose other courses taken at other universities to count for degree and major program requirements.

5.2 Student administrative services

Indicate whether the student administrative services (e.g., admissions, financial aid, registrar, etc.) currently available at the institution are adequate to support the program. If new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.

Yes, student administrative services currently offered at Miami are sufficient to support the program. No expanded services required.

5.3 Student academic services

Indicate whether the student academic services (e.g., career services, counseling, tutoring, ADA, etc.) currently available at the institution are adequate to support the program. If new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.

Yes, student academic services currently offered at Miami are adequate to support the program. No expanded services required.

SECTION 6: CURRICULUM

6.1 Introduction

Provide a brief description of the proposed program as it would appear in the institution's catalog (*General Bulletin*). The description should be no more than 150 words.

This major teaches theoretical and practical aspects of real estate, including development, investment, financing, and management. The general objectives are to teach the principles of real estate, to explain unique aspects of real estate as an asset class for ownership and investment, and to prepare you for future responsibilities in real estate.

6.2 Program goals and learning objectives

Describe the goals and objectives of the proposed program. In your response, indicate how these are operationalized in the curriculum.

6.3 Course offerings/descriptions

Complete the following table to indicate the courses that comprise the program. Please list courses in groups by type (e.g., major, general education, elective) and indicate if they are new or existing courses.

Course (number/name)	Cr hrs	Major	General Education (Miami Plan)	Elective	OTM TAG CTAG	New/Existing Course
MAJOR REQUIREMENTS						
REQUIRED COURSES						
BLS 443	3	■				Existing
FIN 303	3	■				Existing
FIN 331	3	■				Existing
FIN 431	3	■				Existing
GEO 441	3	■			■	Existing
GEO 451	3	■	■			Existing
ELECTIVES						
	6					
FIN 302				■		Existing
FIN 401				■		Existing
FIN 403				■		Existing
FIN 408				■		Existing
FIN 461				■		Existing
GEO 442				■		Existing
GEO 454				■		Existing
GEO 459				■		Existing
	24			■		
ADDITIONAL REQUIREMENTS						
Business Core	60					

Global Miami Plan	24				
Thematic Sequence	9				
Electives	7				
Total Hours	124				

Provide a brief description of each course in the proposed program as it would appear in the course catalog. In your response, include the name and number of the course. **Submit course syllabi as appendix items.**

6.4 Program sequence: Provide the intended/ideal sequence to complete the program in the table below. Add additional time period as needed.

Time Period	Curriculum component	Time period	Curriculum component
Freshman Year			
Year 1 Fall Semester	Courses/Activities (hrs.)	Year 1 Spring Semester	Courses/Activities (hrs.)
	MTH 151 (5)		CSE 148 (3)
	BUS 101 (2)		Humanities (3)
	BUS 102 (2)		Creative Arts (3)
	ESP 103 (2)		Biological Science (3)
	BUS 104 (2)		ECO 201 (3)
	BUS 106 (1)		
	ENG 111 (3)		
Time period	Curriculum component	Time period	Curriculum component
Sophomore Year			
e.g., Year 2 Fall Semester	Courses/Activities (hrs.)	e.g., Year 2 Spring Semester	Courses/Activities (hrs.)
	ACC 221 (3)		ACC 222 (3)
	ECO 202 (3)		ISA 225 (3)
	STA 125 (3)		GEO 201 (3)
	Physical Science + Lab (4)		Global Perspectives (3)
	BUS 284 (3)		MGT 291 (3)
Time period	Curriculum component	Time period	Curriculum component
Junior Year			
e.g., Year 3 Fall Semester	Courses/Activities (hrs.)	e.g., Year 3 Spring Semester	Courses/Activities (hrs.)
	FIN 301 (3)		FIN 331 (3)
	FIN 303 (3)		GEO 451 (3)
	ISA 235 (3)		MGT 302 (3)
	MKT 291 (3)		Thematic Sequence (3)
	BLS 342 (3)		Elective (3)
Time period	Curriculum component	Time period	Curriculum component
Senior Year			

e.g., Year 4 Fall Semester	Courses/Activities (hrs.)	e.g., Year 4 Spring Semester	Courses/Activities (hrs.)
	GEO 441 (3)		Real Estate Elective (3)
	BLS 443 (3)		Business Capstone (3)
	FIN 431 (3)		Thematic Sequence (3)
	Thematic Sequence (3)		Global Perspectives (3)
	Real Estate Elective (3)		Elective (4)

6.5 Alternative delivery options (please check all that apply):

- More than 50% of the program will be offered using a fully online delivery model
- More than 50% of the program will be offered using a hybrid/blended delivery model
- More than 50% of the program will be offered using a flexible or accelerated delivery model

For the purposes of this document, the following definitions are used:

- an **online course** is one in which most (80+%) of the content is delivered online, typically without face-to-face meetings;
- a **hybrid/blended course** is one that blends online and face-to-face delivery, with substantial content delivered online;
- a **flexible or accelerated program** includes courses that do not meet during the institution's regular academic semester (fall or spring) as well as courses that meet during the regular academic term but are offered in a substantially different manner than a fixed number of meeting times per week for all the weeks of the term.

6.6 Off-site program components (please check all that apply):

- Co-op/Internship/Externship
- Field Placement
- Student Teaching
- Clinical Practicum
- Other

If one or more of the items is checked, please provide a brief description of the off-site component(s).

SECTION 7: ASSESSMENT AND EVALUATION

7.1 Program assessment

Assessment efforts are directed by the Office of Institutional Research and Effectiveness. Because of the accreditation standards of the Higher Learning Commission, each academic department, academic support unit and Student Life unit at Miami University is required to implement a full cycle assessment program for each undergraduate major, general education, free-standing certificates, and all graduate programs.

Each major or degree program specifies at least three learning outcomes to assess, and other units specify at least three major goals or objectives to assess. Each year, data related to the outcomes or goals are collected and analyzed and used for program improvement. When beginning the process of assessment for the first time, departments and units create an assessment plan. Annually or biennially, the assessment data for the three or more learning outcomes or goals are analyzed and discussed and plans for improving teaching and learning based upon those findings are articulated. The summary of the data collected, the analysis and the steps for improvement are recorded in an assessment report which is submitted each year. Plans and reports are reviewed regularly by a university-level assessment committee.

Is your program externally accredited? If yes, does the external body require the program to do **direct assessment of student work showing student achievement of your stated learning outcomes**? If so, please provide a copy of the assessment requirements/plan to the Office of Institutional Research and Effectiveness. If not, please answer all the following questions:

- List at least 3 specific student learning outcomes (SLOs) that the students are expected to achieve by the time they complete the program. If the program includes liberal education course(s), articulate any specific linkages between your stated SLOs and Miami Plan principles or competencies.
 - SLO #1 Gather and interpret data about the surrounding real estate environment to determine the suitability of a real estate investment or development
 - SLO #2 Apply valuation techniques and make objective decisions
 - SLO #3 Assess risk and return characteristics of real estate opportunities
 - SLO #4 Determine the effect of legal and regulatory requirements, and ownership and organizational structures on real estate investment and development
 - SLO #5 Effectively communicate the analysis of real estate investment and development.
- Identify courses (and examinations or assignments within them) or other culminating projects where these outcomes are emphasized and can be measured, especially near the point of graduation. If relevant, specify any licensing or external exams you intend to use.
 - Courses required for the major will be used for assessment, including BLS 443, FIN 303, FIN 331, FIN 431, GEO 441 and GEO 451. Items or questions from examinations as well as projects will be used.
- Describe how you intend to evaluate the learning outcomes by means of the assignment(s)—e.g., rubric(s) or answer key(s) to exam.
 - Outcomes that are assessed using exams will use answer keys and statistics from item performance. For outcomes based on projects or assignments, rubrics will be used for assessment.
- Describe the sampling procedure. What percentage of your student body will comprise your sample? If the sample size is small, make the case that they adequately represent the whole.
 - Samples will be taken from each of the courses for assessment purposes. As these are required courses, the sampling should be representative of the major. However, since these courses are also used or required by other majors, the data gathered may be broader than just those students majoring in real estate.
- Describe how you intend to collect student perceptions of their achievement of the program learning outcomes.

- Surveys from graduating seniors will be collected as well as feedback from alumni once the program has been in existence for a few years.
- Describe your plans for regular (annual or biennial, depending on program size) collection and summary of data.
 - Data will be collected on an annual basis, but different learning outcomes will be assessed in different years. This will allow for feedback and adjustments to courses so that the next assessment can incorporate changes made in response to the previous assessment.
- Describe your plans for a regular faculty meeting in which faculty discuss assessment data findings and make plans for improvement of teaching and learning based upon the data.
 - Assessment reports will be distributed to faculty each year. The faculty teaching in the required courses will meet to discuss the report and decide on changes or improvements based on the findings.
- Identify who will be responsible for creating and submitting an annual assessment report to the Office of Institutional Research and Effectiveness at the end of each academic year.
 - The faculty member who does the assessment for the Finance degree will also conduct the assessment (or designate the faculty member responsible) and submit the report to the assessment coordinator.

7.2 Other means of measuring student success

In addition to program assessment, describe the other ways that individual student success in the proposed program will be measured (e.g., graduation rates, exit interviews, job placement, alumni surveys). Describe the measurements to be used, frequency of data collection and how the results will be shared and used for program improvement.

The Miami University Student Success Committee with the support of the Office of Institutional Research and Effectiveness guides and implements the university's student success evaluation and assessment. Student success is measured through national surveys and projects (e.g., the National Survey of Student Engagement, CIRP Freshman survey, Collegiate Learning Assessment, College Senior Survey, Your First College Year, HERI Faculty Survey, Faculty Survey of Student Engagement) as well as in-house graduate survey and alumni survey.

SECTION 8: FACULTY

8.1 Faculty appointment policies

Describe the faculty designations available (e.g., professor, associate professor, adjunct, instructor, clinical, etc.) for the proposed program's faculty. In your response, define/describe the differences between the designations.

Appropriate faculty designations for faculty include all ranks of tenured/tenure track faculty as well as clinical faculty. In addition, faculty who are practitioners in the real estate field may serve as adjunct or visiting faculty for specific classes.

Describe the credentialing requirements for faculty who will be teaching in the program (e.g., degree requirements, special certifications or licenses, experience, etc.).

Faculty teaching the program must meet the FSB's AACSB faculty qualifications. These generally include a Ph.D. or Master's degree in business or related discipline. In addition, the departments experience criteria will be used for part-time faculty.

Describe the institution's load/overload policy for faculty teaching in the proposed program.

[MUPIM 6.5 Overload Teaching](#)

Indicate whether the institution will need to identify additional faculty to begin the proposed program. If additional faculty members are needed, describe the appointment process and provide a timeline for hiring such individuals.

Initially, a part-time faculty member may be used to teach specialized course. All courses in the major are currently being offered on campus. The program may increase the demand for some of these courses requiring additional sections or larger enrollment in each section. This may particularly affect Geography, but discussions with the College of Arts and Sciences have yielded a commitment to appropriately staff these courses.

8.2 Program faculty

Provide the number of existing faculty members available to teach in the proposed program.

Full-time: 20

Less than full-time: 2

Provide an estimate of the number of faculty members to be added during the first two years of program operation.

Full-time: 0

Less than full-time: 0

8.3 Expectations for professional development/scholarship

Describe the institution's general expectations for professional development/scholarship activities by the proposed program's faculty. In your response, describe any differences in the expectations for tenure-track vs. non tenure-track faculty and for full-time vs. part-time faculty. Indicate the financial support provided for such activities. **Include a faculty handbook outlining the expectations and documenting support as an appendix item.**

Expectations for professional development and scholarship are the same as those in the for all faculty in the FSB, based upon faculty classification.

8.4 Faculty matrix

Complete a faculty matrix for the proposed program. A faculty member must be identified for each course that is a required component of the curriculum. If a faculty member has not yet been identified for a course, indicate that as an "open position" and describe the necessary qualifications in the matrix (as shown in the example below). **A copy of each faculty member's CV must be included as an appendix item.**

SECTION 9: LIBRARY RESOURCES

Librarian representative to do: http://www.lib.MiamiOH.edu/subject_librarians/

9.1 Library resources

Describe the involvement of a professional librarian in the planning for the program (e.g., determining adequacy of current resources, working with faculty to determine the need for additional resources, setting the budget for additional library resources/services needed for the program).

N/A

Describe the library resources in place to support the proposed program (e.g., print, digital, collections, consortia, memberships, etc.).

N/A

Describe any additional library resources that will be needed to support the request and provide a timeline for acquiring/implementing such services. Where possible, provide a list of the specific resources that the institution intends to acquire, the collaborative arrangements it intends to pursue, and monetary amounts the institution will dedicate to the library budget to support and maintain the proposed program.

N/A

SECTION 10: BUDGET, RESOURCES, AND FACILITIES

10.1 Resources and facilities

List the facilities/equipment currently available for the program. Where possible, provide a list of the specific resources that the institution intends to acquire, the collaborative arrangements it intends to pursue, and monetary amounts the institution will dedicate to the library budget to support and maintain the proposed program.

Resources include Argus real estate analysis program which is currently available. In addition, the program has received a gift for development and initial support in the amount of \$100,000.

10.2 Budget/financial planning:

Complete the table on the following page to describe the financial plan/budget for the first three years of program operation.

Fiscal Impact Statement for New Degree Programs

	Year 1	Year 2	Year 3	Year 4
I. Projected Enrollment				
Headcount full time				

Headcount part time				
Full-time equivalent (FTE) enrollment				
II. Projected Program Income				
Tuition (paid by student or sponsor)				
Expected state subsidy				
Externally funded stipends, as applicable				
Other income (if applicable, describe in narrative section below)				
Total Projected Program Income				
III. Program Expenses				
New Personnel				
<ul style="list-style-type: none"> • Instruction (technical, professional and general education) <ul style="list-style-type: none"> Full _____ Part Time _____ • Non-instruction (indicate roles in narrative section below) <ul style="list-style-type: none"> Full _____ Part time _____ 				
New facilities/building/space renovation (if applicable, describe in narrative section below)				
Scholarship/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)				
Other expenses (if applicable, describe in narrative section below)				
Total Projected Expense				

Budget Narrative:

Use narrative to provide additional information as needed based on responses above.

As the proposed program makes use of existing resources, the budgetary impact will be minimal from a cost/expense perspective.

APPENDICES

Please note that the institution is required, at a minimum, to submit the following the items as part of the review:

Results of recent accreditation reviews	Course syllabi
Organizational Chart	Faculty CVs
Faculty/student handbooks (or link)	Current catalog (or link)

Appendix Description

A	Harper CV
B	Gray Associates PES Real Estate Bachelors Screenshots
C	Real Estate Assessment Plan
D	Faculty Matrix CVs
E	Enrollment Data Benchmark
F	
G	

Miami University is committed to continual support of the delivery of the [Bachelor of Science in Business] in [Real Estate]. If Miami University decides in the future to close the program, the university will provide the necessary resources and means for matriculated students in the program to complete their degree.

bl

Miami University verifies that the information in the application is truthful and accurate.

Respectfully,

Dr. Jason Osborne
Provost & Executive Vice President
Miami University

Department Chair/Program Director Approval and Forwarding:

Name: **Email:** **Phone:** **Date:**

Department Chair/Program Director approval indicates that the program and its student learning outcomes will be assessed in accordance with the department's/program's overall assessment plan.

Divisional Dean approval indicates that the new program fits into the mission of the division, and that any overlap between the courses and other extant courses in the divisional curriculum has been identified and any related concerns resolved. By approving, the Dean (A) takes oversight responsibility for ensuring that the new program meets divisional standards for rigor, (B)

indicates a recognition and acceptance of the staffing model and implications, and (C) forwarding of other related resource issues, when approved. When approved by the Dean, following the divisional curriculum approval, forward for Registrar action within the curriculum approval process.

Please submit completed approved forms (in Microsoft Word) via e-mail to: courseapproval@MiamiOH.edu

NOTE: New Degrees: This form requires approval by the department/program, division, Council for Undergraduate Curriculum or Graduate Council, academic deans, a vote by University Senate plus ten (10) class days for review, the President, the Miami University Board of Trustees and the Ohio Department of Higher Education (see MUPIM, Section 11). In some situations, approval by the Higher Learning Commission will be required. Upon submission of this form, the Office of the University Registrar will verify the information and forward this request to the appropriate contact.

NOTE: New Majors: This form requires approval by the department/program, division, Council for Undergraduate Curriculum or Graduate Council, academic deans, and a vote by University Senate plus ten (10) class days for review (see MUPIM, Section 11). Upon submission of this form, the Office of the University Registrar will verify the information and forward this request to the appropriate contact.

Joel T. Harper, Ph.D., CFA

Updated 9/15/19

Department of Finance
Farmer School of Business
Miami University
800 E. High Street
Oxford, OH 45056
tel: (513) 529-3954

Academic Experience:

Miami University Professor and Department Chair	July 2018 – Present
University of Tulsa Chair, Department of Finance, OM & IB Bill G. Blair Professor of Finance	August 2016 – June 2018 August 2015 – June 2018
Oklahoma State University Professor of Finance Williams Companies Professor of Business Associate Professor of Finance	July 2014 – July 2015 July 2012 – July 2015 August 2004 – June 2014
University of Canterbury Erskine Fellow	February 2013 – June 2013
Florida Atlantic University Assistant/ Associate Professor of Finance	June 1998 – May 2005
Grand Canyon University Assistant Professor of Finance	August 1996 – May 1998

Dissertation Committees:

Jorg Bley, 2000	Stephen Treanor, 2008
Jarrod Johnston, 2001	Subramanian Iyer, 2011
David Jackson, 2002	Travis Davidson, 2011
Joan Wiggenhorn, 2003	Svetlana Orlova, 2013
Georgina Benou, 2004	Adam Usman, 2015
Nivine Richie, 2004	Namrata Saikia, 2015 (chair)
Ray Sturm, 2005	Tom Totten, 2014 (chair)
Vinod Venkiteshwaran, 2007	Saud AlThaqeb 2016 (chair)

Administrative Responsibilities:

Finance Ph.D. Program Coordinator	August 2008 – May 2015
-----------------------------------	------------------------

Education:	Oklahoma State University	Finance	Ph.D. 1991 – 1996
	minor areas: Economics and Statistics		
	Harding University	Economics	B.B.A. 1987 – 1991

Dissertation: “Ownership Structure and Its Effects on Operating Performance and Firm Value: Evidence from the Czech Republic”

Professional Designations: Chartered Financial Analyst #34456, 1999, CFA Institute

External Funded Grants: 2007, \$40,000 from International Centre for Pension Management (ICPM), “Public Pension Governance, Contracting Relationships and Performance”

Refereed Publications:

- “Environmental Performance and Corporate Cash Holdings” with Li Sun, *Applied Economic Letters*, forthcoming.
- “Stock Price Crash Risk and CEO Power: Firm-Level Analysis, with Grace Johnson and Li Sun, *Research in International Business and Finance*, Vol. 51, forthcoming January 2020.
- “Managerial Ability and Bond Rating Changes” with Kris Kemper and Li Sun, *Financial Markets, Institutions, & Instruments*, forthcoming.
- “Geographic Distance and Goodwill Impairment” with Li Sun, *International Journal of Accounting and Information Management*, forthcoming.
- “CEO Power and Corporate Social Responsibility” with Li Sun, *American Journal of Business*, Vol. 34, No. 2, 2019, 93-115.
- “Diversification Discount and Investor Sentiment” with Subramanian R. Iyer and Ali Nejadmalayeri, *North American Journal of Economics and Finance*, Vol. 42, November 2017, 218-236.
- “Cash Flow Volatility and Investor Sentiment” with Subramanian R. Iyer, *Managerial Finance*, Vol. 43, Issue 2, 2017, 178-192.
- “Off-Track: The Disappearance of Tracking Stocks” with Travis Davidson, *Journal of Applied Corporate Finance*, Vol. 26, Issue 4, Fall 2014, 98-105.
- “Pension Conversion, Termination, and Wealth Transfers” with Stephen Treanor *Journal of Risk and Insurance*, Vol. 81, Issue 1, March 2014, 177-198.
- “Obstacles to Developing a Banking System in Transition Economies: A Literature Survey” with James E. McNulty, *Financial Markets, Institutions, and Instruments*, Vol. 21, No. 4, November 2012, 203 – 240.
- “Foreign Exchange Exposure of ‘Domestic’ Corporations” with Raj Aggarwal *Journal of International Money and Finance*, Vol. 29, No. 8, December 2010, 1619 – 1636.
- “Public Sector Pension Governance in the United States: Up to the Task” *Rotman International Journal of Pension Management*, Vol. 1, No. 1, Fall 2008, 22 – 28.
- “Financial System Size in Transition Economies: The Effect of Legal Origin” with James E. McNulty, *Journal of Money, Credit, and Banking* Vol. 40, No. 6, September 2008, 1263 – 1280.
- “Asset Volatility and Equity Value” with Wm R. McDaniel, *Journal of Financial and Economic Practice*, Vol. 8, No. 1, Fall 2007, 33 – 52.
- “Financial Intermediation and the Rule of Law in Transitional Economies of Central and Eastern Europe” with Jim McNulty and Anita Pennathur, *Quarterly Review of Economics and Finance*, Vol. 47, Iss. 1, March 2007, 55 – 68.
- “Interaction Between Short Sales and Potential Inside Sales in the IPO Aftermarket” with Jarrod Johnston and Jeff Madura, *Journal of Financial Services Research*, Vol. 27, No. 3, September 2005, 283-302.

- “Performance Comparison Between Exchange-Traded Funds and Closed-End Country Funds” with Jeff Madura and Oliver Schnusenberg, *Journal of International Financial Markets, Institutions & Money*, Vol. 16, No. 2, April 2006, 104-122.
- “Follow-on Offerings,” with Jarrod Johnston and Jeff Madura, *Journal of Banking and Finance*, Vol. 28, Issue 1, 2004, 251-264.
- “Sources of Hidden Value and Risk within Tracking Stock,” with Jeff Madura, *Financial Management*, Vol. 31, Issue 3 (Autumn), 2002, 91-109.
- “The Performance of Privatized Firms in the Czech Republic,” *Journal of Banking and Finance*, Vol. 26, April 2002, 621-649.
- “Short-Run Effects of Privatization on Operating Performance in the Czech Republic,” *Journal of Financial Research*, Vol. 24, No. 1, Spring 2001, 119-131.
- “Equity Valuations in the Czech Voucher Privatization Auctions,” with Raj Aggarwal, *Financial Management*, Vol. 29, No. 4 (Winter), 2000, 77-100. Reprinted in *Privatization and Globalization: The Changing Role of the State in Business*, Ram Mudambi, editor, (Cheltenham, UK: Edward Elgar Publishing), 2003, 483-506.
- “Privatization and Business Valuation in Transition Economies,” with Raj Aggarwal, *Financial Innovation and Welfare of Nations: How Cross-Border Transfers of Financial Innovations Nurture Emerging Capital Markets*, Jacque, L.L., and P.M. Vaaller (eds.), (Boston: Kluwer Academic Publications), 2001, Chapter 9, 175-196
- "Agency Cost Reduction Using Interest Rate Swaps: An Empirical Test," with John Wingender, *Journal of Banking and Finance*, Vol. 24, September 2000, 1419-1431.
- "An Empirical Investigation of the Relationship between Ownership Structure and Operating Performance of Newly Privatized Czech Firms" with Tim Krehbiel, *Advances in Financial Economics*, Vol. 4, 1999, 79-101.
- "Asymmetric Changes in the Eurodollar Risk Premium" *International Journal of Finance*, Vol. 9, No. 1, 1997, 577-585.

Works in Progress:

- “Is Government A Unique Customer? Evidence from Cash Holdings” with Saud Al-Thaqeb
- “Determinants of Capital Structure Complexity” with Svetlana Orlova
- “Is there a Flight to Safety? Firm Risk and Investor Sentiment” with Subramanian Iyer
- “Do Defined Benefit Plans Increase Operating Risk? Evidence from Plan Terminations and Freezes” with Yuecheng Jia
- “Financial Development, Economic Growth and Human Capital Accumulation: What is the link?” with Rashmi Arora and Kuntal Das
- “State Pension Plans and Municipal Bonds” with Ali Nejadmalayeri
- “Variation in Fees Paid for Investment Management by Defined Benefit Pension Plans” with Nivine Richie and Sean Finucane

Academic Presentations:

- “Is Government A Unique Customer? Evidence from Cash Holdings” with Saud Al-Thaqeb, Financial Management Association, 2017
- “A Cross-Sectional Analysis of U.S. Pension Fund Fees” with Sean Finucane and Nivine Richie, Financial Management Association, 2014
- “Financial Development, Economic Growth and Human Capital Accumulation: What is the link?” with Rashmi Arora and Kuntal Das, New Zealand Economists Association, 2014

- “Do Defined Benefit Plans Increase Operating Risk? Evidence from Plan Terminations and Freezes” with Yuecheng Jia, Financial Management Association, 2013
- “Pension Conversion, Termination, and Wealth Transfers” with Stephen Treanor, Financial Management Association, 2011
- “Off-Track: The Disappearance of Tracking Stocks” with Travis Davidson, Southern Finance Association, November, 2010
- “Predicting Superior Asset Returns from Model Parameter Estimations” with Antonio Camara, Financial Management Association, October 2009
- “Board of Trustee Composition and Investment Performance of US Public Pension Plans” joint conference of ICPM and NetSPAR, November 2007.
- “Implicit Contract Modification or Wealth Expropriation: Evidence from Pension Terminations and Cash Balance Conversions” with Stephen Treanor, Southern Finance Association, November 2007.
- “Domestic Company Exposure to Exchange Rate Risk” with Raj Aggarwal, Financial Management Association, October 2007.
- “Comparative Analysis of Pension Plans: Asset Allocation, Funding Changes, and Actuarial Assumptions” with John Polonchek, Southern Finance Association, November 2006.
- “The Effect of the Pension Funding Equity Act on Corporate Value” Financial Management Association, October 2006.
- “Pension Fees and Performance: An Empirical Analysis of Public Defined Benefit Plans,” with Tom Gosnell, Financial Management Association, October 2006.
- “Bank Lending to the Private Sector in the Former Communist Countries: Some Comparative Evidence” with James E. McNulty, 2005 Financial Management Association
- “Pension Fees and Performance: An Empirical Analysis of Public Defined Benefit Plans,” with Tom Gosnell, 2005 Southern Finance Association,
- “Variation in Fees Paid for Investment Management by Defined Benefit Pension Plans,” Southern Finance Association meeting, 2004.
- “Interaction Between Short Sales and Potential Inside Sales in the IPO Aftermarket” with Jeff Madura and Jarrod Johnston, Financial Management Meeting, 2004
- “Volatility and Equity Value” with Wm R. McDaniel, Southern Finance Association meeting, 2002 and Financial Management Association meeting, 2004
- “Performance Evaluation of Exchange-Traded Funds” with Jeff Madura and Oliver Schnusenberg, Financial Management Association meeting, 2001
- “Sources of Unlocked Hidden Value from the Creation of Tracking Stocks” with Jeff Madura, Eastern Finance Association meeting, 2001
- “Price Discovery in Czech Voucher Privatization Auctions” with Raj Aggarwal, Eastern Finance Association meeting, 2001
- “Cross-border Mergers and Acquisitions among US Utilities: An Empirical Analysis of Foreign Direct Investment,” Financial Management Association meeting, 2000
- “The Performance of Privatized Firms in the Czech Republic,” Financial Management Association meeting, 1999
- “ADRs as Portfolios: A Risk-Return Analysis,” Southern Finance Association meeting, 1999
- “Short-Run Initial Effects of Privatization on Firms in the Czech Republic,” Eastern Finance Association meetings, 1999
- “Firm Valuation and Information in the Czech Voucher Privatization Auctions,” with Raj Aggarwal, Financial Management Association meetings, 1997

- “Comparison of Changes after Privatization in the First and Second Czech Republic Voucher Privatization Waves,” Southern Finance Association, 1997
- “Short-Term Effects of Privatization on Operating Performance in the Czech Republic,” Southwestern Finance Association Meeting, 1997
- “Ownership Effects on Privatized Firms in the Czech Republic,” Woodrow Wilson Center’s Junior Scholars Training Seminar in East European Studies, Washington DC, 1996
- “Ownership Structure Effects on Restructuring Privatized Firms,” Southern Finance Association, Key West, 1996.
- “Market Differences in Foreign Listings on U.S. Markets,” Multinational Finance Conference, Philadelphia, 1995
- "Agency Cost Reduction Using Interest Rate Swaps: An Empirical Test," with John Wingender, Midwest Finance Association, Chicago, 1994
- "Asymmetric Changes in the CD Yield with Respect to Changes in the Eurodollar Yield," Southwest Finance Association, Dallas, 1994

Professional Presentations and Testimony:

- US House Subcommittee on Social Security (Field Hearing)
- City of Tulsa Panel on Effects of Credit Crisis on Municipalities

International Experience:

- Erskine Fellow, University of Canterbury, Christchurch, NZ, 2013
- Study in the Czech Republic as a NSEP Fellow, 1994-95
- Semester study in Florence, Italy, Harding University, 1989

Honors and Awards:

- College of Business Researcher of the Year, Assistant Professor Rank, 2002
- Teaching Incentive Program (TIP) Award, 2001, Florida Atlantic University
- Entrepreneurship Research Grant, 2000, College of Business, Florida Atlantic University
- Research Initiation Award, 1999, Florida Atlantic University
- Summer Research Grant, 2002, and 1999, College of Business, Florida Atlantic University
- National Security Education Program (NSEP) Fellowship, 1994 and 1995
for study in the Czech Republic
- Paul D. and Lois Phillips Doctoral Dissertation Fellowship, 1995-1996
- Presidential Scholarship, 1991, Oklahoma State University

Service:

- University / College / Department
- College Undergraduate Curriculum and Policy Committee, 2015 – present
- University Graduate Policy Committee, 2016 – present
- Director, Friends of Finance, University of Tulsa 2016 - present
- Faculty Senate Financial Review Committee, 2016 - present
- Spears School Dean Search Committee
- SSB Technology Committee 2005-2007, 2010-2015
- SSB Ph.D. Committee, 2008 – 2015, Chair 2012-2015
- Executive Ph.D. Steering Committee
- Southwest Finance Symposium Coordinator

Faculty Search Committee (OSU)
 Undergraduate Council Committee (Department representative), 2002 - present
 Finance Faculty Search Committee Chair, 2002
 Computer and Technology Committee, College of Business, FAU
 Student Financial Management Association, Faculty Advisor 1999 – 2001

Profession - Practitioner

Exam Grader/Senior Grader/Team Captain, CFA Exam, CFA Institute
 Council of Examiners, CFA Institute
 President (2002 – 2003), Vice-President (2001 - 2002) and Education Director (2000 - 2001), Financial Analyst Society of South Florida

Profession - Academic

Director, Southern Finance Association 2004 – 2005
 Corporate Area Track Chair, Southern Finance Meetings, 2004
 Investments Track Chair, Southern Finance Association Meetings, 2001
 Ad Hoc Reviewer for

Journal of Corporate Finance
Journal of Banking and Finance
Financial Management
Financial Review
Journal of International Business Studies
Journal of Economics and Business
International Journal of Economics and Business
Global Finance Journal
Journal of Comparative Economics
Journal of Pension Economics and Finance
Journal of Economics of Transition
Empirical Economics
Journal of Applied Finance

Community / Other

Domestic Violence Intervention Services (DVIS) of Tulsa – Board Trustee, Finance Committee, Audit Committee
 NSEP Business Fellowship Reviewer 2003, 2005, 2006, 2011
 Mayoral Task Force on Pension Reform, City of Tulsa

Professional Associations:

American Finance Association
 CFA Institute
 CFA Society Cincinnati
 Financial Management Association
 Southern Finance Association

Clear Select Bookmark Select Report More On-Demand

Overview Definitions Filters Scoring Criteria Score Breakdown Program Rank Program Scorecard Program x Market Matrix Competitors Data Table Historical Data Workplace Requirements Crosswalks

Current Selections
 Award Level: Bachelors
 Market: National
 6-Digit CIP: 52.1501

Program Search Box

Selections

Market	Market
6-Digit CIP	52.1501
Award Level	Bachelors
CIP Title	
4-Digit CIP	
2-Digit CIP	
Current Programs	

MU Program Enrollment, 2015-19

Program Name	'15	'16	'17	'18	'19	Unit Ch...	CAG R

MU Program Completions, 2015-19

Program Name	'15	'16	'17	'18	'19	Unit Ch...	CAG R

GRAYASSOCIATES

Program Scorecard: 52.1501 - Real Estate

Overall Score: 25

Percentiles: <40% 40%+ 70%+ 90%+ 95%+ 98%+

Category	Criterion	Value	Score	Total	
Student Demand	Total (12 months)	0	0	8	
	Inquiries	0	0		
	Online (Included in Total)	0	-1		
	Year-over-Year Change (Units)	-1	-1		
	Year-over-Year Change (%)	-100.0%	-1		
	Total (3 months)	453,840	7		
	Google Search*	99,990	2		
	Year-over-Year Change (Units)	26.1%	0		
	Year-over-Year Change (%)		0		
	Completions	1,382	0		
Year-over-Year Change (Units)	177	1			
Year-over-Year Change (%)	15%	0			
Competitive Intensity	Institutions	Campuses with Graduates**	46	3	5
		Year-over-Year Change (Units)**	-3	1	
	Cost Per Inquiry	Average Cost per Inquiry**		0	
	Market Saturation	Completions per 1,000 Pop**	0.02	0	
	Google Search*	Cost per Click**	\$6	0	
		Competition Index**	0.61	0	
	Program Size	Average Completions/Institution	30	0	
		Median Completions/Institution	24	0	
		Year-over-Year Change (Units)	3	1	
	Nat'l Distance Education	Year-over-Year Change (%)	12%	0	
Insts. with Program Online**		1	0		
% of Institutions		3%	0		
Online Completions**		44	0		
% of Completions	3%	0			
Degree Fit	NHEBI Nat'l 2-Yr	Cost Index**	NA	0	0
	Completions	Student:Faculty Index	NA	0	
	Workforce	National Completions by Level		0	
		National Workforce Ed Attainment		0	

Category	Criterion	Value	Score	Total
Employment	Job Postings*	Total (12 months)	105,338	4
		Year-over-Year Change (Units)	22,739	0
		Year-over-Year Change (%)	27.5%	0
		Job Postings per Graduate*	20.3	3
		Current Employment	297,252	3
	BLS*	Year-over-Year Change (%)	2.7%	-1
		3-Year Historic Growth (CAGR)	1.5%	0
		5-Year Historic Growth (CAGR)	0.3%	-2
		10-Year Forecast CAGR	0.2%	0
		Annual Job Openings	30,134	0
		Job Openings per Graduate*	5.8	3
		Share of Generalist Employme...	1,784	0
		Share of Generalist Openings	169	0
		10th-Percentile Wages	\$30,668	0
		Wages (Age < 30)	\$46,168	2
Nat'l ACS* (Bachelors)	Wages (Age 30-60)	\$94,761	2	
	% with Any Graduate Degree	22%	0	
	% with Masters	18%	0	
	% with Doct./Prof Degree	4%	0	
	% Unemployed (Age < 30)**	4%	0	
Nat'l Gainful Emp.	% Unemployed (Age 30-60)**	4%	-2	
	% in Direct Prep Jobs	54%	0	
	GE Wages - Assoc. & Cert	NA	0	
Placement Rate - Assoc. & Cert	NA	0		

CIP Description

A program that prepares individuals to develop, buy, sell, appraise, and manage real estate. Includes instruction in land use development policy, real estate law, real estate marketing procedures, agency management, brokerage, property inspection and appraisal, real estate investing, leased and rental properties, commercial real estate, and property management.

Award Level Breakdown by Source

Inquiries and Completions				Job Postings (Market) - Edu Requested		BLS Workforce Educ. Attainment (Nat'l)	
Award Level	Inquiries (Market)	Completions (Market)	Completions (National)	Award Level	Minimum Education Requested	Award Level	Educational Attainment
Post-masters Certificate	0%	0%	0%	High School/Certificate	30%	No College	14%
Postbaccalaureate Certificate	0%	1%	1%	Associates	9%	Some College	26%
Masters	100%	21%	21%	Bachelors	21%	Associates	10%
Certificate	0%	46%	46%	Masters	10%	Bachelors	38%
Associates	0%	5%	5%	Doctoral	9%	Masters	10%
Bachelors	0%	27%	27%	Unspecified	54%	Doctoral	2%

* - Google search, employment data and JPG Ratio do not filter by award level.
 ** - Color scale in reverse.
 NA - No data available/not currently tracked.
 2-Yr - Associates & certificate programs only.



Overview
Definitions
Filters
Scoring Criteria
Score Breakdown
Program Rank
Program Scorecard
Program x Market Matrix
Competitors
Data Table
Historical Data
Workplace Requirements
Crosswalks

Current Selections

Award Level: Bachelors
Market: Ohio
6-Digit CIP: 52.1501

Program Search Box

Selections

Market: **Market**

30-Mile Radius

National

6-Digit CIP: **Ohio**

Award Level

CIP Title

4-Digit CIP

2-Digit CIP

Current Programs

MU Program Enrollment, 2015-19

Program Name	'15	'16	'17	'18	'19	Unit Ch...	CAG R

MU Program Completions, 2015-19

Program Name	'15	'16	'17	'18	'19	Unit Ch...	CAG R

* - Google search, employment data and JFG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-yr - Associates & certificate programs only.

GRAYASSOCIATES

Program Scorecard: 52.1501 - Real Estate

Overall Score **28**

Percentiles: < 40% 40%+ 70%+ 90%+ 95%+ 98%+

Category	Criterion	Value	Score	Total
Student Demand	Inquiries	Total (12 months)	0	0
		Online (Included in Total)	0	0
		Year-over-Year Change (Units)	0	0
		Year-over-Year Change (%)	0	0
	Total (3 months)	7,601	3	8
	Google Search*	Year-over-Year Change (Units)	1,461	
Competitions	Year-over-Year Change (%)	23.8%	0	
	Total (12 months)	64	0	
	Year-over-Year Change (Units)	79	2	
	Year-over-Year Change (%)	83%	1	
Competitive Intensity	Institutions	Campuses with Graduates**	2	3
		Year-over-Year Change (Units)**	0	0
	Cost Per Inquiry	Average Cost per Inquiry**		0
		Market Saturation	Completions per 1,000 Pop**	0.02
	Google Search*	Cost per Click**	\$7	0
		Competition Index**	0.59	0
	Program Size	Average Completions/Institution	32	0
		Median Completions/Institution	32	2
		Year-over-Year Change (Units)	15	2
	Nat'l Distance Education	Year-over-Year Change (%)	83%	1
Insts. with Program Online**		1		
% of Institutions		3%	0	
Online Completions**		44		
Degree Fit	NHEBI Nat'l 2-Yr	Cost Index**	NA	0
		Student:Faculty Index	NA	0
	Workforce	National Workforce Ed Attainment		0

Award Level Breakdown by Source

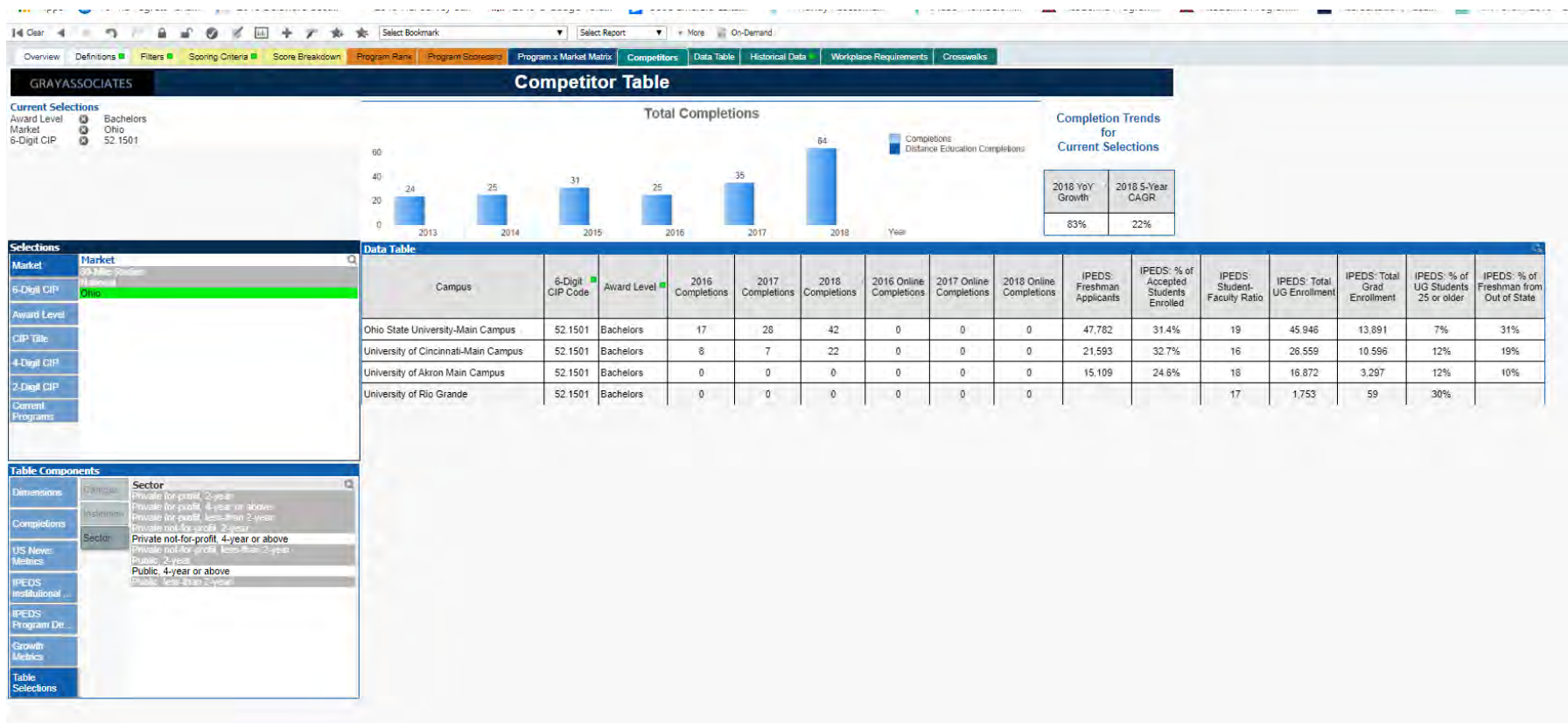
Award Level	Inquiries and Completions			Job Postings (Market) - Edu Requested		BLS Workforce Educ. Attainment (Nat'l)	
	Inquiries (Market)	Completions (Market)	Completions (National)	Minimum Education Requested	Award Level	Educational Attainment	
Post-masters Certificate	0%	0%	0%	High School/Certificate	30%	No College	14%
Postbaccalaureate Certificate	0%	1%	1%	Associates	11%	Some College	26%
Masters	100%	0%	21%	Bachelors	21%	Associates	10%
Certificate	0%	84%	46%	Masters	12%	Bachelors	38%
Associates	0%	3%	5%	Doctoral	10%	Masters	10%
Bachelors	0%	12%	27%	Unspecified	56%	Doctoral	2%

Employment

Category	Criterion	Value	Score	Total	
Employment	Job Postings*	Total (12 months)	2,996	4	
		Year-over-Year Change (Units)	971	0	
		Year-over-Year Change (%)	48.0%	0	
		Job Postings per Graduate*	5.5	0	
	BLS*	Current Employment	10,899	3	12
		Year-over-Year Change (%)	-2.7%	-2	
		3-Year Historic Growth (CAGR)	-1.0%	0	
		5-Year Historic Growth (CAGR)	8.1%	2	
		10-Year Forecast CAGR	0.6%	0	
		Annual Job Openings	1,121	0	
		Job Openings per Graduate*	2.1	3	
		Share of Generalist Employme...	63	0	
Nat'l ACS* (Bachelors)	Share of Generalist Openings	6	0		
	10th-Percentile Wages	\$28,246	0		
	Wages (Age < 30)	\$46,168	2		
	Wages (Age 30-60)	\$94,761	2		
	% with Any Graduate Degree	22%	0		
	% with Masters	18%	0		
	% with Doct/Prof Degree	4%	0		
	% Unemployed (Age < 30)**	4%	0		
Nat'l Gainful Emp.	% Unemployed (Age 30-60)**	4%	-2		
	% in Direct Prep Jobs	54%	0		
	GE Wages - Assoc. & Cert	NA	0		
	Placement Rate - Assoc. & Cert	NA	0		

CIP Description

A program that prepares individuals to develop, buy, sell, appraise, and manage real estate. Includes instruction in land use development policy, real estate law, real estate marketing procedures, agency management, brokerage, property inspection and appraisal, real estate investing, leased and rental properties, commercial real estate, and property management.



Real Estate Program Assessment Plan

Map of Course Outcomes to Program Outcomes

SLO #1: Gather and interpret data about the surrounding real estate environment to determine the suitability of a real estate investment or development

GEO 441 Learning Outcomes tied to SLO #1

Demonstrate the ability to acquire, create, update and/or manage spatial data from disparate sources.

Demonstrate the basic ability to visualize, summarize, analyze and interpret spatial data

Recognize real-world applications of a Geographic Information System (GIS)

GEO 451 Learning Outcomes tied to SLO #1

Describe and explain the forces that shape the urban form and affect urban activity

Apply analytical techniques (both qualitative and quantitative) that support the planning process

Identify contemporary planning issues and explain how planners currently approach them

FIN 331 Learning Outcomes tied to SLO #1

Describe types of real estate properties and their legal descriptions

SLO #2: Apply valuation techniques and make objective decisions

FIN 303 Learning Outcomes tied to SLO #2

Build integrated financial statements and produce valuations for public and private firms

Build complex personal financial models, particularly related to house loan, car loan, and retirement planning

Use dynamic formulas to access data from tables

FIN 331 Learning Outcomes tied to SLO #2

Construct financial statements for real estate investments

Calculate and amortize mortgage instruments

Compare the relative value of financing and refinancing options for real estate

FIN 431 Learning Outcomes tied to SLO #2

Conduct a market analysis for a real estate investment as an input into valuation.

Estimate the value of a real estate investment based on a discounted cash flow analysis.

SLO #3: Assess risk and return characteristics of real estate opportunities

FIN 303 Learning Outcomes tied to SLO #3

Build integrated financial statements and produce valuations for public and private firms

FIN 331 Learning Outcomes tied to SLO #2

Analyze investment decisions associated with real estate

FIN 431 Learning Outcomes tied to SLO #3

Incorporate different financing structures and leverage into a real estate investment decision.

Evaluate publicly traded securities based on real estate assets for inclusion into a portfolio.

SLO #4: Determine the effect of legal and regulatory requirements, and ownership and organizational structures on real estate investment and development

BLS 443 Learning Outcomes tied to SLO #4

Understand the core principles of landlord/tenant, land use, redevelopment, environmental, and contract law

Understand of how legal issues impact and shape the selection, acquisition, development, financing, ownership, and management of real property

Understand the statutory framework regarding landlord/tenant relationships and in which real estate development takes place

SLO #5: Effectively communicate the analysis of real estate investment and development.

FIN 331 Learning Outcomes tied to SLO #5

Compare the relative value of financing and refinancing options for real estate

FIN 431 Learning Outcomes tied to SLO #5

Evaluate publicly traded securities based on real estate assets for inclusion into a portfolio.

Assessment Plan

The above map informs instructors which learning outcomes in the course are used to assess the program learning outcomes. Instructors will identify appropriate assignments or exam questions assess the course and the program. Data will be collected on a periodic basis and program learning objectives will be assessed every other year.

Real Estate Program Faculty Matrix

Required Courses

BLS 443	FIN 303	FIN 331	FIN 431	GEO 441	GEO 451
Becker	Goldie	Marshall	Roberts	Davis	Davis
Green	Gempesaw Yin	Biggerstaff		Maingi	

Elective Courses

FIN 302	FIN 401	FIN 403	FIN 408	FIN 461
Biggerstaff	Liu	Kassa	Brunarski	Boulton
Schonlau	Wang	Liu		
Brunarski	Harman Nixon Kassa	Harper		

GEO 442	GEO 454	GEO 459
Abbitt	Prytherch	Prytherch

Financial Impact Statement

The new major makes use of existing courses that are currently taught in Finance and Geography. The estimated financial impact depends on the assumptions of who will declare this major and do the existing courses have capacity to accommodate the number of majors. Data were collected from area universities of peer and aspirational schools that have either a Real Estate major or a Real Estate minor, or a Finance major with a real estate track. Most programs had under 100 majors.

We estimate the initial size of the major after approval will be 50 to 60 students, growing to 100 students. Some of these majors will be students who would have chosen another major in FSB, primarily Finance, and decided to take this new major. We also believe there will be a number of students who choose to double major in Real Estate and either Finance or Urban Planning. Initially, we believe we can accommodate this number of majors with existing instructional resources as well as administrative and student services. As the major grows and gains a foothold, we believe the major will attract additional students to Miami. In this case, there may be a need for additional sections of some but not all classes. At that time, additional funding will be needed for instruction, and data will be provided to justify the funding request.

This academic year, the Finance department received a \$100,000 gift from a donor to help fund additional Real Estate offerings in the department. This helped launch FIN 431 (Real Estate Investments and Finance course). This gift will be sufficient to support the initial introduction of the major.

As mentioned above, the introduction of the major provides an opportunity to attract and recruit additional students to Miami, as well as provide additional skills to existing Miami students that provides a platform to launch careers in real estate. The ability to attract students to Miami that have not considered Miami, but chosen Ohio State or Cincinnati as alternatives because of existing Real Estate programs is an important consideration in adding this major.

Data/Benchmarking against Area and Peer Institutions Undergraduate Real Estate Degree Programs or Real Estate Course Offerings						
University	Home Department/College	Real Estate Major (Y/N)	Real Estate Track within Finance (Y/N)	Number of Real Estate Majors	Avg. Starting Finance Salary	Avg. Starting Real Estate Salary
Indiana	Finance/Business	Yes	No	67	\$65,328 (incl. Real Estate)	na
Notre Dame	Finance/Business	No	Yes	na	\$72,500	na
Virginia	Finance/Business	No	Yes	38 (track)	\$80,823	\$70,000
Wisconsin	Real Estate & Urban Economics/Business	Yes	No	374	\$64,792	\$54,263
Ohio State	Finance/Business	Yes	No	91 majors 142 minors	\$56,650 (2016)	\$42,750
Cincinnati	Finance/Business	Yes	No	98	\$55,110	\$59,258 (double majors)
Real Estate Course Offerings without Degree Program or Track						
Kentucky	Finance/Business					
Illinois	Finance/Business					
Penn State	Risk Management/Business					
Kent State	Finance/Business					
Michigan	Finance/Business					
W. Michigan	Finance/Business					



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September 25, 2020
 Finance & Audit

REVISED APPROPRIATION ORDINANCE 2021-01

BE IT ORDAINED, by the Board of Trustees that the Operating Budget for Fiscal Year 2020-21, as presented at this meeting, be and it hereby is enacted with the following current expenditures and transfers for the major purposes as follows:

	FY2021 Revised	FY2021 Original
General Fund Expenditures		
Salaries	\$211,375,810	\$213,353,799
Staff Benefits	\$74,437,738	\$75,637,208
Scholarships, Fellowships & Fee Waivers	\$166,804,528	\$153,493,869
Less Financial Aid Discount	(\$117,907,296)	(\$116,675,316)
Utilities	\$9,696,146	\$9,769,861
Support Expense	<u>\$32,703,326</u>	<u>\$21,586,904</u>
Sub-Total General Fund Expenditures	\$377,110,252	\$357,166,325
General Fund Transfers		
Debt Service (Mandatory)	\$10,881,369	\$7,273,251
General Fee & Other (Non-Mandatory)	<u>\$44,396,020</u>	<u>\$56,876,999</u>
Total General Fund	\$432,387,641	\$421,316,576
Designated Funds	\$52,126,836	\$52,126,836
Restricted Funds	\$68,919,827	\$59,750,618
Auxiliary Enterprises:		
Expenditures	\$103,532,559	\$114,751,230
Debt Service (Mandatory)	\$50,296,173	\$50,296,173
Other Transfers	<u>\$1,472,189</u>	<u>\$14,918,633</u>
Total Auxiliaries	<u>\$155,300,921</u>	<u>\$179,966,036</u>
TOTAL	\$708,735,225	\$713,160,065

BE IT FURTHER ORDAINED, that the Senior Vice President for Finance and Business Services and Treasurer, with the approval of the President, may make such adjustments as are necessary in the operating budget within the limits of available funds or within the limits of additional income received for a specific purpose (“restricted funds”); and

BE IT FURTHER ORDAINED, that the Senior Vice President for Finance and Business Services is directed to take actions as appropriate given the pandemic to reduce spending and to reduce the reliance on the drawdown of renewal and replacement balances to balance this budget and is further directed to develop a long-term budget plan to restore these funds and preserve the facilities requiring these funds.

Approved by the Board of Trustees
September 25, 2020

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

September 25, 2020
Finance and Business Services

RESOLUTION R2021-05

WHEREAS, the University's General Counsel has recommended the University remove the 20 day and durational 5 day /40 hour limitations from the University's Furlough Policy to provide for the most flexibility in planning for furloughs; and

WHEREAS, the General Counsel drafted a policy and consulted with the Unclassified Personnel Committee (UPAC) the Classified Personnel Committee (CPAC) and University Senate which all provided valuable input and advice which are attached as Exhibits A, B, and C respectively; and

WHEREAS, after due consideration of the advice of UPAC, CPAC and University Senate, the General Counsel made appropriate modifications to the proposed policy;

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves and adopts the Changes to the Furlough Policy and attached Principles for Consideration attached hereto as Exhibit D and

BE IT FURTHER RESOLVED, that the University's General Counsel report to the Board of Trustees at its September 2021 meeting on any uses of the Policy including any instances in which the number of furlough days exceeded 20.

*Approved by the Board of Trustees
September 25, 2020*



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

Statement Re: Removal of restriction to Furlough Policy
Unclassified Personnel Advisory Council

In light of the current economic situation, members of the Unclassified Personnel Advisory Council (UPAC) are in agreement that the current restrictions to the furlough policy be lifted. However, the following principles related to proposed furloughs and the review of this policy are strongly recommended:

- Review of the furlough policy occurs every 3 years, at minimum. More frequent reviews may be requested by members of the President's Executive Committee per the University's needs, allowing for appropriate restrictions to be reinstated based on assessment of the first uses of the policy.
- Furlough decisions are made in consultation with department chairs/directors of program areas to ensure essential functions are covered by remaining staff and/or lapse in service/function is approved and clearly communicated to the University community by leadership.
- Each furlough day is a non-working day for classified or unclassified staff. If faculty are furloughed, accommodations will be made regarding research and/or service work load.
- Consider a graduated furlough where possible to allow for least impact on our more vulnerable employees.
- Provide university assistance/consultation for understanding and timely filing for unemployment during a furlough.
- If a furlough must be converted to a temporary reduction in force, a minimum of 30 days notice be given to the staff members affected.
- Aim to recognize the effort of those staff who find their workload greatly increased, and in particular, those who are asked to take on greater responsibility, even if this reward must be non-monetary (e.g., additional PTO, flexible work schedule, remote work where possible).
- Recommend administration take into consideration essential staff requirements, so that in the rare event of a weather emergency, there is adequate coverage for essential services.

TO: President Crawford

From: CPAC (Classified Personnel Advisory Committee)

RE: Statement of Removal of Restrictions to Furlough Policy

- Based upon the information provided to us and the circumstances of the ICA budget deficit we recommend that the current Furlough Policy of (20) working days in a fiscal year be lifted during the pandemic for ICA.
- 30 day written notice should be given to the affected employees.

However if further recommendations for furlough are recommended the following considerations need to be verified and considered.

- The consensus is that there is concern about how the furlough is administered and who is eligible or ineligible for unemployment exists. Further explanation of reduced hours and unemployment benefits need to be confirmed with Butler County Job and Family Services. If reduced hours are not eligible for unemployment benefits then are there other sources (funds/grants) available to the staff?
- Further review of furlough policy after the fiscal year 2020-21 to see if we can return to the original policy of (20 day maximum) in a fiscal year.

SR 21-01**Sense of the Senate: Furlough Policy Recommendations****August 31, 2020**

Whereas, Senate recognizes the unprecedented circumstances and financial repercussions of the COVID-19 pandemic. As a result, Senate supports revising the furlough policy in the following way: the 20-day limit and the consecutive 5 days/40 hours limit will be replaced with an unlimited cap until July 31, 2021.

Whereas, so that Senate can make an informed recommendation on furlough proposals, current university revenue and expense and cashflow reports and projections as well as a summary of avoidable and non-avoidable costs will be shared with Senate. The information provided ahead of Senate's decision on ICA furloughs should not be taken as a precedent.

Whereas, Senate supports the principles and considerations in the statements on furloughs from UPAC and CPAC, and asks the Board of Trustees and administrators who are designing furlough policies to consider, in addition, the following principles: Whenever possible, people should be working. Other avenues to dealing with a budget shortfall should be considered before furloughs and layoffs and position eliminations.

- Furloughs are preferable to lay-offs and position eliminations.
- Furloughs should be thoughtfully implemented with careful consideration of both employee welfare and Miami's mission
- Furloughing people up to the allowed limit will be deeply painful to employees and should be avoided whenever possible
- Avoid furloughs for people who make under \$40K a year, whenever possible.
- Consult with employees who will be impacted regarding whether they would prefer furloughs to be structured in a way that allows them to receive unemployment benefits (ie, taking furlough days in week-long increments) or if they would prefer to have the furlough days spread out across as much time as possible
- Furloughs should be progressively graduated so that lower-paid workers are the least impacted
- Furlough days should be commensurate to pay reductions and reduction in work

- Employees should be provided with as much notice as possible before a furlough begins

Furthermore, Senate asks Fiscal Priorities Committee to prepare for a future, more permanent revision to the furlough policy by identifying a limit for furloughs that would both address a reasonably projectable budget deficit and would also take into account the amount of reduction in annual income an employee who makes at or above Butler County median per-capita income can tolerate. There is no reason to establish a limit for furloughs that is above what a projectable budget deficit might require.

With the approval of the September 14, 2020, University Senate, the following Resolution was approved:

Furlough Policy | Unclassified Staff and Instructional Staff

May 05, 2018

Scope: Who is Covered by this Policy?

Employees

Policy

General

In the 2009-2011 Biennial Budget for the State of Ohio, the General Assembly provided: "...the board of trustees of any state institution of higher education, notwithstanding any rule of the institution to the contrary, may adopt a policy providing for mandatory furloughs of employees, including faculty, to achieve spending reductions necessitated by institutional budget deficits." (Section 371.70.20 of Amended Substitute House Bill Number 1)

The University's long-term financial stability depends on the ability to balance the operating budget each fiscal year. A "significant operating budget deficit" is defined as a documented substantial decline in the financial resources of the institution that is brought about by a reduction in state funding, loss of revenue from endowments or investments, decline in institutional enrollment, or by other action or events that compel a reduction in the operating budget. The Fiscal Priorities and Budget Planning Committee (a standing committee of University Senate), the chair of the Classified Personnel Advisory Committee (CPAC), the chair of the Unclassified Personnel Advisory Committee (UPAC), and chair of Senate Executive Committee shall be consulted before a determination is made that a significant operating budget deficit exists and that a furlough is required. Consultation shall be understood to be a substantive opportunity to provide feedback before a determination is made. The Fiscal Priorities Committee shall report its determination to University Senate. University Senate shall be afforded an opportunity to respond within the time frame set by the President. The time frame set by the President shall not be less than fourteen days (14) from the date the issue was first presented to the Fiscal Priorities Committee.

Implementation

If, after consultation, the President reasonably believes the University is facing a significant operating budget deficit, a furlough may be implemented. This policy supersedes all other University policies and applies to all employees regardless of source of funds, place of work or appointment terms or status, including faculty, unclassified administrative staff, and non-bargaining unit classified staff*. A furlough may be implemented upon thirty (30) days advance written notice to affected employees.

~~Employees may not be furloughed for more than twenty (20) working days in any fiscal year. Furloughed employees may be required to take up to five (5) consecutive working days or forty (40) consecutive working hours off without pay.~~ The President or the President's designee(s) will engage in timely and substantive consultation with the Senate Executive Committee, University Senate, and the leadership of the Classified Personnel Advisory Committee (CPAC) and the Unclassified Personnel Advisory Committee (UPAC) in planning for the implementation of a furlough. Consultation may, by necessity, require intense and limited periods of time for planning.

Scheduling

Scheduling of furlough days or portions of days shall be the responsibilities of the President or the President's designee(s), but in no event will the University close completely. Furloughs may be implemented on a differential, intermittent, or staggered basis based on pay/salary level, employee classification or nature of appointment. For example, furloughs may take into account the essential operating and safety needs of the University, the availability of designated federal funding, or income generated by the division, department, unit, or program. Days that the University is normally closed or days that may not normally be work days for certain groups of employees (i.e., Spring Break and the week between December 25 and January 1) may be designated as furlough days.

Classified staff represented by the AFSCME bargaining unit will follow Article 20 of the Collective Bargaining Agreement which provides for furloughs up to 90 days.

Employee Benefits and Contributions While on Furlough

Employees may not use accrued paid leave during periods of furlough. The University may allocate employees' reduction in pay over the balance of the fiscal year for payroll purposes regardless of the pay period within which the furlough occurs.

1. Healthcare, dental care and life insurance benefits will not be affected by a furlough.

2. Employees' continuous Miami service, review date, and employment status will not be affected by any period of mandatory furlough.
3. Employees will continue to accrue vacation and sick leave during a furlough.
4. Retirement contributions by both employees and the University will be affected by furloughs as contributions are based on actual earnings.

Employees remain responsible for making all employee contributions (i.e., healthcare, dental care, Flexible Spending Accounts, and 403(b) contributions) and all miscellaneous authorized deductions (i.e., credit union, charitable contributions, University payments).

Principles and Considerations for Furlough Proposals

- Furloughs are preferable to lay-offs and position eliminations.
- Furloughs should be thoughtfully implemented with careful consideration of both employee welfare and Miami's mission.
- Furloughing people over 20 days in a fiscal year will be deeply painful to employees and should be avoided if possible
- Furloughs for people earning \$40,000 per year or less should be avoided whenever possible.
- Impacted employees should be consulted regarding whether they would prefer furloughs to be structured in a way that allows them to be eligible to apply for unemployment benefits or whether they would prefer to spread furlough days out as much time as possible. Employee preferences will be accommodated if possible but the operational and budgetary needs of the University take priority.
- Furloughs should be progressively graduated so that workers earning less are the least impacted
- Furlough days should be commensurate to reductions in pay and work
- Employees should be provided with as much notice as possible before a furlough begins.
- Nothing in this Policy should be read as preventing employees from taking voluntary furloughs or salary reductions with the approval of their supervisor, divisional vice president and the appropriate personnel office.



September 25, 2020
Finance and Business Services

RESOLUTION R2021-06

WHEREAS, the University's General Counsel has recommended the University adopt a Reduction In Force Policy for unclassified administrative staff; and

WHEREAS, the General Counsel drafted a policy and consulted with the Unclassified Personnel Committee (UPAC) regarding the proposed policy and UPAC offered valuable input and advice which is attached as Exhibit A; and

WHEREAS, the General Counsel also consulted with University Senate and University Senate voted to support the proposed policy subject to the advice given by UPAC; and

WHEREAS, after due consideration of the advice of UPAC and University Senate, the General Counsel made appropriate modifications to the proposed policy.

NOW, THEREFORE BE IT RESOLVED, that the Board of Trustees hereby approves and adopts the Reduction In Force Policy for unclassified administrative staff attached hereto as Exhibit B.

*Approved by the Board of Trustees
September 25, 2020*

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

Statement Re: Temporary Reduction in Force of Unclassified Personnel
Unclassified Personnel Advisory Council

In light of the current economic situation, members of the Unclassified Personnel Advisory Council (UPAC) support a temporary reduction in force (RIF) policy, however we recommend the following additions:

- Add details related to the continuation of ancillary benefits such as tuition reimbursement and life insurance
- Describe the procedure if a temporary RIF becomes permanent including (but not limited to):
 - The timeline for switch to permanent RIF and if this constitutes a position elimination
 - Specific guidelines and timeframes for departments to repost the position or reallocate funds for a similar position to ensure RIF is not used to eliminate an employee instead of using proper discipline channels
 - Employee's access to reapply for the position if reposted
- Procedures if RIF meets the 180 days limit within a fiscal year--does this become a permanent RIF or an automatic recall to service?
- Delineate how a recall may or may not happen, EX: "Employees impacted by position elimination will have the option of being reinstated into their former position if the position is restored in the same capacity within the same work unit within 12 months (one year). Recall will take place in the reverse order of position elimination. Individuals recalled under this provision will not be required to serve a new initial orientation and evaluation period. An employee who declines an offer of recall will forfeit any remaining benefits of this policy, including any unpaid separation pay. An employee may not be eligible for recall if, on the RIF notification date, there is a documented performance plan or disciplinary action in the previous twelve-month (one year) period." ([taken from Vanderbilt University](#))
- Create a policy for faculty that is similar to the policy for temporary RIF for classified and unclassified staff

In addition, the following recommendations or clarifications related to temporary RIF are strongly recommended:

- Although the policy states 10 days, we recommend 30 days, or one pay period, to align with furlough policy and other forms of notification within the University
- We recommend clearer language defining RIFs, such as "A reduction in force may require the separation, involuntary demotion, reassignment, or reduction in work hours of Miami University's covered employee" ([altered from Clemson University](#)) OR "A separation from employment due to such reasons as lack of funds, changes in staffing priorities, lack of work, redesign of work processes, redundancy in roles, excess staffing capacity, or department reorganization, with no likelihood or expectation that the individual will be recalled because the need for the position itself is eliminated." ([taken from Vanderbilt University](#))

- A balance between furlough and RIF is recommended, so that Miami can both meet its operational budget deficit, and its continuum of operational needs.
- Once all policies are approved and in place (i.e. furlough and RIF), transparent definitions of a furlough, RIF, layoff, and position elimination should be disseminated university-wide. These definitions should also describe how each of these methods impact benefits, pay, and eligibility for unemployment. Temporary RIF decisions are made in consultation with department chairs/directors of program areas to ensure essential functions are covered by remaining staff, and/or any lapse in service/function is approved and clearly communicated to the University community by leadership.
- Administration might consider voluntary furloughs or temporary RIFs of faculty and/or staff as an option

Temporary Reduction in Force for Unclassified Administrative Staff

Appropriate staffing is critical to the University's educational and research mission. When faced with changing economic and programmatic imperatives, Miami University recognizes that at certain times a temporary reduction in force may be necessary to meet the operational needs or resources of the University. A temporary reduction in force (RIF) may require the separation, involuntary demotion, reassignment or reduction in work hours. A RIF may be administered by a department or other programmatic unit with the prior approval of the divisional vice president and appropriate personnel office. Where the reduction in force unit is different than a department, the unit must represent a discrete, coherent, programmatically justifiable grouping of people.

A RIF in force can be a reduction in appointment (e.g. full-time to part-time, 12 month to 9 or 10 month), a temporary reassignment with a corresponding reduction in pay, or a cessation of employment for a designated period of time. In no event, will a RIF continue beyond 180 consecutive days during any fiscal year. Employees subject to a RIF are eligible to apply for [Ohio Unemployment Compensation](#).

Unclassified administrative staff members subject to a RIF have the option of using accumulated and unused vacation in work-week (normally 40 hours) increments during the RIF. The appropriate personnel office will determine whether or not sufficient vacation exists to be used during a RIF.

A RIF will be preceded by written notice to each affected employee as soon as practicable but at least 10 working days in advance of the reduction in force.

During a RIF affected employees:

- May continue existing coverage in healthcare, dental, and other benefit programs, including use of the tuition fee waiver and use of the employee health clinic. The University will continue to pay its portion of the health care premium and the employee will continue to be responsible for the employee portion.
- Employees will accrue vacation and sick leave during a RIF based on time worked.
- Continuous Miami service and employment status will not be affected by any temporary reduction in force period.
- Employees on approved sick leave and/or family and medical leave will be subject to the RIF, but the RIF will not begin until after the approved leave is exhausted.
- Retirement contributions will be affected by a RIF as both employee and University contributions are based on actual earnings.

If the employee has not been returned to work by the end of the 180 day period, the employee's position is eliminated and the 180 day reduction in force period satisfies any notice to the employee required under the Position Elimination Policy.

An employee who declines an offer of recall is ineligible for any remaining benefits under this or the Position Elimination Policy. An employee may not be eligible for recall, if on the date of the RIF notification, there is a performance improvement plan or the employee has been subjected to disciplinary action within the previous 12 months.

Nothing in this Policy should be read as prohibiting any unclassified administrative staff member from taking a voluntary reduction in force with the approval of their supervisor, divisional vice president and the appropriate personnel office.



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WWW.MIAMIOH.EDU

Other Business
September 25, 2020

RESOLUTION R2020-07

BE IT RESOLVED, that the Board of Trustees hereby approves an Academic Year 2020-2021 salary of \$520,047 for President Gregory Crawford, retroactive to July 1, 2020.

*Approved by the Board of Trustees
September 25, 2020*

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



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

Other Business
September 25, 2020

RESOLUTION R2020-08

BE IT RESOLVED, that the Board of Trustees hereby approves an Academic Year 2020-2021 salary of \$50,000 for University Ambassador Dr. Renate Crawford, retroactive to July 1, 2020.

*Approved by the Board of Trustees
September 25, 2020*

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



University Advancement Report

Tom Herbert, J.D.

Senior Vice President, University Advancement
President, Miami University Foundation



MIAMI UNIVERSITY

>> Presentation Outline



- \$1 Billion Campaign Update
- FY'21 Fundraising Results to date
- Alumni Association – Digital Pivot

>> \$1B Campaign Progress Report

- Goal: \$1 billion

- Raised to date: \$398.6 million (39.9% of goal)

\$1B Campaign Progress Report



	Gifts	Pledges	Total	Present Value
Bequests (outstanding)		171,673,192.42	171,673,192.42	100,140,685.00
Cash			-	
cash, checks, credit cards, EFT	54,739,765.88	103,062,342.71	157,802,108.59	
stocks, securities	6,274,291.72	356,614.79	6,630,906.51	
payroll deduction	309,315.60	248,709.91	558,025.51	
matching gifts	1,323,953.74	-	1,323,953.74	
realized bequests	11,938,571.41	-	11,938,571.41	
Other camp commitments	-	20,633,469.64	20,633,469.64	
Planned Gifts				
insurance premium	171,389.20	1,533,323.48	1,704,712.68	
lead trusts	2,000.00	1,035,848.00	1,037,848.00	
externally managed	186,747.54	4,580,000.00	4,766,747.54	3,219,060.00
charitable gift annuities	287,955.91	-	287,955.91	187,955.91
charitable remainder trusts	3,657,688.81	2,500,000.00	6,157,688.81	1,239,278.92
Grants	12,884,451.73	-	12,884,451.73	
Gifts in Kind	4,146,860.58	-	4,146,860.58	
Real Estate	-	-	-	
Membership Dues	16,860.22	-	16,860.22	
SUB TOTAL	95,939,852.34	305,623,500.95	401,563,353.29	
<i>manual adjustments (extended pledges, etc.)</i>			<i>(2,945,599.00)</i>	
REPORTED TOTAL			\$398,617,754.29	

➤➤ \$1B Campaign Progress Report



- Campaign Current State
 - Silent phase – four years complete by June 30th, 2020
 - Approx. \$397.2 million at July 1, 2020
 - Time frame – July 1, 2016 - July 1, 2027
 - 11 years

>> FY'21 Fundraising to Date

- Goal: \$60 million

- Raised to date: \$13.9 million (23% of goal)

FY'21 Fundraising to date



	Gifts	Pledges	Total	Present Value
Bequests (outstanding)		11,500,000.00	11,500,000.00	11,355,152.00
Cash				
cash, checks, credit cards, EFT	1,509,695.41	293,965.00	1,803,660.41	
stocks, securities	154,462.48	-	154,462.48	
payroll deduction	9,540.15	7,540.00	17,080.15	
matching gifts	37,026.39	-	37,026.39	
realized bequests	53,378.03	-	53,378.03	
Other camp commitments	-	-	-	
Planned Gifts			-	
insurance premium	2,012.90	-	2,012.90	
lead trusts	-	-	-	
externally managed	20,035.00	-	20,035.00	
charitable gift annuities	-	-	-	
charitable remainder trusts	-	-	-	
Grants	-	-	-	
Gifts in Kind	275,639.00	-	275,639.00	
Real Estate	-	-	-	
Other	-	-	-	
SUB TOTAL	2,061,789.36	11,801,505.00	13,863,294.36	
<i>manual adjustments (extended pledges)</i>			<i>(10,000.00)</i>	
REPORTED TOTAL			\$ 13,853,294.36	

»» FY'21 Cash Received to Date



- Goal: \$25 million
- Raised to date: \$3.9 million (16%)
- Cash to endowment: \$1.7 million

Love. Honor. Learn.

MUAA Webinar Platform - Launched in April 2020



Love. Honor. Learn

MUAA Webinar Platform - Launched in April 2020

- Hosted **33** “Miami Presents” webinars since April
 - **25** faculty/staff led
 - **17** chapter volunteer led
- **9,500+** live views
- Class years: **1946-2020**
- **14** “white label” webinars (partnership with ALC)

alumlc.org/miamioh

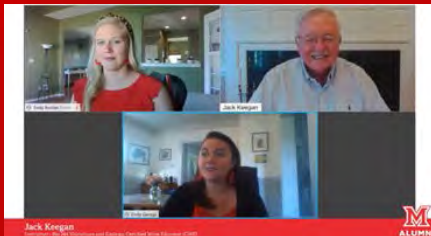


Alumni Weekend

Total Webinar Views: 2,006

Total Live Attendees (all platforms): 1,283

Total Facebook Live Video Views: 14,400



Miami Presents: Virtual Alumni Weekend
BLACK HISTORY AT MIAMI



Jacqueline Johnson
University Archivist

Seth Seward '11
Assistant Director of Alumni Groups

Valerie Edwards Elliott '75
Manager, Smith Library of Regional History





Miami Presents: Virtual Alumni Weekend
THE EVOLUTION OF OUR CAMPUS AND ITS STUDENT LIFE

Thanks to our sponsor:



Bob Keller
University Architect Emeritus





Miami Presents: Virtual Alumni Weekend
GREEK LIFE UPDATE



Dr. Kimberly Vance
Director
Cliff Alexander Office of Fraternity and Sorority Life

Adam Dralle
Associate Director
Cliff Alexander Office of Fraternity and Sorority Life




Events

- **Hosted 42 virtual alumni events since April**
 - 6,034 participants; Class of 1955-2020
- **Co-hosted 11 virtual student send-offs**
 - Engaged 155 incoming students & families
 - Three for Black alumni and students
- **Virtual Grandparents College**
 - 2019 CASE District V and International CASE winner
 - 270 “attendees” (83 in 2019)
- **9th Annual Cleveland Chapter Golf Outing**
 - Raised over \$6,000 for CLE Scholarship Fund

Upcoming Virtual Events:

Miami @ the Merc, Homecoming, Night with Mary Kubica,
Advancement Awards, Winter College

DEI Initiatives

- **161** individual profiles of Black alumni on social media
- Webinars on LGBTQ+, women, Black history, social justice activism
- CASE V and International Awards for DEI programs
- LGBTQ+ alumni group awarded 9 (up from 5) scholarships due to increased engagement/effort
- New: Latin@ and Myaamia alumni groups
- Coming: Multicultural, Asian/Asian American groups

“Mini MBA”

- **Series of free modules from FSB faculty; 7 key topics:**
 - Accounting; Creativity & Marketing; Management; Innovation & Entrepreneurship; Data Analytics; DEI; Leadership
 - Instructor video, case studies, alumni profiles

“Mini MBA”

> Target audience: alumni

Launching	<i>0-7 years out, age 21-28</i>
Rising	<i>8-15 years out, age 29-36</i>
Prime	<i>30-50 years out, age 52-70</i>

> Positive benefit during downturn

> Fall 2020: 7-8 weeks to complete

> Open to staff & students; Ohio-wide?

Thank you!



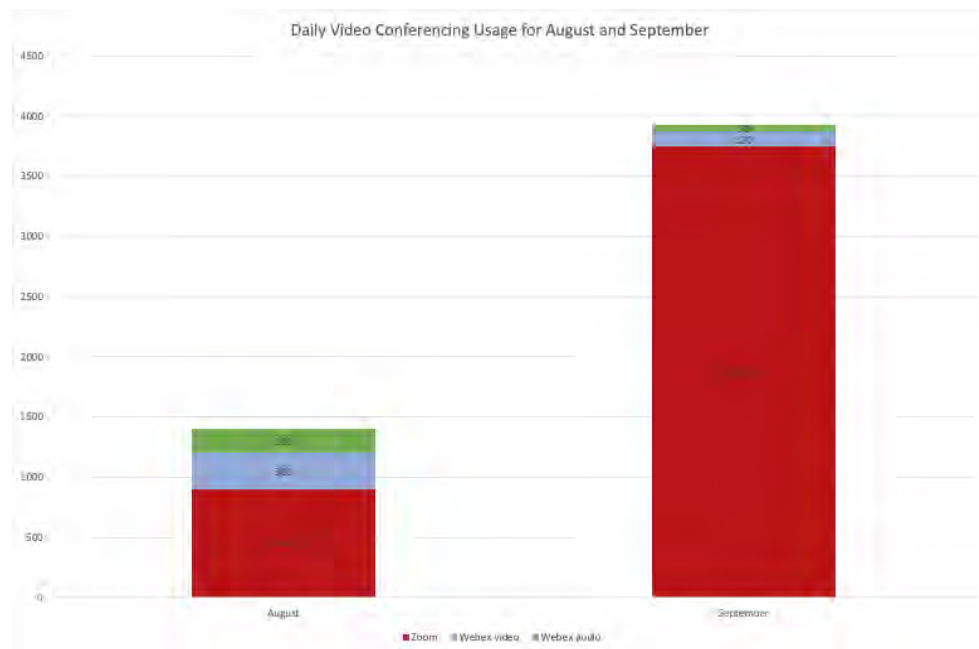
Fall IT Briefing

The COVID-19 pandemic has changed how Miami works, including creating an overnight need to handle remote work for almost the entire University. At the same time, our previously limited use of remote and online instruction for the Oxford campus changed to a broad need for tools and technology for our faculty to teach with, and for our students to learn with. Our administrative areas needed new capabilities as well as we worked to track the pandemic, tackle new enrollment and admissions needs, and to conduct the everyday business of the University. Under normal circumstances, IT Services would have provided our annual update to the board in May. Instead, we present this brief overview of recent efforts to give you context for Miami's IT changes this year.

Our primary focus over the summer was on major efforts to prepare for Fall semester that included:

- Acquiring and deploying Zoom in record time (< 30 days) based on strong demand from the Miami community while also supporting massive growth of Webex. This provides us with a pair of primary video platforms, allowing us to choose the right platform for each event and have a backup in place in case of disruption or outage.

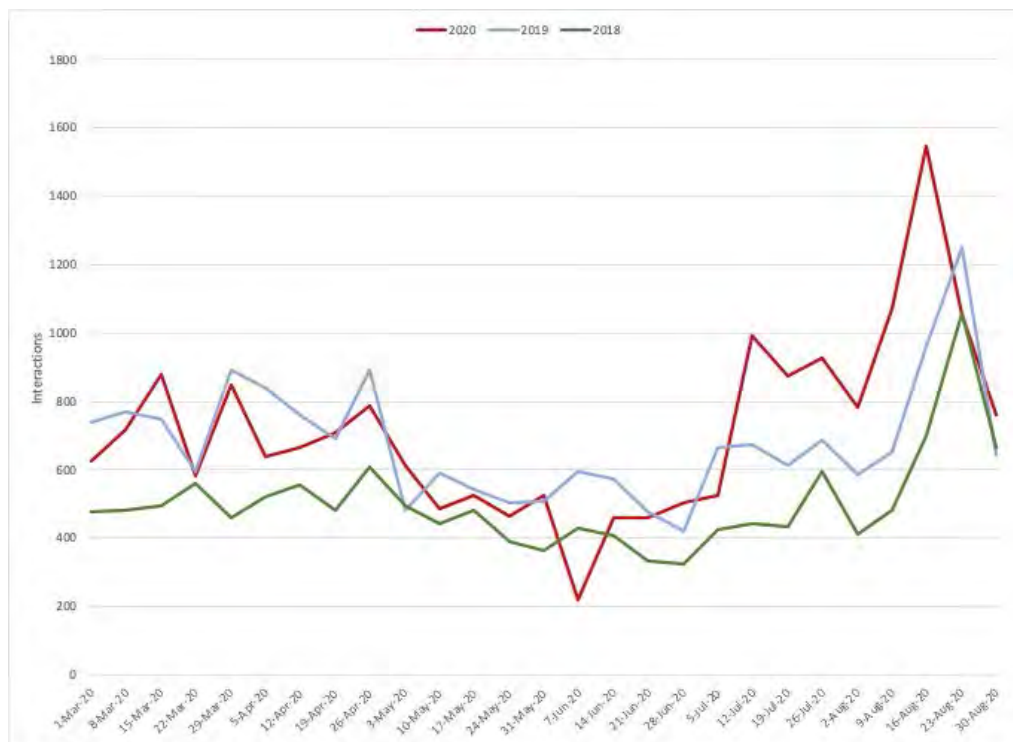
Since our adoption of Zoom, it has proven massively popular, with the majority of video calls placed via Zoom through the start of the semester. An average day in early September saw 2500 video meetings via a combination of Zoom and Webex.



- We have focused on the ability to provide strong support for both Zoom and Webex via our Technology Support Services (TSS) and networking teams, aiding in the success of online events ranging from the Undergraduate Research Forum to board meetings and town halls.
- While Zoom is even more accessibility friendly than Webex, we've also invested in the ability to do live captioning to ensure University events are accessible.
- We partnered with the academic IT directors in Oxford and at the regionals to upgrade over 400 classrooms to support hybrid and hyflex instruction. We also completed our normal 150-classroom upgrade as part of our ongoing summer maintenance cycle. Improvements included wireless microphones, the ability to display content from the projector like a camera via web conferencing, and using our existing document cameras or adding them where needed so we could also use them as high resolution web cameras.
 - In addition to traditional classrooms, we have worked to add instructional technology to non-traditional classroom spaces like our chapels, ballrooms, and auditoriums. These allowed higher class capacities in physically distanced spaces, with the largest spaces (Hall Auditorium and Wilks Theater) holding 100 or more students. In total, over 80 classes are scheduled in these spaces.
- We partnered with the academic IT directors from each college and the Provost's office to create a faculty technology process that is getting specialized technology into the hands of faculty to support remote and online instruction
 - Almost 300 individual faculty technology requests have been met across all of the colleges.
 - Common technology needs included microphones and webcams, tablets and capture tools for drawings, and GoPro and document cameras to capture experiments and instruction.
- We added parking lot Wi-Fi for the regional campuses, increasing our outdoor Wifi coverage beyond what we already provided in Oxford in areas like the Chestnut field parking areas, Millett's west lot, Cook field, and parts of Ditmer field, allowing students and community members to use our wireless network from their cars our distanced outdoor locations.
- COVID-19 specific support technology was built, purchased, integrated, and deployed, including our campus absence reporting tool, Campus Clear, our mobile application for health self assessment, tools and technology for the Butler County contact tracing call center, the Get Inclusive COVID information video learning tool, and a wide variety of other needs.
- We partnered with the University libraries and other academic divisions to deploy remote lab and remote application delivery capabilities to move our on-campus labs and software to online access, including our Adobe Creative Cloud licenses.
- We provided softphone capability for the entire campus to allow desk phones to ring at mobile devices and computers wherever you are.

In addition to COVID-19 preparation, we managed our normal load of projects, upgrades, and support as tracked through our Solutions Delivery project processes:

- We completed 11 COVID related projects and 36 non-COVID related projects, for a total of 47 projects during the last 6 months.
- Despite delaying maintenance on our wired and wireless networks during the COVID related shutdown for campus, we have caught up on our regular maintenance and upgrades to ensure our network is ready for students through the FY20/21 school year knowing that new demands may be put on the network with students taking classes from their residence halls and elsewhere on campus.
- During the pandemic and with increased ticket rates through the end of summer as shown below, our average customer satisfaction survey rate for our helpdesk has increased by an average of almost 10 percent to a 93.6 out of 100. The same time period in 2019 averaged 86.5, and in 2018 averaged 78.



And we made some strategic choices and investments:

- We worked on our organizational design efforts, and paused them before implementation to keep our focus on campus support, recognizing that what we do and how we do it may need to change significantly this year.
- We have focused on our ability to do remote work, and have enabled the majority of IT services to work remotely with a high degree of success, while also helping campus make the pivot to remote work as well. Our networking, technical support, and limited

administrative staff work at least partially on-site to ensure the campus is properly supported.

- We expanded our licensing for our TeamDynamix central ticketing, workflow, and knowledge base system to a campus license. This allowed us to deploy TeamDynamix for EMSS, the libraries, and other areas as they needed ticketing and tracking capabilities, and greatly helped in our efforts to quickly stand up call centers and other response teams.
- Our cloud efforts have continued as we make intentional and thoughtful use of cloud services and our cloud data center infrastructure. As part of our response to the pandemic we adopted new cloud services like Zoom, leveraged our existing scalable cloud services like Webex and Google, and used our Amazon-based cloud systems infrastructure to scale our ability to handle online workloads.
- Partnership remains a major focus for us, with IT staff members involved broadly in response efforts as well as campus initiatives including our core return to campus efforts and subcommittees, the campus DEI implementation team, University Senate, UPAC, the Fiscal Priorities committee, and others.
- Our initial work with our ad-hoc strategic IT governance committee focused on Zoom and the storage of sensitive data in the cloud, and will continue as we grow and mature the effort.